



潤泰精密材料 RUENTEX MATERIALS Co.,Ltd

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潤泰精密材料股份有限公司  
RUENTEX MATERIALS Co., Ltd.



# ANNUAL REPORT 2024



Company address: 10F., No. 308, Sec. 2, Bade Rd., Zhongshan Dist., Taipei City

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URL : [www.rtm.com.tw](http://www.rtm.com.tw)

2024 Annual Report

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# One. Report to Shareholders

Dear shareholders, ladies, and gentlemen:

## I. 2024 Business Overview:

The Company's consolidated revenue for 2024 was NT\$6,667.7 million, representing a 21% increase compared to the previous year. The consolidated gross profit amounted to NT\$822.6 million, representing a 32% increase, with a gross profit margin of 12%. The consolidated operating income was NT\$433.49 million, an increase of 49% from the previous year, with an operating margin of 6%. The consolidated net income after tax was NT\$338.41 million, with net income attributable to the owners of the parent reaching NT\$187.53 million. The earnings per share for the year were NT\$1.25.

As a result of the operation of the current year, the production equipment in the cement business operated steadily, resulting in an increase in sales volume compared to the previous year. In addition, the building materials business, where ready-mixed mortar (RT-MIX) is made, is used in the decoration stage of construction projects, and the market demand continues to be active. The overall production and sales volume increased compared to the previous year.

In summary, the Company has shown outstanding performance in production and sales volume, resulting in an increase in overall profitability compared to the previous year, demonstrating stable development momentum.

## II. Budget Achievements

The Company does not disclose its financial forecast for 2024 to public in accordance with the "Regulations Governing the Publication of Financial Forecasts of Public Companies". The budget achievement is, therefore, not applicable.

## III. Summary of the 2024 Business Plan

Unit: Tons

| Type of product                                     | Production Volume | Shipment Volume |
|---|-------------------|-----------------|
| Cement, ground granulated blast furnace slag (GGBS) | 660,000~700,000   | 660,000~700,000 |
| Construction Materials                              | 600,000~660,000   | 600,000~660,000 |

## IV. Research and Development

The Company will continue its efforts in corporate transformation and investment, hoping to innovate R&D from the perspective of customers, develop high-performance niche products, enhance product competitiveness through differentiation, and create value for the Company and the industry. In light of global climate change and rising environmental awareness, the Company continues to optimize and introduce new cement products that offer energy and carbon reduction benefits. Furthermore, the Company has developed the offshore wind turbine underwater grouting material, ShifuGrout U799, which has obtained international third-party product certification. The company is also developing ShifuGrout U769 for SILO systems (currently under certification) and G705 grouting material for Suction Bucket Jacket, positioning itself as a supplier of grouting

materials for offshore wind turbine. In addition, leveraging its expertise in wind power mortar technology, the Company has further developed high-flow, ultra-high-strength steel fiber cement materials to meet the requirements of current construction projects.

In addition, in order to implement the government's five strategies of “Green Growth and 2050 Net Zero Transformation”, in terms of carbon reduction strategy in the construction industry, the Company has invested in low-carbon cement manufacturing technology, and has also actively developed green, renewable, eco-friendly and energy-saving building materials called “lightweight microsphere”. We not only recycle and reuse the materials, but also construct recycled green buildings to create a green, net zero, and sustainable life. The Company has promoting the sustainability and gradually achieving the net zero vision for the country.

## V. Future Outlook

### (I) Outlook of the Cement Market

As we look ahead to 2025, despite the uncertainty in the external economic environment, the domestic cement industry is expected to maintain stable growth, driven by the continued implementation of forward-looking infrastructure plans, major public construction projects, the expansion of high-tech industry factories, and the increase in green energy projects such as solar power and wind energy. Overall, the domestic cement market in 2025 is expected to remain relatively stable compared to 2024.

### (II) Market prospect of construction materials

The ready-mixed mortar (RT-mixed) has been increasingly trusted and used by customers. It is expected that the overall sales volume will still perform well in 2025 with the expansion of the market share. For the construction materials agency business, for the first time in cooperation with the Japanese listed company NIHON FLUSH Wooden Door Production Co., Ltd., With the products with excellent quality and function, our complete distribution channels deployment, and the advantages of the warehouse storage and distribution, as well as management services, the Company has entered the market rapidly, and the sales have continued to grow.

In response to the government's offshore wind power industry strategy, the Company will continue to promote wind power-related products. Among them, the T508 thermal mud for HDD casing injection will continue to be applied this year, enhancing the product's visibility in the wind power market. Additionally, the Company is further developing ultra-high-performance concrete (UHPC) derived from the development of wind power grouting technology, which is expected to meet the current construction demands and contribute to profitability.

### (III) Outlook of Demand for Interior Renovation and Design

The Company's subsidiaries are committed to providing customers with high-quality interior decoration design and related engineering services. Looking to the future, Taiwanese companies have successively returned to establish their headquarters, new factory and offices in the high-tech industry are increasing. In addition, the incentive policies for large-scale government urban renewal projects and for dangerous and old buildings have been accelerated. They have also actively participated in the joint development projects of transportation and railroads, including shopping malls, office buildings, and high-end residential public facilities and other large-scale projects. We have integrated aesthetics and sensory experience into the details of design and construction, and continue to create stable profits with high-quality one-stop services.

(IV) Influence of External Competition, Legal Environment, and Macro Business Environment

This year, the overall business environment has been filled with uncertainties due to external instability and geopolitical changes. However, these challenges have also created numerous growth opportunities for the Company. In 2025, as the government accelerates the implementation of public infrastructure projects, promotes green energy construction for environmental sustainability, and continues to improve the investment environment, domestic economic recovery is expected to drive overall economic momentum. Moreover, the real estate market's rigid demand remains strong, and construction-related industries continue to prosper. As a result, the growth momentum across various business sectors is anticipated to outperform the previous year, leading to more stable growth.

Looking forward to the future, the Company will continue to work hard and uphold the basic concept of "innovation and change, and conscientiousness in each product." By fully developing the Company's core areas of expertise, enhancing the competitiveness of its products and services, it will fulfill the long-term trust and expectations of our shareholders, employees, customers and suppliers. We also hope to strengthen the connection with customers, become the trusted first choice for cooperation partners, and aim to become a world-class construction material company.

I wish all shareholders,

Good health and all the best,

Chairman **Mo, Wei-Han**

## Two. Governance

### I. Background Information of the Directors, the President, Vice Presidents, Assistant Vice Presidents, and Chiefs of Departments and Branches

#### (I) Directors' Backgrounds

##### 1. Name and Career (academic) Background of Directors, and the Types and Number of Shares Held

Data by: March 26, 2024; Unit: shares; %

| Title<br>(Note 1) | Nationality or<br>Registration<br>Place | Name  | Gender<br>Age<br>(Note 2) | Elected<br>(Inaugurated)<br>Date | Tenure of<br>office<br>(years) | Date First<br>Elected<br>(Note 3) | Shareholdings at the<br>Time of Election to<br>Office |                        | Current shareholding |                        | Shareholdings of<br>Spouse/Minor<br>Children |                        | Shareholdings in<br>the Name of a Third<br>Party |                        | Education and Experience<br>(Note 4)  | Concurrent Positions in<br>The Company and<br>Other Companies  | Other Officers, Directors, or<br>Supervisors of the Company<br>Who are a Spouse or Relative<br>Within the 2 <sup>nd</sup> Degree Under<br>the Civil Code |      |              | Remarks<br>(Note 5) |
|-------------------|---|---|---------------------------|----------------------------------|--------------------------------|-----------------------------------|---|------------------------|----------------------|------------------------|--|------------------------|--|------------------------|---|--|--|------|--------------|---------------------|
|                   |   |   |                           |                                  |                                |                                   | Shares  | % of<br>Shares<br>Held | Shares               | % of<br>Shares<br>Held | Shares                                       | % of<br>Shares<br>Held | Shares   | % of<br>Shares<br>Held |   |  | Title  | Name | Relationship |                     |
| Chairman          | ROC                                     | Ruentex<br>Engineering &<br>Construction<br>Co., Ltd. | -                         | May 31,2022                      | 3                              | March 31,<br>2009                 | 58,726,917  | 39.15%                 | 58,726,917           | 39.15%                 | 0  | 0%                     | 0  | 0%                     | —   | —  | Nil  | Nil  | Nil          | Nil                 |
|                   | ROC                                     | Representative:<br>Mo, Wei-Han                        | Male<br>71~80             | May 31,2022                      |                                | August 1,<br>2021                 | 0   | 0%                     | 0                    | 0%                     | 0  | 0%                     | 0  | 0%                     | 1. Master of Management,<br>Asian Institute of<br>Management<br>2. Vice President,<br>Continental Engineering<br>Corporation<br>3. Plant Manager of RSEA<br>Engineering | 1. Director and<br>President, Ruentex<br>Engineering &<br>Construction Co.,<br>Ltd.<br>2. Director and<br>President, Teh Hsin<br>Enterprise Co., Ltd   | Nil  | Nil  | Nil          | Nil                 |
| Director          | ROC                                     | Ruentex<br>Industries Ltd.                            | -                         | May 31,2022                      | 3                              | July 24,<br>1996                  | 7,139,530   | 4.76%                  | 7,139,530            | 4.76%                  | 0  | 0%                     | 0  | 0%                     | —   | —  | Nil  | Nil  | Nil          | Nil                 |
|                   | ROC                                     | Representative:<br>Hsu, Sheng-Yu                      | Male<br>61~70             | May 31,2022                      |                                | January 26,<br>2022               | 0   | 0%                     | 0                    | 0%                     | 0  | 0%                     | 0  | 0%                     | 1. Business<br>Administration,<br>National Taiwan<br>University<br>2. CFO, RT-Mart China  | 1. Chairman, Ruentex<br>Industries Ltd.<br>2. Chairman, Kompass<br>Global Sourcing<br>Solutions Ltd.<br>3. Director, Ruentex<br>Development Co.,<br>Ltd.<br>4. Director, Ruen Chen<br>Investment Holdings<br>Ltd.<br>5. Director, Ruentex<br>Xu-Zhan<br>Development co.,<br>Ltd. | Nil  | Nil  | Nil          | Nil                 |

| Title<br>(Note 1) | Nationality or<br>Registration<br>Place | Name  | Gender<br>Age<br>(Note 2) | Elected<br>(Inaugurated)<br>Date | Tenure of<br>office<br>(years) | Date First<br>Elected<br>(Note 3) | Shareholdings at the<br>Time of Election to<br>Office |                        | Current shareholding |                        | Shareholdings of<br>Spouse/Minor<br>Children |                        | Shareholdings in<br>the Name of a Third<br>Party |                        | Education and Experience<br>(Note 4)  | Concurrent Positions in<br>The Company and<br>Other Companies  | Other Officers, Directors, or<br>Supervisors of the Company<br>Who are a Spouse or Relative<br>Within the 2 <sup>nd</sup> Degree Under<br>the Civil Code |      |              | Remarks<br>(Note 5) |
|-------------------|---|---|---------------------------|----------------------------------|--------------------------------|-----------------------------------|---|------------------------|----------------------|------------------------|--|------------------------|--|------------------------|---|--|--|------|--------------|---------------------|
|                   |   |   |                           |                                  |                                |                                   | Shares  | % of<br>Shares<br>Held | Shares               | % of<br>Shares<br>Held | Shares                                       | % of<br>Shares<br>Held | Shares   | % of<br>Shares<br>Held |   |  | Title  | Name | Relationship |                     |
| Director          | ROC                                     | Ruentex<br>Engineering &<br>Construction<br>Co., Ltd. | -                         | May 31,2022                      | 3                              | March 31,<br>2009                 | 58,726,917  | 39.15%                 | 58,726,917           | 39.15%                 | 0  | 0%                     | 0  | 0%                     | —   | —  | Nil  | Nil  | Nil          | Nil                 |
|                   | ROC                                     | Representative:<br>Lee, Chih-Hung                     | Male<br>61~70             | May 31,2022                      |                                | March 31,<br>2009                 | 700,000   | 0.47%                  | 700,000              | 0.47%                  | 0  | 0%                     | 0  | 0%                     | 1. Master of Commerce,<br>National Taiwan<br>University<br>2. Civil Engineer<br>3. Engineer, Chinese<br>Management<br>Association<br>4. President, Ruentex<br>Engineering &<br>Construction Co., Ltd. | 1. Director and<br>President, Ruentex<br>Development Co.,<br>Ltd.<br>2. Director, Ruentex<br>Industries Ltd.<br>3. Chairman, Ruentex<br>Engineering &<br>Construction Co.,<br>Ltd.<br>4. Director, Ruentex<br>Construction &<br>Development Co.,<br>Ltd.<br>5. Director, Ruentex<br>Xu-Zhan<br>Development co.,<br>Ltd.<br>6. Director, Ruentex<br>Bai-Yi Development<br>co., Ltd.<br>7. Director and<br>President, Ruentex<br>Innovative<br>Development Co.,<br>Ltd.<br>8. President, Shing Yen<br>Construction &<br>Development Co.,<br>Ltd.<br>9. Supervisor, Chang<br>Quan Investment<br>Co., Ltd. | Nil  | Nil  | Nil          | Nil                 |



| Title<br>(Note 1) | Nationality or<br>Registration<br>Place | Name                                 | Gender<br>Age<br>(Note 2) | Elected<br>(Inaugurated)<br>Date | Tenure of<br>office<br>(years) | Date First<br>Elected<br>(Note 3) | Shareholdings at the<br>Time of Election to<br>Office |                        | Current shareholding |                        | Shareholdings of<br>Spouse/Minor<br>Children |                        | Shareholdings in<br>the Name of a Third<br>Party |                        | Education and Experience<br>(Note 4)   | Concurrent Positions in<br>The Company and<br>Other Companies                  | Other Officers, Directors, or<br>Supervisors of the Company<br>Who are a Spouse or Relative<br>Within the 2 <sup>nd</sup> Degree Under<br>the Civil Code |      |              | Remarks<br>(Note 5) |
|-------------------|---|--------------------------------------|---------------------------|----------------------------------|--------------------------------|-----------------------------------|---|------------------------|----------------------|------------------------|--|------------------------|--|------------------------|--|--|--|------|--------------|---------------------|
|                   |   |                                      |                           |                                  |                                |                                   | Shares  | % of<br>Shares<br>Held | Shares               | % of<br>Shares<br>Held | Shares                                       | % of<br>Shares<br>Held | Shares   | % of<br>Shares<br>Held |  |  | Title  | Name | Relationship |                     |
| Director          | ROC                                     | Ruentex<br>Industries Ltd.           | -                         | May 31,2022                      | 3                              | July 24,<br>1996                  | 7,139,530   | 4.76%                  | 7,139,530            | 4.76%                  | 0  | 0%                     | 0  | 0%                     | —  | —  | Nil  | Nil  | Nil          | Nil                 |
|                   | ROC                                     | Representative:<br>Lin, Yi-Chieh     | Male<br>41~50             | March<br>12,2025                 |                                | March<br>12,2025                  | 190,000   | 0.13%                  | 190,000              | 0.13%                  | 0  | 0%                     | 0  | 0%                     | 1. Master of Bio-industry<br>Management, National<br>Taipei University of<br>Technology<br>2. Assistant Vice<br>President, Ruentex<br>Engineering &<br>Construction Co., Ltd.<br>3. Executive Vice<br>President of Building<br>Materials, Ruentex<br>Materials Co., Ltd. | 1. President of the<br>Company<br>2. Director, Teh Hsin<br>Enterprise Co., Ltd | Nil  | Nil  | Nil          | Nil                 |
| Director          | ROC                                     | Huei Hong<br>Investment Co.,<br>Ltd. | -                         | May 31,2022                      | 3                              | May 27,<br>2016                   | 4,214,222   | 2.81%                  | 4,214,222            | 2.81%                  | 0  | 0%                     | 0  | 0%                     | —  | —  | Nil  | Nil  | Nil          | Nil                 |

| Title<br>(Note 1) | Nationality or<br>Registration<br>Place | Name                              | Gender<br>Age<br>(Note 2) | Elected<br>(Inaugurated)<br>Date | Tenure of<br>office<br>(years) | Date First<br>Elected<br>(Note 3) | Shareholdings at the<br>Time of Election to<br>Office |                        | Current shareholding |                        | Shareholdings of<br>Spouse/Minor<br>Children |                        | Shareholdings in<br>the Name of a Third<br>Party |                        | Education and Experience<br>(Note 4) | Concurrent Positions in<br>The Company and<br>Other Companies   | Other Officers, Directors, or<br>Supervisors of the Company<br>Who are a Spouse or Relative<br>Within the 2 <sup>nd</sup> Degree Under<br>the Civil Code |               |                    | Remarks<br>(Note 5) |
|-------------------|---|-----------------------------------|---------------------------|----------------------------------|--------------------------------|-----------------------------------|---|------------------------|----------------------|------------------------|--|------------------------|--|------------------------|--------------------------------------|---|--|---------------|--------------------|---------------------|
|                   |   |                                   |                           |                                  |                                |                                   | Shares  | % of<br>Shares<br>Held | Shares               | % of<br>Shares<br>Held | Shares                                       | % of<br>Shares<br>Held | Shares   | % of<br>Shares<br>Held |                                      |   | Title  | Name          | Relationship       |                     |
|                   | ROC                                     | Representative:<br>Yin, Chung-Yao | Male<br>41~50             | May 31,2022                      |                                | May 27,<br>2016                   | 0   | 0.00%                  | 0                    | 0.00%                  | 0  | 0%                     | 0  | 0%                     | PhD, University of<br>Oxford, UK     | 1. Director, Ruentex Industries Ltd.<br>2. Director, Ruen Chen Investment Holdings Ltd.<br>3. Chairman, Nan Shan Life Insurance Co., Ltd.<br>4. Director, Ruentex Development Co., Ltd.<br>5. Director, Ruentex Engineering & Construction Co., Ltd.<br>6. Director, Ruentex Xu-Zhan Development co., Ltd.<br>7. Director, Penglin Investment Co., Ltd.<br>8. Director, Yi Tai Investment Co., Ltd.<br>9. Director, Chang Quan Investment Co., Ltd.<br>10. Director, Ren Ying Industrial<br>11. Director, Ruentex Leasing Co., Ltd.<br>12. Director, The Tang Prize Foundation<br>13. Director, Hwei Hong Investment Co., Ltd.<br>14. Director, Yingjia Investment Co., Ltd.<br>15. Director, Sheng Cheng Investment Co., Ltd.<br>16. Director, Ruentex Xing Co., Ltd.<br>17. Director, Ruen Hua Dyeing & Weaving Co., Ltd.<br>18. Director, Gin-Hong Investment Co., Ltd.<br>19. Director, Gogoro Taiwan Limited<br>20. Director, GoShare Taiwan Limited<br>21. Director, Gogoro Taiwan Sales and Services Limited<br>22. Director, Obigen Pharma, INC.<br>23. Director, Gogoro Inc. | Director   | Yin, Chung-En | Sister and brother | Nil                 |

| Title<br>(Note 1) | Nationality or<br>Registration<br>Place | Name                                 | Gender<br>Age<br>(Note 2) | Elected<br>(Inaugurated)<br>Date | Tenure of<br>office<br>(years) | Date First<br>Elected<br>(Note 3) | Shareholdings at the<br>Time of Election to<br>Office |                        | Current shareholding |                        | Shareholdings of<br>Spouse/Minor<br>Children |                        | Shareholdings in<br>the Name of a Third<br>Party |                        | Education and Experience<br>(Note 4)                                  | Concurrent Positions in<br>The Company and<br>Other Companies  | Other Officers, Directors, or<br>Supervisors of the Company<br>Who are a Spouse or Relative<br>Within the 2 <sup>nd</sup> Degree Under<br>the Civil Code |                       |                       | Remarks<br>(Note 5) |
|-------------------|---|--------------------------------------|---------------------------|----------------------------------|--------------------------------|-----------------------------------|---|------------------------|----------------------|------------------------|--|------------------------|--|------------------------|---|--|--|-----------------------|-----------------------|---------------------|
|                   |   |                                      |                           |                                  |                                |                                   | Shares  | % of<br>Shares<br>Held | Shares               | % of<br>Shares<br>Held | Shares                                       | % of<br>Shares<br>Held | Shares   | % of<br>Shares<br>Held |   |  | Title  | Name                  | Relationship          |                     |
| Director          | ROC                                     | Huei Hong<br>Investment Co.,<br>Ltd. | -                         | May 31,2022                      | 3                              | May 27,<br>2016                   | 4,214,222   | 2.81%                  | 4,214,222            | 2.81%                  | 0  | 0%                     | 0  | 0%                     | —   | —  | Nil  | Nil                   | Nil                   | Nil                 |
|                   | ROC                                     | Representative:<br>Yin, Chung-En     | Female<br>41~50           | November<br>23,2022              |                                | November<br>23,2022               | 0   | 0%                     | 0                    | 0%                     | 0  | 0%                     | 0  | 0%                     | Master of Institute of<br>Accounting, National<br>Chengchi University | 1. Accountant of<br>Everest CPA & Co.<br>Certified Public<br>Accountants<br>2. Associate Professor<br>of Specialized<br>Technology,<br>Soochow University<br>3. Vice Chairperson,<br>ESG Sustainability<br>Committee, National<br>Federation of<br>Certified Public<br>Accountants<br>Associations of the<br>Republic of China<br>4. Member, Materials<br>Committee, SEMI<br>5. Supervisor, Ruentex<br>Security Co., Ltd.<br>6. Supervisor, Ruen Fu<br>Newlife Corp.<br>7. Director of Yin Xun<br>Ruo Education<br>Foundation<br>8. Director, Ruentex<br>Leasing Co., Ltd. | Direct<br>or   | Yin,<br>Chung<br>-Yao | Sister and<br>brother | Nil                 |

| Title<br>(Note 1)        | Nationality or<br>Registration<br>Place | Name                | Gender<br>Age<br>(Note 2) | Elected<br>(Inaugurated)<br>Date | Tenure of<br>office<br>(years) | Date First<br>Elected<br>(Note 3) | Shareholdings at the<br>Time of Election to<br>Office |                        | Current shareholding |                        | Shareholdings of<br>Spouse/Minor<br>Children |                        | Shareholdings in<br>the Name of a Third<br>Party |                        | Education and Experience<br>(Note 4)   | Concurrent Positions in<br>The Company and<br>Other Companies  | Other Officers, Directors, or<br>Supervisors of the Company<br>Who are a Spouse or Relative<br>Within the 2 <sup>nd</sup> Degree Under<br>the Civil Code |      |              | Remarks<br>(Note 5) |
|--------------------------|---|---------------------|---------------------------|----------------------------------|--------------------------------|-----------------------------------|---|------------------------|----------------------|------------------------|--|------------------------|--|------------------------|--|--|--|------|--------------|---------------------|
|                          |   |                     |                           |                                  |                                |                                   | Shares  | % of<br>Shares<br>Held | Shares               | % of<br>Shares<br>Held | Shares                                       | % of<br>Shares<br>Held | Shares   | % of<br>Shares<br>Held |  |  | Title  | Name | Relationship |                     |
| Independ<br>ent Director | ROC                                     | Chen, Ming-<br>Chin | Male<br>51~60             | May 31,2022                      | 3                              | November<br>17, 2014              | 0   | 0.00%                  | 0                    | 0.00%                  | 0  | 0%                     | 0  | 0%                     | 1. Ph.D. in Accounting,<br>University of Arizona,<br>USA<br>2. MBA, University of<br>Pittsburgh, USA<br>3. Master of Accounting,<br>National Chengchi<br>University<br>4. Head of Accounting<br>Department, National<br>Chengchi University<br>5. Committee Member,<br>Administrative Appeals<br>Commission, Taipei<br>City Government   | 1. Professor of the<br>Accounting<br>Department, National<br>Chengchi University<br>2. Member of the<br>Appeal Committee,<br>Ministry of Finance<br>3. Member of the<br>Taiwan Financial<br>Reporting Standards<br>Committee<br>4. Independent director,<br>Nan Shan Life<br>Insurance Co., Ltd.<br>5. Independent director,<br>OBI Pharma, Inc. | Nil  | Nil  | Nil          | Nil                 |
| Independ<br>ent Director | ROC                                     | Chang, Ta-Peng      | Male<br>71~80             | May 31,2022                      | 3                              | November<br>17, 2014              | 0   | 0.00%                  | 0                    | 0.00%                  | 0  | 0%                     | 0  | 0%                     | 1. Ph.D., Northwestern<br>University<br>2. Head of the<br>Construction<br>Engineering<br>Department, National<br>Taiwan University of<br>Science and<br>Technology<br>3. Chairman, Taiwan<br>Concrete Institute (TCI)<br>4. Preliminary Jury for the<br>Public Construction<br>Golden Quality Award,<br>Public Construction<br>Commission<br>5. On-site Inspector for the<br>MOTC Traffic Gold<br>Award - Construction<br>Category | Nil  | Nil  | Nil  | Nil          |                     |

| Title<br>(Note 1)    | Nationality or<br>Registration<br>Place | Name              | Gender<br>Age<br>(Note 2) | Elected<br>(Inaugurated)<br>Date | Tenure of<br>office<br>(years) | Date First<br>Elected<br>(Note 3) | Shareholdings at the<br>Time of Election to<br>Office |                        | Current shareholding |                        | Shareholdings of<br>Spouse/Minor<br>Children |                        | Shareholdings in<br>the Name of a Third<br>Party |                        | Education and Experience<br>(Note 4)                                      | Concurrent Positions in<br>The Company and<br>Other Companies  | Other Officers, Directors, or<br>Supervisors of the Company<br>Who are a Spouse or Relative<br>Within the 2 <sup>nd</sup> Degree Under<br>the Civil Code |      |              | Remarks<br>(Note 5) |
|----------------------|---|-------------------|---------------------------|----------------------------------|--------------------------------|-----------------------------------|---|------------------------|----------------------|------------------------|--|------------------------|--|------------------------|---|--|--|------|--------------|---------------------|
|                      |   |                   |                           |                                  |                                |                                   | Shares  | % of<br>Shares<br>Held | Shares               | % of<br>Shares<br>Held | Shares                                       | % of<br>Shares<br>Held | Shares   | % of<br>Shares<br>Held |   |  | Title  | Name | Relationship |                     |
| Independent Director | ROC                                     | Huang, Shih-Chien | Male<br>61~70             | May 31,2022                      | 3                              | May<br>31,2022                    | 0   | 0.00%                  | 0                    | 0.00%                  | 0  | 0%                     | 0  | 0%                     | Doctor of Structural Engineering, University of California, Berkeley, USA | 1. Professor, Department of Civil Engineering, National Taiwan University<br>2. Director, National Center for Research on Earthquake Engineering<br>3. Chairman, Chinese Taiwan Society for Earthquake Engineering<br>4. Chairman of the Code Committee of Taiwan Province Concrete Society<br>5. Professor, Department of Architecture, National Taiwan Province University of Science and Technology | Nil  | Nil  | Nil          | Nil                 |

Note 1: The names of corporate shareholders and their representatives shall be listed separately (where they are representatives of corporate shareholders, the names of their corporate shareholders shall be indicated) and indicated in Table 1 below.

Note 2: Please prove the substantial age by means of age range, e.g., 41-50 years old or 51-60 years old.

Note 3: Each director's time of serving as the Company's director shall be indicated. If there is any interruption, it shall be indicated as well.

(1) Chen, Hsueh-Hsien, representative for director - Ruentex Industries Ltd. was resigned on March 12, 2025, and was succeeded by Lin, Yi-Chieh on March 12, 2025.

Note 4: The hands-on experiences linked up with the current position title. If having served with the auditing and certifying Certified Public Accountant Office during the aforementioned period, please expressly indicate the position title and the duties in charge.

Note 5: In situations where the Company's President or manager of the highest equivalent grade is the same person as or a spouse or first-degree relative of the Chairman, please explain the reasons, rationality, and necessity of such an arrangement and any response measures taken (such as introduction of independent directors). Furthermore, disclose whether more than half of directors are involved in concurrent duties as employees or managers.

Note 6: The Company set up an Audit Committee on May 22, 2017.

## 2. Major Shareholders of the Corporate Shareholder

(1) Table 1: Major Shareholders of Corporate Shareholders

Data by: March 31, 2025

| Name of Corporate Shareholder (Note 1)       | Major Shareholders of the Corporate Shareholder (Note 2)  | % of Shares Held |
|--|---|------------------|
| Ruentex Engineering & Construction Co., Ltd. | Ruentex Development Co., Ltd.   | 39.14%           |
|  | Ruentex Industries Ltd.   | 9.10%            |
|  | Yingjia Investment Co., Ltd.  | 6.25%            |
|  | Yi Tai Investment Co., Ltd.   | 4.22%            |
|  | Ruentex Xing Co. Ltd.   | 3.07%            |
|  | Yuanta Taiwan High Dividend Low Volatility ETF Segregated Account   | 2.57%            |
|  | Chang Quan Investment Co., Ltd.   | 2.37%            |
|  | Ruen Hua Dyeing & Weaving Co., Ltd.   | 1.91%            |
|  | Qi, Wei-Gong  | 1.84%            |
|  | Sheng Cheng Investment Co., Ltd.  | 1.80%            |
|  |   |                  |
| Ruentex Industries Ltd.                      | Ruentex Development Co., Ltd.   | 14.28%           |
|  | Ruentex Engineering & Construction Co., Ltd.  | 4.55%            |
|  | Yi Tai Investment Co., Ltd.   | 4.22%            |
|  | Huei Hong Investment Co., Ltd.  | 4.02%            |
|  | Yingjia Investment Co., Ltd.  | 3.68%            |
|  | Chang Quan Investment Co., Ltd.   | 3.50%            |
|  | Gin-Hong Investment Co., Ltd.   | 3.31%            |
|  | Sheng Cheng Investment Co., Ltd.  | 3.18%            |
|  | Hua Nan Commercial Bank, as Custodian of the Yuanta Taiwan Value High Dividend ETF Securities Investment Trust Segregated Account | 2.60%            |
|  | Ruen Hua Dyeing & Weaving Co., Ltd.   | 1.88%            |
|  |   |                  |
| Huei Hong Investment Co., Ltd.               | Ruen Hua Dyeing & Weaving Co., Ltd.   | 63.53%           |
|  | Ruentex Xing Co. Ltd.   | 19.93%           |
|  | Yi Tai Investment Co., Ltd.   | 16.54%           |

Note 1: Where directors are representatives of corporate shareholders, the names of corporate shareholders are displayed.

Note 2: This chart shows the names and shareholding percentages of major shareholders (top 10 shareholders) in each of the Company's corporate shareholders. Table 2 below is used if the major shareholder is also a corporate entity.

Note 3: For corporate shareholders that are not corporate entities, the name of capital contributor or donor (after making inquiries with the Judicial Yuan) and percentage of capital contribution or donation are shown instead of the shareholder name and shareholding percentage. Deceased donors are noted "Deceased".

(2) Table 2: Major Shareholders of Corporate Shareholders in Table 1

Data by: March 31, 2025

| Title of Corporate Shareholder<br>(Note 1)                        | Major Shareholders of the Corporate Shareholder<br>(Note 2)   | Shareholding Percentage   |
|---|---|---|
| Ruentex Development Co., Ltd.                                     | Ruentex Industries Ltd.<br>Huei Hong Investment Co., Ltd.<br>Yi Tai Investment Co., Ltd.<br>Chang Quan Investment Co., Ltd.<br>Ruen Hua Dyeing & Weaving Co., Ltd.<br>Yingjia Investment Co., Ltd.<br>The Tang Prize Foundation<br>Ruentex Xing Co. Ltd.<br>Citibank (Taiwan) as Custodian of the Norges Bank Investment Segregated Account<br>JPMorgan Chase Bank N.A. Taipei Branch in Custody for Vanguard Total International Stock Index Fund, a series of Vanguard Star Funds | 25.70%<br>6.45%<br>4.00%<br>3.86%<br>1.51%<br>1.22%<br>0.90%<br>0.88%<br>0.78%<br>0.77% |
| Ruentex Industries Ltd.   | Ruentex Development Co., Ltd.<br>Ruentex Engineering & Construction Co., Ltd.<br>Yi Tai Investment Co., Ltd.<br>Huei Hong Investment Co., Ltd.<br>Yingjia Investment Co., Ltd.<br>Chang Quan Investment Co., Ltd.<br>Gin-Hong Investment Co., Ltd.<br>Sheng Cheng Investment Co., Ltd.<br>Hua Nan Commercial Bank, as Custodian of the Yuanta Taiwan Value High Dividend ETF<br>Ruen Hua Dyeing & Weaving Co., Ltd.   | 14.28%<br>4.55%<br>4.22%<br>4.02%<br>3.68%<br>3.50%<br>3.31%<br>3.18%<br>2.60%<br>1.88% |
| Yingjia Investment Co., Ltd.                                      | Chang Quan Investment Co., Ltd.<br>Ruen Hua Dyeing & Weaving Co., Ltd.  | 75.86%<br>24.14%  |
| Yi Tai Investment Co., Ltd.                                       | Ren Ying Industrial Co., Ltd.<br>Ruentex Xing Co. Ltd.  | 85.10%<br>14.90%  |
| Ruentex Xing Co. Ltd.   | Samuel Yen-Liang Yin<br>Yin Wong, Yee-Fan   | 99.997%<br>0.003%   |
| Yuanta Taiwan High Dividend Low Volatility ETF Segregated Account | Not applicable  |   |
| Chang Quan Investment Co., Ltd.                                   | Huei Hong Investment Co., Ltd.<br>Ruen Hua Dyeing & Weaving Co., Ltd.<br>Ruentex Xing Co. Ltd.  | 48.00%<br>33.00%<br>19.00%  |
| Ruen Hua Dyeing & Weaving Co., Ltd.                               | Ruentex Xing Co. Ltd.<br>Ren Ying Industrial Co., Ltd.<br>Chang Quan Investment Co., Ltd.<br>Huei Hong Investment Co., Ltd.<br>Samuel Yen-Liang Yin<br>Yin Wong, Yee-Fan<br>Yin Xun Ruo Education Foundation<br>Yin, Chung-En   | 19.55%<br>19.14%<br>18.44%<br>17.96%<br>13.70%<br>6.55%<br>4.40%<br>0.26%               |

| Title of Corporate Shareholder<br>(Note 1)   | Major Shareholders of the Corporate Shareholder<br>(Note 2)   | Shareholding Percentage   |
|--|---|---|
| Sheng Cheng Investment Co., Ltd.   | Ruen Hua Dyeing & Weaving Co., Ltd.<br>Ren Ying Industrial Co., Ltd.<br>Yingjia Investment Co., Ltd.<br>Huei Hong Investment Co., Ltd.  | 48.98%<br>23.81%<br>17.31%<br>9.90%   |
| Ruentex Engineering & Construction Co., Ltd.                                       | Ruentex Development Co., Ltd.<br>Ruentex Industries Ltd.<br>Yingjia Investment Co., Ltd.<br>Yi Tai Investment Co., Ltd.<br>Ruentex Xing Co. Ltd.<br>Yuanta Taiwan High Dividend Low Volatility ETF Segregated Account<br>Chang Quan Investment Co., Ltd.<br>Ruen Hua Dyeing & Weaving Co., Ltd.<br>Qi, Wei-Gong<br>Sheng Cheng Investment Co., Ltd. | 39.14%<br>9.10%<br>6.25%<br>4.22%<br>3.07%<br>2.57%<br>2.37%<br>1.91%<br>1.84%<br>1.80% |
| Huei Hong Investment Co., Ltd.   | Ruen Hua Dyeing & Weaving Co., Ltd.<br>Ruentex Xing Co. Ltd.<br>Yi Tai Investment Co., Ltd.   | 63.53%<br>19.93%<br>16.54%  |
| Gin-Hong Investment Co., Ltd.  | Ruentex Industries Ltd.<br>Ruentex Development Co., Ltd.<br>Yingjia Investment Co., Ltd.<br>Ruentex Xing Co. Ltd.   | 55.00%<br>30.00%<br>13.95%<br>1.05%   |
| Hua Nan Commercial Bank, as Custodian of the Yuanta Taiwan Value High Dividend ETF | Not applicable  |   |

Note 1: Where the major shareholders listed in Table 1 are corporate entities, the names of the corporate entities are displayed.

Note 2: This chart shows the names and shareholding percentages of major shareholders (top 10 shareholders) in each of the Company's corporate shareholders.

Note 3: For corporate shareholders that are not corporate entities, the name of capital contributor or donor (after making inquiries with the Judicial Yuan) and percentage of capital contribution or donation are shown instead of the shareholder name and shareholding percentage. Deceased donors are noted "Deceased".



3. Disclosure of the professional qualifications and independence of independent directors:

Data by: March 31, 2025

| Requirements<br>Name   | Professional qualification requirements and experiences (Note 1)  | Independence Criteria (Note 2)  | Concurrently an Independent Director for Other Public Companies |
|--|---|---|---|
| Ruentex Engineering & Construction Co., Ltd.<br>Representative: Mo, Wei-Han    | Possesses at least five years of relevant work experience. Formerly served as the Vice President of the Continental Engineering Corporation and currently serves as the Chairman of the Company and President of Ruentex Engineering & Construction Co., Ltd. Does not exhibit any of the conditions listed in Article 30 of The Company Act. | See page 19 of the Annual Report for updates on the implementation of Board diversity policy. | 0   |
| Ruentex Industries Ltd.<br>Representative: Hsu, Sheng-Yu                       | Possesses at least five years of relevant work experience. Formerly served as the CFO, RT-Mart China and currently serves as the Chairman of Ruentex Industries Ltd. Does not exhibit any of the conditions listed in Article 30 of The Company Act.  | See page 19 of the Annual Report for updates on the implementation of Board diversity policy. | 0   |
| Ruentex Engineering & Construction Co., Ltd.<br>Representative: Lee, Chih-Hung | Possesses at least five years of relevant work experience and holds certification as an civil engineer. Currently serves as the Chairman of Ruentex Engineering & Construction Co., Ltd. and President of Ruentex Development Co., Ltd. Does not exhibit any of the conditions listed in Article 30 of The Company Act.                       | See page 19 of the Annual Report for updates on the implementation of Board diversity policy. | 0   |
| Ruentex Industries Ltd.<br>Representative: Lin, Yi-Chieh                       | Possesses at least five years of relevant work experience. Formerly served as the Executive Vice President of Building Materials, Ruentex Materials Co., Ltd. and currently serves as the President of the Company. Does not exhibit any of the conditions listed in Article 30 of The Company Act.   | See page 19 of the Annual Report for updates on the implementation of Board diversity policy. | 0   |
| Huei Hong Investment Co., Ltd.<br>Representative: Yin, Chung-Yao               | Possesses at least five years of relevant work experience. Graduated from Oxford University with a doctoral degree. Currently serves as the Chairman of Nan Shan Life Insurance Co., Ltd. Does not exhibit any of the conditions listed in Article 30 of The Company Act.   | See page 19 of the Annual Report for updates on the implementation of Board diversity policy. | 0   |

| <div>Requirements</div> <div>Name</div>                         | Professional qualification requirements and experiences (Note 1)  | Independence Criteria (Note 2)  | Concurrently an Independent Director for Other Public Companies |
|---|---|---|---|
| Huei Hong Investment Co., Ltd.<br>Representative: Yin, Chung-En | Possesses at least five years of relevant work experience. Graduated from Institute of Accounting, National Chengchi University with a master's degree. Currently serves as an accountant of Everest CPA & Co. Certified Public Accountants. Does not exhibit any of the conditions listed in Article 30 of the Company Act. Possesses an academic and professional background in financial management. | See page 19 of the Annual Report for updates on the implementation of Board diversity policy.   | 0   |
| Chen, Ming-Chin   | Possesses at least five years of relevant work experience. Graduated from Arizona State University with a Ph.D. degree in Accounting. Currently serves as a Professor of Accounting at National Chengchi University. Does not exhibit any of the conditions listed in Article 30 of The Company Act. Possesses an academic and professional background in financial management.                         | (1) The principal person, his or her spouse, blood relative within the second degree of kinship have not served as the director and supervisor or employee in the Company or an affiliated enterprise thereof.<br>(2) The number of shares held by the principal person, his or her spouse, blood relative within the second degree of kinship (or in the name of another): 0<br>(3) Having not served with the Company or a company with specific relationship with the Company as director and supervisor or employee.<br>(4) The amount of remuneration received by the Company or its affiliated enterprises for commercial, legal, financial, accounting services rendered within the most recent two years: 0 | 2   |

| <div>Requirements</div> <div>Name</div> | Professional qualification requirements and experiences (Note 1)  | Independence Criteria (Note 2)   | Concurrently an Independent Director for Other Public Companies |
|---|---|--|---|
| Chang, Ta-Peng                          | Possesses at least five years of relevant work experience. Graduated from Northwestern University with a doctoral degree. Does not exhibit any of the conditions listed in Article 30 of The Company Act. Possesses an academic and professional background in construction management. | <p>(1) The principal person, his or her spouse, blood relative within the second degree of kinship have not served as the director and supervisor or employee in the Company or an affiliated enterprise thereof.</p> <p>(2) The number of shares held by the principal person, his or her spouse, blood relative within the second degree of kinship (or in the name of another): 0</p> <p>(3) Having not served with the Company or a company with specific relationship with the Company as director and supervisor or employee.</p> <p>(4) The amount of remuneration received by the Company or its affiliated enterprises for commercial, legal, financial, accounting services rendered within the most recent two years: 0</p> | 0   |

| Requirements<br>Name | Professional qualification requirements and experiences (Note 1)  | Independence Criteria (Note 2)  | Concurrently an Independent Director for Other Public Companies |
|----------------------|---|---|---|
| Huang, Shih-Chien    | Possesses at least five years of relevant work experience. Graduated from University of California, Berkeley, USA with a doctoral degree of Structural Engineering. Currently serves as a Professor, Department of Civil Engineering, National Taiwan University. Does not exhibit any of the conditions listed in Article 30 of the Company Act. Possesses an academic and professional background in construction management. | (1) The principal person, his or her spouse, blood relative within the second degree of kinship have not served as the director and supervisor or employee in the Company or an affiliated enterprise thereof.<br>(2) The number of shares held by the principal person, his or her spouse, blood relative within the second degree of kinship (or in the name of another): 0<br>(3) Having not served with the Company or a company with specific relationship with the Company as director and supervisor or employee.<br>(4) The amount of remuneration received by the Company or its affiliated enterprises for commercial, legal, financial, accounting services rendered within the most recent two years: 0 | 0   |

Note 1: Professional Qualification and Experience: Describe the professional qualification and experience of individual directors and supervisors; for Audit Committee members with accounting or financial expertise, describe their background and work experience in the field of accounting or finance. Also, explain whether any of the conditions mentioned in Article 30 of The Company Act applies.

Note 2: For independent directors, describe compliance with the independence criteria, including but not limited to: whether they themselves or their spouse or 2<sup>nd</sup>-degree relative or closer serve as a director, supervisor, or employee at the Company or any of its affiliated enterprises; the number and percentage of shareholding in the Company by themselves, their spouse, 2<sup>nd</sup>-degree relatives or closer (or proxy holder); whether they assume the position as director, supervisor, or employee in any entity that the Company has

special relationship with (see Subparagraphs 5-8, Paragraph 1, Article 3 of Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies); and amount of compensation received from the Company or affiliated enterprises thereof in the last two years for commercial, legal, financial, or accounting services rendered.

Note 3: In terms of method of disclosure, please refer to the website of Corporate Governance Center of Taiwan Stock Exchange Corporation as the best prototype for reference.

Note 4: The Company set up an Audit Committee on May 22, 2017.

#### 4. Diversification and independence of the Board of Directors:

(1) Board Diversity: The Company has devised a set of diversity guidelines for the composition of Board members based on Article 20 of the “Corporate Governance Best Practice Principles”, and enforces the guidelines accordingly. In terms of composition of the Board of Directors, the Company takes diversification into serious account. The directors concurrently serving as the managerial officers shall not exceed one-third of the total number of directorship seats, Toward the hands-on operation, operating styles and demand for business development, the Company has set up policies toward diversification, including but not limited to the standards/criteria toward the two major aspects below:

- I. Background and Values: Gender, age, nationality, culture, etc.
- II. Professional expertise and skills: Professional backgrounds (e.g., laws, accounting, industries, finance, marketing or technologies), professional expertise and industries related hands-on experiences.

The Board members shall, in general, possess the know-how, skills and qualities as essential to perform the respective duties. To achieve the ideal goal of corporate governance, the board of directors shall possess the following abilities:

- I. Ability to make operational judgments.
- II. Ability to perform accounting and financial analysis.
- III. Ability to conduct management administration.
- IV. Ability to conduct crisis management.
- V. Industry-specific Knowledge
- VI. An international market perspective.
- VII. Ability to lead.
- VIII. Ability to make policy decisions.

### Implementation of the Board Diversity Policy:

The current Board of Directors consists of nine members, including three independent directors. The board members possess extensive experience and professional expertise in various fields such as industry, finance, law, and management. The Company places great emphasis on gender equality in the composition of the Board and is committed to increasing the proportion of female directors to at least one-third (33%). At present, the Board comprises seven male directors (78%) and two female directors (22%). In order to implement the board diversity policy and promote greater gender diversity, the Company plans to ensure that, following the next board election, at least one-third of the board will be held by directors of either gender.

Implementation progress is explained below:

| Director Name                            | Core Competency Diversity | Basic Information |        |          |          | The professional qualifications and hands-on experiences |                             |         |                           |            |                 |                                | Facts about independence attribute                                      |                         |              |                   | Concurrently an Independent Director for Other Public Companies |  |
|--|---------------------------|-------------------|--------|----------|----------|--|-----------------------------|---------|---------------------------|------------|-----------------|--------------------------------|---|-------------------------|--------------|-------------------|---|--|
|  |                           | Nationality       | Gender | Age      |          | Employee Status  | Experience in the Industry  |         | Professional Capabilities |            |                 |                                | Not under any of the categories stated in Article 30 of the Company Act | Seniority as a Director |              |                   |   | No spouse or relative within two degrees of kinship between directors or supervisors |
|  |                           |                   |        | 31 to 60 | 61 to 80 |  | Construction and Management | Finance | Law                       | Accounting | Risk management | Leadership and Decision-making |   | Less than 3 years       | 3 to 9 years | More than 9 years |   |  |
| Mo, Wei-Han                              |                           | ROC               | Male   |          | ✓        |  | ✓                           |         |                           |            | ✓               | ✓                              | ✓   |                         | ✓            |                   | ✓   | 0  |
| Lee, Chih-Hung                           |                           | ROC               | Male   |          | ✓        |  | ✓                           |         |                           |            | ✓               | ✓                              | ✓   |                         |              | ✓                 | ✓   | 0  |
| Hsu, Sheng-Yu                            |                           | ROC               | Male   |          | ✓        |  |                             | ✓       |                           | ✓          | ✓               | ✓                              | ✓   |                         | ✓            |                   | ✓   | 0  |
| Lin, Yi-Chieh                            |                           | ROC               | Female | ✓        |          | ✓  | ✓                           |         |                           |            | ✓               | ✓                              | ✓   | ✓                       |              |                   | ✓   | 0  |
| Yin, Chung-Yao                           |                           | ROC               | Male   | ✓        |          |  |                             | ✓       | ✓                         |            | ✓               | ✓                              | ✓   |                         | ✓            |                   |   | 0  |
| Yin, Chung-En                            |                           | ROC               | Female | ✓        |          |  |                             | ✓       | ✓                         | ✓          | ✓               | ✓                              | ✓   | ✓                       |              |                   |   | 0  |
| Chen, Ming-Chin (Independent Director)   |                           | ROC               | Male   | ✓        |          |  |                             |         | ✓                         |            | ✓               | ✓                              | ✓   |                         |              | ✓                 | ✓   | 2  |
| Chang, Ta-Peng (Independent Director)    |                           | ROC               | Male   |          | ✓        |  | ✓                           |         |                           |            | ✓               | ✓                              | ✓   |                         |              | ✓                 | ✓   | 0  |
| Huang, Shih-Chien (Independent Director) |                           | ROC               | Male   |          | ✓        |  | ✓                           |         |                           |            | ✓               | ✓                              | ✓   | ✓                       |              |                   | ✓   | 0  |

(2) Board Independence: The Company currently has 9 members on the Board, including 3 independent directors and 1 non-independent director that assumes concurrent employment (representing 33% and 11% of total Board members, respectively). All independent directors had met the requirements set forth by the Securities and Futures Bureau, Financial Supervisory Commission, as of the end of 2024, and none of the independent and non-independent directors exhibited any

of the conditions described in Paragraphs 3 and 4, Article 26-3 of the Securities and Exchange Act. The Board of Directors is deemed to have satisfied the independence criteria (please see “Disclosure of the Professional Qualifications and Independence of Independent Directors” on pages 14-17 of the Annual Report). Details on directors’ background, gender, and work experience are presented in pages 4-10 - “Directors’ Backgrounds” of the Annual Report.

## (II) Background Information of the President, Vice Presidents, Assistant Vice Presidents, and Chiefs of Departments and Branches

Data by: March 31, 2025; Unit: shares; %

| Title<br>(Note 1) | Nationality | Name           | Gender | Elected<br>(Inaugurated)<br>Date | Shareholdings |                        | Shareholdings of<br>Spouse/Minor<br>Children |                        | Shareholdings in<br>the Name of a<br>Third Party |                        | Major (academic credentials) and<br>hands-on career experiences (Note<br>2)  | Concurrent<br>Positions in<br>Other<br>Companies | Managers<br>Who are a<br>Spouse or<br>Relative<br>Within the 2 <sup>nd</sup><br>Degree Under<br>the Civil Code |      |              | Remarks<br>(Note<br>3) |
|-------------------|-------------|----------------|--------|----------------------------------|---------------|------------------------|--|------------------------|--|------------------------|--|--|--|------|--------------|------------------------|
|                   |             |                |        |                                  | Shares        | % of<br>Shares<br>Held | Shares                                       | % of<br>Shares<br>Held | Shares   | % of<br>Shares<br>Held |  |  | Title  | Name | Relationship |                        |
| President         | ROC         | Lin, Yi-Chieh  | Female | March 12, 2025                   | 190,000       | 0.13%                  | 0  | 0%                     | 0  | 0%                     | 1. Master of Bio-industry Management, National Taipei University of Technology<br>2. Assistant Vice President, Ruentex Engineering & Construction Co., Ltd.  | Director, Teh Hsin Enterprise Co., Ltd.          | Nil  | Nil  | Nil          | Nil                    |
| Vice President    | ROC         | Cheng, Jui-Pin | Male   | March 7, 2011                    | 0             | 0%                     | 0  | 0%                     | 0  | 0%                     | 1. Ph.D. in Civil Engineering, National Taiwan University<br>2. Superintendent of the Taiwan Construction Research Institute<br>3. Manager, Ruentex Engineering & Construction Co., Ltd.   | Nil  | Nil  | Nil  | Nil          | Nil                    |
| Vice President    | ROC         | Lee, Yi-Che    | Male   | January 4, 2016                  | 0             | 0%                     | 0  | 0%                     | 0  | 0%                     | 1. Ph.D. in Mechanical Engineering, National Taiwan University<br>2. Manager at L&K Precision Technology Co., Ltd.<br>3. Assistant Vice President at Bull Will Co., Ltd.<br>4. President, Endi Technology Co., Ltd.<br>5. Vice President, Kynotek Radio Co., Ltd.<br>6. President, Mining Business at Chien Kuo Construction | Nil  | Nil  | Nil  | Nil          | Nil                    |



| Title<br>(Note 1)  | Nationality | Name                    | Gender | Elected<br>(Inaugurated)<br>Date | Shareholdings |                        | Shareholdings of<br>Spouse/Minor<br>Children |                        | Shareholdings in<br>the Name of a<br>Third Party |                        | Major (academic credentials) and<br>hands-on career experiences (Note<br>2)  | Concurrent<br>Positions in<br>Other<br>Companies   | Managers<br>Who are a<br>Spouse or<br>Relative<br>Within the 2 <sup>nd</sup><br>Degree Under<br>the Civil Code |      |              | Remarks<br>(Note<br>3) |
|--|-------------|-------------------------|--------|----------------------------------|---------------|------------------------|--|------------------------|--|------------------------|--|--|--|------|--------------|------------------------|
|  |             |                         |        |                                  | Shares        | % of<br>Shares<br>Held | Shares                                       | % of<br>Shares<br>Held | Shares   | % of<br>Shares<br>Held |  |  | Title  | Name | Relationship |                        |
| Head of<br>Cement<br>Businesses<br>Vice<br>President   | ROC         | Huang,<br>Chin-Hua      | Male   | April 1, 2021                    | 0             | 0%                     | 0  | 0%                     | 0  | 0%                     | 1. Master of Civil Engineering,<br>National Chiao Tung<br>University<br>2. Supervising Engineer at Hsien-<br>Rui Lin Architects<br>3. Structural Engineer at United<br>Geotech Inc.<br>4. Structural Engineer at CTCI<br>Corporation | Nil  | Nil  | Nil  | Nil          | Nil                    |
| Vice<br>President  | ROC         | Yang,<br>Ching-<br>Ting | Male   | February 19,<br>2024             | 400,000       | 0.27%                  | 0  | 0%                     | 0  | 0%                     | 1. Ph.D., Department of Civil<br>Engineering, National Chiao<br>Tung University<br>2. Assistant Vice President,<br>Ruentex Engineering &<br>Construction Co., Ltd.   | Nil  | Nil  | Nil  | Nil          | Nil                    |
| Associate<br>director of<br>accounting<br>Chief<br>Governance<br>Officer<br>Assistant<br>Vice<br>President | ROC         | Wu, Po-<br>Chung        | Male   | June 1, 2022                     | 0             | 0%                     | 0  | 0%                     | 0  | 0%                     | 1. Master of Accounting<br>Department of National<br>Chengchi University<br>2. Junior Manager, Ruentex<br>Development Co., Ltd.<br>3. Manager of PwC Taiwan  | Supervisor,<br>Teh Hsin<br>Enterprise<br>Co., Ltd. | Nil  | Nil  | Nil          | Nil                    |

| Title<br>(Note 1)              | Nationality | Name            | Gender | Elected<br>(Inaugurated)<br>Date | Shareholdings |                        | Shareholdings of<br>Spouse/Minor<br>Children |                        | Shareholdings in<br>the Name of a<br>Third Party |                        | Major (academic credentials) and<br>hands-on career experiences (Note<br>2)   | Concurrent<br>Positions in<br>Other<br>Companies | Managers<br>Who are a<br>Spouse or<br>Relative<br>Within the 2 <sup>nd</sup><br>Degree Under<br>the Civil Code |      |              | Remarks<br>(Note<br>3) |
|--------------------------------|-------------|-----------------|--------|----------------------------------|---------------|------------------------|--|------------------------|--|------------------------|---|--|--|------|--------------|------------------------|
|                                |             |                 |        |                                  | Shares        | % of<br>Shares<br>Held | Shares                                       | % of<br>Shares<br>Held | Shares   | % of<br>Shares<br>Held |   |  | Title  | Name | Relationship |                        |
| Assistant<br>Vice<br>President | ROC         | Lee, Jih-Tsao   | Male   | March 1, 2012                    | 0             | 0%                     | 0  | 0%                     | 0  | 0%                     | 1. Department of Civil Engineering, Fu-Hsing College of Technology<br>2. Deputy Division Head at Huizhou Universal Cement Co., Ltd.<br>3. Manager at China Rebar Co., Ltd.  | Nil  | Nil  | Nil  | Nil          | Nil                    |
| Assistant<br>Vice<br>President | ROC         | Chen, Chao-Yueh | Female | April 1, 2017                    | 20,260        | 0.01%                  | 1,000  | 0%                     | 0  | 0%                     | 1. Department of Accounting, Chinese Culture University<br>2. Junior Manager, Ruentex Engineering & Construction Co., Ltd.<br>3. Junior Manager, Ruentex Construction & Engineering Co., Ltd.   | Nil  | Nil  | Nil  | Nil          | Nil                    |
| Assistant<br>Vice<br>President | ROC         | Wang, Wen-Pin   | Male   | February 1, 2019                 | 145,000       | 0.10%                  | 0  | 0%                     | 0  | 0%                     | 1. Department of Civil Engineering, Vanung Institute of Technology<br>2. Supervising Engineer at R.S.E.A. Engineering Corporation<br>3. Junior Manager, Ruentex Construction & Engineering Co., Ltd.<br>4. Deputy Manager, Ruentex Engineering & Construction Co., Ltd. | Nil  | Nil  | Nil  | Nil          | Nil                    |

| Title<br>(Note 1)              | Nationality | Name                    | Gender | Elected<br>(Inaugurated)<br>Date | Shareholdings |                        | Shareholdings of<br>Spouse/Minor<br>Children |                        | Shareholdings in<br>the Name of a<br>Third Party |                        | Major (academic credentials) and<br>hands-on career experiences (Note<br>2)   | Concurrent<br>Positions in<br>Other<br>Companies | Managers<br>Who are a<br>Spouse or<br>Relative<br>Within the 2 <sup>nd</sup><br>Degree Under<br>the Civil Code |      |              | Remarks<br>(Note<br>3) |
|--------------------------------|-------------|-------------------------|--------|----------------------------------|---------------|------------------------|--|------------------------|--|------------------------|---|--|--|------|--------------|------------------------|
|                                |             |                         |        |                                  | Shares        | % of<br>Shares<br>Held | Shares                                       | % of<br>Shares<br>Held | Shares   | % of<br>Shares<br>Held |   |  | Title  | Name | Relationship |                        |
| Assistant<br>Vice<br>President | ROC         | Chiang,<br>Shih-Che     | Male   | February 1,<br>2019              | 0             | 0%                     | 0  | 0%                     | 0  | 0%                     | 1. Ph.D. in Material Engineering,<br>National Taiwan Ocean<br>University  | Nil  | Nil  | Nil  | Nil          | Nil                    |
| Assistant<br>Vice<br>President | ROC         | Chen,<br>Chin-<br>Chuan | Male   | October 8,<br>2020               | 0             | 0%                     | 0  | 0%                     | 0  | 0%                     | 1. Department of Chemistry,<br>National Taipei Institute of<br>Technology<br>2. Specialist at China Rebar Co.,<br>Ltd.  | Nil  | Nil  | Nil  | Nil          | Nil                    |
| Assistant<br>Vice<br>President | ROC         | Chien,<br>Shih-Yu       | Male   | June 6, 2023                     | 1,000         | 0%                     | 0  | 0%                     | 0  | 0%                     | 1. Department of Civil<br>Engineering, China University<br>of Technology<br>2. Deputy Manager, Ruentex<br>Engineering & Construction<br>Co., Ltd.<br>3. Engineer, Ruentex Construction<br>Co., Ltd.   | Nil  | Nil  | Nil  | Nil          | Nil                    |
| Chief<br>auditor               | ROC         | Lee,<br>Chia-<br>Ling   | Female | May 13, 2019                     | 0             | 0%                     | 0  | 0%                     | 0  | 0%                     | 1. Department of Accounting,<br>Chinese Culture University<br>2. Audit Manager, Ruentex<br>Development Co., Ltd.<br>3. Audit Deputy Manager,<br>Ruentex Industries Ltd.<br>4. Audit Manager, Ruentex<br>Construction & Engineering<br>Co., Ltd.<br>5. Audit Section Chief, Ruentex<br>Engineering & Construction<br>Co., Ltd. | Nil  | Nil  | Nil  | Nil          | Nil                    |

| Title<br>(Note 1)  | Nationality | Name             | Gender | Elected<br>(Inaugurated)<br>Date | Shareholdings |                        | Shareholdings of<br>Spouse/Minor<br>Children |                        | Shareholdings in<br>the Name of a<br>Third Party |                        | Major (academic credentials) and<br>hands-on career experiences (Note<br>2)   | Concurrent<br>Positions in<br>Other<br>Companies | Managers<br>Who are a<br>Spouse or<br>Relative<br>Within the 2 <sup>nd</sup><br>Degree Under<br>the Civil Code |      |              | Remarks<br>(Note<br>3) |
|--------------------|-------------|------------------|--------|----------------------------------|---------------|------------------------|--|------------------------|--|------------------------|---|--|--|------|--------------|------------------------|
|                    |             |                  |        |                                  | Shares        | % of<br>Shares<br>Held | Shares                                       | % of<br>Shares<br>Held | Shares   | % of<br>Shares<br>Held |   |  | Title  | Name | Relationship |                        |
| Head of<br>Finance | ROC         | Chen,<br>Yen-Chi | Male   | March 14,<br>2014                | 60,000        | 0.04%                  | 0  | 0%                     | 0  | 0%                     | 1. Department of Land<br>Administration, National<br>Chung Hsing University<br>2. Deputy Manager of the Finance<br>Department, Ruentex<br>Development Co., Ltd. | Nil  | Nil  | Nil  | Nil          | Nil                    |

Note 1: The information of the President, Vice Presidents, Assistant Vice Presidents, heads of departments and branches, and anyone whose position is equivalent to President, Vice President or Assistant Vice President, regardless of title, shall all be disclosed.

Note 2: The hands-on experiences linked up with the current position title. If having served with the auditing and certifying Certified Public Accountant Office during the aforementioned period, please expressly indicate the position title and the duties in charge.

Note 3: Information about that the President or person of an equivalent position (the highest level Manager) and the Chairman is the same person, spouses, or relative within the first degree of kinship, shall disclose the reason for, reasonableness, necessity thereof, and the measures adopted in response thereto (such as increase the number of Independent Directors and have a majority of directors who are not also employees or Managers concurrently, etc.)

Note 4. ①Assistant Vice President Wang, Chien-Sen discharged on 2024.01.06. ②Vice President Yang, Ching-Ting took office on 2024.02.19.

③Assistant Vice President Wang, Nien-Fu discharged on 2024.09.26. ④President Chen, Hsueh-Hsien discharged on 2025.03.12.

⑤President Lin, Yi-Chieh took office on 2025.03.12 and discharged Executive Vice President of Building Materials on 2025.03.12.

## II. Remuneration for Directors (including Independent Directors), Supervisors, Presidents, and Vice Presidents

### (I) 1. Remuneration for General and Independent Directors (individual disclosure)

Unit: NT\$ thousands; %

| Title                   | Name<br>(Note 1)   | Directors' Remuneration         |   |  |   |  |   |   |   | Sum of A, B, C,<br>and D as a<br>Percentage of Net<br>Income (Note 10) |   | Remuneration for Directors Who are Concurrently Employees    |   |  |   |  |   |                |   | Sum of A, B, C, D, E,<br>F, and G and Relative<br>Percentage to Net<br>Income (Note 10) |        | Compensation<br>From<br>Parent<br>Company<br>or<br>Business<br>Investments Other<br>Than<br>Subsidiaries (Note<br>11) |
|-------------------------|--|---------------------------------|---|--|---|--|---|---|---|--|---|--|---|--|---|--|---|----------------|---|---|--------|---|
|                         |  | Remuneration<br>(A)<br>(Note 2) |   | Severance<br>Pay/Retirement Allowance<br>(B) |   | Remuneration<br>of Directors<br>(C) (Note 3) |   | Business<br>Execution<br>Expenses (D)<br>(Note 4) |   |  |   | Salaries, Bonuses<br>and Special<br>Expenses (E)<br>(Note 5) |   | Severance<br>Pay/Retirement Allowance<br>(F) |   | Employee Profit Sharing<br>from Earnings Distribution<br>(G)<br>(Note 6)               |   |                |   |   |        |   |
|                         |  | The<br>Company                  | All Firms<br>Disclosed<br>in the<br>Financial<br>Statements<br>(Note 7) | The<br>Company                               | All Firms<br>Disclosed<br>in the<br>Financial<br>Statements<br>(Note 7) | The<br>Company                               | All Firms<br>Disclosed<br>in the<br>Financial<br>Statements<br>(Note 7) | The<br>Company                                    | All Firms<br>Disclosed<br>in the<br>Financial<br>Statements<br>(Note 7) | The<br>Company   | All Firms<br>Disclosed<br>in the<br>Financial<br>Statements<br>(Note 7) | The<br>Company   | All Firms<br>Disclosed<br>in the<br>Financial<br>Statements<br>(Note 7) | The<br>Company                               | All Firms<br>Disclosed<br>in the<br>Financial<br>Statements<br>(Note 8) | The<br>Company<br>All Firms<br>Disclosed in the<br>Financial<br>Statements (Note<br>8) |   | The<br>Company | All Firms<br>Disclosed<br>in the<br>Financial<br>Statements |   |        |   |
| Chairman<br>Director    | Ruentex Engineering &<br>Construction Co., Ltd.<br>Representative: Mo, Wei-Han                         | 576                             | 576   | 0  | 0   | 0  | 0   | 0   | 576<br>0.31%  | 576<br>0.31%   | 8,215   | 8,215  | 0   | 0  | 0   | 0  | 0 | 0              | 8,791<br>4.69%  | 8,791<br>4.69%  | 60,315 |   |
| Director                | Ruentex Engineering &<br>Construction Co., Ltd.<br>Representative: Lee, Chih-Hung                      |                                 |   |  |   |  |   |   |   |  |   |  |   |  |   |  |   |                |   |   |        |   |
| Director                | Ruentex Industries Ltd.<br>Representative: Hsu, Sheng-Yu   |                                 |   |  |   |  |   |   |   |  |   |  |   |  |   |  |   |                |   |   |        |   |
| Director                | Ruentex Industries Ltd.<br>Representative: Chen, Hsueh-Hsien (Note 1)<br>Representative: Lin, Yi-Chieh |                                 |   |  |   |  |   |   |   |  |   |  |   |  |   |  |   |                |   |   |        |   |
| Director                | Huei Hong Investment Co., Ltd.<br>Representative: Yin, Chung-Yao                                       |                                 |   |  |   |  |   |   |   |  |   |  |   |  |   |  |   |                |   |   |        |   |
| Director                | Huei Hong Investment Co., Ltd.<br>Representative: Yin, Chung-En  |                                 |   |  |   |  |   |   |   |  |   |  |   |  |   |  |   |                |   |   |        |   |
| Independent<br>Director | Chen, Ming-Chin  | 1,800                           | 1,800   | 0  | 0   | 0  | 0   | 540   | 540   | 2,340<br>1.25%   | 2,340<br>1.25%  | 0  | 0   | 0  | 0   | 0  | 0 | 0              | 2,340<br>1.25%  | 2,340<br>1.25%  | 0      |   |
| Independent<br>Director | Chang, Ta-Peng   |                                 |   |  |   |  |   |   |   |  |   |  |   |  |   |  |   |                |   |   |        |   |
| Independent<br>Director | Huang, Shih-Chien  |                                 |   |  |   |  |   |   |   |  |   |  |   |  |   |  |   |                |   |   |        |   |

| Title   | Name<br>(Note 1) | Directors' Remuneration         |   |  |   |  |   |   |   | Sum of A, B, C,<br>and D as a<br>Percentage of Net<br>Income (Note 10) |   | Remuneration for Directors Who are Concurrently Employees    |   |  |   |  |  |                |   | Sum of A, B, C, D, E,<br>F, and G and Relative<br>Percentage to Net<br>Income (Note 10) |  | Compensation<br>From<br>Parent<br>Company<br>or<br>Business<br>Investments<br>Other<br>Than<br>Subsidiaries (Note<br>11) |
|---|------------------|---------------------------------|---|--|---|--|---|---|---|--|---|--|---|--|---|--|--|----------------|---|---|--|--|
|   |                  | Remuneration<br>(A)<br>(Note 2) |   | Severance<br>Pay/Retirement Allowance<br>(B) |   | Remuneration<br>of Directors<br>(C) (Note 3) |   | Business<br>Execution<br>Expenses (D)<br>(Note 4) |   |  |   | Salaries, Bonuses<br>and Special<br>Expenses (E)<br>(Note 5) |   | Severance<br>Pay/Retirement Allowance<br>(F) |   | Employee Profit Sharing<br>from Earnings Distribution<br>(G)<br>(Note 6)                   |  |                |   |   |  |  |
|   |                  | The<br>Company                  | All Firms<br>Disclosed<br>in the<br>Financial<br>Statements<br>(Note 7) | The<br>Company                               | All Firms<br>Disclosed<br>in the<br>Financial<br>Statements<br>(Note 7) | The<br>Company                               | All Firms<br>Disclosed<br>in the<br>Financial<br>Statements<br>(Note 7) | The<br>Company                                    | All Firms<br>Disclosed<br>in the<br>Financial<br>Statements<br>(Note 7) | The<br>Company   | All Firms<br>Disclosed<br>in the<br>Financial<br>Statements<br>(Note 7) | The<br>Company   | All Firms<br>Disclosed<br>in the<br>Financial<br>Statements<br>(Note 7) | The<br>Company                               | All Firms<br>Disclosed<br>in the<br>Financial<br>Statements<br>(Note 8) | The<br>Company<br><br>All Firms<br>Disclosed in the<br>Financial<br>Statements (Note<br>8) |  | The<br>Company | All Firms<br>Disclosed<br>in the<br>Financial<br>Statements |   |  |  |
| Cash<br>Amount  | Stock<br>Amount  | Cash<br>Amount                  | Stock<br>Amount   |  |   |  |   |   |   |  |   |  |   |  |   |  |  |                |   |   |  |  |
| <p>1. Please specify the policy, system, standards, and structure of the remuneration paid to independent directors, and specify their correlation between the amount of the remuneration paid and their responsibilities, risks, and time contributed:<br/>Independent directors are compensated in reference to the performance assessment outcomes of non-independent directors. According to the terms of the Articles of Incorporation concerning directors' compensation, the Board of Directors is authorized to pay fixed benefits and professional fees to independent directors after taking into account their individual participation and contribution to the Company's operations and peer levels.<br/>In addition, the remuneration to directors is not distributed in accordance with the Company's Articles of Incorporation.</p> <p>2. Other than disclosure in the above table, Directors remunerations earned by providing services (e.g. providing consulting services as a non-employee of parent company/all consolidated entities/non-consolidated affiliates) to the Company and all consolidated entities in financial statements of the previous year: NA</p> <p>Note 1: Chen, Hsueh-Hsien, representative for director - Ruentex Industries Ltd. has been changed to Lin, Yi-Chieh on March 12, 2025.</p> |                  |                                 |   |  |   |  |   |   |   |  |   |  |   |  |   |  |  |                |   |   |  |  |

## Range of Remuneration

| Range of Remuneration for Directors                    | Name of Directors  |  |  |  |
|--|--|--|--|--|
|  | Summation of The First 4 Items (A+B+C+D)   |  | Summation of The First 7 Items (A+B+C+D+E+F+G)   |  |
|  | The Company (Note 8)   | All Firms Disclosed in the Financial Statements (Note 9) H   | The Company (Note 8)   | Parent Company and All Business Investments (Note 9) I   |
| Less than NT\$1,000,000                                | Ruentex Engineering & Construction Co., Ltd.<br>Representative: Mo, Wei-Han 、 Lee, Chih-Hung<br>Ruentex Industries Ltd.<br>Representative: Hsu, Sheng-Yu 、 Chen, Hsueh-Hsien<br>Huei Hong Investment Co., Ltd.<br>Representative: Yin, Chung-Yao 、 Yin, Chung-En<br>Chen, Ming-Chin 、 Chang, Ta-Peng 、 Huang, Shih-Chien | Ruentex Engineering & Construction Co., Ltd.<br>Representative: Mo, Wei-Han 、 Lee, Chih-Hung<br>Ruentex Industries Ltd.<br>Representative: Hsu, Sheng-Yu 、 Chen, Hsueh-Hsien<br>Huei Hong Investment Co., Ltd.<br>Representative: Yin, Chung-Yao 、 Yin, Chung-En<br>Chen, Ming-Chin 、 Chang, Ta-Peng 、 Huang, Shih-Chien | Ruentex Engineering & Construction Co., Ltd.<br>Representative: Mo, Wei-Han 、 Lee, Chih-Hung<br>Ruentex Industries Ltd.<br>Representative: Hsu, Sheng-Yu<br>Huei Hong Investment Co., Ltd.<br>Representative: Yin, Chung-Yao 、 Yin, Chung-En<br>Chen, Ming-Chin 、 Chang, Ta-Peng 、 Huang, Shih-Chien | Ruentex Industries Ltd.<br>Representative: Hsu, Sheng-Yu<br>Huei Hong Investment Co., Ltd.<br>Representative: Yin, Chung-Yao 、 Yin, Chung-En<br>Chen, Ming-Chin 、 Chang, Ta-Peng 、 Huang, Shih-Chien |
| NT\$1,000,000 (included) – NT\$2,000,000 (excluded)    |  |  |  |  |
| NT\$2,000,000 (included) – NT\$3,500,000 (excluded)    |  |  |  |  |
| NT\$3,500,000 (included) – NT\$5,000,000 (excluded)    |  |  |  |  |
| NT\$5,000,000 (included) – NT\$10,000,000 (excluded)   |  |  | Ruentex Industries Ltd.<br>Representative: Chen, Hsueh-Hsien   | Ruentex Industries Ltd.<br>Representative: Chen, Hsueh-Hsien   |
| NT\$10,000,000 (included) – NT\$15,000,000 (excluded)  | -  | -  |  |  |
| NT\$15,000,000 (included) – NT\$30,000,000 (excluded)  | -  | -  |  | Ruentex Engineering & Construction Co., Ltd.<br>Representative: Mo, Wei-Han  |
| NT\$30,000,000 (included) – NT\$50,000,000 (excluded)  | -  | -  |  | Ruentex Engineering & Construction Co., Ltd.<br>Representative: Lee, Chih-Hung   |
| NT\$50,000,000 (included) – NT\$100,000,000 (excluded) | -  | -  |  |  |
| NT\$100,000,000 and Above                              | -  | -  |  |  |
| Total  | 9  | 9  | 9  | 9  |

- Note 1: Names of directors shall be enumerated respectively. (In case of corporate shareholders, the names of the corporate shareholders and their representatives shall be enumerated respectively) It shall respectively enumerate the general directors and independent directors to disclose a variety of amounts of payments in aggregation.
- Any directors who worked concurrently as the President or Vice President are disclosed in this chart and in the chart titled “Remuneration for the President and Vice Presidents”.
- Note 2: t refers to the remuneration to directors in the most recent year (including the salaries for directors, additional job subsidies, severance pay, a variety of incentives and awards and the like).
- Note 3: It refers to the amounts of the remuneration to directors to be distributed as resolved by the Board of Directors in the most recent year.
- Note 4: It refers to the expenses spent by directors for relevant business execution in most recent year (including traffic allowances, special expenditures, a variety of allowances, provided forms, vehicles and such objects in kind and the like).
- In case of provision of housings, vehicles or other transportations as individual expenditures, the Company shall disclose the attributes and costs for such provisions; such rents, fuel costs or other payments as substantially paid or counted based on the fair market prices. In case of chauffeurs provided, please remark the relevant remuneration paid to the chauffeurs which, nevertheless, shall not be counted inclusively into the remuneration.
- Note 5: It refers to such salaries, position bonus, resignation fees, a variety of bonuses, incentives, traffic allowance s, special expenditures, a variety of allowances, dormitories, vehicle allocations and other objects provided to the directors who concurrently served as employees most recent year (including concurrently presidents, vice presidents, other managerial officers and employees). In case of provision of housings, vehicles or other transportations as individual expenditures, the Company shall disclose the attributes and costs for such provisions; such rents, fuel costs or other payments as substantially paid or counted based on the fair market prices. In case of chauffeurs provided, please remark the relevant remuneration paid to the chauffeurs which, nevertheless, shall not be counted inclusively into the remuneration. Besides, such salary expenses recognized under IFRS 2 “Share Based Payment”, including the acquisition of employee stock option certificates, restriction upon employee rights from new shares and participation in cash capital increase subscription shares and the like shall also be counted inclusively into the remuneration as well.
- Note 6: It refers to such the remuneration to employees (including stocks and cash) acquired by the directors who concurrently served as employees most recent year (including concurrently presidents, vice presidents, other managerial officers and employees) most recent year, the Company shall disclose the amounts of the remuneration to employees to be distributed as resolved in the Board of Directors most recent year. In such amounts could not be estimated in advance, the amounts intended to be distributed in the present year shall be duly counted pro rata to the amounts substantially distributed in the preceding year and shall, additionally, fill up Table 1-3.
- Note 7: The Company shall disclose the aggregate total amount of a variety of remunerations paid to the Company’s directors from all companies within the consolidated statements (including the Company).
- Note 8: The aggregate total amount of a variety of remuneration paid to each and every director by the Company, the Company shall disclose names of directors in the hierarchy scale of distribution.
- Note 9: The Company shall disclose the aggregate total amount of a variety of remunerations paid to the Company’s directors from all companies within the consolidated statements (including the Company). The Company shall disclose names of directors in the hierarchy scale of distribution.
- Note 10: The term “net profit after tax” denotes the net profits after tax as shown in the standalone or individual financial statements in the most recent year.
- Note 11: a. This column shall expressly indicate the amounts of remunerations payable to the Company’s Directors from the investees other than subsidiaries or parent company. (Please enter “nil” in case of none).
- b. Where the Company’s directors received relevant remunerations from the investees or parent company except subsidiaries, the Company shall have the remunerations from the investees or parent company except subsidiaries consolidated into the column of the hierarchy table and shall change the title of the column into “Parent company and all investments”.
- c. The term “remuneration” as set forth herein denotes such relevant remuneration as reward. remuneration (including remunerations paid to employees, directors and supervisors) and business execution expenses received by the Company’s directors who serve as directors and supervisors or managerial officers of investees, parent company except subsidiaries.
- \*Given the difference between the remuneration disclosed in this Table and concept of income under the Income Tax Act, information disclosed in this Table is for disclose purposes only and shall not be used for taxation.



## (I) 2. Remuneration for the President and Vice Presidents

Unit: NT\$ thousands; %

| Title                                | Name              | Salary (A)<br>(Note 2) |   | Severance<br>Pay/Retirement<br>Allowance (B) |  | Bonuses & Special<br>Expenses (C)<br>(Note 3) |  | Amount of Employee Profit Sharing<br>From Earnings Distribution (D)<br>(Note 4) |                 |  |                 | Sum of A, B, C, and D<br>as a Percentage of Net<br>Income (%) (Note 8) |   | Whether<br>or not<br>receiving<br>remunera<br>tion from<br>investees<br>or the<br>parent<br>company<br>other<br>than<br>subsidiari<br>es<br>(Note 9) |
|--------------------------------------|-------------------|------------------------|---|--|--|---|--|---|-----------------|--|-----------------|--|---|--|
|                                      |                   | The<br>Company         | All Firms<br>Disclosed<br>in the<br>Financial<br>Statements<br>(Note 5) | The<br>Company                               | All Firms<br>Disclose<br>d in the<br>Financial<br>Statemen<br>ts (Note<br>5) | The<br>Company                                | All Firms<br>Disclosed<br>in the<br>Financial<br>Statement<br>s (Note 5) | The Company   |                 | All Firms Disclosed<br>in the Financial<br>Statements (Note 5) |                 | The<br>Company   | All Firms<br>Disclosed<br>in the<br>Financial<br>Statements<br>(Note 5) |  |
|                                      |                   |                        |   |  |  |   |  | Cash<br>Amount  | Stock<br>Amount | Cash<br>Amount   | Stock<br>Amount |  |   |  |
| President(Note 10)                   | Chen, Hsueh-Hsien | 10,050                 | 10,050  | -  | -  | 17,433  | 17,433   | 147   | -               | 147  | -               | 27,630<br>14.73%   | 27,630<br>14.73%  | -  |
| Executive Vice<br>President(Note 10) | Lin, Yi-Chieh     |                        |   |  |  |   |  |   |                 |  |                 |  |   |  |
| Vice President                       | Cheng, Jui-Pin    |                        |   |  |  |   |  |   |                 |  |                 |  |   |  |
| Vice President                       | Huang, Chin-Hua   |                        |   |  |  |   |  |   |                 |  |                 |  |   |  |
| Vice President                       | Lee, Yi-Che       |                        |   |  |  |   |  |   |                 |  |                 |  |   |  |
| Vice President                       | Yang, Ching-Ting  |                        |   |  |  |   |  |   |                 |  |                 |  |   |  |

## Range of Remuneration

| Range of Remuneration for Presidents and Vice Presidents | Name of President/Vice President              |   |
|--|---|---|
|  | The Company (Note 6)                          | Parent Company and All Business Investments<br>(Note 7) E |
| Less than NT\$1,000,000                                  |   |   |
| NT\$1,000,000 (included) – NT\$2,000,000 (excluded)      |   |   |
| NT\$2,000,000 (included) – NT\$3,500,000 (excluded)      | Cheng, Jui-Pin; Lee, Yi-Che; Yang, Ching-Ting | Cheng, Jui-Pin; Lee, Yi-Che; Yang, Ching-Ting             |
| NT\$3,500,000 (included) – NT\$5,000,000 (excluded)      | Huang, Chin-Hua                               | Huang, Chin-Hua   |
| NT\$5,000,000 (included) – NT\$10,000,000 (excluded)     | Lin, Yi-Chieh; Chen, Hsueh-Hsien              | Lin, Yi-Chieh; Chen, Hsueh-Hsien                          |
| NT\$10,000,000 (included) – NT\$15,000,000 (excluded)    | -   | -   |
| NT\$15,000,000 (included) – NT\$30,000,000 (excluded)    | -   | -   |
| NT\$30,000,000 (included) – NT\$50,000,000 (excluded)    | -   | -   |
| NT\$50,000,000 (included) – NT\$100,000,000 (excluded)   | -   | -   |
| NT\$100,000,000 and Above                                | -   | -   |
| Total  | 6   | 6   |

Note 1: The names of the President and Vice Presidents are presented separately, whereas the amount of benefits and allowances is presented in aggregate sums. Any directors who worked concurrently as the President or Vice President are disclosed in this table and in the previous table.

Note 2: Refers to salaries, allowances, and severance pay made to the President and Vice Presidents in the last year.

Note 3: It refers to a variety of bonuses, incentives, traffic allowances, special expenditures, a variety of allowances, dormitories, vehicle allocations and objects in kind paid to the President and Vice President in the most recent year. In case of provision of housings, vehicles or other transportations as individual expenditures, the Company shall disclose the attributes and costs for such provisions; such rents, fuel costs or other payments as substantially paid or counted based on the fair market prices.

In case of chauffeurs provided, please remark the relevant remuneration paid to the chauffeurs which, nevertheless, shall not be counted inclusively into the remuneration.

Besides, such salary expenses recognized under IFRS 2 “Share Based Payment”, including the acquisition of employee stock option certificates, restriction upon employee rights from new shares and participation in cash capital increase subscription shares and the like shall also be counted inclusively into the remuneration as well.

Note 4: It should enumerate the amount of remuneration to employees allocated to President and Vice President as resolved in the Board of Directors in the most recent year (including both stocks and cash). If the amount could not be estimated, it shall be counted *pro rata* to the amounts substantially distributed in the preceding year for the amount to be distributed in the present year. Besides, please additionally fill up Table 1-3.

Note 5: The Company shall disclose the aggregate total amount of a variety of remunerations paid to the Company’s President and Vice President from all companies covered within the consolidated financial statements (including the Company).

Note 6: Regarding the aggregate total amount of a variety of remunerations paid to each and every President and Vice President by the Company, the names of the

President and Vice President shall be disclosed in the hierarchy scale.

Note 7: The Company shall disclose the aggregate total amount of a variety of remunerations paid to the Company's President and Vice President from all companies covered within the consolidated financial statements (including the Company). The names of the President and Vice President shall be disclosed in the hierarchy scale.

Note 8: The term "net profit after tax" denotes the net profits after tax as shown in the standalone or individual financial statements in the most recent year.

Note 9: a. This column shall expressly indicate the amounts of remunerations payable to the Company's President and Vice President from the investees other than subsidiaries or parent company (Please enter "nil" in case of none).

b. Where the Company's President and Vice President received relevant remunerations from the investees or parent company except subsidiaries, the Company shall have the remunerations payable to the President and Vice President from the investees or parent company except subsidiaries consolidated into the column of the hierarchy table Column E and shall change the title of the column into "Parent company and all investees".

c. The term "remuneration" as set forth herein denotes such relevant remuneration as reward, remuneration (including remunerations paid to employees, directors and supervisors) and business execution expenses received by the Company's President and Vice President who serve as directors and supervisors or managerial officers of investees, parent company except subsidiaries.

Note 10: President Chen, Hsueh-Hsien discharged on 2025.03.12. President Lin, Yi-Chieh took office on 2025.03.12 and discharged Executive Vice President of Building Materials on 2025.03.12

\*Given the difference between the remuneration disclosed in this Table and concept of income under the Income Tax Act, information disclosed in this Table is for disclose purposes only and shall not be used for taxation.

(I) 3. Employee profit for the management team :

Unit: NT\$ thousands

| Title<br>(Note 1)                    | Name<br>(Note 1)  | Stock Amount | Cash Amount | Total | Percentage in Net Profit After Tax(%) |
|--------------------------------------|-------------------|--------------|-------------|-------|---------------------------------------|
| President (Note 5)                   | Chen, Hsueh-Hsien | -            | 260         | 260   | 0.14                                  |
| Executive Vice President<br>(Note 5) | Lin, Yi-Chieh     |              |             |       |                                       |
| Vice President                       | Cheng, Jui-Pin    |              |             |       |                                       |
| Vice President                       | Lee, Yi-Che       |              |             |       |                                       |
| Vice President                       | Huang, Chin-Hua   |              |             |       |                                       |
| Vice President                       | Yang, Ching-Ting  |              |             |       |                                       |
| Assistant Vice President             | Wu, Po-Chung      |              |             |       |                                       |
| Assistant Vice President             | Lee, Jih-Tsao     |              |             |       |                                       |
| Assistant Vice President             | Chen, Chao-Yueh   |              |             |       |                                       |
| Assistant Vice President             | Wang, Wen-Pin     |              |             |       |                                       |
| Assistant Vice President             | Chiang, Shih-Che  |              |             |       |                                       |
| Assistant Vice President             | Chen, Chin-Chuan  |              |             |       |                                       |
| Assistant Vice President             | Chien, Shih-Yu    |              |             |       |                                       |
| Chief auditor                        | Lee, Chia-Ling    |              |             |       |                                       |
| Head of Finance                      | Chen, Yen-Chi     |              |             |       |                                       |

Note: The distribution of employee remuneration in 2024 was approved by the resolution of the board of directors on March 12, 2025, and 1% was allocated as employee remuneration, amounting to NT\$ 2,092,134.

Note 1: The name and title of managers shall be disclosed individually. However, the distribution of profit can be disclosed in aggregate.

Note 2: Refers to the remuneration for managers (including stock and cash) approved by the Board of Directors in the previous year. If the remuneration cannot be estimated, the Company shall calculate the proposed distribution balance this year based on the amount of actual distribution in the previous year. The net income after tax refers to the net income after tax of the most recent year; if IFRSs have been adopted, the net income after tax refers to the net income after tax of the most recent year for individual or standalone financial reports.

Note 3: Referring to Letter Tai-Cai-Zheng-San-Zi No. 0920001301 of the Commission dated March 27, 2003, the scope of managers is as follows:

- |   |  |
|---|--|
| (1) President and people at a considerable level                | (4) Financial Officer                        |
| (2) Vice President and people at a considerable level           | (5) Accounting Officer                       |
| (3) Assistant Vice President and people at a considerable level | (6) Other managers and authorized personnel. |

Note 4: In addition to Table (I) 2, directors, presidents, and vice presidents receiving remuneration for employees (including stock and cash) shall be disclosed in this table.

Note 5: President Chen, Hsueh-Hsien discharged on 2025.03.12. President Lin, Yi-Chieh took office on 2025.03.12 and discharged Executive Vice President of Building Materials on 2025.03.12

(II) If any of the following is applicable, disclose the names of directors or supervisors and individual compensations separately; for all other situations, the Company may choose to disclose names by compensation range or to disclose names and compensations separately (in the case of separate disclosure, specify the title, name, and amount for each individual, and there is no need to disclose compensation by range):

1. A company that reported after-tax losses in standalone or individual financial statements in any of the last 3 years shall make separate disclosures for the names and compensation of “directors and supervisors”; this requirement does not apply if standalone/individual financial statements in the most recent year show after-tax profit that adequately covers cumulative losses: None.
2. Make separate disclosure of directors’ compensation if directors fail to maintain minimum shareholding for 3 consecutive months or longer in the last year; make separate disclosure of supervisor’ compensation if supervisors fail to maintain minimum shareholding for 3 consecutive months or longer in the last year: None.
3. Make separate disclosure of directors’ and supervisors’ compensation for directors and supervisors that pledged an average of more than 50% of shares held in any three months in the last year: None.
4. Make separate disclosure of directors’ and supervisors’ compensation for any director/supervisor of any company included in the financial statements that receives compensation totaling more than 2% of net income and more than NT\$15 million. (Note: The abovementioned thresholds should be calculated by adding “director compensation” to “supervisor compensation”, and exclude compensation received for their concurrent role as an employee.): None
5. Where a TWSE/TPEX listed company ranks in the last two grade level in the corporate governance evaluation results in the most recent year or has changed transaction approach, discontinued trading, terminated TWSE/TPEX listing or has been resolved by the Corporate Governance Evaluation Committee as not entitled to evaluation in the most recent year as of the publication date of the Annual Report: None
6. Where the salaries averaged for full-time employees serving not as a department head in a TWSE/TPEX listed company are not up to NT\$500,000 in the most recent year: None
7. A TWSE or TPEX listed company had an increase of 10 percent or more in net profit after tax for the most recent fiscal year, but the average annual salary of its full-time non-management employees did not increase relative to the preceding fiscal year.: None
8. A TWSE or TPEX listed company had a decline in after-tax net income reaching 10 percent and exceeding NT\$5 million for the most recent fiscal year, along with an increase in its average remuneration per director (not including the remuneration of those who are also employees) reaching 10 percent or more and exceeding NT\$100,000: None

- (III) TWSE/TPEX listed companies that exhibit any of the conditions mentioned in 1. or 5. of the preceding Paragraph are required to disclose compensation received by the top-5 paid managers (e.g. President, Vice Presidents, CEO, or Head of Finance): NA °
- (IV) A comparative description of the total remuneration paid to the directors, supervisors, Presidents, and Vice Presidents of the Company in the most recent two years by the Company and all companies in the consolidated financial statements as a percentage of the net income after tax as in the standalone or individual financial reports, and a description of the policies, criteria, and combinations of remuneration; the procedures for determining remuneration, as well as their correlation with business performance.

1. Analysis of the proportion of the total remuneration paid to the directors, supervisors, Presidents, and Vice Presidents of the Company to the net income after tax in the most recent two years:

| Title   | 2023<br>Proportion of the remuneration<br>to the net loss after tax (%) |   | 2024<br>Proportion of the remuneration<br>to the net income after tax (%) |   |
|---|---|---|---|---|
|   | The<br>Company  | All Firms<br>Disclosed in<br>the<br>Consolidated<br>Financial<br>Statements | The<br>company  | All Firms<br>Disclosed in<br>the<br>Consolidated<br>Financial<br>Statements |
| Director (Note)   | 11,177<br>9.72%   | 11,177<br>9.72%   | 11,131<br>5.94%   | 11,131<br>5.94%   |
| Supervisors   | -   | -   | -   | -   |
| Presidents and<br>Vice Presidents   | 23,256<br>20.23%  | 23,256<br>20.23%  | 27,630<br>14.73%  | 27,630<br>14.73%  |
| Note: Includes compensation received for assuming a concurrent position as a manager. |   |   |   |   |

- (1) In the year 2024, the total remuneration paid to directors (including independent directors) by the Company and all its consolidated subsidiaries amounted to NT\$11,131 thousand, representing 5.94% of the net income after tax. The average remuneration per director was approximately NT\$1,237 thousand. This reflects a slight decrease compared to the NT\$11,177 thousand paid in 2023, which accounted for 9.72% of the net income after tax, with an average remuneration per director of approximately NT\$1,242 thousand. However, there were no significant changes between the two periods.
- (2) In the year 2024, the total remuneration paid to the General Manager and Deputy General Managers by the Company and all its consolidated subsidiaries amounted to NT\$27,630 thousand, representing 14.73% of the net income after tax. This is an increase compared to the NT\$23,256 thousand paid in 2023, which accounted for 20.23% of the net income after tax. The total remuneration increased by NT\$4,374 thousand, primarily due to higher revenue and profits in 2024 compared to the previous year. According to the Company's bonus policy, the remuneration is linked to the company's operational performance and individual goal achievements. However, the increase in remuneration was smaller than the growth in profits, resulting in a lower percentage compared to the previous year.

2. Compensation policies, standards, packages, and procedures, and association with future risks and business performance:
- (1) Directors are compensated according to the terms of the Articles of Incorporation. The Board of Directors is authorized to pay fixed benefits and professional fees to non-independent directors after taking into account their individual participation and contribution to the Company's operations and peer levels. These compensations are proposed by the Remuneration Committee and executed with the Board of Directors' resolution. In addition, the remuneration to directors is not distributed in accordance with the Company's Articles of Incorporation.
  - (2) Compensation for the President and Vice Presidents includes salary, bonus, and employee remuneration. The amounts of which are determined based on job role, the responsibilities undertaken, operational performance, and peer levels. Performance evaluation criteria include both financial and non-financial indicators:  
Financial indicators: Based on the company's management income statement, factors such as the annual growth rate of operating income, operating profit growth rate, contribution of various business units to company profits, and achievement rates of managerial targets are considered.  
Non-financial indicators: Assessments include the company's and various departments' operational management capabilities, risk management, and sustainability performance indicators. This encompasses achievements in greenhouse gas reduction plans, rates of reuse and recycling in the circular economy, implementation of corporate governance, fulfillment of sustainability commitments, and specific actions taken to address climate change risks.  
The procedures for determining compensation have been established in accordance the Articles of Incorporation and levels of approval authority. These compensations are proposed by the Remuneration Committee and executed with a Board of Directors' resolution.
  - (3) Compensation for directors, the President, and Vice Presidents has been developed after taking into consideration the future risks associated with the Company's operations and positive correlations with business performance. It has been adjusted to maintain balance between continuity and risk management.
  - (4) On May 22, 2017, we established the Audit Committee to replace the role of supervisors, who were relieved after committee establishment.

### III. Corporate Governance:

#### (I) Operation of the Board of Directors:

In the most recent fiscal year (2024), the Board of Directors convened a total of 7 meetings (A). Directors' attendance is explained below:

| Title                | Name (Note 1)  | Actual Attendances (B) | Attendances by Proxy | Actual Attendance Rate (%) (B/A) (Note 2) | Remark |
|----------------------|--|------------------------|----------------------|---|--------|
| Chairman             | Ruentex Engineering & Construction Co., Ltd.<br>Representative: Mo, Wei-Han    | 7                      | 0                    | 100%                                      |        |
| Director             | Ruentex Engineering & Construction Co., Ltd.<br>Representative: Lee, Chih-Hung | 7                      | 0                    | 100%                                      |        |
| Director             | Ruentex Industries Ltd.<br>Representative: Hsu, Sheng-Yu                       | 6                      | 1                    | 86%                                       |        |
| Director             | Ruentex Industries Ltd.<br>Representative: Chen, Hsueh-Hsien                   | 7                      | 0                    | 100%                                      |        |
| Director             | Huei Hong Investment Co., Ltd.<br>Representative: Yin, Chung-Yao               | 6                      | 1                    | 86%                                       |        |
| Director             | Huei Hong Investment Co., Ltd.<br>Representative: Yin, Chung-En                | 7                      | 0                    | 100%                                      |        |
| Independent Director | Chen, Ming-Chin  | 7                      | 0                    | 100%                                      |        |
| Independent Director | Chang, Ta-Peng   | 7                      | 0                    | 100%                                      |        |
| Independent Director | Huang, Shih-Chien  | 6                      | 1                    | 86%                                       |        |

#### Other Information Required for Disclosure:

I. The date, term, proposal content, and resolution specified and the opinion expressed by independent directors shall be specified under any one of the following circumstances:

- (I) Issues required under Article 14-3 of Securities and Exchange Act: The Company set up an Audit Committee on May 22, 2017. Pursuant to the provisions set forth under Article 14-5 of Securities and Exchange Act, the provisions set forth under Article 14-



3 of Securities and Exchange Act do not apply to the Company. For more details on the information concerned, please refer to operations of the Audit Committee on page 44 of the Annual Report.

- (II) Other Board of Directors resolutions to which objections or qualified opinions for the record or in writing are expressed by independent directors: NA
- II. When there is avoidance of conflicts of interest by a director, specify the name of that director, the involved proposal(s), the cause(s) of the avoidance of conflicts of interest, and the participation in voting of that director:
  - (I) January 30, 2024, the Company signed a contract with Ruentex Engineering & Construction Co., Ltd. for “Precasting project for Dormitory at Veterans General Hospital-Sound Insulation Floor Project”. Directors Lee, Chih-Hung, Mo, Wei-Han, and Yin, Chung-Yao, recused from discussion and voting as required by policy, and the motion was passed as proposed by the remaining directors present at the meeting when inquired by the acting Chairperson.
  - (II) January 30, 2024 - For the motion concerning payment of performance bonuses to Managers for 2023, Director Chen, Hsueh-Hsien recused from discussion and voting as required by policy, and the motion was passed as proposed without objection from the remaining directors present at the meeting when inquired by the Chairperson.
  - (III) January 30, 2024, the proposal for the distribution of employees' compensation to the managers for the year 2022 - Director Chen, Hsueh-Hsien recused from discussion and voting as required by policy, and the motion was passed as proposed by the remaining directors present at the meeting when inquired by the Chairperson.
  - (IV) January 30, 2024 - With regards to the motion concerning the agreement on annual quotation of “RT.MIX Concrete Flooring Work” with Ruentex Engineering & Construction Co., Ltd., Directors Lee, Chih-Hung, Mo, Wei-Han, and Yin, Chung-Yao recused from discussion and voting as required by policy, and the motion was passed as proposed without objection from the remaining directors present at the meeting when inquired by the acting Chairperson.
  - (V) January 30, 2024 - With regards to the motion concerning the agreement on “RT.MIX Selling Price” with Ruentex Engineering & Construction Co., Ltd., Directors Lee, Chih-Hung, Mo, Wei-Han, and Yin, Chung-Yao recused from discussion and voting as required by policy, and the motion was passed as proposed without objection from the remaining directors present at the meeting when inquired by the acting Chairperson.
  - (VI) March 13, 2024, the Company signed a contract with Ruentex Engineering & Construction Co., Ltd. for “UHPC Energy Storage Cabinet Manufacturing and Assembly” project. Directors Lee, Chih-Hung, Mo, Wei-Han, and Yin, Chung-Yao, recused from discussion and voting as required by policy, and the motion was passed as proposed by the remaining directors present at the meeting when inquired by the acting Chairperson.
  - (VII) August 9, 2024, the Company signed a contract with Ruentex Engineering & Construction Co., Ltd. for “ATP ELECTRONICS Kaohsiung Plant Project- RT-Mix HIGH WEAR-RESISTANT SELF-LEVELING FLOOR”. Directors Lee, Chih-Hung, Mo, Wei-Han, and Yin, Chung-Yao, recused from discussion and voting as required by policy, and the motion was passed as proposed by the remaining directors present at the meeting when inquired by the acting Chairperson.
  - (VIII) August 9, 2024 - With regards to the motion concerning the agreement on “RT.MIX Selling Price” with Ruentex Engineering & Construction Co., Ltd., Directors Lee, Chih-Hung, Mo, Wei-Han, and Yin, Chung-Yao recused from discussion and voting as required by policy, and the motion was passed as proposed without objection from the remaining directors present at the meeting when inquired by the acting Chairperson.

- (IX) August 9, 2024, the Company signed a contract with Ruentex Engineering & Construction Co., Ltd. for “New turnkey project for RDE - Wooden Door Project”. Directors Lee, Chih-Hung, Mo, Wei-Han, and Yin, Chung-Yao, recused from discussion and voting as required by policy, and the motion was passed as proposed by the remaining directors present at the meeting when inquired by the acting Chairperson.
- (X) November 11, 2024, the Company signed a building materials contract with Ruentex Engineering & Construction Co., Ltd. for "Ruentex Ruanqiao New Construction - bulk cement". Directors Lee, Chih-Hung, Mo, Wei-Han, Yin, Chung-Yao recused from discussion and voting as required by policy, and the motion was passed as proposed by the remaining directors present at the meeting when inquired by the acting Chairperson.
- (XI) December 31, 2024, the Company participated in the cash capital increase of “OBI Pharma, Inc.” as the original shareholder. Independent Director Chen, Ming-Chin recused from discussion and voting as required by policy, and the motion was passed as proposed by the remaining directors present at the meeting when inquired by the Chairperson.
- (XII) December 31, 2024, the Company signed a contract with Ruentex Engineering & Construction Co., Ltd. for “Lite-On Technology Kaohsiung Manufacturing Center Phase II Plant Project - General Powder Coating and EPOXY Flooring Project”. Directors Lee, Chih-Hung, Mo, Wei-Han, and Yin, Chung-Yao, recused from discussion and voting as required by policy, and the motion was passed as proposed by the remaining directors present at the meeting when inquired by the acting Chairperson.
- (XIII) December 31, 2024, the Company proposed to establish a Sustainable Development Committee and to appoint the members of the Committee and to establish the "Sustainable Development Committee Charter", Independent Directors Chen, Ming-Chin and Huang, Shih-Chien, and Director Yin, Chung-En recused from discussion and voting as required by policy, and the motion was passed as proposed by the remaining directors present at the meeting when inquired by the Chairperson.
- (XIV) December 31, 2024 - The Company signed a building materials contract with Ruentex Engineering & Construction Co., Ltd. for “Prefabrication Plant-Cement Materials of Prefabrication Plant in 2025”. Directors Lee, Chih-Hung, Mo, Wei-Han, Yin, Chung-Yao recused from discussion and voting as required by policy, and the motion was passed as proposed without objection from the remaining directors present at the meeting when inquired by the acting Chairperson.

### III. Implementation Status of Board Performance Evaluation:

Assessment period: (1) Internal Assessment: annually (2) External Assessment: once every three years

| No. | Assessment Scope         | Assessment Method                                  | Assessment Duration            | Assessment Contents  | Assessment Results and Improvement Items  |
|-----|--------------------------|--|--------------------------------|--|---|
| 1   | Board of Directors       | Internal self-assessment of the Board of Directors | January 1 to December 31, 2024 | (1) Involvement in corporate operations<br>(2) Enhancing the Quality of Board decisions<br>(3) Board composition and structure<br>(4) Director selection and continuing education<br>(5) Internal control  | (1) Plan to allocate at least one-third of board seats to directors of any single gender in the next term.<br>(2) Plan to ensure that over half of the independent directors in the next term will not serve more than three consecutive terms.<br>(3) Plan to obtain third-party assurance for the 2024 Sustainability Report. |
| 2   | Individual Board Members | Board member self-assessment                       | January 1 to December 31, 2024 | (1) Capture of corporate goals and missions<br>(2) Recognition of the director's role and responsibility<br>(3) Involvement in corporate operations<br>(4) Internal relationship building and communication<br>(5) Director's expertise and continuing education<br>(6) Internal control | Plan to Improve Board Members' Attendance   |
| 3   | Audit Committee          | Board self-assessment                              | January 1 to December 31, 2024 | (1) Involvement in corporate operations<br>(2) Recognition of the functional committee's role and responsibility<br>(3) Improvement of functional committee decision quality<br>(4) Functional committee   | The evaluation results were all satisfactory, with no areas requiring improvement.  |

|   |                        |   |                                      |   |   |
|---|------------------------|---|--------------------------------------|---|---|
|   |                        |   |                                      | composition and member selection<br>(5) Internal control  |   |
| 4 | Remuneration Committee | Board self-assessment   | January 1 to December 31, 2024       | (1) Involvement in corporate operations<br>(2) Recognition of the functional committee's role and responsibility<br>(3) Improvement of functional committee decision quality<br>(4) Functional committee composition and member selection<br>(5) Internal control | The evaluation results were all satisfactory, with no areas requiring improvement.  |
| 5 | Board of Directors     | External Evaluation (Evaluation Institution: Taiwan Investor Relations Institute) | September 1, 2023 to August 31, 2024 | (1) Board Composition and Professional Development<br>(2) Quality of Board Decision-Making<br>(3) Effectiveness of Board Operations<br>(4) Internal Control and Risk Management<br>(5) Board Engagement in Corporate Social Responsibility                        | (1) Plan to allocate at least one-third of board seats to directors of any single gender in the next term.<br>(2) Plan to ensure that more than half of the independent directors in the next term will not serve more than three consecutive terms.<br>(3) Proposal to establish a functional-level "Sustainability Committee" under the Board of Directors by December 31, 2024.<br>(4) Established the "Operational Procedures for Sustainability Information Management" on November 11, 2024, approved by both the Audit Committee and the Board of Directors.<br>(5) Established the "Intellectual Property |

|   |  |  |  |  |   |
|---|--|--|--|--|---|
|   |  |  |  |  | <p>Management Plan Linked to Business Objectives" on November 11, 2024, approved by the Board of Directors.</p> <p>(6) Proposal to amend the "Corporate Governance Best Practice Principles" by December 31, 2024.</p> <p>(7) Plan to obtain third-party assurance for the 2024 Sustainability Report.</p> <p>(8) Uploaded the English version of the 2024 Sustainability Report on December 24, 2024.</p> <p>(9) Held two investor conferences on July 2 and December 4, 2024.</p> <p>(10) Plan to formulate a voluntary carbon reduction program to enhance decarbonization efforts, while continuing to promote inclusive actions to achieve sustainable development goals and cultivate a culture of sustainable value.</p> |
| <p>IV. Targets (e.g. establishment of an Audit Committee and enhancement of information transparency) for the Board of Directors competency improvement in the current and previous years and performance evaluation:</p> <p>(I) The Company has implemented its own "Regulations Governing Performance Evaluation for the Board of Directors" as a way to enforce corporate governance and improve Board functions. Performance of the Board is evaluated on a yearly basis.</p> <p>(II) The Company assembled an Audit Committee following the amendment of the Articles of Incorporation during the 2017 annual general meeting. The Audit Committee is responsible for carrying out the legal duties of supervisors.</p> <p>(III) The Company has assembled a Remuneration Committee as a way to enforce corporate governance.</p> <p>(IV) As a good corporate governance practice, the Company established a set of "Standard Operating Procedures for Resolving Directors' Requests" in 2019 to support directors in various duties and to improve overall performance of the Board.</p> <p>(V) Directors of the Company have taken on-job courses on corporate governance and securities regulations, and completed the required number of training hours per year</p> |  |  |  |  |   |

stipulated by the authority as a way to receive new knowledge and maintain professional advantage. The Company will continue monitoring regulatory changes and arrange courses as deemed appropriate in the future.

- (VI) The Company purchases liability insurance coverage for directors and managers on a yearly basis, so as to protect them against risks that may arise from rendering service. Terms of the insurance policy are examined regularly to ensure that the claim limit and scope of coverage conform with requirements. Details of which are reported in Board of Directors meetings.
- (VII) The Company has set up a “Stakeholders Section” on its website to enforce operational transparency and shareholder protection. The section covers information concerning Corporate Governance, Financial Information, Stock Affairs, Material Information, Contact Window, etc., and represents the Company’s initiative to establish communication channels with stakeholders and increase information transparency.
- (VIII) In order to enhance the performance of the Board of Directors, the Company amended the “Rules for Performance Evaluation of the Board of Directors” on August 9, 2024, stipulating that an external performance evaluation of the Board of Directors should be conducted at least once every three years, and that the Board of Directors shall report the results of the external performance evaluation on December 31, 2024.
- (IX) In order to strengthen the risk management mechanism, the Company formulated the “Risk Management Policies and Procedures” on November 11, 2024, and reported the operation and implementation status in 2024.
- (X) In order to achieve the Company's sustainable development objectives and to strengthen sustainable governance, the Company established the functional-level Sustainable Development Committee and formulated the "Sustainable Development Committee Organization Procedures" on December 31, 2024.

Note 1: Where directors are corporate entities, the names of corporate shareholders and their representatives are stated.

Note 2: (1) The date of resignation is specified for directors who resigned prior to the close of the financial year. The percentage of in-person attendance (%) is calculated based on the number of Board of Directors meetings held and the number of in-person attendances during active duty.

- (2) If a re-election of directors took place prior to the close of the financial year, directors of both the previous and the current Board are listed; in which case, the remarks column will address the re-election date and specify whether the director was elected in the previous Board, the new Board, or both. In-person attendance rate (%) is calculated based on the number of Board of Directors meetings held and the number of in-person attendances made during active duty.

- (3) On May 22, 2017, we established the Audit Committee to replace the role of supervisors, who were relieved after committee establishment.

## (II) Operation of the Audit Committee or the Involvement of Supervisors in the Board of Directors Operation:

- 1. In all of 2024, the Audit Committee convened a total of 7 meetings, primarily focusing on the key issues as enumerated below:

- (1) Audit of financial statements and accounting policies and procedures
- (2) Internal control system and relevant policies & procedures
- (3) Law compliance
- (4) Qualifications, experiences and seniority of and evaluation into independence of the attesting certified public accountants
- (5) The appointment, discharge, or remuneration of certified public accountants.
- (6) Self-evaluation questionnaire of the Audit Committee members for their self-evaluation
- (7) Other significant issues specified by the Company or the competent authority(ies).

- Review over the financial statements

The Board of Directors prepared the business report, financial statements, and proposal on profit distribution for 2021. The financial statements were audited by Huang, Chin-Lien and Chang, Shu-Chiung , accountants of PwC Taiwan, and an audit report was issued by them. The aforementioned business reports, financial statements and distribution of earnings have been duly audited by the Audit Committee who confirms appropriate.

- Evaluation into the internal control system to check and make sure the validity

The Audit Committee has evaluated the Company's internal control system regarding whether the policies and procedures remain effective and has further reviewed the periodical reports worked out by the Audit Department, attesting certified public accountants as well as the Company's management, including risk management and law compliance. The Audit Committee acknowledges and confirms that the Company's internal control system remains valid in terms of designs and implementation. The Company has, in turn, adopted necessary control mechanism to monitor and correct the deficiencies.

## 2. Performance by the Audit Committee:

In the most recent fiscal year (2024), the Audit Committee convened a total of 7 meetings (A) which were attended by independent directors as enumerated below:

| Title                | Name              | Number of In-person Attendances (B) | Attendances by Proxy | In-person Attendance Rate (%) (B/A) (Note 1, Note 2) | Remark |
|----------------------|-------------------|-------------------------------------|----------------------|--|--------|
| Independent Director | Chen, Ming-Chin   | 7                                   | 0                    | 100%   |        |
| Independent Director | Chang, Ta-Peng    | 7                                   | 0                    | 100%   |        |
| Independent Director | Huang, Shih-Chien | 6                                   | 1                    | 86%  |        |

### Other Information Required for Disclosure:

I. Whenever one among circumstances enumerated below is found in the Audit Committee in its the business operation, the date, term, contents of motion, the objections, qualified opinions, contents of significant proposals of an independent director (s), result of decision resolved by the Audit Committee and the Company's measures in response to the opinions of the Audit Committee shall be expressly accounted.

(I) Issues set forth under Article 14-5 of Securities and Exchange Act: Already submitted to the Board of Directors for review after being resolved by the Audit Committee members.

|  | Audit Committee  | Proposal Contents and Handling  | An issue as set forth under Article 14-5 of Securities and Exchange Act | Matters not passed by the Audit Committee but approved by over two-thirds of all directors. |
|--|--|---|---|---|
|  |  |   |   |   |
|  |  |   |   |   |
|  |  |   |   |   |
|  | 3 <sup>rd</sup> Term<br>11 <sup>th</sup> Meeting;<br>January 30,<br>2024 | Agreement on “Precasting project for Dormitory at Veterans General Hospital-Sound Insulation Floor Project” with Ruentex Engineering & Construction Co., Ltd.   | v   | -   |
|  |  | The Company’s Internal Audit Report for Q4 2023.  | v   | -   |
|  |  | Agreement on annual quotation of “RT.MIX Concrete Flooring Work” with Ruentex Engineering & Construction Co., Ltd.  | v   | -   |
|  |  | Signing of the “RT.MIX Selling Price” agreement with Ruentex Engineering & Construction Co., Ltd.   | v   | -   |
|  |  | Amendments to the “Corporate Charter” of the Company.   | v   | -   |
|  |  | Audit Committee Resolution: Approved by all Audit Committee members.  |   |   |
|  |  | The Company’s Measures in Response to Opinions of the Audit Committee: The motion was duly resolved during the 12 <sup>th</sup> Meeting of the 12 <sup>th</sup> Board of Directors on January 30, 2024. |   |   |
|  |  |   |   |   |
|  | 3 <sup>rd</sup> Term<br>12 <sup>th</sup> Meeting;<br>March 13, 2024      | The Company’s 2023 Distribution of Employees’ Remuneration.   | v   | -   |
|  |  | The Company’s 2023 Business Report and Financial Statements.  | v   | -   |
|  |  | The Company’s 2023 Earnings Distribution Proposal.  | v   | -   |
|  |  | The Company’s 2023 Management’s Reports on Internal Control.  | v   | -   |
|  |  | Amendments to the “Rules of Procedure for Board Meetings” and “Organizational Charter of the Audit Committee” of the Company.   | v   | -   |
|  |  | Signing of a construction contract with Ruen Yang Construction Co., Ltd. for the RT-Mix warehouse expansion project in Dongshan Plant.  | v   | -   |
|  |  | Signing a contract with Ruentex Engineering & Construction Co., Ltd. for “UHPC Energy Storage Cabinet Manufacturing and Assembly”.  | v   | -   |
|  |  | Audit Committee Resolution: Approved by all Audit Committee members.  |   |   |
|  |  | The Company’s Measures in Response to Opinions of the Audit Committee: The motion was duly resolved during the 13 <sup>th</sup> Meeting of the 12 <sup>th</sup> Board of Directors on March 13, 2024.   |   |   |
|  |  |   |   |   |
|  | 3 <sup>rd</sup> Term<br>13 <sup>th</sup> Meeting<br>May 13, 2024         | The Company’s Internal Audit Report for Q1 2024.  | v   | -   |
|  |  | The Company’s Consolidated Financial Report for Q1 2024.  | v   | -   |
|  |  | Audit Committee Resolution: Approved by all Audit Committee members.  |   |   |
|  |  | The Company’s Measures in Response to Opinions of the Audit Committee: The motion was duly resolved during the 14 <sup>th</sup> Meeting of the 12 <sup>th</sup> Board of Directors on May 13, 2024.     |   |   |



|  |   |   |   |   |
|--|---|---|---|---|
|  | 3 <sup>rd</sup> Term<br>14 <sup>th</sup> Meeting;<br>August 9, 2024     | Signing a contract with Ruentex Engineering & Construction Co., Ltd. for “ATP ELECTRONICS Kaohsiung Plant Project- RT-Mix High Wear-Resistant Self-Leveling Floor”.                                       | v | - |
|  |   | The Company’s Internal Audit Report for Q2 2024.  | v |   |
|  |   | The Company’s Consolidated Financial Report for Q2 2024.  | v | - |
|  |   | Signing of the “RT.MIX Selling Price” agreement with Ruentex Engineering & Construction Co., Ltd.   | v | - |
|  |   | Signing a contract with Ruentex Engineering & Construction Co., Ltd. for “New turnkey project for RDE - Wooden Door Project”.   | v | - |
|  |   | The Company’s “Rules Governing Financial and Business Matters Between this Corporation and its Affiliated Enterprises” of the Company.  | v | - |
|  |   | Audit Committee Resolution: Approved by all Audit Committee members.  |   |   |
|  |   | The Company’s Measures in Response to Opinions of the Audit Committee: The motion was duly resolved during the 15 <sup>th</sup> Meeting of the 12 <sup>th</sup> Board of Directors on August 9, 2024.     |   |   |
|  | 3 <sup>rd</sup> Term<br>15 <sup>th</sup> Meeting;<br>September 20, 2024 | Proposal for acquisition of shares in TEH HSIN ENTERPRISE CO., LTD. of the Company.   | v | - |
|  |   | Audit Committee Resolution: Approved by all Audit Committee members.  |   |   |
|  |   | The Company’s Measures in Response to Opinions of the Audit Committee: The motion was duly resolved during the 16 <sup>th</sup> Meeting of the 12 <sup>th</sup> Board of Directors on September 20, 2024. |   |   |
|  | 3 <sup>rd</sup> Term<br>16 <sup>th</sup> Meeting;<br>November 11, 2024  | The Company’s Internal Audit Report for Q3 2024.  | v | - |
|  |   | The Company’s Consolidated Financial Report for Q3 2024.  | v | - |
|  |   | Establishment of the “Risk Management Policies and Procedures” of the Company.  | v | - |
|  |   | Organizational structure, procedures and 2024 implementation status of the risk management of the Company.  | v | - |
|  |   | Establishment of the “Sustainability Information Management Procedures” of the Company.   | v | - |
|  |   | Amendments to the Company's "Internal Control System" and "Internal Audit Act Enforcement Rules."   | v | - |
|  |   | Signing a building materials contract with Ruentex Engineering & Construction Co., Ltd. for "Ruentex Ruanqiao New Construction - bulk cement".  | v | - |
|  |   | Audit Committee Resolution: Approved by all Audit Committee members.  |   |   |
|  |   | The Company’s Measures in Response to Opinions of the Audit Committee: The motion was duly resolved during the 17 <sup>th</sup> Meeting of the 12 <sup>th</sup> Board of Directors on November 11, 2024.  |   |   |
|  | 3 <sup>rd</sup> Term<br>17 <sup>th</sup> Meeting;<br>December 31, 2024  | The Company's acquisition of shares in TEH HSIN ENTERPRISE CO., LTD.  | v | - |
|  |   | The Company participated in the cash capital increase of “OBI Pharma, Inc.”.  | v | - |
|  |   | Signing a contract with Ruentex Engineering & Construction Co., Ltd. for “Lite-On Technology Kaohsiung Manufacturing Center Phase II Plant Project - General Powder Coating and EPOXY Flooring Project”.  | v | - |

|  |  |   |   |
|--|--|---|---|
|  | Proposal for the Company's regular evaluation of the independence of CPAs.   | v | - |
|  | Proposal of the 2025 CPA remuneration.   | v | - |
|  | The Company's Business Plan for the year of 2025.  | v | - |
|  | The Company's Internal Audit Plan for the year of 2025.  | v | - |
|  | Amendments to the Company's "Internal Control System" and "Internal Audit Act Enforcement Rules."  | v | - |
|  | Amendments to the Company's "Corporate Governance Best Practice Principles."   | v | - |
|  | Signing of a building materials contract with Ruentex Engineering & Construction Co., Ltd. for "Prefabrication Plant-Cement Materials of Prefabrication Plant in 2025".                                  | v | - |
|  | Audit Committee Resolution: Approved by all Audit Committee members.   |   |   |
|  | The Company's Measures in Response to Opinions of the Audit Committee: The motion was duly resolved during the 18 <sup>th</sup> Meeting of the 12 <sup>th</sup> Board of Directors on December 31, 2024. |   |   |

(II) Matters other the above unapproved by the Audit Committee but resolved by over two thirds of all directors: None

II. Avoidance of involvement in interest-conflicting discussions by independent directors; state the names of concerned independent directors, the discussions, the nature of conflicting interests, and the voting process:

(I) December 31, 2024, the Company participated in the cash capital increase of "OBI Pharma, Inc." as the original shareholder. Member Chen, Ming-Chin recused from discussion and voting as required by policy, and the motion was passed as proposed by the remaining directors present at the meeting when inquired by the Chairperson.

III. Communication between independent directors and the internal audit head and accountant (shall include communication on the company's material financial and sales affairs, including the topics, methods, and results of communication)

(I) The internal audit head communicates regularly with members of the Audit Committee on the outcome of internal audit reports and follows up on the execution of actionable items. The internal audit head also reports to and discusses with independents directors on the execution of audit tasks during Audit Committee meetings. Communication between independent directors and the Chief Auditor is considered fair.

| Date             | Meeting         | Main points in communication                   | Execution Progress  |
|------------------|-----------------|--|---|
| January 30, 2024 | Audit Committee | Internal Audit Report for Q4 2023.             | Reported during the Board of Directors meeting.                   |
| March 13, 2024   | Audit Committee | 2023 Statement of the Internal Control System. | Passed review and reported during the Board of Directors meeting. |

|                   |                 |  |   |
|-------------------|-----------------|--|---|
| May 13, 2024      | Audit Committee | Internal Audit Report for Q1 2024.             | Reported during the Board of Directors meeting.                   |
| August 9, 2024    | Audit Committee | Internal Audit Report for Q2 2024.             | Reported during the Board of Directors meeting.                   |
| November 11, 2024 | Audit Committee | Internal Audit Report for Q3 2024.             | Reported during the Board of Directors meeting.                   |
| December 31, 2024 | Audit Committee | Internal Audit Plan for the year of 2025.      | Passed review and reported during the Board of Directors meeting. |
| January 21, 2025  | Audit Committee | Internal Audit Report for Q4 2024.             | Reported during the Board of Directors meeting.                   |
| March 12, 2025    | Audit Committee | 2024 Statement of the Internal Control System. | Passed review and reported during the Board of Directors meeting. |

- (II) The Company's financial statement auditors engage Audit Committee members in regular meetings at least once a year to explain issues concerning audit of financial statements. The financial statement auditors also communicate with the governance body on the audit outcome, the need for significant adjustment entries, and impact of regulatory amendments, and shares discoveries from their audit tasks. Communication between independent directors and financial statement auditors is considered fair.

(The Chief Auditor was present at all of the following meetings.)

| Date              | Meeting                                    | Main points in communication   | Execution Progress  |
|-------------------|--|--|---|
| March 13, 2024    | Audit Committee                            | CPA's report on the audit (final completion) of the Company's 2023 financial statements. | CPAs were invited to present their audit of the financial statements during the Board of Directors meeting held on March 13, 2024.  |
| December 31, 2024 | Corporate Governance Communication Meeting | CPA's report on the audit plan for the Company's 2024 financial statements.              | There were no comments in this meeting. CPAs were invited to present their audit plans during the Audit Committee and the Board of Directors meeting held on December 31, 2024. |
| March 12, 2025    | Corporate Governance Communication Meeting | CPA's report on the audit (final completion) of the Company's 2024 financial statements. | There were no comments in this meeting. CPAs were invited to present their audit of the financial statements  |

|  |  |  |   |  |
|--|--|--|---|--|
|  |  |  | during the Audit Committee and the Board of Directors meeting held on March 12, 2025. |  |
|--|--|--|---|--|

Note 1: Where an independent director quit the post before the end of a fiscal year, please indicate the date of resignation. The substantial participation rate (%) shall be duly counted based on the total number of meetings convened by the Committee and the number of his or her substantial participations.

Note 2: Where the independent directors had been reelected before the end of a fiscal year, please fill up both the outgoing independent director and the independent director newly elected and please indicate in the box of remarks as an independent director as the former one, newly elected one or reelected on and the date of reelection. The substantial participation rate (%) shall be duly counted based on the total number of meetings convened by the Committee during the term and the number of his or her substantial participations.

Note 3: The internal audit head of this Company reports audit results periodically and follows up with independent directors at Audit Committee meetings.

Note 4: The internal audit head attends every Board of Directors meeting.

Note 5: The internal audit head and Accountant of this Company maintain fluent communication with independent directors.

(III) Status of governance and the deviations and the cause(s) of deviations from the Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies, Governance Best Practice (Governance Best Practice)

| Assessment Item  | Status of Operation |    |   | Deviations and the Cause(s) of Deviations From the Corporate Governance Best Practice Principles |
|--|---------------------|----|---|--|
|  | Yes                 | No | Summary Description   |  |
| I. Has the Company defined and disclosed its governance best practice principles in accordance with the "Corporate Governance Best Practice Principles"? | V                   |    | The Company passed a set of "Corporate Governance Best Practice Principles" during the Board of Directors meeting held on November 17, 2014. On December 31, 2024, the Board of Directors passed amendments to the "Corporate Governance Best Practice Principles" based on the latest corporate governance roadmap in an attempt to align the Company's practices with international corporate governance trends and issues of concern in recent years. Details of the best practice principles have been disclosed over the MOPS and the Company's website. | No significant difference.   |
| II. Structure of Shareholdings and Shareholder's Equity  |                     |    |   |  |
| (I) Does the Company establish and   | V                   |    | (I) The Company has established the "Procedures for Handling and Preventing Misuse of Material Inside Information" and designated   | No significant difference.   |

| Assessment Item  | Status of Operation |    |   | Deviations and the Cause(s) of Deviations From the Corporate Governance Best Practice Principles |
|--|---------------------|----|---|--|
|  | Yes                 | No | Summary Description   |  |
| implement internal procedures for handling shareholder suggestions, questions, disputes, and litigation?   |                     |    | the Accounting Department as the dedicated unit to ensure that the disclosure of internal material information is accurate, complete, implemented in a timely manner, and in accordance with the procedures. The Company has implemented a spokesperson system and assigned a spokesperson and deputy spokesperson to address shareholders' suggestions, queries, disputes, and lawsuits for the protection of shareholders' interests. In addition to creating a "Stakeholders Section" on the corporate website, the Company also distinguishes stakeholders between investors, customers, and suppliers, and discloses information such as issues of concern, contact window, etc. on the website for the protection of stakeholders' interests. |  |
| (II) Does the Company keep an up-to-date list of its dominant shareholders and the parties with ultimate control over its dominant shareholders? | V                   |    | (II) By engaging Yuanta Securities as the stock transfer agent, the Company is constantly informed of the identities of its major shareholders and ultimate controller. Relevant information is disclosed on a regular basis.   | No significant difference.   |
| (III) Does the Company establish and implement a risk control mechanism and firewall between its affiliates?                                     | V                   |    | (III) All financial and business dealings between the Company and affiliated enterprises are regulated in writing. The Company exercises supervision over the business and financial information, management practices, and internal audit of its subsidiaries in accordance with the "Subsidiary Supervision and Management Guidelines", which introduces the use of risk controls and firewalls.  | No significant difference.   |
| (IV) Does the Company establish internal rules to prevent insider trading using undisclosed  | V                   |    | (IV) We have established "Procedures for Handling and Preventing Misuse of Material Inside Information" to prevent insiders of the Company from trading securities against non-public information. The Procedures also outline how violations are handled and   | No significant difference.   |

| Assessment Item   | Status of Operation |    |  | Deviations and the Cause(s) of Deviations From the Corporate Governance Best Practice Principles |
|---|---------------------|----|--|--|
|   | Yes                 | No | Summary Description  |  |
| information?  |                     |    | impose requirements to strictly abide by the Securities and Exchange Act and related laws for the protection of investors and the Company.   |  |
| III. Organization and Functions of the Board of Directors   |                     |    |  |  |
| (I) Will the Board of Directors work out a diversification policy, set concrete targets, and put the same into hands-on implementation?                     | V                   |    | (I) The Company has devised a set of diversity guidelines for the composition of Board members based on Article 20 of the “Corporate Governance Best Practice Principles”. The current Board comprises 9 directors, including 3 independent directors. The Board as a whole possesses extensive experience and professional capacity in fields such as industry knowledge, finance, and administration. Enforcement of the above is explained in pages 14-17 of the Annual Report. | No significant difference.   |
| (II) In addition to a Remuneration Committee and an Audit Committee established by law, does the Company voluntarily establish other functional committees? | V                   |    | (II) On December 31, 2024, the Board of Directors resolved to establish a functional-level Sustainable Development Committee and approved the "Sustainable Development Committee Organization Procedures." The Committee held its first meeting of the first term on March 12, 2025.   | No significant difference.   |
| (III) Has the Company enacted regulations to evaluate the Board of Directors’ performance and other assessment methods to carry                             | V                   |    | (III) 1. The Company enacted the “Regulations Governing Performance Evaluation for the Board of Directors” on December 28, 2016 and amended the policy later on August 9, 2024. In accordance with the procedures, the Company conducts an internal board performance evaluation annually, and an external evaluation is carried out every three years. These evaluations serve as the basis for   | No significant difference.   |

| Assessment Item  | Status of Operation |    |  | Deviations and the Cause(s) of Deviations From the Corporate Governance Best Practice Principles |
|--|---------------------|----|--|--|
|  | Yes                 | No | Summary Description  |  |
| <p>out performance evaluation periodically every year and report the performance evaluation result to the Board of Directors to be utilized as the handy reference to determine the remunerations for individual directors and for the nomination process?</p> <p>(IV) Does the Company regularly evaluate the independence of certified public accountants?</p> | V                   |    | <p>review and continuous improvement to enhance board effectiveness. The results of each evaluation are reported to the Board of Directors. The performance evaluation for the year 2024 was completed by the end of the year and the results were reported to the Board during the meeting held on January 21, 2025.</p> <p>2. Directors' performance assessments and fixed benefits such as travel allowances are reviewed by the Remuneration Committee and the Board of Directors, and may be adjusted at any time deemed appropriate given the prevailing circumstances or laws to achieve sustainable management and maintain proper risk-return balance.</p> <p>(IV) We assess CPA independence and suitability with reference to audit quality indicators every year. The company convened the Audit Committee on December 31, 2024. The review of the independence, suitability, and 2025 annual appointment remuneration proposal of certified accountants was based on the assessment of audit quality indicators (AQIs) information provided by certified accountants. The basis for this is that after the resolution of the audit committee is passed, it is submitted to the board of directors for approval on the same day. The compilation of the AQIs information is based on the AQIs structure and disclosure template issued by the Financial Supervisory Commission, and the statistical period is 2023 and 2022. The items evaluated by the audit committee and the board of directors of the company include five aspects and 13 indicators including professionalism, quality control, independence, supervision, and innovation ability. After evaluation, the certified accountants are qualified. Apart from verifying if CPAs hold stocks and concurrently work in the senior executive of this Company through the stock service unit, we ensure they avoid direct or</p> | No significant difference.   |

| Assessment Item  | Status of Operation   |                    |  | Deviations and the Cause(s) of Deviations From the Corporate Governance Best Practice Principles |                     |                    |     |   |     |      |  |     |       |  |     |      |   |     |     |   |     |   |  |  |  |
|--|---|--------------------|--|--|---------------------|--------------------|-----|---|-----|------|--|-----|-------|--|-----|------|---|-----|-----|---|-----|---|--|--|--|
|  | Yes   | No                 | Summary Description  |  |                     |                    |     |   |     |      |  |     |       |  |     |      |   |     |     |   |     |   |  |  |  |
|  |   |                    | <p>indirect conflict of interests in our assignments and issue the statement of independence. Assessments show that no CPA has either direct or indirect conflict of interests with this Company. Therefore, there is no worry of CPA independence. Outcomes of the assessment were reported to the Board of Directors during the meetings held on December 31, 2024.</p> <p>Criteria for CPA Independence Assessment:</p> <table><tr><th>Item</th><th>Assessment Contents</th><th>Assessment Results</th></tr><tr><td>(I)</td><td>Neither the CPAs nor the Audit Team members hold the stock of this Company or its subsidiaries.</td><td>Yes</td></tr><tr><td>(II)</td><td>Neither the CPAs nor the professionals are a director, supervisor, or officer of this Company.</td><td>Yes</td></tr><tr><td>(III)</td><td>There is no cooperation between the CPA firm and this Company.</td><td>Yes</td></tr><tr><td>(IV)</td><td>There is no litigation between the CPA firm and this Company.</td><td>Yes</td></tr><tr><td>(V)</td><td>There was no report of non-replacement of CPAs for seven consecutive years or discipline of CPAs or damage of independence.</td><td>Yes</td></tr><tr><td colspan="3">Period covered within the evaluation: January 1, 2024 to December 30, 2024<br/>Assessment Results: CPAs are independent.</td></tr></table> | Item   | Assessment Contents | Assessment Results | (I) | Neither the CPAs nor the Audit Team members hold the stock of this Company or its subsidiaries. | Yes | (II) | Neither the CPAs nor the professionals are a director, supervisor, or officer of this Company. | Yes | (III) | There is no cooperation between the CPA firm and this Company. | Yes | (IV) | There is no litigation between the CPA firm and this Company. | Yes | (V) | There was no report of non-replacement of CPAs for seven consecutive years or discipline of CPAs or damage of independence. | Yes | Period covered within the evaluation: January 1, 2024 to December 30, 2024<br>Assessment Results: CPAs are independent. |  |  |  |
| Item   | Assessment Contents   | Assessment Results |  |  |                     |                    |     |   |     |      |  |     |       |  |     |      |   |     |     |   |     |   |  |  |  |
| (I)  | Neither the CPAs nor the Audit Team members hold the stock of this Company or its subsidiaries.                             | Yes                |  |  |                     |                    |     |   |     |      |  |     |       |  |     |      |   |     |     |   |     |   |  |  |  |
| (II)   | Neither the CPAs nor the professionals are a director, supervisor, or officer of this Company.                              | Yes                |  |  |                     |                    |     |   |     |      |  |     |       |  |     |      |   |     |     |   |     |   |  |  |  |
| (III)  | There is no cooperation between the CPA firm and this Company.  | Yes                |  |  |                     |                    |     |   |     |      |  |     |       |  |     |      |   |     |     |   |     |   |  |  |  |
| (IV)   | There is no litigation between the CPA firm and this Company.   | Yes                |  |  |                     |                    |     |   |     |      |  |     |       |  |     |      |   |     |     |   |     |   |  |  |  |
| (V)  | There was no report of non-replacement of CPAs for seven consecutive years or discipline of CPAs or damage of independence. | Yes                |  |  |                     |                    |     |   |     |      |  |     |       |  |     |      |   |     |     |   |     |   |  |  |  |
| Period covered within the evaluation: January 1, 2024 to December 30, 2024<br>Assessment Results: CPAs are independent.  |   |                    |  |  |                     |                    |     |   |     |      |  |     |       |  |     |      |   |     |     |   |     |   |  |  |  |
| IV. Has the Company has appointed an appropriate number of competent corporate governance personnel and designated a corporate governance officer to be responsible for corporate governance affairs | V   |                    | <p>The Company has designated a department specifically to handle corporate governance affairs. In May 2023, the Board of Directors appointed Chief of Accounting Wu, Po-Chung, to concurrently serve as the Chief Governance Officer. Assistant Vice President Wu, Po-Chung has more than ten years of experience in the finance and accounting management of listed companies and working in an accounting firm. The corporate governance affairs are providing independent/non-independent directors with the information needed to perform their duties, assisting directors and independent directors in compliance with legal requirements, convention of Board meetings and shareholder meetings, company</p>   | No significant difference.   |                     |                    |     |   |     |      |  |     |       |  |     |      |   |     |     |   |     |   |  |  |  |



| Assessment Item   | Status of Operation |    |  | Deviations and the Cause(s) of Deviations From the Corporate Governance Best Practice Principles |
|---|---------------------|----|--|--|
|   | Yes                 | No | Summary Description  |  |
| (including but not limited to providing directors and supervisors with the materials required for performance of their duties, assisting directors and supervisors with compliance, handling matters related to board meetings and the shareholders' meetings, and preparing minutes of board meetings and shareholders' meetings)? |                     |    | registration and changes, and preparation of Board meeting and shareholder meeting minutes). This department also ensures compliance of relevant matters and enforces sound corporate governance practices.  |  |
| V. Does the Company establish channels for communication with interested parties (including, without limitation, shareholders, employees, customers, and suppliers), set up a interested party section on the corporate website, and respond appropriately to material CSR issues that concern shareholders?                        | V                   |    | The Company has appointed a spokesperson and a deputy spokesperson, and maintains open communication channels with banking partners, creditors, employees, consumers, suppliers, community members, and parties that concern the Company's interests. A Stakeholders Section has been created on the Company's website to protect stakeholders' rightful interests, address issues of concern, and disclose communication and response channels. | No significant difference.   |

| Assessment Item  | Status of Operation |    |   | Deviations and the Cause(s) of Deviations From the Corporate Governance Best Practice Principles |
|--|---------------------|----|---|--|
|  | Yes                 | No | Summary Description   |  |
| VI. Does the Company appoint a professional stock affairs agent to handle shareholder affairs?   | V                   |    | The Company has commissioned Yuanta Securities as the stock transfer agent to handle shareholder meeting affairs.   | No significant difference.   |
| VII. Information Disclosure  |                     |    |   |  |
| (I) Does the Company set up a website to disclose its financial and governance information?  | V                   |    | (I) The Company will continue disclosing financial, business, and corporate governance information over the corporate website and the MOPS.   | No significant difference.   |
| (II) Does the Company try other means to disclose information (such as setting up an English website, designating personnel to gather and disclose organizational information, effectively implementing the spokesperson system, and posting investor conferences on the corporate website)? | V                   |    | (II) The Company has implemented a spokesperson system to communicate with the outside world, and assigned dedicated personnel to gather information and make relevant disclosures over the MOPS according to laws. | No significant difference.   |
| (III) Does the company announce and report its   |                     | V  | (III) We complete reporting the quarterly and annual financial statements by the time-limit. However, we are still yet to advance the announcement and reporting of the annual                                      | No significant difference. However, the  |

| Assessment Item  | Status of Operation |    |  | Deviations and the Cause(s) of Deviations From the Corporate Governance Best Practice Principles  |
|--|---------------------|----|--|---|
|  | Yes                 | No | Summary Description  |   |
| financial statements within two months after the end of a fiscal year, and publish and declare in advance the financial statements of Q1, Q2, and Q3 and status of monthly operations?   |                     |    | financial statements within two months after the end of a fiscal year. In addition, we complete reporting the monthly business report by the time-limit.   | Company has yet achieve the requirement for filing the annual financial report in advance within two months after the end of each fiscal year |
| VIII. Is there any other material information (including, without limitation, employee rights, employee care, investor relations, supplier relations, interested party rights, further education for directors and supervisors, the status of implementation of the risk management policy and risk measurement measures, the status of implementation of the customer policy, and the purchase of liability insurance | V                   |    | <p>(I) Employee Rights: We have established an employee welfare committee (EWC) and contribute EWC funds by law. Employees enjoy group insurance and allowances for various benefits. We have also established a training/education system and retirement system to maintain the rights and benefits of employees.</p> <p>(II) Workplace Diversity and Gender Equality: The company's management regulations are committed to providing employees with a dignified and safe working environment. We implement employment diversity, employment conditions, salary, benefits, training, evaluation, and equality and fairness in promotion opportunities to ensure that employees not to be discriminated against, harassed or treated unfairly on the basis of race, gender, socioeconomic class, age, marital and family status, etc., or any other status protected by applicable laws.</p> <p>(III) Employee Care: All of the Company's management policies have been created to cater to employees' interests. The Company cares for employees' lifestyle and well-being, and sets salaries and compensation at reasonable levels.</p> | No significant difference.  |

| Assessment Item   | Status of Operation |    |  | Deviations and the Cause(s) of Deviations From the Corporate Governance Best Practice Principles |
|---|---------------------|----|--|--|
|   | Yes                 | No | Summary Description  |  |
| for directors and supervisors), that will help interested parties understand governance practices at the Company? |                     |    | <p>(IV) Investor Relations: The Company has established a spokesperson/deputy spokesperson mechanism responsible for the Company's communication with external parties, and assigned dedicated personnel to disclose its information on the MOPS in accordance with laws and regulations.</p> <p>(V) Supplier Relationships: The Company has maintained a positive relationship with its suppliers to ensure smooth supply of products.</p> <p>(VI) Stakeholders' Rights: The Company has adopted a spokesperson system and has channels in place to ensure open communication with banks, creditors, employees, consumers, suppliers, community members, and parties that concern the Company's interests. The Company protects stakeholders' rightful interests and uses a variety of channels to disclose financial and business information.</p> <p>(VII) Directors' Ongoing Education: Directors of the Company have taken on-job courses on corporate governance and securities regulations. The Company will continue monitoring regulatory changes and arrange courses as deemed appropriate in the future. (See page 62 for details)</p> <p>(VIII) Implementation of risk management policies and risk assessment standards: The Company has formulated relevant internal regulations and the internal control system in accordance with the law to conduct various risk management and assessments, while the internal audit unit audits the implementation of the internal control system regularly and from time to time.</p> <p>(IX) Execution of Customer Policy: The Company maintains a long, productive relationship with all its customers, and is committed to developing new products, new technologies,</p> |  |

| Assessment Item | Status of Operation |    |  | Deviations and the Cause(s) of Deviations From the Corporate Governance Best Practice Principles |
|-----------------|---------------------|----|--|--|
|                 | Yes                 | No | Summary Description  |  |
|                 |                     |    | <p>and new techniques that meet customers' needs.</p> <p>(X) The Company's Purchases of Liability Insurance for Directors: The Company has purchased liability insurance for directors.</p> <p>(XI) Supporting the Development of Domestic Culture: In order to support the development of domestic culture, the company assists the Dongshan Township Office of Yilan County in handling the "Dongshan Ruentex Cement Railway Secret Landscape Reconstruction Project". Since 2022, it has rented part of the company's land for free for the Dongshan Township Office of Yilan County in use. In 2024, approximately NT\$6.12 million was invested in related resources. Dongshan Ruentex Cement Railway Secret Landscape has been officially opened to the public in 2024. According to the daily statistics released by the Taiwan Railway Corporation on the number of people visiting each station, the number of people visiting Dongshan Station in 2024 increased by 37,732 compared to that of 2023, representing an annual increase of nearly 10%. This shows the results of the Company's efforts to encourage the public to engage in cultural activities and to respond to the government's efforts to cultivate artistic and cultural habits in order to promote local cultural development and tourism. The Ruentex Railway not only represents existing relics but also bears witness to the development and transformation of the entire Yilan cement industry and Dongshan's industrial history. This project aims to reshape the landscape along the Ruentex Railway, with historical waterways running through it and surrounded by Hakka settlements and temples. The goal is to reshape the cultural landscape by linking local temples and historical settlements,</p> |  |

| Assessment Item | Status of Operation |    |   | Deviations and the Cause(s) of Deviations From the Corporate Governance Best Practice Principles |
|-----------------|---------------------|----|---|--|
|                 | Yes                 | No | Summary Description   |  |
|                 |                     |    | integrating historical waterways, and creating a hydrological space rich in cultural significance. Through providing this venue, we hope to encourage cultural participation among local residents and visiting tourists. |  |

IX. Please specify the status of improvement and the prioritized improvements with reference to the Corporate Governance Evaluation results announced by the Corporate Governance Center of Taiwan Stock Exchange Corporation in the previous year:

1. Completed Improvements

| Evaluation Indicators   | Completed Improvements  |
|---|---|
| Has the company established written policies and procedures governing financial and business transactions with related parties?   | On August 6, 2024, the Company amended the “Rules Governing Financial and Business Matters Between this Corporation and its Affiliated Enterprises,” stipulating that material transactions must be approved by the Board of Directors before execution and subsequently reported to the Shareholders’ Meeting. |
| Has the company established and disclosed on its website internal regulations prohibiting directors, employees, and other insiders from trading securities using material non-public information? | December 31, 2024, the Company amended its “Corporate Governance Best Practice Principles” and disclosed the updated version on its official website.   |
| Has the company established any functional committees beyond those required by law, such as a Nomination Committee, Risk Management Committee, or Sustainability Committee?                       | On December 31, 2024, a proposal was submitted to the Board of Directors to establish a functional-level “Sustainable Development Committee.”   |
| Has the company designated the Audit Committee or another board-level committee to oversee risk management and approved related policies and procedures through the Board of Directors?           | On November 11, 2024, the Company established the “Risk Management Policy and Procedures,” which were approved by the Board of Directors.   |
| Has the Board Performance Evaluation Procedure been established to require an external evaluation at least once every three years?  | On August 9, 2024, the “Board Performance Evaluation Procedures” were amended to specify that an external board performance evaluation must be conducted at least once every three years. The results of the external evaluation were reported to the Board   |

| Assessment Item   | Status of Operation |    |   | Deviations and the Cause(s) of Deviations From the Corporate Governance Best Practice Principles |
|---|---------------------|----|---|--|
|   | Yes                 | No | Summary Description   |  |
|   |                     |    | of Directors on December 31, 2024.  |  |
| Has the company formulated an intellectual property management plan linked to its operational goals, and does it report to the Board of Directors at least once a year?   |                     |    | On November 11, 2024, the “Intellectual Property Management Plan Linked to Operational Goals” was established and approved by the Board of Directors. The implementation status for the year 2024 was also reported to the Board. |  |
| Has the company uploaded the annual financial report in English for disclosure before the 16th day of the Shareholders' Annual Meeting?   |                     |    | Upload the annual financial report in English within the specified deadline.  |  |
| Has the company disclosed the interim financial report in English within two months after the deadline for the submission of the Chinese version?   |                     |    | Upload the quarterly financial reports in English within the specified deadline.  |  |
| Has the company disclosed a clear and specific dividend policy?   |                     |    | In the 2024 Annual Shareholders' Meeting, the company amended its bylaws to include a clear and specific dividend policy.   |  |
| Has the company established an English version of its website, including financial, business, and corporate governance information?   |                     |    | The English version of the company's website has been successfully established.   |  |
| Has the company held at least two investor briefings?   |                     |    | The company has completed two investor briefings on July 2, 2024, and December 4, 2024.   |  |
| Has the company prepared the sustainability report based on the GRI Standards published by the Global Reporting Initiative (GRI), and uploaded it to the Public Information Observatory and the company's website by the end of August? |                     |    | The sustainability report was uploaded on August 29, 2024.  |  |
| Has the company established a human rights policy and specific management plans based on international human rights conventions?  |                     |    | The company disclosed its human rights policy and specific management plans on its website  |  |
| Has the company uploaded the English version of the sustainability report to the Public Information Observatory and the company's website?  |                     |    | The English version of the sustainability report was uploaded on December 24, 2024.   |  |
| Has the company disclosed information related   |                     |    | The company has disclosed relevant  |  |

| Assessment Item             | Status of Operation  |    |  | Deviations and the Cause(s) of Deviations From the Corporate Governance Best Practice Principles |
|-----------------------------|--|----|--|--|
|                             | Yes  | No | Summary Description  |  |
|                             |  |    | to the governance, strategy, risk management, metrics, and targets concerning climate-related risks and opportunities, based on the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD)? | information in its sustainability report.  |
| 2. Prioritized Improvements |  |    |  |  |
|                             | Evaluation Indicators  |    | Prioritized Improvements   |  |
|                             | Has the company established a policy ensuring that more than half of the independent directors do not serve more than three consecutive terms? |    | The next board election will involve an overall planning process.  |  |
|                             | Has the sustainability report prepared by the company obtained third-party verification?   |    | The sustainability report for the year 2024 is planned to obtain third-party verification.   |  |
|                             | Hold an Annual Shareholders' Meeting via video conferencing.   |    | Annual Shareholders' Meeting via video conferencing will be held in 2025.  |  |

Note 1: Always provide explanations in the summary description column, regardless of whether there are any deviations from the best practice principles.



## Directors' and Supervisors' Education:

| Title                | Name   | Date       | Title of class  | Time |
|----------------------|--|------------|---|------|
| Chairman             | Ruentex Engineering & Construction Co., Ltd.<br>Representative: Mo, Wei-Han    | 2024.07.03 | 2024 Cathay Sustainable Finance and Climate Change Summit.  | 3    |
|                      |  | 2024.09.30 | The Taiwan Capital Market Growth Summit.  | 3    |
| Director             | Ruentex Engineering & Construction Co., Ltd.<br>Representative: Lee, Chih-Hung | 2024.07.03 | 2024 Cathay Sustainable Finance and Climate Change Summit.  | 3    |
|                      |  | 2024.09.20 | 2024 Insider Trading Prevention Awareness Seminar.  | 3    |
|                      |  | 2024.09.30 | The Taiwan Capital Market Growth Summit.  | 3    |
| Director             | Ruentex Industries Ltd.<br>Representative: Hsu, Sheng-Yu                       | 2024.07.03 | 2024 Cathay Sustainable Finance and Climate Change Summit.  | 3    |
|                      |  | 2024.11.22 | 2024 Insider Trading Legal Compliance Awareness Seminar.  | 3    |
| Director             | Ruentex Industries Ltd.<br>Representative: Chen, Hsueh-Hsien                   | 2024.10.04 | 2024 Insider Trading Prevention Awareness Seminar.  | 3    |
|                      |  | 2024.11.29 | 2024 Insider Trading Legal Compliance Awareness Seminar.  | 3    |
| Director             | Huei Hong Investment Co., Ltd.<br>Representative: Yin, Chung-Yao               | 2024.07.03 | 2024 Cathay Sustainable Finance and Climate Change Summit.  | 6    |
| Director             | Huei Hong Investment Co., Ltd.<br>Representative: Yin, Chung-En                | 2024.09.19 | Sustainability Knowledge Empowerment for the New Carbon Era Awareness Seminar.  | 6    |
| Independent Director | Chen, Ming-Chin  | 2024.04.18 | The Development History of Sustainable Development Concepts.  | 1    |
|                      |  | 2024.05.09 | Financial Consumer Protection, Fair Treatment, and Financial Inclusivity, with Examples of Financial Discrimination Against People with Physical and Mental Disabilities. | 1    |
|                      |  | 2024.05.30 | Sustainable Finance: GRI, TCFD, TNFD, IFRS, S1/S2, and Sustainable Insurance.   | 1    |
|                      |  | 2024.07.26 | IFRS 17 Management Issues and Practical Case Analysis.  | 1.5  |
|                      |  | 2024.08.08 | IFRS 17 Management Issues and Practical Case Analysis.  | 1.5  |
|                      |  | 2024.09.18 | Gender Equality Obligations of Enterprises under the ESG Framework.   | 1    |
| Independent Director | Chang, Ta-Peng   | 2024.03.22 | CDP Taiwan Launch Event - Building the New Carbon Era through Sustainability Knowledge Awareness Seminar.   | 3    |
|                      |  | 2024.04.30 | Sustainability Knowledge Empowerment for the New Carbon Era Awareness Seminar.  | 6    |
| Independent Director | Huang, Shih-Chien  | 2024.06.03 | Institutional Investors' Perspective Forum.   | 3    |
|                      |  | 2024.09.06 | 2024 Insider Trading Prevention Awareness Seminar.  | 3    |

(IV) If a Remuneration Committee is in place, disclose its composition, duties, and operation:

(1) Data of Remuneration Committee Members

| Title (Note 1)       | Requirements<br>Name       | Professional qualification requirements and experiences (Note 2)  | Facts about independence attribute (Note 3) | Concurrently an Independent Director for Other Public Companies |
|----------------------|----------------------------|---|---|---|
| Independent Director | Chen, Ming-Chin (Convener) | Please see “Disclosure of the Professional Qualifications and Independence of Independent Directors” located in pages 15-17 of the Annual Report. |   | 2   |
| Independent Director | Chang, Ta-Peng             |   |   | Nil   |
| Independent Director | Huang, Shih-Chien          |   |   | Nil   |

Note 1: Please enumerate in the Table the service seniority at the relevant works, professional qualifications, hands-on experiences and independence attribute of all members in the Remuneration Committee. In case of an independent director, please just remark please refer to the relevant contents of the database of the directors and supervisors in Table 1 appearing on Page \_\_. Identity capacity: Please indicate as an independent director or elsewhere (In case of the convener, please remark as well).

Note 2: Professional qualifications and experiences: Elaborate on the professional qualifications and hands-on experiences held by the individual members of the Remuneration Committee.

Note 3: Fact about consistency in independence: Please elaborate on conformity with independence attribute of all members in the Remuneration Committee, including but not limited to the members themselves, their spouses, blood relatives within the second degree of kinship regarding whether they serve with the Company or an affiliated enterprise thereof as director and supervisor or employee; the number and percentage of the Company’s shares held by the members themselves, their spouses, blood relatives within the second degree of kinship; whether they serve with the Company or a company in specific relationship (Please refer to provisions set forth under Subparagraphs 5~8, Paragraph 1, Article 6 of Regulations Governing Listed Public Companies or Companies Trading at Securities Dealers’ Business Premises on Establishment of Remuneration Committee and Exercise of Their Powers”; the amounts of remunerations obtained in the most recent two years for commercial, legal, financial and accounting services provided to the Company or its affiliated enterprise(s).

Note 4: Regarding method of disclosure, please refer to the benchmark example on the best practice of the Corporate Governance Center, Taiwan Stock Exchange Corporation.

2. Operation of Remuneration Committee

(1) The Remuneration Committee consists of three members

(2) The term of the current Committee is from June 8, 2022 to May 30, 2025. Two Committee meetings (A) were held in the previous year (2024), and the qualifications and attendance record of members are explained below:

| Title            | Name              | Actual Attendances (B) | Attendances by Proxy | Actual Attendance Rate (%) (B/A) (Note) | Remark        |
|------------------|-------------------|------------------------|----------------------|---|---------------|
| Convener         | Chen, Ming-Chin   | 2                      | 0                    | 100%                                    | Re-elected    |
| Committee Member | Chang, Ta-Peng    | 2                      | 0                    | 100%                                    | Re-elected    |
| Committee Member | Huang, Shih-Chien | 1                      | 1                    | 50%                                     | Newly-elected |

Other Information Required for Disclosure:

I. Causes for and resolutions of discussions of the Remuneration Committee in the previous year.

| Remuneration Committee                          | Proposal Contents and Handling  | Resolution   | Decision of the Board of Directors in response to the opinions from the Remuneration Committee |
|---|---|--|--|
| 4th Term<br>5th Meeting;<br>January 30,<br>2024 | 1. The Company's 2023 Directors' compensation.<br>2. The Company's 2023 Board of Directors performance assessment.<br>3. The Company's managers performance assessment for the second half of 2023.<br>4. Changes to the compensation of the Company's managers.<br>5. The Company's 2023 Managers performance bonus.<br>6. The Company's 2023 Managers employee remuneration distribution.<br>7. The Company's Proposed allocation percentage for 2023 employee remuneration.<br>8. Amendments to the "Salary Management Policy" of the Company. | Unanimous consent of all remuneration committee members. | Passed during the 12th Meeting of the 12th Board of Directors on January 30, 2024.             |
| 4th Term<br>6th Meeting;<br>August 9,<br>2024   | 1. The Company's 2023 Annual Industry Survey Report.<br>2. The Company's Compensation Report of the Managers for 2023.<br>3. The Company's managers performance assessment report for the first half of 2024.<br>4. The Company's changes in the compensation of the Managers for 2024.<br>5. Amendments to the "Regulations Governing Bonuses" of the Company.<br>6. Amendment to the "Regulations Governing the Performance Evaluation of the Board of Directors" of the Company.   | Unanimous consent of all remuneration committee members. | Passed during the 15th Meeting of the 12th Board of Directors on August 9, 2024.               |

II. Where the Board of Directors does not adopt or amend the suggestion from the Remuneration Committee, please elaborate on the date, term, contents of motions and result of resolution for the Board of Directors meeting convened and the measures taken by the Company in response to the opinions of the Remuneration Committee (e.g., in the event that the remuneration resolved by the Board of Directors is higher than that suggested by the Remuneration Committee, please elaborate on the fact and reason of the differential gap): None

III. Decisions resolved by the Remuneration Committee: Where a Committee member objects or voices a qualified opinion as backed up in writing or with a record, please elaborate on the date, term, contents of motions, opinions of all members and acts taken in response to such members: None

- Note: (1) Date of resignation is shown for members of the Remuneration Committee who resigned prior to the close of the financial year. The percentage of in-person attendance (%) is calculated based on the number of Remuneration Committee meetings held and the number of meetings attended in-person during active duty.
- (2) If a re-election of Remuneration Committee members took place prior to the close of the financial year, members of both the previous and the current Remuneration Committee will be listed; in which case, the remarks column will specify whether the committee member was elected in the previous Board, the new Board, or both. In-person attendance rate (%) is calculated based on the number of Remuneration Committee meetings held and the number of meetings attended in-person during active duty.

(V) Sustainable development practices; deviation and causes of deviation from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies

| Assessment Item   | Status of Operation (Note 1) |    |   | Deviations and the Cause(s) of Deviations From the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies |
|---|------------------------------|----|---|--|
|   | Yes                          | No | Summary Description   |  |
| I. Does the Company have a governance structure for sustainability development and a dedicated (or ad-hoc) sustainable development organization with Board of Directors authorization for senior management, which is reviewed by the Board of Directors? | V                            |    | The company adheres to the vision and mission of ESG policy, aiming for sound and sustainable management. In 2023, the company established a Sustainability Development Committee composed of cross-departmental personnel. In December 2024, the Sustainability Development Committee was elevated to a functional committee. The current term comprises three members: Independent Director Chen, Ming-Chin, Independent Director Huang, Shih-Chien, and Director Yin, Chung-En. Independent directors account for 67% of the committee. Independent Director Chen, Ming-Chin serves as the convener. The committee members possess expertise in areas such as sustainable finance, environmental engineering, and practical experience in greenhouse gas management. The committee addresses economic, environmental, and social issues arising from operational activities, with subgroups including Corporate Governance, Environmental Sustainability, and Employee Welfare and Community Engagement. The committee reports to the Board of Directors at least once a year on the progress and outcomes of sustainability development action projects, enabling the Board of Directors to understand the implementation status of sustainability issues. In addition to reviewing the progress of strategies, the Board urges | No significant difference.   |

| Assessment Item   | Status of Operation (Note 1) |    |  | Deviations and the Cause(s) of Deviations From the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies |
|---|------------------------------|----|--|--|
|   | Yes                          | No | Summary Description  |  |
|   |                              |    | the management team to make adjustments as necessary to ensure the sustainable development and mutual prosperity of the company and society. In 2024, the reports to the Board of Directors included progress updates on greenhouse gas inventory three times, execution reports on sustainability report preparations two times, and one report on the implementation of integrity management.  |  |
| II. Has the Company, pursuant to the principle of materiality, carried out risk management toward environmental, social and corporate governance related risk assessment and further set up relevant risk management policies or strategies? (Note 2) | V                            |    | <p>1. Environmental Protection:<br/>The Company is devoted to promoting environmental restoration and making energy efficiency improvements. Through long-term planning and commitment, the Company has rigorously implemented plantation and biodiversity preservation projects throughout plant and mining sites as a way to mitigate environmental impacts of production activities. Furthermore, the following “energy and carbon reduction”, “greenhouse gas reduction”, and “water and waste reduction” initiatives are being taken as part of the management strategy:</p> <p>(1) All offices implement energy conservation and carbon reduction measures, including use of electronic (paperless) documents, use of compostable toilet paper, garbage sorting, turning off lights when not in use, and</p> | No significant difference.   |

| Assessment Item | Status of Operation (Note 1) |    |   | Deviations and the Cause(s) of Deviations From the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies |
|-----------------|------------------------------|----|---|--|
|                 | Yes                          | No | Summary Description   |  |
|                 |                              |    | <p>building energy-efficient facilities, in order to reduce GHG emission and environmental impacts with real action.</p> <p>(2) GHG Reduction Measures:<br/>The self-regulated emissions reduction plan application was submitted on March 28, 2025. The company is committed to enhancing reduction measures through the use of alternative raw materials, process improvements, and equipment maintenance to increase energy efficiency.</p> <p>(3) Water Conservation and Waste Reuse Measures:<br/>Ongoing investments are being made to reduce production water usage and to recycle rainwater for more efficient use of water resources.</p> <p>2. Social Norms:<br/>The Company complies with The Company Act, Securities and Exchange Act, Mining Act, and Fair Trade Act in every aspect of its daily operations. All employees and suppliers are requested to carry out production and business activities strictly in compliance with laws. The Company also organizes internal meetings and courses to promote regulatory awareness.</p> <p>3. Corporate Governance:<br/>The Company has implemented the Ethical Corporate Management</p> |  |

| Assessment Item   | Status of Operation (Note 1) |    |   | Deviations and the Cause(s) of Deviations From the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies |
|---|------------------------------|----|---|--|
|   | Yes                          | No | Summary Description   |  |
|   |                              |    | Best Practice Principles, Codes of Ethical Conduct, operating procedures, and behavioral guidelines for the management and employees to observe to ensure compliance with respect to ethics and business practice. By implementing internal control, approval authority, and job specialization, the Company has been able to improve the efficiency and performance of its operations, protect assets, ensure compliance with laws, and duly enforce corporate governance. |  |
| III. Environmental issues   |                              |    |   |  |
| (I) Has the Company set up appropriate environmental management experiment based on its industrial characteristics?                         | V                            |    | (I) The Company has developed its own environmental management systems out of respect for environmental protection and compliance with environmental protection laws. The system has been certified for ISO 14001 - Environmental Management Systems (Validity: August 3, 2017 to August 2, 2026).  | No significant difference.   |
| (II) Does the Company endeavor to utilize resources more efficiently and use reusable materials which have a low impact on the environment? | V                            |    | (II) The Company not only complies with environmental protection laws in all aspects of its operation, but is also capable of developing green, energy-efficient products in line with the latest environmental trends and energy/carbon reduction policies. It is the goal of the organization to contribute to a  | No significant difference.   |



| Assessment Item  | Status of Operation (Note 1) |    |  | Deviations and the Cause(s) of Deviations From the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies |
|--|------------------------------|----|--|--|
|  | Yes                          | No | Summary Description  |  |
| (III) Does the Company assess the present and future potential risks and opportunities of climate change on the Company and take actions to related issues?  | V                            |    | <p>low-carbon economy, a sustainable environment, and a growing society.</p> <p>Actively researching methods of waste and resource reuse to replace natural resources and raw materials not only reduces the consumption of cement products but also concurrently decreases greenhouse gas emissions.</p> <p>(III) The Company evaluates the present and future potential risks and opportunities of climate change, and the assessment results and relevant response measures adopted can be found in the Implementation of Climate-Related Information on pages 79~83.</p> | No significant difference.   |
| (IV) Has the Company carried out statistics toward greenhouse gas emissions, water consumption and the aggregate total waste weight in the past two years and, in turn, established such policies for greenhouse gas reduction, water consumption reduction or other waste management oriented policies? | V                            |    | <p>(IV) The Company remains committed to accomplishing various sustainability goals introduced by the Bureau of Energy, Ministry of Economic Affairs, including: “Improved Energy Efficiency: Increasing energy efficiency by 1% per year over the next 8 years” and “Clean Energy: Reducing nationwide CO2 emissions by 20% in 2030 (Compared to Base Year: 2005), reducing emissions to year 2000 level by 2025, and achieving net zero emission by 2050”. In addition to setting quantitative management goals for future years, the Company is also</p>                  | No significant difference.   |

| Assessment Item | Status of Operation (Note 1) |    |   | Deviations and the Cause(s) of Deviations From the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies |
|-----------------|------------------------------|----|---|--|
|                 | Yes                          | No | Summary Description   |  |
|                 |                              |    | <p>taking the initiative to increase energy efficiency and makes use of clean energy sources, and thereby contributes to a low-carbon economy, a sustainable environment, and a growing society. The Company engages AFNOR Asia Ltd. to conduct greenhouse gas surveys, and in the last two years, CO2 emissions were measured at 679,576 tons in 2023 and 646,102 tons in 2024; looking at the 8-year horizon, CO2 emissions have reduced 13.36% from 745,765 tons in 2016 to 646,102 tons in 2024. The Company also promotes water conservation and energy efficiency improvements throughout the organization out of respect for social responsibilities and support to the nation's energy and carbon reduction policies. Ongoing investments are being made to reduce production water usage and to recycle rainwater, and as a result, total water usage was 548,779 cubic meters in 2023 and 580,380 cubic meters in 2024. All waste generated from the Company's manufacturing processes is classified as non-hazardous industrial waste and is managed in accordance with regulations through proper recycling, treatment, and reporting procedures. The total</p> |  |

| Assessment Item   | Status of Operation (Note 1) |    |  | Deviations and the Cause(s) of Deviations From the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies |
|---|------------------------------|----|--|--|
|   | Yes                          | No | Summary Description  |  |
|   |                              |    | waste generated in 2023 and 2024 was 304 metric tons and 1,276 metric tons, respectively. Additionally, the Company actively contributes to waste management solutions for other industries, with waste recycling and treatment volumes amounting to 49,774 metric tons in 2023 and 39,186 metric tons in 2024.  |  |
| IV. Social issues<br>(I) Does the Company establish management policies and procedures in accordance with relevant laws and International Bill of Human Rights? | V                            |    | (I) The Company observes International Bill of Human Rights and prevailing laws of the country and manages human resources in accordance with labor regulations. Occupational safety is being monitored and promoted throughout the organization to eliminate or lessen risks at work.<br>A summary of the Company's specific human rights management programs is set forth below:<br>1. Provide a safe and healthy working environment and obtain ISO45001 certification.<br>2. Assist employees to maintain physical and mental health and work-life balance, and provide regular consultation services for labor health nurses and physicians. Engaged a consulting firm to provide an Employee Assistance Program (EAP), | No significant difference.   |

| Assessment Item   | Status of Operation (Note 1) |    |  | Deviations and the Cause(s) of Deviations From the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies |
|---|------------------------------|----|--|--|
|   | Yes                          | No | Summary Description  |  |
| (II) Has the Company enacted and enforced rational employee welfare measures (including, e.g., remuneration, vacation leave and other welfares( and put | V                            |    | <p>offering professional support services to help employees address physical, mental, and emotional challenges.</p> <p>3. Offered an online sexual harassment prevention course to educate employees on the definition of sexual harassment, preventive measures, and appropriate handling of incidents.</p> <p>4. Include human rights clauses in contracts with suppliers, and implement on-site audits.</p> <p>5. Conducted human rights protection training for employees in 2024, totaling 616 training hours, with 308 employees completing the training.</p> <p>In the future, we will continue to prioritize human rights protection by developing relevant action plans, promoting educational initiatives, and enhancing awareness to ensure effective implementation and minimize associated risks.</p> <p>(II) The Company values employees' well-being and training, complies with labor regulations, and is committed to protecting workers' rights. As an incentive to retain talents and maintain competitiveness, the Company conducts performance evaluations every six months</p> | No significant difference.   |

| Assessment Item   | Status of Operation (Note 1) |    |  | Deviations and the Cause(s) of Deviations From the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies |
|---|------------------------------|----|--|--|
|   | Yes                          | No | Summary Description  |  |
| <p>the business performance results into appropriately reflection toward employees in their benefits?</p> <p>(III) Does the Company provide employees with a safe and healthy work environment and arrange regular safety and health education for employees?</p> | V                            |    | <p>and has a bonus policy in place that clearly associates bonus payouts with employees' contributions. According to the Articles of Incorporation, the Company is required to allocate at least 1% of the profits concluded in a year, if any, as employee remuneration, and shall set employees' compensation at a level that appropriately reflects business performance.</p> <p>(III) The Company is dedicated to providing employees with a safe and healthy work environment and ensuring that the work environment conforms with occupational health and safety standards. It has been certified for ISO 45001/TOSHMS and CNS 45001:2018 - Occupational Health and Safety Management Systems (Validity: October 17, 2017 to October 16, 2026). Employees are subjected to regular health checkups twice a year, whereas senior executives are subjected to advanced health checkups once a year. The Company complies strictly with the terms of the Labor Standards Act and organizes health and safety education for employees on an unscheduled basis. In 2024, there was one occupational hazard that resulted in two employees</p> | No significant difference.   |

| Assessment Item  | Status of Operation (Note 1) |    |   | Deviations and the Cause(s) of Deviations From the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies |
|--|------------------------------|----|---|--|
|  | Yes                          | No | Summary Description   |  |
| (IV) Does Company establish effective career development and training plans for employees? | V                            |    | <p>being injured, accounting for 0.66% of total employees. During material clearing operations, an employee sustained burns from leaked powder. In response, we have reinforced safety protocols and mandated the use of full protective gear during such tasks.</p> <p>There were no fire incidents in 2024. On June 25 and December 16, 2024, the Company conducted self-defense formation training for the first and second half of 2024 respectively, and reported the results to the Dongshan Fire Brigade.</p> <p>(IV) Every year, we plan a budget and arrange regular and unscheduled pre-employment on-the-job training for employees to ensure the Company's CSR compliance, and enhance employee's professional skills, leadership competence, and career development. To encourage employees to receive further education without effective corporate business and to develop quality management and professional talents, we provide diverse channels for further education and promote employees to exchange management and professional experience with other enterprises. In addition, we</p> | No significant difference.   |

| Assessment Item   | Status of Operation (Note 1) |    |  | Deviations and the Cause(s) of Deviations From the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies |
|---|------------------------------|----|--|--|
|   | Yes                          | No | Summary Description  |  |
| (V) Does the company comply with the related laws and regulations and international standards regarding the customer health and safety, customer privacy, market communication, and labeling of its products and services and establish policies to protect the rights and interests of customers or clients and procedures for grievances? | V                            |    | encourage employees to enrich themselves, participate in external further education courses, and provide rewards for certificates and licenses to incentivize employees to actively engage in further education.<br>(V) The Company labels all of its products according to domestic regulations as well as international standards, and has been certified for ISO9001 - Quality Management Systems. The Company also conducts quality inspections on its products and services, and has effective customer complaint procedures in place to handle disputes according to contract terms. | No significant difference.   |
| (VI) Has the Company sets up supplier managerial policies to demand that all suppliers exactly comply with health or labor-based human rights related specifications and  | V                            |    | (VI) (1) The Company has outlined a set of occupational health and safety requirements that must be observed when outsourcing jobs. All contractors are bound to make health and safety arrangements according to the Occupational Health and Safety Act and related laws, and are required  | No significant difference.   |

| Assessment Item                    | Status of Operation (Note 1) |    |   | Deviations and the Cause(s) of Deviations From the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies |
|------------------------------------|------------------------------|----|---|--|
|                                    | Yes                          | No | Summary Description   |  |
| the fact about the implementation. |                              |    | <p>to appoint the minimum number of occupational health and safety officers, operation supervisors, specialists, and operators given their size and nature of work activities.</p> <p>(2) Execution Progress: All suppliers are bound to comply with occupational health and safety requirements on outsourcing. All operators are required to complete the necessary training as required by laws and undergo health and safety awareness training of the Company before commencing work activities at the plant. Those that do not complete training are not permitted to engage in any production activities. The Company places great emphasis on choosing top-performing vendors, and assigns work inspectors to evaluate the suitability of each vendor regularly by completing the “Vendor Evaluation Form”. We hope to invite vendors to join our efforts in maintaining public safety and environmental health, and fulfill our corporate social responsibilities as responsible businesses. The Company will discontinue business dealings with non-essential suppliers that violate corporate social responsibilities.</p> |  |



| Assessment Item   | Status of Operation (Note 1) |    |   | Deviations and the Cause(s) of Deviations From the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies  |
|---|------------------------------|----|---|---|
|   | Yes                          | No | Summary Description   |   |
| V. Does the company, following internationally recognized guidelines, prepare and publish reports, such as its Corporate Sustainability Report, to disclose non-financial information of the company? Are said reports assured or verified by a third-party certification body?   |                              | V  | The sustainability report of the Company is prepared in accordance with the GRI 2021 version, and the preparation and disclosure in accordance with the “Sustainability Accounting Standards Board” (SASB) disclosure standards for the construction materials industry. The company has not yet obtained a reasonable or limited assurance opinion from an independent third-party assurance provider. | The Sustainability Report for the year 2024, scheduled for publication in August 2025, is planned to include a limited assurance opinion issued by an independent third-party assurance provider. |
| VI. If the Company has established sustainability policies in accordance with the “Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies”, please describe its current practices and any deviations from the Best Practice Principles: The Company has established its own Sustainable Development Best Practice Principles, and duly follows the terms of the principles.  |                              |    |   |   |
| VII. Other important information that helps the public understand sustainable development implementation status:<br>In addition to core business activities, the Company is also committed to: <ol style="list-style-type: none"> <li>1. Giving back to society.</li> <li>2. Sustainable management of the environment, including the creation of energy conservation and carbon reduction yields.</li> <li>3. Improving the lives of customers, employees, and shareholders, and bringing stability to society as part of its corporate social responsibilities.</li> <li>4. The Company has established its own “Contractor Safety and Health Management Policy” and “Contractor Personnel and Machinery Control Policy” that specifically require contractors to make health and safety arrangements according to the Occupational Health and Safety Act and related laws. Contractors are required to appoint the minimum number of occupational health and safety officers, operation supervisors, specialists, and operators given their size and nature of work activities, and shall take part in the Company’s corporate social responsibility efforts.</li> <li>5. The company cooperates with the government's non-nuclear homeland and green energy development policies. Offshore wind turbines will become one of the main sources of renewable energy in Taiwan in the future. In recent years, the company</li> </ol> |                              |    |   |   |

| Assessment Item | Status of Operation (Note 1) |    |   | Deviations and the Cause(s) of Deviations From the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies |
|-----------------|------------------------------|----|---|--|
|                 | Yes                          | No | Summary Description   |  |
|                 |                              |    | has actively developed related materials for the localization of the green energy industry chain. The Company's ShifuGrout U799, a specialized cement for the foundations of offshore wind turbines, has been certified by DNV Business Assurance Co., Ltd. (DNV), and will make the Company a supplier of ultra-strength cement for offshore wind turbines. The Company has also been developing a new product called ShifuGrout U769 specifically for offshore wind turbines that works with the SILO system to allow faster concrete filling under any weather conditions, including rain. The Company investment NT\$670,000 in it. DNV certification for ShifuGrout U769 is expected to be acquired in 2025. |  |

Note 1: If Execution is specified as "Yes", please explain the key policies, strategies, and measures taken and the execution progress. If Execution is specified as "No", please explain the deviations and causes of deviation in the field titled "Deviations and Causes of Deviation From the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies", and provide any policy, strategy, and measures planned for the future.

Note 2: The term of principle of materiality refers to those with a significant impact upon the environmental protection, society and corporate governance, also with significant impact upon the Company's investors and other stakeholders.

Note 3: In terms of method of disclosure, please refer to the website of Corporate Governance Center of Taiwan Stock Exchange Corporation as the best prototype for reference.

## (VI) Climate-Related Information of TWSE/TPEX Listed Company

### 1 Implementation of Climate-Related Information

| Item  | Implementation  |
|---|---|
| 1. Describe the Board of Directors' and management's oversight and governance of climate-related risks and opportunities. | The Company's Board of Directors serves as the highest governing body for climate change issues, overseeing and reviewing climate risk management policies and systems. The Board also plays an important role in determining the Company's climate commitments and objectives. It meets on a regular basis to discuss current trends in climate risk opportunities, propose comprehensive corporate-level strategies for key climate risks, and review progress reports from the Sustainability Committee. The Board also facilitates communication about circular economy and low-carbon technology targets in order to align with the company's sustainability strategy and ensure stable, long-term operations. In order to improve the management and identification of climate-related risk and opportunity issues, the Company formed a Sustainability Committee in 2023 made up of cross-departmental personnel. In December 2024, the Sustainability Development Committee was elevated to a functional committee, and Independent Director Chen, Ming-Chin serves |

| Item   | Implementation   |  |  |  |
|--|--|--|--|--|
|  | as the convener. The committee is required to hold annual meetings focused on the Company's key climate opportunity and risk issues, as well as to report to the Board of Directors at least once a year on the progress and outcomes of sustainability action projects. This keeps the Board informed about the implementation of sustainability issues. Furthermore, the Sustainability Committee is required to report to the Board quarterly on the status and timeline of greenhouse gas inventories and disclosures. |  |  |  |
| 2. Describe how the identified climate risks and opportunities affect the business, strategy, and finances of the business (short, medium, and long term). | Identified short-, medium-, and long-term climate-related risks and opportunities  | Short-term   | Mid-term   | Long-term  |
|  |  | <ul style="list-style-type: none"> <li>● Market risk: Rising costs of raw materials and energy</li> <li>● Policy and regulatory risk: Carbon pricing mechanism</li> <li>● Product and service opportunities: recycling (alternative raw materials), development and expansion of low-carbon products and services</li> </ul> | <ul style="list-style-type: none"> <li>● Transition risk: The cost of transition to low-carbon technology</li> <li>● Policy and regulatory risk: authorization and supervision of existing products and services</li> <li>● Energy source opportunities: Use of low-carbon energy sources</li> </ul> | <ul style="list-style-type: none"> <li>● Transition risk: Increased price of greenhouse gas emissions</li> <li>● Market opportunity: Entering new markets</li> </ul> |
|  | Impacts of climate-related risks and opportunities in business, strategic and  | Major transformation risks   | Key Climate Opportunities  |  |
|  |  | <ul style="list-style-type: none"> <li>● The implementation of alternative raw materials and alternative fuel technologies, and the development of technologies for</li> </ul>   | <ul style="list-style-type: none"> <li>● Increase the use of alternative raw materials and alternative fuels, reduce carbon emissions in the cement production</li> </ul>  |  |

| Item   | Implementation   |   |   |
|--|--|---|---|
|  | financial planning   | <p>reducing carbon emissions in the cement production process, resulting in increased capital expenditures for low-carbon technologies</p> <ul style="list-style-type: none"> <li>● Process improvement and process optimization to enhance energy efficiency to reduce operating costs</li> <li>● The Company will continue to monitor changes in raw material market prices and strengthen procurement and bidding strategies to control operating costs</li> <li>● Conduct company-wide GHG inventory and set emission reduction targets as the basis for future carbon credits and operating cost reductions</li> <li>● Replacement and use of energy-saving certified products in offices</li> </ul> | <p>process, increase disposal fee income and reduce coal costs</p> <ul style="list-style-type: none"> <li>● Develop low-carbon cement products, maintain a competitive advantage in the market, and reduce carbon costs</li> <li>● Continue to invest in the R&amp;D of green building materials and related green products, and obtain related patents to reduce the carbon content of building materials and expand business</li> </ul> |
| 3. Describe the financial impact of extreme weather events and transformative actions. | <p>The physical risk of extreme climate events, such as equipment damage caused by heavy rainfall such as typhoons or fronts, resulting in increased maintenance and plant closures. The resulting financial impact was an increase in operating costs. The transformation action refers to the carbon reduction action plan promoted by the Company, including the promotion of the replacement of raw materials and fuels in the circular economy, the optimization of manufacturing processes, and the development of green building materials. The resulting</p> |   |   |

| Item   | Implementation   |
|--|--|
|  | financial impact is an increase in capital expenditures on low-carbon technologies and an increase in processing fee income.   |
| 4. Describe how climate risk identification, assessment, and management processes are integrated into the overall risk management system.  | <p>Step 1: Collect climate issues</p> <p>Regularly collect issues related to climate change risks and opportunities with reference to the topics in the peer sustainability report, the peer CDP questionnaire, and cement industry trends</p> <p>Step 2: Internal compilation</p> <ol style="list-style-type: none"> <li>1. Visit relevant departments to understand the definitions of various risks and opportunities, and analyze domestic and foreign regulations, market and technology development trends</li> <li>2. Assessed the "Climate Risk Impact Rating Table" for risk assessment</li> </ol> <p>Step 3: Identify risk opportunities</p> <ol style="list-style-type: none"> <li>1. Based on the assessment results of the degree of impact and the likelihood of occurrence, each unit identifies the Company's major climate risks and opportunities</li> <li>2. Review existing strategies and management information on major climate risks and opportunities</li> </ol> <p>Step 4: Tracking and management</p> <ol style="list-style-type: none"> <li>1. Based on the identification results and existing countermeasures, the Sustainable Development Committee reports to the Board of Directors, and the Board of Directors makes resolutions and formulates the Company's strategy</li> <li>2. Track and review the progress of the response measures and closely track the changes in the overall internal and external environment to ensure the effectiveness of the response measures in this dynamic environment</li> </ol> |
| 5. If scenario analysis is used to assess resilience to climate change risks, the scenarios, parameters, assumptions, analysis factors and major financial impacts used should be described.           | <p>The Company has not yet evaluated the resilience in the face of climate change risks through scenario analysis.</p> <p>The planning tool is being carefully evaluated to improve the resilience to climate change risks.</p>  |
| 6. If there is a transition plan for managing climate-related risks, describe the content of the plan, and the indicators and targets used to identify and manage physical risks and transition risks. | <p>The Company's transformation plan to manage climate-related risks is currently under planning, in order to reduce the impact of climate change transformation risks on the Company, and to seek market opportunities.</p>   |

| Item   | Implementation  |
|--|---|
| 7. If internal carbon pricing is used as a planning tool, the basis for setting the price should be stated.  | The Company has not yet used the internal carbon pricing as a planning tool. Before implementation, the Company will formulate the required strategic planning based on the specific circumstances of the Company to set the actual internal carbon price.  |
| 8. If climate-related targets have been set, the activities covered, the scope of greenhouse gas emissions, the planning horizon, and the progress achieved each year should be specified. If carbon credits or renewable energy certificates (RECs) are used to achieve relevant targets, the source and quantity of carbon credits or RECs to be offset should be specified. | <p>The company completed the verification of its consolidated financial reports' greenhouse gas inventory ahead of schedule in 2023, and has designated 2023 as the base year. The actual greenhouse gas emissions for Scope 1 and Scope 2 in the base year totaled 679,669.5348 metric tons of CO<sub>2</sub>e.</p> <p>The short-term target is to reduce Scope 1 and Scope 2 GHG emissions by 12% by 2025, and the medium-to-long-term target is to achieve a 15% reduction by 2030.</p> <p>The Company does not use carbon offsets or renewable energy certificates (RECs) to achieve related goals.</p> |
| 9. Greenhouse gas inventory and assurance status and reduction targets, strategy, and concrete action plan (separately fill out in points 1-1 and 1-2 below).  | Please refer to 1-1 and 1-2 for details.  |

## 1-1 Greenhouse Gas Inventory and Assurance Status for the Most Recent 2 Fiscal Years

### 1-1-1 Greenhouse Gas Inventory Information

Describe the emission volume (metric tons CO<sub>2</sub>e), intensity (metric tons CO<sub>2</sub>e/NT\$ million), and data coverage of greenhouse gases in the most recent 2 fiscal years.

|  |  | 2023                                  |   | 2024                                  |  |
|--|--|---------------------------------------|---|---------------------------------------|--|
|  |  | Emissions<br>(tons CO <sub>2</sub> e) | Intensity (tons<br>CO <sub>2</sub> e/NT\$<br>million) | Emissions<br>(tons CO <sub>2</sub> e) | Intensity<br>(tons<br>CO <sub>2</sub> e/NT\$<br>million) |
| The<br>Company   | Scope 1<br>Direct<br>emissions             | 630,161.4387                          |   | 594,320.0819                          |  |
|  | Scope 2<br>indirect<br>energy<br>emissions | 49,414.9361                           |   | 51,782.1514                           |  |
|  | Subtotal                                   | 679,576.3748                          |   | 646,102.2333                          |  |
| All<br>subsidiaries<br>included in<br>the<br>consolidated<br>financial<br>statements | Scope 1<br>Direct<br>emissions             | 19.4000                               |   | 2.4200                                |  |
|  | Scope 2<br>indirect<br>energy<br>emissions | 73.7600                               |   | 60.8600                               |  |
|  | Subtotal                                   | 93.1600                               |   | 63.2800                               |  |
| Total  |  | 679,669.5348                          | 123.5567  | 646,165.5133                          | 96.9097  |

Note 1: Direct emissions (scope 1, i.e., emissions directly from sources owned or controlled by the Company), indirect energy emissions (scope 2, i.e., indirect greenhouse gas emissions from electricity, heat, or steam) and other indirect emissions (scope 3, i.e., emissions from company activities that are not indirect energy emissions, but originate from sources owned or controlled by other companies)

Note 2: The data coverage scope for direct emissions and indirect energy emissions shall comply with the schedule prescribed in the order issued under Article 10, paragraph 2 of the Regulations. Other indirect emissions information may be voluntarily disclosed.

Note 3: Greenhouse gas inventory standards: Greenhouse Gas Protocol (GHG Protocol) or ISO 14064-1 issued by the International Organization for Standardization (ISO).

Note 4: The intensity of greenhouse gas emissions may be calculated per unit of product/service or revenue, but at least the data calculated in terms of revenue (NT\$ 1 million) shall be disclosed.

### 1-1-2 Greenhouse Gas Assurance Information

Describe the status of assurance for the most recent 2 fiscal years as of the printing date of the annual report, including the scope of assurance, assurance institutions, assurance standards, and assurance opinion.

| Scope of the assurance process |  | 2023 Emissions<br>(tons CO <sub>2</sub> e)                   | 2024 Emissions<br>(tons CO <sub>2</sub> e)  |
|--------------------------------|--|--|---|
| The Company                    | Scope 1<br>Direct emissions                                  | 630,161.4387   | 594,320.0819  |
|                                | Scope 2<br>Indirect energy emissions                         | 49,414.9361  | 51,782.1514   |
|                                | Total  | 679,576.3748   | 646,102.2333  |
|                                | Percentage of the disclosed data in 1-1-1 as mentioned above | 100%   | 100%  |
|                                | Assurance provider   | AFNOR Asia Ltd.  | The greenhouse gas data was not fully assured before the annual report printing deadline. Complete assurance information will be disclosed in the 2024 sustainability report. |
|                                | Description of the assurance process                         | ISO/CNS 14064-1:2006<br>ISO 14064-3:2006<br>ISO 14064-1:2018 |   |
|                                | Assurance opinion/conclusion                                 | Reasonable assurance level / Unqualified opinion             |   |

All subsidiaries included in the consolidated financial statements should be assured starting from 2029.

Note 1: This information shall be disclosed in compliance with the schedule prescribed in the order issued under Article 10, paragraph 2 of the Regulations. If the Company has not obtained a complete greenhouse gas assurance opinion by the date of printing of the annual report, it shall note that "Complete assurance information will be disclosed in the sustainability report." If the Company does not prepare a sustainability report, it shall note that "Complete assurance information will be disclosed on the Market Observation Post System (MOPS)," and shall disclose the complete assurance information in the annual report of the following fiscal year.

Note 2: The assurance institutions shall meet the directions regarding assurance of sustainability reports prescribed by the TWSE and the TPEx.

Note 3: When preparing the disclosure content, the Company may refer to the best practice reference examples on the TWSE Corporate Governance Center website.



## 1-2 Greenhouse Gas Reduction Targets, Strategy, and Concrete Action Plan

Specify the greenhouse gas reduction base year and its data, the reduction targets, strategy and concrete action plan, and the status of achievement of the reduction targets.

### **Greenhouse Gas Reduction Base Year and Targets**

The company completed the verification of its consolidated financial reports' greenhouse gas inventory ahead of schedule in 2023, and has designated 2023 as the base year. The actual Greenhouse Gas emissions for Scope 1 and Scope 2 in the base year totaled 679,669.5348 metric tons of CO<sub>2</sub>e.

The short-term target is to reduce Scope 1 and Scope 2 Greenhouse Gas emissions by 12% by 2025, and the medium-to-long-term target is to achieve a 15% reduction by 2030.

### **Greenhouse Gas Reduction Strategy and Action Plan**

The Company has formulated short-, medium-, and long-term carbon reduction strategies.

In the short term, the focus is on process improvements, such as using alternative raw materials to reduce the clinker emission factor, thereby lowering emissions. In the medium to long term, the Company will continue to expand the use of alternative raw materials and implement pipeline leakage repairs to minimize heat loss and reduce fuel consumption.

Additional measures include: producing low-carbon cement by reducing the clinker content in cement to lower direct emissions, upgrading process equipment to improve energy efficiency and reduce indirect emissions, and continuing investment in the development of carbon reduction technologies.

### **Achievement of Emission Reduction Targets**

In 2024, the actual Scope 1 and Scope 2 Greenhouse Gas emissions amounted to 646,165.5133 tons of CO<sub>2</sub>e, representing a reduction of 33,504.0215 tons of CO<sub>2</sub>e compared to the base year. This reflects a 5% decrease in total emissions. With ongoing and active carbon reduction measures, further emission reductions are anticipated.

Note 1: This information shall be disclosed in compliance with the schedule prescribed in the order issued under Article 10, paragraph 2 of the Regulations.

Note 2: The base year shall be the fiscal year in which the greenhouse gas inventory is completed based on the consolidated financial reporting boundary. For example, under the order issued under Article 10, paragraph 2 of the Regulations, a company with capital of NT\$10 billion shall complete the inventory for its fiscal 2024 annual consolidated financial report in 2025, so the base year will be 2024. If a company has disclosed its inventory in its consolidated financial report in an earlier year, it may take the earlier fiscal year as its base year. Also, the data for the base year may be calculated based on a single fiscal year or the average of multiple fiscal years.

Note 3: When preparing the disclosure content, the Company may refer to the best practice reference examples on the TWSE Corporate Governance Center website

(VII) Performance in ethical corporate management and differences from the “Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies” and the reasons

| Assessment Item  | Status of Operation (Note 1) |    |   | Deviations and the Cause(s) of Deviations From the Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies |
|--|------------------------------|----|---|---|
|  | Yes                          | No | Summary Description   |   |
| <p>I. Establishing Ethical Corporate Management Policies and Programs</p> <p>(I) Does the company establish policies for ethical corporate management approved by the Board of Directors and state such policies and practices in its regulations and external documents and in the commitment made by the board of directors and senior management to actively implement such policies?</p> | V                            |    | <p>(I) The Company has outlined its business integrity policy as part of the “Ethical Corporate Management Best Practice Principles”, which is disclosed on the MOPS and on the Company’s website. The best practice principles prohibit directors, managers, employees, or any controller from offering, committing, requesting, or accepting any illegitimate benefits, or involving themselves in any conduct that could be construed as dishonest, illegal, or in breach of trust, whether directly or indirectly, while carrying out their duties (collectively referred to as Dishonest Conduct below). Depending on the assessed risks of Dishonest Conduct, the internal audit unit would devise audit plans and conduct audits</p> | No significant difference.  |

| Assessment Item   | Status of Operation (Note 1) |    |  | Deviations and the Cause(s) of Deviations From the Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies |
|---|------------------------------|----|--|---|
|   | Yes                          | No | Summary Description  |   |
| (II) Does the company establish an assessment mechanism of risk from unethical behavior to regularly analyze and assess business activities with higher risk of involvement in unethical behavior and preventive programs for unethical behaviors containing at least the preventive measures stated in paragraph 2, Article 7 of the “Ethical Corporate Management Best Practice Principles for TWSE/TPEX-Listed Companies”? | V                            |    | <p>accordingly to check employees’ compliance with preventative measures.</p> <p>(II) By observing the “Ethical Corporate Management Best Practice Principles”, we analyze business activities that exhibit high risks of unethical conduct, implement enhanced preventions against offering and acceptance of bribes, and introduce measures against offering of illegal political donations.</p> | No significant difference.  |
| (III) Does the company establish in the preventive programs the operating procedures to prevent unethical behavior, penalties and grievance systems of breaching the guidelines for conduct, and implement and periodically review and revise them?   | V                            |    | <p>(III) We have established the “Ethical Corporate Management Best Practice Principles” to outline operating procedures, behavioral guidelines, whistle-blowing, and discipline systems. We also promote the importance of ethical conduct among employees in a timely manner.</p>  | No significant difference.  |

| Assessment Item  | Status of Operation (Note 1) |    |   | Deviations and the Cause(s) of Deviations From the Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies |
|--|------------------------------|----|---|---|
|  | Yes                          | No | Summary Description   |   |
| II. Implementing Ethical Corporate Management  |                              |    |   |   |
| (I) Does the company assess the ethical records of its counterparts and explicitly include clauses on ethical behavior in transaction contracts?   | V                            |    | (I) The Company conducts systematic assessments on all customers and suppliers it works with. All rights and obligations between the two parties are outlined in contracts and are kept confidential.   | No significant difference.  |
| (II) Does the company establish a unit specializing in implementing ethical corporate management under the Board of Directors and report regularly (at least once a year) to the Board of Directors the status of implementation and supervision of the ethical management policy and preventive programs of unethical behavior? | V                            |    | (II) To better enforce integrity management, the Company has assigned the President's Office the duty of overseeing the establishment and execution of business integrity policies and prevention. The President's Office makes regular reports (at least once a year) to the Board of Directors regarding the execution of business integrity policy and prevention against dishonest conduct. The Company's 2024 compliance with integrity management has been reported to the board of directors on December 31, 2024. | No significant difference.  |
| (III) Does the Company establish and implement a policy to prevent conflicts of interest and provide   | V                            |    | (III) The Company has outlined prevention against conflicts of interest as part of the  | No significant difference.  |

| Assessment Item   | Status of Operation (Note 1) |    |   | Deviations and the Cause(s) of Deviations From the Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies |
|---|------------------------------|----|---|---|
|   | Yes                          | No | Summary Description   |   |
| suitable channels for reporting such conflicts?   |                              |    | Ethical Corporate Management Best Practice Principles. Employees are encouraged to report violations to the internal audit head via phone, mail, or other available means of communication. The whistleblower's identity and details of the report made will be kept strictly confidential. |   |
| (IV) Does the company establish an effective accounting system and an internal control system for the internal audit unit to establish related audit programs based on the results of risk assessment of involvement in unethical behavior to audit and prevent the compliance with the preventive programs of unethical behavior or hire a CPA to perform the audit? | V                            |    | (IV) Management of the Company has developed effective accounting systems and internal control systems. Internal auditors make annual audit plans based on risks and execute them accordingly.  | No significant difference.  |
| (V) Does the Company regularly organize internal and external education and training activities for ethical corporate management?   | V                            |    | (V) The Company organized a variety of internal and external training on issues relating to business integrity in 2024 (which covered topics such as Corporate Governance Evaluation  | No significant difference.  |

| Assessment Item | Status of Operation (Note 1) |    |  | Deviations and the Cause(s) of Deviations From the Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies |
|-----------------|------------------------------|----|--|---|
|                 | Yes                          | No | Summary Description  |   |
|                 |                              |    | Indicators and Sustainability Action Plans, Trends in Sustainable Development and Governance, Cathay Sustainable Finance and Climate Change Summit, Strengthening Internal Control Mechanisms and Board Operations to Prevent Fraud, Gender Equality Obligations under the ESG Framework, 2024 Insider Trading Prevention Awareness Seminar, Legal Liabilities and Practical Case Studies of Non-Conventional Transactions, Recent ESG Regulatory Updates in Taiwan and Potential Business Risks, 2024 Insider Equity Trading Compliance Briefing, Internal Control Practices for Sustainability Information Management, Occupational Safety, Health Management, and Inspection Training; these training courses received 614 enrollments and delivered 2,485 hours of training in |   |

| Assessment Item   | Status of Operation (Note 1) |    |  | Deviations and the Cause(s) of Deviations From the Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies |
|---|------------------------------|----|--|---|
|   | Yes                          | No | Summary Description  |   |
|   |                              |    | total).  |   |
| III. Operating the Whistleblowing System  |                              |    |  |   |
| (I) Does the Company establish explicit whistleblower and reward schemes and convenient reporting channels, and assign appropriate personnel to investigate the target of a whistleblower report? | V                            |    | (I) We have specified the need to provide official reporting channels in the “Ethical Corporate Management Best Practice Principles”, and defined the importance of keeping confidential the identity of whistleblowers and the reported content. Upon discovering illegal or unethical behaviors, employees can report to the supervisor, manager, internal audit head, or other appropriate staff. | No significant difference.  |
| (II) Does the company establish standard operating procedures for investigation, post-investigation measures, and related mechanisms to ensure the confidentiality of a whistleblower complaint?  | V                            |    | (II) To encourage reporting of illegal or unethical behaviors, we make sure that employees know that we will protect and keep confidential the privacy of whistleblowers according to related processes or mechanisms of the Company.  | No significant difference.  |
| (III) Does the Company establish measures to protect whistleblowers against retaliation?  | V                            |    | (III) We are committed to maintaining confidentiality of and protecting whistleblowers.  | No significant difference.  |

| Assessment Item   | Status of Operation (Note 1) |    |  | Deviations and the Cause(s) of Deviations From the Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies |
|---|------------------------------|----|--|---|
|   | Yes                          | No | Summary Description  |   |
| IV. Reinforcing Information Disclosure<br>(I) Has the Company disclosed its Best-Practice Principles on Good Faith Management including the contents and performance of the implementation, through its own website and Market Observation Post System (MOPS)?  | V                            |    | (I) The Company discloses the terms of the Ethical Corporate Management Best Practice Principles on its website and on the MOPS; progress on enforcement of business integrity is also disclosed on the corporate website. | No significant difference.  |
| V. Where the Company has duly enacted its own Best-Practice Principles on Good Faith Management in accordance with the “Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies”, please elaborate on the difference between the hands-on practice and requirements under the official Principles: Without a significant difference. |                              |    |  |   |
| VI. Other significant information conducive for better awareness of the Company’s implementation of Best-Practice Principles on Good Faith Management: (E.g., the Company’s reassessment and update of the Ethical Corporate Management Best Practice Principles): None   |                              |    |  |   |

Note: Always provide an explanation in the summary description column, regardless of whether there are any deviations from the best practice principles.

(VIII) Other material information that is helpful for understanding the status of implementation of corporate governance: None.

(IX) Implementing the Internal Control System:

1. Statement on Internal Control: The Company has completed public disclosure via the information reporting platform designated by the Financial Supervisory Commission. For further details, please refer to the Market Observation Post System: <https://mopsov.twse.com.tw/mops/web/t06sg20>
2. The Company auditing its internal control system by a CPA shall disclose the CPA audit report: Not applicable.



- (X) Important resolutions made by the Annual General Meeting of Shareholders and the shareholders' meeting in the previous fiscal year and by the date of annual report publication:

1. Major Shareholder Meeting Resolutions

| Date of the Meeting | Category                       | Resolution  |
|---------------------|--------------------------------|---|
| 2024.05.24          | Annual Meeting of Shareholders | Major Annual General Meeting Resolutions:   |
|                     |                                | (1) 2023 Business Report.   |
|                     |                                | (2) Audit Committee's review report on the 2023 year-end accounts.  |
|                     |                                | (3) Report on distribution of 2023 employees' remuneration.   |
|                     |                                | (4) Report on the application for stock listing on TWSE or TPEX for the Company's subsidiary "Ruentex Interior Design Inc.", and the Company released shares of the Ruextex Interior Design in separate transactions. |
|                     |                                | (5) Passed acknowledgment of the Company's 2023 Business Report and Financial Statements.   |
|                     |                                | (6) Passed acknowledgment of the Company's 2023 earnings distribution proposal.   |
|                     |                                | (7) Approved the amendments to the "Corporate Charter" of the Company.  |

2. Major Board Meeting Resolutions

| Date of the Meeting | Category           | Resolution   |
|---------------------|--------------------|--|
| 2024.01.30          | Board of Directors | 1. Presentation of the Company's Internal Audit Report for Q4 2023.  |
|                     |                    | 2. Presentation of Remuneration Committee meeting minutes.   |
|                     |                    | 3. Presentation of performance evaluation results of the Board of Directors for 2023.  |
|                     |                    | 4. Approved the motion for the Company to apply for the extension and renewal of loan facilities from three financial institutions including Hua Nan Bank Da An Branch and other financial institutions for the need for operating turnover. |
|                     |                    | 5. Passed the signing of the "Precasting project for Dormitory at Veterans General Hospital-Sound Insulation Floor Project" agreement with Ruentex Engineering & Construction Co., Ltd.  |
|                     |                    | 6. Passed changes to the compensation of the Company's managers.   |
|                     |                    | 7. Passed payment of performance bonuses to Managers for 2023.   |
|                     |                    | 8. Passed the proposal for the distribution of employees' compensation to the managers for the year 2022   |
|                     |                    | 9. Approved the percentage to provide the Company's 2023 employee remuneration.  |
|                     |                    | 10. Approved the amendments to the "Salary Management Policy" of the Company.  |
|                     |                    | 11. Passed contracting and annual quotation of RT.MIX Concrete Flooring Work with Ruentex Engineering & Construction Co., Ltd.   |
|                     |                    | 12. Passed the signing of the "RT.MIX Selling Price" agreement with Ruentex Engineering & Construction Co., Ltd.   |
|                     |                    | 13. Approved the amendments to the "Corporate Charter" of the Company.   |
|                     |                    | 14. Passed details concerning the 2024 annual Shareholders' Meeting.   |
| 2024.03.13          | Board of Directors | 1. Report on liability insurance coverage for the Company's directors and key staff.   |
|                     |                    | 2. Report on the Company's greenhouse gas inventory and verification schedule planning.  |
|                     |                    | 3. Report on the implementation status of corporate sustainability report.   |

| Date of the Meeting | Category           | Resolution  |
|---------------------|--------------------|---|
|                     |                    | 4. Passed the extension and renewal of loan amount applied for by Financial Institutions such as Bank of Taiwan Tunhua Branch for operational turnaround requirements.  |
|                     |                    | 5. Approved the distribution of employee remuneration in 2023.  |
|                     |                    | 6. Passed the Company's 2023 Business Report and Financial Statements.  |
|                     |                    | 7. Approved 2023 earnings distribution proposal.  |
|                     |                    | 8. Passed the Company's 2023 Management's Reports on Internal Control.  |
|                     |                    | 9. Approved the amendments to the "Rules of Procedure for Board Meetings" and "Organizational Charter of the Audit Committee" of the Company.   |
|                     |                    | 10. Passed of signing of a construction contract with Ruen Yang Construction Co., Ltd. for the RT-Mix warehouse expansion project in Dongshan Plant.  |
|                     |                    | 11. Passed of signing a contract with Ruentex Engineering & Construction Co., Ltd. for "UHPC Energy Storage Cabinet Manufacturing and Assembly".  |
| 2024.05.13          | Board of Directors | 1. Presentation of the Company's Internal Audit Report for Q1 2024.   |
|                     |                    | 2. Report on the Company's greenhouse gas inventory and verification schedule planning.   |
|                     |                    | 3. Report on the qualification evaluation for the independent directors during their term of office.  |
|                     |                    | 4. Passed the Company's Consolidated Financial Report for Q1 2024.  |
| 2024.08.09          | Board of Directors | 1. Presentation of the Company's Internal Audit Report for Q2 2024.   |
|                     |                    | 2. Presentation of Remuneration Committee meeting minutes.  |
|                     |                    | 3. Report on the Company's greenhouse gas inventory and verification schedule planning.   |
|                     |                    | 4. Approved the result of performance evaluation for managerial officers in the 1st half of 2024.   |
|                     |                    | 5. Approved changes in the compensation of the Company's managerial officers.   |
|                     |                    | 6. Passed of signing a contract with Ruentex Engineering & Construction Co., Ltd. for "ATP ELECTRONICS Kaohsiung Plant Project- RT-Mix HIGH WEAR-RESISTANT SELF-LEVELING FLOOR".  |
|                     |                    | 7. Approved the motion for the Company to apply for the extension and renewal of loan facilities from two financial institutions including Mega Bank Central Branch and other financial institutions for the need for operating turnover. |
|                     |                    | 8. Passed the Company's Consolidated Financial Report for Q2 2024.  |
|                     |                    | 9. Passed the signing of the "RT.MIX Selling Price" agreement with Ruentex Engineering & Construction Co., Ltd.   |
|                     |                    | 10. Passed of signing a contract with Ruentex Engineering & Construction Co., Ltd. for "New turnkey project for RDE - Wooden Door Project".   |
|                     |                    | 11. Approved the amendments to the "Regulations Governing Bonuses" of the Company.  |
|                     |                    | 12. Approved the amendment to the "Regulations Governing the Performance Evaluation of the Board of Directors" of the Company.  |
|                     |                    | 13. Approved the Company's "Rules Governing Financial and Business Matters Between this Corporation and its Affiliated Enterprises" of the Company.   |
|                     |                    | 14. Approved the implementation status of the Company's 2023 sustainability report.   |

| Date of the Meeting | Category           | Resolution   |
|---------------------|--------------------|--|
|                     |                    | 15. Approved the motion for the Company to apply for the extension and renewal of loan facilities from six financial institutions including Mega Bills and other financial institutions for the need for operating turnover.   |
| 2024.09.20          | Board of Directors | 1. Approved the proposal for acquisition of shares in TEH HSIN ENTERPRISE CO., LTD. of the Company.  |
| 2024.11.11          | Board of Directors | 1. Presentation of the Company's Internal Audit Report for Q3 2024.  |
|                     |                    | 2. Report on the Company's Intellectual Property Management Plan and its 2024 implementation status.   |
|                     |                    | 3. Report on the organizational structure, procedures and 2024 implementation status of the risk management of the Company.  |
|                     |                    | 4. Report on the Company's communication with stakeholders in 2024.  |
|                     |                    | 5. Approved the motion for the Company to apply for the extension and renewal of loan facilities from two financial institutions including COOPERATIVE BILLS and other financial institutions for the need for operating turnover. In addition, the Company has applied for a new loan from Far East Bank. |
|                     |                    | 6. Approved the motion for the Company to apply for the extension and renewal of loan facilities from three financial institutions including Ta Ching Bills and other financial institutions for the need for operating turnover. In addition, the Company has applied for a new loan from SinoPack.       |
|                     |                    | 7. Passed the Company's Consolidated Financial Report for Q3 2024.   |
|                     |                    | 8. Approved the establishment of the Risk Management Policies and Procedures of the Company.   |
|                     |                    | 9. Approved the establishment of the "Sustainability Information Management Procedures" of the Company.  |
|                     |                    | 10. Approved the amendments to the Company's "Internal Control System" and "Internal Audit Act Enforcement Rules."   |
|                     |                    | 11. Passed the signing a building materials contract with Ruentex Engineering & Construction Co., Ltd. for "Ruentex Ruanqiao New Construction - bulk cement".  |
| 2024.12.31          | Board of Directors | 1. Report on information description of audit planning matters and audit quality indicators related to the Company's financial statements for 2024.  |
|                     |                    | 2. Report on the Company's regular evaluation of the independence of CPAs.   |
|                     |                    | 3. Report on the fulfillment of business integrity in 2024.  |
|                     |                    | 4. Reported on the results of external performance evaluation for the Board of Directors.  |
|                     |                    | 5. Reported on the implementation status of cyber security management in 2024.   |
|                     |                    | 6. Approved the proposal for acquisition of shares in TEH HSIN ENTERPRISE CO., LTD. of the Company.  |
|                     |                    | 7. Approved the Company participated in the cash capital increase of "OBI Pharma, Inc." as the original shareholder.   |
|                     |                    | 8. Approved the signing a contract with Ruentex Engineering & Construction Co., Ltd. for "Lite-On Technology Kaohsiung Manufacturing Center Phase II Plant Project - General Powder Coating and EPOXY Flooring Project".   |
|                     |                    | 9. Approval of the Company's Proposal of the 2025 CPA Remuneration.  |
|                     |                    | 10. Passed the Company's Business Plan for the year of 2025.   |
|                     |                    | 11. Passed the Company's 2025 internal audit plan.   |
|                     |                    | 12. Approved the amendments to the Company's "Internal Control System" and "Internal Audit Act Enforcement Rules."   |
|                     |                    | 13. Approved the amendments to the Company's "Corporate Governance Best Practice Principles".  |

| Date of the Meeting | Category           | Resolution   |
|---------------------|--------------------|--|
|                     |                    | 14. Approved the establishment of a Sustainable Development Committee, the appointment of committee members, and the “Sustainable Development Committee Charter” of the Company.   |
|                     |                    | 15. Approved the signing of a building materials contract with Ruentex Engineering & Construction Co., Ltd. for "Prefabrication Plant-Cement Materials of Prefabrication Plant in 2025".   |
| 2025.01.21          | Board of Directors | 1. Presentation of the Company’s Internal Audit Report for Q4 2024.  |
|                     |                    | 2. Presentation of Remuneration Committee meeting minutes.   |
|                     |                    | 3. Presentation of performance evaluation results of the Board of Directors for 2024.  |
|                     |                    | 4. Approved the result of performance evaluation for managerial officers in the 2nd half of 2024.  |
|                     |                    | 5. Passed changes to the compensation of the Company’s managers.   |
|                     |                    | 6. Approval and ratification of the extension and renewal of the loan facility with Hua Nan Bank Da-An Branch for the Company’s operational funding needs, and the application for a new loan facility with Taishin Bank.  |
|                     |                    | 7. Approved the motion for the Company to apply for the extension and renewal of loan facilities from two financial institutions including KGI Bank and other financial institutions for the need for operating turnover. In addition, the Company has applied for a new loan from KGI Bank. |
|                     |                    | 8. Passed payment of performance bonuses to Managers for 2024.   |
|                     |                    | 9. Approved the Company’s distribution of 2023 remuneration to managerial officers.  |
|                     |                    | 10. Passed allocation percentage for the Company’s 2024 employee remuneration.   |
|                     |                    | 11. Approved the proposal to amend the Company’s “Salary Management Regulations.”  |
|                     |                    | 12. Approved to amendments to the “Regulation Governing Distribution of Employees Compensation” of the Company.  |
|                     |                    | 13. Approved the travel expenses for members of the 1st term of the Sustainable Development Committee of the Company.  |
|                     |                    | 14. Passed contracting and annual quotation of RT.MIX Concrete Flooring Work with Ruentex Engineering & Construction Co., Ltd.   |
|                     |                    | 15. Passed the signing of the “RT.MIX Selling Price” agreement with Ruentex Engineering & Construction Co., Ltd.   |
|                     |                    | 16. Passed of amendment to the Company’s “Corporate Charter”.  |
|                     |                    | 17. Approved the amendments to the Company's "Internal Control System" and "Internal Audit Act Enforcement Rules."   |
|                     |                    | 18. Passed details concerning the 2025 annual Shareholders’ Meeting.   |
| 2025.03.12          | Board of Directors | 1. Report on liability insurance coverage for the Company’s directors and key staff.   |
|                     |                    | 2. Presentation of the status of corporate sustainability report operational execution situation.  |
|                     |                    | 3. Report on the Company's greenhouse gas inventory and verification schedule planning.  |
|                     |                    | 4. Approval of the appointment of the Company's President.   |
|                     |                    | 5. Approval of the release of the Company's managerial officers from the non-competition restrictions.   |
|                     |                    | 6. Passed the distribution of employee remuneration in 2024.   |
|                     |                    | 7. Passed the Company’s 2024 Business Report and Financial Statements.   |
|                     |                    | 8. Passed 2024 earnings distribution proposal.   |
|                     |                    | 9. Passed 2024 annual declaration of internal control system of the Company.   |
|                     |                    | 10. Approval of the re-election of the Company’s Board of Directors.   |

| Date of the Meeting | Category | Resolution   |
|---------------------|----------|--|
|                     |          | 11. Approval of the nomination of the Company's Directors and Independent Directors.   |
|                     |          | 12. Approval of the proposal to lift the non-competition restrictions on the newly elected Directors of the Company.                               |
|                     |          | 13. Approval of the quotation for the contract between the Company and Ruentex Engineering & Construction Co., Ltd. for the 'Wooden Door Project'. |
|                     |          | 14. Passed update details concerning the 2025 annual Shareholders' Meeting.  |

### 3. Execution of Resolutions Made in the 2024 Annual General Meeting

|                                | Resolutions  | Implementation   |
|--------------------------------|--|--|
| Annual Meeting of Shareholders | (1) Passed acknowledgment of the Company's 2023 loss reimbursement proposal. | Upon the resolution of the annual shareholders' meeting, the Company allocated statutory surplus reserve of NT\$11,475,555, special surplus reserve of NT\$5,577,865, and retained earnings of NT\$97,500,000 for cash distribution to shareholders, with a cash dividend of NT\$0.65 per share. The ex-dividend date was set on July 7, 2024, and the dividend will be paid on July 16, 2024. |
|                                | (2) Passed of amendment to the Company's "Corporate Charter".                | Implemented in accordance with the amended Articles of Incorporation and approved for change of registration by the Ministry of Economic Affairs on June 12, 2024.   |

- (XI) In the previous fiscal year and by the date of annual report publication, for directors or supervisors who have expressed different opinions on important resolutions with a record or written statement made, please state the content of the different opinion in details: None.

#### IV. Information on the Fees Payable to the Attesting Certified Public Accountants:

Amount Unit: NT\$ thousands

| Name of CPA Firm  | Name of CPA      |                   | Accountants' Audit Period            | Audit Fee | Non-audit Fee | Total | Remark |
|---|------------------|-------------------|--------------------------------------|-----------|---------------|-------|--------|
| PwC Taiwan  | Huang, Chin-Lien | Chang, Shu-Chiung | January 1, 2024 to December 31, 2024 | 2,580     | 50 (Note)     | 2,630 |        |
| (Note): The non-audit fees paid to PwC Taiwan were to facilitate review of the "Full-time Employee Salary Information Checklist for Non-Executive Functions." |                  |                   |                                      |           |               |       |        |

- (I) Non-audit fee paid to the CPAs, CPAs' affiliated firm, and its associated enterprises accounted for more than 25% of the audit fee: None.
- (II) Upon replacement of certified public accountants, the auditing fee paid in the year of replacement decreased over the auditing fee paid in the year preceding replacement: None.
- (III) Any reduction in audit fees by more than 10% compared to the previous year: None.
- Note: If there is any change of auditor or accounting firm during the year, please specify the duration of their services separately and state the reason for making the change in the remarks field. Any audit and non-audit fees paid to auditors should also be disclosed separately. Provide detailed explanations to non-audit services.

#### V. Change of Accountants: None

VI. Any of the Company's Chairman, President, or Managers Involved in Financial or Accounting Affairs Being Employed by the Auditor's Firm or Any of its Affiliated Companies Within the Most Recent Year; Disclose their Names, Job Titles, and the Periods During Which They Were Employed by the Auditor's Firm or Any of its Affiliated Companies: None.

VII. In the Previous Fiscal Year and by the Date of Annual Report Publication, the Equity Transfer and Change in Pledged Equity of the Directors, Managers, and Shareholders with More Than 10% Shareholding

(1) Changes in Shareholdings of Directors, Managers, and Major Shareholders:

| Title                | Name   | Unit: Shares                               |   |  |   |
|----------------------|--|--|---|--|---|
|                      |  | 2024                                       |   | 2025<br>As of March 31                     |   |
|                      |  | Increase/<br>Decrease<br>in Shares<br>Held | Increase/Dec<br>rease in<br>Shares<br>Pledged | Increase/<br>Decrease<br>in Shares<br>Held | Increase/Dec<br>rease in<br>Shares<br>Pledged |
| Chairman             | Ruentex Engineering & Construction Co., Ltd.                                 | 0  | 0   | 0  | 0   |
|                      | Representative: Mo, Wei-Han  | 0  | 0   | 0  | 0   |
| Director             | Ruentex Engineering & Construction Co., Ltd.                                 | 0  | 0   | 0  | 0   |
|                      | Representative: Lee, Chih-Hung   | 0  | 0   | 0  | 0   |
| Director             | Ruentex Industries Ltd.  | 0  | 0   | 0  | 0   |
|                      | Representative: Hsu, Sheng-Yu  | 0  | 0   | 0  | 0   |
| Director             | Ruentex Industries Ltd.  | 0  | 0   | 0  | 0   |
|                      | Representative: Chen, Hsueh-Hsien<br>(resigned on March 12, 2025)            | 0  | 0   | 0  | 0   |
| Director             | Ruentex Industries Ltd.  | 0  | 0   | 0  | 0   |
|                      | Representative: Lin, Yi-Chieh<br>(took office as Director on March 12, 2025) | 0  | 0   | 0  | 0   |
| Director             | Huei Hong Investment Co., Ltd.   | 0  | 0   | 0  | 0   |
|                      | Representative: Yin, Chung-Yao   | 0  | 0   | 0  | 0   |
| Director             | Huei Hong Investment Co., Ltd.   | 0  | 0   | 0  | 0   |
|                      | Representative: Yin, Chung-En  | 0  | 0   | 0  | 0   |
| Independent Director | Chen, Ming-Chin  | 0  | 0   | 0  | 0   |
| Independent Director | Chang, Ta-Peng   | 0  | 0   | 0  | 0   |
| Independent Director | Huang, Shih-Chien  | 0  | 0   | 0  | 0   |
| President            | Chen, Hsueh-Hsien<br>(resigned on March 12, 2025)                            | 0  | 0   | 0  | 0   |

| Title  | Name   | 2024                                       |   | 2025<br>As of March 31                     |   |
|--|--|--|---|--|---|
|  |  | Increase/<br>Decrease<br>in Shares<br>Held | Increase/Dec<br>rease in<br>Shares<br>Pledged | Increase/<br>Decrease<br>in Shares<br>Held | Increase/Dec<br>rease in<br>Shares<br>Pledged |
| President  | Lin, Yi-Chieh<br>(took office as President on<br>March 12, 2025)<br>(resigned Executive Vice<br>President of Building Materials<br>on March 12,2025) | 0  | 0   | 0  | 0   |
| Vice<br>President  | Cheng, Jui-Pin   | 0  | 0   | 0  | 0   |
| Vice<br>President  | Lee, Yi-Che  | 0  | 0   | 0  | 0   |
| Cement<br>Sales<br>Supervisor<br>Vice<br>President   | Huang, Chin-Hua  | 0  | 0   | 0  | 0   |
| Vice<br>President  | Yang, Ching-Ting<br>(took office on February 19,<br>2024)  | 0  | 0   | 0  | 0   |
| Associate<br>director of<br>accounting<br>Chief<br>Governance<br>Officer<br>Assistant<br>Vice<br>President | Wu, Po-Chung   | 0  | 0   | 0  | 0   |
| Assistant<br>Vice<br>President   | Lee, Jih-Tsao  | 0  | 0   | 0  | 0   |
| Assistant<br>Vice<br>President   | Chen, Chao-Yueh  | 0  | 0   | 0  | 0   |
| Assistant<br>Vice<br>President   | Wang, Wen-Pin  | 0  | 0   | 0  | 0   |
| Assistant<br>Vice<br>President   | Chiang, Shih-Che   | 0  | 0   | 0  | 0   |

| Title                          | Name   | 2024                                       |   | 2025<br>As of March 31                     |   |
|--------------------------------|--|--|---|--|---|
|                                |  | Increase/<br>Decrease<br>in Shares<br>Held | Increase/Dec<br>rease in<br>Shares<br>Pledged | Increase/<br>Decrease<br>in Shares<br>Held | Increase/Dec<br>rease in<br>Shares<br>Pledged |
| Assistant<br>Vice<br>President | Wang, Nien-Fu<br>(resigned on September 26,<br>2024) | 0  | 0   | (resigned on September<br>26, 2024)        |   |
| Assistant<br>Vice<br>President | Chen, Chin-Chuan                                     | 0  | 0   | 0  | 0   |
| Assistant<br>Vice<br>President | Chien, Shih-Yu                                       | 0  | 0   | 0  | 0   |
| Assistant<br>Vice<br>President | Wang, Chien-Sen<br>(resigned on January 6, 2024)     | 0  | 0   | (resigned on January 6,<br>2024)           |   |
| Chief auditor                  | Lee, Chia-Ling                                       | 0  | 0   | 0  | 0   |
| Head of<br>Finance             | Chen, Yen-Chi  | 0  | 0   | 0  | 0   |
| Major<br>Shareholder           | Ruentex Engineering &<br>Construction Co., Ltd.      | 0  | 0   | 0  | 0   |
| Major<br>Shareholder           | Ruentex Development Co., Ltd.                        | 0  | 0   | 0  | 0   |

Note 1: Shareholders with more than 10% shareholding of the Company should be indicated as major shareholders and listed separately.

Note 2: If the counterparty of equity transfer or equity pledge is a related party, please fill out the following forms.

(1) Transfer of Shares: None.

(2) Pledge of Shares: None.



VIII. Information on Top 10 Shareholders in Proportion of Shareholdings and who are Stakeholders, Spouses, or Related to One Another or Kin at the Second Pillar under the Civil Code to One Another

| Name<br>(Note 1)                             | Shareholding of the Principal |                  | Shareholdings of Spouse/Minor Children |                  | Shares Held in the Name of Others |                  | Titles or Names of the Top-ten Shareholders Who Have a Relationship With Each Other or a Spouse, or a Kinship of Second Cousin. (Note 3) |  |
|--|-------------------------------|------------------|--|------------------|-----------------------------------|------------------|--|--|
|  | Shares                        | % of Shares Held | Shares                                 | % of Shares Held | Shares                            | % of Shares Held | Title (or name)  | Relationship   |
| Ruentex Engineering & Construction Co., Ltd. | 58,726,917                    | 39.15%           | 0                                      | 0.00%            | 0                                 | 0%               | Ruentex Development Co., Ltd.  | The ultimate parent of Ruentex Engineering & Construction Co., Ltd.                                    |
|  |                               |                  |  |                  |                                   |                  |  | Corporate Chairman and Director of Ruentex Engineering & Construction Co., Ltd.                        |
|  |                               |                  |  |                  |                                   |                  | Huei Hong Investment Co., Ltd.   | Corporate Director of Ruentex Engineering & Construction Co., Ltd.                                     |
|  |                               |                  |  |                  |                                   |                  | Chang, Kun-Long  | Corporate director representative of Ruentex Engineering & Construction Co., Ltd.                      |
| Representative: Lee, Chih-Hung               | 700,000                       | 0.47%            | 0                                      | 0.00%            | 0                                 | 0%               | Ruentex Development Co., Ltd.  | Lee, Chih-Hung is the corporate director representative and President of Ruentex Development Co., Ltd. |
|  |                               |                  |  |                  |                                   |                  | Chang Quan Investment Co., Ltd.  | Lee, Chih-Hung is the corporate supervisor representative of Chang Quan Investment Co., Ltd.           |
|  |                               |                  |  |                  |                                   |                  | Ruentex Industries Ltd.  | Lee, Chih-Hung is the corporate director representative of Ruentex Industries Ltd.                     |
| Ruentex Development Co., Ltd.                | 15,740,381                    | 10.49%           | 0                                      | 0.00%            | 0                                 | 0%               | Ruentex Engineering & Construction Co., Ltd.   | The ultimate parent of Ruentex Engineering & Construction Co., Ltd is Ruentex Development Co., Ltd.    |

| Name<br>(Note 1)                  | Shareholding of the Principal |                  | Shareholdings of Spouse/Minor Children |                  | Shares Held in the Name of Others |                  | Titles or Names of the Top-ten Shareholders Who Have a Relationship With Each Other or a Spouse, or a Kinship of Second Cousin. (Note 3) |  |
|-----------------------------------|-------------------------------|------------------|--|------------------|-----------------------------------|------------------|--|--|
|                                   | Shares                        | % of Shares Held | Shares                                 | % of Shares Held | Shares                            | % of Shares Held | Title (or name)  | Relationship   |
|                                   |                               |                  |  |                  |                                   |                  |  |  |
|                                   |                               |                  |  |                  |                                   |                  | Ltd.   | Ruentex Development Co., Ltd. is the corporate Chairman and director of Ruentex Engineering & Construction Co., Ltd.               |
|                                   |                               |                  |  |                  |                                   |                  | Hsu, Sheng-Yu  | Corporate director representative of Ruentex Development Co., Ltd.<br>Corporate Chairman representative of Ruentex Industries Ltd. |
|                                   |                               |                  |  |                  |                                   |                  | Ruentex Industries Ltd.  | Corporate director of Ruentex Development Co., Ltd.  |
|                                   |                               |                  |  |                  |                                   |                  | Lee, Chih-Hung   | Corporate director representative and President of Ruentex Development Co., Ltd.   |
| Representative: Jean, Tsang-Jiunn | 616,000                       | 0.41%            | 506,000                                | 0.34%            | 0                                 | 0%               | Nil  | Nil  |
| Fu, Cheng-Ping                    | 8,701,000                     | 5.80%            | 0                                      | 0.00%            | 0                                 | 0%               | Nil  | Nil  |
| Ruentex Industries Ltd.           | 7,139,530                     | 4.76%            | 0                                      | 0.00%            | 0                                 | 0%               | Ruentex Development Co., Ltd.  | Ruentex Industries Ltd. is the corporate director of Ruentex Development Co., Ltd.   |
|                                   |                               |                  |  |                  |                                   |                  | Huei Hong Investment Co., Ltd.   | Chairman and Director of Ruentex Industries Ltd.   |
|                                   |                               |                  |  |                  |                                   |                  | Lee, Chih-Hung   | Corporate director representative of Ruentex Industries Ltd.   |
| Representative: Hsu, Sheng-Yu     | 0                             | 0.00%            | 0                                      | 0.00%            | 0                                 | 0%               | Ruentex Development Co., Ltd.  | Hsu, Sheng-Yu is the corporate director representative of Ruentex Development Co., Ltd.  |
| Yi Tai Investment Co., Ltd.       | 7,110,130                     | 4.74%            | 0                                      | 0.00%            | 0                                 | 0%               | Huei Hong Investment Co., Ltd.   | Yi Tai Investment Co., Ltd. is the corporate supervisor of Huei Hong Investment Co., Ltd.  |

| Name<br>(Note 1)                        | Shareholding of the<br>Principal |                        | Shareholdings of<br>Spouse/Minor<br>Children |                        | Shares Held in<br>the Name of<br>Others |                        | Titles or Names of the Top-ten<br>Shareholders Who Have a<br>Relationship With Each Other or a<br>Spouse, or a Kinship of Second<br>Cousin. (Note 3) |  |
|---|----------------------------------|------------------------|--|------------------------|---|------------------------|--|--|
|   | Shares                           | % of<br>Shares<br>Held | Shares                                       | % of<br>Shares<br>Held | Shares                                  | % of<br>Shares<br>Held | Title<br>(or<br>name)  | Relationship   |
| Representative:<br>Chang, Kun-Long      | 0                                | 0.00%                  | 0  | 0.00%                  | 0                                       | 0%                     | Huei Hong Investment Co., Ltd.   | Chang, Kun-Long is the corporate director representative of Huei Hong Investment Co., Ltd.               |
|   |                                  |                        |  |                        |   |                        | Ruentex Engineering & Construction Co., Ltd.   | Chang, Kun-Long is the corporate director representative of Ruentex Engineering & Construction Co., Ltd. |
| Huei Hong Investment Co., Ltd.          | 4,214,222                        | 2.81%                  | 0  | 0.00%                  | 0                                       | 0%                     | Yi Tai Investment Co., Ltd.  | Corporate supervisor of Huei Hong Investment Co., Ltd. Supervisors                                       |
|   |                                  |                        |  |                        |   |                        | Ruentex Industries Ltd.  | Huei Hong Investment Co., Ltd. is the corporate Chairman and Director of Ruentex Industries Ltd.         |
|   |                                  |                        |  |                        |   |                        | Ruentex Engineering & Construction Co., Ltd.   | Huei Hong Investment Co., Ltd. is the corporate Director of Ruentex Engineering & Construction Co., Ltd. |
|   |                                  |                        |  |                        |   |                        | Chang, Kun-Long  | Corporate director representative of Huei Hong Investment Co., Ltd.                                      |
| Representative:<br>Samuel Yen-Liang Yin | 2,214,039                        | 1.48%                  | 143,000                                      | 0.10%                  | 0                                       | 0%                     | Chang Quan Investment Co., Ltd.  | Samuel Yen-Liang Yin is the corporate Chairman representative of Chang Quan Investment Co., Ltd.         |
| Chang Quan Investment Co., Ltd.         | 3,214,869                        | 2.14%                  | 0  | 0.00%                  | 0                                       | 0%                     | Lee, Chih-Hung   | Corporate supervisor representative of Chang Quan Investment Co., Ltd.                                   |
| Representative:<br>Samuel Yen-Liang Yin | 2,214,039                        | 1.48%                  | 143,000                                      | 0.10%                  | 0                                       | 0%                     | Huei Hong Investment Co., Ltd.   | Samuel Yen-Liang Yin is the corporate Chairman representative of Huei Hong Investment Co., Ltd.          |

| Name<br>(Note 1)     | Shareholding of the Principal |                  | Shareholdings of Spouse/Minor Children |                  | Shares Held in the Name of Others |                  | Titles or Names of the Top-ten Shareholders Who Have a Relationship With Each Other or a Spouse, or a Kinship of Second Cousin. (Note 3) |  |
|----------------------|-------------------------------|------------------|--|------------------|-----------------------------------|------------------|--|--|
|                      | Shares                        | % of Shares Held | Shares                                 | % of Shares Held | Shares                            | % of Shares Held | Title (or name)  | Relationship   |
| Samuel Yen-Liang Yin | 2,214,039                     | 1.48%            | 143,000                                | 0.10%            | 0                                 | 0%               | Chang Quan Investment Co., Ltd.  | Samuel Yen-Liang Yin is the corporate Chairman representative of Chang Quan Investment Co., Ltd. |
|                      |                               |                  |  |                  |                                   |                  | Huei Hong Investment Co., Ltd.   | Samuel Yen-Liang Yin is the corporate Chairman representative of Huei Hong Investment Co., Ltd.  |
| Shen, Chien-Yu       | 1,760,000                     | 1.17%            | 163,000                                | 0.11%            | 0                                 | 0%               | Nil  | Nil  |
| Chen, Tsung-Ting     | 1,272,000                     | 0.85%            | 68,000                                 | 0.05%            | 0                                 | 0%               | Chen, Tsung-Wei  | Younger brother of Chen, Tsung-Ting  |
| Chen, Tsung-Wei      | 1,272,000                     | 0.85%            | 0                                      | 0.00%            | 0                                 | 0%               | Chen, Tsung-Ting   | Elder brother of Chen, Tsung-Ting  |

Note 1: List all the top-ten shareholders; also, the title of the corporate shareholders and the name of their representatives should be listed separately.

Note 2: The calculation of the shareholding ratio refers to the shareholding ratio in the name of the principal, the spouse, the minor children, or the shareholding held in the name of others.

Note 3: Relationships among the abovementioned shareholders (including corporate and natural-person shareholders) have been disclosed in accordance with the relationships defined in the Regulations Governing the Preparation of Financial Reports by Securities Issuers.

IX. The total shareholding of the Company, the Company's directors, supervisors, managers, and the invested company directly or indirectly controlled by the Company, and the comprehensive shareholding ratio calculated:

#### Comprehensive Ownership

March 31, 2025; Unit: thousand shares, %

| Invested Companies           | Investment of the Company |                         | Comprehensive Investment of the Directors, Supervisors, Managers, and the Invested Companies Directly or Indirectly Controlled by the Company |                         | Comprehensive Investment |                         |
|------------------------------|---------------------------|-------------------------|---|-------------------------|--------------------------|-------------------------|
|                              | Shares                    | Shareholding percentage | Shares  | Shareholding percentage | Shares                   | Shareholding percentage |
| Ruentex Interior Design Inc. | 4,750                     | 31.66                   | 3,471   | 23.14                   | 8,221                    | 54.80                   |

### Three. Fundraising

#### I. Capital and Shares

##### (I) Source of Capital

March 31, 2025; Unit: shares; NTD

| Year/<br>Month    | Issuance<br>Price<br>(NT\$) | Authorized Capital |                 | Paid-in Capital   |                 | Remark  |  |  |
|-------------------|-----------------------------|--------------------|-----------------|-------------------|-----------------|---|--|--|
|                   |                             | Shares<br>(share)  | Amount<br>(NTD) | Shares<br>(share) | Amount<br>(NTD) | Source of Capital   | Paid-in Capital Paid<br>with Considerations<br>Other Than Cash | Others   |
| September<br>1992 | 10                          | 2,500,000          | 25,000,000      | 2,500,000         | 25,000,000      | Founding of the<br>Company<br>25,000,000                        | -  | Reference: Correspondence<br>No. Jing-(81)-Shang-678057<br>dated September 23, 1992.         |
| December<br>1992  | 10                          | 19,800,000         | 198,000,000     | 19,800,000        | 198,000,000     | Cash Capitalization<br>173,000,000                              | -  | Reference: Correspondence<br>No. Jing-(81)-Shang-126848<br>dated December 28, 1992.          |
| October<br>2001   | 10                          | 22,400,000         | 224,000,000     | 22,400,000        | 224,000,000     | Cash Capitalization<br>26,000,000                               | -  | Reference: Correspondence<br>No.<br>Jing-(090)-Shang-0900140854<br>0 dated October 22, 2001. |
| April 2009        | 10                          | 100,000,000        | 1,000,000,000   | 85,958,873        | 859,588,730     | Cash Issue/Loss<br>Reimbursement<br>700,000,000<br>(64,411,270) | -  | Jing-Shou-Shang-Zi No.<br>09801068730 dated April 8,<br>2009                                 |
| March<br>2010     | 10                          | 100,000,000        | 1,000,000,000   | 73,435,815        | 734,358,150     | Cash Issue/Loss<br>Reimbursement<br>10,000,000<br>(135,230,580) | -  | Jing-Shou-Shang-Zi No.<br>09901039400 dated March 23,<br>2010                                |

|           |    |             |               |             |               |   |   |  |
|-----------|----|-------------|---------------|-------------|---------------|---|---|--|
| May 2014  | 10 | 100,000,000 | 1,000,000,000 | 91,435,815  | 914,358,150   | Share Conversion<br>Through Merger<br>180,000,000 | - | Jing-Shou-Shang-Zi No.<br>10301085350 dated May 14,<br>2014    |
| June 2014 | 10 | 150,000,000 | 1,500,000,000 | 134,115,815 | 1,341,158,150 | Cash Capitalization<br>426,800,000                | - | Jing-Shou-Shang-Zi No.<br>10301100140 dated June 6,<br>2014    |
| July 2015 | 10 | 150,000,000 | 1,500,000,000 | 150,000,000 | 1,500,000,000 | Cash Capitalization<br>158,841,850                | - | Jing-Shou-Shang-Zi No.<br>10401168840 dated August 13,<br>2015 |

Note 1: Current year information as of the publication date of the Annual Report should be included.

Note 2: The increase and decrease of capital should be stated with the effective (approved) date and document number included.

Note 3: The stock issued at a value below the face value should be indicated conspicuously.

Note 4: The capital paid with currency credits and technology should be stated with the type and amount of said considerations detailed.

Note 5: The private placement of stock should be indicated conspicuously.

March 31, 2025 Unit: shares

March 31, 2019

CHW-2019

| Type of Shares          | Authorized Capital |          |             |                 |             | Remark |
|-------------------------|--------------------|----------|-------------|-----------------|-------------|--------|
|                         | Outstanding Shares |          |             | Unissued Shares | Total       |        |
|                         | Listed             | Unlisted | Total       |                 |             |        |
| Registered Common Stock | 150,000,000        | --       | 150,000,000 | --              | 150,000,000 |        |

- (II) List of major shareholders: List all shareholders with a stake of 5 percent or more, and if those are fewer than 10 shareholders, also list all shareholders who rank in the top 10 in shareholding percentage, and specify the number of shares and stake held by each shareholder on the list:

March 18, 2025 Unit: shares; %

| Name of Major Shareholders                   | Shares<br>Number of shares held | Shareholding<br>percentage |
|--|---------------------------------|----------------------------|
| Ruentex Engineering & Construction Co., Ltd. | 58,726,917                      | 39.15                      |
| Ruentex Development Co., Ltd.                | 15,740,381                      | 10.49                      |
| Fu, Cheng-Ping                               | 8,701,000                       | 5.80                       |
| Ruentex Industries Ltd.                      | 7,139,530                       | 4.76                       |
| Yi Tai Investment Co., Ltd.                  | 7,110,130                       | 4.74                       |
| Huei Hong Investment Co., Ltd.               | 4,214,222                       | 2.81                       |
| Chang Quan Investment Co., Ltd.              | 3,214,869                       | 2.14                       |
| Samuel Yen-Liang Yin                         | 2,214,039                       | 1.48                       |
| Shen, Chien-Yu                               | 1,760,000                       | 1.17                       |
| Chen, Tsung-Ting                             | 1,272,000                       | 0.85                       |
| Chen, Tsung-Wei                              | 1,272,000                       | 0.85                       |

- (III) The Company's Dividend Policy and Implementation

1. Dividend policy of the company is as follows:

The Company sets its dividend policy pursuant to the Company Act and the Company's Articles of Incorporation, taking into account the Company's finances, business, operation, capital budget, and so on factors in maintaining the shareholders' interests, balancing dividends, and the Company's long-term financial plan. Each year, the Board of Directors proposes the appropriation of earnings according to laws and submits the proposal to the shareholders' meeting for approval. However, regarding the distribution of shareholder dividends, within the distributable earnings for the fiscal year, a minimum of 50% of the balance after deducting the statutory reserve and various special surplus reserves required by law from the net profit after tax for the fiscal year shall be distributed as dividends. The cash dividend ratio shall not be less than 30% of the total dividend distribution for the fiscal year.

2. Dividends Proposed for the Current Year:

(1) The Company had an after-tax profit of NT\$187,532,897 in 2024, add 2023 actuarial gain on defined benefit of NT\$330,381 in 2024. According to the Corporate Charter, NT\$18,786,328 was set aside as legal reserve, and returned NT\$7,231,866 special reserve. Proposed to distribute cash dividend of NT\$1.1 per share, totaling NT\$165,000,000.

(2) The proposal was approved by the Board of Directors on March 12, 2025. After the resolution of the shareholders' meeting, the Chairperson is authorized to set the ex-dividend base date and payment date and related matters deal with it.

- (IV) The impact of the stock dividends proposed in the current shareholders meeting on the Company's operating performance and earnings per share: N/A.

- (V) Remuneration to Employees, Directors, and Supervisors

1. Percentage and range of employee/director/supervisor remuneration stated in the Corporate Charter:

- (1) The Corporate Charter states that when the Company has a profit in a fiscal year, at least 1% of such profit shall be distributed as the employees' remuneration. Among the total amount of employees' compensation, the portion allocated to grassroots employees shall not be less than 50%. If the Company has accumulated losses, an equivalent amount from the profit earned shall be reserved to make up for losses. The remuneration for employees as stated in the preceding paragraph can be paid in cash or with stock dividends, and it shall be implemented by the board of directors with more than two-thirds of the directors present and a resolution approved by more than half of the directors present, and shall be reported at the shareholders' meeting. The employees of affiliated companies who meet certain requirement shall be entitled to receive such remuneration.

Note: The Company's policy of allocating a certain percentage of annual profits to distribute compensation to the basic-level employees was approved by the Board of Directors on January 21, 2025. The proposal will be presented at the shareholders' meeting on May 16, 2025, and will be implemented upon approval by the shareholders.

- (2) The Company's Corporate Charter did not stipulate the distribution of remuneration of directors.
2. The basis for the estimated amount of employee remuneration and the remuneration of directors and supervisors in the current period, the calculation basis for the number of shares for employee remuneration distributed in stock, and the accounting treatment applied when the actual amount distributed is different from the estimated amount:

The Company's remuneration to employee for the year of 2024 was based on the current year's profit (that is, the pre-tax profit minus the profit before the distribution of remuneration to employee). After deducting the accumulated losses, if there is any surplus, it shall be set aside and estimated by at least 1% of the percentage stipulated in the Corporate Charter. If there is any difference between the actual distribution amount and the estimated amount, the difference will be treated as the change of accounting estimate and listed as the annual profit and loss.

3. The distribution of remuneration resolved by the Board of Directors:

- (1) Remuneration to employees, directors, and supervisors paid in cash or with stock dividends. If it is different from the estimated amount of the expense recognition year, the difference amount, cause, and treatment should be disclosed:

In accordance with Article 22 of the Company's Corporate Charter, the Company's 2024-year remuneration to employee was set aside, amounting to NT\$ 2,092,134, which was paid in cash. The board of directors decided that the allocation amount was the same as the estimated amount.

- (2) The percentage of remuneration to employees allocated by means of stocks to the total amount of remuneration to employees and the aggregate total of the net profit after tax and total remuneration to employees as shown in the standalone or individual financial statements of the current term: Not applicable.
4. The actual distribution of employee, director, and supervisor remuneration for the previous fiscal year (with an indication of the number of shares, monetary amount, and stock price, of the shares distributed), and, if there is any discrepancy between the actual distribution and the recognized employee, director, or supervisor remuneration, additionally the discrepancy, cause, and how it is treated:
  - (1) Employee Remuneration: The Board of Directors passed a resolution on March 13,



2024 to pay 2023 employee remuneration at NT\$1,239,610 in cash. The amount resolved by the Board was identical to the amount previously estimated.

(2) Directors' and Supervisors' Remuneration: None.

(VI) Stock shares repurchased by the Company: None

II. Corporate Bond Issuance: None

III. Preferred Stock Issuance: None

IV. Disclosure in Relation to Depository Receipts: None

V. Employee Stock Warrants Issuance: None

VI. New Restricted Employee Shares Issuance: None

VII. Disclosure on New Shares Issued for Business Combination (including merger, acquisition, and divestment) or Share Exchange: None.

VIII. Fund Implementation Plan: N/A.

## Four. Operational Overview

### I. Business Content

#### 1. Business Scope

##### (1) Main Content of the Business:

The Company mainly engages in the manufacturing and sale of construction materials such as cement (including clinker) and ready-mix mortar, whereas subsidiaries are mostly involved in the design and execution of landscaping and interior renovation works.

##### (2) Revenue Weight by Main Products:

Unit: NT\$ thousands; %

| Item                                  | Amount    | Ratio (%) |
|---------------------------------------|-----------|-----------|
| Cement business                       | 2,184,861 | 32.77     |
| Building materials business           | 2,430,464 | 36.45     |
| Engineering and construction business | 2,052,379 | 30.78     |

##### (3) Existing Products (Services) and Purpose:

| Main Products (Services) |  | Purpose   |
|--------------------------|--|---|
| Cement Products          | Portland Cement Type 1                       | For general construction and civil engineering.   |
|                          | Portland Cement Type 2                       | For underground structures, ports, seal walls, and mass concrete structures.  |
| Construction Materials   | Cement-related construction materials        | For finishing work after completion of main structure, including leveling, layering, tiling, and sealing. There are more than 40 types of product, each designed for a different purpose.   |
|                          | Import and export of construction materials. | Representing foreign high-quality building materials, recommending and selling them to channel customers. At present, we are the exclusive agent of NIHON FLUSH Japan for interior wooden doors, with a variety of styles and colors, and can produce customized according to customer needs. |
| Contract of construction |  | Contracted projects include office renovation, community landscaping, landscaping of malls and common areas, and renovation of restaurants and hotels.  |

#### (4) New Products to be Developed

In light of global climate change and rising environmental awareness, the Company continues to optimize and introduce new cement products that offer energy and carbon reduction benefits. Furthermore, as living standards improve and urban population increases, residential properties are built taller with greater density, making residents more susceptible to noise disturbances that compromise the quality of the residential environment. The Company's soundproof flooring solutions have been favorably received among customers in this regard, which is why more resources will be committed into improving material performance for a better home living experience.

Offshore wind power makes up a significant part of the government's support for green energy. The Company's ShifuGrout U799, a specialized cement for the foundations of offshore wind turbines, has been certified by DNV Business Assurance Co., Ltd. A new type of mortar for offshore wind turbines that works with the SILO system has also been developed.

By reusing industrial by-products and residual heat from cement kilns, the Company was able to produce lightweight glass beads that offer thermal insulation properties, thereby making them suitable as an insulation material.

## 2. Industry Overview

### (1) Current Status and Development of the Industry

#### A. Status quo of cement industry and development prospects:

Cement is the material for infrastructure in life. Government public constructions and private constructions all need a great deal of cement. It is a mature industry with steady demand. The cement industry in Taiwan is characterized as: capital intensive, domestic sales-oriented, fundamental for daily life and national defense, and an industry involving continuous production and manufacturing.

Clinker kilns that are currently in operation carry a total capacity of 20.24 million tons. According to the statistics published by the Taiwan Cement Manufacturers' Association, registered members produced 9.84 million tons of cement in total in Taiwan, and imported 3.53 million tons of cement from abroad in 2024; 13.40 million tons of cement were consumed domestically while 0.13 million tons were exported for the year. On average, every person consumed approximately 573 kg of cement each year.

#### B. Current state and prospect of ready-mix concrete materials:

Finishing works are an important step that prepares a building for renovation. Similar to foundation in facial makeup, the quality of finishing works can directly affect how a consumer perceives a building. Traditionally, workers would store sand and cement at the work site and mix them by experience, which in turn leads to inconsistency in the quality of work materials and the final finish. Ready-mix solutions aim to address this problem by premixing dry sand, cement, and special additives in precise ratios that are suitable for a particular application and requirements right from the factory. These solutions can then be packaged and delivered to the work site, and used by workers simply by adding water to the mix. Ready-mix solutions ensure the consistency of materials, which not only eliminates uncertainties of the actual work but also improves tidiness of the work site and quality of the finish.

Use of ready-mix concrete has increased progressively since it was first introduced in the 1990s. The Chinese National Standards (CNS) introduced a chapter on ready-mix concrete in November 2021, whereas the public construction guidelines also added rules on ready-mix concrete in November 2014, which help establish ready-mix concrete as the dominant solution for finishing works. As consumers become more aware of work quality, ready-mix materials are gradually replacing the conventional cement-and-sand mix, and should grow in popularity with time.

Currently, most of the finishing works performed in Taiwan still make use of the conventional cement-and-sand mix, but the use of ready-mix cement has increased progressively and may replace conventional cement in the future. The Company's RT.MIX line currently has more than a 50% share of the market for ready-mix concrete, and is recognized as the leading brand of ready-mix concrete. Shipments of RT.MIX is expected to grow as the solution becomes more widely accepted by constructors. In the meantime, the Company is actively expanding its product offerings by exploring cement applications for various industries.

#### C. Interior renovation and design:

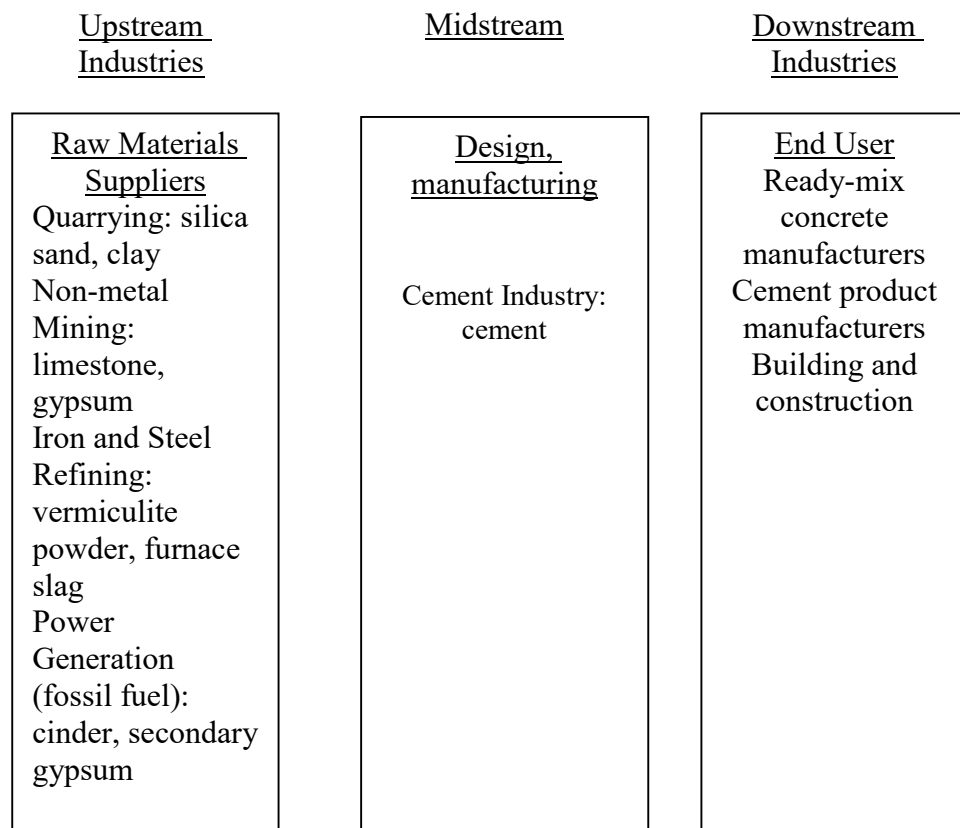
Interior renovation and design covers a broad spectrum of scenarios from elevator lobbies, common facilities, landscaping, reception spaces, showrooms, and living spaces in a residential development to commercial spaces such as offices, headquarter buildings, office-factory complexes, hotels, malls, supermarkets, libraries, etc.

The demand in the interior decoration industry extends beyond new construction projects. Generally, the renovation cycle for commercial spaces is around 3 to 5 years, while for public buildings, it ranges from 10 to 15 years. Additional demand arises based on changes in functional usage. Therefore, the construction decoration industry exhibits characteristics of regular cycles and maintains stable growth.

(2) Relationship Between the Upstream, Midstream, and Downstream Sectors of the Industry

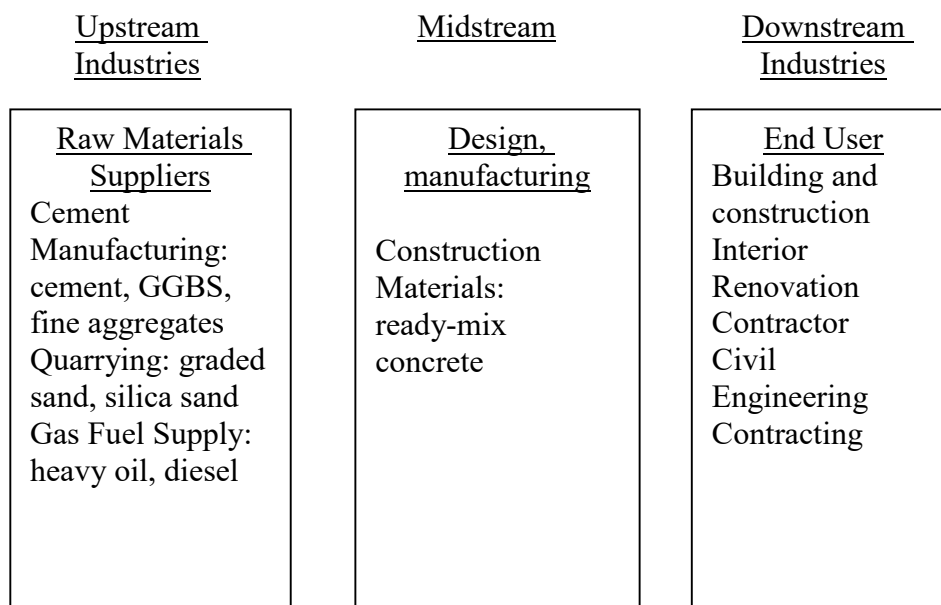
A. Cement

The upstream of the cement industry includes quarrying for the supply of silicon sand and clay materials, non-metal mining for the supply of natural gypsum and limestone materials, iron and steel smelting for the supply of iron cake and hearthstone materials, coal-fired power generation for the supply of cinder and secondary gypsum materials, as well as supportive industries such as collaborative electricity supply, fuel supply, railway transport, automobile transport, and water transport. The downstream that directly requires a supply of finished cement products includes ready-mixed concrete, cement products (such as concrete pipes, cement bricks, and prefabricated elements, among others), and construction.



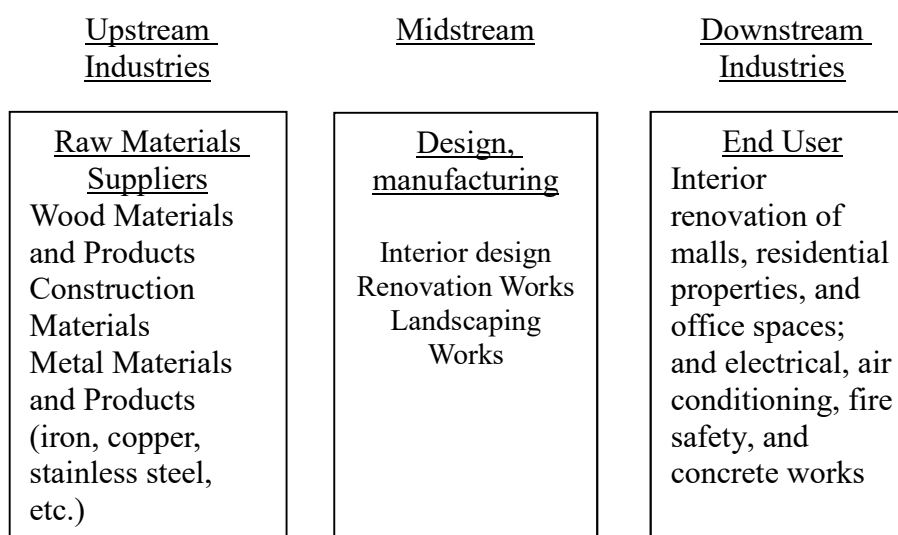
#### B. Ready-mix Cement Materials:

The upstream of ready-mix concrete comprises: quarry operators that supply gravel and silica sand; cement manufacturers that supply cement, GGBS, and fine aggregates; and supporting industries such as fuel supply and transportation. The downstream to which finished goods are supplied include: the construction industry, interior renovation contractors, and civil engineering contractors.



#### C. Interior Renovation and Design:

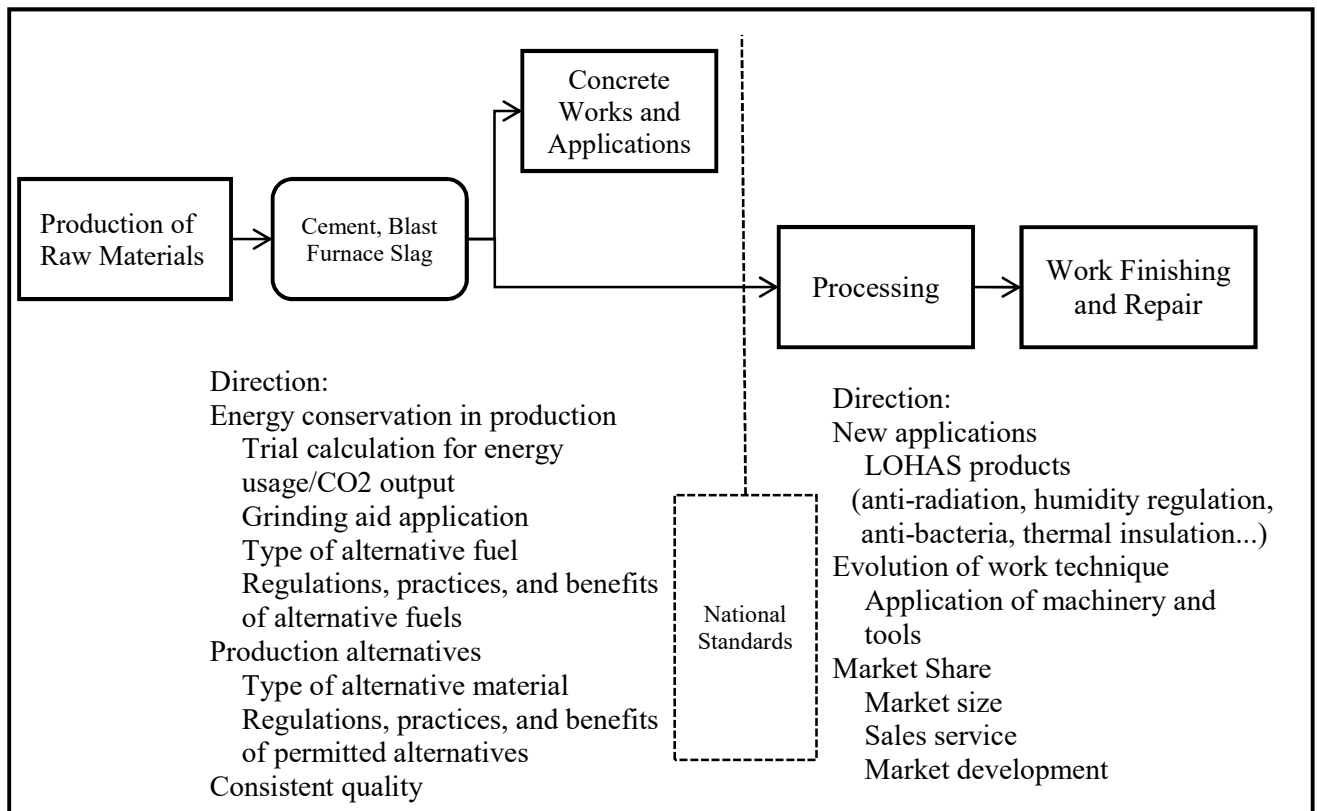
Ruentex Interior Design, a 31.66%-owned subsidiary, mainly engages in interior renovation and landscaping for new buildings and supply of premium materials for interior renovation. After more than 30 years of dedication to interior renovation, the subsidiary has earned the respect of its customers and market participants.



### (3) Product Development Trends

In addition to cement products, the Company also makes processed products containing cement. Cement is one of the products used for industrial purposes, and is provided to concrete premixing plants in compliance with performance specified in national standards. Cement products are not only steady and highly reliable in terms of quality, reduced consumption of energy during production and raw material replacement are also emerging to become the future goals. In terms of reduced consumption of energy during production, in the future, efforts will be focused on precise use of energy/CO<sub>2</sub> output trial calculation, introduction of high-performance grinding aid solutions, and introduction of alternative fuels, among others. In addition, as far as raw material replacement is concerned, the type of alternative raw materials shall be established, and laws and regulations allowing such replacement, practices, and benefits shall be confirmed. The development as a whole is aimed at integrating environmental protection and energy conservation, and processing and re-utilizing business byproducts, taking care of both the capital threshold and policy trends. Future development is explained in the chart below.

As for product development not under standard regulations, the focus in the future will be LOHAS products and development of construction techniques and machinery. Such LOHAS products include cement products that can prevent radiation, regulate humidity, are sterile, and can keep warm along with construction machinery in order to lead on the market.



Subsidiary - Ruentex Interior Design is a medium-sized interior renovation service company with a comprehensive organization. It mainly undertakes large projects that require a high degree of integration, such as: elevator lobbies, common facilities, and landscaping in residential developments; malls, offices, and laboratories where seamless integration is of utmost importance; and overall planning of electrical, air conditioning, and fire safety systems. Interior renovation services will undergo the following changes in order to better satisfy customers' needs and grow market presence:

- A. Technological Applications: In addition to 2D drawings and material samples, service providers now have the option to use 3D SketchUp for size and functional reviews, and use 3D Max software for simulations, thereby allowing more diversity and better efficiency in product design.
- B. Customer Relations: Thoughtful and high-quality service combined with real-time interactions and bilateral communication are critical for expanding the customer base and market.
- C. Production Integration: Having the ability to incorporate foreign technologies and develop customized construction materials allows a business to work within the owner's requirements while addressing architectural, structural, and practical concerns, thereby making interior design not just an isolated profession, but an integrated service that brings artistry and quality into architecture.

#### (4) Market Competition

- A. Status quo of cement industry and development prospects:

Cement manufacturers will gradually transition into the circular economy and environmental protection. The rotary kiln used in the production of cement operates at 1500°C, a temperature that can be used to treat industrial waste. The Company is actively exploring the possibility of using the heat from rotary kilns to treat slag from blast furnaces, and turn it into alternative materials for cement production. Doing so will help reduce production cost and increase profitability.

- B. Ready-mix Cement Materials:

The Company sells ready-mix concrete materials under the brand "RT.MIX"; it is currently the largest manufacturer of dry mortar mix in Taiwan, and has the highest degree of vertical integration among local manufacturers. In August 2013, the Company constructed a fully automated dry mortar mix factory in Dongshan, Yilan, that produces goods with high precision and full automation from materials mixing to the final packaging. The Dongshan Plant is indicative of the Company's ability to incorporate the latest cement technologies and integrate the supply of raw materials to produce at the optimal quality, consistency, and capacity, which in turn reduces production cost by a significant degree and improves market competitiveness. In 2021, a new RT.MIX plant was constructed in Ligang, Pingtung, to better serve and reach customers in Central and Southern Taiwan.

The Company devotes significant resources into innovative research and development, and takes the initiative to explore customers' needs and develop new products that meet their needs. The Company hires researchers from various fields of expertise who have committed themselves to developing high-performance products as well as LOHAS solutions that offer safety, convenience, comfort, health, and energy-saving benefits from customers' perspectives. This R&D capacity is what distinguishes the Company from the rest of the competition.



### C. Interior renovation and design:

Price wars remain prevalent in interior renovation, as most public construction projects and customers still base their decisions mostly on price. Extensive price competition generally leads to poor work quality and low satisfaction.

In the future, businesses will have to work with construction partners that offer higher levels of professionalism given the increasing complexity of compliance requirements. Furthermore, the rise of the new retail model will force businesses to diversify in terms of business activities and convert traditional shops into concept stores and experience centers, thereby creating demand for renovation services. These requirements will inevitably put service providers' compliance knowledge and professional capabilities to the test, raise the entry barrier for newcomers, and alter the competitive landscape of the industry.

Ruentex Interior Design provides customers with products that not only are visually pleasing, but offer safety and practical features as well. The subsidiary prides itself for supplying interior renovation products of the highest value that are designed with structural mechanics and electromechanics in mind. With the support of a complete customer service system, the subsidiary is able to deliver hassle-free after-sales service that keeps customers coming back for more.

### 3. Overview of Technology and Research & Development

#### (1) Technical Complexity and R&D

The Company and subsidiaries offer products with vastly different applications and fundamentals. Some of the important technologies and level of complexity are explained in the chart below.

| Field of Technology                                 | Required Level of Complexity  |
|---|---|
| Product Reliability                                 | <ol style="list-style-type: none"> <li>1. Introduce DTA that is commonly used in high polymer materials to replace manual labor.</li> <li>2. Real-time measurement for dehydration of gypsum in cement.</li> <li>3. Use of a polarizing microscope as a production control tool.</li> <li>4. MTBF analysis technology.</li> </ol> |
| Conversion of By-products Into Production Materials | <ol style="list-style-type: none"> <li>1. Cement kilns operate at 1500°C, and can disintegrate various forms of waste and melts heavy metal into cement.</li> <li>2. Cement kilns have a high capacity that allows for the treatment of more waste.</li> </ol>  |
| Conversion of By-products Into Production Fuel      | <ol style="list-style-type: none"> <li>1. Pre-processing technology.</li> <li>2. Materials baseline survey, transportation technology, and storage technology.</li> </ol>   |
| Development of Thermal Insulation Materials         | <ol style="list-style-type: none"> <li>1. Reuse of industrial by-products.</li> <li>2. Materials input and foaming technology.</li> <li>3. Production equipment and manufacturing technology.</li> </ol>  |
| Development of LOHAS Products                       | <ol style="list-style-type: none"> <li>1. Monitoring of market trends.</li> <li>2. Cement chemical technology.</li> <li>3. Functional materials.</li> </ol>   |
| Development of Wind Power Materials                 | <ol style="list-style-type: none"> <li>1. Mortar for foundations of offshore turbines.</li> <li>2. Thermal grout for HDD subsea cables.</li> <li>3. Mortar for onshore wind turbines.</li> </ol>  |
| Development of Work Machinery/Tools                 | <ol style="list-style-type: none"> <li>1. Control requirements in shift work.</li> <li>2. Construction management technology.</li> </ol>  |
| UHPC Material Development                           | <ol style="list-style-type: none"> <li>1. The high modulus of elasticity makes the plant resistant to micro-vibration.</li> <li>2. Adding steel fibers to bridges provides excellent tensile strength and the ability to cope with hardening deformations.</li> </ol>   |

(2) Academic/Career Backgrounds of R&D Personnel

Unit: persons; years; %

| Year<br>Education                   |  | 2023                   |         | 2024                   |         | 2025 up until<br>March 31 |         |
|-------------------------------------|--|------------------------|---------|------------------------|---------|---------------------------|---------|
|                                     |  | Number<br>of<br>People | %       | Number<br>of<br>People | %       | Number<br>of<br>People    | %       |
| Academic<br>Backgr<br>ound          | Doctorate                                    | 7                      | 25.93%  | 8                      | 27.59%  | 8                         | 28.57%  |
|                                     | Master's                                     | 8                      | 29.63%  | 10                     | 34.48%  | 9                         | 32.14%  |
|                                     | Bachelor<br>Degree<br>(including<br>college) | 10                     | 37.03%  | 9                      | 31.03%  | 9                         | 32.14%  |
|                                     | Below senior<br>high school                  | 2                      | 7.41%   | 2                      | 6.90%   | 2                         | 7.15%   |
|                                     | Total  | 27                     | 100.00% | 29                     | 100.00% | 28                        | 100.00% |
| Average Years of<br>Service (years) |  | 6.62                   |         | 6.83                   |         | 7.13                      |         |

(3) Costs Devoted to Research and Development in the Most Recent Year Up to the Date the Annual Report Was Published:

Unit: NT\$ thousands; %

| Item/Year  | 2024      | March 31, 2025 |
|--|-----------|----------------|
| R&D Expenses   | 58,942    | 13,538         |
| Net amount of operating revenue                              | 6,667,704 | 1,702,676      |
| R&D Expenses as a Percentage of Net<br>Operating Revenue (%) | 0.88%     | 0.80%          |

Note: Self-assessed financial data of the previous quarter by the date of annual report publication.

(4) Technologies or Products Successfully Developed in the Last 5 Years

A. Cement

| Year | R&D Outcomes  | Main Benefits   |
|------|---|---|
| 2020 | Development of foam glass materials through energy and resource integration - factory planning  | Planned production lines totaling a 9000 tons annual capacity.  |
|      | Development of foam glass materials through energy and resource integration - suspension granulation technology for micro glass beads | 1. Developed micrometer suspension granulation technology.<br>2. Conducted related applications and tests.                                  |
|      | Introduction, application, and development of solid fuel  | 1. Developed gas-cracking methodology and technology for solid fuel.<br>2. Developed cement production process involving use of solid fuel. |

| Year | R&D Outcomes  | Main Benefits   |
|------|---|---|
| 2021 | Development of suspension granulation technology for micrometer beads           | 1. Developed micrometer suspension granulation technology.<br>2. Conducted related applications and tests.  |
|      | Introduction, application, and development of solid fuel                        | 1. Developed cement production process involving use of solid fuel.<br>2. Benefits analysis.  |
| 2022 | Glass bead plate preparation and fire protection market application development | 1. Preparation of glass bead plate and market application development of fire prevention.<br>2. We develop glass bead plate with light weight, basic anti-bay strength, and fire performance specifications for application in fire door core material.   |
|      | Development of silent floor with glass bead                                     | The low-frequency noise generated by impact is prepared by using porous glass beads combined with damping materials.  |
| 2023 | Construction of lightweight microspheres production line                        | 1. Complete the construction of the production line with the annual output of 9,000 tons, proceed.<br>2. Trial mass production of lightweight microbeads.   |
|      | Development of lightweight micro-bead soundproof panels                         | 1. The combination of micro-bead hole material and damping material has the characteristics of absorbing low-frequency noise generated by impact. The actual sound insulation effect reaches 21-25dB.<br>2. The hole-structured glass bead material combined with the metallic decorative materials on the metal surface has the performance of blocking and absorbing general sound wave noise, and has the effect of heat insulation. It can be used in general soundproof curtains and light steel frame heat insulation and sound-absorbing panels. |

| Year | R&D Outcomes   | Main Benefits   |
|------|--|---|
|      | Cement kiln and gasifier construction plan   | <ol style="list-style-type: none"> <li>1. The gasifier equipment designed for alternative fuels with an annual processing capacity of 14,000 metric tons.</li> <li>2. Establish the relevant quality inspection operations for alternative fuels</li> <li>3. Establish the relationship between the basic fuel properties and related control parameters.</li> </ol>  |
|      | Development of low-carbon cement   | 15% limestone is added to the post-development stage, the compressive strength complies with CNS specifications > 5000psi   |
| 2024 | Establishment of Pilot Production Parameters for Lightweight Microspheres              | <ol style="list-style-type: none"> <li>1. Established mass production kiln firing parameters.</li> <li>2. Increased kiln production capacity to over 500 kg/h.</li> <li>3. Achieved a 90% or higher pass rate in lightweight microsphere production.</li> <li>4. Maintained a density variation coefficient below 10% for expanded lightweight microspheres.</li> </ol>   |
|      | TAF Laboratory Certification for Lightweight Microsphere Acoustic Composite Floor Mats | Conducted impact noise reduction performance testing for lightweight microsphere acoustic composite floor mats (CNS 15160-8/CNS 8465-2). Certified by a TAF-accredited laboratory, confirming a 25dB reduction in floor impact noise.   |
|      | Development of Lightweight Microsphere Foamed Board                                    | <ol style="list-style-type: none"> <li>1. Utilized fine powder by-products from lightweight microsphere production to manufacture lightweight foamed board for applications such as fireproof door cores, thermal insulation materials, and acoustic panels.</li> <li>2. Developed and optimized sintering, cooling, and annealing parameters to prevent cracking in lightweight expanded panels.</li> <li>3. Achieved a density of less than 300 kg/m<sup>3</sup> for lightweight foamed board.</li> </ol> |

B. Cement-related construction materials

| Year | R&D Outcomes   | Main Benefits   |
|------|--|---|
| 2020 | Mortar for foundations of offshore turbines                | ShifuGrout U769, a continuous grouting material designed for the SILO system, is being certified by DNV (DNV Business Assurance Co., Ltd.).   |
|      | Thermal grout for HDD                                      | Used as heat-conducting mortar for the transition between subsea cables and land cables in offshore wind power applications<br>ShifuGrout T508 series.  |
|      | Colored floor panel  | Indoor seamless flooring panel.   |
|      | Ultra-strength bonding mortar                              | For use with the SD690 high tensile mesh connection sleeve.   |
| 2021 | Mortar for foundations of offshore turbines                | ShifuGrout U769, a continuous grouting material designed for the SILO system, is being certified by DNV GL.   |
|      | Mortar for geothermal wells in geothermal energy           | A mortar for geothermal wells using Class G oil well cement as the main material.   |
|      | Low efflorescence tile adhesive                            | Reduces the efflorescence effect in external walls. The material has been tested to produce less than 0.2% of efflorescence, which is much lower than the adhesives offered by peers.   |
| 2022 | SD690 ultra-strength bonding mortar                        | It is in line with the SA class test and first applied to the Yucheng Section construction project of the Group, with SD690 steel rebar connector to reduce the section size of beam and column and increase the residential space. |
|      | SF600/SF610 composite soundproof floor                     | The thickness is only 8mm-10mm, with $\Delta L_w \geq 17\text{dB}$ above, which is in line with regulations and convenient to construct. It can be used to reduce effectively the impact sound of upper floor.                      |
|      | Caisson bucket mortar for foundations of offshore turbines | ShifuGrout G705 develops caisson bucket mortar for underwater pedestals resistant to seawater corrosion and penetration and sends the samples to FoundOcean to verify.  |
|      | Mortar for foundations of offshore turbines                | ShifuGrout U799 obtained five-year certification from DNV (DNV Business Assurance Co., Ltd.) (valid until 2029).  |

| Year | R&D Outcomes  | Main Benefits   |
|------|---|---|
|      | Mortar for geothermal wells in geothermal energy                | The oil well cement (G type cement) resistant to high temperature and high pressure and sulfate corrosion will be developed, and the domestic homemade G type cement will be used to supply green energy for power generation drilling and grouting in geothermal energy. |
|      | Low efflorescence tile adhesive                                 | The efflorescence effect in external walls was reduced thoroughly. The material has been tested to produce less than 0.2% of efflorescence, which is much lower than the adhesives offered by peers.  |
| 2023 | Mortar for foundations of offshore turbines                     | ShifuGrout U769, a continuous grouting material designed for the SILO system, is being certified by DNV GL.   |
|      | Development of offshore wind-power absorbing and sinking mortar | Lead the development of international dry suction settling mortar and certified by international customers  |
|      | Ultra-high-strength concrete (UHPC)                             | Compressive strength>15000psi, flexural strength>18psi<br>Dry shrinkage < 300um/m, water absorption < 0.5%, whitening generation rate < 1%  |
|      | High-performance floor filler                                   | The sound insulation and heat insulation filler used for vehicle floors shall meet the requirements of cabin floor specifications.<br>An order has been placed with Taiwan Rolling Stock Co., Ltd.  |
|      | Shotcrete   | It can be used for mechanized spraying application, which can apply quickly, save manpower, and increase the application efficiency and area.   |
|      | High viscosity latex mortar (thick/thin base)                   | Two-part formulation, it is made with latex and cement mortar. It has high strength and low water absorption, and its performance meets the requirements of "high viscosity latex mortar" for public construction projects.   |
|      | Adhesives and soil materials for lightweight white bricks       | For the construction of lightweight white brick partition walls and the modification of the surface layer after the completion of the masonry.  |

| Year | R&D Outcomes                                  | Main Benefits   |
|------|---|---|
| 2024 | Mortar for foundations of offshore turbines   | ShifuGrout U799 obtained five-year certification from DNV (DNV Business Assurance Co., Ltd.) (valid until 2029).  |
|      | Anti-Microvibration UHPC                      | Developed high-elastic modulus (E-value) UHPC materials for high-tech factory buildings, with an E-value range of 40–60 GPa, providing anti-microvibration properties.                            |
|      | Steel Fiber UHPC for National Highway Bridges | Developed UHPC materials for national highway bridge construction, aligning with government infrastructure projects. Complies with AASHTO Bridge Design Specifications (2024 recommended values). |

C. Interior Renovation and Design: Not applicable.

#### (5) Patent Applications and Portfolio

| NO | Name  | Time Patent Acquired (yyyy.mm) | Patent Expiry         | Patent No. (publication number) | Place of Registration    | Category      |
|----|---|--------------------------------|-----------------------|---------------------------------|--------------------------|---------------|
| 1  | Light transmittable concrete material and production method                               | 2008.11                        | 2008/11/05~2025/09/28 | CN100430333 B                   | China                    | Invention     |
| 2  | Dry mix mortar for light partitions   | 2011.03                        | 2011/03/16~2026/10/17 | CN101164754 B                   | China                    | Invention     |
| 3  | Production module and rapid production method for light transmittable concrete            | 2010.05                        | 2010/05/19~2027/01/31 | CN101234510 B                   | China                    | Invention     |
| 4  | Light transmittable concrete material and production method                               | 2008.09                        | 2008/09/11~2025/09/18 | I300771                         | Taiwan                   | Invention     |
| 5  | Production module and rapid production method for light transmittable concrete            | 2011.07                        | 2011/07/01~2027/02/15 | I344451                         | Taiwan                   | Invention     |
| 6  | LOW CALCIUM CEMENTITIOUS MATERIAL AND METHOD OF MANUFACTURING LOW CALCIUM CEMENT          | 2013.10                        | 2013/10/22~2031/09/12 | US8562734 B2                    | United States of America | Invention     |
| 7  | LOW CALCIUM CEMENTITIOUS MATERIAL   | 2014.07                        | 2014/07/04~2031/12/21 | JP5568812B2                     | Japan                    | Invention     |
| 8  | LOW CALCIUM CEMENTITIOUS MATERIAL AND METHOD OF MANUFACTURING LOW CALCIUM CEMENT          | 2016.06                        | 2016/06/15~2031/12/20 | Invention No. 704292B1          | Switzerland              | Invention     |
| 9  | LOW CALCIUM CEMENTITIOUS MATERIAL AND METHOD OF MANUFACTURING LOW CALCIUM CEMENT          | 2017.09                        | 2017/09/06~2031/10/12 | Invention No. 2486757B          | United Kingdom           | Invention     |
| 10 | Cementitious method for low calcium cinder under normal temperatures (low calcium cement) | 2015.07                        | 2015/07/11~2030/12/20 | I491579B                        | Taiwan                   | Invention     |
| 11 | Cementitious method for low calcium cinder under normal temperatures                      | 2020.11                        | 2020/11/13~2031/12/20 | 2 969 142                       | France                   | Invention     |
| 12 | VERFAHREN ZUM ZEMENTIEREN CALCIUMARMER FLUGASCHEN BEI RAUMTEMPERATUR                      | 2019.08                        | 2019/08/29~2031/12/20 | DE102011089205B 4               | Germany                  | Invention     |
| 13 | Lightweight aggregate   | 2017.10                        | 2017/10/21~2027/01/25 | M550752                         | Taiwan                   | Utility model |
| 14 | Method for preparing porous materials   | 2018.04                        | 2018/04/01~2037/01/25 | I619680                         | Taiwan                   | Invention     |
| 15 | METHOD FOR PREPARING TETRACALCIUM PHOSPHATE   | 2018.04                        | 2018/04/06~2037/04/27 | Special permit 6318282          | Japan                    | Invention     |



| NO | Name  | Time Patent Acquired (yyyy.mm) | Patent Expiry         | Patent No. (publication number) | Place of Registration    | Category      |
|----|---|--------------------------------|-----------------------|---------------------------------|--------------------------|---------------|
| 16 | Method for preparing tetracalcium phosphate   | 2018.05                        | 2018/05/11~2037/01/25 | Invention No. I623492           | Taiwan                   | Invention     |
| 17 | METHOD FOR PREPARING POROUS MATERIAL  | 2018.08                        | 2018/08/03~2037/04/27 | Special permit 6379252          | Japan                    | Invention     |
| 18 | Method for preparing eco-friendly Portland Cement and applications                          | 2018.09                        | 2018/09/01~2037/06/29 | Invention No. I634095           | Taiwan                   | Invention     |
| 19 | Method for preparing eco-friendly Portland Cement and applications                          | 2021.12                        | 2021/12/24~2037/06/29 | CN109206026 B                   | China                    | Invention     |
| 20 | Non-sintered cement and concrete compound, non-sintered concrete, and method of preparation | 2018.09                        | 2018/09/11~2037/06/28 | I635066                         | Taiwan                   | Invention     |
| 21 | Non-sintered cement and concrete compound, non-sintered concrete, and method of preparation | 2022.01                        | 2022/01/21~2037/06/28 | CN109206033 B                   | China                    | Invention     |
| 22 | Non-sintered cement and concrete compound, non-sintered concrete, and method of preparation | 2019.10                        | 2019/10/25~2037/06/29 | 6606531                         | Japan                    | Invention     |
| 23 | Non-sintered cement and concrete compound, non-sintered concrete, and method of preparation | 2021.03                        | 2021/03/10~2037/06/29 | GB2563904                       | United Kingdom           | Invention     |
| 24 | Non-sintered cement and concrete compound, non-sintered concrete, and method of preparation | 2021.06                        | 2021/06/30~2037/06/29 | GB2587845                       | United Kingdom           | Invention     |
| 25 | Non-sintered cement and concrete compound, non-sintered concrete, and method of preparation | Patent pending                 | --                    | --                              | Germany                  | Invention     |
| 26 | Non-sintered cement and concrete compound, non-sintered concrete, and method of preparation | 2019.08                        | 2019/08/23~2037/06/29 | 3 068 350                       | France                   | Invention     |
| 27 | Non-sintered cement and concrete compound, non-sintered concrete, and method of preparation | 2021.03                        | 2021/03/15~2037/06/29 | 713947                          | Switzerland              | Invention     |
| 28 | Non-sintered cement and concrete compound, non-sintered concrete, and method of preparation | 2020.02                        | 2020/02/18~2038/02/08 | US 10,562,816 B2                | United States of America | Invention     |
| 29 | Soundproofing device and method of preparation  | 2018.11                        | 2018/11/11~2037/07/16 | I640677                         | Taiwan                   | Invention     |
| 30 | Soundproofing device and method of preparation  | 2020.06                        | 2020/06/23~2037/07/16 | CN 109267724 B                  | China                    | Invention     |
| 31 | Production method of lightweight porous material particles                                  | 2022.11                        | 2022/11/11~2041/07/15 | Invention No. I783579           | Taiwan                   | Invention     |
| 32 | Concrete with uniformly distributed metal fibers  | 2013.01                        | 2013/01/11~2028/05/26 | 5168691                         | Japan                    | Invention     |
| 33 | Concrete with uniformly distributed metal fibers  | 2013.01                        | 2013/01/16-2028/05/18 | ZL200810093286.7                | China                    | Invention     |
| 34 | Concrete with uniformly distributed metal fibers  | 2014.07                        | 2014/07/11-2028/05/06 | I444348                         | Taiwan                   | Invention     |
| 35 | Low calcium cement compound   | 2016.02                        | 2016/02/12-2031/12/21 | 5882395                         | Japan                    | Invention     |
| 36 | Production method of lightweight porous material particles                                  | Patent pending                 | --                    | --                              | China                    | Invention     |
| 37 | Production method of lightweight porous material particles                                  | Patent pending                 | --                    | --                              | Japan                    | Invention     |
| 38 | Production method of lightweight porous material particles                                  | Patent pending                 | --                    | --                              | Korea                    | Invention     |
| 39 | Sound insulation floor layer and sound insulation composite board containing the same       | 2024.08                        | 2024/08/01-2043/04/11 | I851139                         | Taiwan                   | Invention     |
| 40 | Sound insulation floor layer and sound insulation composite board containing the same       | Patent pending                 | --                    | --                              | China                    | Invention     |
| 41 | Material distribution system  | Patent pending                 | --                    | --                              | China                    | Utility model |
| 42 | Material distribution system and method   | Patent pending                 | --                    | --                              | Taiwan                   | Invention     |

#### 4. Long-term and Short-term Business Development Plans

##### (1) Short-term Development Plan

- A. Strengthen R&D capacity as a way to expand lead over competitors.
- B. Introduce incentives that encourage employees to raise improvement suggestions with respect to management, equipment, and cost.
- C. Increase market share and use of consistent channels for more stable shipments and pricing.
- D. Strive to win major government infrastructure projects.
- E. Increase the percentage of high-margin products sold.

##### (2) Long-term Development Plan

- A. Associate products with environmental protection values.
- B. Improve quality and supply cement products with consistent quality.
- C. Develop innovative, high-quality, and diverse range of cement products.
- D. Aim to become a provider of advanced construction materials and technology integration services.
- E. Validate performance and distribute high-quality building materials from abroad.
- F. Venture into the Mainland and overseas markets.
- G. Train sales representatives and improve professional capacity.

## II. Market, Production, and Sales Overview

### 1. Market Analysis

#### (1) Locations where products are mainly sold

The main market for cement products is located in Northern Taiwan, which the Company has an exceptional transportation advantage in due to close proximity.

Yilan, Keelung, Taipei, Taoyuan, and Hsinchu make up the majority of the cement market.

Ready-mix concrete, on the other hand, is sold nationwide and to offshore islands, whereas interior renovation services are also provided nationwide.

#### (2) Market Share

##### A. Cement

According to the statistics published by the Taiwan Cement Manufacturers' Association, Taiwan consumed 13.40 million tons of cement in 2024 while the Company sold 839,000 tons of cement (including ready-mix concrete) during the year, representing a local market share of 6.3%.

##### B. Cement-related construction materials

Currently, most of the mortar used in construction in Taiwan is mixed on-site. There is no industry association for this type of cement use, and no objective data can be obtained to calculate the Company's market share relative to the production value of the entire industry.

In addition to operating proprietary distribution channels, the Company has also been working with wholesale and retail partners nationwide in recent years to diversify the means by which products are marketed. Significant attention has also been placed on adopting new sales models and building the brand image as a way to increase market share.

##### C. Interior Renovation and Design:

Interior renovation and design service covers a broad range of property types from general residences, luxury homes, office-factory complexes, laboratories, libraries, and malls to offices, and businesses involved in this line of profession generally specialize in a few areas. Market share calculated using one general market data is not representative of the reality, and we find it impossible to calculate the market share of Ruentex Interior Design on a comparable basis. Ruentex Interior Design has been receiving an increasing number of invitations to

take part in projects, and the satisfaction and recommendations of its customers are indicative of the exceptional workmanship and quality delivered by the subsidiary.

### (3) Future Supply and Demand and Growth of the Market

#### A. Cement

In 2024, the domestic cement market remained stable. Although the government's continued promotion of forward-looking projects, urban renewal, transportation infrastructure, the return of Taiwanese businesses, technology factories, and the increase in green energy construction projects such as solar and wind power will drive cement demand growth, the demand for cement in the residential real estate market has gradually declined since 2023. In the first quarter, the company's cement shipments were similar to the same period in 2024. Overall, the domestic cement market is expected to remain stable in 2025.

#### B. Cement-related construction materials

Ready-mix concrete is gradually replacing the conventional cement-and-sand mix as users become more demanding of work quality and try to minimize quality differences caused by human judgment. In November 2011, the government announced national standards for ready-mix concrete (CNS 15517 and CNS 15518) that industry participants must follow, and since then, a number of new innovations have been introduced to bring new value into the product. The Company expects demand for ready-mix concrete to grow progressively in the future.

In recent years, the real estate market has slowed, with developers gradually reducing the number of new projects. RT.MIX, a cement product used primarily during the renovation phase of new construction projects, has increased its market share year after year. As a result, despite a decrease in new project launches in recent years, it continues to benefit from work on sites that began two years ago. The annual sales volume of premixed mortar (RT.MIX) for 2024 is expected to remain as it did in 2023.

#### C. Interior Renovation and Design:

In Taiwan, the profession of interior renovation and design is saturated with homogeneous businesses, but very few have the capability to provide integrated planning for medium- and large-size projects. In terms of market demand, there is still ample need to construct and renovate office spaces, and demand for large office spaces is still on the rise. Given that project owners tend to favor reputable interior design companies of a larger size, Ruentex Interior Design will strive to take business performance to the next level by emphasizing its ability to deliver premium, integrated interior design solutions.

### (4) Competitive Niche

- A. High vertical integration of the management team with a complete system.
- B. Product diversity.
- C. A powerful R&D team with strong innovation and R&D capacity.
- D. Implementation of the six sigma and IT tools including SAP and RFID.
- E. Good reputation and National Standardization Award facilitate project undertaking.
- F. Products comply with global specifications for design customization.
- G. Forefront QC equipment and technology provide customers with excellent products of stable quality.

(5) Advantageous and Disadvantageous Factors for Future Developments as Well as Response Measures

A. Advantageous factors

- a. High entry barriers with less competitors.
- b. Lab certification enhances quality barriers, the first cement maker in Taiwan to implement the quality record scheme.
- c. Segmentation from competitors with the corporate brand RT.MIX that attracts customers.
- d. Rising environmental awareness gives rise to demand for green building materials.
- e. Talents from different fields, ready for vertical integration.
- f. R&D capacity superior to that of competitors.
- g. Provision of special technology for construction and materials with RT.MIX.
- h. Inclusion of CNS specifications for ready-mix mortar into Public Works Construction Specifications to facilitate promotion.
- i. Active pursuit of life quality and thriving travel and tourism habits in nationals.

B. Disadvantageous Factors

- a. Influence of the business cycle in the construction industry.
- b. Influence of the fluctuation in international coal prices.
- c. Peer competition.
- d. Higher operating cost from rising environmental protection awareness.
- e. Promotion of new-type construction materials.
- f. Difficulty in recruitment or high turnover rate of design talents.

Response to the Challenge:

- a. Enhance cost control; strengthen up-, mid-, and down-stream channels; continue to cultivate the domestic market; introduce differentiated products; and secure the existing market position to achieve the total production-sales goal and thereby stabilize profit.
- b. Apart from maintaining sound cooperation with coal suppliers, we also pay close attention to market information, adopt a prudent purchase strategy, and continue to reduce production costs through process and equipment improvements to reduce the impacts of rising raw material prices.
- c. Continue to optimize and improve the cement process, strive to improve quality and enhance production efficiency; and penetrate the market of ready-mixed cement mortar to enhance product value to avoid price competition in cement products.
- d. Dry sand (sand drying is one of the production processes of ready-mixed cement materials) with waste heat from cement rotary kilns to enhance energy efficiency, in order to help reduce energy consumption and enhance production efficiency.
- e. Apart from constantly enhancing production efficiency and improving product quality to acquire competitive advantages in price, we will strengthen cooperation with existing customers, maintain the existing market with high-quality custom products, and enhance brand awareness with sound reputation to cultivate new markets.
- f. Develop a complete framework and roadmap for talent management; engrain corporate culture; pay attention to the talent recruitment strategy and performance management process. In addition, the Company will also build a roadmap to meet the needs of job skills, and provide vertical and horizontal career and learning pathways to facilitate talent development along the planning path.

## 2. Important Functions and Production Process of Main Products

### (1) Main Function

#### A. Cement:

| Product Category        | Main Purpose and Function  |
|-------------------------|--|
| Portland Cement Type 1  | Generally referred to as ordinary cement, it is the most popular product offered by cement manufacturers in Taiwan and the most common type of cement supplied to the market. This type of cement is suitable only for general construction works and buildings because it lacks the features of other cement types. It is unsuitable for specialized projects such as dams, breakwaters, caissons, and emergency repairs. |
| Portland Cement Type II | Type II Portland Cement has very different chemical compounds that give rise to many restrictions compared to Type I. With a slower hydration reaction, lower hydration heat, and moderate resistance against sulfate corrosion, Type II is suitable for structures such as reservoirs, dams, mass concrete structures, ports, piers, sea construction, artificial reefs, sewage, factory drainage, and chimneys.          |
| Hybrid Cement           | Refers to a balanced mix of Portland Cement with water quenching blast furnace slag. In Portland Blast-furnace Slag Cement, the slag content should be between 25% and 65%.  |

#### B. Cement-related Construction Materials

| Product Category                     | Main Purpose and Function  |
|--------------------------------------|--|
| Bonding Material                     | Used to bond between concrete wall surfaces, foundation materials, and finishing materials.  |
| Mortar                               | For leveling of walls and floors.  |
| Finishing Material                   | Applied on leveled wall surfaces.  |
| Patching Material                    | Applied on finished wall surfaces, fiber board, gypsum board, and other partitioning materials.  |
| Adhesive                             | Used for attaching tiles onto the foundation material.   |
| Tile Sealant                         | Seals tiles; carries hydrophilic properties and the ability to inhibit the efflorescence effect.   |
| Non-shrink Grout                     | Used for top-down piles, walls, foundation mortar, steel column filling, and concrete additive.  |
| Self-leveling Cement                 | For thickening of the adhesive layer and the foundation layer.   |
| Waterproofing Materials              | For bathrooms, balconies, door/window frames, and inter-floor layers.  |
| Ground granulated blast furnace slag | Made by grinding down water quenching blast furnace slag, which mainly consists of calcium sulfate and calcium aluminate. GGBS can be used as a concrete additive. |

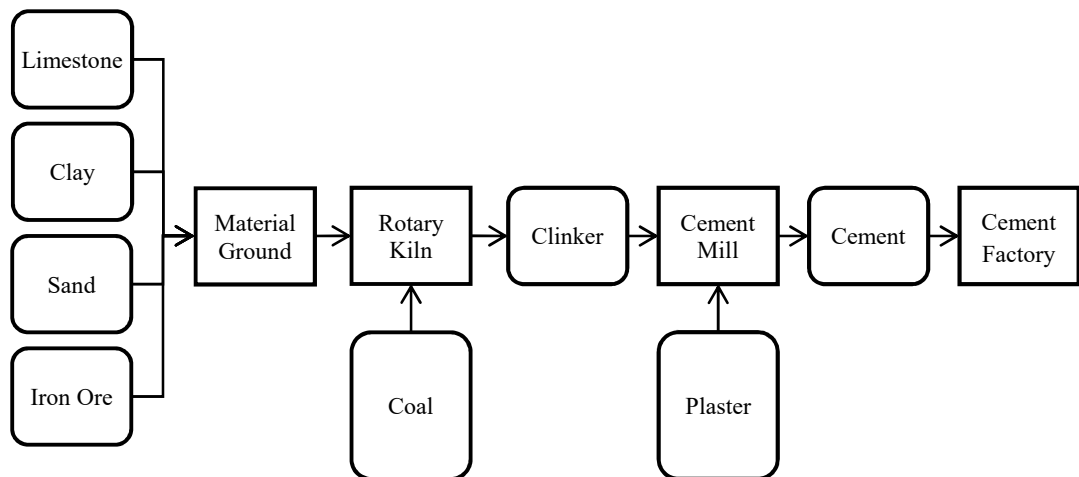
C. Interior Renovation and Design: Ruentex Interior Design undertakes medium and large sized interior renovation works that are not mass-produced, hence not applicable.

(2) Production Process: Production process is summarized below for different product categories.

#### A. Cement

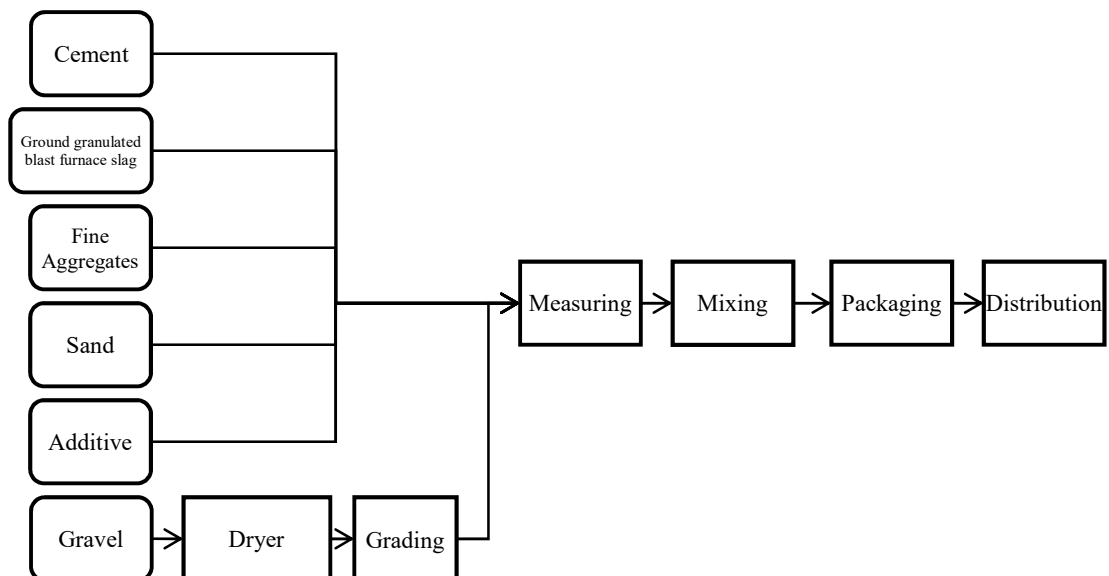
Portland Cement is mainly made from calcium silicate, which solidifies and hardens when it comes into contact with water.

The key ingredients of Portland Cement Type I are limestone, vermiculite powder, silica sand, and clay; whereas the key ingredients of Portland Cement Type II are limestone, vermiculite powder, silica sand, and slag. In terms of production process, the ingredients are first mixed at the appropriate ratio, and sintered to produce clinkers; gypsum is then added to the mix so that the mixture can be ground into Type I or Type II cement.



#### B. Ready-mix Mortar:

The key ingredients of ready-mix concrete are cement, GGBS, fine aggregates, silica sand, gravel, and additives. The ratios of the above ingredients can be varied to produce different products. Main forms of output: mortar materials, finishing materials, adhesives, sealants, and various forms of cement.



C. Interior Renovation and Design: Ruentex Interior Design undertakes medium and large sized interior renovation works that are not mass-produced, hence not applicable.

### 3. Supply of Key Materials

Key raw materials used by the Company and subsidiaries include limestone, strontium sand, iron slag, gypsum, vermiculite powder, and artificial stone. Raw materials are sourced from long-term reliable suppliers, so the supply of raw materials is stable, and no shortage of supply has occurred in the past.

### 4. Main Suppliers/Buyers List

- (1) Names of suppliers representing more than 10% of total purchases in any of the previous two years, and the amount and percentage of purchases made. Describe the cause of any variation.

Raw material suppliers and outsourcers represent the Company's key suppliers; no supplier accounted for more than 10% of total purchases in the last two years.

- (2) Names of customers representing more than 10% of total sales in any of the previous two years, and the amount and percentage of sales made. Describe the cause of any variation.

Unit: NT\$ thousands; %

| Item | 2023              |           |  |                              | 2024              |           |  |                              |
|------|-------------------|-----------|--|------------------------------|-------------------|-----------|--|------------------------------|
|      | Name              | Amount    | Percentage of Net Annual Sales Revenue (%) | Relationship With the Seller | Name              | Amount    | Percentage of Net Annual Sales Revenue (%) | Relationship With the Seller |
| 1    | Customer A        | 793,661   | 14.43                                      | Nil                          | Customer A        | 782,743   | 11.74                                      | Nil                          |
|      | Others            | 4,707,211 | 85.57                                      | —                            | Others            | 5,884,961 | 88.26                                      | —                            |
|      | Net Sales Revenue | 5,500,872 | 100.00                                     | —                            | Net Sales Revenue | 6,667,704 | 100.00                                     | —                            |

Note 1: List suppliers who have accounted for more than 10% of the total purchase amount in the past two years and their respective sales amount and proportion, suppliers that we are not allowed to disclose as required by the contract or trading parties who are individuals rather than related parties are indicated by code.

Note 2: TWSE/TPEX listed companies are required to disclose the most recent audited or auditor-reviewed financial information available before the publication date of the Annual Report: Auditor-reviewed information on key customers for Q1 2024 was unavailable before the publication date of the Annual Report.

There was no significant change in the ranking of key buyers in the last two years.

### III. Employees:

Employee Information for the Company and Subsidiaries in the Last 2 Years Up Until the Publication Date of the Annual Report

| Year                             |                          | 2023   | 2024   | 2025 up until March 31 |
|----------------------------------|--------------------------|--------|--------|------------------------|
| Number of Employees              | Direct                   | 289    | 311    | 298                    |
|                                  | Indirect                 | 193    | 212    | 212                    |
|                                  | Total                    | 482    | 523    | 510                    |
| Average Age                      |                          | 41.35  | 41.40  | 41.87                  |
| Average Service Years            |                          | 6.72   | 6.73   | 6.91                   |
| Education Distribution Ratio (%) | Doctorate                | 1.66%  | 1.91%  | 1.96%                  |
|                                  | Master's                 | 10.58% | 10.71% | 10.78%                 |
|                                  | Diploma                  | 59.76% | 57.55% | 58.43%                 |
|                                  | Senior High School       | 20.95% | 22.18% | 21.37%                 |
|                                  | Below senior high school | 7.05%  | 7.65%  | 7.46%                  |

Note: The data of the current year should be filled in as of the Annual Report printing date.

#### IV. Environmental Expenditure Information

1. Description of compliance regarding pollutive facility installation permit, pollutant discharge permit, payment of pollution prevention expenses, or appointment of environmental protection personnel, where required by law:

##### (1) Application for Pollutive Facility Installation Permit or Pollutant Discharge Permit

| Plant                | Permit Category   | Permit No.                                | Effective Date        |
|----------------------|---|---|-----------------------|
| Yilan Dongshan Plant | Permit for handling of stationary pollution sources and fuel          | Yilan-County-Fu-Huan-Cao-Zi No. G0944-02. | 2024/04/25~2026/02/23 |
|                      |   | Yilan-County-Fu-Huan-Ran-Zi No. G0944-02. |                       |
|                      | Water pollution control permit  | Yilan-County-Huan-Zhu-Xu-Zi No. 10330-04. | 2023/08/16~2025/02/26 |
|                      | Simple discharge permit for waste (sewage) water (Lankan mining area) | Yilan-County-Huan-Pai-Xu-Zi No. 10375-01. | 2021/10/29~2026/10/28 |
|                      | Industrial waste disposal plan  | G09809160001 °                            | 2024/06/18~2029/06/18 |
| Ligan Plant          | Industrial waste disposal plan  | T11101130001 °                            | 2022/01/13~2027/01/13 |

##### (2) Payment of Pollution Prevention Expenses

Pollution Prevention Expenses Paid in 2024:

- A. Environmental protection and air pollution control expenses: NT\$10,394,730.
- B. Soil and groundwater pollution remediation charges: NT\$99,120.
- C. Improvement of air pollution control equipment: NT\$1,815,049.

##### (3) Availability of Environmental Protection Personnel, if Required

| Plant                | Type of Environmental Protection Personnel | Name of Environmental Protection Personnel | Certificate No.                   |
|----------------------|--|--|-----------------------------------|
| Yilan Dongshan Plant | Class A Air Pollution Controller           | Lin, Hung-Wei                              | (106)-Huan-Shu-Xun-Zheng-FA050678 |
|                      | Class A Air Pollution Controller           | Chen, Li-Wei                               | (106)-Huan-Shu-Xun-Zi No.FA050686 |
|                      | Class B Air Pollution Controller           | Kuo, Huai-Hsuan                            | (87)-Huan-Shu-Xun-Zi No.FB270759  |
|                      | Health Risk Assessment Officer             | Chen, Li-Wei                               | (110)-Huan-Shu-Xun-Zi No.EA150690 |
|                      | Class A Water Pollution Controller         | Kuo, Huai-Hsuan                            | (98)-Huan-Shu-Xun-Zi No.GA541055  |
|                      | Class A Water Pollution Controller         | Chen, Li-Wei                               | (113)-Huan-Shu-Xun-Zi No.GA140644 |



| Plant | Type of Environmental Protection Personnel | Name of Environmental Protection Personnel | Certificate No.                   |
|-------|--|--|-----------------------------------|
|       | Class B Water Pollution Controller         | Lin, Lu-Rong                               | (113)-Huan-Shu-Xun-Zi No.GB100410 |

2. Investment in Pollution Prevention Equipment, the Purpose of the Equipment, and Possible Benefits:

| Name of Equipment                 | Quantity | Date Acquired | Cost of Investment | Remaining Book Value (December 31, 2024) | Purpose and Expected Benefits                                      |
|-----------------------------------|----------|---------------|--------------------|--|--|
| Electrostatic Precipitator        | 3        | 2009.7.24     | 95,224             | 17,517                                   | Collects dust within the plant premises and controls air pollution |
| Bag-type Pulse-Jet Dust Collector | 18       | 2009.7.24     | 688                | -  | Collects dust within the plant premises and controls air pollution |
| Bag-type Shake Dust Collector     | 3        |               |                    | -  | Collects dust within the plant premises and controls air pollution |
| Spray Tower                       | 2        | 2009.7.24     | 31,324             | 5,248                                    | Removes gaseous pollutants   |
| Bag-type Pulse-Jet Dust Collector | 6        | 2013.8.31     | -                  | -  | Collects dust within the plant premises and controls air pollution |
| Bag-type Pulse-Jet Dust Collector | 22       | 2022.10.31    | -                  | -  | Collects dust within the plant premises and controls air pollution |

3. Efforts undertaken by the Company to rectify pollution in the last year and up until the publication date of the Annual Report; where disputes arose due to pollution, describe the progress of such dispute:

- The Company's Dongshan Plant encountered no disputes from pollution of the environment in the last year.

4. Any losses or fines incurred (including compensations and violations of environmental protection laws found in environmental audits with information regarding the date of punishment, ticket number, regulations breached, contents of breach, and contents of punishment) due to pollution in the last year and by the date of annual report publication, and disclose the estimated amount at present and in the future and countermeasures, or the method for estimating losses that cannot be estimated, if any).

(1) Losses (including damage compensation) arising as a result of pollution (including any violation against environmental protection law found during environmental inspection; explain the date of penalty, reference number, the laws violated, the violating action, and the nature of penalty):

| Punishment Date | Judgment No.                        | Regulation   | Contents of Regulation  | Contents of Punishment  |
|-----------------|-------------------------------------|--|---|---|
| 2024.7.1        | Fu-Shou-Huan-Kong-Zi No. 1130030673 | In violation of Paragraph 1, Article 20 of Air Pollution Control Act, Paragraph 1, Article 62 of the same Act. | On July 1, 2024, the company's Dongshan plant underwent an inspection by the Yilan County Environmental Protection Bureau. During the inspection, the odor level from the cement manufacturing process (M01) at the emission pipeline (P002) was measured at 3090 (no unit), exceeding the Yilan County odor pollution emission standard, which is set at 1600 for a pipe height of 32.95 meters. | On September 12, 2024, Yilan County Government imposed a fine of NT\$120,000 for violation of Paragraph 1, Article 20 of the Air Pollution Control Act and Paragraph 1, Article 62 of the same Act. |

(2) Future response strategies (including improvement measures) and possible expenses (including possible losses due to absence of response strategies, estimated amount of penalties and compensation, etc.; provide explanation if amounts can not be reasonably estimated):

- The Company paid the fine imposed by the Yilan County Environmental Protection Bureau on September 24, 2024, and conducted self-testing of the pipeline odor. The results were provided to the Environmental Protection Bureau as evidence of the improvements made to the odor control within the plant, in order to avoid further penalties.

5. Describe the current state of pollution and how improvements may affect the Company's earnings, competitiveness, and capital expenditure; estimate major capital expenditures on environmental protection in the next two years:

The Company and subsidiaries do not have any major environment-related capital expenditure planned in the next two years. However, external service providers will be commissioned to test emission of odors and pollutants on a regular and long-term basis. These arrangements will not have any material impact to the earning performance, competitive position, or capital expenditure of the Company and subsidiaries in the future.

## V. Labor Relationship

1. Availability and execution of employee welfare, education, training, and retirement policies. Elaborate on the agreements between employers and employees, and protection of employees' rights:

The Company and subsidiaries always attach great importance to employee welfare and talent training, and abide by labor-related laws and regulations to protect the rights of employees.

(1) Employee Benefits

The Company organizes regular health checkups twice a year. In addition to Labor Insurance and National Health Insurance, the Company also arranges group insurance for employees, their spouses and children that cover risk of death, accidental injury, medical service, and cancer treatment. Meanwhile, a welfare committee has been assembled to subsidize employees for various occasions such as weddings, birthdays, child birth, funerals, hospitalization, injury, disability, and annual travel. The committee also organizes activities from time to time and provides employees with gifts and vouchers on festive occasions.

(2) Training and Education for Employees

Every year we plan pre-job and on-the-job training budgets for employees to improve their professional skills, leadership, and career development. We also encourage them to actively improve their knowledge and participate in external training courses, giving incentives for employees to obtain certification and actively participate in continuing education.

(3) Retirement system

Monthly pension contributions are set aside according to the Labor Standards Act, and employees are able to opt for the new scheme according to the Labor Pension Act, in which monthly pension contributions are made to employees' individual pension accounts held with the Bureau of Labor Insurance. Under the new system, 6% of the monthly salary is deducted to contribute to employees' retirement funds to their individual accounts at the Labor Insurance Bureau. The payment of employees' retirement benefits depends on the amount accumulated in the employee's individual retirement account and the accrued interest, which can be received either as monthly retirement benefits or as a lump sum payment. In the year 2024, all colleagues under the new system account for 100% of the total, with a contribution rate of 100%.

Conditions for voluntary retirement application:

- A. Accumulated work experience in related enterprises totaling 10 years or more.
- B. Employees who will reach the age of 55 with over 15 years of work experience or over 25 years of work experience within five years.
- C. Employees aged 45 and above who are unable to continue working due to health reasons.

Procedures for retirement application:

- A. Colleagues apply for retirement, and the determination of retirement age is based on the household registration, calculated from the date of birth.
- B. Retirement applications should be submitted in writing one month in advance, and resignation procedures must be completed according to company regulations before formal retirement can be granted.

(4) Enforcement of Labor Agreements and Employee Rights

We handle the appointment, dismissal, transfer, profit sharing from earnings, reward, punishment, training, and education of employees with respect to the Labor and Standards Act and related provisions of our internal management and control systems to protect the rights and benefits of employees.

The Company's labor policy is based on the principle of open communication, creating a win-win situation for enterprises and employees through the following measures.

- A. Comply with the Labor Standards Act and related laws and regulations for the maximum protection of the rights and interests of employees.

- B. Provide unfettered and diverse communication channels for employees to freely express their opinions and get feedback.
  - C. The Company and subsidiaries fully inform employees in advance of any operational changes and key measures, so that they can clearly understand the implications and support and cooperate accordingly.
  - D. Provide employees with adequate training (elite training, internal professional training courses, professional certification, external education, and training expense subsidies, and encouragement of on-the-job training for employees).
  - E. Other benefits such as reasonable employee benefits and compensation (group insurance, uniforms, holiday gifts, maternity benefits, employee trips, etc.) are provided.
2. Losses arising as a result of employment disputes in the last year up until the publication date of the Annual Report; quantify the estimated losses and state any response actions, and state the reasons if losses can not be reasonably estimated: The Company has maintained a harmonious relationship with employees since it was first founded, and has been able to work with employees toward accomplishing a shared vision. For this reason, the Company suffered no loss from employment disputes in the last year and does not expect any damage from employment disputes in the future.

## VI. Information Security Management

- (I) The managerial framework over information security, policies toward information security; the concrete programs of enforcement and the resources invested into management over information security.

### 1. Cybersecurity Risk Management Framework:

The Information Department oversees the execution of cybersecurity policy and is responsible for promoting cybersecurity awareness among employees. The Information Department conducts random cybersecurity inspections according to policy to ensure proper enforcement of cybersecurity practices. The Audit Office conducts annual audits on the Internal Control System - Information System Operations in order to evaluate the effectiveness of internal controls over information-related operations.

### 2. Cybersecurity Policy

- (1) A cybersecurity policy has been established for software, hardware, the financial reporting system, and subsystems thereof.
- (2) Regular cybersecurity inspections are conducted to enforce the cybersecurity policy and to ensure the security of information and communications.

### 3. Management Solutions and Commitment of Cybersecurity Management Resources

- (1) All computer terminals are required to install firewalls and antivirus software, and have virus code updated regularly.
- (2) All computer terminals must be configured to block installation of pirated software as well as any unauthorized software downloaded from the Internet.
- (3) Users are required to change login passwords on a regular basis.
- (4) Cybersecurity inspections and awareness programs must be duly executed.

- (II) Losses and possible impacts as a result of major cybersecurity incidents in the last year up until the publication date of the Annual Report, and response measures: None.

## VII. Significant Contracts:

March 31, 2024

| No. | Contractual Nature | Counterparty                  | Effective Dates of Contracts         | Main Details   | Special Terms and Conditions |
|-----|--------------------|-------------------------------|--------------------------------------|--|------------------------------|
| 1   | Loan Agreement     | Chang Hwa Bank Tunhwa Branch  | September 1, 2024 to August 31, 2026 | Medium- and Short-term Loan for Funding                  | Nil                          |
| 2   | Loan Agreement     | Bank SinoPac of Taipei Branch | November 1, 2024 to November 1, 2027 | Medium- and Short-term Loan for Funding                  | Nil                          |
| 3   | Property Leasing   | Land Bank of Taiwan Co., Ltd. | April 27, 2021 to April 30, 2026     | Lease Agreement for Office Premises at Zhonglun Building | Nil                          |

Note: Construction contracts and other significant contracts affecting shareholders' equity as of the publication date of the Annual Report that are still in force and expired in the latest year.

## Five. Review of financial position, financial performance, and risk management

### I. Financial Position:

Unit: NT\$ thousands; %

| Item \ Year  | 2024       | 2023      | Difference |        |                 |
|--|------------|-----------|------------|--------|-----------------|
|  |            |           | Amount     | %      | Description     |
| Current Assets   | 3,743,146  | 2,761,413 | 981,733    | 35.55  | Description 1   |
| Property, Plant, and Equipment   | 3,700,847  | 3,671,253 | 29,594     | 0.81   |                 |
| Intangible Assets  | 164,806    | 170,274   | (5,468)    | (3.21) |                 |
| Other Non-current Assets   | 2,480,944  | 818,682   | 1,662,262  | 203.04 | Description 2   |
| Total Assets   | 10,089,743 | 7,421,622 | 2,668,121  | 35.95  | Description 1.2 |
| Current Liabilities  | 3,491,180  | 2,258,708 | 1,232,472  | 54.57  | Description 3   |
| Non-current Liabilities  | 3,489,394  | 2,559,465 | 929,929    | 36.33  | Description 4   |
| Total Liabilities  | 6,980,574  | 4,818,173 | 2,162,401  | 44.88  | Description 3.4 |
| Equity Attributed to Owners of parent  | 2,503,561  | 2,281,215 | 222,346    | 9.75   |                 |
| Capital  | 1,500,000  | 1,500,000 | 0          | 0.00   |                 |
| Capital Reserve  | 746,018    | 677,124   | 68,894     | 10.17  |                 |
| Retained Earnings  | 306,206    | 215,843   | 90,363     | 41.87  | Description 5   |
| Other Equities   | (48,663)   | (111,752) | 63,089     | 56.45  | Description 6   |
| Non-controlling Interest   | 605,608    | 322,234   | 283,374    | 87.94  | Description 7   |
| Total Equity   | 3,109,169  | 2,603,449 | 505,720    | 19.43  |                 |
| Explanation to significant variations (variations amounting to more than 20% or NT\$10 million in value):                                    |            |           |            |        |                 |
| Explanation 1: Mainly due to year-on-year increase in cash and cash equivalents and contract asset – current.                                |            |           |            |        |                 |
| Explanation 2: Mainly due to year-on-year increase in investments accounted for using equity method.   |            |           |            |        |                 |
| Explanation 3: Mainly due to year-on-year increase in short-term borrowings and accounts payable.  |            |           |            |        |                 |
| Explanation 4: Mainly due to year-on-year increase in long-term borrowings.  |            |           |            |        |                 |
| Explanation 5: Mainly due to year-on-year increase in net income.  |            |           |            |        |                 |
| Explanation 6: Mainly due to year-on-year decrease in valuation loss on equity investments at fair value through other comprehensive income. |            |           |            |        |                 |
| Explanation 7: Mainly due to capital increase in cash of subsidiary.   |            |           |            |        |                 |

## II. Financial Performance:

### 1. Significant changes in operating revenues, operating income, and pre-tax income in the last 2 years:

Unit: NT\$ thousands; %

| Item \ Year   | 2024      | 2023      | Difference |          |                     |
|---|-----------|-----------|------------|----------|---------------------|
|   |           |           | Amount     | %        | Description         |
| Operation Income  | 6,667,704 | 5,500,872 | 1,166,832  | 21.21    | Description 1       |
| Gross Profit  | 822,595   | 625,014   | 197,581    | 31.61    | Description 1       |
| Operating Profit  | 433,486   | 290,308   | 143,178    | 49.32    | Description 1       |
| Non-Operating Income and Expenses                                   | (21,070)  | (35,880)  | 14,810     | 41.28    | Description 2       |
| Income (Loss) Before Tax  | 412,416   | 254,428   | 157,988    | 62.10    | Description 1       |
| Income (Loss) Current Period  | 338,414   | 210,954   | 127,460    | 60.42    | Description 1       |
| Other Comprehensive income  | 77,095    | (7,280)   | 84,375     | 1,159.00 | Description 3       |
| Total Comprehensive Income Current Period                           | 415,509   | 203,674   | 211,835    | 104.01   | Description 1 and 3 |
| Net Income Attributable to Owners of Parent Company                 | 187,533   | 114,983   | 72,550     | 63.10    | Description 1       |
| Net Profit Attributable to Non-Controlling Interests                | 150,881   | 95,971    | 54,910     | 57.22    | Description 4       |
| Total Comprehensive Income Attributable to Owners of Parent Company | 250,952   | 109,178   | 141,774    | 129.86   | Description 1 and 3 |
| Total Comprehensive Income Attributed to non-Controlling Interest   | 164,557   | 94,496    | 70,061     | 74.14    | Description 4       |
| Earnings per Share (NTD)  | 1.25      | 0.77      | 0.48       | 62.34    | Description 1       |

Explanation to significant variations (variations amounting to more than 20% or NT\$10 million in value):

Explanation 1: Production and sales quantity increased year-on-year mainly due to stable production, which led to a year-on-year increase in operating income, gross profit, operating profit, income before tax, income current period, total comprehensive income current period, net income attributable to owners of parent company, total comprehensive income attributable to owners of parent company and earnings per share (NTD).

Explanation 2: Mainly due to increased in share of income accounted for using the equity method.

Explanation 3: Mainly due to increased in the price of financial assets, which led to a decrease in other comprehensive loss.

Explanation 4: Mainly due to net income of subsidiary increased current period, which led to a year-on-year increase in non-controlling interests.

2. Expected sales, the basis of estimation, likely impacts on the Company's future financial position, and response plans:

- (1) Basis for Expected Sales Volume: The Company sets annual targets based on customers' expected demand, the overall market condition, production capacity plans, and previous performance. Furthermore, given the market's demand for diversity, the Company will continue committing resources into the development of new products. It is expected that the cement sales will be flat compared to the previous year, and the sales volume of building materials will increase compared to the previous year.
- (2) Possible Financial Impacts and Response Plans: The Company will strive to support business growth with improved production capacity and more efficient use of financial capital.



### III. Cash Flow

#### 1. Analysis of Changes in Cash Flows for the Most Recent Year (2024):

Unit: NT\$ thousands

| Beginning Cash Balance<br>a | Annual Net Operating Cash Flow<br>b | Annual Net Investing Cash Flow<br>c | Annual Net Financing Cash Flow<br>d | Cash Balance (insufficiency)<br>a+b+c+d | Estimated Remedy for Cash Shortage |                            |
|-----------------------------|-------------------------------------|-------------------------------------|-------------------------------------|---|------------------------------------|----------------------------|
|                             |                                     |                                     |                                     |   | Investment Plans                   | Financial Management Plans |
| 300,262                     | 1,055,312                           | (2,029,456)                         | 1,579,676                           | 905,794                                 | -                                  | -                          |

Analysis of changes in cash flows in the current year:

- (1) Operating Activities: Mainly due to ongoing business expansion, net income increased, which generated net cash inflow from operating activities.
- (2) Investing Activities: Mainly due to acquisition of Investment under the equity method acquired and real estate properties, which led to net cash outflow from investing activities.
- (3) Financing Activities: Mainly due to increase in borrowings, which led to net cash inflow from financing activities.

2. Improvements for Lack of Liquidity: The Company encounters no shortage of cash and does not expect to be in short of liquidity.

#### 3. Analysis of Cash Liquidity in the Next Year (2025):

Unit: NT\$ thousands

| Beginning Cash Balance<br>a | Estimated Annual Net Operating Cash Flow<br>b | Estimated Annual Net Investing Cash Flow<br>c | Estimated Annual Net Financing Cash Flow<br>d | Estimated Cash Balance (insufficiency)<br>a+b+c+d | Estimated Remedy for Cash Shortage |                            |
|-----------------------------|---|---|---|---|------------------------------------|----------------------------|
|                             |   |   |   |   | Investment Plans                   | Financial Management Plans |
| 905,794                     | 454,852                                       | (156,248)                                     | (414,145)                                     | 790,253   | -                                  | -                          |

Analysis:

#### 1. Analysis of Cash Flow Variation for the Next Year:

Operating Activities: Net cash inflow from operating activities is estimated primarily based on expected business circumstances, receivables, and payables for 2025.

Investing Activities: Net cash outflow from investing activities represent acquisitions and upgrades of production equipment and other capital expenditures that the Company expects to occur in 2025.

Financing Activities: Net cash outflow from financing activities mostly represent repayments to borrowings and payment for dividend that are expected to occur in 2025.

2. Response Measures and Liquidity Analysis for Cash Flow Deficit: Not applicable as the Company does not expect any cash deficit.

IV. Influence of major capital expenditures on financial position and operation in recent years:  
None.

V. Re-investment policies, main causes of profit or loss, and improvement plans in the previous year, and investment plans in the next year:

1. Profits or Losses of Business Investments for 2024: Please see Note (13) - 2. Business Investments – in the Consolidated Financial Statements.
2. The Company's investment policies have been developed to cater to the needs of its core business and to support long-term strategies instead of short-term gains.
3. Investment Plans for the Next Year: None.

VI. Risk Analysis and Assessment (the previous year until the date of report publication)

1. Influence on income of changes in interest rate and exchange rate volatility and inflation, and future countermeasures:

(1) Interest Rate Changes:

A. Impact on the Company's Earnings

The Company and subsidiaries reported NT\$(60,443) thousand and NT\$(60,470) thousand of net income (expenses) for 2023 and 2024, representing 23.76% and 14.66% of profit (loss) before tax in the respective years. Interest rate changes apparently have some impact on the Company's profitability.

B. Response Measures

The Company and subsidiaries monitor bank borrowing rates on a regular basis and maintain good relationships with banks to make sure that loans are drawn at more favorable rates, and thereby reduce interest expenses. Changes in market interest rates are also monitored constantly to facilitate proper responses.

(2) Exchange Rate Changes:

A. Impact of Exchange Rate Variation on the Company's Profitability

The Company and subsidiaries sell primarily to the domestic market, and all revenues are denominated in NTD. Due to a lack of locally produced energy products, the Company sources the majority of its raw materials and fuel from abroad, and these transactions are denominated in USD. Aside from the above, the Company also purchases machinery parts from Europe. Net gains on currency exchange was reported at NT\$(2,041) thousand for 2023 and NT\$88 thousand for 2024, representing (0.04)% and 0% of net revenue and (0.80)% and 0.02% of profit (loss) before tax in the respective years. The effect of exchange rate variation on profitability of the Company and subsidiaries is deemed insignificant; nevertheless, the Company will continue monitoring changes in the USD rate out of conservatism and respond accordingly.

## B. Response Measures

- a. Observe how the global economy affects exchange rate variation, and develop hedging practices where necessary.
- b. Plan foreign currency requirements in advance, and gradually reduce the minimum position for reduced costs.
- c. The Finance Department will maintain close relationships with financial institutions and make flexible adjustments to foreign currency positions by observing exchange rate changes.

### (3) Inflation:

The Company pays constant attention to fluctuations of raw material prices, and maintains good interactions with suppliers and customers to facilitate forecasting of raw material costs and minimize the effect of price changes. The Company will examine changes in the cost of raw materials regularly, and raise selling prices when changes exceed the predetermined tolerance, and thereby transfer price risks while at the same time prevent significant inflation impacts on the Company and subsidiaries.

## 2. Policies, main reason(s) for profits or losses, and future countermeasures for engaging in high-risk and high-leverage investments, lending, offering guarantees and endorsements, and derivatives investments:

The Company and subsidiaries have always adopted a pragmatic focus toward its core business and formulated financial policies out of conservatism. The organization does not engage in high-risk or highly leveraged investments. All external party lending, endorsements, guarantees, and derivative trading are executed according to the “External Party Lending Procedures”, “Endorsement/Guarantee Policy”, and “Asset Acquisition and Disposal Procedures”. Should the Company decide to establish a derivative trading policy in the future, one will be created out of conservatism solely for the purpose of avoiding exchange rate risks.

## 3. Future Research and Development Plans and Projected Expenses:

The Company previously had two R&D units created to support its main business activities; these units were responsible for exploring improvements to cement and construction materials. In an attempt to secure innovation as a competitive advantage over peers, the Company expanded its existing R&D organization and created an Innovation R&D Center for more effective integration of available resources.

The Innovation R&D Center will aim to recruit master’s and doctoral degree holders, focus on problem-solving through teamwork, and develop new products and technologies for improved competitiveness. The R&D Center will also introduce a new talent development plan with stage-by-stage training to help employees develop the R&D

capacity needed to shorten the product development timeline.

The R&D Center will implement performance indicators and manage accordingly to increase productivity and production value and reduce the learning curve for the R&D team. These performance indicators will be associated with the compensation and personnel management system in ways that improve production capacity and value of R&D personnel and contribute to overall management performance.

The Innovation R&D Center will focus on the development of new energy and carbon reduction technologies, green building materials, and high-end granulation techniques, whereas laboratories featuring advanced production equipment and testing facilities will also be constructed as part of the Innovation R&D Center. With new technologies and better system integration, the Company hopes to create new values for its products and strengthen competitiveness within the industry.

#### (1) Future R&D Plans

##### A. Cement Business:

As far as national standards are concerned, products of the Company can be distinguished into two categories: those that conform with national standards and where the R&D efforts focus primarily on maintaining quality and saving costs; and those without national standards where the R&D efforts focus mainly on creating demand. R&D resources will be allocated to cater for a balance between the two.

With regards to cost-saving projects, the Company will aim to make use of alternative materials and fuel, and turn industrial by-products into resources through the use of pre-processing and post-processing equipment, as doing so will yield cost reduction as well as environmental protection benefits.

Taiheiyo Cement from Japan, for example, uses industrial by-products that make up 45% of all raw materials and renewable energy that makes up 46% of total fuel in production activities. Mainland China, too, is currently developing environmental protection policies that make use of cement kilns for urban waste treatment. Taiwan, on the other hand, produces a great variety yet small quantity of limestone sludge, sludge from water treatment, stone sludge, etc. that pose major environmental concerns if improperly disposed of. These concerns remain unresolved due to technological and policy restrictions.

Cement rotary kilns burn up at to 1,500°C, a temperature that effectively disintegrates industrial by-products, and its ability to smelt hard-to-treat heavy metals into cement makes it the ultimate treatment facility for industrial by-products. In the future, the Company will look for alternative industrial by-products such as: furnace slag for steel milling, oxidizing slag, reductive slag, etc. and turn them into vital materials and fuel by applying appropriate pre-/post-

treatments. Doing so not only reduces the cost of cement production, but also contributes to environmental protection, and is a solution that caters to sustainability and profitability at the same time.

In 2024, in alignment with the government's circular economy and energy-saving and carbon-reduction policies, the company will continue to steadily incorporate industrial by-products as alternative raw materials for cement. To address the impact of introducing these by-products into the cement system equipment, system improvements and equipment upgrades have been completed. Furthermore, in 2024, efforts will expand to include the use of industrial by-products as alternative fuels, along with related trial operations. The initial target for the fuel substitution rate is set at 3%.

Residual heat can also be reused for the production of lightweight glass beads, and the Company has so far acquired information on the supply of by-products for lightweight glass beads, developed a formula for lightweight aggregates involving a diverse variety and sources of by-products, developed streamlined production procedures, established quality control points and standards, and obtained adequate know-how and a database on reuse of residual heat for production of lightweight glass beads as well as production of lightweight aggregates. From 2022 to 2023, the Company will transform the production and manufacturing technology researched and developed independently into the planned light-weight microbead production line, and complete the construction of the factory in the second half of 2023. In the first half of 2024, trial operations of the equipment were completed, including equipment adjustments and production grinding processes. Mass production parameters for lightweight microspheres were established. In the second half of 2024, formal mass production of the lightweight microsphere products commenced.

In 2025, improvements are planned for the adjustable granule ratio technology in the production of lightweight microspheres. This will involve upgrades and adjustments to the granulation equipment, as well as the development of recycling and reprocessing technologies for by-products generated during production. These efforts are expected to achieve a balanced mass production of lightweight microspheres, enabling the manufacture of low-density, high-quality products, and gradually increasing production capacity.

As for the application of lightweight microspheres, the Company uses lightweight microspheres as the main raw material and combines them with various types of cement to prepare different functional lightweight microsphere boards for various market applications. This functional board not only retains the

characteristics of low density, low thermal conductivity, and fire resistance of lightweight microspheres, but also gains functions such as cutting, drilling, shaping, and water permeability. Further, according to the market demand, it can be applied to various projects such as building lightweight, thermal insulation, thermal insulation, fire prevention, explosion-proof and so on. The initial application is aimed at the development of micro-bead boards. By combining inorganic cementitious materials (gypsum, fire-proof mortar, high-alumina cement, etc.), the development of related boards with heat insulation, fire prevention, explosion-proof features, etc. The initial goal is to develop raw materials that can replace current commercial products. With the advantages of lightweight microspheres as an environmentally friendly material, we will gradually expand the application of lightweight microspheres downstream to increase the added value of existing products. In this way, the lightweight micro-beads can not only be used in the domestic and foreign markets for the original insulation mortar, but also further encourage downstream manufacturers of domestic related applied boards to replace the imported materials with lightweight micro-beads, reduce the cost of raw materials, improve the internal competitiveness of the industry. In addition, lightweight microspheres possess a unique closed-cell pore structure. The porous nature of the microspheres, combined with elastic damping materials, forms an elastic porous structure that provides sound insulation, sound absorption, and vibration damping. This makes them suitable for reducing impact noise on floors. In 2024, testing and certification were conducted in accordance with CNS 15160-8 and CNS 8465-2 standards at a TAF-accredited laboratory. After the installation of polished quartz tiles, the  $\Delta L_w$  (impact sound improvement index) was measured at 25 dB, effectively suppressing low-frequency noise. The lightweight microsphere sound-insulating flooring material has now entered the product commercialization stage.

In 2025, product application development is expected to implement on-site applications of the microbead soundproof flooring product. Additionally, leveraging the lightweight microbeads' insulation and fire-resistant properties, new types of thermal insulation and fireproof coatings will be developed. These can be applied to meet the cooling and heating needs of pipelines in the petrochemical and chemical industries, as well as for fireproof cladding materials in steel structure buildings.

#### B. Building materials business:

RT.MIX is the leading brand of ready-mix concrete, and we try to differentiate our products from competitors through ongoing research,

development, innovation, and technological enhancement. Emphases of our R&D efforts are as follows:

- a. Optimization of Existing Products: Ongoing improvements will be made to the current product line with respect to transportability, workability, and ability to be incorporated with subsequent works.
- b. Development of New Products: New products and customized products such as industrial floor panels, outdoor self-leveling cement, indoor colored floor panels, rubber-based soundproof floor panels, C2 tile adhesives for long duration works, adhesives for autoclaved lightweight concrete blocks, low efflorescence adhesives, and soundproof concrete will be developed to support the needs of ongoing works and customers.
- c. In response to challenges such as declining birth rates and labor shortages at construction sites, we are developing a masonry mortar compatible with semi-mechanized construction. This mortar enables efficient application and significantly enhances the quality of finished work. Furthermore, it can be further optimized for integration with AI-powered masonry robots, supporting the advancement toward fully automated robotic construction.
- d. The government actively promotes green energy as a way to reduce dependence on fossil fuels and drive growth of the nation's green energy industry. Given the abundance of wind flowing along the Taiwan Strait, many are optimistic about the potential of offshore wind power as a viable power source for Taiwan. The Company's ShifuGrout U799, a specialized cement for the foundations of offshore wind turbines, has been certified by DNV Business Assurance Co., Ltd., and will be marketed to offshore wind power contractors in Taiwan and overseas in the future. The Company has already begun development of ShifuGrout U769, another specialized cement for the foundations of offshore wind turbines, that works with the SILO system and different tools for better work efficiency. The Company has also developed thermal grout for HDD pipes that connect subsea cables to land cables, which has the ability to transfer heat from cables into the soil. The ShifuGrout T508 series is already used in subsea pipes for offshore wind farms.
- e. The application and development of Ultra-High Performance Concrete (UHPC) are primarily driven by its formula design, which provides extremely high elastic modulus and high compressive strength, making it suitable for structural engineering applications with stringent vibration control requirements. This is especially true for high-precision technological factories, which have a critical need for micro-vibration control, and UHPC demonstrates unique structural performance advantages in these settings.

Traditional concrete typically has a lower elastic modulus (25–35 GPa), often requiring larger cross-sections or additional steel reinforcement to achieve the desired results. In contrast, using UHPC significantly enhances floor rigidity and changes vibration frequencies without increasing or even reducing structural dimensions. As a result, it effectively reduces the impact of micro-vibrations caused by ground traffic, mechanical vibrations, and nearby construction activities. Currently, the company's technology has developed UHPC with an elastic modulus of 50–60 GPa, making it an ideal building material for future high-precision technological factories and advanced production lines.

Aligned with the government's policy of promoting new materials, Steel Fiber Reinforced Ultra-High Performance Concrete (SF-UHPC) has excellent mechanical performance and durability characteristics, making it particularly suitable for use in national highway bridge projects. The company's SF-UHPC technology development not only provides a compressive strength exceeding 140 MPa (20,000 pounds) but also demonstrates significant ductility and strain-hardening behavior, allowing it to withstand larger deformations and loads in tension without brittle failure. This significantly enhances concrete's crack resistance and toughness, making it especially useful for bridge structural systems and joint areas on bridge decks. This new material also offers excellent construction performance, such as high flowability and self-compaction, which helps improve construction quality and reduce project timelines. Despite higher initial costs, it demonstrates good economic benefits over its lifecycle, with long-term durability and low maintenance requirements.

## (2) Expected R&D Expenses

### A. Cement Business:

With regards to the use of alternative materials and alternative fuel for cost reduction, the Company is exploring the possibility of turning industrial by-products (such as furnace slag from steel milling, oxidizing slag, reductive slag, etc.) into raw materials for cement, and the process mainly involves: developing the technology needed to handle various materials, and making appropriate adjustments to production/weighing/feeding equipment. The Company will plan and develop the technologies and equipment needed to handle various materials (particularly Thermal Mechanic Analysis; TMA), recruit additional staff to form special project teams, and adjust R&D expenses in line with changes in market trends and demand of the environmental protection business.



B. Building materials business:

Pingtung Ligang Plant commenced mass production in 2021, and given that gravel is an important construction material, the Company will acquire mechanized construction grouting equipment and masonry robots, to be used for the development of masonry products. The Company will be the first in the industry to make use of a high-performance gravel analyzer; doing so will create further differentiation from peers and help secure a leading position in the quality race. The Company will adjust purchases of R&D equipment to accommodate changes in market trends and customers' needs in the future.

Overall, approximately NT\$60.8 million will be invested into R&D in 2025 to inspire new innovations from customers' perspectives.

4. The impact of important domestic and international policies and legal changes on the Company's financial business and countermeasures:

The Company and subsidiaries comply with local and foreign regulations in all daily operations. It pays constant attention to political and regulatory developments local and abroad, and gathers relevant information that the management may use to make informed decisions, so that adjustments can be made to operational strategies. The Company and subsidiaries encountered no change in local or foreign policy/regulation that significantly affected its financial or business performance in the last year up until the publication date of this Annual Report.

5. The impact of technological (includes information security risk) and industrial changes on the Company's financial business and countermeasures:

The Company pays close attention to technological development, and evaluates and adopts new technologies at appropriate times. The Company also monitors industry trends and market news, evaluates how they affect the Company's operations, and makes corresponding adjustments as deemed appropriate. By adhering to rigorous financial discipline, the Company has been able to secure competitiveness in the market, and by constantly enhancing its own R&D capacity, the Company actively expands future applications of its products and is therefore able to respond to technological and industrial changes in the future. See page 137 of this Annual Report for additional information on information security risk management measures.

6. The impact of changes in corporate image on corporate crisis management and countermeasures:

The Company has devoted attention to core business activities since the day it was incorporated. In addition to complying with laws, the Company takes the initiative to enhance the robustness, quality, and performance of internal management practices, and in doing so maintains a positive corporate image that earns customers' trust. The Company did not encounter any change of corporate image in the last year up until the publication date of the prospectus that posed an operational crisis. However, occurrence of a corporate crisis may still cause substantial damage to the organization, which is why the Company will continue to enforce sound corporate governance as a means to minimize risks and impact.

7.Expected Benefits, Risks, and Response Measures of Planned Mergers or Acquisitions:

The Company currently has no merger or acquisition plan, but will evaluate potential merger and acquisition opportunities thoroughly after taking into consideration the synergy involved for the protection of shareholders' interests.

8. Expected Benefits, Risks, and Response Measures Associated with Plant Expansion

The Company has contracted Ruentex Construction & Engineering Co., Ltd. to construct a silica sand sifting warehouse at Yilan Dongshan Plant. After thorough and careful evaluation while taking into account the potential yield and possible risks, the Company expects the new silica sand sifting warehouse to contribute favorably to the production of silica sand for RT.MIX; furthermore, the reduction in silica sand processing costs will increase profits for the Company.

9. Risks and Response Measures Associated with Concentrated Sales or Purchases:

(1) Purchases:

Products are made from main materials including: limestone, clay, gypsum, vermiculite powder, coal, furnace slag, and gravel. As part of the raw materials procurement strategy, the Company evaluates each supplier for the quality delivered, the pricing, the timeliness of delivery, and level of cooperation. The Company currently sources supplies from a diversified group of local and foreign vendors; it strives to maintain a productive relationship with existing vendors, and is constantly searching for top-performing vendors to work with. As a principle, there shall be at least two suppliers for each raw material. The Company also maintains adequate inventory of key raw materials to cover needs in the event of force majeure or emergency. For the above reasons, the Company is not susceptible to risks of concentrated purchases or supply disruption.

(2) Sales:

Top-10 customers of the Company and subsidiaries represented 49% and 46% of revenue in 2023 and 2024, respectively, and there was no concentration of sales of any single customer. In addition to having business units maintain close contact with customers for updates on the latest performance, the Company also tries to diversify customers by looking for new customers to work with.

10. Impacts, Risks, and Response Measures Following a Major Transfer of Shareholding by Directors, Supervisors, or Shareholders with More Than 10% Ownership Interest:

There was no significant transfer of shareholding by directors, supervisors, or major shareholders with more than 10% ownership in the last year and up until the publication date of the Annual Report. For this reason, the Company expects no material adverse impact in this regard.

11. Impacts, Risks, and Response Measures Associated with a Change of Management:

The Company did not encounter any major transfer of shares in the last year up until the publication date of the Annual Report that resulted in a change of management.

12. Litigious or non-litigious events:

- (1) A. Litigation: The Company holds mining rights to Yilan Lankan Mine (reference No. Tai-Ji-Cai-Zi No. 5569) and submitted a request to the Bureau of Mine, Ministry of Economic Affairs, to change the purpose of the underlying land in accordance with the Mining Act. The Luodong Forest District Office (LFDO), Forestry Bureau, Council of Agriculture, Executive Yuan, expressed an opinion that the request failed to conform with Article 13 of the Regulations for Conservation Forest Managements, and based on LFDO's opinion, the Bureau of Mine rejected the Company's request. An appeal was raised in regards to the decision in September 2020, which the Administrative Appeals Commission ruled to maintain the existing decision. Out of disagreement with the decision, the Company filed administrative litigation with the Taipei High Administrative Court in September 2021. A ruling against the company was rendered by the court on February 29, 2024. Following the judgment being delivered to the Company on March 2024, an attorney has been retained to file an appeal with the Supreme Administrative Court, and the case is currently undergoing litigation procedures.

B.Non-contentious Cases: None

- (2) Major litigations, non-contentious cases, or administrative litigations involving the Company's directors, President, person-in-charge, any shareholder with more than 10% ownership interest, or any subsidiary of the Company, whether concluded or pending judgment, which may present significant impacts on shareholders' interests or securities prices: None

13. Other important risks and countermeasures:

(1) Information security related risks and the control measure therefor:

- A. Here at the Group, we have duly enacted the "Operating Procedures on Management over Information Security". Aiming at information storage and processing, transmission, access control, equipment security and the like, we have set up concrete management specifications to minimize potential information security risks. Such efforts will facilitate the normal operation of our information systems. In response to the management and audit over the Company's information security, we have duly worked out the Company's information security specifications along with sound managerial plans, including notably regulations for implementation and enforcement rules thereof, operating plans and penalty clauses to facilitate standardized management and audit over Internet information security.
- B. Given the fact that information security insurance is still a newly emerging type of insurance involving information security level testing agencies, insurance claim identification agencies and non-claim conditions and other matching measures concerned. We, therefore, are still carrying out assessment over information security related insurance policy(ies). Here at the Company, we have duly implemented concrete risk control and management pursuant to the information security specifications. Subsequently our target is to put forth continued efforts to strengthen information security protection to set up concerted protection mechanism, in particular the efforts to train and cultivate high-quality information security talents to upgrade their professional functions and enact relevant cultivation & training programs to carry out information security advocacy and audit operation with continued and uninterrupted efforts. In turn, we shall upgrade entire staff in their information security literacy and strengthen information security.

VII. Other Material Information: NA.

## **Six. Special Remarks**

- I. Information of Affiliates:  
The company has already made the announcement on the information disclosure website designated by the Financial Supervisory Commission. Please check the Public Information Observation Station for the details.  
Website: [https://mopsov.twse.com.tw/mops/web/t57sb01\\_q10](https://mopsov.twse.com.tw/mops/web/t57sb01_q10)
- II. Private Placements of Securities in the Previous Year and by the Date of Report Publication: None.
- III. Other Required Supplementary Notes: None.

**Seven. Occurrences Significant to Shareholders' Equity or Securities Price, as Defined in Subparagraph 2, Paragraph 3, Article 36 of the Securities and Exchange Act, in the Last Year Up Until the Publication Date of the Annual Report:None.**

I. Spokesperson and Deputy Spokesperson:

Name of Spokesperson: Lin, Yi-Chieh

Position title: President

Phone: (02) 8161-9989

Email: [rtm@mail.ruentex.com.tw](mailto:rtm@mail.ruentex.com.tw)

Deputy Spokesperson: Wu, Po-Chung

Title: Associate director of accounting

Phone: (02) 8161-9989

Email: [rtm@mail.ruentex.com.tw](mailto:rtm@mail.ruentex.com.tw)

II. Address and Phone Number of Headquarters, branch and factory:

Headquarters: 10F, No. 308, Sec. 2, Bade Rd., Taipei City, Taiwan

Phone: (02) 8161-9989

Yilan Branch: No. 357, Da-An Rd., Dongshan Township, Yilan County, Taiwan

Phone: (03) 959-6989

Yilan Dongshan Factory: No. 357, No. 357-1, No. 357-2, No. 357-3, Da-An Rd., Dongshan Township, Yilan County, Taiwan

Phone: (03) 959-6989

Pingtung Ligang Factory: No. 1-7, No. 1-8, Zhongnan, Ligang Township, Pingtung County, Taiwan

Phone: (08) 773-3077

III. Shareholder Services:

Name: Yuanta Security

Address: B1., No. 67, Sec. 2, Dunhua S. Rd., Da'an Dist., Taipei City, Taiwan

Phone: (02) 2586-5859

Website: <https://www.yuanta.com.tw>

IV. CPA of Financial Statements of the Most Recent Year:

Certified Public Accountants: Huang, Chin-Lien, Chang, Shu-Chiung

Name of CPA Firm: PwC Taiwan

Address: 27F., No. 333, Sec. 1, Keelung Rd., Taipei City, Taiwan

Phone: (02) 2729-6666

Website: <https://www.pwc.tw>

V. Name of overseas exchange where securities are listed, and the methods for inquiring the foreign-listed securities: None.

VI. Corporate website: <https://www.rtm.com.tw>

Ruentex Materials Co., Ltd.

Chairman: Mo, Wei-Han

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