Stock Code：2546

Annual Report
2025

Kedge Construction Co., Ltd.

Published date: March 31, 2026
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I. Spokesperson and Acting Spokesperson of the Company:

Spokesperson:	Chin-Hua Fan
Title:	Executive Vice President
Email:	gfan@kindom.com.tw
Acting Spokesperson:	Chun-Ming Chen
Title:	General Manager
Email：	adchen@kindom.com.tw
Tel:	(02)2378-6789
Fax:	(02)2379-6710

II. Head Office Location and Telephone Number: (No branch offices or factories)

Address:	9F., No. 169, Sec. 3, Minquan E. Rd., Songshan Dist., Taipei City
Tel:	(02)2378-6789
Fax:	(02)2379-6710

III. Share Transfer Agency:

Name:	Agency Department, CTBC Bank Co., Ltd.
Address:	5F., No. 83, Sec. 1, Chongqing S. Rd., Zhongzheng Dist., Taipei City
Tel:	(02)6636-5566
Website:	https://ecorp.ctbcbank.com./cts/index.jsp

IV. Certified Public Accountants for the Most Recent Fiscal Year:

Name of Accounting Firm:	KPMG
Name of CPAs:	Yi-Lien Han and Chung-Che Chen
Address:	68F., No. 7, Sec. 5, Xinyi Rd., Xinyi Dist., Taipei City
Tel:	(02)8101-6666
Website:	http://www.kpmg.com.tw

V. Information on Overseas Securities: None.

VI. Company Website: https://www.kedge.com.tw

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One. Letter to Shareholders

Dear Shareholders,

Welcome to the 2026 Annual General Shareholders' Meeting of the Company. Over the past year, the global construction industry has been at a critical intersection of “digital transformation” and “net-zero carbon reduction”. In the face of a domestic environment where tax reduction policies and the introduction of migrant workers have helped moderate labor and material prices, as well as an international trend of surging demand from project owners for green buildings and low-carbon construction methods, the Company has consistently upheld the philosophy of “integrity, quality, service, innovation, and sustainability”, and remained committed to cultivating quality construction services. Through BIM digital integration and the Sustainable Site Office, we have driven the value chain to join the sustainable construction ecosystem. We have not only ensured the core competitiveness of our projects, but also led the industry toward steady growth amid changing circumstances, thereby creating outstanding value for shareholders.

I. 2025 Business Results

In 2025, the Company's contracting scale reached another record high. A total of 29 projects were undertaken during the year, with a total contract amount of NT$86.9 billion. Major newly contracted landmark projects included TSMC AP7P2-FAB Structure, the Taiwan Cooperative Bank Office Building, the Kindom Beitou Ruanqiao Section Project, and TSMC F22P5-CUP and AP8P2 test pile projects, with total new contract value of approximately NT$15.2 billion. Completed and settled projects included the Kindom Zhonghe LG08 Project, the Xiulang Bridge Project, and Minquan Building, with settlement amount of approximately NT$5.6 billion.

Benefiting from strong private-sector investment momentum and stable project revenue recognition, consolidated operating revenue for 2025 reached NT$21.495 billion, representing an increase of 51.01% from 2024. Consolidated net profit after tax amounted to NT$1.243 billion, representing an increase of 42.14%, and earnings per share (EPS) were NT$9.5. In addition, net cash inflow from operating activities for the current period reached NT$2.015 billion, demonstrating the Company's excellent capital allocation flexibility and profitability while expanding its scale.

II. 2026 Business Plan

Looking ahead to 2026, the Company will focus on the “sustainable construction ecosystem” and “AI technology collaboration”. In addition to targeting high-tech plants and rail economy development as key revenue drivers, we will also further align with the Group's vision of “urban district operation”. In response to the challenge of a declining birthrate, we have gradually promoted construction automation. Painting and measuring robots have already been officially deployed at project sites, and an AI-assisted occupational safety identification system has been introduced. We continue to implement ISO 27001 for information security and a zero trust network architecture.

In environmental governance, the Company responds to the Task Force on Nature-related Financial Disclosures (TNFD), expands afforestation in Alishan and Taiwan Magicicada restoration efforts, and implements biodiversity. In terms of social participation, we have further deepened the Repair and Recycle Program, investing in immediate reconstruction task forces for domestic earthquake and typhoon disasters to strengthen community resilience. We will continue to develop high-strength modular construction methods and circular materials and, as a leader in “sustainable buildings”, implement carbon reduction in line with our SBTi commitment and pursue shared prosperity with the supply chain.

III. Impacts of the External Competitive Environment, Regulatory Environment and Overall Business Environment

At present, the global economy is affected by extreme climate and international geopolitical relations, and the green transition has become a standard regulatory requirement. Although the introduction of migrant workers has somewhat eased labor shortages, the increased costs arising from green construction methods and the shortage of technical personnel remain challenges. In response, the Company has adopted split contracting and flexible procurement strategies, and has enhanced supply chain resilience through the publication of the “Operation Guidelines for the Construction Industry ESG Implementation Plan”. We are actively seizing opportunities arising from government rail infrastructure projects and capacity expansion in the technology industry, turning challenges into momentum for technological transformation and ensuring that our projects maintain internationally competitive advantages in quality, cost, and schedule.

IV. Future Development

Looking to the future, the Company will accelerate the implementation of the Kindom Group's sustainable strategic blueprint and focus on five major pillars: “enhancing corporate governance”, “promoting low-carbon engineering transformation”, “building a sustainable supply chain”, “driving digital service innovation”, and “employee well-being and social inclusion”. Kedge has been consecutively selected as one of the Top 100 Sustainability Model Enterprises in Taiwan for four years, and has also received recognition in ESG awards from CommonWealth and Global Views, demonstrating the deep integration of construction professionalism and social good. We will continue to apply innovative AI technologies and low-carbon construction methods to achieve carbon reduction and emissions reduction targets, fulfill our responsibilities to shareholders and society, and move toward becoming an outstanding enterprise in sustainable transformation.

Wishing you

Good health and all the best

Kedge Construction Co., Ltd.

Chairman Ai-Wei Yuan

Two. Corporate Governance Report

I. Information on Directors, Independent Directors, President, Vice Presidents, Assistant Vice Presidents, and the Heads of Departments and Branches:

(I) Information of directors and independent directors:

March 27, 2026 (Unit: shares)

Job title (Note 1)	Nationality or place of registration	Name	Gender/ Age	Date of Election (Inauguration)	Term of office (years)	Date of initial election	Shares Held at the Time of Election		Current number of shares held		Shares held by spouse and underage children		Shares held through nominees		Main experience (academic)	Positions held concurrently in the company and/ or in any other company
							Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio		
Chairman	Republic of China	Kindom Development Co., Ltd. Representative: Ai-Wei Yuen	Male 61 - 70 years old	2023.06.02	3	2014.06.17	39,872,544 -	34.18% -	44,619,050 -	34.18% -	-	-	-	-	Master, Construction Engineering and Management Division, Department of Civil Engineering, National Taiwan University Senior Vice President of the Planning and Design Department, Kindom Development Co., Ltd.	Chairman, Kedge Construction Co., Ltd.
Director	Republic of China	Kindom Development Co., Ltd. Representative: Mike Ma	Male 41 - 50 years old	2023.06.02	3	2020.06.15	39,872,544 2,014,046	34.18% 1.73%	44,619,050 2,253,800	34.18% 1.73%	-	-	-	-	Master of Statistics, Columbia University Chairman, Kindom Development Co., Ltd.	1. Chairman, Kindom Development Co., Ltd. 2. Chairman, Global Mall Co., LTD. 3. Director, Yu-De Investment Co., Ltd. 4. Director, Kedge Construction Co., Ltd. 5. Chairman, Tua Tiann Co., Ltd. 6. Director, Guanqing Electromechanical 7. Director of Jiequn Investment Co., Ltd. 8. Director, KGM International Investment Co., Ltd. 9. Director, Kindom Yu San Education Foundation

Job title (Note 1)	Nationality or place of registration	Name	Gender/ Age	Date of Election (Inauguration)	Term of office (years)	Date of initial election	Shares Held at the Time of Election		Current number of shares held		Shares held by spouse and underage children		Shares held through nominees		Main experience (academic)	Positions held concurrently in the company and/ or in any other company
							Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio		
Director	Republic of China	Kindom Development Co., Ltd. Representative: Sui-Chang Liang	Male 61 - 70 years old	2023.06.02	3	-	39,872,544 -	34.18% -	44,619,050 -	34.18% -	-	-	-	-	Department of Law, National Taiwan University Passed the Bar Examination and is a practicing attorney Director, Mega International Commercial Bank Co., Ltd. Independent Director, First Securities Inc.	1. Principal, Sui-Chang Liang Law Firm 2. Supervisor of Kindom Yu San Education Foundation 3. Director, Kindom Development Co., Ltd.
Director	Republic of China	Kindom Development Co., Ltd. Representative: Chen-Tan He	Male 71 - 80 years old	2023.06.02	3	-	39,872,544 -	34.18% -	44,619,050 2,000	34.18% -	3,000	-	-	-	Virginia Polytechnic Institute and State University Master of Urban Planning Bachelor of Civil Engineering, National Chung Hsing University Minister, Ministry of Transportation and Communications, R.O.C. Political Deputy Minister, Ministry of Transportation and Communications, R.O.C. Commissioner, Department of Transportation, Taipei City Government	1. Director, Kindom Development Co., Ltd. 2. Independent Director, PChome Online Inc. 3. Independent Director, Groundhog Inc.
Director	Republic of China	Kindom Development Co., Ltd. Representative: Yi-Fang Huang	Male 61 - 70 years old	2023.06.02	3	2014.03.13	39,872,544 -	34.18% -	44,619,050 -	34.18% -	-	-	-	-	Master, Construction Engineering and Management Division, Department of Civil Engineering, National Taiwan University President, Kedge Construction Co., Ltd.	Consultant, Kedge Construction Co., Ltd.

Job title (Note 1)	Nationality or place of registration	Name	Gender/ Age	Date of Election (Inauguration)	Term of office (years)	Date of initial election	Shares Held at the Time of Election		Current number of shares held		Shares held by spouse and underage children		Shares held through nominees		Main experience (academic)	Positions held concurrently in the company and/ or in any other company
							Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio		
Director	Republic of China	Kindom Development Co., Ltd. Representative: Chun-Ming Chen	Male 51 - 60 years old	2023.06.02	3	-	39,872,544 759	34.18% -	44,619,050 848	34.18% -	-	-	-	-	Department of Civil Engineering, National Chiao Tung University Chairman, Dingtian Construction Co., Ltd. Director of Jiequn Investment Co., Ltd.	President, Kedge Construction Co., Ltd.
Independent Directors	Republic of China	Hung-Chin Huang	Male 61 - 70 years old	2023.06.02	3	2017.06.19	-	-	-	-	-	-	-	-	Master of Accounting, Shanghai University of Finance and Economics	1. Independent director, Kindom Development Co., Ltd. 2. CPA, Heng Hui Accounting Firm 3. Assistant Professor, Department of Accounting, Fu Jen Catholic University 4. Chairman, Kunlun Real Estate Development Co., Ltd.
Independent Directors	Republic of China	Shen-Yu Kung	Male 61 - 70 years old	2023.06.02	3	2017.06.19	-	-	-	-	-	-	-	-	Master of Business Administration, National Chengchi University Corporate Director Representative, PharmaEssentia Corporation Independent director, Kindom Development Co., Ltd.	1. Chief Investment Officer, Sinar Mas Paper (China) Investment Co., Limited 2. Independent director, Ever Power Ipp Co., Ltd.

Job title (Note 1)	Nationality or place of registration	Name	Gender/ Age	Date of Election (Inauguration)	Term of office (years)	Date of initial election	Shares Held at the Time of Election		Current number of shares held		Shares held by spouse and underage children		Shares held through nominees		Main experience (academic)	Positions held concurrently in the company and/ or in any other company
							Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio		
Independent Directors	Republic of China	Kuo-Feng Lin	Male 71 - 80 years old	2023.06.02	3	2020.06.15	-	-	-	-	-	-	-	-	PhD, Civil Engineering, University of Pittsburgh, USA Chair, Department of Civil Engineering, National Taiwan University Member, National Council for Sustainable Development, Executive Yuan Member, Complaint Review Board for Government Procurement, Public Construction Commission, Executive Yuan	1. Independent director, Kindom Development Co., Ltd. 2. Professor Emeritus, National Taiwan University 3. Independent Director, Ruentex Engineering & Const.Co 4. Independent Director, TaiMed Biologics Inc.

Note 1: For directors serving as representatives of corporate shareholders, the major shareholders of such corporate shareholders, and where such major shareholders are corporate entities, their major shareholders, are described in Table 1 on the next page.

Note 2: Other supervisors, directors, or supervisors who are spouses or relatives within 2nd degree kinship: None.

Note 3: If the chairman of the board of directors and the general manager or equivalent position of the company are the same person, spouses or relatives within the first degree of kinship, it is necessary to explain the reason, rationality, necessity and relevant information of response measures: None.

1.Major shareholders of corporate shareholders:

March 27, 2026

Name of corporate shareholder	Major shareholders of corporate shareholders (Note 1)
Kindom Development Co., Ltd.	Yu-De Investment Co., Ltd. (19.12%)
	Mei-Chu Liu (11.31%)
	Mike Ma (2.60%)
	four season's logistics services int'l corp. (2.27%)
	Guan Yi Investment Co., Ltd. (1.84%)
	Jiechun Investment Co., Ltd. (1.69%)
	Taiwan Steel & Mining Corp. (1.39%)
	Unikey Electronics Co., Ltd. (invested by Chicony Electronics, Kuen-Tai Hsu) (1.14%)
	Million Co., Ltd. (1.09%)
	Shao-Ling Ma (1.01%)

Note 1: The names of the major shareholders of the corporate shareholder and their shareholding percentages among the top ten shareholders. If the dominant shareholder is a juristic person, please complete the following table 2.

2.The major shareholders of a major shareholder of the corporate shareholder, where such major shareholder is a corporate entity:

March 27, 2026

Name of corporate/juristic person	Major shareholders of corporate shareholders (Note 1)
Yu-De Investment Co., Ltd.	Cathay United Trust Property Segregation Account (43.70%); Mike Ma (29.92%); Ma Siu-Ling (13.19%); Ma Ming-Hua (13.19%)
Yu-De Investment Co., Ltd.	Kai-Chou Li (14.49%), Kai-Ting Li (14.48%), Ming Chen (17.08%), Kun-Chi Li (8.46%), Mi-Mi Hung (7.39%), Chao-Feng Chen (0.13%)
Jiechun Investment Co., Ltd.	Kedge Construction Co., Ltd. (99.98%); Mei-Chu Liu (0.005%); Shao-Ling Ma (0.005%); Rung-Tai Chen (0.005%); Kun-Chi Li (0.005%)

Note 1: The names of the major shareholders of the juristic person (whose shareholding ratio accounts for the top ten) and their shareholding ratio.

3. Disclosure of directors' and independent directors' professional qualifications and independent directors' independence: March 27, 2026

Condition / Name	Professional qualifications and experience	Status of independence	Concurrent position in other public companies Number of directors
Ai-Wei Yuan Chairman	1. He has extensive and complete qualifications within the Group and has served successively as Assistant Vice President of the Planning and Design Department, Vice President, Senior Vice President of the Company and Representative Director of the Company. 2. Possesses a comprehensive professional background in architectural planning and extensive experience in operational judgment, business management, industry knowledge, and decision-making leadership. 3. Currently serves as the Chairman of the Company. 4. Not subject to the provisions of Article 30 of the Company Act.	Not applicable	None
Mike Ma Director	1. Within the Group, he has served in the Business Department and the Development Department, and has also held positions including President of Global Mall Co., LTD., President of the Development and Investment Department of Kindom Development Co., Ltd., and Special Assistant to the Chairman. 2. Possesses a comprehensive background in business management and extensive experience in operational judgment, business management, industry knowledge, and decision-making and execution. 3. Currently serves as Chairman of Kindom Development Co., Ltd., Chairman of Global Mall Co., Ltd., Chairman of Tua Tiann Co., Ltd., and director of the Company. 4. Not subject to the provisions of Article 30 of the Company Act.	Not applicable	None
Chen-Tan He Director	1. Formerly served as Minister of the Ministry of Transportation and Communications, R.O.C., Political Deputy Minister of the Ministry of Transportation and Communications, R.O.C., and Commissioner of the Department of Transportation, Taipei City Government. 2. Possesses extensive and comprehensive experience in transportation, environmental affairs, and business communications. 3. Currently serves as Independent Director of PChome Online Inc., Independent Director of Groundhog Inc., Director of Kindom Development Co., Ltd., and Director of the Company. 4. Not subject to the provisions of Article 30 of the Company Act.	Not applicable	2 companies
Sui-Chang Liang Director	1. Possesses extensive background and experience in professional legal affairs, business management, finance, and the fields required by the Company's industry. 2. Currently serves as principal of Sui-Chang Liang Law Office, director of Kindom Development Co., Ltd., and director of the Company. 3. Not subject to the provisions of Article 30 of the Company Act.	Not applicable	None

Condition / Name	Professional qualifications and experience	Status of independence	Concurrent position in other public companies Number of directors
Yi-Fang Huang Director	1. Possesses extensive industry experience, and has previously served as General Manager, Associate Vice President of the Engineering Project Department, Vice President of the Engineering System, and Vice President of the Civil Engineering Department. Currently serves as consultant and director of the Company. 2. Possesses a comprehensive background in civil engineering and extensive experience in operational judgment, business management, industry knowledge, and decision-making leadership. 3. Not subject to the provisions of Article 30 of the Company Act.	Not applicable	None
Chun-Ming Chen Director	1. Possesses extensive and comprehensive experience within the Group, and has previously served as Associate Vice President of the Construction Department, Senior Associate Vice President of the President's Office, and Vice President of the Engineering Department. Currently serves as General Manager and director of the Company. 2. Possesses a comprehensive background in civil engineering and extensive experience in operational judgment, business management, industry knowledge, and decision-making leadership. 3. Not subject to the provisions of Article 30 of the Company Act.	Not applicable	None
Hung-Chin Huang Independent Directors	1. Serves as convener of the Company's Audit Committee and Remuneration Committee and as a member of the Sustainable Development Committee. Previously served at PwC Taiwan and as a director of a Tax Agents Association. Currently serves as CPA of Heng Hui CPAs, Assistant Professor of the Department of Accounting of Fu Jen Catholic University, independent director of Kindom Development Co., Ltd., and Chairman of Kun Lun Real Estate Development Co., Ltd. 2. Possesses a comprehensive background in finance and accounting, as well as extensive experience in auditing and tax knowledge, risk management, industry knowledge, and decision-making leadership. 3. Not subject to the provisions of Article 30 of the Company Act.	1. The Company's independent directors meet the requirements of independence. 2. The director, his/her spouse, and relative within the second degree of kinship are not directors, supervisors, or employees of the Company or its affiliates. Does not hold any shares of the Company and is not a director, supervisor or employee of a company with a specific relationship with the Company. 3. No compensation was obtained for providing commercial, legal, financial or accounting services to the Company or other affiliated companies in the last 2 years.	1 company

Condition / Name	Professional qualifications and experience	Status of independence	Concurrent position in other public companies Number of directors
Shen-Yu Kung Independent Directors	1. Serves as a member of the Company’s Audit Committee. Previously served as corporate director representative of PharmaEssentia Corp. and independent director of Kindom Development Co., Ltd. Currently serves as Investment Director of Gold East Paper (China) Investment Co., Ltd. and independent director of Ever Power IPP Co., Ltd. 2. Possesses a comprehensive background in business operations and extensive experience in business management, industry knowledge, finance and accounting, and decision-making leadership. 3. Not subject to the provisions of Article 30 of the Company Act.	1. The Company's independent directors meet the requirements of independence. 2. The director, his/her spouse, and relative within the second degree of kinship are not directors, supervisors, or employees of the Company or its affiliates. Does not hold any shares of the Company and is not a director, supervisor or employee of a company with a specific relationship with the Company. 3. No compensation was obtained for providing commercial, legal, financial or accounting services to the Company or other affiliated companies in the last 2 years.	1 companies
Kuo-Feng Lin Independent Directors	1. Member of the Audit Committee, Remuneration Committee, and Sustainability Committee of the Company. He currently serves as Professor Emeritus of the Department of Civil Engineering, National Taiwan University, Independent Director of Ruentex Engineering & Construction Co., Ltd., Independent Director of TaiMed Biologics Inc., and Independent Director of Kindom Development Co., Ltd. 2. Possesses comprehensive professional knowledge and technical background in civil engineering, as well as extensive experience in business management, industry knowledge, operational judgment, and decision-making leadership. 3. Not subject to the provisions of Article 30 of the Company Act.	1. The Company's independent directors meet the requirements of independence. 2. The director, his/her spouse, and relative within the second degree of kinship are not directors, supervisors, or employees of the Company or its affiliates. Does not hold any shares of the Company and is not a director, supervisor or employee of a company with a specific relationship with the Company. 3. No compensation was obtained for providing commercial, legal, financial or accounting services to the Company or other affiliated companies in the last 2 years.	3 companies

4. Diversity and independence of the Board of Directors:

(1) Diversity of the Board of Directors:

A. To implement the diversity policy, the Company has formulated Article 20 of the “Corporate Governance Best Practice Principles” with respect to the Company's operation, business model and development needs, in order to formulate an appropriate diversity policy, to strengthen corporate governance and promote the development of board composition and structure, including but not limited to the following two aspects:

(a) Basic conditions and values: gender, age, nationality, and culture.

(b) Professional knowledge and skills: Professional background (such as law, accounting, industry, finance, marketing, or technology), professional skills, and industry experience.

B. The board members of the Company should generally possess the knowledge, skills and literacy necessary to perform their duties. In order to achieve the ideal goals of corporate governance, the board of directors as a whole should have the main capabilities including: operational judgment, business management, industry knowledge, financial and accounting analysis, and leadership decision-making, and so on in order to grasp the possible impact of changes in the international market on the Company's business strategy and provide necessary guidance on crisis management.

C. The Company's board of directors currently consists of nine directors. The specific management objectives and achievements of the board diversity policy are as follows:

Management Goals	Status of Achievement
The number of independent directors exceeds one third of the total number of directors.	Achieved
It is advisable that the number of directors who also serve as the Company's managerial officers shall not exceed one-third of the total number of directors	Achieved
Independent directors who have served less than 3 terms	Achieved
Adequate and diversified professional knowledge and skills	Achieved

D. The diversity of the composition of the Board of Directors is shown in the following table:

Diversified Core Items / Name of director		Basic composition					Professional ability					Background				
		Nationality	Gender	Age: 40-59 years old	Age: 60 years old or above	Serving as an employee of the (parent) company concurrently	Business judgment	Business administration	Industry knowledge	Financial accounting analysis	Decision-making and leadership	Business	Laws	Construction civil engineering	Environmental management	Finance and Accounting
Director	Ai-Wei Yuan	Republic of China	Male		✓		✓	✓	✓		✓			✓		
Director	Mike Ma	Republic of China	Male	✓			✓	✓	✓	✓	✓	✓				
Director	Sui-Chang Liang	Republic of China	Male		✓		✓	✓	✓		✓		✓			

Diversified Core Items / Name of director		Basic composition					Professional ability					Background				
		Nationality	Gender	Age: 40-59 years old	Age: 60 years old or above	Serving as an employee of the (parent) company concurrently	Business judgment	Business administration	Industry knowledge	Financial accounting analysis	Decision-making and leadership	Business	Laws	Construction civil engineering	Environmental management	Finance and Accounting
Director	Yi-Fang Huang	Republic of China	Male		✓		✓	✓	✓		✓			✓		
Director	Chen-Tan He	Republic of China	Male		✓		✓	✓	✓	✓	✓	✓		✓	✓	
Director	Chun-Ming Chen	Republic of China	Male	✓		✓	✓	✓	✓		✓			✓		
Independent Directors	Hung-Chin Huang	Republic of China	Male		✓		✓	✓	✓	✓	✓					✓
Independent Directors	Shen-Yu Kung	Republic of China	Male		✓		✓	✓	✓	✓	✓	✓				✓
Independent Directors	Kuo-Feng Lin	Republic of China	Male		✓		✓		✓		✓			✓		

Note: Director Yi-Fang Huang, who concurrently served as the Company's President, retired on December 31, 2025.

E. Diversity management goals: Article 20 of the Company's "Corporate Governance Best Practice Principles" stipulates that the composition of the Board of Directors shall take diversity into consideration. The current Board of Directors of the Company consists of 9 directors, including 6 directors and 3 independent directors. The members possess extensive professional experience in the fields of civil engineering, finance and accounting, business, law, and management. In addition, the Company also emphasizes gender equality in the composition of the Board of Directors. Having at least one female director shall be the management plan at the current stage, and having female directors account for one-third of the Board seats shall be the long-term goal.

F. For other information on the Board diversity policy, please refer to the Company's website (https://www.kedge.com.tw/) or the Sustainability Report.

(2) Independence of the Board of Directors:

A. The procedures for the election of all directors of the Company are open and fair, and comply with the Articles of Incorporation, the Regulations Governing the Election of Directors, the Corporate Governance Best Practice Principles, the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies, and the Securities and Exchange Act According to Article 14-2”. The Board of Directors is currently composed of 3 independent directors (33%) and 6 non-independent directors (67%). The term of independent directors shall not exceed three consecutive terms, and the number of independent directors of other public companies shall not exceed three concurrently, and the tenure of independent directors shall range from 3 to 8 years.

B. The Company's Board of Directors is responsible for guiding the Company's strategies, supervising the management, and exercising its powers in accordance with laws and regulations, the Company's Articles of Incorporation, and the resolutions of the Shareholders' Meeting, and in accordance with the internal systems and arrangements of corporate governance, emphasizing independent operation and transparency, and all directors and independent directors exercise powers independently and with a high degree of self-discipline. When a proposal listed in the Board of Directors is in conflict with themselves or the legal person it represents, they shall explain the important content of the interest in that meeting of the Board of Directors, recused themselves from the discussion and voting due to conflict of interest, and that there shall be no other director exercising voting rights on behalf of him/her.

(3) Reasons for and improvement measures regarding the failure of the seats held by directors of either gender on the Company's Board to reach one-third:

The seats held by female directors on the Company's Board have not reached one-third because the current term of directors has not yet expired and reelection has therefore not yet taken place. The Company plans to add female directors when the directors are reelected upon expiration of the current term in 2026, so as to meet the requirement of at least one female director under the “Sustainable Development Action Plans for TWSE/TPEx Listed Companies”, promote gender diversity on the Board, and implement the goal of sustainable corporate governance.

(3) Information on the President, Vice Presidents, Assistant Vice Presidents, and supervisors of various departments and branches:

March 27, 2026 (Unit: shares)

Title	Nationality	Name	Gender	Election (assumption) date	Number of shares held		Shares held by spouse and underage children		Shares held through nominees		Principal work experience and academic qualification (Note 1)	Positions in other companies	Managers who are a spouse or a relative within the second degree of kinship		
					Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio			Title	Name	Relationship
General Manager	Republic of China	Yi-Fang Huang (Note 2)	Male	2009.05.01	-	-	-	-	-	-	Department of Civil Engineering, National Taiwan University	-	-	-	-
General Manager	Republic of China	Chun-Ming Chen	Male	2006.03.01	848	-	-	-	-	-	Department of Civil Engineering, National Chiao Tung University	-	-	-	-
Executive Vice President	Republic of China	Chin-Hua Fan	Male	2015.12.01	40,960	0.03%	2,776	-	-	-	Department of Civil Engineering, National Taiwan University	Chairman, Guanqing Electromechanical .Director, Kindom Yu San Education Foundation	-	-	-
Vice President	Republic of China	Wen-Hsiung Chou (Note 2)	Male	2012.01.01	-	-	-	-	-	-	Department of Civil Engineering, National Taiwan University	-	-	-	-
Vice President	Republic of China	Chun-Cheng Liang	Male	2015.08.03	-	-	-	-	-	-	Department of Civil Engineering, National Taiwan University	-	-	-	-
Vice President	Republic of China	Hsien-Chin Chiu	Male	2012.01.01	-	-	-	-	-	-	Department of Civil Engineering, Tamkang University	-	-	-	-
Acting Vice President	Republic of China	Chih-Kuo Tseng	Male	2012.12.27	-	-	-	-	-	-	Department of Civil Engineering, National Taiwan University	Director, Guanqing Electromechanical	-	-	-
Project Vice President	Republic of China	Ru-Ping Chang	Male	2018.08.16	-	-	-	-	-	-	Department of Conservation Technology, Pingtung Institute of Technology	-	-	-	-
Project Vice President	Republic of China	Ming-Chung Lin	Male	2016.10.01	-	-	-	-	-	-	Department of Business Administration, Hsuan Chuang University	-	-	-	-
Senior Assistant V.P.	Republic of China	Chao-Ming Chen (Note 2)	Male	2010.12.20	-	-	-	-	-	-	Department of Civil Engineering, National Taiwan University	-	-	-	-
Senior Assistant V.P.	Republic of China	Li-Ya Chen	Female	2018.01.01	-	-	-	-	-	-	Institute of Business Administration, Chung Yuan Christian University	-	-	-	-

Title	Nationality	Name	Gender	Election (assumption) date	Number of shares held		Shares held by spouse and underage children		Shares held through nominees		Principal work experience and academic qualification (Note 1)	Positions in other companies	Managers who are a spouse or a relative within the second degree of kinship		
					Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio			Title	Name	Relationship
Senior Assistant V.P.	Republic of China	Chong-Te Hsiao	Male	2014.07.01	-	-	-	-	-	-	Department of Civil Engineering, Nan Ya University of Technology	-	-	-	-
Senior Assistant V.P.	Republic of China	Wen-Chin Lee	Male	2013.09.01	-	-	-	-	-	-	Department of Architecture, Hwa Hsia University of Technology	-	-	-	-
Senior Assistant V.P.	Republic of China	Yi-Long Shih	Male	2022.04.01	-	-	-	-	-	-	Department of Architecture, National Taiwan University	-	-	-	-
Assistant Manager	Republic of China	Chin-Chih Hsu	Male	2016.12.01	-	-	-	-	-	-	Department of Civil Engineering, National Central University	-	-	-	-
Assistant Manager	Republic of China	Hsu-Yuan Yeh	Male	2018.01.16	-	-	-	-	-	-	Institute of Architecture, National Cheng Kung University	-	-	-	-
Assistant Manager	Republic of China	Chia-Hsing Li	Male	2019.07.08	21,845	0.02%	1,347	-	-	-	Department of Civil Engineering, National Taiwan University	-	-	-	-
Assistant Manager	Republic of China	Wei-Wen Chen	Male	2021.01.01	18,085	0.01%	1,229	-	-	-	Department of Civil Engineering, National Taiwan University	-	-	-	-
Assistant Manager	Republic of China	Hui-Kuo Hsu	Male	2023.03.20	-	-	-	-	-	-	Department of Electrical Engineering, St. John's University	-	-	-	-
Assistant Manager	Republic of China	Ming-Hsiu Lee	Male	2021.01.18	-	-	-	-	-	-	Institute of Construction Engineering, National Taiwan University of Science and Technology	-	-	-	-
Assistant Manager	Republic of China	Yu-Da Wang	Male	2022.04.01	-	-	-	-	-	-	Department of Civil Engineering, Tamkang University	-	-	-	-
Assistant Manager	Republic of China	Po-Ming Liu	Male	2022.10.01	-	-	-	-	-	-	Department of Harbor & River Engineering, National Taiwan Ocean University	-	-	-	-
Assistant Manager	Republic of China	Chih-Sheng Lin	Male	2022.10.01	-	-	-	-	-	-	Department of Civil Engineering, National Central University	-	-	-	-

Title	Nationality	Name	Gender	Election (assumption) date	Number of shares held		Shares held by spouse and underage children		Shares held through nominees		Principal work experience and academic qualification (Note 1)	Positions in other companies	Managers who are a spouse or a relative within the second degree of kinship		
					Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio			Title	Name	Relationship
Assistant Manager	Republic of China	Hsin-Wei Chen	Male	2023.05.12	-	-	100	-	-	-	Department of Construction Engineering, Hwa Hsia College of Technology and Commerce	-	-	-	-
Assistant Manager	Republic of China	Tsung-Yu Lee	Male	2023.05.12	-	-	-	-	-	-	Department of Industrial Engineering and Engineering Management, Diwan University	-	-	-	-
Acting associate manager	Republic of China	Lin-Hua Chen	Male	2023.05.12	-	-	-	-	-	-	Department of Civil Engineering, Tamkang University	-	-	-	-
Acting associate manager	Republic of China	Hung-Fu Sun	Male	2024.11.08	-	-	-	-	-	-	Graduate Institute of Civil Engineering, National Chung Hsing University	-	-	-	-
Acting associate manager	Republic of China	Yao-Chung Chang (Note 2)	Male	2025.,11.07	-	-	-	-	-	-	Department and Graduate Institute of Construction Engineering, Chaoyang University of Technology	-	-	-	-
Accounting Supervisor	Republic of China	Fang-Chia Chang (Note 2)	Female	2023.01.01	29,808	0.02%	56,175	0.04%	-	-	Department of Accounting, Tamkang University	-	-	-	-
Accounting Supervisor	Republic of China	Po-Wei Chen (Note 2)	Male	114,12.19	-	-	-	-	-	-	Department of Accounting, Ming Chuan University	-	-	-	-
Financial Supervisor	Republic of China	Si-Fan Pan	Female	2023.01.01	-	-	-	-	-	-	Institute of Finance, National Taiwan University of Science and Technology	Supervisor of Jiequn Investment Co., Ltd.	-	-	-
Corporate Governance Officer	Republic of China	Hsin-Yu Li	Female	2023.11.10	-	-	-	-	-	-	Master of Law, National Taipei University	-	-	-	-

Note 1: None of the above personnel had any work experience in the Company's attesting CPA firm or any affiliated company during the aforementioned period.

Note 2: Wen Hsiung Chou resigned on February 28, 2025; Chao Ming Chen resigned on August 6, 2025; Yao-Chung Chang assumed office on November 7, 2025; Fang Chia Chang resigned on December 19, 2025, and Po Wei Chen assumed office on December 19, 2025; Yi Fang Huang resigned on December 31, 2025.

Note 3: Reason, rationality, necessity, and corresponding measures where the General Manager or equivalent position holder (highest managerial officer) and the Chairman are the same person, spouses, or relatives within the first degree of kinship: None. The Chairman and the General Manager or equivalent position holder of the Company are not the same person.

II. Remuneration Paid to Directors, Independent Directors, Presidents and Vice Presidents, etc., in the Most Recent Year

(I) Information to ordinary directors and independent directors:

Unit: NTD thousand

Title	Name	Remuneration to directors								Sum of A+B+C+D and ratio to net income		Remuneration for concurrently serving as an employee								Sum of A+B+C+D+E+F+G and ratio to net income		Remuneration received from investee enterprises other than subsidiaries or from the parent company
		Base compensation (A)		Severance and pension payment (B)		Director profit-sharing compensation (C) (Note 1)		Expenses and perquisites (D) (Note 2)				Salary, rewards, and special disbursements (E)		Severance and pension payment (F) (Note 4)		Employee profit-sharing compensation (G) (Note 3)						
																The Company		All consolidated entities				
		The Company	All consolidated entities	The Company	All consolidated entities	The Company	All consolidated entities	The Company	All consolidated entities	The Company	All consolidated entities	The Company	All consolidated entities	The Company	All consolidated entities	Cash amount	Amount of shares	Cash amount	Amount of shares	The Company	All consolidated entities	
Director	Representative of Kindom Development Co., Ltd.: Ai-Wei Yuan Representative of Kindom Development Co., Ltd.: Mike Ma Representative of Kindom Development Co., Ltd.: Yi-Fang Huang Representative of Kindom Development Co., Ltd.: Chun-Ming Chen Representative of Kindom Development Co., Ltd.: Chen-Tan He Representative of Kindom Development Co., Ltd.: Sui-Chang Liang	-	-	-	-	33,488	33,488	3,000	3,240	36,488 2.94%	36,728 2.96%	18,339	18,339	1,126	1,126	5,830	-	5,830	-	61,783 4.97%	62,023 4.99%	10,178
Independent Directors	Hung-Chin Huang Shen-Yu Kung Kuo-Feng Lin	3,060	3,060	-	-	-	-	-	-	3,060 0.25%	3,060 0.25%	-	-	-	-	-	-	-	-	3,060 0.25%	3,060 0.25%	2,835

Please describe the policy, system, standard and structure of the remuneration to independent directors, and the association with the amount of remuneration based on the responsibilities, risks, time invested and other factors:
According to the provisions of the Articles of Incorporation, compensation is paid to independent directors on a monthly basis, and independent directors shall not participate in the annual distribution of remuneration of directors.
In addition to the disclosure in the above table, the remuneration received by the Company's directors for providing services to all companies listed in the financial statements (e.g. serving as a non-employee consultant, etc.) in the most recent year: None.

Remuneration range table

Breakdown of remuneration to directors of the Company	Name of director			
	Sum of the first four remunerations (A+B+C+D)		Sum of the first seven remunerations (A+B+C+D+E+F+G)	
	The Company	All consolidated entities (H)	The Company	All consolidated entities (I)
Less than NTD 1,000,000	Mike Ma, Yi-Fang Huang, Ai-Wei Yuan, Chun-Ming Chen, Chen-Tan He, Sui-Chang Liang, Hung-Chin Huang, Shen-Yu Kung, Kuo-Feng Lin	Mike Ma, Yi-Fang Huang, Ai-Wei Yuan, Chun-Ming Chen, Chen-Tan He, Sui-Chang Liang, Hung-Chin Huang, Shen-Yu Kung, Kuo-Feng Lin	Mike Ma, Shen-Yu Kung, Hung-Chin Huang, Kuo-Feng Lin, Chen-Tan He, Sui-Chang Liang	Mike Ma, Shen-Yu Kung, Hung-Chin Huang, Kuo-Feng Lin, Chen-Tan He, Sui-Chang Liang
NTD 1,000,000 (inclusive) - NTD 2,000,000 (exclusive)	-	-	-	-
NTD 2,000,000 (inclusive) - NTD 3,500,000 (exclusive)	-	-	-	-
NTD 3,500,000 (inclusive) - NTD 5,000,000 (exclusive)	-	-	-	-
NTD 5,000,000 (inclusive) - NTD 10,000,000 (exclusive)	-	-	Yi-Fang Huang, Chun-Ming Chen	Yi-Fang Huang, Chun-Ming Chen
NTD 10,000,000 (inclusive) - NTD 15,000,000 (exclusive)	-	-	Ai-Wei Yuan	Ai-Wei Yuan
NTD 15,000,000 (inclusive) - NTD 30,000,000 (exclusive)	-	-	-	-
NTD 30,000,000 (inclusive) - NTD 50,000,000 (exclusive)	Kindom Development Co., Ltd.	Kindom Development Co., Ltd.	Kindom Development Co., Ltd.	Kindom Development Co., Ltd.
NTD 50,000,000 (inclusive) - NTD 100,000,000 (exclusive)	-	-	-	-
100,000,000 or more	-	-	-	-
Total	Institutional shareholder: 1 Legal representative: 6 people Natural persons: 3	Institutional shareholder: 1 Legal representative: 6 people Natural persons: 3	Institutional shareholder: 1 Legal representative: 6 people Natural persons: 3	Institutional shareholder: 1 Legal representative: 6 people Natural persons: 3

Note 1: Refers to the 2025 directors' remuneration approved by the Board of Directors on February 26, 2026.

Note 2: Includes depreciation and fuel expenses for company vehicles provided to directors who concurrently serve as managerial officers among the non-independent directors.

Note 3: Refers to the 2025 employee remuneration approved by the Board of Directors on February 26, 2026, and the amount expected to be distributed to directors concurrently serving as managerial officers.

Note 4: The above does not include pension expenses provided in accordance with the law in the amount of NT$216 thousand.

*The concept of remuneration disclosed in this table is different from that of income tax law. Therefore, this table is for information disclosure and not for tax purpose.

(II)Remuneration to the President and Vice Presidents:

Unit: NTD thousand

Title	Name	Salary (A)		Severance and pension payment (B)		Rewards and special disbursements (C) (Note 1)		Employee profit-sharing compensation Amount (D) (Note 2)				Sum of A+B+C+D and ratio to net income (%)		Remuneration from invested businesses other than subsidiaries or from the parent company (Note 3)
		The Company	All consolidated entities	The Company	All consolidated entities	The Company	All consolidated entities	The Company		All consolidated entities		The Company	All consolidated entities	
								Cash amount	Amount of shares	Cash amount	Amount of shares			
General Manager	Yi-Fang Huang	17,272	17,272	726	726	9,041	9,593	12,780	-	12,780	-	39,819 3.20%	40,371 3.25%	None
General Manager	Chun-Ming Chen													
Executive Vice President	Chin-Hua Fan													
Acting Vice President	Chih-Kuo Tseng													
Vice President	Wen-Hsiung Chou													
Vice President	Chun-Cheng Liang													
Vice President	Hsien-Chin Chiu													
Project Vice President	Ming-Chung Lin													
Project Vice President	Ru-Ping Chang													

Remuneration brackets table

Breakdown of remuneration to the President and Vice Presidents of the Company	Name of general manager and deputy general manager	
	The Company	All consolidated entities
Less than NTD 1,000,000	Wen-Hsiung Chou	Wen-Hsiung Chou
NTD 1,000,000 (inclusive) - NTD 2,000,000 (exclusive)	-	-
NTD 2,000,000 (inclusive) - NTD 3,500,000 (exclusive)	-	-
NTD 3,500,000 (inclusive) - NTD 5,000,000 (exclusive)	Chih-Kuo Tseng, Chun-Cheng Liang, Ming-Chung Lin, Ru-Ping Chang	Chih-Kuo Tseng, Chun-Cheng Liang, Ming-Chung Lin, Ru-Ping Chang
NTD 5,000,000 (inclusive) - NTD 10,000,000 (exclusive)	Yi-Fang Huang, Chun-Ming Chen, Chin-Hua Fan, Hsien-Chin Chiu	Yi-Fang Huang, Chun-Ming Chen, Chin-Hua Fan, Hsien-Chin Chiu
NTD 10,000,000 (inclusive) - NTD 15,000,000 (exclusive)	-	-
NTD 15,000,000 (inclusive) - NTD 30,000,000 (exclusive)	-	-
NTD 30,000,000 (inclusive) - NTD 50,000,000 (exclusive)	-	-
NTD 50,000,000 (inclusive) - NTD 100,000,000 (exclusive)	-	-
100,000,000 or more	-	-
Total	9 persons	9 persons

Note 1: Includes depreciation and fuel expenses for company vehicles.

Note 2: Refers to the 2025 employee remuneration approved by the Board of Directors on February 26, 2026, and the amount distributed to directors concurrently serving as managerial officers.

Note 3: Remuneration refers to the compensation, compensation (including compensation to employees, directors, and supervisors) and compensation received by the Company's President and Vice Presidents for serving as directors, supervisors, or managers of invested businesses other than subsidiaries or of the parent company and business execution expenses and other related remuneration.

*The concept of remuneration disclosed in this table is different from that of income tax law. Therefore, this table is for information disclosure and not for tax purpose.

(III) Names of managers distributing employee remuneration, and distribution:

March 27, 2026; Unit: NTD Thousand

	Title	Name	Amount of shares	Cash amount	Total	Proportion of total amount to net profit after tax (%)
Managerial employees	General Manager	Chun-Ming Chen	-	23,480	23,480	1.89%
	General Manager	Yi-Fang Huang				
	Executive Vice President	Chin-Hua Fan				
	Vice President	Hsien-Chin Chiu				
	Vice President	Chun-Cheng Liang				
	Acting Vice President	Chih-Kuo Tseng				
	Project Vice President	Ru-Ping Chang				
	Project Vice President	Ming-Chung Lin				
	Senior Assistant V.P.	Wen-Chin Lee				
	Senior Assistant V.P.	Yi-Long Shih				
	Senior Assistant V.P.	Chong-Te Hsiao				
	Assistant Manager	Chia-Hsing Li				
	Assistant Manager	Wei-Wen Chen				
	Assistant Manager	Hui-Kuo Hsu				
	Assistant Manager	Hsu-Yuan Yeh				
	Assistant Manager	Po-Ming Liu				
	Assistant Manager	Chih-Sheng Lin				
	Assistant Manager	Tsung-Yu Lee				
	Assistant Manager	Yu-Da Wang				
	Assistant Manager	Chin-Chih Hsu				
	Assistant Manager	Hsin-Wei Chen				
	Assistant Manager	Ming-Hsiu Lee				
	Acting Associate Manager	Lin-Hua Chen				
	Acting Associate Manager	Hung-Fu Sun				
	Acting Associate Manager	Yao-Chung Chang				

Note 1: Refers to the 2025 employee remuneration approved by the Board of Directors on February 26, 2026, and the amount expected to be distributed to managerial officers.

Note 2: This table is disclosed on the basis of the names of managerial officers eligible to receive employee remuneration and the distribution status thereof; the actual list of recipients and amounts shall be subject to those managerial officers who remain in office at the time of payment.

(IV) Analysis of the total remuneration paid by the Company and by all companies included in the consolidated financial statements to the Company's directors, President, and Vice Presidents during the most recent 2 fiscal years as a percentage of net income after tax stated in the parent company only or individual financial reports, and the remuneration policies, standards and packages, the procedure for determining remuneration, and the linkage to operating performance and future risk exposure:

Unit: NTD thousand

Title	Total remuneration as a percentage of net profit after tax			
	2025		2024	
	The Company	All consolidated entities	The Company	All consolidated entities
Director	64,843 4.97%	65,083 4.99%	47,710 5.46%	47,850 5.48%
President and Vice President	39,819 3.20%	40,371 3.25%	41,983 4.80%	42,435 4.85%
Total	104,662 8.42%	105,454 8.48%	89,693 10.26%	90,285 10.33%

1. The policy, standard and combination for payment of remunerations, as well as the procedures for establishment of remunerations:

   To regularly evaluate the remuneration policy for directors and senior managerial officers, the Company uses as the basis the evaluation results conducted in accordance with the "Regulations Governing the Board Performance Evaluation" and the "Kedge Construction Employee Evaluation Regulations" applicable to senior managerial officers, and has also established the "Regulations Governing the Performance Evaluation and Remuneration of Directors and Managerial Officers". With reference to the salary levels for comparable positions in the industry market, and also taking into account the scope of authority and responsibility of the individual's position within the Company, the time invested, the achievement of individual goals, and the individual's contribution to the Company's operating performance, the Company grants reasonable remuneration based on the Company's overall operating performance, future operating risks, individual performance evaluation, and the individual's contribution to the Company's performance.

   (1) Remuneration to directors, including independent directors, is governed by Article 18 of the Articles of Incorporation, which authorizes the Board of Directors to determine remuneration with reference to the degree of participation of directors, including independent directors, in the Company's operations and their contribution value, as well as the prevailing standards in the same industry. In addition, if the Company has profits for the year, Article 22 of the Articles of Incorporation provides that no more than 2% shall be appropriated as directors' remuneration. Independent directors do not participate in the annual distribution of directors' remuneration. The Company also periodically evaluates directors' remuneration, both internally and externally, in accordance with the "Regulations Governing the Board Performance Evaluation". Relevant performance evaluation results and the reasonableness of remuneration are reviewed by the Remuneration Committee and the Board of Directors.

   (2) The remuneration of the Presidents and Vice Presidents shall be determined by the Chairperson of the Board of Directors in accordance with Article 20 of the Articles of Incorporation and the remuneration of the managerial officers, including Presidents, Vice Presidents and Assistant Vice Presidents, shall be determined by the Board of Directors in accordance with the employee salary ranking table, rules for sales performance bonuses, rules for employee review, etc., which shall also be reported to the Remuneration Committee for review and approval according to the regulations of the Company Act and the Securities and Exchange Act and submitted to the Board of Directors for resolution.

In addition, if there is a profit for the year, no less than 0.5% shall be appropriated as employee remuneration in accordance with Article 22 of the Articles of Incorporation. (Of the employee remuneration under this item, remuneration to entry-level employees shall not be less than 30%).

Relevant performance evaluation results and the reasonableness of remuneration for the Company's directors and managerial officers are periodically evaluated and reviewed each year by the Remuneration Committee and the Board of Directors. In addition to considering the individual's performance achievement rate and contribution to the Company, the Company also takes into account its overall operating performance, future industry risks and development trends, and reviews the remuneration system in a timely manner based on actual operating conditions and relevant laws and regulations. Reasonable remuneration is granted after also considering current trends in corporate governance. The policy, standard and combination for payment of remunerations to directors, supervisors, presidents and vice presidents of the Company and all companies in the consolidated statements, as well as the procedures for establishment of remunerations thereof in 2025, are generally equivalent to those in 2024.

2. Linkage to operating performance and future risk exposure:

(1) The remuneration and business execution expenses of directors in 2025 consisted of the remuneration paid to independent directors and the business execution expenses of non-independent directors as resolved by the Board of Directors. These were determined mainly with reference to the prevailing standards adopted by other listed companies and are less directly correlated with the Company's industry characteristics and profitability level, but remain at a reasonable level.

(2) The directors' remuneration for 2025 was determined in accordance with Article 22 of the Company's Articles of Incorporation, upon proposal by the Remuneration Committee on February 25, 2026 and approval by resolution of the Board of Directors on February 26, 2026. The self-evaluation results of the Board of Directors and individual directors for 2025 were all rated as “Excellent” and “Significantly Exceeded the Standard”. Directors' remuneration amounted to NT$33,488 thousand, representing approximately 2.69% of the Company's profit for 2025, and was mainly linked to the Company's profitability and operating performance. The evaluation items include, but are not limited to, the number of new contracts, project input achievement rate, gross margin achievement rate, EPS, and ESG sustainable development, including the promotion of corporate governance, ethical management, risk control, implementation of compliance, and achievement of the Company's five major sustainability goals. Independent directors receive monthly remuneration and do not participate in the annual distribution of directors' remuneration. Corporate director representatives who are non-independent directors did not receive directors' remuneration.

(3) According to Article 20 of the Company’s Articles of Incorporation, the remuneration of managerial officers includes the Presidents, Vice Presidents and other managerial officers, which shall be determined by the Board of Directors. At the end of each year, remuneration for senior managerial officers is linked to performance evaluation based on

key performance indicators, or KPI. The KPI evaluation items include, but are not limited to, the number of new contracts, project input achievement rate, gross margin achievement rate, EPS, and ESG sustainable development. Future operating risks and development trends of the industry, together with the Company's short-, medium-, and long-term plans and implementation status, are also taken into consideration and linked to remuneration payment as a whole, so as to ensure a balance between the Company's sustainable operation and risk control.

(4) In the future, the Company will strengthen the long-term performance incentive mechanism by linking senior managerial officers' incentives to the Company's medium- and long-term operating performance, enhancing employees' cohesion and sense of identification, and enabling them to share in the Company's operating results.

3. For relation information on the performance evaluation and remunerations of directors and managerial officers, please visit the Company's website (Https://www.kedge.com.tw/) or the Sustainability Report.

III. Corporate Governance Status:

(I) Information on the operation of the Board of Directors:

The Board of Directors held 6 meetings (A) in the most recent year (2025), and the attendance is as follows:

Title	Name	Number of attendances in person (B)	Frequency of attendance by proxy	Actual attendance rate (%) [B/A] (Note 2)	Remarks
Chairman	Kindom Development Co., Ltd. Representative: Ai-Wei Yuen	5	1	83.33%	Required attendance:6 times
Director	Kindom Development Co., Ltd. Representative: Mike Ma	6	0	100.00%	Same as above
Director	Kindom Development Co., Ltd. Representative: Chen-Tan He	5	1	83.33%	Same as above
Director	Kindom Development Co., Ltd. Representative: Sui-Chang Liang	6	0	100.00%	Same as above
Director	Kindom Development Co., Ltd. Representative: Yi-Fang Huang	6	0	100.00%	Same as above
Director	Kindom Development Co., Ltd. Representative: Chun-Ming Chen	6	0	100.00%	Same as above
Independent Directors	Hung-Chin Huang	6	0	100.00%	Same as above
Independent Directors	Shen-Yu Kung	6	0	100.00%	Same as above
Independent Directors	Kuo-Feng Lin	6	0	100.00%	Same as above

Other information to be disclosed:

I. If the operation of the board of directors meets any of the following circumstances, the date and session of the board of directors, the contents of the motions, the opinions of all independent directors, and the Company's handling of the opinions of the independent directors should be stated:
   (I) Matters set forth in Article 14-3 of the Securities and Exchange Act: Not applicable, as the Company has established an Audit Committee.
   (II) For matters set forth in Article 14-5 of the Securities and Exchange Act, please refer to the section on the operation of the Audit Committee in this chapter.
   (III) Other than the aforementioned matters, there were no resolutions of the Board of Directors to which the independent directors expressed dissenting or qualified opinions that were on record or stated in writing: None.

II. For implementation of a director's recusal due to a conflict of interest, the name of the director, the content of the proposal, the reason for recusal, and the participation in the voting shall be stated:
   (I) March 7, 2025, the 12th meeting of the 12th term of Board of Directors: Ratification of the adjustment to transportation allowances for the Company's external directors and independent directors.
   Director Sui-Chang Liang, Independent Director Hung-Chin Huang, Independent Director Shen-Yu Kung, and Independent Director Kuo-Feng Lin were interested parties and therefore recused themselves from the discussion and voting. The remaining attending directors present had no objection and approved the proposal as submitted.
   (II) March 7, 2025, the 12th meeting of the 12th term of Board of Directors: Ratification of the adjustment to the Company's meal allowance.
   Chairman Ai-Wei Yuan, Director Yi-Fang Huang, and Director Chun-Ming Chen were interested parties and therefore recused themselves from the discussion and voting. The remaining attending directors present had no objection and approved the proposal as submitted
   (III) March 7, 2025, the 12th meeting of the 12th Board of Directors: Proposal for the application by the Company's managerial officer for settlement of pension under the old pension scheme.
   Director Chun-Ming Chen was an interested party and therefore recused himself from the discussion and voting. The remaining attending directors present had no objection and approved the proposal as submitted.
   (IV) May 9, 2025, the 13th meeting of the 12th term of Board of Directors: Proposal for the application by the Company's managerial officer for settlement of pension under the old pension scheme.
   Chairman Ai-Wei Yuan was an interested party and therefore recused himself from the discussion and voting. The remaining attending directors present had no objection and approved the proposal as submitted.
   (V) November 7, 2025, the 16th meeting of the 12th term of the Board of Directors: Proposal for the Company's acquisition of right-of-use assets of real property from a related party.
   Chairman Ai-Wei Yuan, Director Mike Ma, Director Yi-Fang Huang, Director Chun-Ming Chen, Director Sui-Chang Liang, and Director Chen-Tan He were all corporate representatives of the related party, Kindom Development Co., Ltd. Independent Director Hung-Chin Huang and Independent Director Kuo-Feng Lin also concurrently served as independent directors of Kindom Development Co., Ltd. and therefore recused themselves from the discussion and voting. The remaining attending directors had no objection and approved the proposal as submitted.
   (VI) December 19, 2025, the 17th meeting of the 12th term of the Board of Directors: Proposed audit plan of the Company for 2026.
   Director Yi-Fang Huang and Director Chun-Ming Chen were interested parties and therefore recused themselves from the discussion and voting. The remaining attending directors had no objection and approved the proposal as submitted.
   (VII) December 19, 2025, the 17th meeting of the 12th term of the Board of Directors: Proposal for the retirement of the Company's President, Yi-Fang Huang.
   Director Yi-Fang Huang was an interested party and therefore recused himself from the discussion and voting. The remaining attending directors had no objection and approved the proposal as submitted.

(VIII) December 19, 2025, the 17th meeting of the 12th term of the Board of Directors: The Company proposed to make a donation to the "Kindom Yu San Education Foundation" in 2026.
Director Mike Ma and Director Sui-Chang Liang respectively served as director and supervisor of the foundation and were therefore interested parties, and thus recused themselves from the discussion and voting. The remaining attending directors had no objection and approved the proposal as submitted.

III. Implementation of the evaluation of the Board of Directors:

(I) Self-Evaluation of the Board of Directors:

Evaluation Cycle	Elevation Period	Scope of Evaluation	Evaluation Method	Evaluation Content
Annually	2025/01/01~2025/12/31	Performance evaluation of the Board of Directors, individual board members, and functional committees	Self-performance evaluation of the Board of Directors, board members, and functional committees	I. The performance evaluation of the Board of Directors includes the following dimensions: 1. Degree of participation in the Company's operations. 2. Improvement of the quality of decision-making by the Board of Directors. 3. Composition and structure of the Board of Directors. 4. Election and continuing education of directors. 5. Internal control. II. The performance evaluation of functional committees includes the following dimensions: 1. Alignment with company goals and tasks. 2. Awareness of directors' responsibilities.

				3. Degree of participation in the Company's operations. 4. Internal relations management and communication. 5. Professionalism and continuing education of directors. 6. Internal control. III. The performance evaluation of functional committees includes the following dimensions: 1. Degree of participation in the Company's operations. 2. Awareness of the duties of functional committees. 3. Improvement of the decision-making quality of functional committees 4. Composition of the functional committee and election of its members 5. Internal control.

The results of the Company's internal and external performance evaluations of the Board of Directors for 2025 were submitted to the 18th meeting of the 12th term of the Board of Directors on February 26, 2026 as a basis for review and improvement, and were also disclosed on the Company's website. The results of the internal performance evaluations of the Board of Directors, individual board members, and each functional committee for 2025 were all rated as “Significantly Exceeded the Standard”. The overall average score of the Board self-evaluation was 4.62 out of 5, and the overall average score of the self-evaluation of individual board members was 4.93 out of 5, indicating that the overall operation of the Board of Directors was sound. The self-evaluation results of the Audit Committee, Remuneration Committee, and Sustainability Committee were 5, 5, and 4.97 out of 5, respectively, indicating that each functional committee operated soundly and effectively.

(II) External Performance Evaluation of the Board of Directors by an Independent Professional Institution

According to the "Rules for Performance Evaluation of Board of Directors" established by the Board of Directors in March 2018, an external performance evaluation of the Board of Directors shall be conducted at least once every three years.

In December 2025, the Company engaged the Taiwan Association for Board Governance to conduct the 2025 external performance evaluation of the Board of Directors, with the evaluation period covering January 1, 2023 to September 30, 2025. The institution and the experts conducting the evaluation had no business dealings with the Company and were independent.

The evaluation covered seven major dimensions of the Board of Directors, namely, "Board Composition and Structure", "Election of Directors and Continuing Education", "Degree of Participation of the Board of Directors in the Company's Operations", "Improvement of the Quality of Decision-Making by the Board of Directors", "Internal Control", "Sustainable Development", and "Value Creation", and was conducted by means of questionnaires, on-site interviews, and online video interviews. The Taiwan Association for Board Governance issued the Board performance evaluation report on December 12, 2025, and the evaluation conclusions and recommendations were submitted to the 18th meeting of the 12th term of the Board of Directors on February 26, 2026.

- Conclusion and recommendation:

  Overall, the governance and operation of the Company's Board of Directors have, in most respects, complied with the relevant regulations proposed by the Taiwan Stock Exchange regarding corporate governance practices and board performance evaluations. The specific strengths of the governance of the Company and its Board of Directors include the following:

  (1) The structure of the Company's Board of Directors combines independence and diversity: independent directors account for one-third of the Board seats, and the directors possess broad and diverse professional backgrounds, which help bring multiple perspectives to optimize the quality of decision-making and promote the Company's long-term sound operation and sustainable development.

  (2) The directors actively perform their duties: all directors actively participate in various meetings, contribute professional insights, and engage in thorough discussions and exchanges of views on major proposals, effectively enhancing the functions of the Board of Directors.

  (3) The Board of Directors demonstrates self-discipline: in addition to carrying out annual internal self-evaluations of the Board of Directors and functional committees, the Company also engages an external professional institution every three years to conduct performance evaluations. This year marked the second external evaluation, demonstrating the Board's determination to motivate itself and continuously improve governance effectiveness.

  (4) The Company's ESG management has been institutionalized: in addition to introducing the Science Based Targets initiative, the Company also works with external institutions to assist upstream suppliers in implementing carbon reduction construction methods, and the Company's short-, medium-, and long-term corporate governance goals also include reviewing suppliers' corporate governance effectiveness.

  (5) The Company has achieved fruitful ESG results: the Company has established the "Sustainability Committee" as a functional committee dedicated to promoting ESG strategies, demonstrating its emphasis on sustainable development. The Company has achieved outstanding results in promoting sustainable development and has repeatedly received

recognition through multiple awards from various external institutions.

(6) Excellent information security results: the Board of Directors places great importance on information security governance and has overseen the Company's introduction of the ISO 27001 international standard and successful certification, thereby establishing a comprehensive information security management system and demonstrating the Company's determination to implement information security governance standards and strengthen digital protection.

- It is suggested that the Company can improve the governance of the Board of Directors in the following directions:

  (1) The Audit Committee and the head of internal audit maintain smooth and effective interaction. It is recommended that the convener of the Audit Committee further include the “communication between the Audit Committee and the head of internal audit” in the report delivered at the annual general meeting of shareholders.

  (2) The Company has established a comprehensive succession plan for the senior management team and has been steadily implementing it. It is recommended that the implementation results of the succession plan be regularly reported to the Board of Directors, so as to strengthen the Board's supervisory function over senior human resource strategies and ensure the steady succession of the talent pipeline.

IV. Enhancements to the functionality of the Board of Directors in the current year and the most recent year (e.g. establishment of an Audit Committee, enhancement of information transparency, etc.) and evaluation of their implementation:

(I) To implement the following objectives of strengthening the functions of the board of directors:

1. Members of the Board of Directors of the Company actively participated in the operation of the Board of Directors. The attendance rate of directors in 2025 was 96.30%.
2. The Company's board members actively participate in various continuing educations. In 2025, all board members have spent a total of 72 hours of continuing education.
3. The Audit Committee of the Company is composed of all independent directors to exercise its supervisory duties and achieve the goal of strengthening the functions of the Board of Directors.
4. The Company upholds transparent operations and emphasizes the interests of shareholders. There is an “Investor Section” on the corporate website to provide relevant information and announce important resolutions of the Board of Directors.

(II) Operations of Audit Committee:

The Board of Directors held 5 meetings (A) in the most recent year (2025), and the attendance of the members is as follows:

Title	Name	Actual attendance rate (B)	Frequency of attendance by proxy	Actual attendance rate (%) [B/A]	Remarks
Independent Directors	Hung-Chin Huang	5	0	100.00%	Required attendance: 5 times
Independent Directors	Shen-Yu Kung	5	0	100.00%	Same as above
Independent Directors	Kuo-Feng Lin	5	0	100.00%	Same as above

Other information to be disclosed:

I. The purpose of the Company's Audit Committee is to assist the Board of Directors in monitoring the quality and integrity of the Company's accounting, financial reporting process and financial control, as well as internal control, legal compliance and audit or potential risk management.

II. All members of the 12th term of Board of Directors elected the independent Director Hung-Chin Huang as the convener. In addition to complying with the Company Act, the Securities and Exchange Act, and the standards and regulations promulgated by the competent authority, the operation of the Audit Committee is also governed by the Audit Committee Charter adopted by the Company. The matters primarily reviewed by the Audit Committee mainly include oversight of the following:
1. Appropriate presentation of the Company's financial statements, and effective implementation of accounting policies and procedures.
2. Internal control, internal audit and related policies and procedures amendment and effective implementation.
3. Amendment and effective implementation of the procedures for handling major asset or derivative transactions.
4. Amendments and effective implementation of the Procedures for Handling Endorsement or Guarantee for Material Loan of Funds. .
5. Offering, issuance or private placement of equity-type securities.
6. Compliance with relevant laws and regulations for the Company's purpose and business needs.
7. Matters involving the interests of directors.
8. Whistle-blowing and grievance reports related to ethical corporate management.
9. Information security policies and procedures, fraud prevention plans, and project reports.
10. Management and control of existing or potential risks of the Company.
11. Appointment, dismissal, independence and performance of CPAs.
12. Appointment and dismissal of financial, accounting or internal auditing officers.
13. Other material matters as required by the Company or the competent authority.

III. If the operation of the Audit Committee is under any of the following circumstances, the meeting date and period, the contents of the motions, the independent directors' dissenting opinions, qualified opinions or major recommendations, the Audit Committee's resolutions, and the Company's comments on the disposal of Audit Committee shall be stated.

(I) Matters specified in Article 14-5 of the Securities and Exchange Act:

Date and session of the meeting	Proposal content	Dissenting opinions, qualified opinions, or major recommendations of independent directors	Resolution of the Audit Committee	The Company's handling of the opinions of the Remuneration Committee
2024.03.06 2nd term The 10th	1. Preparation of the Company's 2025 business report and financial statements. 2. The Company's 2024 earnings distribution proposal. 3. Appropriation of cash dividends from 2024 earnings of the Company 4. Proposal for 2024 capital increase by retained earnings with issuance of new shares 5. Proposal for amendment to parts of the provisions of the "Articles of Incorporation" of Company 6. The "Statement of Internal Control System" for 2024 7. Proposal to amend some provisions of the Company's "Corporate Governance Best Practice Principles" 8. Proposal for the rotation of CPAs of KPMG 9. Proposal for assessing the independence and suitability of the CPAs appointed by the Company.	None	Approved by all committee members present	Submitted to the Board of Directors Resolved
2025.05.09 2nd term 11th Meeting	The Company's 2025 Q1 consolidated financial statements.	None	Approved by all committee members present	Submitted to the Board of Directors Resolved
2025.08.08 2nd term 12th Meeting	The Company's 2025 Q2 consolidated financial statements.	None	Approved by all committee members present	Submitted to the Board of Directors Resolved

2025.11.07 2nd term 13th Meeting	1. The Company's 2025 Q3 consolidated financial statements. 2. Proposal for the Company's acquisition of right-of-use assets of real property from a related party 3. Proposal for amendments to the system manual and part of the procedures for the internal control system of the Company 4. Proposal for amendments to the Company's “Regulations Governing Year-end Bonus Distribution”	None	Handled in accordance with the applicable recusal requirements and approved by the attending committee members.	Submitted to the Board of Directors Resolved
114,12.19 2nd term 14th meeting	1. Proposal of the Company's 2026 audit plan 2. Proposal for assessing the independence and suitability of the CPAs appointed by the Company. 3. Proposal for addition of pre-approved non-assurance service items 4. Proposal for adjustment of the Company's accounting supervisor 5. Proposal for lifting the non-compete restrictions on the Company's managerial officer, Vice President Chun-Cheng Liang 6. Proposal for amendments to the system manual and part of the procedures for the internal control system of the Company	None	Approved by all committee members present	Submitted to the Board of Directors Resolved

(II) In addition to the aforementioned matters, other motions without approval by the Auditing Committee but passed by the board of the directors with the consents of more than two-thirds of the directors: None.

IV. Implementation of recusal of independent directors from proposals involving conflicts of interest:

(I) At the 13th meeting of the 2nd term of the Audit Committee on November 7, 2025, the proposal for the Company's acquisition of right-of-use assets of real property from a related party was discussed. Convener Hung-Chin Huang and Committee Member Kuo-Feng Lin each concurrently served as an independent director of Kindom Development Co., Ltd. and therefore recused themselves from the discussion and voting due to a conflict of interest. The convener designated Committee Member Shen-Yu Kung to act as chair pro tempore, and the committee members had no objection and approved the proposal as submitted.

V. Communication between independent directors, internal audit officers and CPAs:

(I) The Company's independent directors have direct communication channels with the internal audit officer and CPAs; they conduct regular inspections of the Company's financial and business conditions as required by the competent authority, and communicate directly with the management and governance units.

1. The Company's internal audit officer regularly submits completed audit items, including follow-up audit items, to each independent director for review by the end of the month following completion, and regularly attends meetings of the Audit Committee and the Board of Directors to report on audit activities. At least once a year, the internal audit officer communicates separately with the independent directors, through meetings or discussion sessions, regarding internal audit activities, the operation of internal control, and relevant recommendations.
2. At least once a year, the Company's CPAs communicate separately with the independent directors, through meetings or discussion sessions, regarding the audit results of the Company's financial reports and key audit matters, major adjustments, internal control recommendations, and updates and dissemination of important laws and regulations.

(II) The separate meeting communication between the independent directors and the internal audit officer was satisfactory. A summary of the main communication matters in 2025 is as follows:

Date of meeting	Communication matters	Recommendations and results
2025.10.27 Communication meetings	January to September 2025 Integrated report on audit activities for January to September 2025 and report on the TWSE internal control review	All independent directors had no objection at this meeting.

(III) The communication between independent directors and the CPAs is good. The main communication matters in 2025 are summarized as follows:

Date of meeting	Communication matters	Result of communication
114,03.06 Communication meetings	Explanation of the audit results of the 2024 financial statements, key audit matters, and updates on important laws and regulations.	All independent directors had no objection at this meeting.
2025.08.08 Communication meetings	The review results of the 2025 Q2 financial statements, and updates on important laws and regulations.	All independent directors had no objection at this meeting.

(II) Status of corporate governance and deviations from the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies and reasons thereof:

Evaluation Items	Status of Operation			Deviation and causes of deviation from the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies
	Yes	No	Summary description	
I. Has the Company established and disclosed its corporate governance best-practice principles in accordance with the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies?	✓		The Company and its subsidiaries (hereinafter referred to as the "consolidated company") have established the "Corporate Governance Best Practice Principles" in accordance with the "Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies", and it is disclosed on the Company's website and MOPS. The consolidated company always pays attention to domestic and international developments in corporate governance and changes in the business environment, continuously makes relevant amendments, improves the systems it has established, and reviews the status of implementation in order to enhance the effectiveness of corporate governance implementation.	No difference
II. The Company's shareholding structure and shareholders' rights and interests				
(I) Does the Company have Internal Operation Procedures for handling shareholders' suggestions, concerns, disputes and litigation matters. If yes, have these procedures been implemented accordingly?	✓		(I) The consolidated company has spokesperson and a share transfer agency, and has also set up a dedicated shareholder service unit in the accounting office. A shareholder service section is also available on the Company's website to disclose contact information for receiving shareholders' suggestions and inquiries and handling disputes. There has been no litigation with shareholders.	No difference
(II) Does the Company have a list of the Company's major shareholders and the ultimate controllers of such major shareholders?	✓		(II) The consolidated company maintains close contact with major shareholders, and uses the shareholder registry provided by the stock agency to keep abreast of the shareholdings of major shareholders and their ultimate controllers.	No difference
(III) Has the Company established and implemented risk control and firewall mechanisms with its affiliates?	✓		(III) The consolidated company and its affiliated companies operate independently in terms of operations and finance, and have established the "Procedures for Management of Transactions with Related Parties," "Procedures for	No difference

Evaluation Items	Status of Operation			Deviation and causes of deviation from the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies
	Yes	No	Summary description	
			Management of Supervision over Subsidiaries," "Procedures for Loaning Funds to Others," "Procedures for Endorsements and Guarantees," and the "Procedure for the Acquisition or Disposal of Assets" to establish a control and firewall mechanism between the Company and affiliated companies.	
(IV) Has the Company established internal regulations to prohibit insiders from trading securities using undisclosed information in the market?	✓		(IV) Under the insider trading prevention section of the consolidated company's "Procedures for Handling Material Inside Information", directors, independent directors, managerial officers, and persons specified in Article 157-1 of the Securities and Exchange Act are prohibited from trading securities based on non-public information. They are also prohibited from trading the Company's shares before material information is publicly disclosed or within 18 hours after such information has been disclosed. In addition, they may not trade the Company's shares during the closed period of 30 days prior to the announcement of the annual financial report and 15 days prior to the announcement of each quarterly financial report. The consolidated company provides annual training and awareness programs on the "Procedures for Handling Material Inside Information" and related laws and regulations for directors, managerial officers, and employees at least once a year. For newly appointed directors and managerial officers, such training is arranged within three months after they assume office. For new employees, the Human Resources Department provides the relevant training during orientation. The Company also regularly notifies directors and managerial officers by email of the "Procedures for Handling Material Inside Information", relevant regulations governing insiders' equity transactions, common practical scenarios, and the closed periods prior to the announcement of the annual and quarterly financial reports. In 2025, the Company	No difference

Evaluation Items	Status of Operation			Deviation and causes of deviation from the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies
	Yes	No	Summary description	
			provided relevant courses and awareness programs to a total of 858 current directors, managerial officers, and employees, totaling 902 hours, through video conferencing and online formats. The topics covered included corporate governance and ethical management, anti-corruption, and explanations of the causes of insider trading and related case examples. After the session, the audio and video files were uploaded to the internal employee system for reference by those who were unable to attend that day.	
III. Composition and duties of the Board of Directors (I) Has the Board of Directors established a diversity policy with respect to the composition of its members, with specific management goals and implementation?	✓		(I) Article 20 of the consolidated company's “Corporate Governance Best Practice Principles” stipulates that the composition of the Board of Directors should take diversity into account. The Company's Board of Directors currently consists of 9 directors, including 6 directors and 3 independent directors. The directors have a wealth of experiences and professionalism crossing the fields of civil engineering, accounting and finance, business, law, and management. Furthermore, the Company also pays attention to gender equality in the composition of the Board of Directors. At the current stage, the goal is to have at least one female director, and this goal will be taken into account in evaluating and planning nominees for the 2026 board election. Over the longer term, the Company aims to have women hold one-third of the Board seats. For the relevant management goals and the status of implementation, please refer to the section “Board Diversity and Independence”. The Company's diversity policy on the composition of the board of directors is also disclosed on the Company's website.	No difference

Evaluation Items	Status of Operation			Deviation and causes of deviation from the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies
	Yes	No	Summary description	
(II) In addition to establishing the Remuneration Committee and the Audit Committee as required by law, has the Company established other functional committees voluntarily?	✓		(II) Further to establishing the Remuneration Committee and the Audit Committee in accordance with the law, the Board of Directors of the Company passed a resolution on July 15, 2022 to establish the "Sustainable Development Committee Charter" and appoint 4 members and an executive secretary of the Sustainable Development Committee , the committee has established five major task forces, namely the Green and Low-Carbon Task Force, Sustainable Supply Chain Task Force, Innovative Service Task Force, Employee Well-being and Social Inclusion Task Force, and Corporate Governance Task Force. Each Task Force is responsible for the promotion of various sustainable development action projects and execution. The Sustainable Development Committee is chaired by the Chairman, and more than one-half of its members to be independent directors. On December 29, 2023, Chairman Ai-Wei Yuan, Director Chen-Tan He, and Independent Directors Hung-Chin Huang and Kuo-Feng Lin were appointed as members of the Sustainable Development Committee. More than one-half of the members are independent directors, and at least one director participates in oversight. Chairman Ai-Wei Yuan has extensive and comprehensive experience within the Group and possesses professional expertise in business management, planning and design, and sustainable development. He has long been deeply engaged in sustainability-related matters and has actively advanced various sustainability policies, enabling the Company to complete greenhouse gas inventory disclosure and third-party verification ahead of schedule, and to collect emissions data across all categories earlier than its industry peers. In addition to his extensive professional background in civil engineering, Director Chen-Tan He is	No difference

Evaluation Items	Status of Operation			Deviation and causes of deviation from the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies
	Yes	No	Summary description	
			also one of the founders of the Taiwan Ecological Engineering Development Foundation and is committed to balancing engineering development with ecological sustainability. Independent Director Hung-Chin Huang is a CPA with a comprehensive background in finance, accounting, and business management. Independent Director Kuo-Feng Lin is a distinguished professor in the Department of Civil Engineering and has extensive professional knowledge and technical expertise in civil engineering. All members of the Company's Sustainable Development Committee have professional backgrounds in sustainability and relevant practical experience. For each member's other professional capabilities and practical experience, please refer to the information on directors and independent directors, as well as the section on board diversity. In 2025, the Sustainable Development Committee held two meetings, on March 3 and October 27, and reported its sustainability strategy planning and implementation results to the Board of Directors on March 7 and November 7, respectively. For other details regarding its operations, please refer to "(V) Implementation of Sustainable Development, Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies and the Reasons". The Company is currently evaluating the establishment of a Nomination Committee to assist the Board of Directors in developing and managing a fair and transparent process for formulating human resource strategies for directors, supervisors, and senior executives.	
(III) Has the Company established rules and methods for evaluating the performance of the Board of Directors? Is the performance evaluation conducted on a regular basis every year? Does the Company	✓		(III) The Board of Directors has resolved on November 9, 2022 to amend the "Procedures for Performance Evaluation of the Board of Directors". The amendment on: (1) The evaluation indicators are to be determined based on the operation and	No difference

Evaluation Items	Status of Operation			Deviation and causes of deviation from the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies
	Yes	No	Summary description	
submit the results of the performance evaluation to the Board of Directors and use it as a reference for individual directors' remuneration and nomination?			needs. Every year, the performance evaluation shall be reviewed once on aspects relating to the overall operation status of the board, the performance of individual directors and of the functional committees. And, (2) the evaluation is to be conducted by an external professional independent institution once every three years. The 2025 evaluation of the Board of Directors' performance was reported to the Board of Directors on February 26, 2026. The consolidated company's Board of Directors' performance had a good result. The Company engaged the Taiwan Association for Board Governance to conduct the external performance evaluation in 2025, and the evaluation report was issued on December 12, 2025. The results of the relevant internal and external board performance evaluations have been published on the Company's website.	
(IV)Does the Company regularly assess the independence of the CPAs?	✓		(IV) The Company's Audit Committee annually assesses the independence and The Company's Audit Committee evaluates the independence and suitability of the appointed CPAs on an annual basis. In addition to requiring the certifying CPAs to provide a “Declaration of Independence” confirming that they have not violated Statement of Professional Ethics for Certified Public Accountants No. 10, the Committee also reviews AQI information prepared in accordance with the “Guidance for CPA Firms on Preparing the Audit Quality Indicators”. This AQI information covers five dimensions and 13 indicators and serves as a basis for the Board's evaluation. The AQI assessment items are as follows: 1. Professionalism: audit experience, training hours, turnover rate, and professional support; 2. Quality control: CPA workload, audit engagement hours, engagement quality control review (EQCR), and quality control support	No difference

Evaluation Items	Status of Operation			Deviation and causes of deviation from the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies
	Yes	No	Summary description	
			capability; 3. Independence: non-audit services and client familiarity; 4. Supervision: deficiencies and sanctions identified in external inspections, and improvement letters issued by the competent authority; 5. Innovation capability: innovation planning or initiatives. Based on the evaluation, it was confirmed that, apart from fees for audit and tax engagements, the certifying CPAs appointed by the Company have no other financial interests or business relationships with the Company (including no direct or material indirect financial interest in the audit client, no excessive dependence by the accounting firm on fees from a single client, and no material close business relationship with the audit client). The CPA's family members do not violate the independence requirements. In addition, based on the AQI information, it was confirmed that both the CPAs and the accounting firm performed above the industry average in terms of audit experience and training hours. Over the past three years, they have also continued to adopt digital audit tools to enhance audit quality. The assessment results for the most recent year were reviewed and approved by the Audit Committee on December 19, 2025, and were then submitted to the Board of Directors on the same date, which approved the evaluation of the independence and suitability of the CPAs. Please refer to Note 1. For other relevant information, please refer to the Company's website (https://www.kedge.com.tw/) or the Sustainability Report.	
IV. Whether the listed company appoints competent and appropriate corporate governance personnel, and appoints a corporate governance officer to be responsible for corporate governance-related affairs (including but not limited to providing	✓		Upon approval by the Remuneration Committee on November 7, 2023 and the resolution of the Board of Directors on November 10, 2023, the Company appointed Deputy Manager Hsin-Yu Li as the corporate governance officer. She is qualified as a lawyer and has more than 3 years	No difference

Evaluation Items	Status of Operation			Deviation and causes of deviation from the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies
	Yes	No	Summary description	
directors and supervisors with the information needed to perform their duties, assisting directors and supervisors to comply with the laws, handling matters related to the Board of Directors and Shareholders' Meetings meeting legal standards, and preparing minutes of the Board of Directors and Shareholders' meetings)?			of management experience in publicly listed companies. The Company has 1 dedicated staff responsible for stock affairs and 1 to 2 co-organizers to coordinate and execute relevant corporate governance affairs with the corporate governance officer.	
	✓		(I) Corporate governance-related tasks include handling matters related to the meetings of the Board of Directors and shareholders' meetings in accordance with the law, preparing the minutes of the Board of Directors and shareholders' meetings, assisting directors in onboarding and continuing education, providing directors with information needed to carry out their duties, assisting directors in complying with laws and regulations, protecting shareholders' rights and interests, strengthening the functions of the Board of Directors, and disclose information on corporate governance, stakeholders, and ESG sustainable development on the Company's website.	No difference
	✓		(II) The annual key points of corporate governance-related operations and the continuing education of directors and the Corporate Governance Officer, please refer to Note 2, which is also disclosed on the Company's website at https://www.kedge.com.tw/ under Investor Section / Corporate Governance Officer.	No difference
5. Whether the Company has established a communication channel with stakeholders (including but not limited to shareholders, employees, customers, and suppliers), set up a stakeholder section on the Company's website, and responded appropriately to important corporate social responsibility issues of concern to stakeholders?	✓		The consolidated company has a spokesperson and a share transfer agency to handle communications. It has also set up a "Shareholders and Stakeholders" section on the Company's website, with dedicated communication channels for different stakeholder groups, in order to respond appropriately to the important issues of concern to stakeholders and to serve as a reference for subsequent management policies and implementation plans.	No difference

Evaluation Items	Status of Operation			Deviation and causes of deviation from the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies
	Yes	No	Summary description	
VI. Does the Company appoint a professional shareholder service agency to handle shareholders' meeting affairs?	✓		The Company has commissioned the agency department of CTBC Bank to handle the shareholders' meeting-related affairs, and has duly implemented the relevant laws and regulations.	No difference
VII. Information Disclosure				
(I) Has the Company set up a website to disclose financial and corporate governance?	✓		(I) The Company has established its corporate website (https://www.kedge.com.tw/) to disclose financial, business, and corporate governance information, and updates and maintains the website on a regular basis.	No difference
(II) Has the Company adopted other means of information disclosure (e.g. setting up an English-language website, appointing dedicated personnel to collect and disclose company information, implementing a spokesperson system, and posting the proceedings of investor conferences on the Company's website)?	✓		(II) The Company has also established an English website (https://www.kedge.com.tw/kedge_en/) and discloses company information on the Market Observation Post System in accordance with applicable regulations. Designated personnel are responsible for collecting and disclosing company information, and the spokesperson system is duly implemented to provide timely external explanations. In addition, the Company provides links on its official website to information on institutional investor conferences posted on the Market Observation Post System, including presentation materials and links to audio and video recordings.	No difference
(III) Does the Company announce and report the annual financial statements within two months after the end of the fiscal year, and announce and report the first, second, and third quarter financial statements and the monthly operations?	✓		(III) The consolidated company's 2024 financial statement, 2025 Q1to Q3 financial statements, and the 2025 monthly announcements and reports on operations are completed by the prescribed deadlines.	No difference
VIII. Does the Company have other important information that is helpful to understand the implementation of corporate governance (including but not limited to employees' rights and interests, employee care, investor relations, supplier relations, stakeholders' rights, directors' and supervisors' continuing education status, risk	✓ ✓		(I) Employee rights, employee care, supplier relations, and stakeholders' rights: Please refer to the information on environmental protection expenditure, labor-management relations and suppliers in "V. Business Overview" of this annual report. (II) Investor relations: The consolidated company has set up a website in accordance with the laws and regulations to	No difference No difference

Evaluation Items	Status of Operation			Deviation and causes of deviation from the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies
	Yes	No	Summary description	
management policies and risk measurement standards, implementation of customer policies, and purchase of liability insurance for directors and supervisors)?			disclose financial, business and corporate governance information, and regularly update the information for investors' reference.	
	✓		(III) Continuing education of directors: The consolidated company has regularly disclosed information on directors' continuing education and attendance at the Board of Directors on the Market Observation Post System. As of the end of 2025, all incumbent directors, including independent directors, had completed the required training hours in compliance with the “Directions for the Implementation of Continuing Education for Directors and Supervisors of TWSE Listed and TPEx Listed Companies”.	No difference
	✓		(IV) Implementation of risk management policies and risk measurement standards: The Company has adopted the “Risk Management Policy and Procedures” in accordance with relevant regulations as the basis for risk management and assessment at all levels of the Company, and reports on the implementation of risk management to the Audit Committee and the Board of Directors at least once a year. The most recent risk management report was submitted to the Audit Committee and the Board of Directors on November 7, 2025.	No difference
	✓		(V) Implementation of customer policy: The consolidated company has established a customer service unit under the Operations Planning Department to serve customers and maintain stable and positive customer relationships.	No difference
	✓		(VI) Liability insurance purchased by the Company for directors: The consolidated company has purchased the “Directors' and Managers Liability Insurance” on June 10, 2025, and has disclosed important details such as the amount insured, scope of coverage and premium rate for reporting to the Board of Directors dated July 18, 2025.	No difference

Evaluation Items	Status of Operation			Deviation and causes of deviation from the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies
	Yes	No	Summary description	
	✓		(VII)Intellectual property management plan and implementation: On December 8, 2021, the Company adopted the “Intellectual Property Rights Management Regulations” and established an overall intellectual property management plan to strengthen key technologies and enhance employees' awareness of intellectual property. Under this plan, the Company controls patents, trademarks, copyrights, trade secrets, and other intangible intellectual property rights as follows:Trademark control: Confirming Kedge's CIS corporate identity items and monitoring the terms of the registered rights. Copyright control: The Company is committed to the development of the BIM building information modeling system. It applies BIM in its contracted projects and integrates AI technology to improve work efficiency and reduce costs. A large number of BIM project models are created in the process and are protected and controlled through copyright.Trade secret control: The Company conducts control in accordance with the “K02-2-DR01 Procedures for Introduction of New Technologies”. In 2025, the Company added five copyrighted BIM project models and one PLC concrete applicability analysis, and introduced BIM + Dynamo visual programming technology to ensure the accuracy and consistency of BIM model works. To ensure effective implementation of its intellectual property management system, the Company reports to the Board of Directors at least once a year on improvement plans for intellectual property management and the implementation results. The most recent report on the intellectual property management plan and its implementation was submitted to the Board of Directors on November 7, 2025.	No difference

IX. Please explain improvements made pursuant to the Taiwan Stock Exchange Corporation Corporate Governance Center's corporate governance assessment results issued in the most recent year, and explain any matters and measures to be strengthened as a first priority in areas where improvements have not yet been made.

(I) Items Improved

Question No.	Evaluation Indicators	Whether improvement is made	Explanation
4.19	Has the Company invested in energy-saving or green energy-related environmentally sustainable machinery or equipment, or invested in Taiwan's green energy industries, such as renewable energy power plants, or issued or invested in sustainable development financial products whose proceeds are used for green or social impact investment plans with substantive benefits, and disclosed the investment status and specific benefits?	Yes	The Company has invested NT$10 million in the green bonds issued by Taiwan Semiconductor Manufacturing Company Limited (bond abbreviation: P11 TSMC 4C; code: B618D4). The bond has obtained green bond qualification recognition from the Taipei Exchange.

(II) Priority enhancement and measures for items not yet improved

Question No.	Evaluation Indicators	Whether improvement is made	Explanation
1.1	Does the Company report at the annual general meeting the remuneration received by directors, including the remuneration policy, the content of individual remuneration, and the amount?	No	Implemented in accordance with the Group's policy.
1.7	Do government agencies or any single juristic-person organization and its subsidiaries hold less than one-third of the board seats?	No	In line with the expansion of the scale of operations, the Company is studying the introduction of external directors.
2.6	Is there at least one female director on the Board of Directors?	No	Upon the expiration of the current term of directors in 2026, the entire Board will be reelected, and the Company plans to have at least one female director.
2.14	Has the Company established a Nomination Committee with no fewer than three members, more than one-half of whom are independent directors, with an independent director serving as convener and chair of the meetings, and disclosed its composition, duties, and operation?	No	Implemented in accordance with the Group's policy.
3.13	Does the Company voluntarily disclose the remuneration of individual directors in the annual report?	No	Implemented in accordance with the Group's policy.
3.21	Does the Company voluntarily disclose the remuneration of the President and Vice Presidents in the annual report?	No	Implemented in accordance with the Group's policy.

Note 1: The results of the 2025 evaluation on the independence and suitability of CPAs:

Evaluation items	Evaluation result	Whether it meets the requirements
1. Does the attesting CPA have a close business relationship or potential employment relationship with the Company or its affiliated companies?	No	Yes
2. Do the CPAs hold or broker the shares or other securities issued by the Company or any of its affiliated companies?	No	Yes
3. Do the CPAs act as the defender or representative of the Company or its affiliated companies to coordinate conflicts with other third parties?	No	Yes
4. Does the attesting CPA have a relative relationship with the Company's directors, managers or personnel who have a significant impact on the audit?	No	Yes
5. Have any co-practicing accountants of the CPAs' associated accounting firm served as the Company's directors, managers, or positions that have a significant impact on the audit within one year after retirement?	No	Yes
6. Have CPAs provided audit services for the Company for 7 consecutive years?	No	Yes
7. Have the CPAs complied with the independence requirements specified in CPA Professional Ethics Bulletin No. 10?	Yes	Yes
8. Do the CPAs and the audit service team make appropriate recommendations and keep records of the company's management system and internal control system audits?	Yes	Yes
9. Do the CPAs and the audit service team provide the Company with legal updates, amendment information and provide courses?	Yes	Yes

Note 2: The Company's directors' continuing education in 2025:

Title	Name	Date of continuing education	Organizer	Project name	Duration of Advanced Studies
Chairman	Ai-Wei Yuan	2025/03/27	Chinese National Association of Industry and Commerce, Taiwan	Reading the Future from Financial Statements: How Directors and Supervisors Manage from Financial Data to Business Decisions	3
		2025/05/16	Chinese National Association of Industry and Commerce, Taiwan	The development of epoch-making AI and its business impact	3

Title	Name	Date of continuing education	Organizer	Project name	Duration of Advanced Studies
Corporate director representative	Mike Ma	2025/07/09	Taiwan Stock Exchange Corporation	2025 Cathay Sustainable Finance and Climate Change Summit Forum	6
Corporate director representative	Sui-Chang Liang	2025/10/31	Taipei Foundation of Finance	Safeguarding the Core Values of Corporate Governance: IP and Trade Secret Risks That Directors Must Know	3
		2025/11/21	Taipei Foundation of Finance	Corporate Governance from the Legal Perspective: Operational Risks and Responsibilities That Every Director and Supervisor Should Know	3
Corporate director representative	Chen-Tan He	2025/05/16	Chinese National Association of Industry and Commerce, Taiwan	The development of epoch-making AI and its business impact	3
		2025/09/26	Securities and Futures Institute	2025 Insider Trading Prevention Conference	3
		2025/11/13	Importers and Exporters Association of Taipei	Understanding Gender Equality Laws from the Perspective of Directors and Supervisors	3
		2025/11/13	Importers and Exporters Association of Taipei	The new cornerstone of global finance: the strategic value of stablecoins in the business ecosystem	3
Corporate director representative	Yi-Fang Huang	2025/07/09	Taiwan Stock Exchange Corporation	2025 Cathay Sustainable Finance and Climate Change Summit Forum	6
Corporate director representative	Chun-Ming Chen	2025/07/09	Taiwan Stock Exchange Corporation	2025 Cathay Sustainable Finance and Climate Change Summit Forum	6
Independent Directors	Hung-Chin Huang	2025/03/27	National Federation of Certified Public Accountant Associations of the Republic of China	Trends, Cases, and Prevention Measures for Emerging Financial Crimes in Anti-Money Laundering	3
		2025/07/16	National Federation of Certified Public Accountant Associations of the Republic of China	Legal Liability for Greenwashing in Sustainability Reports	3

Title	Name	Date of continuing education	Organizer	Project name	Duration of Advanced Studies
Independent Directors	Shen-Yu Kung	2025/07/09	Taiwan Stock Exchange Corporation	2025 Cathay Sustainable Finance and Climate Change Summit Forum	6
Independent Directors	Kuo-Feng Lin	2025/02/11	Securities and Futures Institute	Domestic and international development trends in carbon pricing mechanisms	3
		2025/02/14	Taiwan Corporate Governance Association	Introduction to sustainability information, sustainability standards, and sustainability reports for TWSE/TPEx-listed companies	3
		2025/07/09	Taiwan Stock Exchange Corporation	2025 Cathay Sustainable Finance and Climate Change Summit Forum	6
		2025/10/07	Taiwan Corporate Governance Association	Sustainable Succession and the Path to Ai-driven Transformation	3
		2025/10/14	Taiwan Corporate Governance Association	Insider trading from the perspective of prosecutors and investigators	3

Continuing education of the Company's Corporate Governance Officer in 2025:

Title	Name	Date of continuing education	Organizer	Project name	Duration of Advanced Studies
Corporate Governance Officer	Hsin-Yu Li	2025/07/09	Taiwan Stock Exchange Corporation	2025 Cathay Sustainable Finance and Climate Change Summit Forum	6
		2025/10/16	Taipei Foundation of Finance	The 15th Taipei Corporate Governance Forum	6

(IV) Composition and operation of the Remuneration Committee:

1. Information on the members of the Remuneration Committee:

March 27, 2026

Identity	Condition / Name	Professional qualifications and experience	Status of independence	The number of members concurrently serving on the remuneration committees of other publicly traded companies.
Independent Directors	Hung-Chin Huang	Please refer to Disclosure of Directors' Professional Qualifications and Independent Director Independence in this Report		1 company
Independent Directors	Kuo-Feng Lin			2 companies
Committee members	Tung-Hsuan Wan	• PhD, Institute of Management Science, Tamkang University • Specialty: business management / human resource management • Associate Professor, School of Management, Ming Chuan University • Independent director, Kindom Development Co., Ltd. • Not subject to the provisions of Article 30 of the Company Act.	1. Satisfies the independence specified in Paragraph 1, Article 6 of the Regulations Governing the Appointment and Exercise of Powers by the Remuneration Committee of a Company Whose Stock is Listed on the Taiwan Stock Exchange or the Taipei Exchange 2. His spouse and relatives within the second degree of kinship do not serve as directors, supervisors, or employees of the Company or any of its affiliates; he does not hold any shares of the Company and does not serve as a director, supervisor, or employee of any company having a specific relationship with the Company. 3. No compensation was obtained for providing commercial, legal, financial or accounting services to the Company or other affiliated companies in the last 2 years.	1 company

2. Duties of Remuneration Committee:
   (1) Formulate and regularly review the policies, systems, standards and structures for the performance evaluation and remuneration of directors and managers.
   (2) Regularly evaluate and set performance targets for directors and managers.
3. Information on the operation of the Remuneration Committee:
   (1) The Company's Remuneration Committee consists of 3 members.
   (2) The term of office of the current committee members is from June 2, 2023 to June 1, 2026.

The Remuneration Committee held 4 meetings (A) in the most recent year (2025), and the attendance of the members is as follows:

Title	Name	Number of attendances in person (B)	Frequency of attendance by proxy	Actual attendance rate (%) [B/A]	Remarks
Convener	Hung-Chin Huang	4	0	100%	Required attendance: 4 times
Committee members	Kuo-Feng Lin	4	0	100%	Same as above
Committee members	Tung-Hsuan Wan	4	0	100%	Same as above

Other information to be disclosed:

I. If the Board of Directors does not adopt or amend the recommendations of the Remuneration Committee: None.

II. If the resolutions of the Remuneration Committee have written or otherwise recorded resolutions on which an independent director had a dissenting opinion or qualified opinion: None.

III. The operation of the Remuneration Committee in the last year:

Date of meeting Term of session	Proposal Content	Resolution Result	The Company's handling of the opinions of the Remuneration Committee
2025.02.25 9th meeting of the 5th Term	1. Proposal for the appropriation and distribution of the 2024 employees' remuneration and directors' remuneration 2. Proposal for the adjustment to transportation allowances for the Company's external directors and independent directors 3. Proposal for adjustment of meal allowances of the Company 4. Proposal for the application by the Company's managerial officer for settlement of pension under the old pension scheme	Approved by all committee members present	Submitted to the Board of Directors and unanimously approved by all directors present at the meeting
2025.05.07 10th meeting of the 5th Term	1. Proposal for amendments to the Company's “Regulations Governing Year-end Bonus Distribution” 2. Proposal for the application by the Company's managerial officer for settlement of pension under the old pension scheme	Approved by all committee members present	Submitted to the Board of Directors and unanimously approved by all directors present at the meeting
2025.11.05 11th meeting of the 5th Term	1. Proposal for the promotion and salary adjustment of the Company's managers 2. Proposal for amendments to the Company's “Regulations Governing Year-end Bonus Distribution”	Approved by all committee members present	Submitted to the Board of Directors and unanimously approved by all directors present at the meeting

2025.12.16 12th meeting of the 5th Term	1. Proposal for the retirement of the Company's President, Yi-Fang Huang 2. Proposal for the adjustment of the organizational structure of the Company 3. Proposal for the position change and salary adjustment of the Company's managers 4. Proposal for adjustment of the Company's accounting supervisor	Approved by all committee members present	Submitted to the Board of Directors and unanimously approved by all directors present at the meeting
2026/02/25 13th Meeting of the 5th term	1. Proposal for the appropriation and distribution of the 2025 employees' remuneration and directors' remuneration.	Approved by all committee members present	Submitted to the Board of Directors and unanimously approved by all directors present at the meeting

(V) Promotion of Sustainable Development – Implementation Status and Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies and the Reasons

Evaluation Items	Status of Operation			Deviations from the Corporate Social Responsibility Best Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary description	
I. Has the Company established a governance structure for the promotion of sustainable development, with dedicated (or part-time) units to promote sustainable development, with senior management authorized by the Board of Directors to handle it, and whether it is supervised by the Board of Directors?	✓		(I) The consolidated company's Board of Directors approved the formation of the "Sustainable Development Committee" on March 25, 2022. The Committee is chaired by the Chairman, and more than one-half of its members are independent directors. It is responsible for overseeing the Company's sustainable development strategies and assisting in the promotion of sustainability-related initiatives. On December 29, 2023, Chairman Ai-Wei Yuan, Director Chen-Tan He, and Independent Directors Hung-Chin Huang and Kuo-Feng Lin were appointed as members of the 2nd Sustainable Development Committee.	Compliant
	✓		(II) As a cross-department communication platform, the Sustainable Development Committee operates through five task forces covering "corporate governance, green and low-carbon practices, innovative services, sustainable supply chain, employee well-being, and social inclusion". The head of the corresponding department serves as the convener of each task force. In addition, the position of Secretary to the Chairperson has been established to guide the operation of the task forces, convene meetings, prepare minutes, track project progress and implementation performance, and report the work plan and implementation status to the Board of Directors at least twice a year.	Compliant
	✓		(III) Each year, the task forces conduct sustainability risk assessments and management within their respective areas of responsibility and formulate related ESG action plans. Through monthly task force meetings, they continue to monitor the	Compliant

Evaluation Items	Status of Operation			Deviations from the Corporate Social Responsibility Best Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary description	
	✓		Company's sustainability efforts in environmental protection (E), social inclusion (S), and corporate governance (G), review implementation status, propose improvement measures, and track implementation results. (IV) In 2025, the Sustainable Development Committee held two meetings, on March 3 and October 27. The task forces compiled and reported on the annual ESG work plans and implementation status for discussion, and the Committee reported its sustainability strategy planning and implementation results to the Board of Directors on March 7 and November 7, 2025. The matters reported included: 1. Reviewing sustainability goals and strategies. 2. Formulating action plans and implementation methods for sustainability issues, such as strengthening corporate governance and improving the transparency of sustainability disclosures, enhancing greenhouse gas reduction management, and promoting employee well-being and social inclusion. 3. Supervising and evaluating the implementation of the various action plans. After hearing the reports on sustainability strategy planning and implementation results, the Board of Directors supervised each action plan, target, and policy, proposed revisions and improvement plans, or identified issues that required attention under each implementation item, and requested the management team to report on implementation or adjustment progress. Further information on the Committee's operations and implementation is disclosed in the section below on the implementation results of the Sustainable	Compliant

Evaluation Items	Status of Operation			Deviations from the Corporate Social Responsibility Best Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary description	
			Development Committee, as well as in the Sustainability Report and on the official website: (https://www.kedge.com.tw/).	
II. Does the Company conduct risk assessments on environmental, social and corporate governance issues related to company operations in accordance with the principle of materiality, and establish relevant risk management policies or strategies?	✓ ✓ ✓		(I) The Company has established the "Risk Management Policy and Regulations" as the basis for risk management at all levels of the Company. The risk management organizational structure includes the Board of Directors, the Audit Committee, the Risk Management Task Force, the Audit Office, and all business execution departments. Pursuant to the "Risk Management Policies and Regulations", each department shall, in the course of its daily operations, identify, analyze, and assess the business risks it may face, formulate specific risk management plans or operating procedures, and implement them accordingly. Departments shall also continuously monitor risks and regularly report the status of risk management implementation to the Risk Management Task Force. (II) Risk assessments of environmental, social, and corporate governance issues related to the Company's operations cover the Company's operating locations in Taiwan, including the Taipei head office and the operating scope of construction sites for projects under construction during the year, and do not include Kedge Construction's subsidiaries. (III) Based on the Sustainability Reporting Standards and the principle of materiality, the Company communicates with internal and external stakeholders and follows the three principles of identification, analysis, and confirmation to identify material issues in the environmental,	Compliant Compliant Compliant

Evaluation Items	Status of Operation			Deviations from the Corporate Social Responsibility Best Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary description	
			social, and governance dimensions. The department responsible for each issue then completes the relevant risk assessment and formulates management strategies, enabling the Company to identify risks and opportunities in advance and ensuring that it has sufficient resilience and preparedness to respond to them. Please refer to the sections "Analysis of Material Topics" and "Risk and Crisis Management" in the Sustainability Report.	
	✓		(IV) The Risk Management Task Force has formulated and published the "2025 Kedge Construction Risk Report". The scope of the report covers the Company's overall operations and includes seven categories: strategy, operations, finance, environment and occupational safety, legal compliance, information security, and other risks. Based on the assessed risks, the Company has established related risk management policies or strategies. A summary of the key points is set out below:	Compliant

Material topic	Evaluation Items	Explanation
Environment	Environmental impact	The Company has obtained ISO 14001 Environmental Management System certification, conducts annual training on environmental regulations and

Evaluation Items	Status of Operation			Deviations from the Corporate Social Responsibility Best Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary description	
			management measures and on-site inspections, and continuously monitors and improves environmental performance, thereby effectively controlling environmental risks and reducing environmental pollution at all stages of construction.	
			Climate change: Following the four core pillars of the Task Force on Climate-related Financial Disclosures (TCFD) framework, the Company identifies and manages climate-related transition risks and physical risks, and conducts financial impact assessments for high-risk factors as a reference for	

Evaluation Items	Status of Operation			Deviations from the Corporate Social Responsibility Best Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary description	
				corporate decision-making. Please refer to the section “Climate Change and Adaptation” in the Sustainability Report and the “Climate-related Financial Disclosures (TCFD) Report” in the investor section of the Company's website.	
				Energy conservation and carbon reduction	The Company conducts an annual greenhouse gas inventory in accordance with ISO 14064-1, sets carbon reduction targets based on the inventory results, has passed the review of its near-term target by the Science Based Targets initiative (SBTi), and continues to implement and review carbon reduction measures, such as	

Evaluation Items	Status of Operation			Deviations from the Corporate Social Responsibility Best Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary description	
			<table><tr><td></td><td></td><td>the use of low-carbon construction methods and materials, in order to reduce carbon management risks.</td></tr><tr><td>Society</td><td>Occupational safety</td><td>The Company has obtained ISO 45001 and Taiwan Occupational Safety and Health Management System (TOSHMS) certification. The Occupational Safety and Health Office assists construction sites in identifying hazards and risks and proposing improvement measures, and strengthens personnel training, communicates safety issues through meetings, and operates an incident reporting system to reduce accident risks. The Company also conducts regular</td></tr></table>	

Evaluation Items	Status of Operation			Deviations from the Corporate Social Responsibility Best Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary description	
			training each year, including fire drills, to strengthen employees' emergency response capabilities and self-safety management. Construction quality: Through a comprehensive supplier evaluation and assessment system, the Company ensures that suppliers maintain high standards in both raw material supply and construction quality. It has also established construction standards, professional technical training, and quality assurance measures such as independent inspections by the Quality Assurance Department, a quality control	

Evaluation Items	Status of Operation			Deviations from the Corporate Social Responsibility Best Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary description	

		audit system, and regular quality meetings to maintain excellent construction quality.
	Legal compliance	The Company conducts legal review meetings twice a year to ensure the applicability of and compliance with all relevant laws and regulations. In addition, through its annual internal audit plan, the Company reviews compliance with all relevant laws and regulations that it is required to follow and audits whether each operating process complies with applicable requirements.
Corporate Governance	Financial performance	Through mechanisms such as cost control, accounting reviews, and monthly review

Evaluation Items	Status of Operation			Deviations from the Corporate Social Responsibility Best Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary description	
				meetings, the Company ensures sound financial control, implements alerts for targets that fall behind schedule, and has the Cost Management Department assist in supervising construction sites in carrying out pricing procedures and confirming that the settlement of individual projects accurately reflects material and estimated costs, thereby improving the accuracy of revenue recognition.	
				Ethical management	The Company has established relevant rules and reporting mechanisms, and continues to actively strengthen legal compliance management and build a sound culture of	

Evaluation Items	Status of Operation					Deviations from the Corporate Social Responsibility Best Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary description			
					compliance. Through education and training, employees gain a better understanding of legal requirements and the corporate culture of ethical management, which helps support sound business operations and risk management and serves as the foundation for sustainable corporate development.	
				Sustainable supply chain management	The Company continues to promote green procurement, with a 2025 target of increasing the ratio of green procurement to total contract award amount by 10% from the previous year, as well as local procurement. It also uses	

Evaluation Items	Status of Operation			Deviations from the Corporate Social Responsibility Best Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary description	
			quarterly e-newsletters to promote sustainability-related information and, through supplier conferences held every two years, works together with suppliers to build a low-carbon and sustainable construction supply chain.	
III. Environmental issues (I) Has the Company established an appropriate environmental management system based on the characteristics of its industry?	✓		(I) The Company has fully implemented and obtained certification for the ISO 14001 Environmental Management System, with the certification valid from January 31, 2024 to January 31, 2027. From the perspective of the full life cycle of construction projects, the Company appropriately manages and controls potential environmental risks at each stage and provides clients with construction solutions that reduce pollution and environmental impact. In addition, based on the local environmental characteristics of each project location, the Company formulates environmental protection plans and carries out self-inspections. It also implements various pollution prevention and control measures in accordance with the environmental laws and regulations required by clients and government authorities. The Company's environmental management system mainly consists of the following	Compliant

Evaluation Items	Status of Operation			Deviations from the Corporate Social Responsibility Best Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary description	
			three parts: 1. Environmental risk assessment: This governs the identification of environmental risks and opportunities, materiality analysis, and response measures, with the aim of controlling environmental risks within an acceptable range; 2. Environmental control: This governs the Company's and project teams' operating activities, with a focus on the control and management of environmental impacts, ensuring that environmental protection concepts are incorporated into operations and that supervision, measurement, review, and improvement are carried out effectively so as to achieve environmental objectives and improve environmental performance. The Company has established the "Environmental Management and Maintenance Standards for Engineering Projects" to strictly control noise, soil, water, air, and waste pollution; 3. Environmental incident investigation and management: This governs reporting, investigation, and follow-up corrective actions when environmental incidents occur in the Company or in engineering projects, with the aim of reducing environmental impacts and losses and preventing similar incidents from recurring. Implementation of environmental management in 2025: 1. The Chairman chairs a monthly meeting each month to review the current environmental management status of each construction site and, in response to common deficiencies, propose improvement measures or strengthen educational outreach. 2. The Company held four environmental education lectures led by outreach lecturers and interpretation volunteers from The Society of Wilderness, helping employees observe and better understand the natural ecology around them and	

Evaluation Items	Status of Operation			Deviations from the Corporate Social Responsibility Best Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary description	
			reconnect with nature. The lecture series included two indoor sessions, “The Beauty of Taiwan's Natural Ecology” and “Making Friends with Nature”, as well as two guided ecological tours, “Guided Ecological Tour of Fuyang Eco Park” and “Guided Ecological Tour of Yongchunpi Wetland Park”. More than 200 participants attended the online and in-person sessions combined. 3. The Company conducts environmental law reviews twice a year and promptly updates and announces important legal requirements to help project teams confirm the applicability of regulations and respond proactively to the latest requirements. Construction project teams also designate personnel to be responsible for environmental protection matters. These personnel are also required to participate in environmental outreach or training sessions organized by the local environmental protection authorities that have jurisdiction over the relevant construction project. As of the printing date of the annual report, the Company had collected and reviewed 19 categories of environmental laws and regulations, including those related to environmental protection, the atmospheric environment, water quality protection, resource circulation, environmental management, chemical management, climate change, and client and other applicable requirements, covering a total of 362 regulations. Depending on project characteristics and location, it also reviewed the applicability of laws such as the Ocean Affairs Act and the Irrigation Act for specific project sites.	
(II) Does the Company endeavor to use energy more efficiently and to use renewable materials with low environmental impact?	✓		(II) The Company actively improves the efficiency of resource use and promotes energy conservation and carbon reduction. In addition to using recycled	Compliant

Evaluation Items	Status of Operation			Deviations from the Corporate Social Responsibility Best Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary description	
			materials such as fly ash and slag to partially replace cement in concrete, which is the most heavily used material in structural work, the Company has also gradually introduced low-carbon concrete using limestone cement into new projects. It continues to reduce energy and resource use through methods such as precast construction and replacing traditional timber formwork with aluminum formwork. At the same time, construction sites promote the reduction, recycling, and reuse of construction waste. Surplus excavated soil and rock generated during the demolition of old buildings are properly sorted, recycled, processed, and reused to replace natural fine aggregate in concrete. The Company also promotes the recycling of offcuts from tiles, gypsum board, and calcium silicate board, effectively reducing the need for natural resource extraction and the final disposal volume of waste. It has set targets for local procurement and green procurement to reduce carbon emissions from the manufacture and transportation of materials, uses products bearing energy-saving labels to reduce energy consumption, gradually replaces conventional fuel-powered site vehicles with electric cars and electric scooters, and promotes energy conservation in routine operations, including e-document processing, the full use of recycled paper, and the replacement of high-energy-consuming lighting fixtures, in order to improve the efficiency of energy and resource use.	
(III) Has the Company evaluated the potential risks and opportunities posed by climate change for its business now and in the future and adopted relevant measures to address them?	✓		(III) The Company regards climate change mitigation as one of its top priorities. It was among the first in the industry to pass the review of its near-term target by the Science Based Targets initiative in 2024, and it is actively advancing various energy-saving and carbon	Compliant

Evaluation Items	Status of Operation			Deviations from the Corporate Social Responsibility Best Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary description	
			reduction initiatives as it moves toward its 2050 net-zero emissions goal. In response to the impact of global climate change on its operations, the Company has established a comprehensive climate risk and opportunity assessment mechanism in line with the Task Force on Climate-related Financial Disclosures (TCFD) framework. Through cross-functional collaboration, senior executives from each unit are responsible for identifying transition risks and opportunities arising from climate change and conducting quantitative analysis to assess their potential financial impact on the Company's operations, supply chain, and industry development. The Company first published its "Climate-related Financial Disclosures (TCFD) Report" in 2023. The report assesses the financial impacts of climate-related risks and opportunities on the Company and sets out response measures to reduce potential impacts, including building buffer time into project plans, raising flood protection standards, recruiting younger workers, and providing more weather-resistant personal equipment, in order to avoid disasters or project delays caused by climate change. For more information, please refer to the "Climate Change and Adaptation" section of the Sustainability Report.	
(IV) Did the company collect data for the past two years on greenhouse gas emissions, volume of water consumption, and the total weight of waste, and establish policies for greenhouse gas reduction, reduction of water consumption, or management of other wastes?	✓		(IV) The Company compiles annual statistics on greenhouse gas emissions, water consumption, electricity consumption, and total waste weight, and fully discloses data for the most recent three years in the Sustainability Report. For more information, please refer to the "Energy Consumption" section of the Sustainability Report. In terms of energy management, the Company has established an energy	Compliant

Evaluation Items	Status of Operation			Deviations from the Corporate Social Responsibility Best Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary description	
			management plan and set an annual target of reducing electricity consumption by 1%. Specific measures include: 1. giving priority to the procurement of Grade 1 energy-efficient equipment when replacing equipment in daily operations; 2. promoting the installation of green electricity equipment at site offices and replacing company vehicles with electric vehicles and electric scooters, while giving priority to temporary power supply or tower cranes over diesel generators and diesel cranes; 3. promoting energy-saving and carbon-reduction practices through multiple channels and seminars; and 4. actively adopting low-carbon building materials and low-carbon construction methods to reduce energy and resource consumption during construction. Implementation results in 2025: 1. The Company actively promoted the use of PLC, or low-carbon concrete. In addition to proactively commissioning the Taiwan Construction Research Institute and the Department of Civil Engineering, National Cheng Kung University, to conduct PLC seismic testing at the National Center for Research on Earthquake Engineering, National Institutes of Applied Research, in order to verify its structural safety, the Company also worked with its parent company to use more than 640,000 cubic meters of low-carbon concrete in eight development projects. The estimated carbon reduction benefit is 75,000 metric tons of CO_2e, representing a 34% reduction in carbon emissions; 2. the head office regularly promotes energy-saving concepts and publishes the volume of paper used for individual photocopying and the electricity and water consumption for each floor every month to encourage employees to conserve energy and reduce carbon	

Evaluation Items	Status of Operation			Deviations from the Corporate Social Responsibility Best Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary description	
			emissions and to formulate reduction plans. At present, all attendance forms, official documents, and internal approval forms have been digitized, effectively reducing paper waste and helping achieve the Company's energy-saving and carbon-reduction goals; 3. the Company centrally sets air-conditioning temperatures based on outdoor temperatures and records, reviews, and adjusts them as needed; 4. the Company has fully replaced its printers with low-energy inkjet printers; 5. every night, the Company detects computers that have not been shut down and sends reminder emails to users, encouraging employees to conserve energy; 6. the Company implements waste sorting and recycling and reduces the use of single-use products at activities; 7. different lighting modes are set for public areas according to different time periods. Because the Company relocated its headquarters in June 2025, the increase in office floor area resulted in higher electricity consumption. In addition, although total electricity consumption at construction sites increased in 2024, electricity intensity declined from the previous year due to continued growth in business volume.	

	2024		2025	
	Company Headquarters	Construction site	Company Headquarters	Construction site
Electricity Consumption (kWh)	109,156	4,599,024	171,953	6,782,859
Carbon Emissions (kg CO_2e)	51,740	2,231,677	81,506	3,215,073
Electricity intensity	91.56 (kWh/m2)	320.10 (kWh/NT$1 million)	144.23 (kWh/m2)	315.56 (kWh/NT$1 million)

<table>
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<tr><th>Yes</th><th>No</th><th>Summary description</th></tr>
<tr><td></td><td></td><td></td><td>With respect to water conservation, the Company has set an annual water saving target of 1%. At present, through the adoption of water saving equipment, educational promotion, and the posting of reminder signs, employees are encouraged to conserve water. In 2025, annual water consumption per capita at the Company’s headquarters was 9.35 m³, representing an increase of 7% over 2024, mainly due to full-load operation testing of the air-conditioning system at the new office, which led to increased water consumption by the cooling tower.
<table>
<tr><th></th><th>2024</th><th>2025</th></tr>
<tr><td>Total water consumption (millions of liters)</td><td>1.191</td><td>1.356</td></tr>
<tr><td>Water intensity (headquarters: m3/person)</td><td>8.69</td><td>9.35</td></tr>
</table>
In terms of waste reduction, after the Company moved its head office to a new building in July 2025, it set an annual waste reduction target of 1% starting in 2026 and began implementing waste reduction measures. To improve resource efficiency and reduce environmental pollution caused by waste, the head office building and construction sites nationwide have fully implemented waste sorting. The Company also requires 100% of industrial waste to be handled by recyclers and disposal contractors approved by the Ministry of Environment for recycling, reuse, or incineration, resulting in zero landfill disposal and a waste transfer rate of 100%. Different categories of waste are handled as follows:</td><td></td></tr>
</table>

Evaluation Items	Status of Operation			Deviations from the Corporate Social Responsibility Best Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary description	
			1. Domestic waste The domestic waste generated by employees at the headquarters and construction sites is sorted and recycled in accordance with environmental regulations, and posters and other outreach measures are used to strengthen waste reduction and sorting awareness. Site offices across Taiwan have fully implemented waste sorting and resource recycling, and all waste is cleared and treated in accordance with the law by qualified public or private waste removal and treatment organizations. 2. Construction waste and surplus excavated soil and rock Construction waste, demolition debris, and similar materials generated at construction sites are handled by first separately collecting reusable resources such as metal, plastic, and wood wherever possible. The remaining mixed construction waste is then entrusted to qualified recycling organizations for removal and treatment, followed by manual pre-sorting, magnetic separation, air separation, and other procedures at treatment plants to recover reusable materials. As for surplus excavated soil and rock, priority is given to balancing earthwork within the same project site or exchanging it with nearby sites. Any remaining materials are transported in accordance with regulations to legally established waste treatment sites or soil and rock resource stockpiling sites.	

<table>
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<tr><th>Yes</th><th>No</th><th>Summary description</th></tr>
<tr><td></td><td></td><td></td><td><table><tr><th></th><th>2024</th><th>2025</th></tr><tr><td>Waste generated (metric tons)</td><td>12.48</td><td>11.38</td></tr><tr><td>Waste intensity (head office: kg/person/year)</td><td>91.09</td><td>78.49</td></tr></table>In terms of greenhouse gas reduction, in February 2023, the Company formally passed the near-term target review of the Science Based Targets initiative and set targets for 2030 to reduce Scope 1 and Scope 2 emissions by 42% and Scope 3 emissions by 25% from the 2022 base year. The Company is promoting environmental sustainability on all fronts and continues to implement various environmental protection and carbon reduction measures across all departments and engineering projects. It is actively aligning itself with the net-zero trend, building a green and sustainable construction team, and pursuing its vision of a sustainable environment in which the Company and the environment thrive together.
The Company's Scope 1, 2, and 3 greenhouse gas emissions, water consumption, and total waste weight for the past two years described above will be updated in line with the schedule for third-party verification and disclosed in the Company's Sustainability Report and on the Company's website (https://www.kedge.com.tw/).</td><td></td></tr>
<tr><td>IV. Social Issues
(I) Has the Company established management policies and procedures in accordance with applicable laws and international human rights?</td><td>✓</td><td></td><td>(I) The consolidated company supports and respects the principles of internationally recognized human rights protections embodied in the “Universal Declaration of Human Rights”, the “United Nations Global Compact”, the “ILO Declaration on Fundamental Principles and Rights at Work and its Follow-up”,</td><td>Compliant</td></tr>
</table>

Evaluation Items	Status of Operation			Deviations from the Corporate Social Responsibility Best Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary description	
			and the “International Covenant on Economic, Social and Cultural Rights”, as well as the spirit of the Constitution, and has established basic codes of conduct such as the “Code of Ethical Conduct” and the “Human Rights Policy”. Excerpts from the Human Rights Policy are as follows. For the full policy, please refer to the Company’s official website. I. Legal compliance and non-discrimination The Company ensures that its labor policies and personnel regulations comply with applicable national laws and regulations and with the spirit of this policy. At the same time, it is committed to ensuring equality and fairness in employment, hiring, compensation, benefits, training, performance evaluation, and promotion opportunities. II. Working environment The Company provides employees with a gender-equal and diverse working environment and upholds the principles of openness and fairness. It prohibits discriminatory language, attitudes, or conduct on the basis of race, social class, language, ideology, religion, political affiliation, place of origin, birthplace, gender, sexual orientation, age, marital status, appearance, facial features, physical or mental disability, zodiac sign, blood type, or previous union membership. III. Lawful employment The Company strictly complies with all labor laws and regulations, does not employ child labor under the age of 16, and does not permit any employee under the age of 18 to perform hazardous or harmful work. Any changes to employment terms and conditions are handled in accordance with the	

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			procedures required under applicable laws and regulations. The Human Rights Policy applies to all personnel of the Company, its affiliates, and its suppliers. Human rights management is jointly promoted by the Human Resources Department and the Occupational Safety and Health Office. The Company also requires compliance with the “Labor Standards Act” and related regulations, and prohibits infringement of personal freedom, forced labor, discrimination, and child labor. In addition, it has established the “Measures for Prevention, Complaint Procedures, and Disciplinary Actions Regarding Sexual Harassment”, and has announced all complaint channels. When a complaint is received, a committee is formed to investigate the sexual harassment complaint in order to prevent improper gender-based harassment arising from the performance of duties. All new employees are required to attend orientation training and receive an introduction to the Company's relevant systems and regulations, including human rights-related courses, in order to continue strengthening employees' awareness and understanding of human rights. The required number of participants in human rights-related training was 183, the number who passed was 158, and the course pass rate was 86%. The Company's “Supplier Code of Conduct” also includes human rights provisions requiring suppliers not to use forced labor or child labor and to provide a safe and healthy working environment. With reference to the operational manual on corporate human rights due diligence announced by	

<table>
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<tr><th>Yes</th><th>No</th><th>Summary description</th></tr>
<tr><td></td><td></td><td></td><td>the Ministry of Economic Affairs, the Company has established due diligence procedures, including the formulation of a human rights policy, identification of human rights risks, assessment, management and mitigation of risks, and tracking of improvement status. Implementation in 2025: the scope of due diligence covered employees and suppliers. The identified human rights issues and the corresponding mitigation or remedial measures are as follows.
<table>
<tr><th>Employees/ Issue</th><th>Mitigation or remedial measures</th></tr>
<tr><td>Working hours and wages</td><td>The Company closely monitors market salary levels and uses system-based management to oversee employees' working hours and shift scheduling.</td></tr>
<tr><td>Employee relations</td><td>The Company has established a complaint mailbox and hotline, offers awareness courses such as sexual harassment prevention and workplace violence prevention, and regularly holds labor-management meetings.</td></tr>
<tr><td>Health</td><td>The Company arranges annual employee health checkups and health seminars, and has established an Employee Assistance Program.</td></tr>
<tr><td>Suppliers/ Issue</td><td>Mitigation or remedial measures</td></tr>
<tr><td>Working hours</td><td rowspan="2">The Company has established a “Supplier Code of Conduct” and, through the “Supplier Corporate Social Responsibility Self-Assessment Form”, requires contractors to comply with labor laws and occupational safety management regulations.</td></tr>
<tr><td>Working environment</td></tr>
</table>
</td><td></td></tr>
</table>

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	Yes	No	Summary description	
(II) Has the Company established and implemented reasonable employee welfare measures (include salary/compensation, leave, and other benefits), and are business performance or results appropriately reflected in employee salary/compensation?	✓		(II) The consolidated company places great importance on employee welfare and care. Through analysis and surveys conducted by a professional team on market salary levels, benefit trends, and employment conditions, it has established a reasonable compensation policy and a Remuneration Committee to regularly review the performance and compensation standards of directors and all senior executives. It has also established the “Annual Bonus Distribution Regulations”, under which year-end bonuses and employee remuneration are distributed based on the Company's annual profitability. Pursuant to the Company's Articles of Incorporation, if there is a profit for the year, no less than 0.5% shall be appropriated as employee remuneration, of which no less than 30% shall be distributed to entry-level employees, and no more than 2% shall be appropriated as directors' remuneration. However, if the Company still has accumulated losses, an amount shall be reserved in advance to offset the losses. Employees' salary structures are designed based on evaluations of their competencies and positions. The Company has established the “Kedge Construction Evaluation Regulations” and the “Employee Reward and Disciplinary Regulations” to govern employees' conduct in the course of their duties, requiring them to observe professional ethics and strictly comply with environmental, safety, and health regulations. Employees' integrity and conduct, departmental performance, and job performance are all included in promotion assessments, and the results are used to determine year-end bonus ratios, job grade promotions, and salary adjustment ranges.	Compliant

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	Yes	No	Summary description	
			When employees of the consolidated company secure bids of special significance or make major contributions to bidding projects, rewards are granted to those who contributed to the bidding process in that year. Upon project completion, a bonus budget is appropriated from project profits for the project personnel and support staff responsible for the site who have demonstrated outstanding performance. The consolidated company also provides leave arrangements in compliance with applicable laws and regulations, employee benefits, including birthday gift vouchers, gift vouchers for the three major festivals, wedding gifts, childbirth gift vouchers, occasional celebratory gifts, employee housing purchase discounts, consolation payments for illness or injury, emergency relief grants, annual health checkups, continuing education subsidies, funeral condolence payments, occasional staff dinners, year-end banquet events, and occasional movie screenings and sports meets, as well as insurance programs, including labor insurance, National Health Insurance, labor pension contributions, and group insurance. For other related information, please refer to Section V. Labor-Management Relations, under 1. Employee Welfare Measures and 4. Retirement System, or the Company's website, https://www.kedge.com.tw/, or the Sustainability Report.	
(III) Does the Company provide employees with a safe and healthy work environment, and provide employees with safety and health education on a regular basis?	✓		(III) On December 2, 2018, the consolidated company obtained from SGS the certification for “ISO 45001 Occupational Health and Safety Management Systems” and the first TAF certificate in Taiwan's construction industry. It has since continued to undergo annual surveillance audits and has passed them each year. It is also expressly stipulated that	Compliant

Evaluation Items	Status of Operation			Deviations from the Corporate Social Responsibility Best Practice Principles for TWSE/TPEx Listed Companies and the Reasons
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			before the third quarter of each year, all departments must comprehensively review, examine, and revise their ISO 45001 occupational safety and health management system procedures, standards, and related documents. By the end of October 2024, the Company had completed the annual review, examination, and revision of the ISO 45001 occupational safety and health management system procedures and standards, and after the revisions were submitted and approved, they were formally announced and implemented. The latest certification period for "ISO 45001 Occupational Health and Safety Management Systems" is from February 3, 2024 to February 2, 2027. In compliance with occupational safety and health laws and regulations, the consolidated company regularly arranges safety and health education and training through the Occupational Safety and Health Office. Certain specialized industrial safety training programs are outsourced to external professional institutions, enabling employees and suppliers to acquire the knowledge and skills necessary for their work and continuously strengthening safety awareness among employees and partner contractors through ongoing training. To provide a safe, healthy, and comfortable working environment, the consolidated company arranges annual employee health checkups. It has also created a family-friendly workplace by setting up a lactation room at the head office, encouraging employees to settle down and raise families, and protecting the rights of female employees to breastfeed or express milk after childbirth. For other related information, please refer to Section	

Evaluation Items	Status of Operation			Deviations from the Corporate Social Responsibility Best Practice Principles for TWSE/TPEx Listed Companies and the Reasons
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			V. Labor-Management Relations, under 5. Workplace Safety and Health, or the Company's website, https://www.kedge.com.tw/, or the Sustainability Report.	
(IV) Does the Company establish an effective career ability development training program for employees?	✓		(IV) Each year, the Human Resources Department formulates the training plan for the following year based on the business needs. Specific training is arranged for newly promoted supervisors, management trainees, employees with job transfers, new employees, and employees in specialized roles, such as occupational safety personnel. All employees are required to complete at least 20 hours of training each year, including professional training relevant to their roles. Training hours are included in the annual performance evaluation in order to strengthen employees' professional capabilities. At the same time, to optimize training resources, each department may submit training needs each year based on business development, and the Human Resources Department coordinates the training, inviting external lecturers or internal employees to conduct courses from time to time so that professional skills can be shared and workforce quality enhanced.	Compliant
(V) Does the Company comply with the relevant laws and international standards with regards to customer health and safety, customer privacy, and marketing and labeling of products and services, and implement consumer protection and grievance policies?	✓		(V) The Company protects customer health and safety. No hazardous substances are used during construction, and the raw materials used are accompanied by relevant inspection certificates provided by suppliers, such as certificates confirming that reinforcing steel is free from radioactive contamination, inspection certificates for chloride ion content in concrete, confirmation that sea sand is not used, and confirmation that paints, wood finishing materials, and lightweight partition boards comply with applicable regulations, thereby ensuring quality.	Compliant

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			To protect customer privacy, the Company has implemented a CRM customer relationship management system, including software security management, peripheral device security management, and file directory monitoring management, to ensure that customer privacy and confidential information are not disclosed. The consolidated company has obtained international standard certifications for ISO 9001:2015, ISO 45001, and CSR. In project management, it has established a quality management system and quality management standards for every stage of the process. Most of the construction projects undertaken by the Company are awarded through competitive bidding or negotiation, and clients generally appoint professional supervision companies to oversee the work. Therefore, the Company does not use unfair, incomplete, or inaccurate marketing or information to mislead customers into purchasing products or services that do not meet their needs. In addition, the "Procurement Department" and the "Customer Service Department" have both established complaint and customer service channels. If a supplier raises an issue, the responsible procurement personnel will handle the response. If a customer raises concerns regarding quality or other matters, the "Customer Service Department" uses its hotline and CRM system for systematic management and provides a response within 24 hours, delivering prompt after-sales service and safeguarding customer rights and interests.	
(VI) Does the Company have a supplier management policy defined to require suppliers to comply with relevant regulations on environmental protection, occupational	✓		(VI) The consolidated company values environmental and social protection and is committed to ensuring, throughout the industry supply chain, workplace	Compliant

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	Yes	No	Summary description	
safety and health, or labor human rights, and the implementation status thereof?			safety, occupational safety and health, and labor rights. To that end, it has established the “Supplier Code of Conduct” and related management strategies, requiring suppliers to comply with the code and with the laws and regulations of the countries in which they operate. Key requirements imposed on suppliers are summarized as follows: 1. Environmental requirements: (1) to work toward reducing greenhouse gas emissions and energy consumption; (2) to properly manage waste generated during production; (3) to give priority to the use of renewable resources; and (4) to cooperate in conducting greenhouse gas inventories. 2. Occupational safety and health requirements: (1) to comply with occupational safety and health regulations; (2) to regularly convene occupational safety and health committee meetings; (3) to fulfill their responsibility to prevent and track work-related injuries and occupational diseases and to provide treatment and assistance; and (4) to identify and assess potential risks for personnel engaged in physical labor. 3. Labor and human rights requirements: (1) wages, statutory benefits, working hours, and overtime must comply with labor laws and regulations; (2) the employment of child labor under the age of 16 is prohibited, and all forms of forced labor must be eliminated; and (3) female employees must not be treated differently on the basis of pregnancy, childbirth, or childcare leave without pay. 4. Information and communications security or privacy requirements: suppliers must comply with the Company's “Personal Data Protection Management Procedures”, “Data Protection	

Evaluation Items	Status of Operation			Deviations from the Corporate Social Responsibility Best Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary description	
			Management Guidelines", and the "Personal Data Protection Act". To help suppliers understand the Company's ESG policy, the Company has established the "Supplier Corporate Social Responsibility Self-Assessment Form", which includes items relating to the environment, including environmental protection, energy-saving management measures, and green procurement, as well as human rights, ethical standards, and corporate governance, so that when suppliers undertake the Company's construction projects, they can align with the Company's sustainable development objectives. In 2025, the completion rate reached 87.61%. In addition, when an individual project reaches 50% and 90% of progress billing, the site conducts an evaluation. The evaluation covers environmental management, materials management, coordination and cooperation, crew management, financial capability, green sustainability, ethical compliance, energy conservation and carbon reduction, human rights protection, including gender equality and the prohibition of child labor, employee health care, construction quality, including document submission for review and construction plans, construction schedule, and occupational safety and health management. According to the Supplier Management Regulations, the evaluation results serve as a basis for future contract awards. The Company upholds integrity in dealing with others and requires all suppliers to focus on their technical expertise and complete projects with a sincere and practical approach. Every time the consolidated company enters into a contract with a	

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			supplier, it attaches the “Ethics Undertaking” and the “Site Safety Undertaking”.contract also expressly sets out requirements relating to environmental protection, occupational safety and health, and labor rights. If a supplier engages in conduct that violates the Company's corporate social responsibility policy or has a significant impact on the environment or society, the Company may terminate or rescind the contract at any time. In addition, the contract includes a greenhouse gas inventory clause requiring the supplier to provide the necessary records and supporting documents. If the supplier fails to cooperate, the Company may suspend progress payments. In 2025, the implementation rate among awarded suppliers reached 100%.	
V. Does the Company prepare the report disclosing the Company's non-financial information, such as the CSR report, by referring to the international reporting standards or guidelines? Has the said report been certified or guaranteed by a third-party verification unit?	✓		The consolidated company has prepared its Corporate Social Responsibility Report and Sustainability Report with reference to the Global Reporting Initiative (GRI) Standards, the United Nations Sustainable Development Goals (SDGs), and the Corporate Social Responsibility Best Practice Principles for TWSE/TPEx Listed Companies promulgated by the Taiwan Stock Exchange and the Taipei Exchange, and has obtained an independent third-party assurance statement from DNV Taiwan in accordance with the requirements of “AA1000 Assurance Standard (AA1000AS v3)”.	Compliant
VI. If the Company has established its own ethical corporate management best-practice principles in accordance with the “Sustainable Development Best-Practice Principles for TWSE/TPEx Listed Companies”, please describe the current practices and any deviations from the TWSE/TPEx Best-Practice Principles: In accordance with the “Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies”, the Company amended and approved the Kedge Construction Co., Ltd. Sustainable Development Best Practice Principles at the Board meeting in March 2023. The Principles expressly provide that directors have a duty to urge the Company to implement sustainable development, review implementation results and make continuous improvements at all times, actively incorporate sustainable development into the Company's operating activities and development direction, and ensure the timeliness and accuracy of disclosures of sustainability-related information. The Company regularly reviews implementation in accordance with the Principles and makes improvements accordingly. So far, there have been no discrepancies in the implementation.				

Evaluation Items	Status of Operation			Deviations from the Corporate Social Responsibility Best Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary description	
VII. Other important information helpful to understand the implementation of corporate social responsibility: The Company’s website and corporate sustainability website (https://esg.kedge.com.tw/) The Company's sustainability reports over the years (https://esg.kedge.com.tw/ch/report/)				

VIII. Implementation of Climate-Related Information

Item	Implementation status
(1) Describe the board of directors' and management's oversight and governance of climate-related risks and opportunities	The Board of Directors serves as the highest oversight body for climate-related risk management and is responsible for reviewing and overseeing the Company's climate-related policies, targets, and action plans, and for ensuring that its climate strategy is aligned with the Company's long-term development direction. The Company has formally included climate change within the management scope of the “Green and Low-Carbon” task force under the Sustainable Development Committee. This task force is responsible for promoting environmental management systems, compliance with environmental regulations, alignment with international standards, carbon management and low-carbon transformation, and improved efficiency in the use of energy and resources. Cross-functional meetings are also convened from time to time to discuss environmental sustainability goals and strategies. The Sustainable Development Committee convenes regular meetings each year to review the implementation of climate-related risk management, assess the effectiveness of greenhouse gas reduction efforts, and formulate specific carbon reduction and climate adaptation strategies. The Sustainable Development Committee also reports regularly to the Board of Directors on the results of climate change management. In 2025, the relevant implementation progress was reported to the Board in March and November, respectively, to ensure the effective operation of the Company's climate governance mechanism. The Company also continues to use the TCFD framework to assess climate-related transition risks. Senior executives from each department identify material climate-related risks and opportunities and quantify their potential financial impacts on the Company, its supply chain, and relevant industries, and communicate with stakeholders through climate-related financial disclosures.
(2) Describe how the identified climate risks and opportunities affect the business, strategy, and finances of the business (short, medium, and long term).	(see table below)

Risk ranking	Type of risk/ opportunity	Description of risk or opportunity	Time	Likelihood	Magnitude of financial impact
Risk 1	Physical risk	[Acute] Tropical cyclones	Short-term	Confirm	Low
Risk 2	Physical risk	[Acute] Changes in extreme temperatures	Short-term	Confirm	High
Risk 3	Transformation risk	[Regulatory] Government carbon fees on enterprises	Medium-term	Confirm	Medium

Risk 4	Transformation risk	[Regulatory] Mandatory reporting and public construction requirements	Medium-term	Very likely	Low
Opp 1	Resource efficiency	Production and manufacturing - aluminum formwork	Short-term	Confirm	High
Opp 2	Market	International initiative - SBTi	Medium-term	Very likely	Low
Opp 3	Resource efficiency	Recycled materials	Long-term	Confirm	Low
Opp 4	Products and services	Innovation and R&D	Medium-term	Very likely	Low
Opp 5	Market	Public construction participation	Short-term	Very likely	Low

(3) Describe the financial impact of extreme weather events and transformative actions.

Tropical cyclone

Based on the scientific highlights of the IPCC Sixth Assessment Report and the worst-case scenario (RCP8.5) in the updated climate change assessment report for Taiwan, the proportion of medium-intensity or stronger typhoons in the 21st century is expected to increase by approximately 100%. The Company expects two severe typhoons per year in the short term, three in the medium term, and four in the long term, each of which may cause work stoppages and property losses at construction sites. Typhoons may result in losses from damage to site property, including repair costs, as well as direct and indirect administrative costs arising from work stoppages. The Company's response strategies include strengthening typhoon prevention measures in advance and inspecting construction sites as required. During the typhoon period, we monitor the situation of the construction sites in real-time, and reduce personnel on the ground, if possible. We also purchase relevant hazard insurance.

Changes in extreme temperatures

Based on the scientific highlights of the IPCC Sixth Assessment Report and the worst-case scenario (RCP8.5) in the updated climate change assessment report for Taiwan, the number of days with temperatures above 36°C is expected to increase across Taiwan by approximately 8.5 days by the middle of the 21st century and 48.1 days by the end of the 21st century. The Company expects that extreme high temperatures will affect operations for five days per year in the short term, ten days in the medium term, and fifteen days in the long term. The resulting financial impacts include losses from work stoppages at construction sites or reduced working hours due to extreme heat, costs arising from cooling measures required by government regulations, risk-related costs caused by project delays, and reduced losses where work is shifted to night overtime. The Company's response strategy is to adjust working hours to avoid periods of extreme heat.

<table>
<tr><td></td><td><u>Government carbon fees on enterprises</u>
Taiwan's government enacted the “Climate Change Response Act”, which establishes a carbon fee mechanism for enterprises. This is expected to increase the cost of the Company's major raw materials, including rebar, steel structures, and cement. In the future, the Company will adopt strategies such as using low-carbon materials and passing on part of the increased raw material costs.
<u>Mandatory reporting and public construction requirements</u>
Relevant government ministries and agencies in Taiwan are requiring enterprises to report greenhouse gas emissions in response to the requirements of the “Climate Change Response Act”. At the same time, future public construction projects may also introduce greenhouse gas and carbon footprint requirements, which will increase the Company's labor costs for implementing carbon management, as well as the costs of reporting support and external verification. The Company has already taken active steps to complete its greenhouse gas inventory and related carbon management preparations.</td></tr>
<tr><td>(4) Describe how climate risk identification, assessment, and management processes are integrated into the overall risk management system.</td><td>Through cross-departmental discussions, the Company jointly identifies, prioritizes, and assesses climate-related risks and opportunities and their financial impacts, and reports the assessment results and financial impacts of climate-related risks to the Sustainable Development Committee and the Board of Directors. In addition, the Company established a Risk Management Task Force in 2024. Going forward, in coordination with this task force, the Company will conduct regular reviews of climate risk identification, assessment, and management through annual risk assessment meetings in April and October.</td></tr>
<tr><td>(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.</td><td><table><tr><th>Scenarios used for transition risk and opportunity assessment</th><th>Scenarios used for physical risk assessment</th></tr><tr><td>• 1.5°C
• Taiwan's Pathway to Net-Zero Emissions in 2050 and Strategy
• Taiwan’s NDC
• Climate Change Response Act</td><td>• The worst-case global warming scenario (SSP5-8.5) in the IPCC Sixth Assessment Report</td></tr></table></td></tr>
<tr><td>(6) If the Company has adopted a transition plan to manage climate-related risks, please describe the content of the plan, and the metrics and targets used to identify and manage physical risks and transition risks.</td><td>The Company has formulated a low-carbon transition plan and a carbon reduction roadmap. It will reduce direct emissions from operations (Scope 1), indirect emissions from purchased energy (Scope 2), and indirect emissions generated throughout the value chain (Scope 3). The implementation measures include:
Scope 1
(1) Small equipment such as fixed high-pressure washers and pumping motors is being converted to electric models.
(2) New company motorcycles are electric, and company vehicles will be electric wherever possible.
(3) Applications for temporary electricity for new projects are being accelerated, and pre-power-on foundation works, such as diaphragm wall works, are being carried out using temporary electricity to reduce the use of temporary generators.</td></tr>
</table>

	(4) Tower cranes, construction elevators, and welding for steel structures are all powered by temporary electricity rather than diesel generators. (5) Environmentally friendly refrigerants are being adopted and incorporated into procurement standards, including for air conditioners and refrigerators. Scope 2 Electricity consumption at site offices and the headquarters is being reduced year by year. A solar power generation system will be installed on the roof after the head office relocation. Scope 3 The Company is promoting the use of low-carbon materials and construction methods, including low-cement-ratio concrete, limestone cement low-carbon concrete, electric arc furnace rebar, steel plates, and section steel, as well as precast methods and aluminum formwork in place of traditional timber formwork. For design-build projects, the Company promotes the use of low-carbon materials and methods by incorporating them into the design stage. The proportion of local procurement will continue to increase to 85%.
(7) If internal carbon pricing is used as a planning tool, please explain the basis for setting the price.	The Company completed the formulation of the Internal Carbon Pricing Implementation Measures in 2025 and officially announced their implementation. Beginning in 2026, with reference to the carbon fee rate announced by the Ministry of Environment, the Company will collect a carbon fee fund of NT$300 per metric ton of carbon dioxide equivalent from construction projects nationwide as an incentive for project teams to implement energy-saving and carbon-reduction measures.
(8) If climate-related targets have been set, please explain the activities covered, the greenhouse gas emission scopes included, the planning horizon, and the annual progress toward the targets. If carbon credits or renewable energy certificates (RECs) are used to achieve those targets, please explain the source and amount of the offsets or the number of RECs used.	Using 2022 as the base year, the Company submitted a near-term science-based target to the Science Based Targets initiative (SBTi), committing to reduce Scope 1 and Scope 2 greenhouse gas emissions by 42% and Scope 3 greenhouse gas emissions by 25% by 2030. These reduction targets passed SBTi target validation on February 22, 2024.
(9) Greenhouse gas inventory and assurance, reduction targets, strategies, and specific action plans (to be separately disclosed in 1-1 and 1-2)	As of the publication date of the annual report, the verification of the Company's 2025 greenhouse gas inventory data had not yet been completed. The assurance opinion, complete information, and an explanation of any differences will subsequently be disclosed in the Sustainability Report. Please refer to the following for the inventory results.

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_2e), intensity (metric tons CO_2e/NT$ million), and data coverage of greenhouse gases in the most recent 2 fiscal years.

According to the "Sustainable Development Roadmap for TWSE/TPEx Listed Companies":
1. The parent company entity should begin conducting inventories starting from 2026.
2. Subsidiaries included in the consolidated financial statements should begin conducting inventories starting from 2026.

Since 2022, the Company has comprehensively implemented organizational greenhouse gas inventories for construction projects under construction nationwide in accordance with ISO 14064-1:2018, adopting the operational control approach. Scope 3 also covers upstream transportation, employee commuting, business travel, purchased goods, and waste removal and treatment. A summary of the Company's greenhouse gas emissions is shown in the table below. The 2025 emissions data are pre-verification figures.

	2024		2025	
	Emissions (metric tons CO_2e)	Intensity (metric tons CO_2e, revenue in NT$ million)	Emissions (metric tons CO_2e)	Intensity (metric tons CO_2e, revenue in NT$ million)
Scope 1	822	0.0577	1,084	0.0504
Scope 2	2,103	0.1477	3,296	0.1533
Scope 3	258,239	18.1422	379,804	17.6696
Total	261,164	18.3477	381,184	17.7338

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.

According to the "Sustainable Development Roadmap for TWSE/TPEx Listed Companies":
1. The parent company entity should begin obtaining assurance starting from 2026.
2. Subsidiaries included in the consolidated financial statements should begin obtaining assurance starting from 2027.

The status of greenhouse gas verification work performed by the Company over the most recent two years is described below. The 2025 emissions data are pre-verification figures.

	Emissions in 2024 (metric tons CO_2e)	Emissions in 2025 (metric tons CO_2e)
Scope 1	822	1,084
Scope 2	2,103	3,296
Scope 3	258,239	379,804
Total	261,164	381,184
Percentage of the data disclosed above in 1-1-1 covered by assurance	100.00%	100.00%
Verification Agency	DNV Business Assurance Co., Ltd.	DNV Business Assurance Co., Ltd.
Description of verificaton status	Verified in accordance with ISO 14064-3:2019 Reasonable assurance level for Scope 1 and 2 Limited assurance level for Scope 3	2026/4/09 Document review 2026/4/23, 4/24, 5/5 S1 and S2 verification
Verification opinion/conclusion	Unqualified opinion/conclusion	Complete verification information will be disclosed in the Sustainability Report

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 targets

Using 2022 as the base year, the Company submitted a near-term science-based target to the Science Based Targets initiative (SBTi), committing to reduce Scope 1 and Scope 2 greenhouse gas emissions by 42% and Scope 3 greenhouse gas emissions by 25% by 2030.

Reduction action plan

Scope 1: Promote the replacement of fuel-powered equipment with electric equipment, replace company cars and motorcycles with electric models, and adopt equipment that uses environmentally friendly refrigerants.
Scope 2: Promote the installation of electricity meters at site offices, turning off lights during lunch breaks, using energy-saving lighting, and using Grade 1 energy-efficient cooling appliances.
Scope 3: Continue reducing carbon emissions from embodied carbon in construction materials, which account for the largest share of emissions, through precast methods, aluminum formwork in place of traditional timber formwork, low-carbon concrete, and similar measures.

Status of Achievement

(As of the publication date of the annual report, the verification of the Company's 2025 greenhouse gas inventory data had not yet been completed. The assurance opinion, complete information, and an explanation of any differences will subsequently be disclosed in the Sustainability Report)

Scope 1 and Scope 2 emissions in 2025 were 4,380 tCO_2e, an increase of 1,455 tCO_2e over 2024, mainly due to the continued increase in both the number and scale of contracted projects, which drove significant business growth and a corresponding rise in energy consumption. In addition, as various projects progressively adopted low-carbon building materials and construction methods, Scope 3 carbon emission intensity in 2025, measured as metric tons of CO_2e generated per NT$1 million of revenue, decreased by approximately 2.6% from 2024.

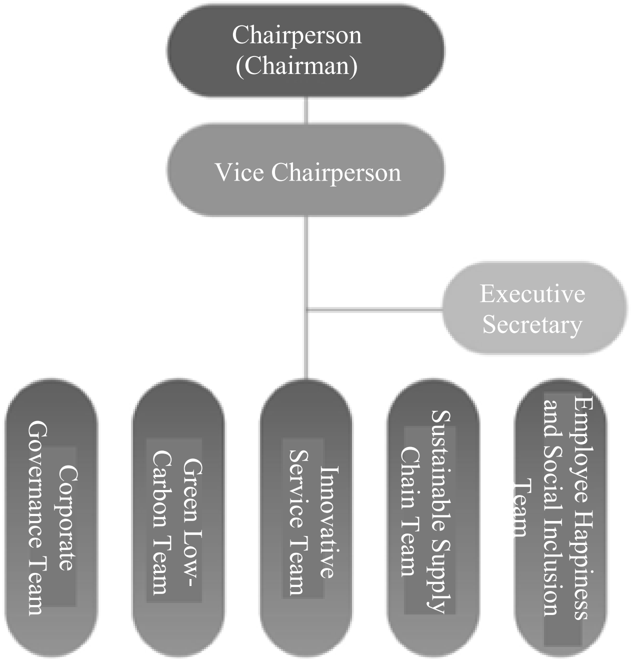
Note 1: This information shall be disclosed in compliance with the schedule prescribed in the order issued under Article 10, paragraph 2 of the Regulations.

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.

Organization Chart of the Sustainable Development Committee and Task Forces and Description of Responsibilities

Organizational Structure



Implementation Team	Job Content
Corporate Governance Team	Responsible for the review and assessment of operational and financial risks and performance, and enhancement of the operations of the Board of Directors, compliance, implementation of internal audits, internal control, and information security.
Green Low-carbon Team	Responsible for the design and research and development of engineering projects on green legislation and other issues, and carbon reduction environmental management and greenhouse gas governance.
Innovative Service Team	Responsible for the use of R&D capabilities, improvement of engineering operation products and services through digitalization and intelligence.
Sustainable Supply Chain Team	Responsible for negotiating, sharing, and implementing sustainability concepts with customers and suppliers; establishing sustainability guidelines and risk impact assessment mechanism.
Employee Happiness and Social Inclusion Team	Responsible for improving the social care and environmental education efforts inside and outside the Company, enhancing work environment and quality of life, and social welfare contribution.

To implement corporate sustainable governance, the Sustainable Development Committee’s duties and responsibilities are as follows:

- Establishment of sustainable development policy
- Review the operation of the sustainable development management system.
- Review the Company’s ESG policy objectives, strategies, and action plans and guide and follow up on the progress and performance improvement of each action plan.
- Supervise various stakeholder engagement plans (such as the disclosure of the ESG Report) and invite stakeholders to participate in committee meetings or hold stakeholder meetings if necessary.
- Supervise the preparation of the ESG Report to be completed before a deadline.
  The Sustainable Development Committee’s each project implementation results and progress are reviewed and supervised by the Corporate Governance team to incorporate them in the company’s decision-making process and improve the performance of sustainable development, while gradually achieving the short-, medium-, and long-term sustainable development targets, demonstrating our determination to move toward sustainable development.

(VI) Implementation Status and Deviations from the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies and the Reasons

Evaluation Items	Status of Operation			Deviations from the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary description	
I. Establishment of ethical corporate management policies and plans				
(I) Has the Company established an ethical corporate management policy approved by the Board of Directors and stated in its Articles of Incorporation or external correspondence about the ethical management policies and practices, as well as the commitment of the Board of Directors and senior management to actively implement the operating policies?	✓		(I) To establish a corporate culture of ethical corporate management and a reference framework for good business operations, the Company has established the "Corporate Governance Best Practice Principles," "Ethical Corporate Management Best Practice Principles," and "Operation Procedures and Guidelines for Ethical Management" to regulate the Company and its directors, managers, employees, mandataries, and persons with substantial control shall follow the ethical standards and code of conduct when performing their duties.	Compliant
(II) Has the company established a mechanism for assessing the risk of dishonest acts, regularly analyzed and evaluated the business activities within the scope of business that have a higher risk of dishonest acts, and formulated a program for prevention of dishonest acts based on such plan, which at least covers the preventive measures mentioned in paragraph 2 of Article 7 of Ethical Corporate Management Best Practice Principles for TWSE/GTSM Listed Companies?	✓		(II) To ensure the implementation of ethical corporate management, the consolidated company has established effective accounting and internal control systems, and internal auditors regularly audit the compliance of the aforementioned systems. In addition, when selecting contractors, the Company selects suitable partners, and it is clearly stipulated in the Affidavit Letter "no gifts, entertainment or improper benefits." The Company has adopted the "Procedures for Ethical Management and Guidelines for Conduct", which clearly set out programs and preventive measures for unethical conduct.	Compliant
(III) Has the Company established the program to prevent unethical conduct, including operational procedures, guidelines, penalties for violations, and a complaint system, and implemented the program, and regularly review and amend the aforementioned programs?	✓		(III) On March 26, 2021, the consolidated company adopted the "Procedures for Ethical Corporate Management and Guidelines for Conduct" by the resolution of the Board of Directors and the "Act for Detecting Violation of Ethical Corporate Management" was passed on October 29, 2021. The directors, managers, employees, mandataries and persons with substantial control of the Company and Group	Compliant

Evaluation Items	Status of Operation			Deviations from the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary description	
			enterprises and organizations are subjected to the regulations of this Procedures. It is prohibited to offer or accept bribes, offer illegal political contributions, improper charitable donations or sponsorships, offer or accept inappropriate gifts or other improper gains, leaking of the Company's trade secrets, intellectual property infringement, unfair competition, or services that harm consumers or other stakeholders and other unethical conducts. Complaint channel has been provided for reporting on these unethical conducts. Adding to the personnel regulations such as the "Employee Work Rules," the consolidated company clearly stipulates that employees shall not have unethical behaviors, and the preventive operating procedures are included in the new employee training or other personnel education and training courses, and from time to time issues related announcements and notices to employees, managerial officers, and directors.	
II. Implementing ethical corporate management (I) Has the Company evaluated the ethical records of its trading counterparts, and specified the ethical conduct clauses in the contracts signed with its trading counterparts?	✓		(I) When the consolidated company selects partners, it selects suitable partners through credit investigation, and it is clearly stated in the affidavit letter "no gifts, entertainment or improper benefits", and includes ethical management clauses in the relevant contracts.	Compliant
(II) Has the Company set up a dedicated unit under the Board of Directors to promote corporate ethical management, and report the implementation of the ethical management policies and prevention programs against unethical behaviors to the Board of Directors on a regular basis (at least once a year)?	✓		(II) The consolidated company has designated the Corporate Governance Task Force under the Sustainable Development Committee, which reports to the Board of Directors, as the dedicated unit. The Corporate Governance Task Force and the Ethical Management Task Force, whose members include the Corporate Governance Officer, the Legal Department, the Human Resources Department, and the heads of the various operating units, are responsible, within the scope of their respective duties, for assisting the Board of Directors and management in formulating and overseeing the	Compliant

Evaluation Items	Status of Operation			Deviations from the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary description	
			implementation of ethical management policies and prevention programs, ensuring the implementation of the Ethical Corporate Management Best Practice Principles, and reporting the status of implementation and execution results to the Board of Directors once each year, with the most recent report submitted to the Board of Directors on December 19, 2025. Implementation status in 2025: 1. Number of contracts incorporating ethical management clauses and undertakings signed: approximately 622 To implement the Company's ethical management and anti-corruption policies, the Company incorporated clauses into its contracts requiring suppliers to comply with ethical management responsibilities and to sign an undertaking stating that they “shall not offer gifts, entertainment, or improper benefits”. The contracts also provide that any violation may result in contract termination and liability for damages, thereby requiring suppliers to comply with these requirements. 2. Education and training or awareness announcements: A total of 858 participants, totaling 902 hours The Company includes awareness of ethical management as one of the training courses for new employees and also offers related courses on a regular basis each year. Courses offered include “Official Document Writing Procedures and Ethical Management Awareness”, “Wealth Comes with Risk? Can Good Deeds Lead to Prosperity? A Discussion of Ethical Corporate Management”, “Corporate Governance and Ethical Management: Exploring Anti-Corruption, Anti-Bribery, and the Risks of Unethical Conduct”, “Ethical Management Awareness (I), (II), and (III)”, and “How	

Evaluation Items	Status of Operation			Deviations from the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary description	
			Companies Can Strengthen Competitiveness and Reduce Risks Through Ethical Management”. A total of 858 participant attendances were recorded for the above courses, totaling 902 hours. Related awareness activities were also carried out from time to time. 3. Employee undertaking signing rate: 100% New employees are required to sign a letter of undertaking upon joining the Company, agreeing to comply with confidentiality obligations and the Company's ethical management principles and related regulations, in order to implement the Company's ethical management practices. 4. Regular review: The Ethical Corporate Management Best Practice Principles clearly set out prevention programs and handling procedures prohibiting bribery and the acceptance of bribes, illegal political contributions, improper charitable donations or sponsorships, and improper gifts, hospitality, or other improper benefits. In conducting business activities, the Company avoids transactions with parties that have records of unethical conduct, and ethical management clauses are expressly included in relevant contracts. Through each unit's legal compliance reviews and self-assessment of the internal control system, the Company achieves effective control and implementation, and the Audit Office conducts independent audits to ensure that the overall mechanism is effectively implemented. 5. Whistleblowing mechanism: The Company has established the “Act for Detecting Violation of Ethical Corporate Management” and the “Procedures for Ethical Management and Guidelines for Conduct”, both of which are publicly disclosed on the Company's official website and internal	

Evaluation Items	Status of Operation			Deviations from the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary description	
			employee portal. These procedures clearly specify the responsible unit, reporting channels, and handling procedures, and ensure the lawful rights and interests of both whistleblowers and the persons concerned. For other relevant information, please refer to the Company's website (https://www.kedge.com.tw/) or the Sustainability Report.	
(III) Has the Company established policies to prevent conflicts of interest, provide appropriate channels of communication, and implement such policies?	✓		(III) The consolidated company has established the "Procedures for Ethical Corporate Management and Guidelines for Conduct" on March 26, 2021. The Corporate Governance Officer, the Legal Department, the Administrative Management Department, and the heads of the various operating units have jointly established the Ethical Corporate Management Task Force. The Human Resources Department of the Administration Division is the contact for personnel to speak. They are also discussed with the ethical corporate management team for further discussion, implementation, and reporting to the Board of Directors on a regular basis.	Compliant
(IV) Whether the Company has established an effective accounting system and internal control system to implement ethical corporate management, and has the internal audit unit formulate relevant audit plans based on the assessment results of the risks of unethical behaviors, and used to audit the compliance of the prevention of unethical behaviors? Or appoint a CPA to perform the audit?	✓		(IV) The consolidated company has established effective accounting and internal control systems. The audit unit formulates an audit plan based on the risk assessment results, and conducts regular or to effectively implement this system, and report the audit results to the Audit Committee and the Board of Directors.	Compliant
(V) Does the Company organize internal and external training on ethical corporate management on a regular basis?	✓		(V) The consolidated company upholds ethical management as a core business principle and reinforces implementation through communication at management meetings and internal training sessions. The Company includes awareness of ethical management as one of the training courses for new employees	Compliant

Evaluation Items	Status of Operation			Deviations from the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary description	
			and also offers related courses on a regular basis each year. Courses offered include “Official Document Writing Procedures and Ethical Management Awareness”, “Wealth Comes with Risk? Can Good Deeds Lead to Prosperity? A Discussion of Ethical Corporate Management”, “Corporate Governance and Ethical Management: Exploring Anti-Corruption, Anti-Bribery, and the Risks of Unethical Conduct”, “Ethical Management Awareness (I), (II), and (III)”, and “How Companies Can Strengthen Competitiveness and Reduce Risks Through Ethical Management”. A total of 858 participant attendances were recorded for the above courses, totaling 902 hours. Related awareness activities were also carried out from time to time.	
III. The operation of the Company's whistle-blowing system				
(I) Has the Company established a specific whistle-blowing and reward system, established a channel to facilitate reporting, and assigned appropriate dedicated personnel to handle the reported cases?	✓		(I) The consolidated company has established the “Act for Detecting Violation of Ethical Corporate Management” and the “Procedures for Ethical Management and Guidelines for Conduct”, and has a whistle-blowing mail box and hotline. The Human Resources Department is responsible for handling related matters, and handling complaints and disciplinary actions in accordance with the Company's operating procedures.	Compliant
(II) Has the Company established standard operating procedures for the investigation of whistle-blowing matters, the follow-up measures to be taken after the investigation is completed, and the related confidentiality mechanism?	✓		(II) The consolidated company has established the “Act for Detecting Violation of Ethical Corporate Management and the “Procedures for Ethical Management and Guidelines for Conduct”. When handling whistleblowing matters, the Human Resources Department shall be responsible for the confidentiality of the information of the parties concerned.	Compliant
(III) Has the Company taken measures to protect the whistleblower from improper treatment due to their whistle-blowing?	✓		(III) The consolidated company has established a confidentiality mechanism in its whistleblowing procedures, and whistleblowers will not be subject to disciplinary action as a result of making a report.	Compliant

Evaluation Items	Status of Operation			Deviations from the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary description	
IV. Strengthening information disclosure Has the Company disclosed the content of its Ethical Corporate Management Best Practice Principles and results on its website and Market Observation Post System?	✓		On its official website, under the Investor Section, the Company has established an “Ethical Corporate Management” section to disclose the “Ethical Corporate Management Best Practice Principles”, the “Act for Detecting Violation of Ethical Corporate Management”, and the “Procedures for Ethical Management and Guidelines for Conduct”. It clearly states that “integrity” is the Company's most fundamental business philosophy, communicates the Company's spirit of “integrity, quality, service, innovation, and sustainability”, and discloses on the website the status of implementation and the results of its promotion efforts.	Compliant
(V) If the Company has established its own ethical corporate management best-practice principles in accordance with the “Ethical Corporate Management Best-Practice Principles for TWSE/TPEx Listed Companies”, please describe the current practices and any deviations from the TWSE/TPEx Best-Practice Principles: To fulfill corporate social responsibility and promote the balanced and sustainable development of economy, society and environment, the Board of Directors on March 24, 2016 approved the “Ethical Corporate Management Best Practice Principles”. It subsequently added the “Procedures for Ethical Corporate Management and Guidelines for Conduct” in March 2021 and the “Act for Detecting Violation of Ethical Corporate Management” in October 2021. The Company regularly reviews the implementation of these principles and makes improvements accordingly. To date, no discrepancies have arisen in their implementation.				
VI. Other important information helpful to understand the implementation of ethical corporate management: (I) The consolidated company shall comply with the Company Act, the Securities and Exchange Act, the Business Entity Accounting Act, the regulations related to listing on the TWSE or TPEx, or other laws and regulations related to business activities, as the basis for the implementation of ethical corporate management. (II) The consolidated company's “Regulations Governing Procedures for Board of Directors Meetings” has a recusal clause for directors, which clearly stipulates that a director with self-interests or a corporate representative with interests, which will harm the company’s interests, he/she may express opinions and answer questions, and may not participate in and avoid discussion and voting, and may not exercise voting rights on behalf of other directors. (III) The consolidated company has “Procedures for Handling Internal Material Information” expressly stating that directors, supervisors, managers and employees are not allowed to divulge to others any material internal information that they are informed of, nor shall they inquire or collect from any person who is informed of material internal information of the Company that is not relevant to their personal duties, and also shall not divulge to others any material internal information of the Company that they are not informed of through their official duties. Directors, independent directors, managerial officers, and persons specified in Article 157-1 of the Securities and Exchange Act are prohibited from trading securities based on non-public information. They are also prohibited from trading the Company's shares before material information is publicly disclosed or within 18 hours after such information has been disclosed. In addition, they may not trade the Company's shares during the closed period of 30 days prior to the announcement of the annual financial report and 15 days prior to the announcement of each quarterly financial report.				

Evaluation Items	Status of Operation			Deviations from the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies and the Reasons
	Yes	No	Summary description	
(IV) The consolidated company has established the "Ethical Corporate Management Best Practice Principles", the "Act for Detecting Violation of Ethical Corporate Management", and the "Procedures for Ethical Corporate Management and Guidelines for Conduct", which clearly stipulates that directors, managers, employees, appointees or persons with substantial control shall not directly or indirectly offer, promise, requesting or accepting any illegal benefits, or engaging in other dishonest conducts that violate integrity, that are illegal or or are a breach of fiduciary duty in order to obtain or maintain benefits. (V) The consolidated company has established the Sustainable Development Committee on March 25, 2022, and has formulated the "Sustainable Development Committee Charter", to be responsible for the promotion and implementation of various sustainable development action plans, in order to implement the objectives of the Company's ethical management, corporate social responsibility and sustainable development.				

(VII) Other important information that is sufficient to enhance the understanding of the Company's corporate governance and may be disclosed together: None.

(VIII) Implementation of the internal control system:

1. Statement of Internal Control:
   Information inquiry website: https://mopsov.twse.com.tw/nas/cont06/c2546114011150305.pdf
2. Accountants are entrusted to review the internal control system: None.

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

1. Important resolutions of the shareholders annual general meeting:

Meeting time	Important resolution matters		Implementation status
2025.05.26	Matters of recognition	Approved the Company's 2024 business report and financial statements.	Handled in accordance with the resolution of the shareholders' meeting.
		Approved the Company's 2024 earnings distribution proposal.	Distribution of cash dividends of NT$3.2 per share, and distribution has been made on September 1, 2025. Stock dividends for distribution of NT$0.6 per share, ex-dividend (ex-dividend) date on August 11, 2025.
	Matters for Discussion	Approved the proposal for 2024 capital increase by retained earnings with issuance of new shares.	Handled in accordance with the resolution of the shareholders' meeting.
		Approved the proposal for amendment to parts of the provisions of the “Articles of Incorporation” of Company.	Handled in accordance with the resolution of the shareholders' meeting.
		Approved the proposal for amendment to parts of provisions of the “Procedure for the Acquisition or Disposition of Assets” of the Company.	Handled in accordance with the resolution of the shareholders' meeting.

2. Important resolutions of the board of directors:

Meeting date	Term of Board of Directors	Important resolution matters
2025.03.07	12th meeting of the 12th Term	Sustainable Development Committee report: report on the resolutions of the 4th meeting of the 2nd term of Sustainable Development Committee and report on the greenhouse gas inventory and verification plan. 1. Approved 2024 business report and financial statements. 2. Approved the 2024 earnings distribution proposal. 3. Approved the appropriation of cash dividends from 2024 earnings of the Company 4. Approved the proposal for the issuance of new shares through capitalization of 2024 earnings. 5. Approved the proposal for amendment to parts of the provisions of the “Articles of Incorporation” of Company. 6. Approved the proposal for the appropriation and distribution of the 2024 employees' remuneration and directors' remuneration 7. Approved the proposal for the adjustment to transportation allowances for the Company's external directors and independent directors. 8. Approved the proposal for adjustment of meal allowances of the Company. 9. Approved the proposal for the application by the Company's managerial officer for settlement of pension under the old pension scheme. 10.Approved the “Statement of Internal Control System” for 2024.

		11.Approved the proposal to amend some provisions of the Company's "Corporate Governance Best Practice Principles". 12.Approved the proposal for the rotation of CPAs of KPMG. 13.Approved the proposal for assessing the independence and suitability of the CPAs appointed by the Company. 14.Approved the formulation of the agenda for the 2025 shareholders annual general meeting of the Company and other related matters. 15.Approved the proposal for the Company signs financing contracts with financial institutions for business needs.
2025.05.09	13th meeting of the 12th Term	Sustainable Development Committee report: report on the greenhouse gas inventory and verification plan. 1. Approved the Company's 2025 Q1 consolidated financial statements. 2. Approved the proposal for change of the Company's location. 3. Approved the proposal for amendments to the Company's "Regulations Governing Year-end Bonus Distribution". 4. Approved the proposal for the application by the Company's managerial officer for settlement of pension under the old pension scheme. 5. Approved the proposal for the Company signs financing contracts with financial institutions for business needs.
2025.07.18	12th Term 14th meeting	1. Approved the record date for the distribution of 2024 earnings and the record date for the capitalization of 2024 earnings through the issuance of new shares. 2. Approved the proposal for signing financing contracts with financial institutions for business needs.
2025.08.08	15th meeting of the 12th Term	Sustainable Development Committee report: report on the greenhouse gas inventory and verification plan. 1. Approved 2024 Sustainability Report. 2. Approved the Company's 2025 Q2 consolidated financial statements. 3. Approved the proposal for the Company signs financing contracts with financial institutions for business needs.
2025.11.07	16th meeting of the 12th Term	Sustainable Development Committee report: report on the implementation results of the 5th meeting of the 2nd Sustainable Development Committee and report on the greenhouse gas inventory and verification plan. 1. Approved the Company's 2025 Q3 consolidated financial statements. 2. Approved the proposal for the amendment of the Company's financial performance targets for 2025. 3. Approved the proposal for the Company's acquisition of right-of-use assets of real property from a related party. 4. Approved the proposal for amendments to the system manual and part of the procedures for the internal control system of the Company. 5. Approved the proposal for amendments to the Company's "Regulations Governing Year-end Bonus Distribution". 6. Approved the proposal for the promotion and salary adjustment of the Company's managers.
2025.12.19	17th meeting of the 12th Term	1. Approved the proposal of the Company's 2026 business plan. 2. Approved the proposal of the Company's 2026 audit plan. 3. Approved the proposal for assessing the independence and suitability of the CPAs appointed by the Company. 4. Approved the proposal for addition of pre-approved non-assurance service items. 5. Approved the proposal for the retirement of the Company's President, Yi-Fang Huang. 6. Approved the proposal for the adjustment of the organizational structure of the Company. 7. Approved the proposal for the position change and salary adjustment of the Company's managers. 8. Approved the proposal for adjustment of the Company's accounting supervisor.

		9. Approved the proposal for lifting the non-compete restrictions on the Company's managerial officer, Vice President Chun-Cheng Liang.
2025.02.26	18th meeting of the 12th Term	Sustainable Development Committee report: report on the greenhouse gas inventory and verification plan. 1. Approved the Company's 2025 business report and financial statements. 2. Approved the “Statement of Internal Control System” for 2025. 3. Approved the proposal for the appropriation and distribution of the 2025 employees' remuneration and directors' remuneration. 4. Approved the proposal for election of the Company's 13th term of board of directors (including independent directors). 5. Approved the formulation of the agenda for the 2026 shareholders annual general meeting of the Company and other related matters.

(X) In the most recent year and up to the date of publication of the annual report, if a director or supervisor has expressed a dissenting opinion with respect to a material resolution passed by the board of directors, and said dissenting opinion has been recorded or prepared as a written statement, the main content thereof: None.

IV. Information on CPA Fees:

(I) Information on CPA fees:

<table>
<tr><th rowspan="2">Name of CPA Firm</th><th rowspan="2">Name of CPA</th><th rowspan="2">Audit fees (NTD thousand)</th><th colspan="5">Non-audit fees (NTD thousand)</th><th rowspan="2">Independent Auditors' Report</th><th rowspan="2">Remarks</th></tr>
<tr><th>System design</th><th>Industrial and Commercial Registration</th><th>Human resources</th><th>Other</th><th>Subtotal</th></tr>
<tr><td rowspan="2">KPMG</td><td>Yi-Lien Han</td><td rowspan="2">2,970</td><td rowspan="2">0</td><td rowspan="2">132</td><td rowspan="2">30</td><td rowspan="2">0</td><td rowspan="2">162</td><td rowspan="2">2025.01.01 ~ 2025.12.31</td><td rowspan="2">The review fees for the HR “Checklist for Full-time Non-Managerial Employees' Salary Information”.</td></tr>
<tr><td>Chung-Che Chen</td></tr>
</table>

(II) Non-audit fees paid to the certified public accountant, to the accounting firm of the certified public accountant, and/or to any affiliated enterprise of such accounting firm are one quarter or more of the audit fees paid thereto: None.

(III) If the accounting firm is changed, and the audit fee paid in the year of replacement is less than the audit fee of the previous year: None.

(IV) Is the audit fee reduced by more than 15% from the previous year: None.

V. Information on Change of CPAs:

(I) Information regarding the former CPAs

<table>
<tr><td>Date of replacement</td><td colspan="4">March 7, 2025</td></tr>
<tr><td>Reason for replacement and explanation</td><td colspan="4">To accommodate internal personnel adjustments of the certifying CPAs at the accounting firm.</td></tr>
<tr><td rowspan="3">Describe whether the Company terminated or the CPAs terminated or did not accept the engagement</td><td colspan="2">Parties
Circumstances</td><td>CPA</td><td>The Company</td></tr>
<tr><td colspan="2">Terminated the engagement</td><td>Not applicable</td><td>Not applicable</td></tr>
<tr><td colspan="2">No longer accepted (discontinued) the engagement</td><td>Not applicable</td><td>Not applicable</td></tr>
<tr><td>If the CPAs issued an audit report expressing any opinion other than an unqualified opinion during the 2 most recent years, specify the opinion and the reasons</td><td colspan="4">Not applicable</td></tr>
<tr><td rowspan="6">Disagreement with the Company?</td><td rowspan="4">Yes</td><td>-</td><td colspan="2">Accounting principles or practices</td></tr>
<tr><td>-</td><td colspan="2">Disclosure of financial reports</td></tr>
<tr><td>-</td><td colspan="2">Audit scope or steps</td></tr>
<tr><td>-</td><td colspan="2">Others</td></tr>
<tr><td>None</td><td colspan="3">✓</td></tr>
<tr><td colspan="4">Explanation: Not applicable</td></tr>
</table>

Other disclosures (Any matters required to be disclosed under sub-items d to g of Article 10.6.A)	None

(II) Information Regarding the Successor CPAs

Name of Accounting Firm	KPMG
Certified Public Accountant	Yi-Lien Han and Chung-Che Chen
Date of engagement	March 7, 2025
Subjects discussed and results of any consultation with the CPAs prior to the engagement, regarding the accounting treatment of or application of accounting principles to any specified transaction, or the type of audit opinion that might be issued on the company's financial report	None
Successor CPAs' written opinion regarding the matters of disagreement between the Company and the former CPAs	None

(III) The reply of the former CPA in accordance with Article 10, Paragraph 6, Item 1 and 2-3 of the Guidelines: Not applicable.

VI. The Company's Chairman, President, or Any Managerial Officer in Charge of Finance or Accounting Affairs Has Worked in The Accounting Firm or Any of Its Affiliated Enterprises in The Most Recent Year: None.

VII. Transfer or Pledge of Equity Interests by Directors, Independent Director, Managerial Officer, and Shareholders with a Stake of More Than 10 Percent in The Most Recent Year or During the Current Year Up to The Date of Publication of The Annual Report:

(I) For information on the transfer of shareholdings of directors, supervisors, managers and major shareholders for the most recent year and up to the date of publication of the annual report, please refer to Market Observation Post System.
Information inquiry website: https://mops.twse.com.tw/mops/web/query6_1

(II) Information on equity transfers: Information inquiry index
https://mopsov.twse.com.tw/mops/web/t56sb21_q1

(III) Information on share pledges: Information inquiry index
https://mopsov.twse.com.tw/mops/web/STAMAK03_1

VIII. Spouses or Relatives within the Second Degree of Kinship of another among the Top Ten Shareholders:

March 27, 2026 (Unit: shares)

Name	Shareholding of the individual		Shares held by spouse and underage children		Total Shares Held in the Name of Others		The names and relationships of the top ten shareholders who are related, spouse, or relatives within second degree of kinship to each other.		Remarks
	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Name of entity or individual	Relationship	
Kindom Development Co., Ltd. Representative: Mike Ma	44,619,050	34.18%	-	-	-	-	Yu-De Investment Co., Ltd.	The chairman of the Company is a relative of the chairman of Yude Investment Co., Ltd.	
							Mike Ma	Chairman of the company	
							Mei-Chu Liu	Relative of 1st degree of kinship to a chairman of the company	
Yu-De Investment Co., Ltd. Representative: Mei-Chu Liu	10,814,520	8.29%	-	-	-	-	Kindom Development Co., Ltd.	The chairman of the company is a relative of the Chairman of the board of Kindom Development Corp..	
							Mike Ma	Relative of 1st degree of kinship to a chairman of the company	
							Mei-Chu Liu	Chairman of the company	
							Ming-Nai Ma	Relative of 1st degree of kinship to a chairman of the company	
							Shao-Ling Ma	Relative of 1st degree of kinship to a chairman of the company	
Mei-Chu Liu	3,477,388	2.66%	-	-	-	-	Kindom Development Co., Ltd.	1st degree of kinship - Chairman of the board of Kindom Development Corp.	
							Yu-De Investment Co., Ltd.	Chairman of the company	
							Ming-Nai Ma	First degree of kinship	
							Shao-Ling Ma	1st degree of kinship	
Ming-Nai Ma	2,840,113	2.18%	-	-	-	-	Kindom Development Co., Ltd.	2nd degree of kinship - Chairman of the board of Kindom Development Corp.	

Name	Shareholding of the individual		Shares held by spouse and underage children		Total Shares Held in the Name of Others		The names and relationships of the top ten shareholders who are related, spouse, or relatives within second degree of kinship to each other.		Remarks
	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Name of entity or individual	Relationship	
							Yu-De Investment Co., Ltd.	First degree of kinship is the chairman of Yu-De Investment Co., Ltd.	
							Mike Ma	2nd degree of kinship	
							Mei-Chu Liu	First degree of kinship	
							Shao-Ling Ma	2nd degree of kinship	
Po-Wen Chang	2,544,361	1.95%	-	-	-	-	-	-	
Mei-Jin Wu	2,371,906	1.82%	-	-	-	-	-	-	
Mike Ma	2,253,800	1.73%	-	-	-	-	Kindom Development Co., Ltd.	Chairman of the company	
							Yu-De Investment Co., Ltd.	1st degree of kinship - Chairman of the board of Kindom Development Corp..	
							Mei-Chu Liu	First degree of kinship	
							Shao-Ling Ma	2nd degree of kinship	
							Ming-Nai Ma	2nd degree of kinship	
Su-Yueh Chuang	1,794,448	1.37%	-	-	-	-	-	-	
Shao-Ling Ma	1,618,777	1.24%	705,704	0.54%	-	-	Kindom Development Co., Ltd.	2nd degree of kinship - Chairman of the board of Kindom Development Corp..	
							Yu-De Investment Co., Ltd.	First degree of kinship is the chairman of Yu-De Investment Co., Ltd.	
							Mike Ma	2nd degree of kinship	
							Mei-Chu Liu	First degree of kinship	
							Ming-Nai Ma	2nd degree of kinship	
Yung-Hsin Chang	1,310,376	1.00%	-	-	-	-	-	-	

Note: The above information is based on the shareholders' register as of March 27, 2026.

IX. Number of Shares Held by The Company, Its Directors, Managerial Officers, And Enterprises Directly or Indirectly Controlled by The Company in The Same Investee, And Combined to Calculate the Comprehensive Shareholding Ratio:

Unit: shares; %

Reinvestment business (Note)	The Company's investment		Directors, Managers, and Directly or Indirectly Controlling Businesses		Comprehensive investment	
	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio
Guanqing Electromechanical Co., Ltd.	7,748,000	99.97%	-	-	7,748,000	99.97%
Jiechun Investment Co., Ltd.	16,396,352	99.98%	-	-	16,396,352	99.98%

Note: Investments accounted for using the equity method.

Three. Fundraising Status

I. Capital and Shares:

(I) Sources of share capital:

March 27, 2026Day; Unit: NT$; Shares

Year/ Month	Issuing price	Authorized share capital		Paid-in capital stock		Remarks		
		Number of shares	Amount	Number of shares	Amount	Source of share capital	Property other than cash as payment for share payment	Other
1982.04	-	300,000	3,000,000	300,000	3,000,000	Initiation and establishment	-	-
1987.10	-	750,000	7,500,000	750,000	7,500,000	Capital increase in cash: 4,500,000	-	-
1990.02	-	2,250,000	22,500,000	2,250,000	22,500,000	Capital increase in cash: 15,000,000	-	-
1994.08	10	2,250,000	22,500,000	2,250,000	22,500,000	-	-	-
1994.12	10	19,000,000	190,000,000	19,000,000	190,000,000	Capital increase in cash: 167,500,000	-	-
1996.09	10	90,000,000	900,000,000	36,850,000	368,500,000	Capitalization of retained earnings: 28,500,000 Capital increase in cash: 150,000,000	-	-
1997.06	10	90,000,000	900,000,000	46,117,500	461,175,000	Capitalization of retained earnings: 55,275,000 Capital increase in cash: 37,400,000	-	-
1998.08	10	90,000,000	900,000,000	53,035,125	530,351,250	Capitalization of retained earnings: 69,176,250	-	-
1999.06	10	90,000,000	900,000,000	60,990,393	609,903,930	Capitalization of retained earnings: 79,552,680	-	-
2000.06	10	90,000,000	900,000,000	67,699,336	676,993,360	Capitalization of retained earnings: 67,089,430	-	-
2001.05	10	90,000,000	900,000,000	67,106,336	671,063,360	Capital reduction: 5,930,000	-	-
2001.10	10	90,000,000	900,000,000	66,106,336	661,063,360	Capital reduction: 10,000,000	-	-
2009.11 ~ 2010.07	10	90,000,000	900,000,000	67,847,858	678,478,580	Corporate bond conversion: 17,415,220	-	-
2010.10	10	120,000,000	1,200,000,000	95,047,858	950,478,580	Capital increase in cash: 272,000,000	-	-
2010.10 ~ 2011.07	10	120,000,000	1,200,000,000	107,949,660	1,079,496,600	Corporate bond conversion: 129,018,020	-	-
2012.11	10	120,000,000	1,200,000,000	106,035,660	1,060,356,600	Cancellation of treasury stock: 19,140,000	-	-

2022.08	10	120,000,000	1,200,000,000	116,639,226	1,166,392,260	Capitalization of retained earnings: 106,035,660	-	-
2023.08	10	180,000,000	1,800,000,000	120,721,599	1,207,215,990	Capitalization of retained earnings: 40,823,730	-	-
2024.09	10	180,000,000	1,800,000,000	123,136,031	1,231,360,310	Capitalization of retained earnings: 24,144,320	-	-
2025.10	10	180,000,000	1,800,000,000	130,524,193	1,305,241,930	Capitalization of retained earnings: 73,881,620	-	-

March 27, 2026; Unit: Shares

Type of shares	Authorized share capital			Remarks
	Outstanding shares	Unissued shares	Total	
Common stock	130,524,193	49,475,807	180,000,000	Listed stocks

(II) List of major shareholders:

March 27, 2026

Shares of Stock / Name of major shareholder	Number of shares held	Shareholding ratio
Kindom Development Co., Ltd.	44,619,050	34.18%
Yu-De Investment Co., Ltd.	10,814,520	8.29%
Mei-Chu Liu	3,477,388	2.66%
Ming-Nai Ma	2,840,113	2.18%
Po-Wen Chang	2,544,361	1.95%
Mei-Jin Wu	2,371,906	1.82%
Mike Ma	2,253,800	1.73%
Su-Yueh Chuang	1,794,448	1.37%
Shao-Ling Ma	1,618,777	1.24%
Yung-Hsin Chang	1,310,376	1.00%

(III) Dividend policy and implementation status of the Company:

1. Dividend policy specified in the Articles of Incorporation:

The Company will develop large-scale construction projects and will strive for growth and innovation. In addition to continuing to maintain an appropriate amount of capital to meet business needs, the Company also takes into account shareholders' need for cash. Accordingly, the Company has set a cash dividend payout ratio of not less than 20% of total dividends distributed for the year. In recent years, the dividends distributed have all exceeded 50% of distributable earnings for the year. In the future, the Company will determine the most appropriate distribution ratio based on the operating results of the current year and the capital budget plan for the following year. For other relevant information, please refer to the Company's website (https://www.kedge.com.tw/) or the sustainability report.

2. Dividend distribution proposed at the shareholders' meeting:

   The Company planned the cash dividend of NTD 4.8 per share and stock dividend of NTD 1.2 per share for 2025 in the Board meeting on April 8, 2026. This proposal will be processed in accordance with the relevant regulations after being approved by the shareholders' meeting on May 25, 2025.

3. 3. Expected material changes in dividend policy: None.

(IV) Impact of the distribution of bonus shares proposed in the present shareholders' meeting on the business performance of the Company and earning per share: None.

(V) Remuneration to employees, directors and supervisors:

1. Percentages or ranges with respect to employees/directors/supervisors' remuneration as stated in the Articles of Incorporation:

   Pursuant to the Company's Articles of Incorporation, if there is a profit for the year, no less than 0.5% shall be appropriated as employee remuneration, of which no less than 30% shall be distributed to entry-level employees, and no more than 2% shall be appropriated as directors' remuneration. However, if the Company still has accumulated losses, an amount shall be reserved in advance to offset the losses.

2. The basis for estimating the amount of employee, director, and supervisor compensation, for calculating the number of shares to be distributed as employee compensation, and the accounting treatment of the discrepancy, if any, between the actual distributed amount and the estimated figure:

   The Company's board of directors resolved on February 26, 2026 to distribute 2025 remuneration to employees and directors, which was in compliance with the Articles of Incorporation. If the actual distributed amount resolved by the shareholders' meeting differs from the estimated amount, it will be treated as a change in accounting estimates and recognized as profit or loss for the year of distribution.

3. Information on the proposed distribution of remuneration to employees approved by the Board of Directors:

Unit: NTD

Resolution of the Board of Directors on February 26, 2026	
Employee remuneration (cash)	87,210,005
Remuneration to directors and supervisors (cash)	33,487,788
Total	120,697,793

4. The actual distribution of remuneration to employees and directors, in the previous year (including the number of shares, amount, and price of shares), and any discrepancy between it and the recognized remuneration to employees and directors, and the reason for the discrepancy and handling status:

Unit: NTD

May 26, 2025 Report to the shareholders' meeting		Actual distribution
Employee remuneration (cash)	62,965,553	62,965,553
Remuneration to directors and supervisors (cash)	23,672,489	23,672,489
Total	86,638,042	86,638,042

(VI) Shares repurchased by the Company: None.

II. Issuance of Corporate Bonds: None.

III. Issuance of Preferred Share: None.

IV. Issuance of Global Depository Receipts: None.

V. Issuance of Employee Stock Options and New Restricted Employee Shares: None.

VI. Issuance of New Shares for Mergers and Acquisitions or Acquisition of Shares of Other Companies: None.

VII. Status of Implementation of Capital Utilization Plans:

(I) Plan content:

As of the quarter prior to the publication date of the annual report, previous issuances or private placements of securities have not been completed, or have been completed in the last three years and the planned benefits have not yet emerged: None.

(II) Implementation status:

As of the quarter prior to the publication date of the annual report, analyze the implementation of each of the preceding projects, and the comparison with the original expected benefits: None.

Four. Operation Overview

The core business of the consolidated company is comprehensive construction. The consolidated company's operation is described as follows:

I. Business Description:

(I) Scope of business:

1. Main business contents:
   (1) Construction projects: government public construction projects, government-targeted construction projects, government social housing, corporate headquarters and office buildings, and residential buildings.
   (2) Civil engineering works: government transportation construction, roads, bridges, stations and other engineering projects.
   (3) Other projects: land preparation for the government's public engineering redevelopment zone, park base development, urban renewal business, foundation pile construction, high-tech and private facilities, etc.
2. Weight of business:
   The proportion of the consolidated company's operating revenue in 2025 is as follows:

Construction item	Weight of business
Construction project	20.17%
Civil engineering works	19.69%
Other construction	60.14%
Total	100.00%

3. Current products (services) and new products (services) planned to be developed:
   The uses of the construction projects undertaken by the consolidated company are as follows. In the future, in addition to continuing to win projects for residential buildings, corporate plants and commercial buildings, for the public construction projects, considering the nature of the projects, the most advantageous tenders, turnkey projects, such as high-tech and high value-added projects, will be selected for active participation in the bidding.
   (1) Construction projects: private construction and development to meet the housing needs of citizens.
   (2) Civil engineering project: Government transportation construction to provide convenient transportation for the people.
   (3) Other projects: construction projects of government public works, corporate plants and office buildings.

(II) Industry overview:

1. Industry status and development:
   This year is undoubtedly a major turning point for the global economy, as the global outlook has shifted from "broad-based recovery" to "sharp divergence". After the new U.S. administration formally launched its "reciprocal tariff policy", the global trading landscape was significantly disrupted. In an effort to avoid tariffs, many companies brought forward orders on a large scale, causing global trade data to surge abnormally in the short term, but at the cost of weakening future growth momentum. Trade fragmentation has become even more pronounced. Companies are accelerating the relocation of production lines from China to Southeast Asia or India, and some are even establishing manufacturing bases directly in North America. Globalization has officially entered an era of fragmentation.

According to the International Monetary Fund, the forecast for global economic growth in 2025 was revised upward to 3.3%, while the forecast for 2026 remained stable at 3.2%, as companies adapted to higher U.S. tariffs by shifting their supply chains.

AI remained an economic lifeline in 2025, but market confidence has begun to diverge, as questions grow over whether the pace of monetization can keep up with the massive hardware investment made by major technology companies.

Against this backdrop, Taiwan's economy has continued to move forward amid a tug-of-war between a “technology boom” and policy headwinds. The export gains generated by AI have boosted overall GDP and the stock market, masking the weakness of traditional industries. However, this growth has been highly concentrated in the high-tech sector. For non-tech industries and the general public, the same economic benefits have not been felt. Instead, they have faced mounting pressure from high prices and rising housing costs. At the same time, the government's strong property market controls and net-zero transition policies have pushed the construction industry, one of the key drivers of domestic demand, into a painful period of transformation and consolidation. In recent years, the cycle of international raw material prices has been affected by factors such as reciprocal tariffs and the Russia-Ukraine war, making future trends difficult to predict. Industrial development has also been affected by rising raw material prices, volatile oil prices, and increases in the prices of iron ore and other key inputs. In the future, bulk materials such as concrete will also face the impact of carbon fees. Together with the continuing shortage of sand and gravel and the sharp rise in domestic and international transportation costs, these factors have created “Greenflation”, reshaping the cost structure of the construction industry and making low-carbon building materials key to cost control. The transformation of the construction industry will evolve from “digitalization” to “digital optimization” and ultimately to true “digital transformation”. At this stage, technologies such as artificial intelligence, machine learning, big data, 5G, and cloud computing are being used to demonstrate their value in engineering amid the current challenges.

In the transformation of the construction industry, digital applications are added to promote the transformation and upgrading of the construction industry, which includes five technology aspects: building data center, building information modeling (BIM), smart management cloud platform, smart construction, and smart building materials. From construction to use to maintenance and management, the entire life cycle of the building is fully upgraded.

With respect to talent, in addition to improving the domestic low wage environment and expanding labor supply to supplement Taiwan’s labor market, the Ministry of Labor has shifted its policy focus from “short term supplementation of manual labor” to “long term retention of skilled talent”. Measures such as the mechanism linking pay raises to additional quota allocations, further increases in quota ceilings, overall quota expansion, and substantial relaxation of the ratio restrictions on experienced migrant workers transferring to “mid level skilled manpower” are intended to address both labor shortages and low wages at the same time. These measures may provide only limited short term relief for labor shortages in the construction sector. Over the longer term, efforts should continue to advance automation and precast construction, so as to reduce on site manpower requirements through simplification, standardization, and automation.

In Taiwan, despite the economy continues to be affected by global uncertainty and corporate capital investment has turned more conservative amid weak global conditions and rising borrowing costs, the government’s budget for public construction projects has reached a record high, while private consumption has remained resilient. In addition, the continued wave of outbound travel by Taiwanese consumers has driven growth in overseas spending, which helps support consumer momentum.

A. Construction project

According to the Ministry of the Interior’s statistics on building sale and transfer registrations, the number of building transfers in the six special municipalities from January to December 2025 decreased by 24.5% year on year. Among them, Taipei City decreased by 5.6%, New Taipei City increased by 1.8%, Taoyuan City decreased by 13%, Taichung City increased by 15.1%, Tainan City increased by 1.8%, and Kaohsiung City decreased by 8%. Although market activity rebounded slightly at the end of last year, the broader policy environment aimed at curbing property speculation has not changed materially, and the degree of price correction has yet to meet the expectations of most consumers. As a result, overall market sentiment remains cautious.

B. Public works

The 2026 General Budget allocates NT$288.3 billion for public construction projects, an increase of NT$37.4 billion, or approximately 14.9%, over 2025. Including NT$382.1 billion budgeted under operating and non operating special funds, the combined total reaches NT$670.4 billion, representing an increase of NT$93 billion, or approximately 16.1%, over the same basis in 2025.

In the overall allocation of the budget, priority has been given to current key policy initiatives in an effort to strike a balance between economic development and fiscal discipline, while continuing to promote industrial transformation, expand diversified international economic and trade relations, strengthen the public health system, and enhance national defense and social resilience.

In response to the dual challenges of rising construction costs and labor shortages, the Public Construction Commission, Executive Yuan has proactively coordinated cross ministerial resources and implemented the two core strategies of “adequate supply and stable prices” and “risk sharing”, thereby fostering a stable construction environment.

To ensure a stable supply of key materials, the Public Construction Commission has established a rigorous monthly monitoring mechanism. For sand and gravel required for ready mixed concrete, it has strengthened source management and coordinated with the Water Resources Agency, Ministry of Economic Affairs to actively carry out dredging operations, so as to ensure an adequate supply of materials. For rebars and structural steel, it has conducted supply and demand coordination meetings to maintain price stability in the market. With respect to contract performance risk control, the government has promoted a three tier price adjustment mechanism under which contract prices are adjusted in sequence based on changes in individual items, item subcategories, and the overall index, thereby enabling contractors to effectively disperse the risks arising from price fluctuations. In addition, together with the 2025 measure linking additional migrant worker quotas to wage increases, as well as the optimized new mechanism for earthwork disposal and the amendments to the Government Procurement Act introduced in 2026, the government has adopted a multi pronged approach to easing labor shortages and cost pressures. These measures not only help ensure that project progress is not hindered by external conditions, but also demonstrate the shared commitment of the government and the industry to pursuing project quality and completing works on schedule and to the required standards.

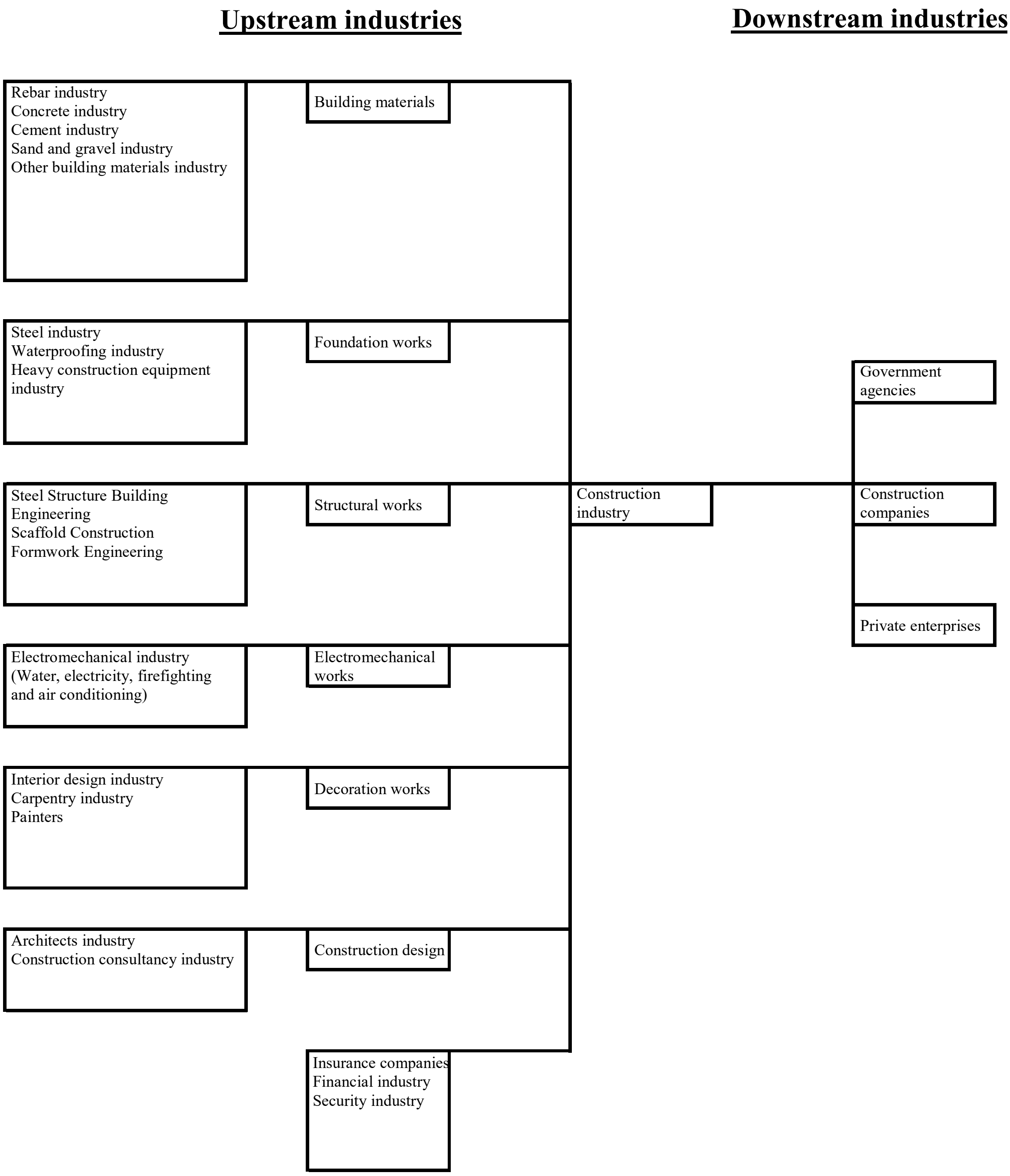
C. Commercial offices and factories

Against the backdrop of AI driven technological gains and trade protectionism, the global economy has shown a divided recovery. Taiwan, however, has demonstrated export resilience stronger than the broader market by virtue of its central position in the global technology supply chain, which in turn has driven stronger downstream demand for logistics and warehousing facilities as well as production bases. In 2025, transaction momentum in Taiwan's commercial real estate market retreated from the historic high recorded in 2024 under the pressure of lending restrictions and the seventh wave of selective credit controls. Total annual transaction volume was approximately NT$158.2 billion, down 13.1% from 2024.

The land market was the segment most visibly affected by policy measures. In 2025, total land transactions nationwide amounted to approximately NT$182.6 billion, down sharply by about 30.6% from NT$263.2 billion in 2024. The office leasing market continued its steady growth, characterized by rising rents and stable vacancy rates. As Taiwan's carbon fee policy became clear from late 2025 to early 2026, corporate demand for ESG focused core office buildings shifted from an option to a necessity. Prime buildings with LEED or WELL certification, or those bearing the Low Carbon Building Materials Label, have seen rental growth materially outpace that of conventional office buildings, giving rise to a clear green premium. In the future, the market is expected to enter a period of supply and demand balance, and buildings incorporating sustainable design concepts will become the preferred long term holdings for enterprises.

2. The correlation among up-stream, mid-stream, and down-stream industries:

The construction industry is a part of the construction industry. The correlation diagram between the up-stream, mid-stream, and down-stream industries is shown below.



(1) Relevance to upstream industries: The price fluctuation of building materials, the increase in the cost of professional contractors, the increase in labor costs due to shortage of labor, and the increase in the cost of machinery and tools due to price fluctuations all influence the construction costs of the civil engineering industry, and the development of the upstream industries is deeply influenced by the economic condition in the civil engineering industry. The two are closely related.

(2) Relevance to the downstream industries: The downstream industries based on sources of businesses include the owners of government agencies, public and private institutions, and private construction companies. We obtain business opportunities mainly through competitive bidding or price comparison or negotiation. Among them, public works through by open bidding by government agencies and projects contracted by private construction companies are the main source of business opportunities, so the economic

condition in this industry is mainly affected by the government's public works policies and the economic condition in the construction industry.

3. Product development trends and competition:

As the construction industry continues to move toward large-scale, exquisite design, and high-tech trends, large-scale construction companies will have higher competitiveness in terms of bidding qualifications and conditions. According to statistics from the Construction and Planning Administration, Ministry of the Interior, the total capital of the construction industry in Taiwan in Q3 of 2025 was approximately NT$898.9 billion, an increase of approximately NT$23.4 billion compared to the whole year of 2024.

The Company has reached a capital of NT$1.3 billion. Since the establishment, we have created various construction achievements in the industry, including residential buildings or commercial offices, civil bridges, infrastructure, medical buildings, and technology company plants. Our control of quality and progress has been deeply recognized by owners, and our financial foundation is robust and profitability is above the industry average. We have strong competitive advantages.

(III) Overview of technology and R&D:

1. Overview

Kedge Construction is a comprehensive construction industry. The Company's main R&D focuses on shortening construction periods, improving construction methods, reducing pollution, and improving efficiency. The Company also researches and refines the workflow composed of IT software and hardware, as well as the working methods of innovative technologies, in order to achieve the goal of “improving quality, increasing efficiency, cost reduction, and image enhancement.”

New technologies and R&D methods are developed by the Design and R&D Division, IT Division, and other business divisions on their own, or introduced jointly with vendors. Aiming to enhance the Company's competitiveness, in addition to researching and refining construction technology, an ERP system has been established in recent years to manage and integrate the Company's core business processes and resources, and a construction management system has been introduced to improve the efficiency of engineering management at project sites. At present, the overall IT engineering operation continues to be introduced to each department and site with the cloud-based service model.

The Company is committed to the development of the BIM (Building Information Modeling). In the process of developing the BIM system to feed the BIM model with data or extract data from the BIM model, all kinds of software and hardware are all based on BIM, with digital twin as the core concept, thereby providing various possibilities and solutions, such as the FM, VR, MR, drones, IoT, and image processing. These technologies enable participants to create diverse possibilities and further distill and transform them into implementation plans, thereby strengthening the Company’s technological foundation.

The Group continues to promote digitalization and intelligent management by introducing the smart facility management platform (FM), which integrates building BIM models with equipment management systems, enabling management personnel to instantly access equipment locations, system classifications, and related information, thereby enhancing facility management efficiency and management transparency. This platform helps reduce reliance on manual operations, minimize repeated inspections, and reduce the use of paper based documentation, thereby indirectly lowering energy and resource consumption during operations.

In terms of sustainable development, in response to labor shortages in the construction industry, the Group will introduce low carbon construction methods such as aluminum formwork and precast construction in order to enhance construction quality, reduce labor demand, and improve construction efficiency. In terms of construction management and safety, the Group will continue to introduce artificial intelligence (AI) and construction automation related technologies, including AI enabled cameras, the BIM+AI smart construction management model, and construction robots, in order to improve the consistency of construction quality, reduce high risk manual operations, and establish a data foundation for the subsequent integration of IoT sensing, AI analysis, and smart maintenance applications, thereby gradually enhancing the overall benefits of intelligent buildings, digital transformation, and sustainable construction.

2. R&D projects invested and successfully developed technologies or products in the most recent year:

No.	2024	2025	Implementation results and description
1	ERP system innovation program-1	ERP system innovation program-1	1. Introduction of phased project settlement functions 2. Introduction of owner billing functions 3. Ongoing system optimization - optimization of ERP integration with the new electronic approval system to enhance data transmission security
2	AR interactive videos	AI enabled cameras	Introduction of AI enabled cameras to the Dacheng, Yumaowu, Zhixing, Nangang, and Fuzhong projects
3		Guidance and training for the introduction of generative AI	Generative AI education and training programs were conducted
4	Research and development of BIM+AI	Research and development of BIM+AI	Completion of BIM+AI research and development applications
5	Research on and introduction of the BIM visualization program (Dynamo)	Research on and introduction of the BIM visualization program (Dynamo)	1. Automated modeling 2. Automated clear height inspection 3. Automated template setting
7	Research and implementation of circular economy	Research and implementation of circular economy	Sustainable Factory 2.0 (Sustainable Generator) Completed for the Nangang Project, with demonstration and training activities conducted for the recycling of energy saving equipment
8	Research on building automation	Research on building automation	Introduction and testing of construction robots
9		FM smart facility management platform	Implementation of FM smart facility management platform

(IV) Long-term and short-term business development plans:

1. Short-term plans:
   (1) Cooperate with domestic excellent property owners to build high-quality exquisite housing and consolidate the corporate image of excellent construction.
   (2) Actively participate in government procurements awarded to the most advantageous tender and turnkey projects, leveraging technological advantages to move away from traditional price competition and secure better profit margins.
   (3) Strive for indicative public works and construction projects to maintain a competitive advantage, road and bridge projects for sustainable growth, rail projects for business expansion, and submerged shield and tunnel projects to generate new sources of revenue growth.
   (4) Leverage a Japanese style construction team approach to refine construction methods and management details, thereby enhancing the Company's capabilities.

(5) Actively pursue urban renewal projects and invest in green energy construction in response to the ESG transformation trend.

2. Long-term plans:

(1) Integrate architectural design, mechanical and electrical planning, raw material production and supply, engineering consultants and professionals to form a strong bidding team, and strengthen the Company’s competitive advantages in bidding for large scale projects.

(2) Work with overseas well-known businesses in technology to improve our technical capabilities and move toward the global state.

(3) Continue long term investment in construction automation, BIM digital twin technologies, and low carbon material research and development in order to maintain a leading technological position.

(4) Cultivate design talents, and combine with domestic well-known design teams to provide customers with holistic services.

(5) Actively strive for large-scale and most advantageous tenders, turnkey projects and other policies to improve the technical capabilities of construction projects.

(6) Participate in land development and create company performance growth.

(7) Become one of the top five construction companies in Taiwan.

(8) Enhance brand awareness.

II. Overview of The Market, Production and Sales:

(I) Market analysis:

1. Sales and supply areas of major products and services:

(1) The consolidated company's main business is contracting residential construction projects, civil engineering and bridge projects, and hospital plant projects in Taiwan.

(2) Future planned services:

Item	Short-term targets	Long-term targets
Business scope	1. Domestic large construction engineering business 2. Domestic civil engineering business 3. Domestic large plant construction engineering business 4. Domestic turnkey project business	1. Domestic and overseas large construction engineering business 2. Domestic and overseas civil engineering business 3. Domestic and overseas plant construction engineering business 4. Domestic and overseas turnkey project business 5. Domestic land development

2. Market share:

Unit: NT$100 million

Year	Consolidated company's turnover	Revenue in the construction industry	Market share
2020	141	26,829	0.53%
2021	108	30,732	0.35%
2022	142	35,996	0.39%
2023	143	38,754	0.37%
2024	142	43,553	0.32%
2025	214	46,978	0.46%

Source: Financial Statistics Monthly Report of the Department of Statistics, Ministry of Finance.

3. Future supply, demand and growth of the market:

(1) Supply side:

According to statistics from the Construction Agency, Ministry of the Interior, as of 2025 Q3, there were 20,278 construction companies of all levels nationwide, of which 3,408 were Grade-A construction companies. Statistics showed that the total number of construction operators of all levels nationwide increased by 257 compared with 2024, and the number of Grade A comprehensive construction operators increased by 65 compared to 2024.

(2) On the demand side:

The overall public construction budget in 2025 is expected to reach another record high. Including the General Budget, the Forward-looking Infrastructure Development Program, and operating and non-operating special funds, total investment is expected to exceed NT$820 billion, continuing to inject funding into the Forward-looking Infrastructure Development Program for balanced regional development, with particular emphasis on strengthening infrastructure in remote areas and smart disaster prevention systems. At the same time, the government is also stepping up investment in AI computing infrastructure, next-generation communications, and the construction of advanced semiconductor manufacturing environments. In addition, in response to the goal of 2050 net-zero emissions, public works projects are comprehensively introducing low-carbon construction methods and green building materials, thereby gradually realizing the dual vision of environmental sustainability and digital transformation.

4. Competitive niche:

(1) We have won many awards from government agencies and other awards over the years and have a competitive advantage in the selection process of the most advantageous tenders.
(2) We have a robust financial structure, sufficient working capital, and a positive corporate image, which are conducive to winning construction contracts.
(3) We obtained ISO 9001 certification; our quality management system has been well-established, and we obtained the first ISO 45001 certification in the construction industry in 2019.
(4) We release the ESG Report every year, conduct Type 1 medium assurance level verification according to AA1000 standard becoming the first publicly listed construction company in Taiwan that has passed the third-party verification (BSI Taiwan) and complies with the GRI Standards, and has been continuously awarded TCSA.
(5) We were the first company in Taiwan that has passed the BIM (PAS 1192-2:2013) verification in 2018 and were the first company in Taiwan that has passed the ISO 19650 BIM verification in 2019.
(6) In 2019, it was the first construction plant in Taiwan to obtain the highest level of circular economy standard certificate verified by BSI.
(7) Continue to accumulate the actual results of turnkey projects of index type including convention and exhibition centers, large commercial and market buildings, sports centers, hospitals, and social housing, and effectively integrate internal and external professional teams to create the maximum benefits of projects.
(8) The professional managers are experienced and well-qualified, and are complemented by a complete consultant group (land, structure, material, productivity, legal

consultants); in addition, the members are young and professional. The education distribution in 2025 was 21.21% with a master's degree or above. College degree or above, 74.02%, average age 39.33 years old, average tenure 3.78 years, more than 1000 people with architects, structural technicians, civil technicians, site supervisors, quality control, safety and health licenses, increasing industrial competitiveness.

5. Favorable and unfavorable factors of development prospects and countermeasures:

(1) Favorable factors:

A. The Company has a rich track record in undertaking various domestic projects, and has also been recognized by the clients for the quality of projects, fulfillment of construction deadlines, and valuable services. In recent years, the Company has actively striven for turnkey projects, accumulated integrated design, deepened the planning and design momentum, and integrated the achievements of green construction to improve the sustainable value of services.

B. Master the complete construction supply chain system, and the procurement department grasps the pulse of construction prices in a timely manner, actively create procurement performance, and increase shareholders' profits.

C. Possessing outstanding professional and technical talents in engineering, finance, legal affairs, and management. With the information system network, work efficiency is comprehensively improved and e-construction is promoted.

D. Accredited with British Standards Institution (BSI) PAS 1192-2 and the international standard ISO 19650 BIM (Building Information Modeling (BIM)) certification, which enhances interface integration and reduces management costs.

E. Introduce the concept of circular economy into the project, change the traditional linear thinking, and become the first construction company in Taiwan to obtain BS 8001 certification, which is conducive to improving the company's competitiveness.

F. Standardized (ISO) operations and full-scale e-commerce, project management, vendor management and bulk material procurement institutionalization, significantly reducing construction mobilization costs and effectively controlling the impact of price fluctuations.

G. The Company has introduced and obtained the ISO 45001 Taiwan Occupational Safety and Health Management System standard certification to reduce occupational safety management risks and establish a quality, healthy and safe working environment. Furthermore, the construction management system (QCDSE) is fully implemented, and the goal is high quality, low cost, fast construction, and zero disasters, and continuous improvements and innovations are made.

H. The government promotes the most advantageous bidding, turnkey engineering and BOT projects to drive the economic recovery, and continues to improve the efficiency of project execution, so that large-scale construction companies with proven records have a higher competitive advantage.

I. The government promotes the development of green energy and carbon reduction innovative industrial models and technologies, which helps to promote the implementation and application of public construction projects such as smart green buildings.

(2) Unfavorable factors:

A. Ongoing international geopolitical instability has caused the prices of rebars, cement, and metal building materials to be affected not only by raw material fluctuations, thereby making profit margins more vulnerable to compression.
B. Climate change has led to an increase in the frequency of extreme heavy rainfall and extreme heat, which not only directly disrupts construction progress, but also heightens the risk of heat related hazards for workers.
C. Population aging has resulted in a severe gap in skilled labor, and the labor shortage remains substantial. In addition, following the implementation of the new regulations governing the disposal of surplus excavation soil and rock from construction projects, lawful disposal channels have become more limited and costs have risen significantly, seriously affecting project cycle progress and cost control.
D. The tariff policies of the new U.S. administration and geopolitical conflicts, such as tensions in the Middle East, the Russia-Ukraine war, and cross-Strait relations, have contributed to the fragmentation of global supply chains, undermined private investment confidence, and increased the strategic complexity of major tender projects.

(3) Countermeasures:

A. Actively maintain good interaction with architects, consulting companies and other upstream industries to grasp project planning and contracting information in advance, and deepen cooperation with downstream industry manufacturers with good performance to strengthen long-term cooperative relations.
B. Actively cultivate talents, improve the management capacity of the most advantageous tenders and turnkey tenders, and get rid of the low-price bidding model to obtain the best profits.
C. Develop a team of excellent third-party vendors to strengthen supply chain relations and management. Grasp the fluctuation trend of bulk materials and formulate risk control strategies; introduce foreign workers for major projects to increase labor resources.

(II) Important uses of the main products and production processes:

1. Purpose of the main products:

(1) Construction engineering:

To respond to the domestic trend of more refined buildings and the convenience of traffic and meet owners' and design units' needs for designs, we put together various types of professional contractors and technicians and properly plan and prepare various building materials; then, we provide such materials to residential and office building projects depending on the types of building structures and decoration works through the construction management approaches to timeline, cost, and quality. Projects currently under construction include the Kindom Wanda Line LG08 Project, the Kindom Minquan East Public Urban Renewal Project, the Kindom Xiulang Bridge Station Development Project, the Wanhua Zhixing Section Urban Renewal Project, the Banqiao Fuzhong Section Urban Renewal Project, the Kindom Taipower Nangang Urban Renewal Project, the Taichung Yumaowu New Construction Project, the Taichung MRT G5 Station Joint Development Project, and the Taiwan Cooperative Bank Daan

District Office Building Project. All of these projects and the buildings to be delivered thereunder represent Kedge Construction's responsibility to society.

(2) Infrastructure:

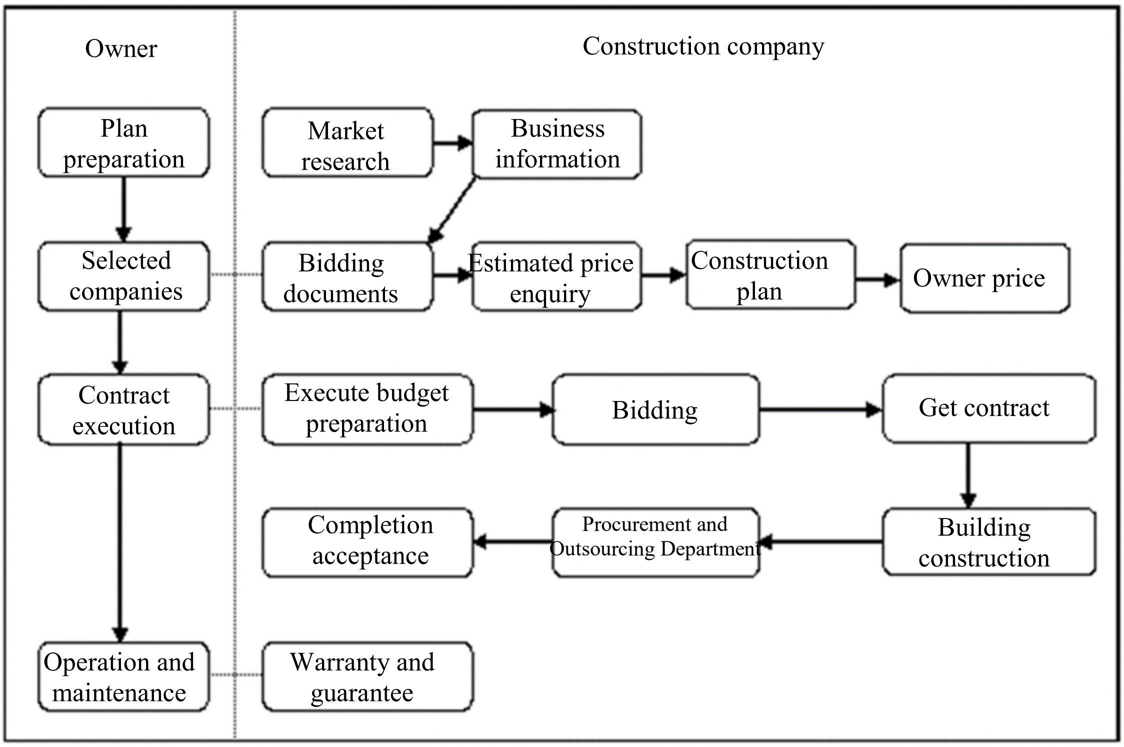
In cooperation with the government's infrastructure and private investment and development projects, we properly plan the implementation of the projects, prioritize public interests, effectively put together professional contractors and other technicians through construction management approaches, and prepare various construction materials to complete all kinds of major public works with professional techniques, thereby facilitating the overall domestic economic development. We have undertaken projects such as the C212 tender Tainan Station underground project, C611 Chiayi Railway elevated project, C612 tender Jiabei Elevated Station, Chiayi Elevated Station, North Loop Station project, C613 tender for the Shuishang Train Base and Taiwan 61 Line Hou Long Guanhai Bridge and West Lake Bridge reconstruction project.

The purpose of turnkey engineering is to reduce engineering disputes and the waste of manpower caused by the coordination of disputes; to cultivate special expertise; to improve construction efficiency and reduce interface integration; to encourage the introduction of new technologies, new construction methods and new materials, and to speed up the construction progress to enhance our competitiveness. At present, we have undertaken turnkey projects such as the Semiconductor Equipment Supplier's Linkou Plant, the Zhongshan Section Social Housing Project in Taishan, New Taipei City, and the military duty dormitory construction phase I project.

(3) Plant construction:

In response to the development trend of technology, the demand for domestic high-tech factory construction in 5G, IoT, Internet of Things, and the cloud, and the trend of Taiwanese businessmen returning, professional construction contractors and material suppliers are integrated to build professional plants within the most efficient construction period. Suppliers to various industries and productions can also revitalize the domestic economy. The contracts are include high-tech plant projects such as the Kaohsiung Nanzih F22P5_CUP, Chiayi Plant AP7P1 FAB, AP7P1 OFFICE, AP7P2 FAB, and the Tongluo New High-tech Plant Project, as well as the new headquarters project of Great Wall Group.

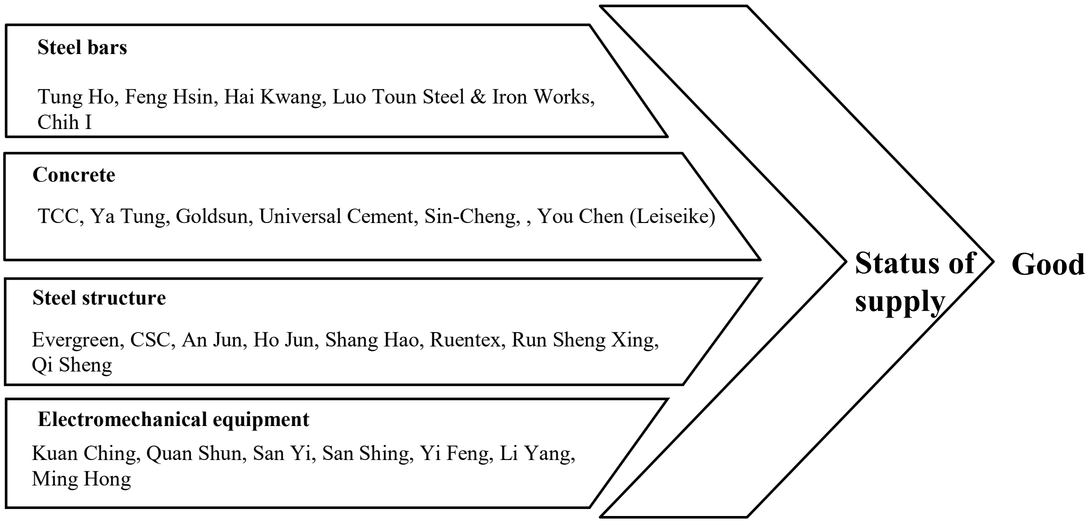
1.Production process of main products:



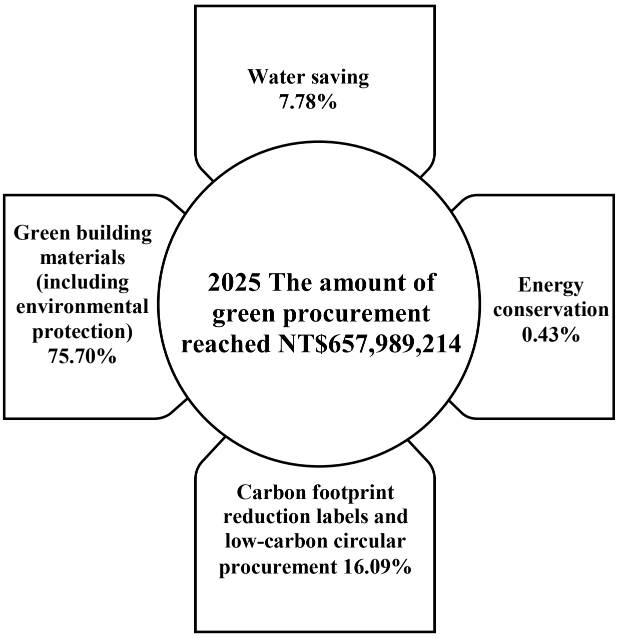
(III) Supply of main raw materials:

1. The main raw materials required by the consolidated company include steel bars, cement, ready-mixed concrete, tiles, aluminum windows, and steel structures. Unless the contract is to be supplied by the landlords, the rest are purchased by the consolidated company. The consolidated company establishes procurement contracts with various suppliers before the commencement of construction to clarify construction requirements and related responsibilities, in order to control the source of goods.
2. The consolidated company's key materials such as steel bars and sheets are compared with the domestic inventory prices to determine when to purchase in bulk. The contracting of bulk materials is one of the countermeasures for fluctuations in raw materials, and the price is based on volume. The quality of raw materials is excellent and the price is reasonable. For all other materials, international economic developments and market fluctuations are taken into account. Forecasts of major material and labor market trends for the following half year are prepared on a semiannual basis, with rolling quarterly analyses conducted as the basis for new project bid evaluation and cost control.
3. The consolidated company carefully selects material suppliers and construction partners, emphasizes their engineering experience and professionalism, and cultivates a good cooperative relationship based on the principle of ethical management. In addition, suppliers are regularly assessed and managed in accordance with the ISO procedures to guide and replace them to establish a complete, high-quality and stable supply chain to control project quality, construction duration and cost.

4. The consolidated company's current supply of major raw materials is shown below:



5. In response to issues such as green energy, environmental protection, and the circular economy, the consolidated company gives priority during procurement, in accordance with proprietors' requirements or the regulations of the Ministry of Environment, to the use of water-saving, energy-saving, green building materials, products bearing environmental labels, and products bearing carbon footprint reduction labels, and has also partially shifted its purchases to electric scooters and electric vehicles. The goal is for the annual amount or proportion of green procurement to continue to grow over the average of the previous three years. Since 2025, newly developed projects have been planned to adopt low-carbon circular building materials (LCR and PLC), and the procurement of Resource Regeneration Green Products is reported to the Ministry of Economic Affairs. Based on the results of Kedge Construction's greenhouse gas inventory, the consolidated company continues to implement graded management of suppliers and, through irregular site visits, telephone interviews, or visits to suppliers with high carbon emissions, understands their carbon reduction pathways and reduction percentages. Priority is given to suppliers that have taken concrete carbon reduction actions, or such suppliers are introduced to the Company's construction sites through cooperative arrangements. Construction robots and AI strategies are also being introduced progressively to promote automated construction, with the aim of reducing manpower, improving productivity, and lowering environmental burdens.



- **Water saving label**
  Total bid amount awarded to companies that have obtained water conservation labels according to the Water Resources Administration, Ministry of Economic Affairs.
- **Energy-saving labels**
  According to the standard calculated by the Bureau of Energy, MOEA, the energy efficiency of the product is 10-50% higher than the national certification standard, and the bid amount of the energy-saving logo companies is added up.
- **Green building material labels**
  As per the regulations of the Architecture and Building Research Institute, Ministry of the Interior, the labels are divided into four types: health, ecology, recycled, and high performance. We have confirmed that the suppliers have obtained the green building material labels and added up the amounts.
- **Environmental Protection Label**
  Based on ISO 14024 Environmental Labeling Principles and Procedures, the amount of materials awarded for the Environmental Labeling is summed up.
- **Carbon Footprint Reduction**
  According to the regulations of the Ministry of Environment, the carbon footprint reduction must reach at least 3% within five years. After the review and approval, the total bidding value of the winning materials can be used to obtain the right to use the Carbon Reduction Label.
- **Low-Carbon Circular Building Materials Certification (LCR)**
  Guided by the Architecture and Building Research Institute, Ministry of the Interior, and carried out by designated evaluation institutions, certification is reviewed, approved, and issued through a three-stage process. The total amount of materials that have obtained such certification is then aggregated.
- **Portland Limestone Cement (PLC)**
  By increasing the proportion of limestone to reduce clinker usage, PLC can reduce carbon emissions by approximately 10% to 12% compared with conventional Type I cement, while providing structural strength and construction performance comparable to those of traditional cement. The total amount of materials using PLC is then aggregated.

6. To prevent shortages of labor and materials from affecting operations, the consolidated company has established a dynamic labor crew database to monitor labor supply in real time and, together with migrant worker management, reduce the impact of labor shortages at contractors. For materials or labor crews already under contract, the consolidated company maintains regular contact with suppliers to confirm supply stability, and requires immediate reporting of any abnormal delivery conditions so that responsive measures may be taken at the earliest possible time to ensure that construction schedules are not affected.
7. For the building materials, raw materials, and substantial labor required for each construction project, the supply side depends on excellent suppliers. Kedge Construction regards suppliers with sound integrity and quality as business partners. Only by taking

integrity as the foundation and quality as the responsibility can both parties support each other and achieve sustainable operations. In March 2023, the Company held its first supplier conference, demonstrating its strong and close cooperation with domestic and overseas suppliers. Through regularly held supplier conferences, outstanding suppliers selected through evaluation are invited to be commended, and the Company's ESG policies and related plans are also promoted during the conferences to encourage suppliers to continue pursuing excellence. In March 2025, the Company held the 2025 Outstanding Supplier Conference. To strengthen information exchange, ESG newsletters are distributed quarterly together with links to the Group's electronic newsletter, and are also posted in the "Supplier Area" on the Company's official website. In cooperation with the Taiwan Construction Research Institute and academic institutions, the Company jointly established the "Operational Guidelines for the ESG Sustainability Implementation Plan for the Construction Industry" as a standard reference for collaboration among industry, government, and academia, thereby assisting suppliers in keeping abreast of the direction of sustainable development.

(IV) Names of customers accounting for more than 10% of total purchases (sales) in any of the last two years, the amount of purchases (sales) and proportions, and explain the reasons for the changes:

1. List of main suppliers:

Unit: NTD thousand;%

	2024				2025				As of the last quarter of 2026 (Note 1)			
Item	Name (Note)	Amount	Proportion of net purchases for the year (%)	Relationship with the issuer	Name (Note)	Amount	Annual net purchase percentage (%)	Relationship with the issuer	Title	Amount	Net purchase percentage up to the last quarter of the current year (%)	Relationship with the issuer
1	Other	12,916,977	100.00	None	Other	19,662,396	100.00	None	-	-	-	-
	Net purchase	12,916,977	100.00		Net purchase	19,662,396	100.00					

Note 1: The financial statements for the first quarter of 2026 have not been reviewed by CPAs, therefore not applicable.

Note 2: No single supplier that accounted for more than 10% of the total purchase amount in any period.

2. Main sales list:

Unit: NTD thousand；%

	2024				2025				As of the last quarter of 2025 (Note 1)			
Item	Title	Amount	Annual net sales percentage〔%〕	Relationship with the issuer	Title	Amount	Annual net sales percentage〔%〕	Relationship with the issuer	Title	Amount	Net sales percentage up to the last quarter of the current year (%)	Relationship with the issuer
1	Taiwan Semiconductor Manufacturing Co., Ltd.	4,802,827	33.74	None	Taiwan Semiconductor Manufacturing Co., Ltd.	9,397,190	43.72	None	-	-	-	-
2	Railway Reconstruction Bureau, Ministry of Transportation and Communications	3,542,241	24.89	None	Kindom Development Co., Ltd.	4,335,327	20.17	Investment companies evaluated using the equity method	-	-	-	-

3	Kindom Development Co., Ltd.	3,275,121	23.01	Investment companies evaluated using the equity method	Railway Reconstruction Bureau, Ministry of Transportation and Communications	4,232,203	19.69	None	-	-	-	-
4	Other	2,613,960	18.36	None	Other	3,530,004	16.42	None	-	-	-	-
		14,234,149	100.00			21,494,724	100.00					

Note 1: The financial statements for the first quarter of 2026 have not been reviewed by CPAs, therefore not applicable.

Note 2: Explanation of changes:

In the construction industry, because the contracted projects involve a large amount of money and the construction period is as long as 1 to 3 years, if the total contract amount of some projects is large, and the sales are calculated based on the percentage of completion, there will be concentration of certain projects in a certain period of time.

However, the consolidated company's construction projects are all obtained through bidding or negotiation, and the main customers change with the construction and completion of the projects. Therefore, in the medium and long term, the consolidated company should have no concentration risk of sales to the general manufacturing industry.

III. Information on Employees in The Last Two Years and Up to The Publication Date of The Annual Report

Year		2024	2025	As of March 31, 2026
Number of employees	Engineering personnel	454	569	576
	Administrative staff	140	140	145
	Total	594	712	721
Average age		39.61	39.33	39.10
Average years of service		5.88	3.78	3.96
Education distribution ratio	Doctoral Degree	0.00%	0.00%	0.00%
	Master's Degree	22.56%	21.21%	21.50%
	Junior College	73.23%	74.02%	74.34%
	Senior High School	4.21%	4.78%	4.16%
	Below high school	-	-	-

Note: Historical lists do not include employees on unpaid leave.

IV. Information on Environmental Protection Expenditure:

(I) Losses due to environmental pollution in the most recent year and up to the date of publication of the annual report:

Type	Violation of laws and regulations	Contents of violation	Penalty details
Noise pollution	Subparagraph 4, Article 8 of the Noise Control Act	Use of powered machinery for construction disturbs peace during restricted hours	A fine of NTD 12,000
	Subparagraph 4, Paragraph 1, Article 9 of the Noise Control Act and Article 6 of Noise Control Standards	Construction noise exceeding control standard	A fine of NTD 216,000 16 hours of environmental lectures
Waste cleanup	Subparagraph 2, Article 27 of the Waste Disposal Act	Contamination of perimeter roads, sidewalks, or adjacent ditches by mud and sand from construction work	A fine of NTD 21,300 4 hours of environmental lectures
Air pollution	Article 44, Paragraph 1 of the Air Pollution Control Act	Failure to undergo the annual regular motorcycle exhaust inspection within the prescribed period	A fine of NTD 1,000

(II) Estimated amount of current and possible future occurrences and responsive measures:

1. The Company has implemented the ISO 14001 Environmental Management System and obtained certification. Through systematic management, the Company continues to strengthen and carry out environmental protection operations, conducts education and training as well as awareness programs to enhance personnel’s professional competence, and performs regular reviews to ensure compliance with the environmental regulations of building authorities and environmental protection authorities in various cities and counties. In addition, at the planning stage, the Company adopts green building materials, low-pollution construction methods, low-noise machinery, and pollution prevention facilities such as soundproof tarpaulins, spill containment barriers, and vehicle washing facilities, so as to minimize environmental impact. Furthermore, professional contractors are required to comply with environmental protection laws and regulations and the owner's regulations during construction. The environmental protection personnel of the Environment Continuity Department and the project will conduct regular or irregular inspections. If any defect is found, they will require improvement and confirm that the improvement is effective.
2. The consolidated company has budgeted for environmental protection measures to ensure that each project can comply with laws and regulations and that there are sufficient resources to implement environmental protection during the construction period. As of December 31, 2025, the environmental protection budget for the construction in progress and the amount of expenditure so far are as follows:

Unit: NTD thousand

Environmental protection expenditure items	Budget	Spent	Completed execution rate
Fence	236,169	119,254	50%
Air pollution prevention	114,980	43,067	37%
Water pollution prevention	96,205	49,853	52%
Waste removal	269,844	152,866	57%
Earthwork treatment	2,084,583	1,445,449	69%
Noise/vibration monitoring	34,293	17,570	51%
Total	2,836,074	1,828,058	64%

(III) Environmental improvement measures, preventive measures, and resources invested:

1. The Company has established the Environmental Sustainability Department which is responsible for establishing environmental sustainability systems and regulations, assisting in the education and training of environmental protection laws and regulations and control measures, and supervising the implementation of environmental protection measures during the construction period of projects. For the construction projects, the Company assigns personnel to participate in regular or irregular environmental protection advocacy or training organized by the environmental protection authorities of the local governments. The Company implements environmental protection measures in accordance with laws and regulations and the requirements of the proprietors, and also provides relevant information on the construction signboards, such that stakeholders may file report in case of discovery of any violations.
2. Based on the concept of environmental sustainability, the consolidated company has formulated relevant operating standards based on the characteristics of various projects for waste (including residual soil) treatment, noise, air pollution and water pollution, and requires contractors to perform for environmental protection during the process to reduce pollution penalties. The Company has budgeted for the installation of pollution prevention and control equipment, and set up air quality (PM10, PM2.5) and noise monitoring systems for construction sites nationwide. The real-time monitoring of air pollution and noise exceeding standards and countermeasures can ensure the quality of the construction environment and maintain public health.
3. The environmental protection personnel assigned to each project are responsible for ensuring that all environmental protection procedures are duly implemented on site, including that each equipment and measure is in compliance with the central and local environmental protection laws and regulations (such as the Waste Disposal Act, the Water Pollution Control Act, the Air Pollution Control Act, etc.) and the special provisions of the proprietor are processed according to the criteria or standards. If any defect is found, it will be improved immediately. The surrounding environment of the site and the work of neighborhood and coordination will be properly maintained.

(IV) ESG goals and plans:

1. Alignment with government policies:
   (1) The carbon reduction targets, strategies and implementation plans are set based on the "Taiwan 2050 Net Zero Emission" and "National 2030 Carbon Reduction New Goals", and for the greenhouse gas emissions generated in the "Raw Material Manufacturing" and "Construction" stages of the construction life cycle, inventory inspection and statistical analysis have been completed. The low-carbon methods are actively adopted.

(2) To cooperate with the “Promotion of Green Living for All Citizens”, the Company has set its annual green procurement targets to choose and use green products that are of lower environmental impact, certified for environmental protection and energy-saving, and that are equipped with green building materials in priority. The Company also aims to reduce energy use at the workplace, including the implementation of digital communication, setting of air conditioning, convention of video conferencing, and replacement of old appliances, etc. Beginning in 2026, the Company plans to replace all the head office’s official vehicles with electric vehicles and to encourage the use of electric vehicles for the company cars and motorcycles.

(3) In accordance with the “Circular Economy Promotion Plan” and the “12 Key Strategies”, the Company has established a waste recycling and reuse strategy for construction job sites, including promotion of sustainable engineering offices, recycling of valuable materials such as steel bars, transfer of interior and exterior of the engineering offices and assets, repair of the housing of disadvantaged families at remote villages with the construction materials, recycling and reuse of the remaining soil and gravel as fine aggregate of concrete, and the sorting and recycling of construction waste and recyclable waste generated at construction sites.

2. Sustainable Engineering Office 2.0 was officially launched. Through on-site visits and exchanges among representatives from industry, government, academia, and research institutions, it has effectively promoted demonstration applications of low-carbon construction methods and circular materials, thereby accelerating the development of new materials and technologies.
3. The consolidated company continues to promote greenhouse gas inventory and verification for its headquarters building and construction sites nationwide, moving toward the achievement of its carbon reduction targets. In 2025, the Company promoted the use of low-cement-ratio concrete, Portland limestone cement low-carbon concrete, aluminum formwork in place of traditional timber formwork, precast construction methods, and concrete made from recycled surplus soil and rock from construction projects. Taking Portland limestone cement concrete as an example, the Company has promoted its full adoption in new Kindom Development construction projects beginning in 2025. Compared with conventional concrete, this is expected to reduce carbon emissions by approximately 75,000 metric tons of CO_2e, representing a 34% reduction.
4. The Company has also promoted the Chiayi afforestation and tending project under the first matched projects of the Forestry and “Natural Carbon Exchange and Biodiversity Project” organized by the Forestry and Nature Conservation Agency. A total of 2,500 Taiwan zelkova trees and acacia trees were planted, and a series of activities was carried out in collaboration with local communities and indigenous tribal partners, thereby continuously generating multiple benefits in ecological conservation, carbon negativity, local revitalization, and under-forest economy.
5. The Company continues to promote internal carbon pricing by collecting a carbon fee fund of NT$300 per metric ton from each construction project, providing subsidy funding for the implementation of energy conservation, carbon reduction, and equipment replacement. Through the establishment of this carbon fee fund, the Company effectively promotes carbon reduction in Scope 1 and Scope 2 emissions.

6. Upholding its mission of “Building a Sustainable City”, the Company combines its core capabilities and operating strategies to develop professional and sustainable green engineering services along the path of sustainable operations, while also striving to give back to society. In 2025, it completed housing repairs for eight disadvantaged families and one social welfare service location across Taiwan, and also assisted in restoration work for a Cultural Health Station in the disaster-affected area of Guangfu, Hualien. The Company also completed a wide range of public welfare and care activities, including quarterly online walking activities, the “Planting the Future” nature experience program, physical and mental care activities for migrant workers, Kedge Family Day, support for domestic films through public welfare screenings, environmental education, and ecological guided tours, with more than 20 events held in total.

V. Labor-Management Relations:

(I) The Company's employee welfare measures, advanced study, training, and retirement systems, and the implementation thereof, as well as the agreements and protection of employees' rights and interests:

1. Employee benefits:
   (1) The Employee Welfare Committee is in charge of planning and implementing various employee welfare programs. The main welfare measures and their implementation: Midautumn Festival, Dragon Boat Festival, birthdays, wedding and childbirth gift money, etc.; funeral condolence money , injury and sickness subsidies; providing subsidies for various activities for all employees (employee health examination, sports event, year-end dinner party, and group meal gathering); providing coffee machines, snacks, afternoon tea, and massage services, allowing colleagues to relax during free time of work, and to adjust their work status. Furthermore, travel subsidies are also provided from time to time. Moreover, employees’ remuneration is also appropriated and distributed in accordance with the Company’s Articles of Incorporation.
   (2) Childcare program for employees’ children: We entrusted “HESS Kindergarten” to provide childcare services for employees’ children, and employees are entitled to enjoy discounts for the registration fee
   (3) Distribution of school admission gift vouchers for employees’ children entering elementary school or junior high school, in celebration of an important milestone in their children’s lives.
   (4) Purchase discount and special sales event: We provide affiliate (Global Mall) discounts and sales to employees.
   (5) House purchase discounts: Employees’ families and friends are entitled to enjoy home purchase discounts and special home purchase surprises from time to time, in order to share work outcomes achieved by Group employees and high residential quality.
   (6) In addition to the statutory labor health insurance and pension contributions, the consolidated company also provides group insurance, periodic life insurance, accident insurance (including major burn injuries), medical insurance, accident injury medical insurance, cancer insurance, etc. for employees, and all expenses are fully borne by the Company.
   (7) The Headquarters is displayed with famous art crafts and crafts on each floor with office environment improvement, allowing employees to gain inspiration at work or living, and to improve their aesthetic, thereby achieving the vision of a happy workplace.
2. Employee continuing education and training:
   (1) In 2025, the consolidated company continued to enhance its talent development mechanisms and actively foster a well rounded learning environment. By making effective use of video conferencing platforms, multimedia tools, and AI technologies, and

by integrating both online and offline training resources, the Company provided employees with more flexible and efficient learning channels. Systematic training programs were planned in accordance with the competencies required for each position and actual job needs, with a view to enhancing professional skills and strengthening the capabilities required for various functions. At the same time, through AI technologies, the Company consolidated and digitized its internal professional knowledge and transformed it into video courses, thereby providing diversified learning approaches to support employees in continuously improving their professional capabilities. In addition, the Company planned special training programs for reserve talent to further strengthen talent retention and development, thereby laying a solid talent foundation for the Company's sustainable development.

(2) The 2025 education and training situation is as follows:

Unit: NTD thousand

Category		Number of courses	Expenses	Percentage	Number of people	Percentage
Internal training	Internal instructor course	47	114	5.20%	1,048	10%
	External instructor course	51	402	18.35%	1,036	9%
Middle manager training course		7	4	346	15.76%	148
Lifelong learning	Professional training subsidies (subsidies for license obtaining)	23	300	13.70%	23	1%
	Subsidies for further studies (master's programs)	-	548	22.1%	Currently under education program: 5 Graduated: 2	-
General external training subsidy		239	443	24.98%	264	2%
Online course		103	40	2%	8,338	75%
Total		467	2193	100%	10,862	100%

3. Employee code of conduct and ethics:

(1) To maintain the employment order in the workplace and clearly regulate the rights and obligations between employers and employees, all employees shall comply with laws and regulations and the Company's internal control system when dealing with the Company's affairs, as well as adherence to personal integrity and social moral standards, in order to maintain Company assets, interests, and image.

(2) Each employee is expected to do their best to achieve the Company's highest business goals and improve their moral sense. The "Code of Conduct and Ethical Corporate Management Best Practice Principles and Guidelines for Conduct" has been established, which covers the following items:

A. Protection of confidential information: The basic information filled in by each employee when applying for a job will only be collected, processed and used internally by the Company. They are also required to sign the “Employee Confidentiality Agreement” upon arrival, pledging not to disclose the Company's business secrets in any form during their employment and after resignation.

B. Prohibition of seeking personal gain: Each employee shall not seek personal gain by using the Company's property, information or taking advantage of his/her position, and shall not operate the Company's similar business for himself or for others.

C. No solicitation for improper benefits: No employee may ask for gifts, kickbacks, entertainment, or other improper benefits from the Company's trading vendors. Supervisors are not allowed to accept financial gifts in any form from subordinates.

D. Fair trade regulations: Every colleague shall treat the Company's purchase (sale) customers, competitors and employees fairly.

E. Strict prohibition on insider trading: No employee may use the insider information obtained from the conduct of business for the benefit of others or for personal gain. The Company's financial and business information shall not be released without permission or prior to the disclosure, so as not to affect the rights and interests of other shareholders.

4. Retirement system:

(1) The consolidated company has established retirement policies for employees who are officially employed. The retirement conditions, pension benefits and calculation methods of employees are handled in accordance with the Labor Standards Act, the Labor Pension Act and relevant laws and regulations.

(2) For employees covered by the new pension system, the Company contributes pension on a monthly basis at no less than 6% of each employee’s monthly wage in accordance with the Monthly Contribution Classification of Labor Pension issued by the Bureau of Labor Insurance, and deposits such contributions into each employee’s individual labor pension account. Employees may also make voluntary pension contributions, up to 6% of their monthly wages, in accordance with their personal wishes. As of the end of 2025, the number of employees making voluntary labor pension contributions accounted for 19% of all employees covered by the new pension system.

(3) For employees who elect to remain subject to the old pension system or retain seniority accrued thereunder, the Company has established a Labor Retirement Reserve Supervisory Committee and contributes 3% of total monthly payroll to the labor retirement reserve fund. The Company also makes up the labor retirement reserve in accordance with the Labor Standards Act, and deposits such funds in a special account with the Bank of Taiwan to safeguard employees’ rights and interests.

The relevant provisions applicable to the Company under the Labor Pension Act are as follows:

A. Voluntary retirement:

A worker may apply for voluntary retirement under any of the following conditions. For those who elect to be covered by the Labor Pension Act, such matters shall be handled in accordance with that Act.

(a) Having worked for fifteen years and attained the age of fifty-five.

(b) Having worked for more than twenty-five years.

(c) Having worked for ten years and attained the age of sixty.

B. Mandatory retirement:

The Company shall not force an employee to retire unless any of the following situations has occurred:

(a) The employee attains the age of sixty-five.

(b) The employee is unable to perform his or her duties due to disability.

For employees engaged in work of a hazardous nature, requiring substantial physical strength, or otherwise of a special nature, the age specified in the preceding subparagraph may be adjusted subject to approval by the central competent authority upon the Company's application. However, it may not be below the age of fifty-five.

C. Standards for pension payments:

(a) With respect to seniority accrued before and after the application of the Labor Standards Act, and for employees who elect under the Labor Pension Act to continue to be covered by the pension provisions of the Labor Standards Act or to retain seniority accrued prior to the application of the Labor Pension Act, pension payments shall be calculated in accordance with Article 84-2 and Article 55 of the Labor Standards Act.

(b) For employees with the aforesaid seniority who are subject to mandatory retirement under Article 35, Paragraph 1, Subparagraph 2, if their disability is caused by the performance of their duties, an additional 20% shall be added in accordance with Article 55, Paragraph 1, Subparagraph 2 of the Labor Standards Act.

(c) For employees subject to the pension provisions of the Labor Pension Act, the Company contributes monthly an amount equal to 6% of the employee's wages to the employee's individual labor pension account.

D. Payment of pension:

The Company shall pay an employee's pension within thirty days from the date of the employee's retirement.

5. Occupational health and safety:

(1) The consolidated company is committed to providing employees with a safe, healthy, and comfortable working environment. On December 02, 2018, the consolidated company was awarded the "ISO 45001 Occupational Safety and Health Management System" certification by the international certification organization SGS, and the first TAF certificate in the domestic construction industry. The system continues to be verified on a yearly basis and all certifications passed. The Company also stipulates that all departments

need to be comprehensively inspected, reviewed, and revised for the ISO 45001 Occupational Health and Safety Management System procedures and standards before the third quarter of each year. By the end of November 2025, the Company had completed the annual review, examination, and revision of the ISO 45001 occupational safety and health management system procedures and standards, and after the revisions were submitted and approved, they were formally announced and implemented. The latest certification period for "ISO 45001 Occupational Health and Safety Management Systems" is from February 3, 2024 to February 3, 2027.

(2) In 2025, except for the safety and health training, promotion, competitions, and drills, the Company has also established annual employee health promotion plans, labor health service plans, and subsidized health exams. The main outcomes are as follows:

A. Compliance with relevant laws and regulations and active participation in related organizations:

The Company complies with occupational safety and health related laws and regulations, implement adjustments and responses according to laws and regulations, and actively participates in relevant activities organized by the Occupational Safety and Health Administration, Ministry of Labor and regional labor inspection units, including the "Construction Industry Occupational Safety and Health Promotion Federation" at each construction location, the "Construction Industry Occupational Safety and Health Promotion Association", and the "Tainan City Construction Industry Occupational Safety and Health Family", and attends regular meetings and occupational safety and health observation programs.

B. Formulation of occupational health and safety management plans:

Formulate an occupational safety and health management plan for each project, set up a dedicated unit and full-time occupational safety and health administrator for speculative implementation, set up facilities and equipment in compliance with laws and regulations, conduct regular testing and maintenance, improve the safety of site colleagues, and comprehensively review and improve personal protective equipment.

C. Occupational health and safety training, promotion, competitions and drills held:

Encourage employees to obtain occupational safety and health-related professional certifications, such as: occupational safety and health administrator, construction industry occupational safety and health supervisor, construction manager, hazardous operations manager, special operation (e.g. aerial work platform), first-aid personnel; established QR Code patrol to improve the self-management ability of the site. Education and training programs were conducted, including courses such as the "Taiwan Occupational Safety and Health Card Course (Initial Training)", the "Taiwan Occupational Safety and Health Card Course (Refresher Training)", the "Generative AI Course", and courses related to "Construction Work Procedures and Safety Operation Standards".

(3) Work environment and employee safety protection measures in 2025:

A. Self-management: Occupational safety and health management plans are formulated for each project, and the established and reported occupational safety and health management unit (personnel) is responsible for formulating, planning, supervising, promoting and guiding various occupational safety and health regulations and activities, including controlling personnel, equipment and materials; regular self-inspection of various construction, machinery and equipment with detailed records; provide professional technicians with drawings and calculations for construction; request the operation supervisor of the contractors to supervise and direct the operation on the site.

B. Qualified and sufficient first-aid personnel are deployed for all construction projects to investigate the medical and first-aid units and systems around the site. The notification process and the roadmap for medical transportation are included in the emergency response plan.

C. Laws and regulations for safety control, access permits, inspection and maintenance of protective equipment, and emergency response measures shall be defined for operations in the construction site of the project relating to noise, elevated construction, hot electric/gas welding, dust, electronics, and constrained spaces.

(4) In 2025, labor inspection authorities conducted a total of 72 inspections, and 24 penalty notices were issued. Total fines for violations amounted to NT$3.12 million, and work was suspended for a total of 157 days. The Company truthfully discloses the amount of fines as a reminder and lesson, and has formulated corrective measures in response to the violations. Such corrective measures have now been reviewed and approved by the competent authorities.

(5) Review of the consolidated company's occupational safety and health incidents in 2025:

Year	2022	2023	2024	2025
Number of fatalities due to occupational disasters	2	0	1	0
Number of accidents involving more than 3 victims	0	0	0	0
Number of disasters involving one or more people that required hospitalization	4	7	3	8

The were 8 cases of more than 1 person fatalities and required hospitalization in 2025. After review, it was found to be mostly caused by "falling and rolling over" and "collapse" hazards. On-site improvements were also carried out after the review and the improvement outcomes have been approved by the labor inspection unit of the project area.

(6) Under the "Act on Labor Occupational Accident Insurance and Protection Act" that came into effect on May 1, 2022, the consolidated company has required its contractors to purchase labor insurance for hired workers and provide group insurance for a minimum of NTD 5 million to ensure compliance with the law and enhance security.

(7) Information on the consolidated company about occupational disasters in 2025:

Category	Number of Disabling Injuries	Total loss days	Total Elapsed Working Hours	Disabling injury frequency rate (FR)	Severe disabling injuries (SR)	Summation Injury Index (FSI)
Foundation employees	4	14	1,474,447	2.71	9	0.15
Foreign workers	12	478	1,137,700	10.54	420	2.10
Temporary employee	0	0	338,988	0.00	0	0.00
Contractor Workers	6	39	4,952,418	1.21	7	0.09
Total	22	531	7,903,553	2.78	67	0.43

A. Kedge personnel suffered injuries from accident at work with loss of 14 days of work (January 17, July 24 [2 persons], and October 23, 2025)

B. Kedge's foreign personnel with loss of 478 days of work (January 25, February 9, March 6, March 31, April 1, May 26, July 22 [2 persons], November 24, November 27, December 18, and December 21, 2025)

C. Contractors' personnel had occupational accidents with loss of 39 days of work (January 5, April 6, April 11, July 22, August 29, and December 22, 2025)

D. Disabling Rate (FR) = Number of Disabling Injuries/Total Working Hours *1,000,000

E. Disabling Severity Rate (SR) = Total Lost Days/Total Working Hours *1,000,000

F. Total Injury Index (FSI) = (Disabling Rate (FR) x Disabling Severity Rate (SR)/1,000)^0.5

(8) Preventive measures in response to inspections by labor inspection authorities and enhanced actions based on the review of occupational safety and health incidents of the consolidated company:

A. Management countermeasures: formulate a clear zoning table for engineers on project sites to implement occupational safety management responsibilities; increase elevated work inspections, designate engineers and supervisors to supervise; promote occupational safety checkpoints and QR code patrols in construction areas; assist workers in access to occupational safety cards provide appropriate rewards to subcontractors and occupational safety personnel.

B. The Company has established the Occupational Safety and Health Inspection Operating Standards and strengthens patrol and inspection frequency according to the construction progress and risk level of each project. In addition, a monthly meeting is convened with the Chairman, the General Manager, and the heads of each project division to review occupational safety and health risks and improvement measures.

Inspection type	Inspection frequency
Routine inspections	Once per month
Non-routine inspections	Unscheduled inspections are conducted under any of the following circumstances: (1) When a major occupational disaster occurs in the same industry. (2) When a near miss or an occupational safety incident occurs in any project. (3) When otherwise instructed by the proprietor, supervising entity, competent authority, or senior management.

C. A division occupational safety and health committee meeting is convened every month and is chaired by the General Manager. The meeting reviews and provides recommendations for improvement on occupational safety and health policies, occupational safety and health management plans, safety and health education and training implementation plans, workplace monitoring plans and results, health management, occupational disease prevention and health promotion matters, various safety and health proposals, self-inspections and occupational safety and health audit matters, preventive measures for hazards arising from machinery, equipment, raw materials or materials, occupational disaster investigation reports, on-site safety and health management performance, safety and health management matters relating to contracted operations, and other occupational safety and health management matters.

6. Workplace health promotion:

In accordance with the relevant provisions of the Labor Health Protection Rules, the Company has established and continues to optimize its labor health service plan, and has implemented plans for the prevention of diseases caused by abnormal workloads, prevention of ergonomic hazards, prevention of unlawful infringement encountered during the performance of duties, heat hazard prevention, and maternal health protection, while faithfully carrying out various health management and preventive measures. At the same time, the Company has arranged diversified labor health education and awareness courses to enhance employees’ health knowledge and promote overall workplace health.

In 2025, the Company continued to pay attention to the health and welfare of employees and actively promoted various health promotion measures. In addition to maintaining regular cleaning and disinfection of the office environment, the Company also organized a number of health promotion activities, including CPR and AED first aid training, Health Week activities, mental health promotion activities, and awareness programs on the prevention of unlawful infringement encountered during the performance of duties. The Company also provides all employees with one health examination each year and encourages them to undergo regular health screening and preventive care, so as to create a safe and healthy working environment, help employees work with peace of mind, and improve their quality of life.

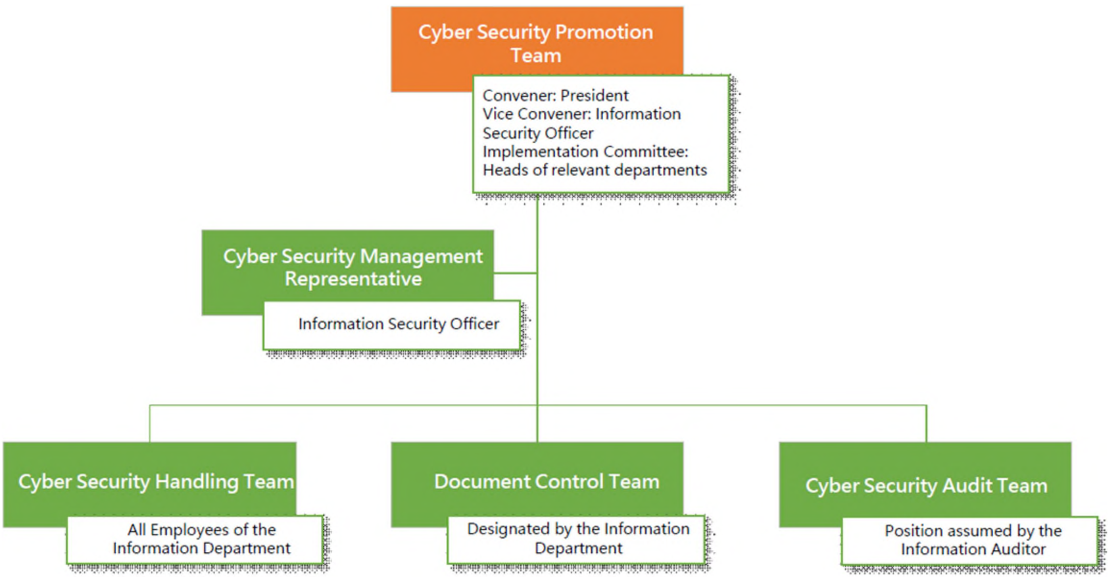
(II) Losses due to labor disputes in the most recent year and up to the date of publication of the annual report, and disclose the estimated amounts that may be incurred currently and in the future and countermeasures:

1. Since the Company has always attached great importance to labor-management relations, there has been no loss due to labor-management disputes, so there is no estimated loss amount at present and in the future.
2. Estimates of possible current and future occurrences in response:
   (1) The Company has established interactive communication and grievance channels. In order to protect all employees from unlawful physical or mental harm in the performance of their duties, the Company provides multiple grievance channels and encourages employees to make use of the internal grievance handling mechanism established by the Company to deal with such disputes. If employees require additional assistance, the Company will also make every effort to provide support.
   (2) Comply with relevant labor laws and regulations and strengthen welfare measures. In response to the improvement of workers' well-being in recent years, the Company also abides by relevant labor laws and regulations in terms of internal regulations, and establishes a comprehensive mechanism to protect the body and mind of workers.

VI. Cyber Security Management:

(I) Describe the cyber security risk management framework, cyber security policies, specific management plans, and resources invested in cyber security management:

1. Information security risk management framework:
   The Company's unit responsible for information security is the Information Department, under which a dedicated information security officer and a dedicated information security engineer have been established. The Company's cybersecurity risk management is carried out in accordance with the "Information Security Operating Management Procedure" and the "Information Risk Assessment Operating Standards". In order to promote the Company's cybersecurity-related policies and implement cybersecurity practices and audit requirements, the Company has specifically established a Cybersecurity Promotion Team, the organizational structure of which is shown in the figure below.



The President of the Company is the convener of the Cyber Security Promotion Team. The Information Security Officer acts as the Cyber Security Management Representative. It is further established the subordinate teams of "Cyber Security Handling Team", "Document Control Team" and "Cyber Security Audit Team". Members of each team are designated by the convener, in order to handle the planning and execution of information security operations and information security policy promotion and implementation. Furthermore, the information security implementation status is also reported to the Board of Directors periodically on an annual basis.

The Company's cyber security incidents are managed in accordance with the "Cyber Security Incident and Accident Operation Standards", and the Chief Convener of the Cyber Security Management Promotion Team assigns personnel to form an "Emergency Response Team" based on missions, in order to handle operation continuity management affairs and information security major incidents. The Company classifies information security incidents according to the procedures in order to determine whether it is an information security incident, and then performs reporting timely and adopts appropriate and necessary handling or response measures according to procedures, in order to reduce possible damages caused by the incident and to prevent recurrence of similar incidents.

2. Cyber security policy:

The Company's cybersecurity policy is set forth in the ISO 27001 document, "K02-1-MU01 Company Management System Manual". In response to identified risks and security requirements, the Company protects the security of its information resources to ensure the security of the data, information systems, equipment, and networks of the Company, its subsidiaries, and affiliated enterprises, prevent the organization's operations from being affected by cybersecurity incidents, ensure the continuity of the Company's business and services, reduce operational risks, and maximize return on investment. The policy includes the following:

(1) The Company has established a comprehensive cyber security management system based on internal and external issues that may affect cyber security and according to the cyber security requirements of the stakeholders.

(2) The Company's cyber security management systems must comply with the applicable government laws and regulations (such as: Information Security Control Guidelines for TWSE/TPEx Listed Companies, Information Security Management Act, Personal Data Protection Act, etc.).

(3) The Company shall establish information security objectives that comply with the strategies, risks, regulations, and contractual requirements, and shall also establish information security management performance indicators, in order to verify the effectiveness of the strategies and goal achievement.

(4) In order to ensure the implementation of the information security management system, the Company shall provide relevant resources and allocate appropriate responsibilities.

(5) All outsourced contractors of the Company shall comply with such policy and related procedures, and shall not use any information assets and systems of the Company arbitrarily without authorization.

(6) All personnel of the Company bear the responsibility for maintaining the cyber security, and are required to comply with relevant cyber security management regulations of the Company.

(7) The Information Department of each subsidiary shall establish cyber security security

management procedures, regularly or irregularly review the company's cyber security policy and supervise the implementation of cyber security, and shall also regularly report the cyber security implementation results to the Board of Directors annually.

(8) The Company shall adjust the content of cyber security maintenance in a timely manner according to changes in laws and technologies, in order to prevent unauthorized access, use, control, leakage, damage, alternation, destruction or other infringement of the cyber security systems or information, in order to ensure compliance with the confidentiality, integrity, and availability requirements of information security.

(9) The Company shall strengthen the resilience of its core cyber system, establish a operation continuity plan for cyber security, and conduct actual drills, in order to ensure the Company's business continuity.

3. Implementation plans for cyber management:

The Company's cyber security management plan is clearly defined in the "Cyber Security Security Management Procedure" and is executed through the four aspects of "information security protection," "information security response," "system specifications," and "personnel training" to strengthen cyber security protection capabilities. The details are as follows:

(1) Information Security Protection (Protection)

A. The Company has implemented an internal access control mechanism permitting only the Company's legitimate computer assets to access the Company's internal network.

B. The Company has set up mailboxes for email services, and performs content filtering and transmission protection for business correspondent mails.

C. The Company has implemented sensitive data leakage protection (DLP) measures to prevent unauthorized disclosure of sensitive documents and personal data.

D. Based on the multi-layer network architecture design, various types of information security protection hardware have been installed, in order to enhance the security of the overall information environment.

E. To protect information resource from virus or other malware intrusion attack, all personal computers shall be installed with terminal protection and network level risk detection software, special authority account management system and prohibition on the use of USB portable drives and other measures.

F. Multi-factor authentication mechanism is implemented comprehensively in order to reduce the risk of employee account disclosure.

G. The Company retains external professional information security consultants to perform information vulnerability scan on the information equipment and infiltration test on important information services annually, and information security vulnerabilities are overcome and re-test verification are performed according to the test report.

H. The Company has implemented information system access permission management. Any information system necessary for works and job duties must be applied for approval, and they can only be used after official approval is obtained. The responsible unit of the system shall regularly review the authority setting and cancel the user's authority if it is outside the scope of business.

I. Othernecessary protective measures.

(2) Information security response (Response)

A. The Company has established an information equipment monitoring system and information security incident management system, in order to improve the Company's response speed and recovery ability in case of occurrence of information security incidents.

B. All information systems, services, and databases have complete backup plans. Relevant backup data shall be stored on a credible cloud service platform simultaneously, in order to implement remote backup management properly.

C. The Company monitors the status of information assets, prepares a list of information systems and updates the list regularly. The core system shall undergothe impact analysis. In case of system disruption, the Company shall evaluate the impact on the business process of the Company and the impact level, and shall define the information recovery time objective(RTO), recovery point objective (RPO), and maximum tolerable period of disruption (MTPD) standards. The Company shall establish a system backup drill plan for its core information system and shall carry out such plan timely, in order to ensure the recovery capability in case of occurrence of information security incidents.

(3) System specifications (Governance)

A. The Company has appointed a dedicated information security officer and personnel to be responsible for the planning and implementation of information security operations and the promotion and implementation of cyber policies, and reports the information security implementation status to the Board of Directors annually.

B. The Information Division has established relevant cyber security management standards in accordance with the Company's cyber security policy, including core business and importance, cyber system inventory taking and risk assessment, cyber system development and security maintenance, cyber security protection and control measures, cyber system or cyber service outsourcing management measures, cyber security incident notification and response, cyber security incident reporting and information evaluation, and cyber security continuous improvement and performance management mechanism. In addition, they are implemented after approval by the Information Security Officer. The Company adopts the PDCA (PlanDo-Check-Act) method to manage information security operations, in order to ensure consistency with the goals of the Cyber Security Policy and achieving and continuous improvement.

C. If deficiencies or potential risks are found in the annual audit plan or during the audit, the inspected unit and the collaborative unit are requested to perform review and improvement accordingly.

(4) Personnel training (Education)

A. Information security personnel are arranged to participate in various types of information security professional courses and legal training annually, in order to ensure that personnel are able to follow the latest information security trends and to understand the latest cyber threats.

B. The Company conducts social engineering drills on a regular basis annually, and strengthens information security training and education courses. These are mandatory courses for new employees and on-job employees who do not pass the drills. The Company continues to strengthen employees' information security and personal information protection awareness, in order to implement the Company's information security policy.

4. Resources invested in cyber security management:

   The Company actively promotes information application and digital transformation, and also places great emphasis on cyber security and personal information protection. The Company has designated a dedicated information security officer and dedicated information security engineers to be responsible for the Company's information security planning, technology introduction and relevant audit matters, in order to maintain and continue to strengthen information security. The Company obtained ISO 27001:2022 Information Security Management System certification in 2024 and passed the surveillance audit in 2025. The certificate is currently valid from November 29, 2025 to December 12, 2027.

   To strengthen the Company's information security technology and security protection, a budget of approximately NT$13.36 million was allocated in 2025, averaging NT$17 thousand per employee, for the implementation of cybersecurity-related software and hardware and security enhancement services, including but not limited to the following items:

   (1) Anti-virus software and endpoint protection system (EDR)
   (2) Introduce the privileged access management system of the user's computer
   (3) Adopt sensitive data leakage prevention (DLP) software
   (4) Comprehensive implementation of multi-factor authentication mechanism
   (5) Email Security Protection System
   (6) Firewall equipment for the head office and remote offices
   (7) Computer software and hardware asset management system
   (8) Implementation of social engineering drill quarterly
   (9) Conduct information system vulnerability detection and penetration testing to external parties on a yearly basis
   (10) Conduct annual disaster recovery drills for major information services

   In 2025, the Company held two cybersecurity training sessions. Topics covered included an overview of social engineering, the tone of phishing emails and website threats, AI-enabled scam attacks, and security protection against social engineering. Total attendance for the two training sessions was 334.

(II) In the most recent year and up to the date of publication of the annual report, the losses suffered as a result of major information and communication security incidents, the possible impacts, and the responsive measures. If it cannot be reasonably estimated, the facts of cannot be reasonably estimated shall be stated:

In the most recent year and up to the publication date of the annual report, the Company has not experienced any major cyber security incidents that caused losses to the Company.

VII. Material Contracts:

March 31, 2026

Nature of contract	Parties concerned	Start/end date of contract	Main Content	Restrictive clauses
Construction contract	Kindom Development Co., Ltd.	Expected year of completion: 2026	New construction of stores, general offices, indoor swimming pool, and residential buildings in Songchang Store, Beitun District, Taichung City	None
Construction contract	Kindom Development Co., Ltd.	Expected year of completion: 2027	New construction of Guande-Wanhua Zhixing Section	None
Construction contract	Kindom Development Co., Ltd.	Expected year of completion: 2026	Land Development Office Building at Siwei Elementary School Station, Wurih-wen-Xin-Beitun Line, Taichung Metropolitan Area Rapid Transit Systems	None
Construction contract	Kindom Development Co., Ltd.	Expected year of completion: 2028	9 land construction projects, including Lot No. 472, Fuzhong Section, Banqiao District, New Taipei City	None
Construction contract	Kindom Development Co., Ltd.	Expected year of completion: 2028	New Construction Project for the Residential Building of the Kindom Taipower Nangang Project	None
Construction contract	Kindom Development Co., Ltd.	Expected year of completion: 2028	New Construction Project for the Commercial Building of the Kindom Taipower Nangang Project	None
Construction contract	Kindom Development Co., Ltd.	Expected year of completion: 2028	Ruanqiao Section, Beitou District, Taipei City Project	None
Construction contract	Central Region Engineering Office, Railway Bureau, MOTC	Expected year of completion: 2028	C212 Tainan Railway Station Underground Project	None
Construction contract	Northern Engineering Office, Railway Bureau, MOTC	Expected year of completion: 2029	C611 Chiayi Elevated Railway and Under-the Bridge Road Project	None
Construction contract	National Housing and Urban Renewal Center	Expected year of completion: 2026	Turnkey project of Zhongshan Section Social Housing (Phase I) in Taishan, New Taipei City and National Military Service Dormitory	None

Nature of contract	Parties concerned	Start/end date of contract	Main Content	Restrictive clauses
Construction contract	Directorate General of Highways, Ministry of Transportation and Communications	Expected year of completion: 2026	Reconstruction Project of Houlong Guan-Hai Bridge and Xihu River Bridge on Provincial Highway No. 61	None
Construction contract	Central Region Engineering Office, Railway Bureau, MOTC	Expected year of completion: 2028	C612 Jiabei and Chiayi Elevated Railway Stations and Tropic of Cancer Station Project	None
Construction contract	The Company won the tender from Taiwan Semiconductor Manufacturing Co., Ltd..	Expected year of completion: 2026	TSMC Zhunan Advanced Encapsulation and Testing Plant VI Phase II new construction project (FAB)	None
Construction contract	The Company won the tender from Taiwan Semiconductor Manufacturing Co., Ltd..	Expected year of completion: 2026	TSMC Station South F18 Highway 25 Earthworks Transportation and Abandonment New Construction Project	None
Construction contract	The Company won the tender from Taiwan Semiconductor Manufacturing Co., Ltd..	Expected year of completion: 2027	TSMC Zhunan Advanced Encapsulation and Testing Plant 6 Phase 2 new construction project (OFFICE)	None
Construction contract	The Company won the tender from Taiwan Semiconductor Manufacturing Co., Ltd..	Expected year of completion: 2026	TSMC Kaohsiung Plant 22 Phase 1 new construction project (SUPPORT)	None
Construction contract	Great Wall Enterprise Co., Ltd.	Expected year of completion: 2026	The new project of Dacheng Group's corporate headquarters	None
Construction contract	Yankey Engineering Co., Ltd.	Expected year of completion: 2026	New construction works of the Linkou Plant of the semiconductor equipment supplier	None
Construction contract	MediaTek Inc.	Expected year of completion: 2026	Tonglu Industrial Park Plant New Construction Project	None
Construction contract	The Company won the tender from Taiwan Semiconductor Manufacturing Co., Ltd..	Expected year of completion: 2026	TSMC Zhunan Advanced Encapsulation and Testing Plant 5 Phase 2 new construction project (CUP)	None

Nature of contract	Parties concerned	Start/end date of contract	Main Content	Restrictive clauses
Construction contract	Central Region Engineering Office, Railway Bureau, MOTC	Expected year of completion: 2028	Elevated Railway Project in Chiayi City - C613 Tender Shuishang Train Base Construction Project	None
Construction contract	The Company won the tender from Taiwan Semiconductor Manufacturing Co., Ltd..	Expected year of completion: 2027	TSMC Chiayi Science Park Advanced Encapsulation and Testing Plant VII Phase I New Construction Project (FAB)	None
Construction contract	The Company won the tender from Taiwan Semiconductor Manufacturing Co., Ltd..	Expected year of completion: 2026	TSMC Kaohsiung F22 P3 New Construction Project (CUP)	None
Construction contract	The Company won the tender from Taiwan Semiconductor Manufacturing Co., Ltd..	Expected year of completion: 2026	TSMC Chiayi Science Park Advanced Encapsulation and Testing Plant VII Phase I New Construction Project (Office Building)	None
Construction contract	The Company won the tender from Taiwan Semiconductor Manufacturing Co., Ltd..	Expected year of completion: 2026	TSMC Tainan Science Park Factory Logistics Center Construction Project	None
Construction contract	The Company won the tender from Taiwan Semiconductor Manufacturing Co., Ltd..	Expected year of completion: 2026	TSMC Chiayi Science Park Advanced Encapsulation and Testing Plant VII Phase II New Construction Project (FAB)	None
Construction contract	Co-operative Assets Management Co., Ltd.	Expected year of completion: 2030	New Construction Project for the 29-Story Office Building on Ren'ai Section, Da'an District for Co-operative Assets Management Co., Ltd.	None
Construction contract	The Company won the tender from Taiwan Semiconductor Manufacturing Co., Ltd..	Expected year of completion: 2027	TSMC Kaohsiung F22 P5 New Construction Project (CUP)	None

Nature of contract	Parties concerned	Start/end date of contract	Main Content	Restrictive clauses
Construction contract	The Company won the tender from Taiwan Semiconductor Manufacturing Co., Ltd..	Expected year of completion: 2026	TSMC Southern Taiwan Science Park AP8P2 Test Pile Project	None
Construction contract	The Company won the tender from Taiwan Semiconductor Manufacturing Co., Ltd..	Expected year of completion: 2026	TSMC Southern Taiwan Science Park AP8P2 Pile Foundation Project	None

Five. Review and Analysis of Financial Status and Financial Performance and Risk Management

I. Financial Position:

Comparative Analysis of Consolidated Financial Position

Unit: NTD Thousand; %

Item \ Year	2025	2024	Difference	
			Amount	%
Current assets	14,234,292	12,177,260	2,057,032	16.89
Property, plant and equipment	70,375	143,549	(73,174)	(50.97)
Other assets	874,671	758,189	116,482	15.36
Total assets	15,179,338	13,078,998	2,100,340	16.06
Current liabilities	8,807,137	7,542,999	1,264,138	16.76
Non-current liabilities	338,839	195,471	143,368	73.34
Total liabilities	9,145,976	7,738,470	1,407,506	18.19
Equity attributable to owners of the parent company	6,033,142	5,340,289	692,853	12.97
Share capital	1,305,242	1,231,360	73,882	6.00
Capital reserve	519,017	518,809	208	0.04
Retained earnings	3,986,523	3,208,202	778,321	24.26
Other equity	222,360	381,918	(159,558)	(41.78)
Non-controlling interests	220	239	(19)	(7.95)
Total equity	6,033,362	5,340,528	692,834	12.97

Reasons for changes of more than 20%:

1. Non-current liabilities: Mainly due to a significant increase in non-current lease liabilities in 2025.
2. Property, plant and equipment: Mainly due to the reclassification of part of the property, plant and equipment to investment property in 2025.
3. Other equity: Mainly due to a decline in the market price of financial assets at fair value through other comprehensive income in 2025, resulting in the recognition of unrealized losses.

II. Financial Performance

(I) The main reasons for the material changes in operating revenues, net operating profits and net profits before tax in the most recent two years:

Unit: NTD Thousand; %

Item \ Year	2025	2024	Increase (decrease) amount	Percentage of change (%)
Operating revenue	21,494,724	14,234,149	7,260,575	51.01
Operating cost	19,662,396	12,916,977	6,745,419	52.22
Gross operating profit	1,832,328	1,317,172	515,156	39.11
Operating expenses	397,928	339,740	58,188	17.13
Net operating profit	1,434,400	977,432	456,968	46.75
Non-operating income and expenses	127,495	126,057	1,438	1.14
Net income before tax from continuing operations	1,561,895	1,103,489	458,406	41.54
Less: Income tax expense	319,052	229,115	89,937	39.25
Net income for the period	1,242,843	874,374	368,469	42.14
Other comprehensive income (net amount after tax)	(156,182)	143,002	(299,184)	(209.22)
Total comprehensive income for the period	1,086,661	1,017,376	69,285	6.81

Reasons for changes of more than 20%:

1. Operating revenue, operating costs, gross profit, net operating income, profit before tax from continuing operations, income tax expense, and net profit for the period increased: Mainly due to the large-scale construction phase of commercial office and factory projects during the current period.
2. Other comprehensive income (net of tax) decreased: Mainly due to a decline in the market price of financial assets at fair value through other comprehensive income in 2025, resulting in an increase in recognized unrealized losses.

(II) Expected sales volume and basis, possible impact on the Company's future finance and business, and response plan: Not applicable.

III. Cash Flow:

(I) Liquidity analysis for the most recent two years:

Item \ Year	2025	2024	Increase (decrease) ratio %
Cash flow ratio (%)	22.87	Note	Note
Cash flow adequacy ratio (%)	144.08	93.04	54.86
Cash reinvestment ratio (%)	24.71	Note	Note

Note: Operating activities represent net cash outflow, so the related ratios are not calculated.

Reasons for changes in the percentage of significant increase or decrease:
Cash flow adequacy ratio: Mainly due to a significant increase in net cash inflows from operating activities.

(II) Analysis of changes in cash flow in the most recent year (2025):

Unit: NTD thousand

Cash balance at the beginning of period (1)	Net cash flow from operating activities for the year (2)	Net cash flow from investing and financing activities for the year (3)	Cash surplus (deficit) amount at the end of period (1)+(2)+(3)	Remedies for Cash Shortage	
				Investment plan	Wealth management plan
4,634,266	2,014,581	(459,090)	6,189,757	-	-

1. Analysis of changes in cash flow for the year:
   (1) Operating activities:
   Cash inflow for the current period amounted to NT$2,014,581 thousand, mainly due to a significant increase in profit before tax and contract liabilities during the current period.
   (2) Investing activities and financing activities:
   Cash outflow for the current period amounted to NT$459,090 thousand, mainly due to the distribution of cash dividends and the repayment of short-term borrowings.
2. Improvement plan for liquidity deficiency: None.

(III) Cash flow analysis for the coming year:

Unit: NTD thousand

Cash balance at the beginning of period (1)	Expected net cash flow from operating activities for the year (2)	Projected cash outflow for the year (3)	Expected cash surplus (deficit) (1)+(2)+(3)	Remedies for expected cash shortage	
				Investment plan	Wealth management plan
6,189,757	(313,696)	(215,992)	5,660,069	-	-

1. Analysis of cash flow changes in the coming year:
   (1) Operating activities: In 2026, this will mainly consider the impact of receipt of advance construction payments from proprietors in accordance with contract terms for projects on hand, pricing and collection of new contracts and projects under construction from owners, the recovery of closed accounts, and the investment in new contracts and projects under construction.
   (2) Cash outflow for the year: Mainly takes into account the impact of investing activities and financing activities, including the distribution of cash dividends and borrowings (repayments).
2. Expected improvement plan for insufficient liquidity: None.

IV. Impact of Significant Capital Expenditures in the Most Recent Fiscal Year on the Financial and Operating Conditions of the Company:

(I) Utilization of material capital expenditures and sources of funds: None.

(II) Expected benefits: None.

V. Reinvestment Policy for the Most Recent Fiscal Year, Main Causes of Profits or Losses, Improvement Plans, and Investment Plans for the Next Year:

The Company’s current investment strategy is primarily focused on supporting business expansion needs. In 2025, Guanqing Electromechanical Co., Ltd. actively invested in line with full-process operational progress, resulting in an increase in overall profitability, and the Company recognized investment income of NT$28,473 thousand based on its shareholding ratio. Moreover, the increase in market price of the financial assets held by Jiequn Investment Co., Ltd. in 2025 was recognized as unrealized gain, resulting in an increase in profits. Therefore, the Company recognized investment gains of NT$39,993 thousand in accordance with its shareholding proportion. The Company has no major investment plan in the coming year.

VI. Risk Matters, Analysis and Assessment in the Most Recent Fiscal Year and up to the Printing Date of the Annual Report:

(I) Impacts of interest rate and exchange rate changes and inflation on the Company's profit and loss and future countermeasures:

1. Changes in interest rates: Impact on profit and loss and future countermeasures

The consolidated company's bank loan facility mainly comes from operating turnover, various guarantees required for contracted construction, and project financing. The consolidated company operates in a domestic environment shaped by the continued advancement of public works, sustained demand from high-tech industry expansion, and the development of green construction. In addition, although transaction momentum in the real estate market has slowed under selective credit control measures, the government continues to require financial institutions to implement such controls and maintain ongoing supervision. Against this backdrop, interest rates are expected to remain at a relatively high level for some time. Nevertheless, the resulting increase in the burden of non-operating interest expense on the consolidated company is expected to be limited. The consolidated company’s interest expense in 2025 amounted to NT$3,795 thousand. In the future, the consolidated company will pay close attention to the domestic and foreign economic conditions policy trends, and changes in the financial markets, and retain a flexible and safe cash position, and will adopt the strategy of combining costs and benefits by adjusting the appropriate combination of fixed and floating interest rates in a timely manner, without causing significant interest rate changes resulting in having a significant impact on the profit or loss. The consolidated company will also continue to maintain good relationships with financial institutions. In response to ESG sustainable development, it will continue to work with financial institutions to incorporate sustainability-related key performance indicators into linked lending conditions. Achievement of such indicators will help effectively reduce overall financing costs.

2. Changes in foreign exchange rates: Effect on profit or loss and future countermeasures

The consolidated company's main business is domestic demand industries, the contracted projects are mainly domestic public construction and private construction projects, and the raw materials, including steel materials, are mainly obtained from the domestic market, and exchange rate fluctuations have no significant impact on the consolidated company.

3. Inflation: Effect on profit and loss and countermeasures in the future

The consolidated company's construction contracting and procurement of raw materials are mainly based on the domestic market. Among them, the price index subsidy can apply for public construction contracts. The private construction of technology plants has lesser impact due to the short construction period, and other construction projects with a construction period of more than 3 years are vulnerable to the impact of fluctuations in the cost of international bulk raw materials.

The consolidated company will increase the risk reserve at the stage of evaluating the contracting of construction projects, lock in a fixed contracting price, and carefully evaluate the contract terms with the landlords, in order to mitigate the impact of fluctuations in construction costs caused by inflation and ensure the stability of the Company's profits.

(II) The policy of engaging in high-risk and high-leverage investment, loaning of funds to others, endorsements and guarantees, and derivative commodity transactions, the main reasons for profit or loss, and future countermeasures:

The consolidated company is committed to the development of the Company's business and is not engaged in high-risk, high-leverage investments, lending of funds to others, and derivatives trading. Endorsements/guarantees are mainly for the contracting of construction business and are provided in accordance with the "Endorsement and Guarantee Procedures" and relevant regulations of the competent authority. The subjects are mainly affiliated enterprises and companies with business dealings. Their operating and financial conditions are normal, and their contract performance and solvency are intact, and loss has not been incurred due to endorsements/guarantees.

(III)Future R&D plans and expected R&D expenses to be invested:

Kedge Construction is a comprehensive construction company, and our R&D efforts are mainly focused on shortening the construction period, improving the construction techniques, reducing pollution, and improving efficiency. The construction methods and production technology improvements are developed by the Technological Research and Development Division on their own or with the introduction of technology from vendors. In recent years, on top of strengthening full computerization, the construction management system has also been introduced to improve management efficiency. At present, the system has been fully introduced for all construction sites. In 2026, it will continue to optimize and actively implement the following projects. The expected investment of manpower and resources is about NT$13 million.

No.	Research plans in recent years
1	ERP System Innovation Plan
2	AI enabled cameras
3	Guidance and training for the introduction of generative AI
4	Research and development of BIM+AI
5	Research on and introduction of the BIM visualization program (Dynamo)
6	Research and implementation of circular economy
7	Research on building automation
8	FM smart facility management platform

(IV)The impact of important domestic and foreign policy and legal changes on the Company's financial business and the corresponding measures:

The consolidated company usually keeps a high degree of attention to the domestic and foreign political and economic developments and legal changes, and conducts regular reviews to ensure compliance with relevant government laws and regulations, and adheres to the principle of steady operation to maintain sustainable development. Changes in important domestic and foreign policies and laws in recent years did not have a significant impact on the consolidated company's financial operations.

(V) Impacts of technological and industrial changes on the Company's financial operations, and countermeasures:

Responding to the changes in technology and industry, the consolidated company keeps abreast of market changes, actively obtains industry information through various methods, and selects the best ones according to their suitability to improve the competitiveness of the Company's engineering project management, thereby achieving the development of potential business and improving the service ability to proprietors. At present, the consolidated company has no significant impact on the financial business due to changes in technology or industry changes.

(VI) Impacts of changes in corporate image on corporate crisis management and countermeasures:

The consolidated company adheres to the business philosophy of “integrity, quality, service, innovation, and sustainability” and insists on providing high-quality construction projects to reassure property owners, customers, and employees, and fulfill corporate social responsibility by enhancing corporate value and creating quality corporate image. There was no occurrence of events that change our corporate image.

(VII) Expected benefits and possible risks of mergers and acquisitions, and countermeasures: None.

(VIII) Expected benefits and possible risks associated with any plant expansion, and mitigation measures being or to be taken: None.

(IX) Risks associated with any concentration of purchases or sales, and mitigation measures being or to be taken:

The main raw materials of the consolidated company are steel bars, concrete, cement, sand, red bricks and other bulk building materials. Except for some of the materials supplied by the proprietor, all of the materials can be purchased in the domestic market through negotiation, so there is no concentration of purchases. Furthermore, the consolidated company has established interaction with major suppliers for many years, and carefully evaluates the quality, technology, operating and financial status of each subcontractor and material supplier before trading, and diversifies specific work items according to the needs of construction, contracted supply from several subcontractors to ensure the smooth progress of the construction projects and to avoid the risk of concentration of contractors.

The consolidated company mainly contracts domestic public construction and private construction projects, and the main business scope includes constructions of public constructions, high-end residential buildings and technology factories, and there is no concentration of sales. Except for the public construction projects of the government agencies, the Company conducts credit investigation on the projects undertaken by the private owners before bidding, so the credit risk has been reduced to a minimum.

(X) Impacts upon and risks to the Company in the event a major quantity of shares belonging to a director, supervisor, or shareholder holding greater than a 10 percent stake in the Company has been transferred or has otherwise changed hands, and mitigation measures being or to be taken:

As of the publication date of the annual report, the consolidated company's directors, supervisors or major shareholders holding more than 10% of the shares have not undergone significant transfer or replacement of shares.

(XI) Impacts and risks to the company due to change in management rights, and responsive measures: N/A.

(XII) Litigious and non-litigious matters. List major litigious, non-litigious or administrative disputes that: (1) involve the company and/or any company director, any company supervisor, the general manager, any person with actual responsibility for the firm, any major shareholder holding a stake of greater than 10 percent, and/or any company or companies controlled by the company; and (2) have been concluded by means of a final and unappealable judgment, or are still under litigation. Where such a dispute could materially affect shareholders' equity or the prices of the company's securities, the annual report shall disclose the facts of the dispute, amount of money at stake in the dispute, the date of litigation commencement, the main parties to the dispute, and the status of the dispute as of the date of publication of the annual report.

1. Major litigation, non-litigation or administrative disputes still under review: None.
2. Major litigious, non-litigious or administrative disputes that: (1) involve the company and/or any company director, any company supervisor, the general manager, any person with actual responsibility for the firm, any major shareholder holding a stake of greater than 10 percent, and/or any company or companies controlled by the company; and (2) have been concluded by means of a final and unappealable judgment, or are still under litigation. Where such a dispute could materially affect shareholders' equity or the prices of the company's securities, the annual report shall disclose the facts of the dispute, amount of money at stake in the dispute, the date of litigation commencement, the main parties to the dispute, and the status of the dispute as of the date of publication of the annual report: None.

(XIII) Other important risks and countermeasures:

1. Risk management policies:

   In the course of business operations, enterprises often encounter numerous uncertainties that may threaten their operations. As the global economic environment changes rapidly and ESG (environmental, social, and governance) trends continue to deepen, the types of risks faced by the construction industry and the extent of their impact have become increasingly diverse. In a highly competitive and fast-changing global environment, the Company seeks to identify potential risks at an early stage and effectively manage and respond to the various risks arising from its management or construction procedures, thereby enhancing organizational resilience and reducing losses resulting from risk events. To this end, the Company has established a Risk Management

Implementation Team and formulated risk management policies and procedures covering seven major categories of risk, namely strategic risk, operational risk, financial risk, environmental and occupational safety risk, legal compliance risk, information security risk, and other risks, to ensure that most known potential risks can be effectively controlled.

2. Risk management structure:
   (1) Board of Directors: The highest decision-making body for the Company's risk management. It appoints and supervises the Company's management. It is responsible for approving risk management policies, procedures and important risk management systems, and supervising the implementation of risk management systems to ensure the effective operation of the risk management mechanism.
   (2) The Audit Committee: Responsible for supervising the formulation and implementation of the risk management system and plans.
   (3) Risk Management Execution Team: The President directs the heads of each department and is responsible for formulating various risk management policies, reviewing the Company's risk management reports, strategies and improvement plans, and supervising the implementation and communication of risk control measures and improvement plans. Discuss risk management matters, and conduct review and assessment of the effectiveness of risk management measures. The Company convenes its review meetings once every six months, and submits regular reports to the Board of Directors and Audit Committee every year, and reflects the implementation of risk management operations to the Board of Directors and Auit Committee in a timely manner.
   (4) Construction and administrative departments: including the Civil Engineering Division, TSMC Plant and Office Building Division, Building Construction Division, Accounting Department, Design and R&D Department, MEP Department, Information Department, Occupational Safety Office, Environment and Sustainability Department, Quality Assurance Department, Treasury Department, Business Department, Procurement and Contracting Department, Legal Department, General Affairs Department, Human Resources Department, Cost Management Department, Operations Management Department, Planning Department, Estimating Department, Engineering Contract Office, and Customer Service Department, among other units, serve as the basic units for risk management and implementation. These units are responsible for risk management in relation to the work objectives within the scope of their respective duties and, in accordance with this policy and relevant internal regulations, promote, identify, assess, and carry out day-to-day risk management. Department heads shall supervise their personnel in conducting risk identification, assessment, and control and other risk management tasks, compile relevant information, and report to upper-level supervisors. They may also, in light of changes in the external environment and internal strategies, determine risk levels and recommend risk response approaches, and, when necessary, coordinate cross-departmental interaction and communication on risk management.

(5) Audit Office: subordinate to the Board of Directors and assisting the Board of Directors and managers in examining and reviewing the deficiencies of the internal control system, as well as measuring the effectiveness and efficiency of operations. Each year, the Company formulates an annual audit plan based on the risk assessment results, and regularly reports the audit implementation results to the Audit Committee and the Board of Directors to ensure the continuous and effective implementation of the internal control system and serve as the basis for internal control system review.

3. Risk assessment:

(1) In 2025, through the practical and professional experience of the construction and management departments, the Company assessed the potential risks of the Company in terms of their respective scopes of responsibility and operational procedures, supplemented by the risk matrix assessment method for possible risk types, with a total of 157 identification results (strategy, operation, finance, legal compliance, information security and others). Among these, there were 94 acceptable risks under the existing management measures, including minor risk (Level 1), low risk (Level 2), and moderate risk (Level 3). There were 63 risks classified as moderate risk (Level 3) with severity rated as major or significant, high risk (Level 4), or major risk. For these 63 risks, after taking into account the control measures adopted to reduce risk, the original risk levels were changed to 6 minor risks (Level 1), 52 low risks (Level 2), and 5 moderate risks (Level 3). After the implementation of control measures, all such risks were reduced to acceptable risks.

(2) In 2025, the Company measured a total of 2,476 environmental and occupational safety risk items based on representative project sites, including the Chiayi C613 Shuishang Rolling Stock Depot Project, the New Construction Project for the Residential Building of the Taipower Nangang Project, the New Construction Project for the Commercial Office Building of the Taipower Nangang Project, and the TSMC AP7P2 FAB Project. Among them, 2,397 were acceptable risks, while 79 were unacceptable risks. For these 79 risks, after taking into account the control measures adopted to reduce risk, all were reduced to acceptable risks.

4. Conclusion of risk management:

The domestic construction industry has long faced many challenges and risks. Looking ahead, prudent responses will be required to ensure the stable development of the Company's business. First, factors such as the global economic downturn, geopolitical conflicts, domestic and international political instability, TSMC's expanded investment and large-scale procurement in the United States, social and security challenges brought about by emerging technologies, the challenges of a super-aged society, carbon fee collection, and climate change may all give rise to economic uncertainty. The core risks will be concentrated in the following areas:

- Cost pressures, including materials, energy, and labor
- Supply chain resilience, including cross-border logistics and alternative sources
- Social acceptance and reputation, including political instability and misinformation

- New markets and new demand, including long-term care and technology-related buildings

Accordingly, the Company has already planned four major directions, namely risk diversification, market diversification, digital transformation, and smart construction sites. These will help the Company formulate flexible business strategies and maintain continuing competitiveness amid a highly uncertain external environment. Second, changes in government policies may have a direct impact on the construction industry. Therefore, it is particularly important to establish solid cooperative relationships with the government, adjust business models in a timely manner, and respond appropriately to regulatory changes. At the same time, labor shortages and technical gaps may become bottlenecks in project execution. Construction companies should therefore not only place emphasis on talent cultivation, but also actively adopt new technologies and construction methods to improve productivity. At the strategic level, the construction industry should pursue diversified development and participate in different types of construction projects in order to reduce market risks. At the same time, a sound risk management system should be established, including monitoring market fluctuations and formulating reasonable contract terms, so as to reduce project execution risks. In terms of sustainable development, energy conservation and carbon reduction measures should continue to be implemented in order to meet market demand. In summary, the Company will adopt a comprehensive approach to risks arising from the economy, policies, technologies, and other aspects, while pursuing the goals of diversified development and sustainable operations.

In the future, the Company will continue to adopt "forward-looking," "integrated," and "digitalized" as the three major pillars of its risk governance, strengthen corporate resilience and the value chain, and ensure that it can maintain sustainable operating capabilities even in a high-risk environment.

VII. Other Important Matters: None.

Six. Special Disclosure

I. Information on Affiliated Enterprises:

The Company has uploaded the three reports on affiliates to the Market Observation Post System. Please refer to the “Market Observation Post System” for details.

Path:Market Observation Post System / Single Company / Electronic Document Download / Three Reports on Affiliates

Website: https://mopsov.twse.com.tw/mops/web/t57sb01_q10

II. Any Private Placement of Securities within the Most Recent Fiscal Year and up to the Printing Date of the Annual Report: None.

III. Other Necessary Supplementary Information: None.

Seven. Any Occurrences of Events Defined Under Subparagraph 2, Paragraph 3, Article 36 of the Securities and Exchange Act in The Most Recent Fiscal Year and Up to The Printing Date of The Annual Report That Significantly Impacted Shareholders’ Equity or Security Prices

Any Occurrences of Events Defined Under Subparagraph 2, Paragraph 3, Article 36 of the Securities and Exchange Act in The Most Recent Fiscal Year and Up to The Printing Date of The Annual Report That Significantly Impacted Shareholders’ Equity or Security Prices: None.