

ESG

SUSTAINABILITY Report



建國工程



2024

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Introduction About this Report

Chien Kuo Construction Co., Ltd. (hereinafter referred to as "Chien Kuo Construction", "Chien Kuo", "the Company", or "we") published the Corporate Social Responsibility Report in 2019. In response to the update of the "Corporate Governance 3.0 - Sustainable Development Roadmap" updated by the Financial Supervisory Commission (FSC) in 2021, the CSR Report was retitled the Corporate Sustainability Report. The report is used to fully disclose the sustainability issues of concern to its strategies, goals, and achievements in environmental, social, and corporate governance, thereby addressing sustainability issues of concern to all stakeholders. Chien Kuo Construction upholds the spirit of giving back what one takes from society to society, and we shall continue to work hard to strive to promote a virtuous cycle in the value chain and realize the vision of a better life.

This report covers material topics of concern to stakeholders and communication efforts, including Chien Kuo Construction's management and performance in governance, environment, and social aspects. The financial information and financial data certified by the accountants are consistent. Statistical data are partially sourced from the annual report, government agencies, and relevant websites.

Report Boundaries GRI 2-1, GRI 2-2

This report focuses on the operations of Chien Kuo Construction, covering its major subsidiaries, including CKTech Engineering Co., Ltd. The scope of this report includes the operational status and sustainability initiatives of the Headquarters and various construction sites. This includes Chien Kuo Construction and its subsidiaries, including CKTech Engineering Co., Ltd., Chien Kuo Building Co., Ltd., Chien Bang Real Estate Development Co., Ltd., Golden Canyon Limited, Silver Shadow Holding Limited, and CK Asia Limited.

Report Release Date GRI 2-3

Chien Kuo Construction publishes the sustainability report annually, which is disclosed on the Market Observation Post System and the company website.

- The previous report was released in August 2024.
- This report was released in August 2025.
- The next report is scheduled to be published in August 2026.



Report Contact GRI 2-3

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Principles, Outline, and Verification for Report Writing GRI 2-4, GRI 2-5

This report was compiled in accordance with the following guidelines. Any erroneous information from previous reporting periods will be revised and noted in the respective chapters. It follows international standardized metrics. In cases where estimations are made, they will be clearly indicated.

Standard Setter / Framework Provider	Applicable Standards / Frameworks
The Global Reporting Initiative (GRI)	The latest GRI Standards
United Nations	Sustainable Development Goals (SDGs) The United Nations Global Compact (UNGC) Disclosure Principles
Taiwan Stock Exchange	Rules Governing the Preparation and Filing of Sustainability Reports by TWSE Listed Companies
Financial Stability Board (FSB)	Task Force on Climate-Related Financial Disclosures (TCFD)
Value Reporting Foundation (VRF)	Sustainability Accounting Standards Board (SASB) Standards (Sector: Infrastructure; Industry: Engineering & Construction Services)

Report Review and Finalization

To ensure transparency and disclosure of information regarding the sustainable development of Chien Kuo Construction Co., Ltd., this report was compiled based on data provided by each department according to their respective responsibilities. The Company's Sustainability Report Compilation Team, after consulting with external experts, consolidated and edited the report. The report was then submitted to the company's Corporate Governance Officer for review. The Report has been externally verified by an independent External Assurance organization, AFNOR Asia Ltd., a member of the French Standards Association in accordance with the AA1000 V3 Assurance Standard and Type 1 Application. Following this verification, the report was presented to the Sustainable Development Committee and the Board of Directors for approval. The final version was then published.

Third-Party Certification

Relevant International Standards	Verification Agency
ISO 14064-1 Greenhouse Gas Emission Standard	AFNOR Asia Ltd.
ISO 14001 Environmental Management System	BSI
ISO 45001 Occupational Health and Safety Management System Standard	BSI
ISO 9001 Quality Management System	SGS





A Word from the Management



Over the past seven years, the global political and economic landscape has experienced a series of significant events that have resulted in comprehensive impacts. Business operations must constantly monitor changes in the broader environment: the 2018 U.S.-China Trade War, the 2020 COVID-19 pandemic, the 2022 Russia-Ukraine conflict that continues today, and the re-election of U.S. President Donald Trump in 2024. The anticipated Trump 2.0 administration is expected to disrupt the world even more intensely than his previous term. The international economic and trade operations we have taken for granted, characterized by a global division of labor aimed at achieving optimal cost-effectiveness, have been completely overturned. Tariff barriers, supply chain disruptions, and escalating geopolitical conflicts have increased uncertainties and risks. Although the tariff war has not yet brought significant, direct effects to the construction industry, it is anticipated that inflation, variables such as raw material origins and transportation that may drive up production costs, and increased volatility in global financial markets will make the allocation and hedging of corporate funds a frequent and critical management decision issue.

Under such a macro environment, business operations face significantly more complex variables and challenges than in the past. We will assess the current situation and strategically plan the company's long-term development goals, implementing them through the phased promotion of key issues. In recent years, in response to trends such as cross-border capital repatriation, the development of high-tech industrial clusters, and the government's continuous promotion of social housing policies, Chien Kuo Construction Co., Ltd. has deeply cultivated related niche areas. The company's focus has shifted from project contracting to technical development, with business priorities now centered on social housing, commercial office buildings, and factory office buildings. In 2024, driven by the momentum of turnkey social housing and commercial office and factory office projects, the Company's overall revenue and profitability grew significantly. A pursuit of growth means we must even more carefully examine the risks in company management and proceed with caution at every step. Planning and constructing the necessary conditions for the company's sustainability must begin with a solid foundation. Risk and sustainability continue to be our key focuses, as reflected in this 2024 ESG Sustainability Report.

The management team conducted an inventory of risk factors and proposed corresponding management measures. Supply chain risks and price fluctuations may affect the supply of certain raw materials, resulting in project delays and unpredictable costs. We have established an advance procurement and contingency fund mechanism. In recent years, Chien Kuo Construction Co., Ltd. has continued to advance its digitalization and smart management. Any breach in cybersecurity would have a significant impact on operations. Therefore, we have been consistently strengthening our cybersecurity hardware and software, as well as enhancing employees' cybersecurity awareness and operational practices. For years, Chien Kuo Construction Co., Ltd. has consistently upheld "Safety First" as our highest principle. We have successively received multiple Golden Safety Awards, ISO 45001 certification, and TAF accreditation as recognition. Nonetheless, we are continuing to enhance our occupational health and safety standards and 7S internal control and auditing, with the goal of completely eliminating the risk of hazards for personnel. Additionally, in response to the risk of labor shortage, the company is actively improving the recruitment and management of migrant workers to suitably fill the labor gap and ensure both production progress and quality.

In the face of increasingly intense market competition, rapid technological advancements, and rising pressures for sustainable transition in the industry environment, the Company adheres to differentiated management, focusing on innovation in R&D and optimized management as its core philosophy to strengthen our long-term competitive advantage. From the perspective of customer needs and industry trends, in recent years we have systematically laid out three key R&D directions: construction technology refinement, construction management automation, and expanded application of low-carbon and energy-saving construction techniques. The upgrading of our company will be driven by technology and sustainability.

I. Construction technology refinement: Driving project efficiency and quality with technical advantage

In response to the demand for urban buildings with increasing heights, larger spans, and high-performance seismic resistance, the Company has invested in the development of multiple high-strength reinforced concrete construction technologies and is actively pursuing regulatory certification. We have successfully obtained certification for the new SD550W construction method and simultaneously initiated a review for the advanced SD690 construction method. This not only enhances the performance of building structures but also demonstrates our technological leadership in the high-end engineering market.

In addition, the company has independently developed a systematic beam-column rebar layout that has not only gained patent approval but also been practically applied in multiple projects with seismic safety certification, effectively increasing construction efficiency and reducing construction error rates. In further optimizing seismic-resistant structural design, we have also developed a new seismic-resistant stirrup design that strengthens beam ductility and implements a technology-oriented strategy of integrating design and construction.



II. Construction management automation: Implementation of data-driven approaches and on-site smart management

To increase project execution efficiency and information transparency, we have integrated information technology with Building Information Modeling (BIM) to promote the mobilization and cloud-based management of construction processes. We have specifically developed the quality assurance self-inspection app and the safety self-inspection app, and all quality and safety management processes have been integrated with the current construction status and BIM, achieving comprehensive digital, mobile, and real-time management. On-site self-inspection operations have transitioned from paper-based to mobile device-based processes, enhancing the timeliness of reporting and the quality of data recording, thereby enabling real-time monitoring and tracking of engineering information.

We have also independently developed several application tools, such as the BIM model automation module and the mechanical and electrical pipeline quantity estimation system. These tools effectively support design units and on-site personnel in quickly obtaining precise calculation data, achieving a high level of integration among design, budgeting, and construction, while enhancing early-stage risk management capabilities.

III. Low-carbon and energy-saving construction techniques: Promoting sustainable values and carbon competitiveness

In response to the 2050 net-zero carbon emission target and the trend of green building policies, we have actively introduced building carbon footprint and energy efficiency simulation assessment tools. These tools assist design teams and owners in the planning stage to conduct quantitative evaluations of material selection, structural design, and energy simulation and rapidly identify improvement strategies to implement low-carbon building design concepts. We have taken the lead in completing 800 social housing units that meet standards for Level 1+ Building Energy Efficiency (the highest level, representing near-zero carbon emissions) and Level 1+ Low Embodied-Carbon Building. We have also committed to achieving Level 1+ Building Energy Efficiency for approximately 3,000 to-be-completed social housing units, all contracted by the Company as the general contractor, thereby contributing to environmental sustainability.

To enhance the effectiveness of on-site energy conservation and carbon reduction, we have comprehensively implemented and optimized a systematic aluminum formwork method. This approach not only significantly reduces wood formwork consumption and on-site waste but has also successfully obtained government certification for low-carbon construction methods. This integration of construction technology and ESG achievements creates a positive cycle that increases customer and market recognition and trust in our brand.

IV. Achievements showcase and industry dissemination: Creating market value through technological strength

As of June 2025, the Company has accumulated 30 new patents and 20 invention patents, with technologies covering multiple fields including rebar arrangement, structural joining, smart management, and energy-saving applications. These innovative technologies are not only applied to various large-scale engineering projects undertaken by the Company but have also been licensed to multiple industry peers, creating a positive cycle of knowledge export and industry co-creation and further solidifying our leadership position in construction technology innovation.

We firmly believe that the competitiveness of the construction industry stems from a balance between structural innovation and long-term value creation. In the future, the Company will continue to invest in technology research and development, strengthen industry cooperation, and expand ESG-oriented engineering solutions, driving the Company toward a more advanced technology-driven construction brand to realize the corporate vision of smart construction and a sustainable future.

As the "Great Commentary" from the "I Ching" states, "Danger is when one secures their position; loss is when one preserves their existence; disorder is when one maintains governance. Therefore, the noble person remains secure but does not forget danger, survives but does not forget loss, governs but does not forget disorder." Since its establishment in 1931, Chien Kuo Construction has adhered to vigilance in times of peace and steady progress, repeatedly passing the tests of major historical eras. Regardless of fluctuations in the macro environment, we will continue to proceed cautiously and pragmatically, thoroughly assessing and overcoming risks faced by the company, while planning and realizing Chien Kuo Construction's path toward sustainable operations.

About Chien Kuo Construction

Company Profile GRI 2-6

Chien Kuo Construction was formerly "He-fa Trade Company", which was founded in 1931. In 1946, it was reorganized as "Chien Kuo Construction Contractor". It obtained the qualification of Grade A construction company and was renamed "Chien Kuo Construction Co. Ltd." in 1960. 60 years have passed since then. Chien Kuo Construction has operated as the contractor for the Shimen Reservoir Water Works project, tunnel construction projects of Zengwun Reservoir, and the North-Link Railway, contributing to national policy and the development of Taiwan. The Company takes pride in its role in these endeavors.

Chien Kuo Construction outlined its vision for the future in 2015 to become "A New-generation Construction Team: Powered by technology, embracing social purpose and a humanistic aesthetic."

The Chien Kuo team is dedicated to refining its professional construction methods and building management system, ensuring safety and pursuing quality. The Technology Department was established in 2018 to develop ICT application technologies to meet construction requirements, we have gradually advanced toward the objectives of smart construction site, smart construction, and smart management. We started with the basic requirements and gradually adopted technology, automation, shaping and differentiation to increase our core competitiveness in construction.

Chien Kuo Construction has always adapted to changing times and the evolving demands of society. Starting with public construction projects, we have focused on enhancing our professional expertise, steadily expanding our business scope, upholding our core values, and implementing excellent corporate governance and social responsibility. We are committed to proactively seeking sustainable solutions in the areas of environment, society, and corporate governance, building a vision for a better life.





Company History GRI2-6

Time Significant Events and Business Performance

- 1931** Mr. CHEN Huo-sheng, the founder, established "He-fa Trade Company", a civil engineering firm and predecessor of Chien Kuo Construction.
- 1946** Reorganized as "Chien Kuo Construction Contractor" under the leadership of Mr. CHEN Jin-zao.
- 1960** Chien Kuo Construction Contractor obtained the qualification of Grade A construction company and was renamed "Chien Kuo Construction Co. Ltd.", with Mr. CHEN Jin-zao as the founding chairman.
- 1988** Contracted for various government's Ten Major Infrastructure Projects, such as the Shimen Reservoir Water Works project, tunnel construction projects of Zengwun Reservoir, and tunnel construction for the North-Link Railway.
- 1988** Mr. CHEN Chi-te became the fourth chairman.
- 1991** Contracted for the structure construction of new plants of UTAC-Taiwan in Hsinchu Science Park, the first such high-tech plant construction.
- 2000** Established "Shanghai Chien Kuo Concrete Co., Ltd." and entered the pre-mix concrete market in China.
- 2000** Invested in "Chien Kuo Building Co., Ltd." for the construction business.
- 1999** Listed on TPEX.
- 2003** Listed on TWSE.
- 2001** Established "CKTech Engineering Co., Ltd." to integrate mechanical and electrical engineering.
- 2010** The Company has successively established "Huizhou Chien Kuo Mining Co., Ltd.", "Yingde Chien Kuo Mining Co., Ltd.", and "Guigang Chien Kuo Mining Co., Ltd." to undertake the quarrying business.
- 2010** Contracted for construction of National Kaohsiung Center for the Arts, Weiwuying, showcases advanced construction techniques and integrated management capabilities.



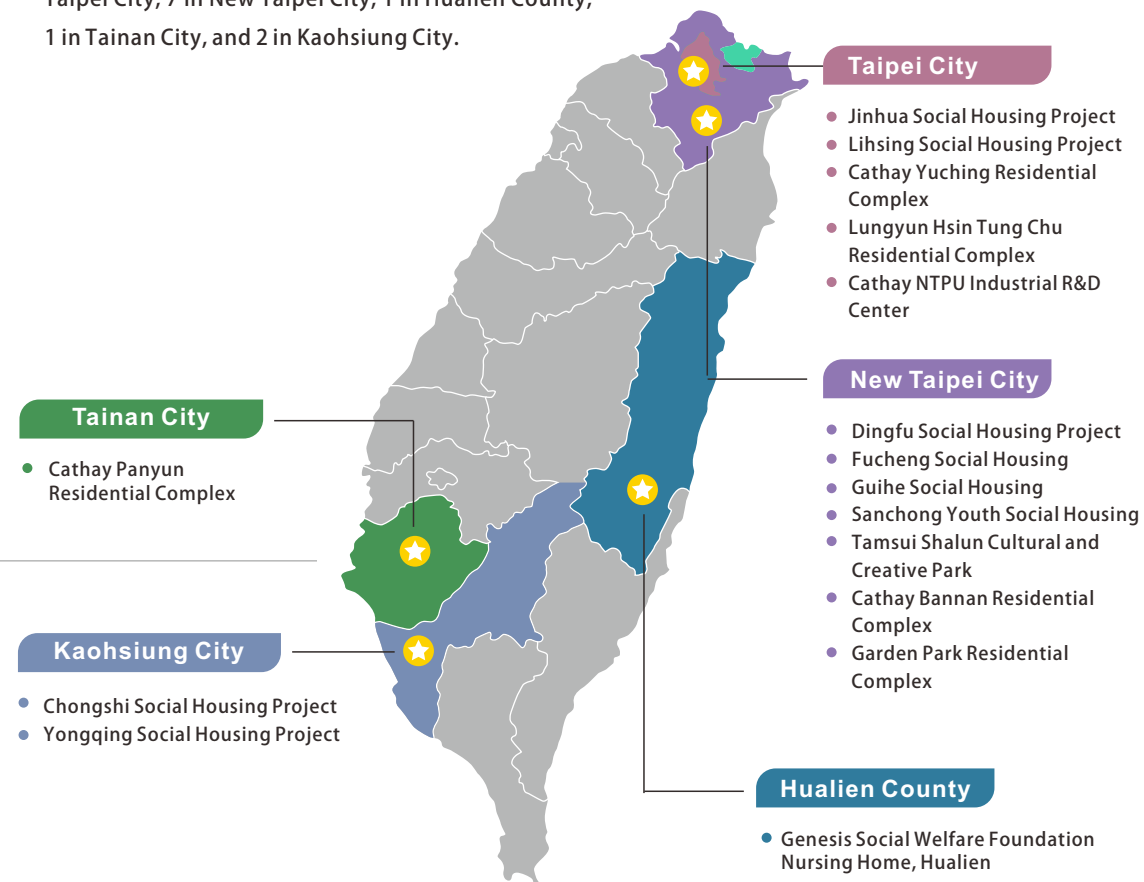
Time Significant Events and Business Performance

- 2011** Supported the establishment of the "Chien Kuo Foundation for Arts and Culture" to dedicate efforts to the inheritance of art and culture.
- The contracted projects encompass high-quality residential complexes, turnkey social housing projects, and high-tech plant construction:**
- 1. Technology plant construction**
- Contracted for the construction of the Phase IV construction for TSMC's Fab 18 in Southern Taiwan Science Park.
 - Fox Automation Technology plant construction project.
- 2. Social housing**
- Taoyuan City "Zhonglu No. 2"
 - New Taipei City "Yuanhe Youth Social Housing, Tucheng"
 - Taipei City "Fuxing Social Housing"
 - Taoyuan City "Yangmei No. 1" and "Pingzhen No. 1"
 - Taipei City "Ruiguang Social Housing"
 - Taipei City "Jinhua Social Housing"
 - Taipei City "Lihsing Social Housing"
 - New Taipei City "Dingfu Social Housing"
 - Kaohsiung City "Chongshi Social Housing"
 - Kaohsiung City "Yongqing Social Housing"
 - New Taipei City "Fucheng Social Housing"
 - New Taipei City "Guihe Social Housing"
 - New Taipei City "Sanchong Youth Social Housing"
- 3. Luxury Residential Housing**
- Kaohsiung City "Cathay O2"
 - Taipei City "Cathay Yue"
 - Taipei City "Cathay Yuching"
 - Taipei City "Lungyun Hsin Tung Chu"
 - Tainan City "Cathay Panyun"
 - New Taipei City "Cathay Bannan"
 - New Taipei City "Garden Park"
- 4. Commercial offices and other**
- Taipei City "Cathay NTPU Industrial R&D Center"
 - New Taipei City "Nanshan Shalun Cultural and Creative Park"
 - Taoyuan City "Longyuan Jing-Jan Plaza"
 - Hualien County "Genesis Social Welfare Foundation Nursing Home"
- 2024**



2024 Construction Sites GRI2-6

As of 2024, the Company has a total of 16 construction projects under development and already contracted, primarily located in northern and southern Taiwan. These projects include 5 in Taipei City, 7 in New Taipei City, 1 in Hualien County, 1 in Tainan City, and 2 in Kaohsiung City.



Company Profile GRI 2-1



Legal Name	Chien Kuo Construction Co., Ltd.
Date of Incorporation	November 21, 1960
The Headquarters	Taipei City, Taiwan
Stock symbol	5515
Paid-in Capital	NT\$2,016,000,840
Affiliates	10 companies
Number of employees of the Group as of the end of 2024	573
Consolidated revenue in 2024	NT\$6,120,883,000
Individual revenue of Chien Kuo Construction in 2024	NT\$6,108,576,000



Sustainability Strategy and Goals GRI2-22

The Company adopts the sustainable development policy of "implementing corporate governance, developing a sustainable environment, maintaining social welfare, and enhancing the disclosure of corporate sustainability information." The sustainable development goal is "A New-generation Construction Team: Powered by technology, embracing social purpose and a humanistic aesthetic."

Vision

A New-generation Construction Team: Powered by technology, embracing social purpose and a humanistic aesthetic.

Mission

E Low-carbon buildings sustainable environment

S Healthy workplace and social contribution

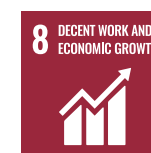
G Strengthen governance information transparency

Values

1. Implement systematic modular construction to reduce construction waste.
2. Develop low-carbon construction methods, introduce low-carbon building materials, and select energy-efficient products to drive green transformation throughout the upstream and downstream supply chains.
3. Develop a smart management system to streamline unnecessary processes and reduce resource waste.

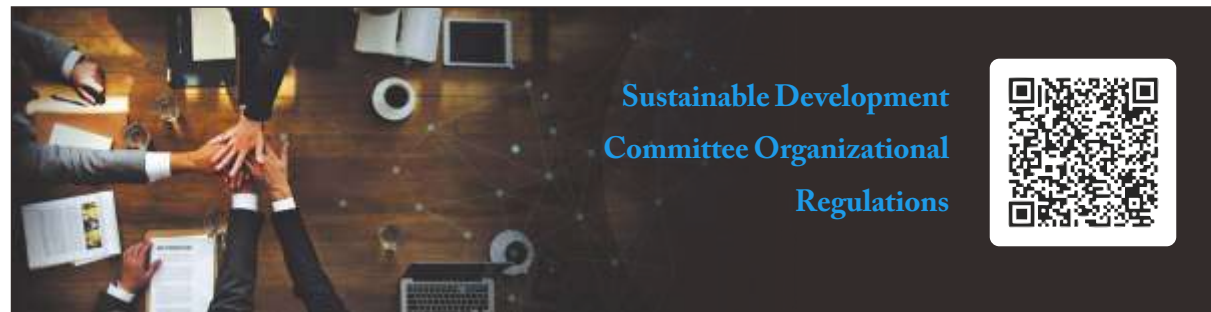
1. Enhance talent development, offer competitive compensation and benefits, and establish a diverse and inclusive workplace.
2. Actively participate in public welfare and support the preservation and passing down of traditional opera culture, committed to giving back to society.
3. Emphasize workplace safety and health to protect the health and safety of employees.

1. Disclose operational information in accordance with the law and hold investor conferences.
2. Strict compliance with laws and regulations to avoid legal risks.
3. Convene the shareholders' meeting with physical attendance supplemented by video attendance, encouraging shareholders to actively participate.





Sustainable Development Governance Organization GRI 2-13, GRI 2-14



On November 11, 2022, the Board of Directors resolved to establish the Sustainability Development Committee, which serves as the Company's highest-level internal decision-making body for sustainability-related matters. The Committee is convened by the Chairman, together with committee members and senior management, to review the Company's core values and operational capabilities, formulate sustainability policies and action plans, and integrate and promote key sustainability topics, including corporate governance, sustainable operations, human rights protection, green construction methods and investment, and social welfare. By resolution of the Board of Directors, Assistant Vice President Lin Yu-Yun was appointed as the Company's Chief Corporate Governance Officer.

The Company has established a Sustainable Development Committee, which, according to the "Sustainable Development Committee Organizational Regulations", is vested with the following responsibilities:

1

Formulating the company's sustainable development policies.

2

Corporate sustainability development, including the establishment of targets, strategies, and implementation plans for sustainable governance, ethical corporate management, and environmental and social aspects.

3

Reviews, monitors, and revises the implementation and effectiveness of the Company's sustainability initiatives, and regularly reports to the Board.

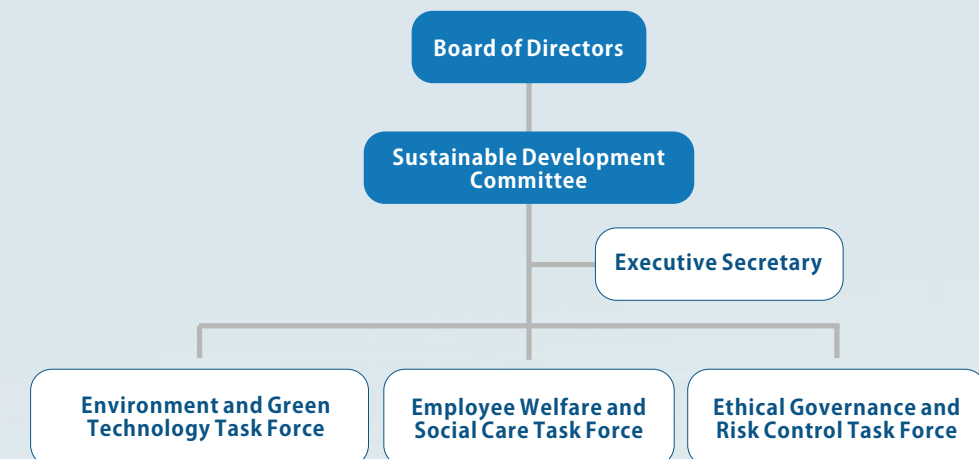
4

Focuses on issues of concern and communication plans for all stakeholders (including shareholders, customers, suppliers, employees, government entities, non-profit organizations, communities, and the media).



There are three major task forces under the Sustainable Development Committee responsible for data collection, planning, evaluation, and implementation of issues related to environmental sustainability, social welfare, and corporate governance. Each team is assigned to relevant business units for executing and collecting data on their respective issues. The execution, tracking, and review of these issues are conducted at different frequencies (daily, weekly, monthly, quarterly, semi-annually, annually). The heads of each unit report the execution results and challenges encountered to the Chairman from time to time to develop relevant solutions. The Executive Secretary is responsible for overseeing these processes. The Sustainability Development Committee convenes meetings annually to review the execution status of sustainability operations and regularly reports the business execution and promotion results for the year to the Board of Directors. Under the supervision and promotion of the Board, the Committee continuously advances the implementation of sustainability development operations.

Sustainable Development Governance Structure



Task Force	Responsible Department	Key Responsibilities
Environment and Green Technology	Office of the General Manager	Climate change and greenhouse gas management.
	Technology Department	R&D of low-carbon construction methods and new technologies.
	General Affairs Department	Energy management
Employee Welfare and Social Care	Human Resource Department	Compensation and benefits, labor relations, and human resource development.
	Business Division	Excellent service and customer satisfaction.
	Department of Safety and Health	Occupational health and safety.
	Public Relations Office	Social welfare and support for cultural activities.
Ethical Governance and Risk Control	Procurement and Contracting Department	Supplier management and green procurement.
	Finance & Accounting Department	Operational performance and risk management.
	Legal Department	Integrity and trustworthiness and risk management.
	Corporate Governance	Corporate governance, sustainable operations, and risk control.
Sustainability Information Disclosure	Audit Office	Internal control system
	Executive Secretary	Sustainable information management policy and information disclosure.

Stakeholders and Material Topics GRI 2-29, GRI 3-1, GRI 3-2, GRI 3-3

Materiality Analysis

Materiality analysis is the first step for Chien Kuo Construction in initiating its ESG strategy and is a core element in preparing the sustainability report. Following the GRI 3 (2021) standards for material topics, we establish a systematic analysis approach by reviewing our own business activities, partnerships, and sustainability context and listening to and collecting stakeholder concerns on various ESG issues to summarize 23 topics relevant to the company's operational characteristics. Through a double materiality assessment, we identify issues that significantly impact both the Company's operations and the environment. Finally, we consult with external experts and scholars to confirm the material topics for the year and extend them into that year's sustainability actions.



Analysis Process

Identification and Selection

1. Identify key stakeholders and relevant ESG issues for the Company:

- According to the AA1000SES stakeholder engagement standard's five principles, the key stakeholders identified include employees, customers/clients, suppliers/contractors, shareholders, project residents/neighbors, and regulatory authorities.
- A survey was conducted targeting key stakeholder groups, with 260 questionnaires collected to understand their level of concern regarding ESG issues.

Determination of Issues and Priorities

- Based on the principle of double materiality, we define the sustainable development impact of the Company's operations on the environment, society, and all stakeholders through impact valuation. This involves evaluating the organizational operational impacts of individual topics, assessing each issue's level of impact on company operations.
- Integrating multiple perspectives, such as the GRI Sustainability Reporting Standards, SDGs, SASB, and other regulations, as well as sustainability assessments like MSCI and Sustainalytics, and researching industry-specific issues, the Company weighs the risk factors of its operational items against long-term sustainability goals. Subsequently, through internal department head surveys, the sustainability impacts of various issues on the economy, environment, and society, as well as their impact on operations, are assessed, followed by discussions in senior management meetings.
- Based on stakeholder feedback and considering industry trends, economic conditions, national policies, and international circumstances, double materiality impact scores with a combined score exceeding 6 points are defined as significant impact issues. A total of 8 material topics have been identified accordingly.

Through the above analysis process and prioritization, after review and evaluation by the Sustainability Development Committee and approval by the Board of Directors, the Company's major concerns for 2024 are **low-carbon construction**, **green procurement**, **occupational safety and health**, **employee compensation and benefits**, **talent cultivation and development**, **risk management**, **ethical corporate management**, **brand market image**, **cybersecurity**, and technology research and innovation, all of which are thoroughly reported in this report.

	High	Higher	Extremely High
Stakeholder Concern Level	<ul style="list-style-type: none"> Employee care Workplace equality and equal opportunity Cybersecurity Risk management 	<ul style="list-style-type: none"> Talent cultivation and development Operating performance Brand market image 	<ul style="list-style-type: none"> Labor and human rights Occupational Safety and Health Employee compensation and benefits Ethical Corporate Management
Impact of Organizational Operations	<ul style="list-style-type: none"> Green procurement Low-carbon construction Sustainable supply chain management Operating performance 	<ul style="list-style-type: none"> Brand market image Ethical Corporate Management Risk management 	<ul style="list-style-type: none"> Talent cultivation and development Occupational Safety and Health Employee compensation and benefits
Impact of Sustainable Development	<ul style="list-style-type: none"> Water Resource Management Occupational Safety and Health Risk management 	<ul style="list-style-type: none"> Energy Management Climate risk response Pollution control 	<ul style="list-style-type: none"> Green procurement Low-carbon construction

Material Issues





Changes in the List of Material Topics GRI 3-2

2023	2024
Climate Change and Environmental Management	Low-carbon construction
Happy Workplace and Sustainable Talent Development	Green procurement
Construction Quality Management	Talent cultivation and development
Occupational Safety and Health	Occupational Safety and Health
Supply Chain Management	Employee salary and benefits
Brand Image	Brand market image
Company operating performance	Ethical Corporate Management
Green Technology and Innovation	Technology Research and Innovation,
	Risk management
	Cybersecurity

List of Material Topics and Management Approach in 2024

Dimensions	Material Topics	Sustainability Implications	Value Chain Impact			Risks and Opportunities	Goals	Management Approach and Evaluation Mechanisms	Corresponding GRI Standards	Corresponding SDGs	Disclosure Chapter
			Inside the Organization	Outside the Organization							
				Upstream	Midstream						
Environmental (E)	Low-carbon construction	Starting from the core value of "Protecting the planet. Creating a sustainable future," we actively address climate change and environmental issues. We are committed to developing green construction methods and procuring energy-saving, low-carbon green products to reduce the environmental and climate impacts generated during operational processes.	✓	Upstream	<div>Risks: The impact of climate change on construction site operations and government carbon pricing policies on operating costs will affect the company's operations.</div> <div>Opportunities: Investing in low-carbon construction methods and technology research and development not only addresses climate change but also increases the company's competitiveness.</div>	<div>● In addition to independent research and development, we will seek opportunities for co-developing green technologies or materials with suppliers.</div> <div>● Utilize systematic aluminum formwork to replace wooden formwork, enhancing construction accuracy and reducing construction waste.</div>	<div>● Developed high-strength reinforcing steel SD690 and obtained certification for the new construction method.</div> <div>● Propose reduction targets and policies based on the results of the Greenhouse Gas Inventory.</div> <div>Developed high-strength reinforcing steel SD690 and obtained</div>	GRI 302 Energy GRI 305 Emissions	<div>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</div> <div>11 SUSTAINABLE CITIES AND COMMUNITIES</div> <div>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div> <div>13 CLIMATE ACTION</div>	Column - Low-Carbon Construction Reduce Carbon Emissions by Over 1,000 Tons	
	Green procurement		✓	Upstream	<div>Risks: Environmental regulations are becoming increasingly stringent, and policies such as carbon pricing pose compliance and cost risks to the company's operations.</div> <div>Opportunities: Attracting customers and suppliers with sustainability awareness not only demonstrates a commitment to sustainability but also increases market collaboration opportunities for the company.</div>	<div>● The registered amount for green procurement in 2024 has exceeded NT\$50 million. Moving forward, efforts will continue to expand the range and quantity of green procurement items.</div>	<div>● Obtained green procurement declaration certification.</div>	No corresponding to GRI standards.		TCFD Disclosure Recommendations Climate Change Risks, Opportunities and Financial Impacts Building a Sustainable Supply Chain	

Dimensions	Material Topics	Sustainability Implications	Value Chain Impact		Risks and Opportunities	Goals	Management Approach and Evaluation Mechanisms	Corresponding GRI Standards	Corresponding SDGs	Disclosure Chapter
			Inside the Organization	Outside the Organization						
				Upstream						
Social (S)	Talent cultivation and development	Establish a friendly workplace that emphasizes talent development and employee care, enabling the organization to achieve sustainable growth.	✓	Midstream	<p>Risks:</p> <p>The greatest risks in the construction industry are the limitations on future development and the decreasing number of young job seekers.</p> <p>Opportunities:</p> <p>Implement a superior and diverse training program that allows talent to find suitable positions aligned with their interests, supporting stable development within the Company. Create a diverse, gender-equal, and supportive workplace that attracts and retains talent.</p>	<ul style="list-style-type: none">• In 2024, a total of 72 educational training courses were conducted, with the objective of maintaining high-quality education and training and offering a rich variety of course content.	<ul style="list-style-type: none">• Offer a variety of advanced training courses in response to functional and managerial needs to develop successors.• Regularly review implementation status and effectiveness through an ongoing assessment process, aligned with the grievance system, and make timely adjustments and corrections.	GRI 404 Training and Education	<div>3 GOOD HEALTH AND WELL-BEING</div> <div>4 QUALITY EDUCATION</div> <div>5 GENDER EQUALITY</div> <div>8 DECENT WORK AND ECONOMIC GROWTH</div>	Retention and Career Development
	Occupational Safety and Health	Provide a safe and healthy work environment for employees, enabling the Company to have a talented and healthy workforce as a valuable asset for sustainable development.	✓	Upstream	<p>Risks:</p> <p>An unsafe workplace can cause physical and mental harm to employees, leading to talent loss. The company also faces legal risks, which in turn can affect its business reputation.</p> <p>Opportunities:</p> <p>Develop intelligent safety management systems to enhance workplace cleanliness and safety management, comprehensively improve the occupational safety and health management system, and provide various health care services to reduce risks.</p>	<ul style="list-style-type: none">• Achieve zero workplace injuries for the entire year.• Promote smoke-free and betel nut-free construction sites.• There were no significant complaints.	<ul style="list-style-type: none">• Continuously adhere to ISO 45001 standards and pass external verification.• Promote employee mental and physical health seminars and ongoing site safety and health training.• Conduct various disaster or emergency response drills periodically to prepare employees for unexpected situations.• Regularly review implementation status, and address and rectify any issues in execution.	GRI 403 Occupational Safety and Health	<div>10 REDUCED INEQUALITIES</div>	Occupational Safety and Health Education Training Safety First
	Employee compensation and benefits	Provide employees with equal pay for equal work, ensuring that all employees receive the same salary treatment regardless of gender, nationality, or other factors, and enjoy equal welfare benefits.	✓	Midstream	<p>Risks:</p> <p>Unequal treatment in the workplace can lead to employees' distrust of the company, resulting in talent loss and negatively impacting the company's reputation and operations.</p> <p>Opportunities:</p> <p>Attract and retain talent by offering salaries above the statutory minimum and comprehensive welfare benefits, while ensuring employee rights through performance evaluations and grievance channels.</p>	<ul style="list-style-type: none">• Achieve a total internal promotion and salary adjustment rate of 25% annually.	<ul style="list-style-type: none">• Implement the Balanced Scorecard (BSC) evaluation system to ensure that talent is recognized through performance and compensation linkage.• There were no employee grievance cases in 2024.	GRI 401 Employment GRI 402 Labor relations GRI 405 Employee Diversity and Equal Opportunity GRI 406 Non-discrimination		Sustainable workplace Remuneration Policy



Dimensions	Material Topics	Sustainability Implications	Value Chain Impact		Risks and Opportunities	Goals	Management Approach and Evaluation Mechanisms	Corresponding GRI Standards	Corresponding SDGs	Disclosure Chapter
			Inside the Organization	Outside the Organization						
Governance	Ethical Corporate Management	Establish trust among customers, employees, suppliers, and society to enhance corporate resilience and brand value.	Upstream	Downstream	Risks: Legal risks and social controversies may cause the company to lose the trust of stakeholders and society, thereby facing the risk of collapse. Opportunities: Enhance social trust, elevate corporate brand image, attract talent and collaboration opportunities, enabling stable business development.	<ul style="list-style-type: none">Continue maintaining the current status of receiving no complaints. Uphold integrity with strict standards.Uphold integrity with strict standards.	<ul style="list-style-type: none">The "Whistleblowing Procedures" were established to regulate the whistleblowing process. Confidential complaint and reporting channels to protect whistleblowers.Continuously reinforce self-discipline through integrity education and training courses.	GRI 2 General Disclosures GRI 205 Anti-corruption GRI 206 Anti-competitive Behavior	 	Ethical Corporate Management Internal Audit
	Brand market image	Establish the company's sustainable value by becoming A New-generation Construction Team: Powered by technology, embracing social purpose and a humanistic aesthetic.	Upstream	Downstream	Risks: Damage to public trust, loss of customers and decline in performance, low employee morale and talent loss. Opportunities: A strong brand market image helps increase market competitiveness, as well as the trust of employees, partners, and other stakeholders in the company, thereby improving business performance.	<ul style="list-style-type: none">Innovative technology research and development, continuously advancing operational management techniques.Actively participate in public welfare activities.Support the promotion of traditional opera culture.	<ul style="list-style-type: none">Continuously research and improve low-carbon construction methods and technologies.Providing public welfare construction activities with professionalism.Provide support through charitable contributions for foundation efforts to promote traditional opera culture.	No corresponding to GRI standards.	 	Pursuing Excellence Social Participation
	Risk management	Implement risk management to ensure transparency of information for stakeholders, facilitate smooth business operations, and establish a secure workplace environment.	Upstream	Downstream	Risks: There is a risk of incurring legal liabilities, operational disruptions, strategic errors, asset impairments, and reputational damage. Additionally, the enterprise is in a passive response mode, vulnerable to impacts, and unable to recover promptly. Opportunities: Implementing risk management can enhance a company's responsiveness and decision-making accuracy, ensure stable business operations, reduce financial and legal risks, and reinforce corporate governance.	<ul style="list-style-type: none">Effectively implement risk management to reduce the impact of high-risk factors on various projects.	<ul style="list-style-type: none">Conduct management in accordance with the "Risk Management Policy and Operational Procedures"Risk management is executed by the Risk Control Team, which regularly reports to the Board of Directors.	GRI 2 General Disclosures		Risk management function Sustainable Environment

Dimensions	Material Topics	Sustainability Implications	Value Chain Impact		Risks and Opportunities	Goals	Management Approach and Evaluation Mechanisms	Corresponding GRI Standards	Corresponding SDGs	Disclosure Chapter
			Inside the Organization	Outside the Organization						
Governance	Cybersecurity	Protect information security, prevent legal violations, reduce operational risks, and promote digital transformation and innovation.	Upstream	Downstream	Risks: Failure to implement information security measures may result in legal liabilities due to personal data breaches, operational disruptions causing damage to business reputation, and triggering comprehensive crises. Opportunities: Increase operational efficiency and system stability to gain the trust of customers and employees.	<ul style="list-style-type: none">Zero data leakageZero complaintsThe non-compliance rate of employees found violating regulations during random inspections is below 5%.	<ul style="list-style-type: none">Cybersecurity vulnerability scanningPhishing email testRegular inspection of employees' computer usage	GRI 418 Customer Privacy	 	Cybersecurity
	Technology research and innovation	The Company is committed to developing innovative technologies and construction methods, leveraging technology to implement intelligent management systems, and creating competitive value advantages.	Upstream	Downstream	Risks: Construction is a highly labor-intensive industry. Faced with the challenges of an aging workforce and declining birth rates, traditional management models have become the greatest risk to the construction sector. Opportunities: By implementing intelligent management and automated construction, labor demand is reduced, which not only addresses the labor shortage issue but also simplifies management processes and lowers operational costs.	<ul style="list-style-type: none">Two new patents and certifications for construction methods will be added each year.The tax credits for R&D achievements continue to grow.	<ul style="list-style-type: none">Continuously develop low-carbon technologies and construction methods, not only evaluating research outcomes based on set targets but also regularly reviewing the current situation to adjust research and development strategies as needed.	No corresponding to GRI standards.	 	Column - Low-Carbon Construction Reduce Carbon Emissions by Over 1,000 Tons Pursuing Excellence



CHIEN KUO
CONSTRUCTION

Corporate Governance

Column - Outstanding Performance in the 11th
Corporate Governance Evaluation

The Corporate Governance Evaluation, commissioned by the Taiwan Stock Exchange and Taipei Exchange and conducted by the Securities and Futures Institute, aims to help investors and companies assess corporate governance performance through evaluation indicators, fostering healthy competition among businesses. In this year's evaluation, a total of 1,749 companies were assessed, with Chien Kuo Construction ranking in the top 6~20% of all listed companies. Among listed companies with a market value of NT\$5 to NT\$10 billion, the Company achieved an outstanding top 5% ranking. This reflects Chien Kuo Construction's leadership in corporate governance, operational performance, and corporate social responsibility, receiving widespread recognition.

Chien Kuo Construction has had roots in Taiwan's construction and building industry for several decades. Adhering to the four core values of "Upholding Virtue, Utilizing Resources, Promoting Welfare, and Fostering Harmony", we commit to and uphold ethical corporate management and information transparency. Continuing to enhance corporate governance, collaborating with supply chain partners to develop environmentally friendly construction methods, and humbly give back to society, the Company strives to become "a new-generation construction team: powered by technology, embracing social purpose and a humanistic aesthetic."

Ranked in the top
6~20%
of all listed companies

in the top
5%
of listed companies
with a market value
of NT\$5-10 billion





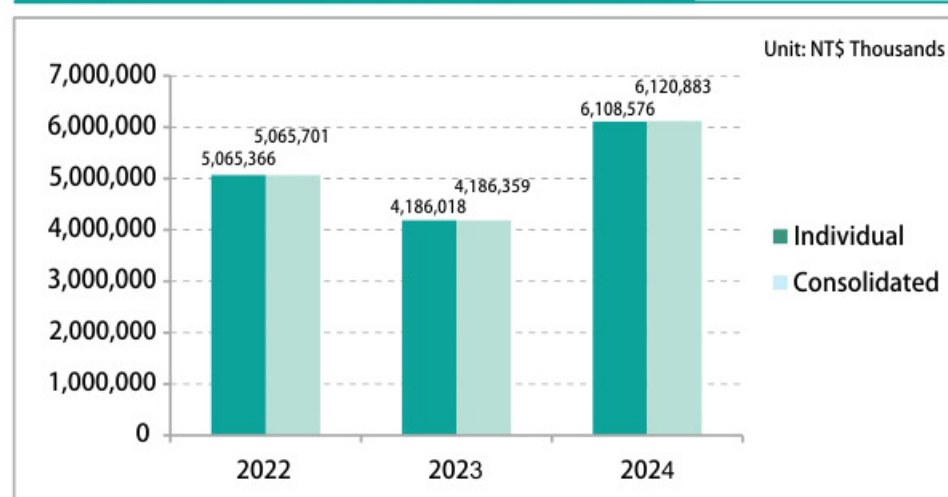
Business Performance GRI 201-1

The financial information reported in this report is consistent with the financial statements and the annual report presented at the shareholders' meeting.

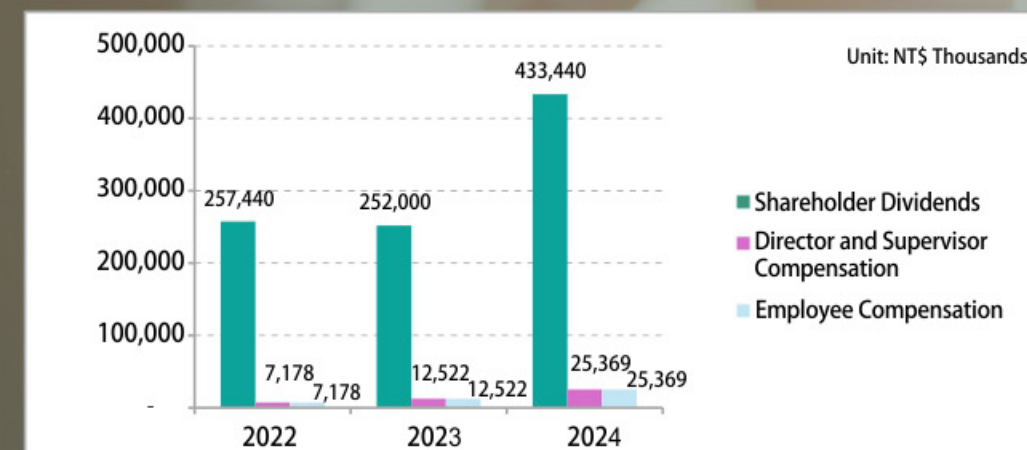
Year	2022	2023	2024
Parent-company-only liabilities to assets ratio	39.44%	40.69%	45.70%
Parent-company-only return on assets	2.40%	4.32%	7.94%
Parent-company-only financial leverage	1.05	1.14	1.01
EPS (earnings per share in NT\$)	0.72	1.34	2.91
Parent-company-only total assets (in thousands of NT\$)	7,828,827	8,177,379	9,089,354
Parent-company-only paid-in capital (in thousands of NT\$)	2,520,001	2,520,001	2,016,001
Parent-company-only retained earnings (in thousands of NT\$)	1,846,895	1,933,720	2,461,097
Parent-company-only shareholder equity (in thousands of NT\$)	4,740,848	4,849,754	4,935,609
Parent-company-only total revenue (in thousands of NT\$)	5,065,366	4,186,018	6,108,576
Parent-company-only operating expenses (in thousands of NT\$)	293,848	308,770	331,083
Parent-company-only operating costs (in thousands of NT\$)	4,523,143	3,803,904	5,366,761
Parent-company-only salary expenses (in thousands of NT\$)	394,964	429,748	435,279
Parent-company-only pension expenses (in thousands of NT\$)	18,010	17,227	15,395
Parent-company-only benefits expenses (in thousands of NT\$)	478,849	519,531	543,196
Parent-company-only pre-tax income (in thousands of NT\$)	224,985	392,356	794,903
Parent-company-only income tax expenses (in thousands of NT\$)	40,870	53,843	113,146

Note: In 2021, some of the reported business performance figures were based on parent-company-only data, while others were based on consolidated data, leading to inconsistencies. Starting from 2022, all reported content has been standardized to reflect parent-company-only data.

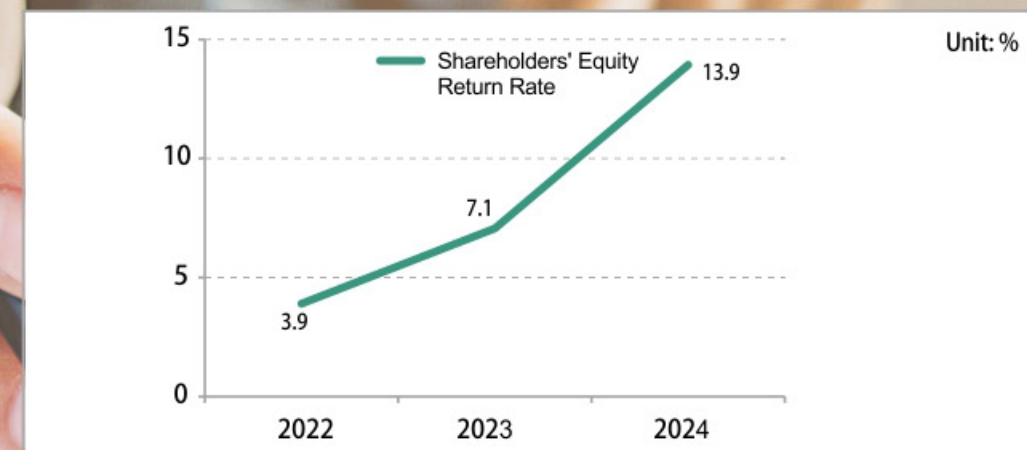
Revenue Performance over the Past Three Years



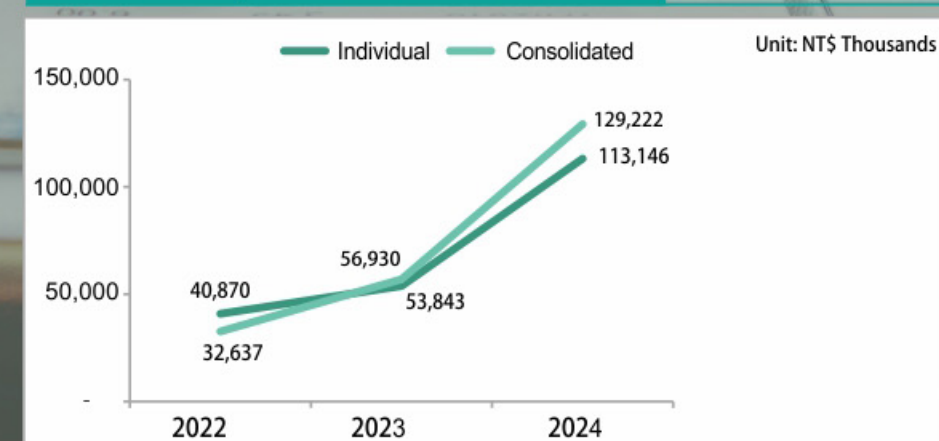
Dividend Distribution Trends in the Last Three Years



Shareholders' Equity Return Rate in the Last Three Years



Income Tax Expenses in the Last Three Years

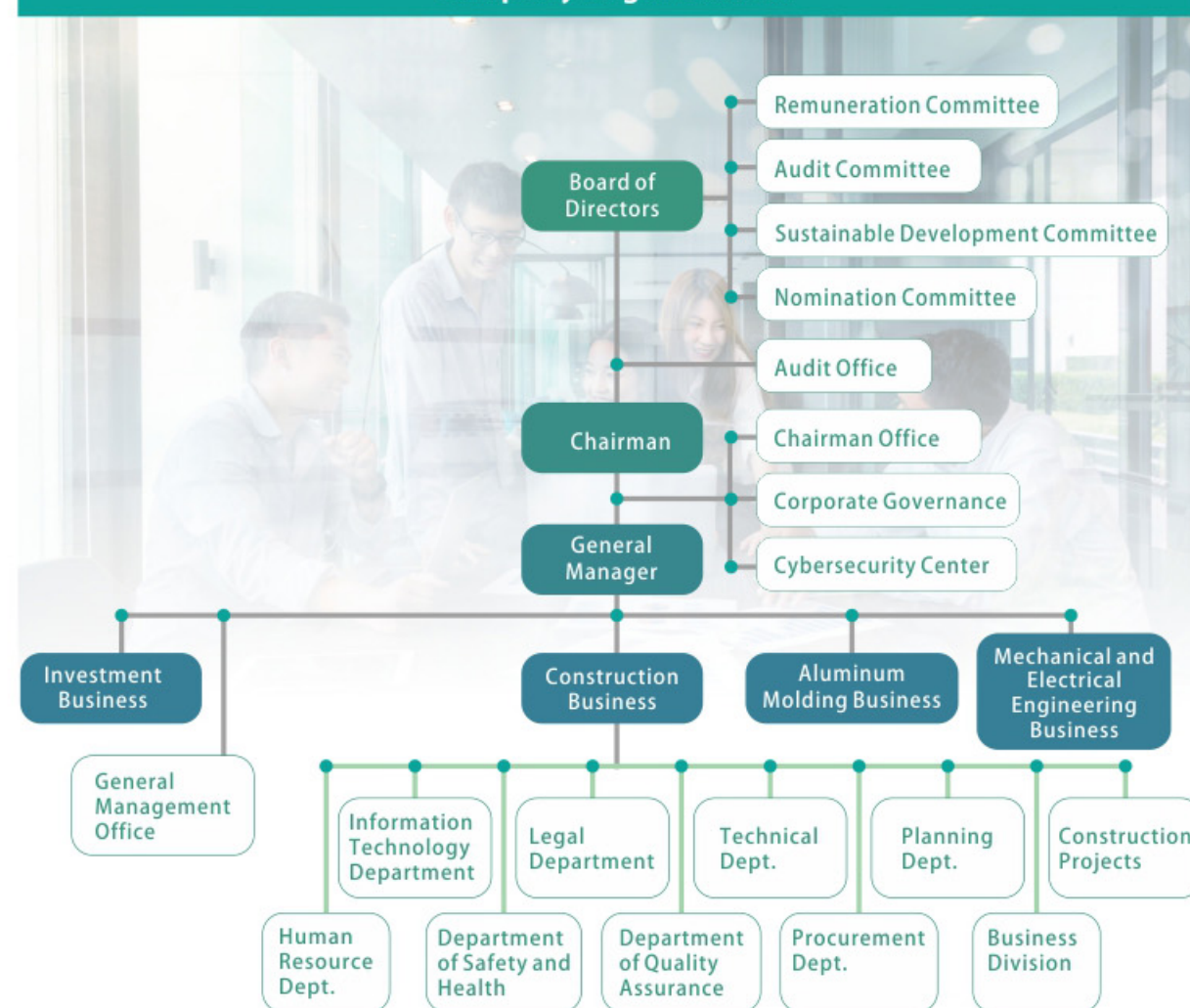




Professional Team GRI 2-9

The Company upholds the core values of "Upholding Virtue, Utilizing Resources, Promoting Welfare, and Fostering Harmony" and implements a business philosophy of honesty and integrity. It fosters a learning organization with a growth mindset and continuously innovates to adapt to changing times. Through a team of like-minded professionals, we are committed to pursuing excellence in quality, fulfilling social responsibility, and advancing towards sustainable mutual prosperity. Board candidates are nominated by the Nomination Committee based on a comprehensive selection mechanism. The Committee carefully evaluates whether the candidates possess the knowledge, skills, and character necessary to fulfill their duties. At the same time, consideration is given to the diversity and sound development of the overall structure of the Board of Directors. Efforts are actively made to introduce female directors, in compliance with the "Articles of Incorporation," "Procedures for Election of Directors," "Corporate Governance Best Practice Principles," and relevant laws and regulations. The current members of the Board of Directors possess professional qualities in construction industry decision-making, crisis management, and leadership. They are capable of formulating major decisions for the company that are forward-looking, objective, and comprehensive, thereby promoting the stable development of the company.

Company Organization



Board of Directors GRI 2-9, GRI 2-10, GRI 2-11, GRI 2-12, GRI 2-15, GRI 2-17, GRI 2-18



The Company held the 23rd Board of Directors election at the shareholders' meeting in June 2024. Mr. Chang-shiou Wu, Mr. Chi-te Chen, Mr. Chen-ching Chen, Mr. Chung Cheng, Mr. Chu-hsin Lee, and Mr. Chi-hsin Chen were elected as directors. Mr. Chin-pao Tsai, Mr. Li-hsing I, and Ms. Tai-sheng Yen were elected as independent directors.

The Chairman of the Board, Mr. Chang-shiou Wu, concurrently serves as the General Manager and Chairman of CKTech Engineering Co., Ltd., a subsidiary of the Company. Among the board members, three seats are held by independent directors, and none of the three independent directors have served more than three consecutive terms. More than one-third of the Board of Directors are independent directors, and there is only one executive director, ensuring a high degree of independence in the composition of the Board of Directors.

The Board of Directors operates in accordance with the "Corporate Governance Best Practice Principles," "Ethical Corporate Management Best Practice Principles," and the "Board Meeting Rules," including the regulation of conflict-of-interest principles for directors. These guidelines ensure the Board of Directors follows legal requirements, maintains Good faith and Recusal of Interest Conflicts, and upholds sound governance functions. To enhance the effectiveness of the Board of Directors, all directors undergo continuous education, either arranged by the Company or through self-initiated training, covering areas such as corporate governance, operational judgment, risk management, business, legal, accounting, financial analysis, and sustainability (ESG), to enhance the directors' professional capabilities. In 2024, all reappointed directors met the 6-hour training requirement set forth by the "Directions for the Implementation of Continuing Education for Directors and Supervisors of TWSE Listed and TPEx Listed Companies." The newly appointed directors of this term, Director Chen-ching Chen and Independent Director Tai-sheng Yen, have also completed 12 hours of continuing education courses in accordance with regulations.



Title	Name	Basic Composition			Professional Background								
		Gender	Employee Status	Age	AdministrationBusiness	Financial Analysis	Crisis Management	Decision-making Leadership and	Knowledgeal dustrial	ManagementCo struction	Risk management	Managem nta Talent	Venture Capital
Chairman	Chang-Shiou Wu	Male	✓	66~70	✓		✓	✓	✓	✓	✓		
Vice Chairperson	Chi-Te Chen	Male		66~70	✓	✓	✓	✓	✓		✓	✓	✓
Directors	Chung Cheng	Male		66~70	✓	✓		✓	✓			✓	
Directors	Chu-Hsin Lee	Male		66~70	✓	✓		✓					✓
Directors	Chi-Hsin Chen	Male		55~60	✓	✓							
Directors	Chen-Ching Chen	Male		31~35	✓	✓					✓		
Independent Director	Chin-Pao Tsai	Male		66~70	✓	✓	✓				✓		
Independent Director	Li-Hsing I	Male		66~70	✓			✓	✓	✓	✓		
Independent Director	Tai-Sheng Yen	Female		71~75		✓						✓	

Note: The disclosed information pertains to directors still in office as of December 2024.

2024 Implementation Status of the Board of Directors

Chien Kuo Construction's Board of Directors convenes at least once every quarter. In 2024, the Board held a total of 8 meetings, with an actual attendance rate of 96.4%, and including proxy attendance, the attendance rate reached 100%. All resolutions made by the Board of Directors are promptly announced on the Market Observation Post System in accordance with regulations. When the matter involves the interests of the director himself or the legal entity he represents, the relevant director shall also comply with the legal requirements for conflict of interest avoidance and shall not participate in the discussion or voting on the matter.





To strengthen the functions of the Board of Directors, functional committees are established under the Board. These committees assist in reviewing various proposals according to their respective authorities and divisions of labor, aiming to enhance decision-making quality and governance effectiveness.



Actual
Attendance
Rate of

96.4%

Functional Committee

	Committee Members	Committee Responsibilities	Number of Meetings/ Attendance Rate in 2024	Organizational Charter
Audit Committee	Chin-Pao Tsai, Independent Director (Convener)	Responsible for overseeing financial reporting, investment matters, internal control mechanisms, and audit operations, as well as monitoring the company's operational risks.	Held 6 meetings with an actual attendance rate of 94.4%, and a proxy attendance rate of 100%	
	Li-Hsing I, Independent Director			
	Tai-Sheng Yen, Independent Director			
Remuneration Committee	Tai-Sheng Yen, Independent Director (Convener)	Responsible for reviewing the remuneration policies for directors and managers, regularly evaluating the performance achievements of directors and managers, and determining individual salary and remuneration amounts.	Held 4 meetings with an actual attendance rate of 91.7%, and a proxy attendance rate of 100%	
	Chin-Pao Tsai, Independent Director			
	Li-Hsing I, Independent Director			
Sustainable Development Committee	Chang-Shiou Wu, Chairman (Convener)	Responsible for planning, promoting, and supervising the company's sustainable development strategies and execution results across environmental, social, and corporate governance (ESG) aspects, and reporting to the Board of Directors to assist the Board in making decisions that align with sustainable development goals.	Held 2 meetings with an actual attendance rate of 100%	
	Chi-Te Chen, Director			
	Chen-Ching Chen, Director			
Nomination Committee	Chin-Pao Tsai, Independent Director	Formulate selection criteria for directors and senior executives, review candidate qualifications, assess the independence of independent directors, and regularly review the director training program and senior management succession plan.	Held 3 meetings with an actual attendance rate of 100%	
	Chen-Ching Chen, Director			



Relationship Between the Top 10 Major Shareholders

GRI 2-15

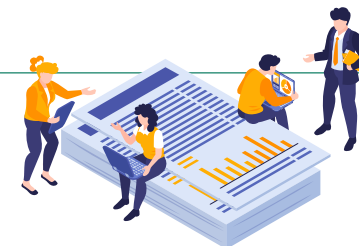
Among the top 10 shareholders by shareholding ratio, Mr. Chi-Te Chen and Mr. Chen-Ching Chen serve as directors of the Company. If either director has a conflict of interest regarding a proposal in the Board of Directors meeting, they shall declare it in accordance with the law and abstain from voting and discussion to maintain the fairness and independence of the Board of Directors' decision-making.

Name (Note 1)	Personal Shareholding		Spouse & Minor Shareholding		Combined Shareholding by Nominee Arrangement		Name and Relationship Between the Company's Top Ten Shareholders, or Spouses or Relatives Within the Second Degree of Kinship (Note 3)		Note
	Shares	Shareholding Ratio	Shares	Shareholding Ratio	Shares	Shareholding Ratio	Title (or name)	Relationship	
Chien Hwei Investment Co., Ltd. Chairman: Chi-Te Chen	37,769,225	18.73%	0	0.00%	0	0.00%	Rock Publishing International, Te Ching Investment Co., Ltd.	Chairman is the same person	
Chi-Te Chen	15,075,311	7.48%	1,681,337	0.83%	0	0.00%	Child Chen-Ching Chen	Relatives within second degree of kinship	
Chen-Ching Chen	11,428,412	5.67%	0	0.00%	0	0.00%	Chi-Te Chen	Relatives within second degree of kinship	
							Te Ching Investment Co., Ltd.	Supervisor of the Company	
Rock Publishing Intl. Chairman: Chi-Te Chen	7,578,226	3.76%	0	0.00%	0	0.00%	Chien Hwei Investment Co., Ltd., Te Ching Investment Co., Ltd.	Chairman is the same person	
TCC Group Holdings CO., LTD. Chairman: An-Ping Chang	6,017,788	2.99%	0	0.00%	0	0.00%	None	None	
Te Ching Investment Co., Ltd. Co., Ltd. Chairman: Chi-Te Chen	4,728,000	2.35%	0	0.00%	0	0.00%	Chien Hwei Investment Co., Ltd., Rock Publishing Intl	Chairman is the same person	
							Chen-Ching Chen	Supervisor of the Company	
Chase escrow JP Morgan investment account	3,232,512	1.60%	0	0.00%	0	0.00%	None	None	

Name (Note 1)	Personal Shareholding		Spouse & Minor Shareholding		Combined Shareholding by Nominee Arrangement		Name and Relationship Between the Company's Top Ten Shareholders, or Spouses or Relatives Within the Second Degree of Kinship (Note 3)		Note
	Shares	Shareholding Ratio	Shares	Shareholding Ratio	Shares	Shareholding Ratio	Title (or name)	Relationship	
Shengong Investment Co., Ltd.	3,150,000	1.56%	0	0.00%	0	0.00%	None	None	
UBS Europe SE investment account under the custody of Citi Commercial Bank (Taiwan)	2,378,351	1.18%	0	0.00%	0	0.00%	None	None	
Hsin-I Chen	1,832,591	0.91%	0	0.00%	0	0.00%	None	None	

Note

- Note 1:**Please separately identify the names of the top 10 shareholders and, where the shareholder is a corporation, separately list the names of the corporate shareholder and its representative.
- Note 2:**The calculation of shareholding ratio should separately indicate the percentage of shares held under the person's own identity, under spouse, minor children, and by nominee arrangement.
- Note 3:**The relationships between the shareholders listed above, including juristic persons and natural persons, shall be disclosed in accordance with the Regulations Governing the Preparation of Financial Reports by Securities Issuers.
- Note 4:**As of the book closure date for shareholder register, April 15, 2025, the information was consistent with the annual report.





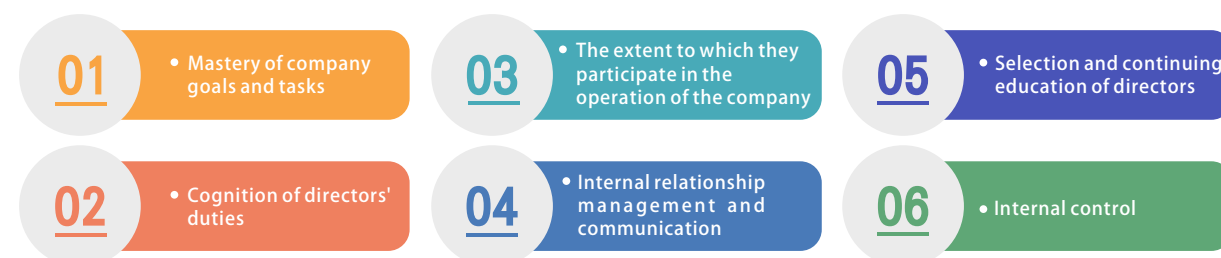
Board of Directors (including functional committees) Performance Evaluation GRI 2-18

To implement corporate governance and enhance the functioning of the Board of Directors, we have established the "Regulations Governing Evaluation of Board Performance," conducting annual evaluations based on the procedures and criteria set forth therein. The Corporate Governance Officer distributes the "Self-Assessment Form for Board Members" and "Self-Assessment Form for Functional Committee Members" to all directors and committee members. The results are then calculated for each indicator. The performance evaluation report is presented to the Board of Directors before the end of the first quarter of the following year and is disclosed on the Company's website.

The 2024 performance evaluation of the Board of Directors was completed in Q1 2025. The evaluation covered board members who were still in office as of December 31, 2024. All results were rated as "Beyond the Standard." The evaluation results were reported to the Board of Directors on March 14, 2025. In addition, according to the "Regulations Governing Evaluation of Board Performance," an external evaluation shall be conducted at least once every three years. The Company's most recent external evaluation was commissioned to the Taiwan Investor Relation Institute (TIRI) and completed in October 2023. The next evaluation is scheduled for October 2026.



Performance Self-Evaluation Items of Board of Directors



2024 Board of Directors and functional committees' performance evaluation



The Board of Directors' performance evaluation has achieved an average score of

95.32
surpassing the set standard.

The outcome of the self-conducted evaluation by Functional Committees are all beyond the standard.

Functional Committee	Score	Evaluation Outcome
Audit Committee	96.95	Beyond the standard
Remuneration Committee	96.95	Beyond the standard
Sustainable Development Committee	99.69	Beyond the standard
Nomination Committee	97.28	Beyond the standard

Remuneration Policy GRI 2-19

Pursuant to Article 23 of the Company's Articles of Incorporation, the remuneration for directors shall be determined according to the "Regulations Governing Allocation and Payment of Remuneration to Directors," based on the results of the performance evaluation of the Company's Board of Directors. In addition to considering the overall operational performance of the Company, potential industry risks, and future development trends, the evaluation of reasonable remuneration shall also take into account individual target achievements and contributions to the Company's performance.

The Company managers' remuneration consists of a basic salary and supplementary salary. The base salary is determined based on job title, job grade, educational background, professional experience, professional competence, and job responsibilities. It also takes into account the industry peer standards through a comprehensive evaluation to ensure market competitiveness and internal fairness. The supplementary salary system adopts a floating mechanism, combined with the Balanced Scorecard (BSC) performance evaluation system introduced by the Company. This system comprehensively assesses finance, customer, internal process, learning, and sustainability aspects, including indicators such as quality, low-carbon management, key talent development, succession planning, cybersecurity, and digital intelligence management. The weighting of each indicator varies according to job responsibilities and the nature of the position, rewards and incentives are then issued ensuring a clear link between remuneration and sustainability objectives while strengthening the organization's commitment to ESG responsibilities.

To ensure the fairness and rationality of the system, the Company will regularly review and adjust its remuneration policies based on actual operational conditions and relevant regulatory requirements to balance sustainable development and risk management.

Remuneration Determination Process GRI 2-20

The Remuneration Committee is responsible for reviewing the correlation between the performance of the Company's directors and managers and their remuneration, establishing a reasonable, market-competitive, and performance-linked remuneration system. The committee comprehensively considers the remuneration levels of industry peers, individual performance evaluation results, actual time invested and scope of responsibilities, achievement of personal goals, overall performance in concurrent positions, as well as the company's historical salary benchmarks for personnel at equivalent job levels. It reviews whether the remuneration provided by the company is reasonable and competitive in the market. Simultaneously, the committee assesses the achievement of the company's short-term and long-term business objectives, overall operational performance, financial condition, and potential risk factors to ensure a reasonable correlation between remuneration decisions and the company's business outcomes.



Annual Total Remuneration Ratio GRI 2-21

15.95

The ratio of the annual total remuneration of the highest-paid individual in the Company to the median annual total remuneration of employees (excluding the highest-paid individual)

- 0.44

The increase ratio of the annual total remuneration of the highest-paid individual in the company to the increase ratio of the median annual total remuneration of employees (excluding the highest-paid individual)

Note

- 1.The formula for calculating the annual remuneration median ratio: Highest annual salary of an individual for that year / Median annual salary of individuals for that year.
- 2.The formula for calculating the annual remuneration increase ratio: Percentage increase of the highest annual salary of an individual for that year / Percentage increase of the median annual salary of individuals for that year.

Ethical Corporate Management GRI 2-25, GRI 2-26

Material Topic: Ethical Corporate Management

"Ethical Corporate Management Best Practice Principles"



<https://www.ckgroup.com.tw/storage/app/uploads/public/681/478/139/68147813930c8642952721.pdf>

"Code of Ethical Conduct"



<https://www.ckgroup.com.tw/storage/app/uploads/public/681/478/708/681478708614e939161370.pdf>

"Whistleblowing Procedures"



<https://www.ckgroup.com.tw/storage/app/uploads/public/681/47c/318/68147c3187c5a906001684.pdf>

Chien Kuo Construction centers on Upholding Virtue, upholding principles of integrity, honesty, fairness, and transparency. It fully implements these principles in its operations, strictly prohibiting any form of improper benefit transfer and fraudulent conduct. In accordance with the Financial Supervisory Commission's "Regulations Governing the Establishment of Internal Control Systems by Public Companies," we have established the "Internal Control System" through resolutions of the Board of Directors. Based on the operational objectives, management structure, and workflows of each business unit, we plan and implement effective internal control mechanisms to ensure compliance with internal regulations and laws. In addition, the "Ethical Corporate Management Best Practice Principles" and the "Code of Ethical Conduct" have been established to strengthen employees' recognition and practice of the values of honesty, integrity, and incorruptibility, thereby implementing the corporate management culture.



2024 Promotion of Integrity Status



Integrity education and training were conducted for new employees, totaling
20.5 man-hours



The "Ethical Corporate Management Series Training: Analysis of Breach of Trust Cases" had a total of
310 man-hours





Conveying the Company's Ethical Corporate Management Philosophy Annual Conference "Upholding Virtue Seminar," with 108 participants, totaling
432 man-hours



Internal Control System

The Company's Audit Office is an independent unit under the Board of Directors, staffed with professionally qualified audit personnel responsible for conducting internal audit operations. The Audit Office conducts audit work in accordance with the "Internal Control System," various internal operational regulations of the company, and the latest legal requirements, to ensure compliance with the internal control system and the effectiveness of its operation. The audit report and the follow-up on the rectification of deficiencies will be regularly or irregularly reported to the Chairman, the Audit Committee, and the Board of Directors for review and continuous improvement of the internal governance mechanism.

The Company has established the "Whistleblowing Procedures" to regulate the whistleblowing process and has set up a dedicated complaint channel. This provides employees and relevant stakeholders with a safe, confidential, and uninterrupted reporting channel to report any suspected illegal activities, fraud, or violations of the Company's code of ethics. In addition to establishing multiple reporting channels and confidentiality and protection mechanisms, an independent unit is designated to handle, investigate, and process reported cases to ensure impartiality. Regular institutional briefings and ethics training are conducted for all employees to strengthen a culture of compliance.

Scope of Application	Complaint Email and Channels
 Employees, suppliers, contractors, customers, and other stakeholders	Audit Office audit@ckgroup.com.tw +886-2-2784-9730 #160 20F, No. 67, Sec. 2, Dunhua South Road, Da'an District, Taipei City 10682
 Directors or senior executives	Audit Committee Audit_Committee@ckgroup.com.tw

In 2024, no incidents of fraud occurred, nor were there any reports of violations of business ethics, integrity, or honesty, and no litigation disputes arose.

Risk management

Material Topic: Risk Management



"Risk Management Policy and Operational Procedures"

<https://www.ckgroup.com.tw/storage/app/uploads/public/68146efad/68146efad0197362078628.pdf>

2024 Risk Management Operations

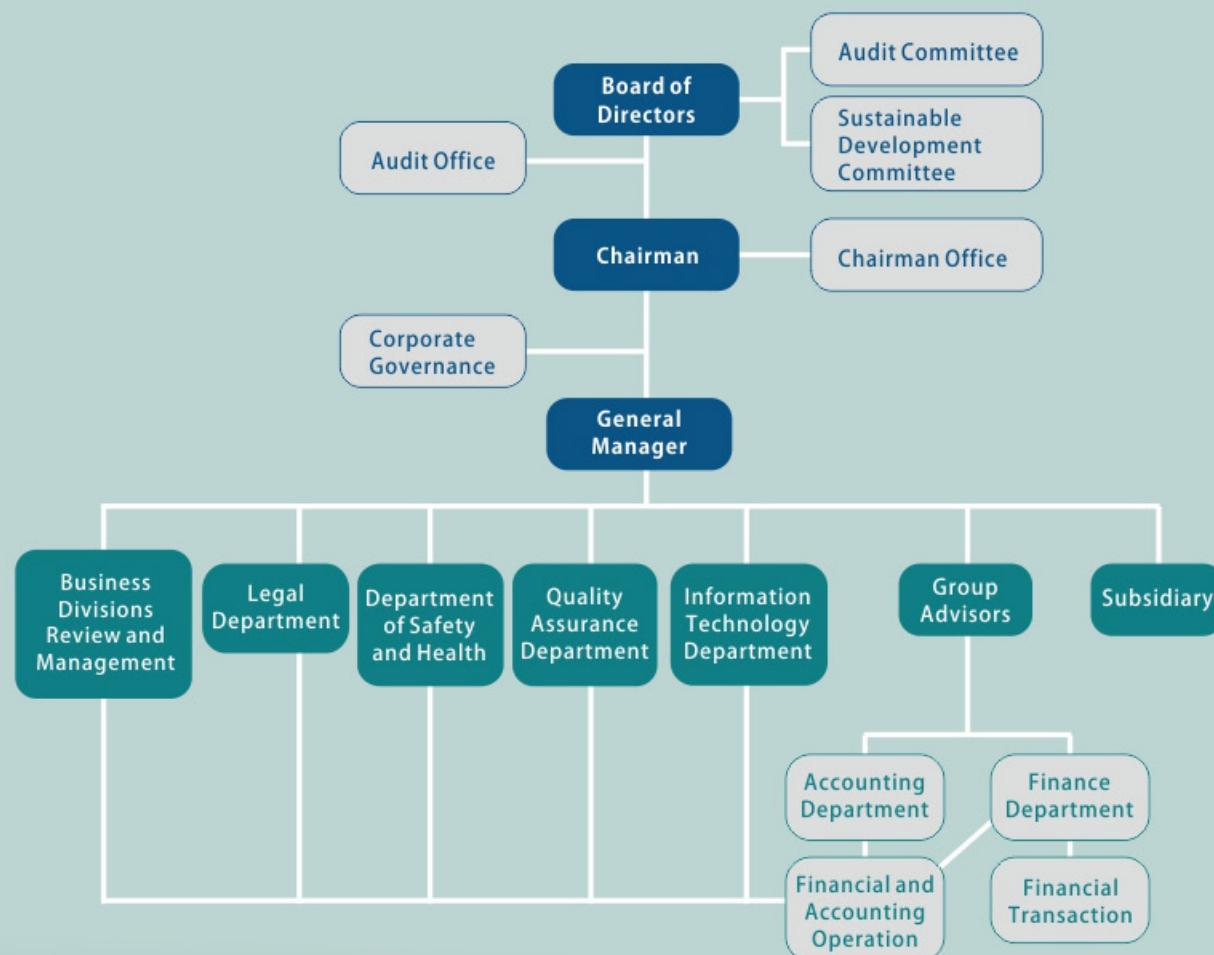


The Company established the "Risk Management Policy and Operational Procedures" on November 12, 2021, and completed the latest revision on November 10, 2023, serving as the guiding principles for the company's operational risk management strategy, and establishing a sound governance structure and division of responsibilities. The Board of Directors is the highest decision-making body for risk management, responsible for reviewing and approving risk management policies and systems. It establishes the Audit Committee and the Sustainability Development Committee to oversee major risk controls. The Chairman and the Risk Management Team are responsible for risk identification and the execution of risk strategies, while each business unit serves as the first line of risk management responsibility.

The Company divides its operational processes into nine major operational cycles and requires each relevant unit to regularly perform risk identification, control measures, internal audits, and report to senior management according to their respective responsibilities. For various types of risks, appropriate response measures are taken according to their nature, including risk identification, risk avoidance or mitigation, risk assumption or sharing, and the thorough implementation of subsequent corrective and follow-up actions to ensure the effectiveness of the risk control mechanism.

To strengthen information transparency and protect the rights and interests of stakeholders, the Company also regularly discloses the operation status of risk management in the investor section of the official website.

Risk Management Organization Structure and Responsibilities



Risk Management Process



According to the types of contracts and their execution stages, responsible management personnel establish various risk control mechanisms to implement and ensure capital adequacy and solvency. A risk matrix for the construction project operations is developed based on the impact of risks and the effectiveness of control. Immediate mitigation measures are taken for identified high-risk items, while medium risks are addressed by improving or optimizing existing measures. Risks at a safe stage are continuously monitored and maintained within the Company's risk tolerance to ensure the achievement of the Company's sustainability goals. The implementation status of risk management for 2024 was reported to the Board of Directors on December 27, 2024.





2024 Risk Management Operations

Risk Items	Material Topics	Impact	Risk Strategy and Operational Status
Price Fluctuations		Profit decline	1.Increase risk reserves. 2.Procure critical materials immediately after winning the bid.
Cybersecurity	✓	<ul style="list-style-type: none">Important data lossImpact on operations during system recoveryDamage to corporate image	1.Stage-wise update of software and hardware. 2.Conduct social engineering drills and educational training to increase employees' cybersecurity awareness. 3.Regularly conduct "Computer Information Security Audit and Spot-Check Procedures" to strengthen employees' awareness of information security protection. 4.Promote respect for intellectual property rights and the regulations regarding penalties for illegal use.
Quality Management		<ul style="list-style-type: none">Increased repair costsLoss of customer trustDamage to company image	1.Comprehensive planning before construction. 2.Thorough audit and review. 3.Develop a growth mindset through learning from mistakes.
Occupational Safety and Health	✓	<ul style="list-style-type: none">Occupational safety and health issuesIncreased implementation costsConstruction site work disruption riskDamage to company image	1.Introduce and implement ISO 45001 occupational health and safety management system. 2.Formulate and strictly implement various occupational safety measures, protection standards, operational standards, and installation standards. 3.Conduct regular safety and health evaluations at each construction site, and provide rewards or impose penalties accordingly. 4.Implement 7S to enhance the internal audit and internal control standards for workplace safety and health at construction sites.
Climate Risk		<ul style="list-style-type: none">Work duration extendedIncreased costsOccupational safety issuesCarbon emissions issues	1.Conduct greenhouse gas inventories and management in compliance with the ISO 14064-1 standard. 2.Implement and continuously improve the ISO 14001 Environmental Management System. 3.Actively invest in the research and development of low-carbon construction methods and technologies. 4.Implement temperature monitoring at construction sites. 5.Optimize the environment of rest areas. 6.Strengthen health education and awareness initiatives.
Technology research and innovation	✓	<ul style="list-style-type: none">Loss of technical exclusivityPatent royalty loss	1.Apply for patents or new process certifications for R&D outcomes to protect intellectual property rights. 2.Collaborate with construction contractors to check for infringement.

Internal Audit

The Company's Audit Office regularly reviews and supervises the execution status of each unit based on the nine major operational cycles outlined in the annual audit plan. This supports the Company in maintaining ethical corporate management and adhering to risk control measures. In 2024, a total of 39 audit items were reviewed, resulting in 13 audit reports. A total of 21 identified deficiencies have been addressed, with improvements implemented. For these deficiencies, enhanced training and process reviews have been conducted to reduce the likelihood of future errors. The Internal Audit supervisor periodically reports audit results to the Audit Committee and often communicates with independent directors and CPAs to continually optimize control mechanisms.

The Nine Major Operational Cycles

- Business contracting cycle
- Procurement and distribution management cycle
- Project management cycle
- Financing cycle
- Subsidiary supervision cycle
- Fixed assets cycle
- Computerized information management operations
- Payroll and remuneration cycle
- Investment management cycle

Audit Item List

- Audit category
- Internal control system self-assessment
- Derivatives trading (monthly)
- Quarterly endorsement guarantees
- Quarterly fund loans
- Committee meeting operations
- Legal compliance



2024 Communication between the Internal Audit Officer, independent directors, and CPAs

Date	Communication Content
2023.10 ~ 2024.11	Audit report for November 2023 to November 2024.
2024.1.19	The Extraordinary Meeting of the Provisional Audit Committee reviewed and approved the 2024 budget report.
2024.03.13	This report outlines the implementation status of the audit plan for the period from October to December 2023. It includes a review of internal control deficiencies, follow-up on unresolved audit issues, and the approval of the internal control self-evaluation effectiveness report and the annual internal control statement.
2024.05.8	This report outlines the implementation status of the audit plan for the period from January to March 2024. It includes a review of internal control deficiencies, follow-up on unresolved audit issues.
2024.5.8	The independent director communicates with the audit supervisor independently for 20 minutes on related-party transaction operations and associated internal control issues.
2024.08.14	This report outlines the implementation status of the audit plan for the period from February to June 2024. It includes a review of internal control deficiencies, follow-up on unresolved audit issues.
2024.10.30	Industry briefing and issue communication with newly appointed independent director Ms. Yen.
2024.11.12	This report outlines the implementation status of the audit plan for the period from May to September 2024. It includes a review of internal control deficiencies, follow-up on unresolved audit issues, and the approval of the proposed audit plan for the following year.
2024.12.27	This report outlines the implementation status of the audit plan for the period from October to November 2024. It includes a review of internal control deficiencies and an update on the status of unresolved audit issues.



2024 Communication between CPAs and Independent Directors

Date	Communication Content
2024.3.13	Audit results of the 2023 consolidated financial statements, long-term construction contracts, significant risks such as potential management override of controls, and non-assurance services for 2023. Proposal for discussion on the appointment of CPAs certifying the 2024 financial statements.
2024.3.13	The communication between independent directors and the CPAs lasted for 25 minutes, regarding the execution of audit operations.
2024.11.12	Discussion on the consolidated financial statements for the third quarter of fiscal year 2024, the annual audit plan, group audit strategy, upcoming applicable standards and regulations, and the proposal to add the "Procedures for Pre-Approval of Non-Assurance Services Provided by Certified Public Accountants."
2024.11.12	The communication between independent directors and the CPAs lasted for 25 minutes, regarding the execution of audit operations.
2024.12.27	The CPA should report the Firm's various audit quality indicators (AQI) and with a score report compared with peers to independent director.



2024 Communication between the Internal Audit Supervisor,
independent directors, and CPAs

Legal Compliance GRI 2-27, GRI 413-2

Chien Kuo Construction considers regulatory compliance to be the foundation of corporate governance and risk management. Major violations refer to incidents involving fines or administrative penalties imposed by government authorities due to violations of the "Company Act", "Securities and Exchange Act", information disclosure regulations, or other domestic supervisory regulations.

No major violations occurred in 2024. For other minor violations, the Company has addressed them following corrections by competent authorities, and it has strengthened internal controls and training to prevent similar incidents from recurring. The Company will continue to implement compliance management to ensure legal operations and safeguard the rights of stakeholders.

In 2024, labor inspections resulted in fines totaling NT\$260,000.

Work Area	Date	Subject	Penalty Amount	Improvement Measures
Zuoying Social Housing	2024/04/17	Violations of Article 26 and Articles 27 of the Occupational Safety and Health Act on July 9, 2023	200,000	Increase cooling Measures and air conditioning to mitigate heat hazards during the summer
Dingfu Social Housing	2024/07/23	Violation of Article 6, Occupational Safety and Health Act	30,000	Elevator shaft opening locked
Dingfu Social Housing	2024/10/30	Violation of Article 6, Occupational Safety and Health Act	30,000	Warning for protruding objects in passageways

In 2024, a fine of NT\$293,900 was imposed for violations of environmental regulations.

Date	Official Letter No.	Violation of Provisions	Violation of Regulations Contents	Amount (NT\$ Ten Thousands)
2024/2/29	Order Ref. No. Noise 22-2024-010394	Article 9 of the Noise Control Act	The construction noise exceeds the permissible limit of 67 decibels	3.6
2024/3/20	Order Ref. No. Noise 22-2024-020229	Article 9 of the Noise Control Act	The construction noise exceeds the permissible limit of 67 decibels	7.2
2024/4/19	Order Ref. No. Noise 22-2024-030179	Article 9 of the Noise Control Act	The construction noise exceeds the permissible limit of 67 decibels	7.2
2024/6/18	Order Ref. No. New-Taipei-Environment-Inspection-41-2024-051233	Article 27, Waste Disposal Act	Failure to properly manage and pay attention to environmental maintenance	0.24
2024/7/3	Order Ref. No. Noise 22-113-060086	Article 9 of the Noise Control Act	The construction noise exceeds the permissible limit of 67 decibels	3.6
2024/9/23	Order Ref. No. Noise 22-2024-080325	Article 9 of the Noise Control Act	The construction noise exceeds the permissible limit of 67 decibels	1.8
2024/9/24	Order Ref. No. Waste-40-114-080103	Article 27, Waste Disposal Act	Road pollution	0.48
2024/10/15	Order Ref. No. New-Taipei-Environment-Inspection-30-2024-090011	Article 18 of the Water Pollution Control Act	The number of sedimentation tanks does not match the quantity specified in the project proposal	4.55
2024/12/04	Order Ref. No. Waste-40-114-010014	Article 27, Waste Disposal Act	Road pollution	0.48
2024/12/17	Order Ref. No. Waste-41-114-010526	Article 27, Waste Disposal Act	Road pollution	0.24
Total				29.39



Cybersecurity



Material Topic: Cybersecurity

Cybersecurity and confidential information protection are Chien Kuo Construction's commitments to our clients, supply chain partners, and all employees. We strive for zero data leakage and continue to implement cybersecurity management mechanisms to ensure the integrity and confidentiality of operational information.

To strengthen the information security governance system, the Company officially established the "Cybersecurity Center" in December 2023. Manager Chang-Yuan Li of the Information Department serves as the dedicated Chief Cybersecurity Officer, with an additional dedicated security personnel. This team is responsible for comprehensive promotion of the planning and implementation of cybersecurity strategies. In addition to continuously phasing out and updating the hardware and software of information systems, cybersecurity equipment is also being simultaneously enhanced to improve overall protection capabilities.

In 2024, there were no incidents of customer data leakage caused by information security events, no violations of personal data protection, no fines imposed by regulatory authorities, nor any judicial litigation. Additionally, there were no complaints filed against the Company by third parties or regulatory authorities regarding personal data protection issues.

To further enhance proactive defense capabilities, the Company has officially implemented the MDR (Managed Detection and Response) 24/7 anti-hacking mechanism since December 2024. This system continuously monitors the operational status of all internal hosts, effectively identifying potential threats and responding promptly, thereby comprehensively strengthening the enterprise information security defense line.

2024 Cybersecurity Implementation Status

Item	Measures	Effectiveness
1 Vulnerability Scanning	Conduct on-site inspections of critical servers for malicious programs and enhance cybersecurity defense measures accordingly.	In 2024, the primary system vulnerability scans have been completed, covering the majority of core platforms. The overall risk status is controllable, and no significant anomalies have been detected.
2 Remote VPN Access Control	Enhance security by switching VPN access to two-factor authentication, preventing unauthorized access or theft in case of account and password leaks.	Linking completion rate: 100% (applicable to All VPN User Accounts)
3 Cybersecurity awareness	Including email security, computer usage security, and software usage security.	1.Number of transmissions: 11 times 2.Coverage: 400 employees 3.Cumulative push notifications sent: 4,400 messages
4 Social Engineering	Social Engineering Drill: Through the irregular sending of phishing emails, we will test and strengthen training on common employee error types, thereby enhancing cybersecurity awareness.	1.Total number of phishing emails sent: 1,935 2.Supplementary training sessions: 4 Cybersecurity Education and Training Sessions 3.Total Training Hours: 176 hours
5 Information Security Audit	Conducted periodic checks on employee computer usage to identify improper use that could increase Cybersecurity risks. Any deficiencies found were addressed immediately and tracked for follow-up.	1.Sampling Rate: 30% 2.Failure rate: Approximately 5.8%
6 Backup Management	Automatic backups are performed on a periodic basis using the system and NAS, implementing three backup modes: local, offsite, and offline.	1.Reporting frequency: Once per quarter, totaling 4 times. 2.Coverage: All company departments and various construction site units 3.Reporting completion rate: 100% (no delays or omissions) 4.Missing records: 0 major omissions
7 Disaster Recovery Drills	Emergency response and recovery plans following hacker intrusions or other damages to the P6 system, electronic forms, and JDE system.	1.Number of drills: A total of 2 times 2.Scope: Major business systems and key platforms 3.Execution result: The entire process proceeded smoothly without any interruptions or abnormalities.



Material Topic: Low-carbon construction,
technology research and innovation

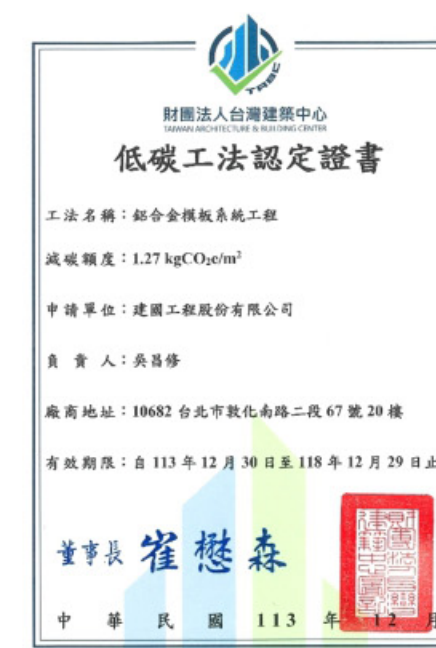
Column - Low-Carbon Construction Reduce Carbon
Emissions by Over 1,000 Tons

Chien Kuo Construction focuses on its core business of professional construction management, committed to actively seeking environmentally friendly innovations while ensuring quality. In the formwork engineering sector, we lead the industry by investing resources to introduce aluminum alloy formwork and have established a professional team to evaluate the conditions of each construction site and select the most suitable projects for implementation.

In 2023, the Company took the lead in successfully implementing an aluminum alloy formwork system to replace tradition timber formwork at Zuoying Chongshi Social Housing, achieving favorable results and positive feedback. Building on this achievement, in 2024, the template reuse strategy will be further promoted in the Dingfu social housing project in New Taipei City. Aluminum alloy formwork previously used in the Zuoying Chongshi social housing will be effectively received and reused. Coupled with precise measurement technology, this approach not only reduces construction errors and improves construction efficiency but also realizes material recycling. The construction site is also cleaner due to the absence of wood chips and nails, thereby implementing environmental protection and sustainable building concepts.

The use of aluminum alloy formwork construction methods achieved a carbon reduction of 1.27 kg CO₂/M². Based on the formwork area of approximately 300,000 M² at Dingfu social housing, the use of aluminum formwork in this project can reduce carbon emissions by 380,000 tons of CO₂, which is equivalent to the annual carbon absorption of 984 Daan Forest Parks.

	Tradition Timber Formwork	Systematic Aluminum Alloy Formwork
Construction Quality	Uneven surfaces require additional leveling or patching with plaster or concrete.	Smooth surface, requiring no additional leveling or finishing.
Construction Difficulty	Requires skilled formwork and masonry workers.	Lower assembly difficulty, allowing quick adaptation for inexperienced workers.
Construction Efficiency	Slower	Faster
Safety and Health Level	Nails are used during construction, and wood is a flammable material, necessitating strict control on-site.	Fewer tools required on-site lead to a cleaner work environment, reducing the risk of injuries. Aluminum is non-combustible, enhancing site safety.
Number of Reusability	3-4 times	100 times
Waste	Produces waste wood and concrete chunks after use.	Aluminum formwork can be reused, and the aluminum material can also be remanufactured, resulting in zero waste.
Environmental Benefits	Low	High



Chien Kuo Construction proposed a new generation construction development strategy in 2015 called "Construction 4.0" that was aimed at enhancing core competitiveness through technology, digitization, automation, and differentiation. In comparison to the common price-cutting competition seen in the market, we prioritize the business philosophy of "Excelling in Quality" and investing resources in the research and development of new technologies and construction methods as the key driving force for upgrading the industry and sustainable development.

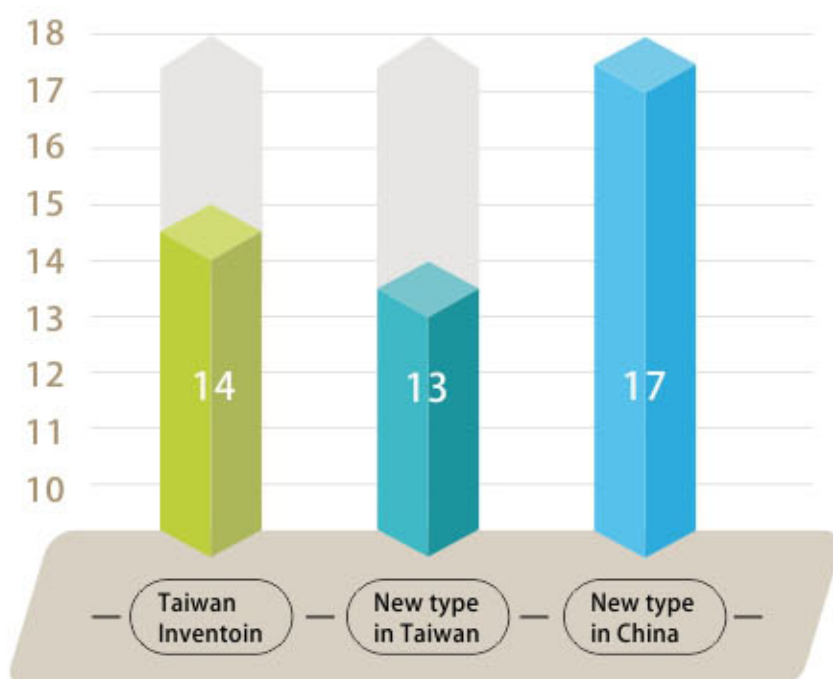
We continue to promote technological innovation by actively importing intelligent construction, management, and system integration. We have established a professional team with R&D capabilities, dedicated to becoming a construction team characterized by high efficiency and high added value.



Invested Research and Development Expenses in the Past Three Years

Year	R&D Expense
2022	7.84million
2023	8.08million
2024	9.76million

PATENT STATISTICS

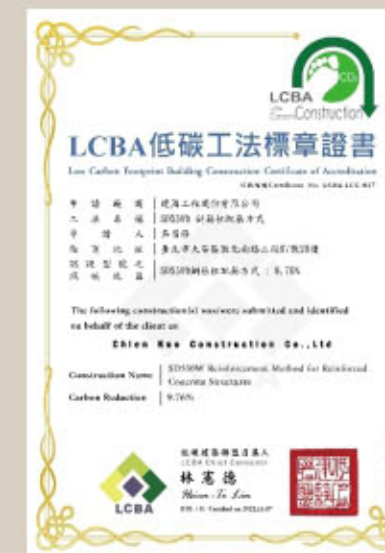


1. Construction technology refinement

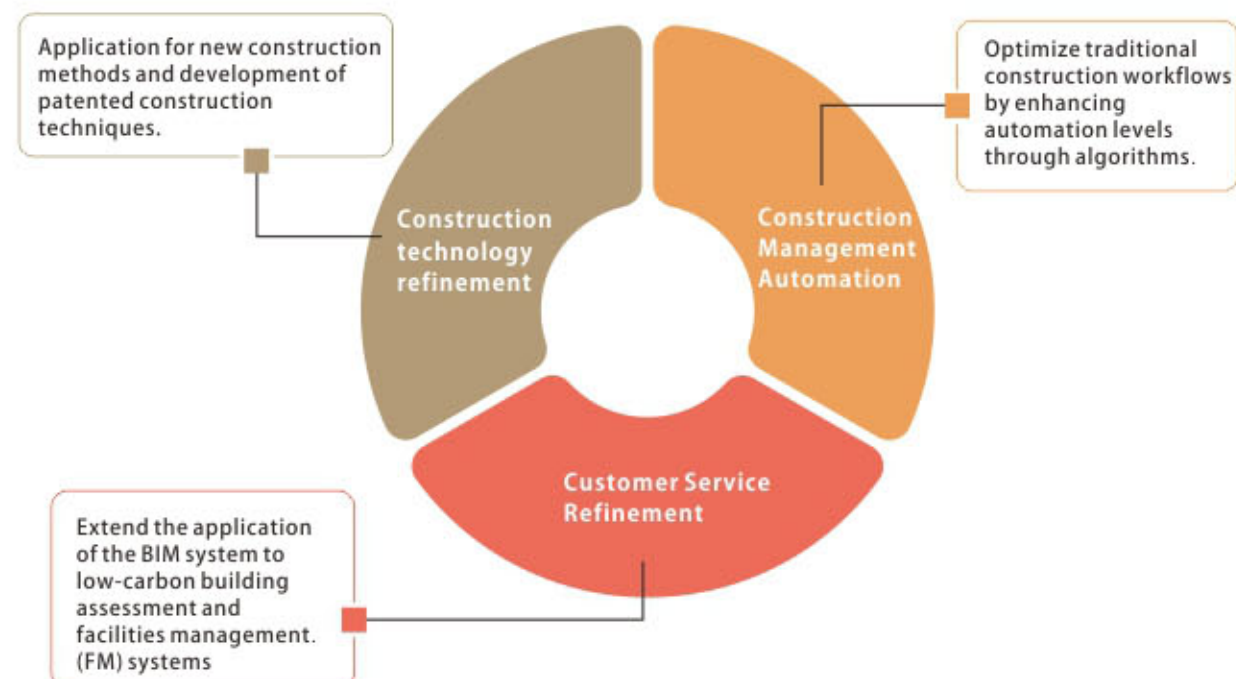
SD550W, SD690 High-Strength reinforcing steel

Reinforcing steel bars are a critical material essential for ensuring the structural safety of buildings. However, their production process is also associated with high carbon emissions, making them one of the construction materials with a relatively high carbon footprint in the building industry. To achieve carbon reduction while ensuring structural safety, the Company's technical development team actively engaged in the research and development of high-strength reinforcing steel. By increasing rebar strength to reduce the overall quantity used, carbon emissions during the construction process are effectively lowered, achieving the vision of low-carbon buildings. The SD550W high-strength reinforcing steel we developed has not only obtained a certification for new construction techniques from the Ministry of the Interior but has also been incorporated by the competent authority into the Building Technical Regulations, thereby expanding its industrial application benefits.

The research and development team is currently developing higher-strength reinforcing steel SD690 to reduce the amount of rebar used, thereby achieving stronger carbon reduction benefits.



The R&D strategy map of Chien Kuo Construction can be primarily divided into three main directions:



SD690 testing



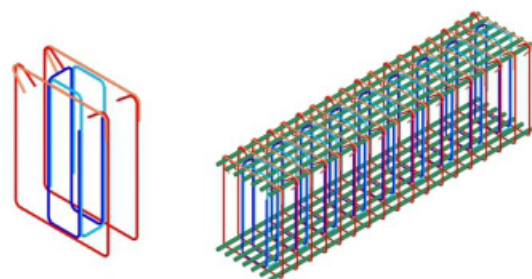


Innovative Beam Vibration Resistant Steel

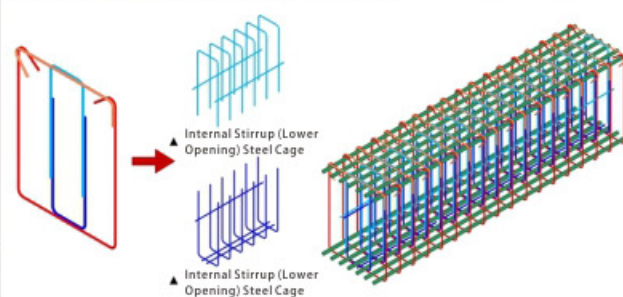
To reduce construction complexity and increase construction efficiency, the Company actively invests in the research and development of intelligent construction technologies. Addressing common difficulties of seismic design in the construction of internal stirrups, the technical team has developed several innovative types of stirrups, including three-dimensional modular internal stirrups and single-pass stirrup designs. These innovations effectively simplify traditional construction processes and significantly improve operational efficiency and quality stability at the project site.

For the aforementioned technological innovations, we have obtained five invention patents in Taiwan, three utility model patents in China, and two invention patents in the U.S. Furthermore, in 2024, they successfully passed a new construction technique review conducted by the Ministry of the Interior.

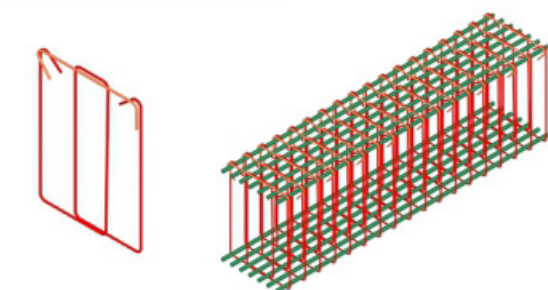
Assembled Lap Splicing Closed Stirrups



Planar Lap Splicing Closed Stirrups



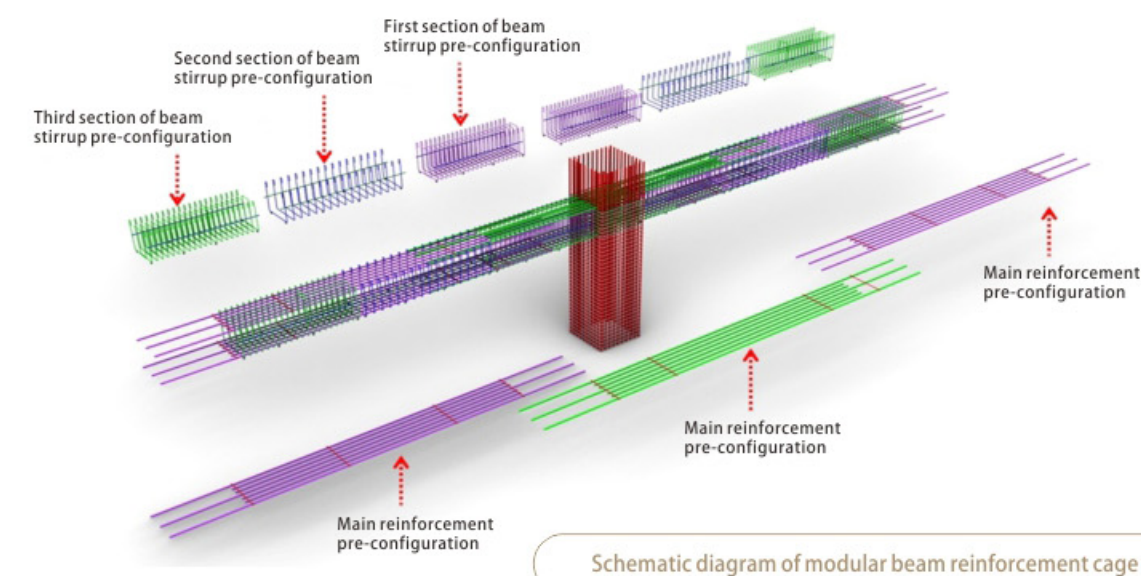
Single-Pass Closed Stirrups



Framework Method for Reinforcement Systems

In the face of construction industry challenges such as an aging workforce and labor shortages, modular construction techniques have become an effective solution to increase construction efficiency and reduce reliance on human resources. Among these, the steel cage hoisting method is a promising technique and has been successfully applied to column reinforcement cage hoisting. Due to the dense rebar arrangement and complex interference in the beam-column joint area, there is no practical precedent in the industry for the application of beam reinforcement cage hoisting.

The Company's technical team utilized BIM modeling and construction simulation technology to disassemble and reassemble beam reinforcement cages. They repeatedly tested different segmentation and hoisting methods, ultimately achieving an optimized segmentation and assembly approach and successfully found a feasible hoisting method. This innovative construction method obtained an invention patent in early 2024 and has undergone small-scale field testing at certain project sites of the Company to verify its feasibility and practical benefits. It is expected to be further promoted and applied in the future, which will help alleviate the shortage of on-site labor during construction.



Field
test

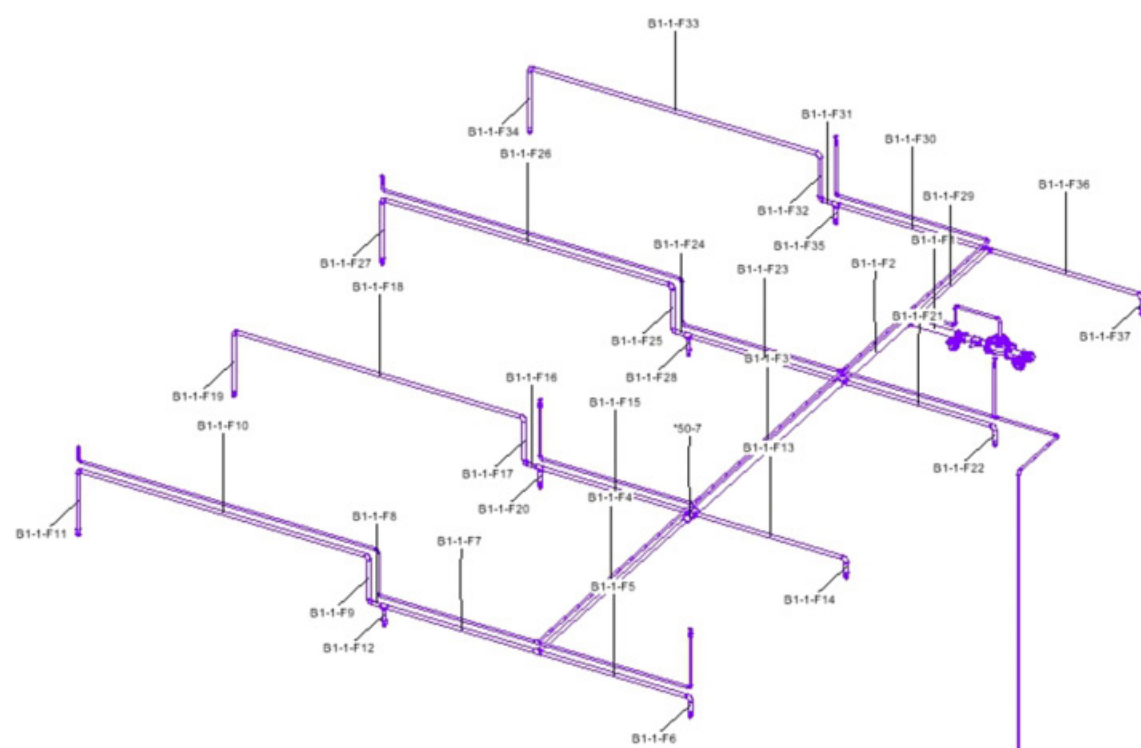


2. Construction Management Automation

Automatic Generation of 3D MEP Drawings

Traditional MEP construction often relies on on-site cutting methods, which heavily depend on experienced technical crews. This not only affects construction efficiency but also frequently results in a large amount of leftover materials after construction. In addition to wasting pipeline materials, it also causes site clutter, which does not align with environmental protection trends and safety and health requirements.

To address the aforementioned issues, the Company has developed a prefabricated MEP method. This method utilizes BIM (Building Information Modeling) to accurately calculate material quantities. Then, through an automated program, the BIM model is converted into 3D zoning diagrams. General assembly personnel can then carry out construction according to these diagrams without relying on specialized electromechanical technicians, and the amount of waste caused by errors in pipeline cutting can be largely reduced.



Firefighting Foam Pipeline Zoning Diagram

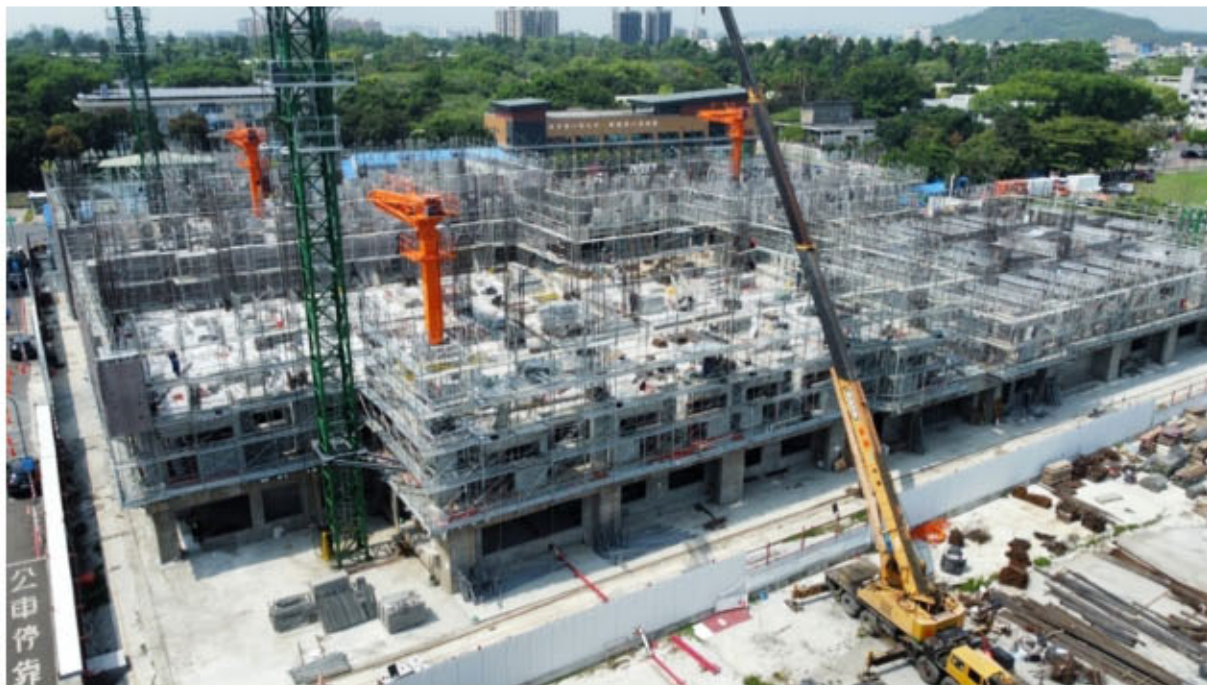
The Company actively invests resources in research and development for innovation. The approved tax credits for the most recent fiscal year are as follows:

Application Year	Tax Deductions (NT\$)/Reduction Ratio
2021	1.02 million (approximately 90%)
2022	1.03 million (approximately 89%)
2023	750,000 (approximately 82%)

Note: The application for 2024 has been submitted but has not yet been approved.



We were invited by the Taiwan Architecture & Building Center to participate in 2024 Secutech "SMABuilding", where we showcased low-carbon construction methods and technologies at the Low-Carbon Net-Zero Building Pavilion, attracting significant attention and inquiries from many attendees.



3. Customer Service Refinement

Low-Carbon Green Buildings

The building materials used during the construction process, as well as the energy consumption of equipment during the operational period after completion, are the primary sources of greenhouse gas emissions. Therefore, the selection of green low-carbon building materials and high-efficiency energy-saving equipment is the key to creating low-carbon green buildings. Under the premise of cost control, we proactively raised the low-carbon planning standards for contracted social housing projects. Priority was given to the use of high-efficiency, low-energy-consuming electromechanical equipment, and the implementation of low-carbon aluminum alloy formwork construction methods was introduced to achieve environmentally friendly and energy-saving carbon reduction.

We participated in the "EEWH-BERS Building Energy Efficiency Rating System" and the "Low Embodied-Carbon Building Rating System" of the National Land Management Agency, Ministry of the Interior with the Zuoying Chongshi social housing project and achieved the highest ratings of 1+ certification, making the project the first low-carbon social housing project nationwide to receive dual Level 1+ recognition.



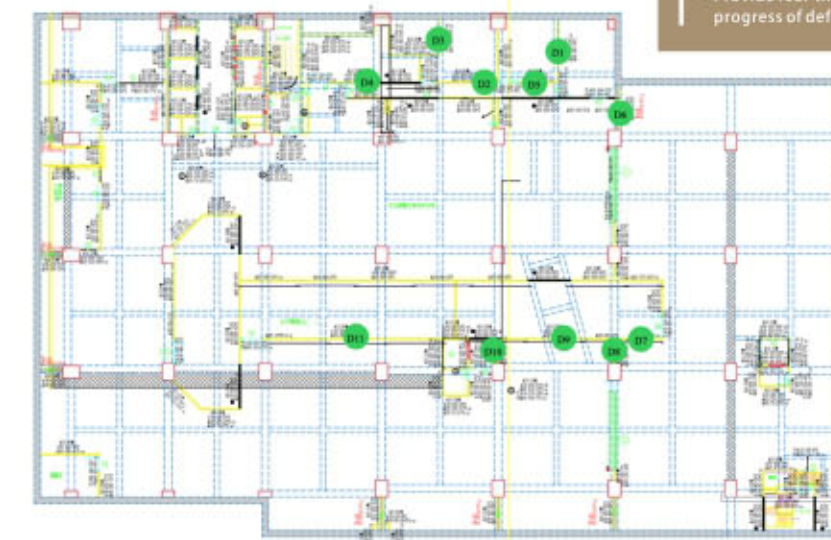
4. Quality Assurance and Safety Self-Inspection App

The Technology Development, Quality Assurance, and Safety and Health teams collaborated to develop a self-inspection app, creating an intelligent and paperless green construction site.

Engineering quality control relies heavily on excellent contractors and construction plants to enforce strict oversight at every level. Previously, when on-site engineers conducted inspections and self-checks, they needed to print comprehensive structural plans and all relevant construction documents, inspect each item, take photos for records, and compile these into bound archives for filing. The entire process is not only time-consuming and repetitive but also consumed a large amount of paper. To streamline this process, we developed a self-inspection app that integrates all information required for inspection into the cloud, enabling engineers to complete inspections on-site using a tablet. This app supports on-site photography, annotation, and anomaly recording. Upon completion of the inspection, reports can be exported immediately. This not only significantly reduces the time required for self-inspection operations but also greatly decreases paper waste. For example, in a 10-story building project, the use of the app for the column inspections alone can save over 72,000 sheets of paper. When expanded to other structural inspections and large-scale construction projects in the future, the paper and carbon reduction benefits will be even more significant. Currently, the quality assurance self-inspection app has been applied to 55 civil engineering items and 34 mechanical and electrical items. In the future, it will continue to be expanded to cover all tasks.

Furthermore, safety and health inspections also face issues similar to those encountered in quality self-inspections. The traditional approach requires engineers to visit the site to take photographs and record data, then return to the public works office to organize the information and notify relevant units for improvements. This process is not only cumbersome but also causes delays in information transmission, limiting the timeliness and effectiveness of on-site safety and health maintenance. Currently, through the use of a self-inspection app, safety inspection data can be uploaded to the cloud in real time, enabling relevant personnel to quickly grasp the status of deficiencies and the progress of improvements. The system can also compile and archive various deficiency records, establishing a vendor deficiency database. This serves as a basis for future vendor evaluation and management optimization, effectively enhancing the efficiency, timeliness, and transparency of safety management. The Occupational Safety and Health Self-Inspection App was fully implemented in 2024 and is currently being deployed at 15 construction sites.

Quality Assurance Self-Inspection Interface



On-site Engineer:

- Download the map and verify according to the map.
- Create a deficiency map and upload it to the cloud.
- Provide real-time updates on the progress of deficiency corrections.



建國工程自檢報告管理頁面 自檢統計圖表 報告製作 標準維護 Debug

自檢表清單

選取工程： 國泰庭研 選取工項： 鋼筋

篩選日期： 2024年3月16日 2024年4月16日 更新清單

選取樓層： 請選擇 關鍵字搜尋：

No.	工地	工項	子項目	樓層	自檢代碼	上傳日期	上傳人	自檢照片數	計畫監督照片數	下載項目
1	國泰庭研	鋼筋	牆	B1F-A棟	D	20240407	102273	29	0	
2	國泰庭研	鋼筋	牆	B1F-A棟	C	20240407	102273	44	0	
3	國泰庭研	鋼筋	柱	B1F-A棟	I	20240403	102273	24	0	
4	國泰庭研	鋼筋	柱	B1F-B棟	B	20240403	102273	66	0	
5	國泰庭研	鋼筋	牆	B1F-A棟	A	20240403	102273	12	0	
6	國泰庭研	鋼筋	柱	B1F-B棟	C	20240401	102227	9	0	
7	國泰庭研	鋼筋	柱	B1F-A棟	E	20240401	102227	45	0	
8	國泰庭研	鋼筋	柱	B1F-B棟	G	20240401	102273	21	0	
9	國泰庭研	鋼筋	柱	B1F-A棟	H	20240401	102273	6	0	
10	國泰庭研	鋼筋	柱	B1F-B棟	A	20240328	102227	39	0	
11	國泰庭研	鋼筋	柱	B1F-A棟	A	20240327	102227	52	0	
12	國泰庭研	鋼筋	柱	B1F-A棟	D	20240327	102227	21	0	

Quality Assurance Personnel

- Ability to filter by site, construction item, floor, engineer, and inspection status.
- Real-time tracking of deficiency corrections via the cloud.

Pursuing Excellence

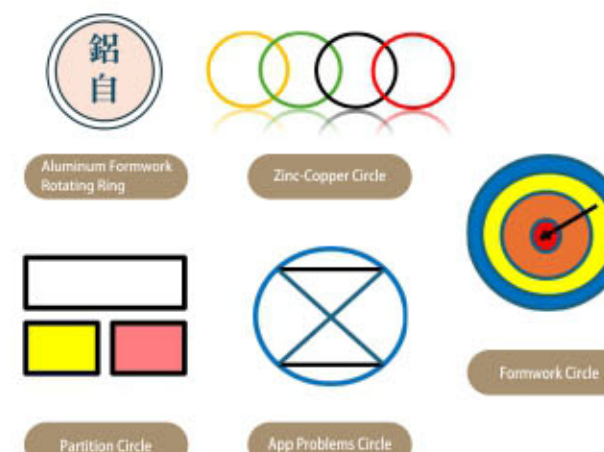
Construction Quality Management

Construction tasks are intricate and the processes are complex and interwoven. Throughout, Chien Kuo Construction has consistently adhered to a quality-first principle. From material selection and construction methods to the environmental impact during the construction process, all fall within the scope of our quality management.

The Company has implemented the ISO 9001 quality management system, established a three-tier quality control system, and employed the PDCA quality improvement cycle as a basis to systematically plan operating procedures and execute on-site quality control, in order to ensure stable engineering quality and continuous improvement. As the construction industry shows development trends towards automation and smart technology, many construction details still rely on the judgment of engineering management personnel. Therefore, to strengthen quality improvement, we established a "quality control circle" and formed multiple improvement teams. These teams conduct systematic analysis and research on frequently occurring deficiencies identified during quality inspections, propose concrete corrective and preventive measures, and verify their feasibility through practical implementation. Once it is confirmed that the quality produced according to the specified construction method or process meets the standards, it shall be incorporated into the internal quality specifications as a basis for future construction, thereby continuing to optimize the quality management system.



Five Quality Control Circles Established in 2024



Customer Service



Customer Service

Customer trust has been the foundation of Chien Kuo Construction's unwavering commitment for over sixty years. We adhere to the principle of "quality service and customers first," striving to provide safe, high-quality products and services while continually embracing digital transformation to pursue technological innovation and enhance our competitiveness to create better customer experience.

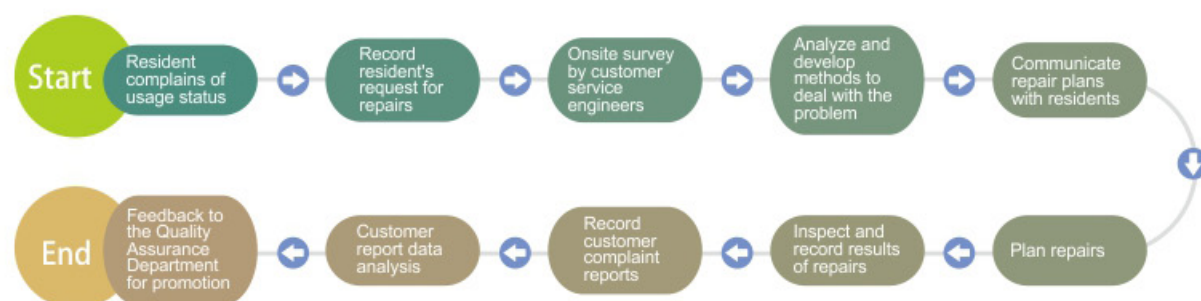
During the construction phase, the Company has a dedicated service team for clients that maintains close communication with customers from the start of construction until the handover. Every six months, we conduct a "Ongoing Construction Phase - Owner Satisfaction Survey" to proactively gather customer feedback, which is then used to review and optimize our quality control processes, continuously improve, and pursue excellence.

After the handover and acceptance procedures, the Company has a dedicated customer service department committed to providing timely and comprehensive warranty services. This not only ensures the safety and quality of the buildings but also places great importance on the customer's user experience and overall satisfaction. Through a systematic operational process and a user-centered service approach, we ensure that every warranty and repair task is executed punctually and properly. Upon completion of the construction project, engineers will conduct a rigorous final inspection and acceptance procedure. After the handover is completed, the Customer Service Department takes over the warranty and maintenance management of the building, fully committing to ensuring customers' safety and quality of living.

1. Service Management

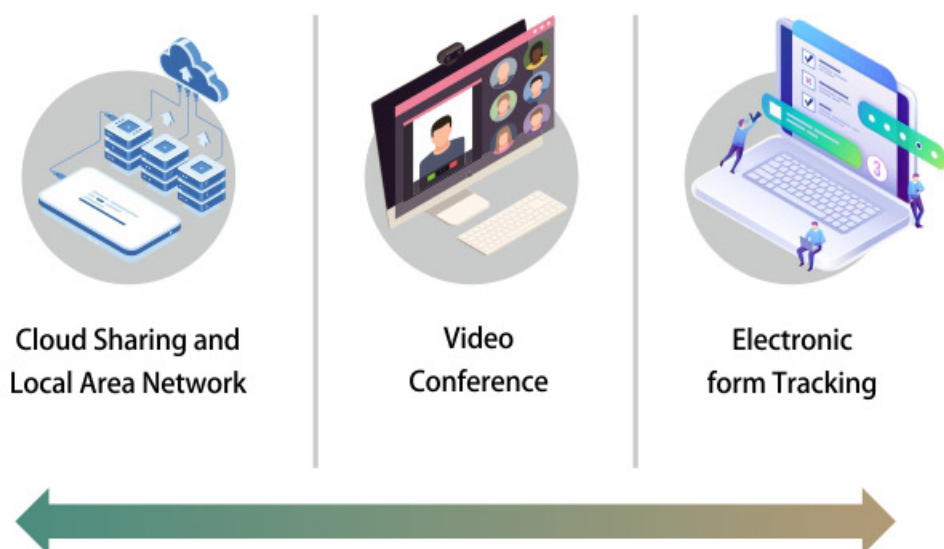
We have established a Customer Service Department to develop standardized procedures for warranty repairs, enabling prompt responses to repair requests. Upon receiving notification, dedicated personnel create an electronic form. Engineers arrange an on-site inspection and assess the appropriate treatment plan, seeking additional professional assistance if necessary. Once the repair plan is confirmed, work orders are issued to carry out the repairs, with full supervision and inspection upon completion.

All processes are managed electronically to ensure traceability and retrievability. Repair records and data analyses are fed back to the Quality Assurance Department to continuously optimize quality, improve efficiency, and effectively reduce the repair rate.



Customer Service Management Model

We have comprehensively implemented digital technology management in the customer service process to ensure complete and easily accessible data records. This also enables seamless handover between responsible personnel, enhancing operational continuity and stability, and reduces paper usage, which actively supports environmental sustainability goals. Through cloud sharing and local network connections, we strengthen the visual management of project progress, significantly increasing repair efficiency. Additionally, we utilize video conferencing technology for real-time communication and collaboration, comprehensively optimizing departmental operational efficiency and flexibility, thereby raising overall service quality.



Customer Service Operating Model

2. Customer Service Feedback and Performance

We have established a comprehensive customer service warranty procedure. After each warranty repair is completed by an engineer, the Customer Service Department promptly conducts a customer satisfaction survey. The survey results are then statistically analyzed to identify areas for improvement, which serve as targets for enhancing our service quality.

We not only actively address customer needs but also place great importance on customer rights. In coordination with cloud-based electronic registration, we arrange repair priorities according to the urgency and severity of each case, ensuring that every customer receives the most appropriate service. The Customer Service Department holds biweekly repair meetings on a monthly basis to review and improve issues encountered during the repair process. Simultaneously, they conduct simulations of customer interaction scenarios to practice response strategies, aiming to enhance the communication skills and adaptability of customer service personnel, thereby further strengthening customer experience and satisfaction. In 2024, the average satisfaction score for warranty repair services exceeded 80 points, demonstrating that our services are recognized and appreciated by every resident. However, we are not complacent and will continue to strive for excellence in our service quality.

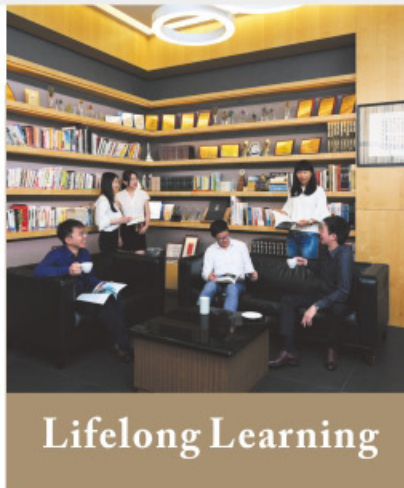


Resident warranty service satisfaction

In addition to prioritizing the service experience of residents, we also focus on the satisfaction of property owners with our services during the construction period. Therefore, we conduct a "Ongoing Construction Phase—Owner Satisfaction Survey" every six months. The survey covers aspects such as project progress, construction quality, safety and health, technical performance, and complaint handling. The survey results, after being compiled and analyzed, will serve as the basis for continued improvement by the relevant departments. In 2024, the average score of the owner satisfaction survey exceeded 80 points. Although this meets the standard, we are not complacent. We will continue to dedicate ourselves to technological advancement, management optimization, and innovation in construction methods, aiming to provide owners with more valuable and trustworthy professional services.



Satisfaction Survey Analysis



Lifelong Learning

Occupational Safety and Health Education Training GRI 403-5

Prioritizing safety, we conduct occupational safety and health education and training for new employees upon their onboarding, in accordance with the "Occupational Safety and Health Education and Training Rules" and related laws. This training includes general safety and health knowledge as well as hazard awareness courses. For supervisors of all types of operations, initial training and on-the-job refresher courses are conducted in accordance with regulations. These courses cover occupational safety and health management personnel, ensuring the validity of their professional certifications and strengthening their safety and health awareness.

In addition, the company periodically conducts safety and health education training sessions. All related courses are held during working hours, and employees will not face any adverse consequences such as salary reductions, pay cuts, or leave reductions during attendance.

1. Occupational safety and health certification refresher training (Target audience: Personnel with occupational safety and health certification)

Course Type	Target Audience	Taiwan Production Site (number of people)		
		2022	2023	2024
Occupational safety certification refresher training course	Certified personnel	68	68	57
Fire safety certification refresher training course	Certified personnel	0	0	0

Occupational safety and health certification refresher training for Taiwan production sites (Target audience: Personnel with occupational safety and health certification)

Type	Certification	Number of Refresher Training Participants (Taiwan)		
		2022	2023	2024
Occupational safety	Level A Occupational Safety and Health Supervisor - Construction Industry	43	46	42
	Level B Occupational Safety and Health Supervisor - Construction Industry	0	0	0
	Class A Occupational Safety and Health Management Professional	3	2	1
	Class B Occupational Safety and Health Management Personnel	22	20	14
	Forklift Operator for Load Over One Metric Ton	—	—	0
	Emergency Personnel	—	—	20
	Construction Safety Assessment Personnel	—	—	8
	Labor Health Service Nursing Personnel	—	—	1
	Supervisor of Soil-Retaining Support Operations	—	—	5
	Supervisor of Open Excavation Operations	—	—	2
	Supervisor of Molding Support Operations	—	—	6
	Supervisor of Scaffolding Assembly Operations	—	—	4
	Supervisor of Steel Structure Assembly Operations	—	—	8
	Supervisor of Roof Operations	—	—	0
	Supervisor of Oxygen-Deficient Operations	—	—	8
	Fixed-Type Crane Operator with Lifting Capacity Over Three Metric Tons	—	—	0
Firefighting	Crane Operator Engaged in Lifting Operations	—	—	1
	Aerial Work Vehicle Operator	—	—	45
	Fire Safety Manager	—	—	0

Note: The above table shows the number of certification holders in 2024. Due to data collection at the time of new employee onboarding, the number of refresher training participants cannot be provided.

2024 Training Photos



New employee education and training



Occupational safety and health card education training

Safety and health topical training



Occupational safety and health advanced training



2. General Safety, Health, and Emergency Response Training (General Employees and Subcontractors)

In addition to conducting legally mandated training courses, we further emphasize the overall safety of all personnel entering the workplace, including employees, contractors, and visitors. Emergency response drills are conducted regularly each year at construction sites, including evacuation drills and fire response drills. Efforts are also made to promote safety hazard prevention awareness and provide educational training for subcontractors entering the construction sites, actively preventing and eliminating potential risks.

We continuously improve operational procedures through training and drills, striving to create a healthy and safe working environment. In 2024, the total number of training participants reached 1,303 people, with a cumulative training duration of 4,119 hours.

2024 Occupational Safety and Health Education Training

Education and Training Topic	Training Hours	Number of Participants
Emergency response drills	1	410
Occupational safety and health advanced training	3	69
Electrical safety	2	48
Irregular on-site safety training	1	250
2024 Taiwan Occupational Safety and Health Card	6	526

We proactively organize an occupational safety and health card course, offering free or subsidized participation for owners, supervisors, and contractors' construction workers.



Occupational Safety and Health Card Course	Duration (hours)	Number of Individuals Completing Training and Obtaining Certification		
		2022	2023	2024
National occupational safety and health card/Occupational Safety and Health Card Education Training(New training/refresher training)	6/3	134	78	322

Explanation

- 1.Chien Kuo Construction proactively organized occupational safety card training, convening all personnel who were about to enter or will enter construction sites in the future (including subcontractor workers and owners) to participate in a 6-hour training session. This training fulfills the legally required occupational safety and health education prior to entering the construction site in a single session.
- 2.Each year, we review the number of personnel requiring new training and retraining at the company and each construction site, and arrange educational training courses as needed (the validity period for new training is three years, with a 3-hour retraining session every three years).

In 2024, the Company organized two new training courses for the Taiwan Occupational Safety and Health Card, inviting external experts to deliver lectures. We also conducted safety and health education training courses, with trainees including the Company's employees and subcontractor workers for a total of 253 participants. We organized an online refresher training course and a total of 69 participants completed the full training and passed the test.

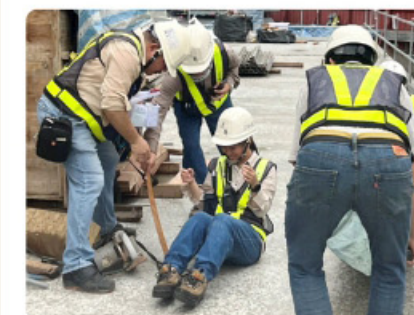
3.Hazard Notification and Coordination and Organization Meeting Training (Subcontractors)

Although managing subcontractors is complex, it is an indispensable part of ensuring construction safety. On one hand, it is necessary to effectively control all personnel entering and exiting the construction site; on the other hand, since subcontractors are not employees of the Company, their safety awareness and behavioral risks are more difficult to control, thus requiring special attention. To this end, we convene a kickoff safety meeting prior to starting construction. For personnel entering the site for the first time, especially subcontractors, dedicated safety and health personnel from the construction office and the project management unit conduct training and hazard briefings to ensure their familiarity with site regulations and safety requirements.

For high-risk operations, a construction application form must be completed prior to entry. The form should detail the construction date, personnel, work content, and construction location to ensure effective control of subcontractor operations and strengthen construction risk management.

Since 2011, Chien Kuo Construction has established a subcontractor evaluation mechanism. The evaluation criteria include construction quality, occupational safety and health management, quality control, and service coordination. Monthly evaluation results are compiled and reviewed by a guidance team composed of six major departments, including Quality Assurance and Safety and Health. Based on the evaluation outcomes, improvement plans are proposed to assist subcontractors in enhancing their performance until they meet the required standards. If a vendor's evaluation fails to meet the standards and no improvement is made after guidance, the vendor will be placed on a watch list, suspended, or even removed from the list of qualified subcontractors to ensure the continuous improvement of overall construction quality and safety management.

Emergency response drills (construction sites)





Occupational Safety and Health Education Training

Retention and Career Development GRI 404-1, GRI 404-2Material Topic:
Talent Cultivation
and Development

■ Complete Training Framework and Learning Map

Chien Kuo Construction aims to grow together with its employees by encouraging continuous learning and providing diverse and rich learning channels and development resources. This includes on-the-job training, classroom training, work instruction, and job rotation. To ensure effective transmission of professional knowledge and practical problem-solving experiences from the field, we have established multiple expert groups led by experienced and specialized senior managers. Each group sets quality standards for the Company and regularly conducts courses and onsite explanations, offering employees exceptional learning opportunities in various areas, creating broad and in-depth organizational learning effects.

■ Certifications and Yearly Refresher Training

Certification	Number of Employees with Certification in 2022	Number of Employees with Certification in 2023	Number of Employees with Certification in 2024
Professional Engineer in Civil Engineering	4	6	6
Professional Engineer in Structural Engineering	2	2	2
Site Manager	74	68	80
Type A Industrial Safety Manager	133	110	89
Class A Occupational Safety and Health Management Professional	5	4	3
Class B Occupational Safety and Health Management Personnel	46	41	46
Public Construction Quality Management Personnel	43	95	108



2024

A total of

72 internal training sessions

COVERING
38 courses were conducted

Internal training hours totaled

10,085



while external training hours amounted to

1,112.5



resulting in a total of

11,197.5

training hours

The total number of training participants for internal and external courses reached

2,661

total training budget of

NT\$3,682,217

Performance Evaluation System GRI 404-3

Chien Kuo Construction utilizes a performance evaluation system aligned with its short-, medium-, and long-term operational strategies. The Company establishes departmental goals and individual employee work objectives. All full-time employees participate in performance evaluations for a 100% participation rate, and performance is assessed through a biannual evaluation system.

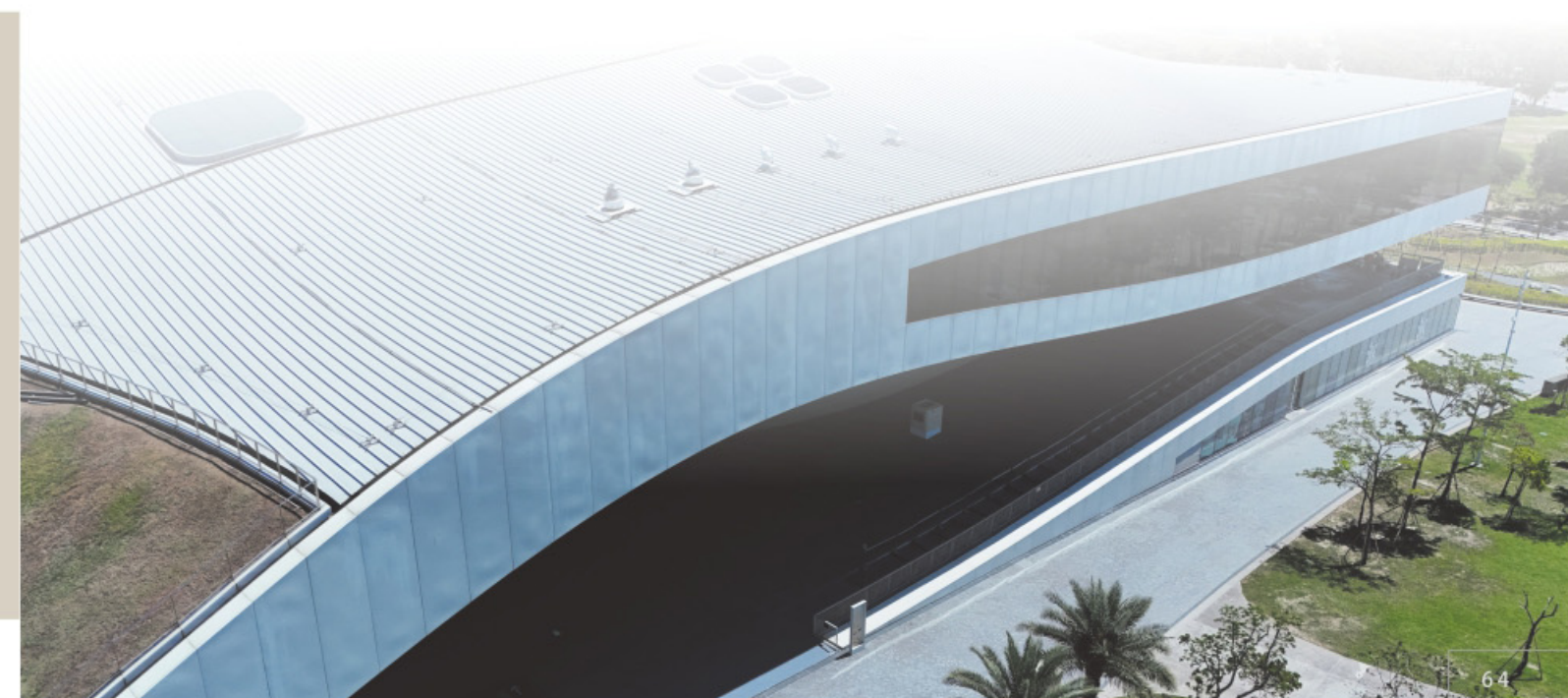
The Company conducts performance evaluations through open and transparent assessments during meetings and has initiated an annual performance discussion mechanism. This aims to foster two-way communication, facilitating employees' self-actualization and the growth of the Company's performance.



Promotion and Salary Adjustment for the Past Three Years

Promotion and Salary Adjustment	2022	2023	2024
Salary Adjustment Range	4%	3%	4.8%
Percentage of Promotion	26.9%	22.95%	20.3%
Percentage of Salary Adjustment	79.1%	70.49%	84.32%

Gender	Male			Female		
Employee Category	Total Training Hours (hours)	Number	Employee Category	Total Training Hours (hours)	Number	Employee Category
Management	3,422	719	4.8	343.5	76	4.5
Non-Management	4,526	1,140	4.0	2,906	726	4.0
Total	7,948	1,859	4.3	3,249.5	802	4.1



Promoting Welfare

Caring for People · Supporting Communities

Safety First

Chien Kuo Construction received a total of 5 honors for occupational safety and health awards in 2024.



New Taipei City Occupational Safety Award
Workplace Sustainability, Health, and Safety Award



New Taipei City Occupational Safety Award
Excellent Unit Award (Group A) - Outstanding



Ministry of Labor Occupational Safety and Health Award
Excellent Unit



Taipei City Labor Safety Awards
Safety Award



Taipei City Labor Safety Awards
Excellent Unit

Occupational health and safety management system **GRI 403-1**

The Company makes the following commitments to realize the occupational safety policy:

1. **Upholding Virtue** - To comply with safety and health regulations, honor commitments, uphold corporate integrity, and fulfill corporate responsibilities.
2. **Utilizing Resources** - To raise safety and health awareness, value human resources; develop green construction methods, and promote environmental sustainability.
3. **Promoting Welfare** - To ensure life safety, anticipate and prevent hazards, protect contracted workers, and eliminate occupational injuries and illnesses.
4. **Fostering Harmony** - To maintain open communication and feedback, coexist with the environment; encourage full participation, and share effective results.

Chien Kuo Construction Occupational Safety Policy

We continue to strive to create a safe and healthy workplace environment, with the hope that every employee can work with peace of mind and return home safely. We fully understand that safety is not only derived from hardware facilities and system establishment but also relies heavily on all colleagues working together to adhere to the company's core values and regulations. The Department of Safety and Health has established operational procedures for occupational safety that exceed regulatory standards. These procedures cover aspects such as the work environment, equipment management, and education and training. Regular safety and health courses and promotional activities are conducted to continue to enhance workers' safety awareness and protective capabilities. To ensure the smooth operation of construction sites, in addition to assigning dedicated safety and health personnel, we have also strengthened equipment operation management, personnel training, and self-inspection measures. Each year, we establish occupational safety and health objectives based on hazard identification and risk assessment. We monitor their implementation through quarterly Occupational Safety and Health Committee meetings and conduct effectiveness reviews using a performance improvement tracking form to ensure that policies are genuinely implemented.

Chien Kuo Construction places great importance on occupational safety and health management, striving to provide employees, customers, the community, and partners with a safe, comfortable, and efficient working environment. We have established and implemented the ISO 45001:2018, CNS 45001:2018, and Taiwan Occupational Safety and Health Management System (TOSHMS) in accordance with international standards and relevant Taiwanese occupational safety and health regulations. These systems have been independently verified by a third party to ensure their continuous and effective operation. The Occupational Safety and Health Management System extend to every corner of the company. Occupational safety and health management units and dedicated personnel are established in accordance with the law at the headquarters and each construction site. They are responsible for formulating, promoting, and supervising safety and health matters, as well as assisting relevant units in implementing disaster prevention and improvement measures. This ensures that all business activities, including design, planning, procurement, construction, maintenance, and contracting, effectively implement safety management, providing every employee with a stable and secure workplace environment.



ISO 45001:2018



TOSHMS



CNS45001:2018 and TOSHMS

Hazard Identification, Risk Assessment, and Accident Investigation

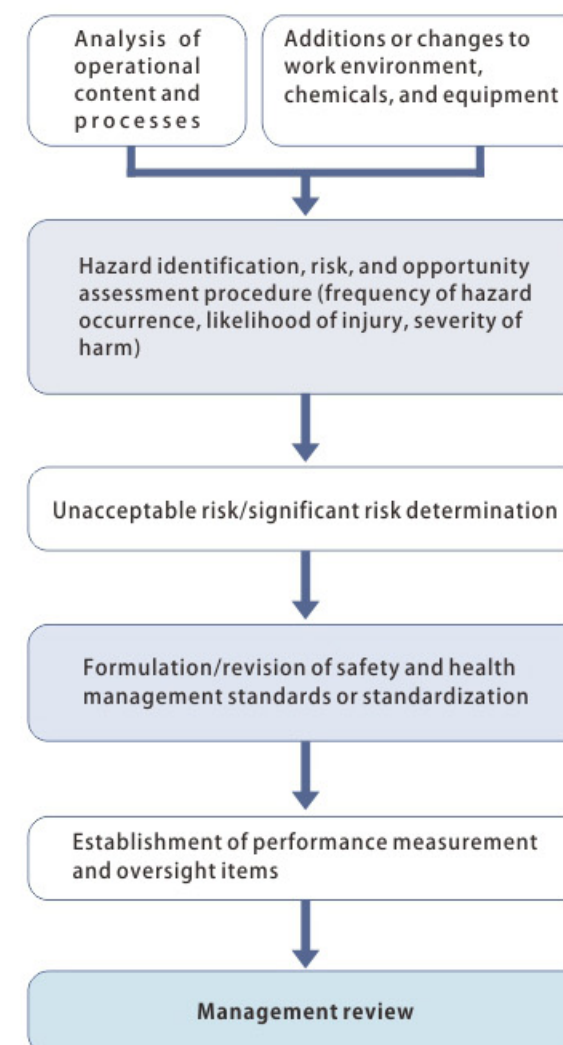
GRI 2-8, GRI 403-2, GRI 403-9, GRI 403-10

1. Hazard identification and risk assessment process

Chien Kuo Construction places great emphasis on the occupational safety and health of its workers. We implement safety and health management by adhering to the principles of "planning first, prevention-oriented, zero accidents, and zero disasters." According to the "Hazard Identification, Risk, and Opportunity Assessment Procedure," a comprehensive hazard identification and risk assessment is conducted through the occupational safety and health management system, and improvement and control measures are implemented based on the risk levels. We classify risk levels into five categories, with assessments based on the frequency of occurrence, the likelihood of injury, and the severity of harm (referencing the hazard identification and risk assessment criteria). Corresponding measures are implemented according to the severity of the risk, including risk elimination, substitution of operations, engineering controls, education and training, or the provision of personal protective equipment. The effectiveness of these improvements is continuously monitored.

Furthermore, if a worker determines that there is a hazardous condition at the worksite that could potentially cause injury or illness, the worker is entitled to leave the work area to avoid harm. The company shall not deduct wages, reduce salary, deduct leave, or impose penalties on the worker for taking such protective action.

Hazard identification and risk assessment process



1. Subjects of hazard identification and risk assessment

Personnel engaged in work or work-related activities under the control of the organization, which may include workers employed by the organization or other personnel. This encompasses senior executives, managers, non-managerial staff, personnel from external labor dispatch companies, contractors, and individuals. It also includes other personnel whose work or work-related activities are jointly controlled by the organization, including risks arising from the use of machinery and equipment.

2. Scope of hazard identification and risk assessment

- Identify potential hazard factors and assess their possible risks for all facilities, machinery, equipment, materials, substances, work environments, construction processes, operating procedures, work activities, products, and services in the workplace. Establish risk levels and implement corresponding measures such as elimination, substitution, engineering controls, education and training, or personal protective equipment.
- Risk identification and assessment for contractor operations are discussed during pre-construction safety meetings and coordination and organization meetings, focusing on operational risks and control measures.
- When changing construction methods, introducing new equipment, altering raw materials, or modifying operational environmental conditions, we conduct a pre-change safety assessment through change management procedures. This aims to strengthen safety protection measures or evaluate the adoption of low-risk methods to replace high-risk methods, thereby ensuring the safety and health of organizational personnel.



The Department of Safety and Health has standardized the following content based on common major risks and regulations encountered during construction. Among these, the "Work Suspension Order Operational Standards," "Rebar Tip Protection Standardization," "Galvanized Iron Pipe (GIP) Safety Guardrail Installation Standardization," and "Use of Steel Platforms in Elevator Shafts" are designated as the company's "Fundamental Safety Rules." These standards serve as safety and health operational requirements during regular or irregular inspections.



Standardized Name	Standardized Name	Standardized Name
Access control card system standardization	Rebar tip protection standardization	Construction of main construction site and fence installation standardization
Safety cycle operations standardization	Construction scaffolding standardization	Galvanized Iron Pipe (GIP) safety guardrail installation standardization
Installation of drop prevention safety nets standardization	Safety protection for temporary electrical panels standardization	Standardized construction site material sorting and arrangements standardization
Elevator shaft protection standardization	Height setting for electric cables standardization	Aluminum working platform setting and equipment installation and removal standardization
Safety protection for temporary structures standardization	Safety protection for steel structures standardization	Standards for the layout of construction site office facilities and 5S management
Safety protection for aluminum formwork standardization	Temporary lighting installation in basements standardization	

Standardization of various operations



2. Accident Investigation

An occupational incident reporting system was established according to the ISO 45001 Occupational Health and Safety Management System, with a dedicated unit responsible for managing occupational health and safety performance and occupational incident indicators. Based on historical statistics on the number of occupational incidents by type, the most frequent type of occupational incident is "traffic accident," followed by "falls" and "cut injuries."

The Company has established the "Occupational Reporting and Investigation Procedures" and uses systematic and efficient investigations and analysis to quickly learn the cause, propose improvement measures, and prevent the recurrence of incidents. When an accident occurs, employees must report to the supervisor and unit in accordance with the "Emergency Response Procedures". The Department of Safety and Health shall conduct preliminary investigations, analyze the hazardous factors, and report results to the relevant management level and the Occupational Safety and Health Committee in the current quarter. The results shall be used as references for the continuous improvement of the safety and health management system in the future.

Chien Kuo Construction upholds the principle of safety first, rigorously implementing various operational standards and safety equipment inspections. In 2024, several minor traffic accidents occurred. All resulting minor injuries were promptly and fully attended to with the utmost care for the injured parties, and we actively addressed and worked to resolve the underlying causes of these incidents. We continuously manage occupational safety and health through policy management, promotion, and the enhancement of safety and health education training, making every effort to reduce and prevent the occurrence of occupational accidents.



Main Types of Occupational Injuries at Chien Kuo Construction

Hazard Type	Year	
	2024	2023
Chemical spill	0	0
Fire	0	0
Falling object	0	1
Object collapse/toppling	2	0
Object breakage	0	0
Caught or entangled	3	2
Crushed/struck-by	0	0
Pricked, gashed, scratched	1	1
Hit	0	0
Fall	2	1
Electric shock	0	0
Contact with high (low) temperatures	0	0
Contact with hazardous substances	0	0
Fall/tumble	4	1
Collision	0	1
False alarm	1	0
Others	0	0
Total	13	7

Note: Excluding traffic accidents within the scope of occupational incidents, of which there were 4 cases in 2024 and 10 cases in 2023.



Chien Kuo Construction conducts an annual comprehensive hazard identification for the operations of each department. We review existing safety protection measures and evaluate their effectiveness, further analyzing potential risk levels, proactively identifying risks, and setting improvement objectives to control unacceptable risks.

In view of the fact that occupational accidents may occur suddenly due to human error, equipment failure, or management negligence, the company has established clear regulations for accident investigation and analysis. By thoroughly documenting the course of the accident, the company aims to clarify the causes and impacts, thereby formulating control and prevention measures to avoid the recurrence of accidents and effectively reduce the incidence of occupational incidents and resource losses.

Chien Kuo Business Unit

Occupational Injuries and Diseases

Gender

Total number of people

Total working hours

Frequency rate (FR) of disabling injuries

Number of cases with occupational diseases

Occupational disease rate (ODR)

Disabling injury severity rate (SR)

Number of work-related fatalities

Proportion of work-related fatalities

2024

Male

Female

2023

Male

Female

38,916

37,260

350,244

335,340

0

0

0

0

0

0

0

0

0

0

0

0

0%

0%

0%

0%

0

0

0

0

0%

0%

0%

0%

Contractors (Taiwan production sites only)

Occupational Injuries and Diseases

Gender

Total number of people

Total working hours

Frequency rate (FR) of disabling injuries

Number of cases with occupational diseases

Occupational disease rate (ODR)

Disabling injury severity rate (SR)

Number of work-related fatalities

Proportion of work-related fatalities

2024

Male

Female

2023

Male

Female

18,178

15,600

3,199,328

2,745,600

4.06

0

2.185

0

0

0

0

0

0%

0%

0%

0%

30

0

5.46

0

0

0

0

0

0%

0%

0%

0%

Note 1: Disabling injury frequency rate (FR) = (Number of disabling injuries/Total working hours) × 10⁶.

Note 2: Disability injury severity rate (SR) = (Total lost workdays/Total working hours) × 10⁶.

Note 3: Occupational disease rate (ODR) = (Total number of cases with occupational diseases × 10⁶)/Total working hours.

Note 4: Severe occupational injury: An injury caused by occupational hazards that results in death or causes the worker to be unable or have difficulty recovering to their pre-injury health condition within six months.

Note 5: Severe occupational injury rate = (Number of severe occupational injuries/Total number of work-related injuries) × 100%.

Note 6: Occupational safety statistics: Employee injuries and occupational diseases resulting from work-related incidents. Excluding approved leave, maternity leave, paternity leave, bereavement leave, and general sick leave.

2024

Number of incidents in 2024

Number of false alarm incidents

Number of lost days

FR 4.06

13

0

98

SR 30

Prevention and mitigation of occupational health and safety impacts GRI 403-7

Chien Kuo Construction sets annual occupational safety and health improvement objectives to ensure the implementation of occupational safety and health management planning and the continuity of system operations, and to effectively prevent and reduce occupational safety and health risks and impacts that may arise from business activities. We are committed to creating a safe, healthy, and comfortable working environment. In the process of setting objectives, comprehensive consideration is given to the results of hazard identification and risk assessment, internal and external occupational safety and health issues, stakeholder needs and expectations, relevant regulatory requirements, as well as technical and financial resources. These factors will serve as important bases for continuous improvement and increasing management effectiveness.

In view of climate change causing increasingly hotter summers and the frequent occurrence of heat-related accidents at construction sites in Taiwan, after a complete consideration of factors, "Summer Heat Hazard Prevention" was selected as the occupational safety and health improvement goal for 2024, with the aim to eliminate heat hazard incidents at construction sites. We implement around-the-clock temperature and humidity monitoring at construction sites. When high temperatures reaching dangerous levels are detected, workers are promptly notified to cease outdoor work. We have established worker rest areas equipped with mist cooling and ventilation systems, where cold beverages are provided to quickly replenish water and electrolytes. Air-conditioned rooms for midday rest were also added to offer workers a cool space for napping and relaxation. Additionally, heat hazard prevention education and emergency incident response drills were conducted at each construction site to ensure that everyone possesses the understanding of correct prevention concepts and the ability to respond to emergency incidents.



Chien Kuo Construction Co., Ltd.
Occupational Safety and Health Objective Management Program—Overview
2024

Chien Kuo Construction

Table prepared: July 1, 2024 Version A

Item	Policy	Objectives	Goals	Project name	Project number	Organizer	Scheduled date of completion	Unacceptable risk	Regulatory non-compliance	Others	Completion date
01	Promoting Welfare	Zero incidents in high-temperature outdoor operations	Reduce incidence of heat stroke and heat exhaustion among personnel	Implementation of heat hazard prevention and control for outdoor work in high-temperature conditions	113-01	Zuoying Social Housing / Cathay Yuching / Cathay Panyun / Department of Safety and Health	113.10.31 / 113.11.30 / 113.10.31 / 113.11.30			V	113.10.31 / 113.11.30 / 113.10.31 / 113.11.30
02	Promoting Welfare	Zero incidents in high-temperature outdoor operations	Reduce incidence of heat stroke, heat exhaustion, and heat cramps among personnel	Prevention of heat hazards in summer	113-01	Hsin Tung Chu	113.12.31			V	114.01.05
03	Promoting Welfare	Zero occupational accidents	Heat hazard prevention and control	Prevention of heat hazards in summer	113-01	Dingfu	113.11.30			V	113.12.02
04	Promoting Welfare	Prevent heat-related hazards among construction workers	Implement heat-related hazard prevention among construction workers	Prevention of heat hazards in summer	113-01	Cathay Industrial Research and Design Center	113.11.30			V	113.12.02

CP-EHS-003-2 Version A

Worker participation, consultation, and communication GRI 403-4, GRI 403-8

To promote consensus within the Company on the environmental safety and health management system and various management mechanisms, and to strengthen the commitment and two-way communication between employees and external stakeholders regarding occupational safety and health management and the Company's policies, we have established the "Environmental Safety and Health Communication and Consultation Management Procedure." When there are changes in the safety and health conditions of the workplace, the workers at the site should be promptly informed and consulted. Relevant meeting notifications and results shall be documented in writing to ensure that all stakeholders are properly notified.

We communicate with on-site workers through the following methods



- ➔ Initial meeting before vendors commence on-site work
- ➔ Daily toolbox meeting before starting work
- ➔ Post-work evening meeting

Covered workers and non-workers

Number of People in 2024		
Workers	Non-workers	Total
5,136	13,042	18,178

Names of work sites: Cathay Industrial Research and Design Center, Hsin Tung Chu, Lihsing Social Housing Project, Nanshan Shalun, Dingfu Social Housing Area A, Dingfu Social Housing Area B, Cathay Yuching, Garden Park, Cathay Panyun, Zuoying Social Housing, Yongqing Social Housing, Headquarters, Cathay Bannan Residential Complex, and other repair projects.



Labor and management jointly established the Occupational Safety and Health Committee

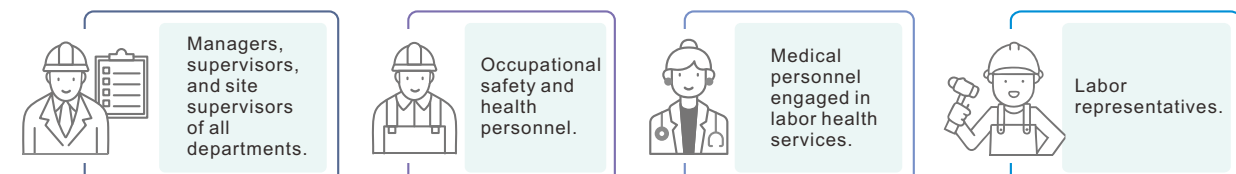
The company established the Occupational Safety and Health Committee in accordance with the "Safety and Health Committee Organizational Procedures." Committee members are elected through an anonymous online voting process by employees. During the voting period, all employees can view the voting status on the system, and final election results are also publicly announced to all employees.

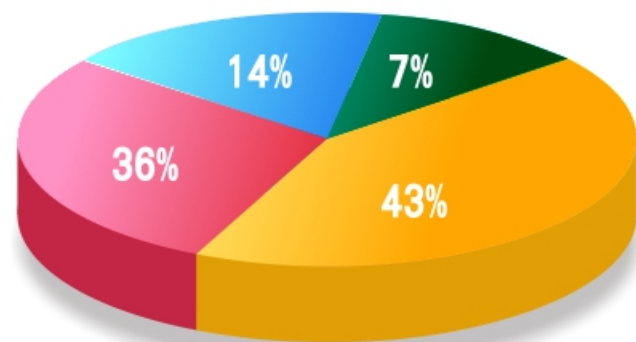


The labor representatives on the Occupational Safety and Health Committee constitute 36% of the total members
(meeting the statutory one-third requirement)

36%

The committee members are as follows





- Managers, supervisors, and site supervisors of all departments
- Occupational safety and health personnel
- Medical personnel engaged in labor health services
- Worker representative



Relevant operations are conducted in accordance with the CP-EHS-004 Safety and Health Committee Organizational Procedures, and, as stipulated, the Occupational Safety and Health Management Committee convenes quarterly. The committee not only engages in thorough discussions on the following matters but also provides professional recommendations for improvement.



- (1) Occupational safety and health policy.
- (2) Occupational safety and health management planning.
- (3) Implementation plans for safety and health education training.
- (4) Operational environment monitoring plan, monitoring results, and implemented measures.
- (5) Health management, occupational disease prevention, and health promotion matters.
- (6) Various proposals on safety and health.
- (7) Automatic inspections and occupational safety and health audit matters for business units.
- (8) Preventive measures for hazards related to machinery, equipment, or raw materials and supplies.
- (9) Occupational accident investigation reports.
- (10) Assessment of the performance of on-site safety and health management.
- (11) Contractor safety and health management.
- (12) Other matters related to occupational safety and health management.



In 2024, the Occupational Safety and Health Committee discussed a total of eight improvement projects. Except for "enhance lighting in selected work areas," which has not yet been completed, the remaining seven projects were all completed by the end of 2024.

	Solution	Results
1	Prevention plan for the elderly and heat hazards in summer	✓
2	Improvement plan for material stacking	✓
3	Replacement with more comfortable and safer shoes	✓
4	Replacement with wrinkle-resistant uniform shirts	✓
5	Strengthen occupational safety and health education and training for migrant workers	✓
6	Enhance lighting in selected work areas	Planning and implementation ongoing.
7	Venomous snakebite emergency drills	✓
8	Application for workplace health certification	✓



Promotion of worker health GRI 403-6

The Company has established a health management policy for employees in accordance with the Occupational Safety and Health Act and the Labor Health Protection Regulations, promoting the physical and mental well-being of all staff. The Company also provides related consultation and care services. We develop a labor health service plan based on the characteristics of the working environment and job types, using it as the core framework to implement health services.

Regular Health Check-ups

We prioritize the health management of employees. All new employees are required to complete a physical examination. Employees aged 65 and above are provided with a fully subsidized health check-up once a year, which exceeds the regulatory standards of once every five years for those aged 45 and above, and once every three years for those aged 45 to 65. The examination results are classified and managed based on a comprehensive assessment of abnormal indices and medical history by occupational physicians. Priority is given to individuals classified as level four, high-risk, for whom visits by professional medical personnel are arranged to provide health advice and work suitability assessments.

2024

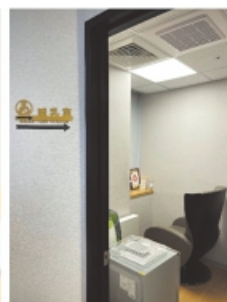
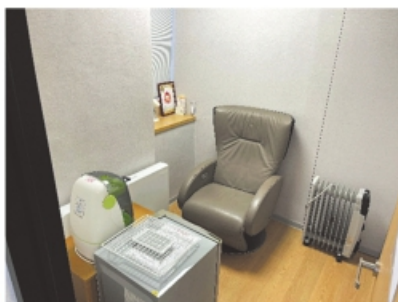
289
employees were required to undergo general health examinations.

286
participated in the general health examinations

achieving a completion rate of **99%**

Item	Head count
General health check-up	286
Number of individuals classified as level one management after general health examination results	20
Number of individuals classified as level two management after general health examination results	27
Number of individuals classified as level three management after general health examination results	32
Number of individuals classified as level four management after general health examination results	23
General health check-up	14

The company employs professional nursing staff and regularly arranges for occupational physicians to provide on-site services, including health consultations, medical guidance, and health monitoring. Additionally, the company periodically organizes various health seminars and promotional activities to increase employees' health awareness. Regarding gender equality, we provide special accommodations for female employees by implementing a maternity protection program. This program offers dedicated office chairs for pregnant employees, breastfeeding (lactation) facilities, and health education services. The company's breastfeeding room has been awarded the Excellence Award for Outstanding Breastfeeding Room by the Department of Health, Taipei City Government. Additionally, we conduct work risk and suitability assessments for pregnant employees to ensure their safety and comfort during working hours.



Implementation of the Employee Assistance Program (EAP)

In 2024, we implemented the Employee Assistance Program (EAP) in collaboration with an external professional psychological institution, establishing an anonymous and confidential psychological counseling channel. Employees can make appointments through an online platform to receive free professional consultations on mental health, work-related stress, emotional management, family relationships, and legal disputes. This service aims to prevent or resolve factors that may affect individual work performance, providing employees with comprehensive peace of mind in the workplace.

Category	Psychological Counseling	Work Consultation	Legal Consultation	Total
Head count	21	1	1	23

Establishment of an employee-exclusive "rest station"

Compared to the construction site, which requires a temperature-controlled rest area, the Headquarters staff need a private space for relaxation and short breaks. Therefore, we have planned a dedicated area to establish a "health rest station," equipped with a blood pressure monitor, thermometer, and scale for employees to track their basic health condition. Soothing items are also provided to offer employees a place to relax briefly during or after busy work periods.



"Upholding Virtue Cup" walking competition (held once annually)

The company is committed to the physical and mental well-being of every employee and actively promotes a culture of exercise among all staff. It is hoped that everyone, amidst their busy work schedules, can also relieve stress and enhance their physical fitness through exercise. Every year, we hold the "Upholding Virtue Cup" walking competition where performance is measured by the number of steps taken. Prize money is awarded to encourage the winners, with the hope that everyone will develop a habit of exercising regularly in the midst of a relaxed and enjoyable atmosphere.

Year	2023	2024
Number of participants	171	214





Occupational health services GRI 403-3

Monthly On-Site Professional Medical Consultation Services

In response to health examination results, occupational specialists provide on-site services monthly, offering employees relevant health consultations, medical guidance, and improvement recommendations, as well as following up on subsequent improvements. Through the on-site services provided by physicians, effective outcomes can be achieved through follow-up and management.

2024 On-Site Health Services and Number of Participants

Item	Head count	
	Occupational Health Nurse	Occupational Health Physician
Review of new physical examination reports	102	0
Foreign national entry inspection and periodic inspection review	149	0
Employee consultation (overload)	9	7
Employee consultation (maternity protection)	2	2
Employee consultation (general illness and injury)	23	7
Employee consultation (suitability assessment for middle-aged and elderly employees)	5	10
Employee consultation (musculoskeletal hazards due to human factors)	3	1
Employee consultation (return-to-work assessment)	1	14
Employee consultation (occupational accident)	9	5
Employee consultation (new hires/annual health check-up follow-up)	60	0
Employee consultation (other health-related issues)	5	2
Total	368	48

Establishment of Dedicated Nurse

The Company has appointed a full-time nurse stationed at the office who can provide immediate health consultations and basic medical services, proactively monitor employees' physical and mental well-being, and regularly document and report on subsequent actions taken.



Health Seminars and Promotional Campaigns

The company periodically organizes related seminars on topics such as dietary control for the "three highs" (hypertension, hyperglycemia, and hyperlipidemia), low-fat and low-sodium diets, regular exercise, smoking cessation and sugar reduction, and staying warm in winter and cardiovascular health care. Internal promotional campaigns are also conducted irregularly each quarter based on weather conditions or relevant topics (announced on the company's internal website).

2024 Health Seminar/Promotional Activities	Address	Number of Participants
Health Seminar - Sleep	Headquarters	19
Health Seminar - Introduction to the Employee Assistance Program	Headquarters	26
Health Seminar - Low-Sodium Diet	Zuoying Chongshi Social Housing	30
Health Seminar - How to Use an AED	Cathay Industrial Research and Design Center	12
Promotional Activity - Dengue Fever Prevention and Control	Zuoying Chongshi Social Housing	45
Health Seminar - Influenza and Vaccination	Cathay Industrial Research and Design Center	16
Promotional Activity - Prevention of Workplace Bullying	Dingfu Social Housing	18
Health Seminar - Mental Health	Dingfu Social Housing	21
Promotional Activity - How to Use AED and CPR	Dingfu Social Housing	24
Health Seminar - Alleviate Musculoskeletal Pain and Precautions for Using Pain Relief Patches	Dingfu Social Housing	8
Promotional Activity - Introduction to AED and CPR Usage and Health Rest Stop	Headquarters	12
Promotional Activity - How to Use AED	Headquarters	14
Health Seminar - Paying Attention to the Three Highs	Zuoying Chongshi Social Housing	15
Health Seminar - Oral Cancer Prevention	Dingfu Social Housing	31
Head count		291

Photographs of health promotion and service activities





Sustainable Workplace GRI 401, GRI 402, GRI 404, GRI 405, GRI 406, GRI 408, GRI 409, GRI 411

Material Topic: Employee Salary and Benefits



《Human Rights Policy》

<https://www.ckgroup.com.tw/storage/app/uploads/public/681/477/65e/68147765e3c7c120755989.pdf>



《Ethical Corporate Management Best Practice Principles》

<https://www.ckgroup.com.tw/storage/app/uploads/public/681/478/139/68147813930c8642952721.pdf>



《Code of Ethical Conduct》

<https://www.ckgroup.com.tw/storage/app/uploads/public/681/478/708/681478708614e939161370.pdf>



《Sexual Harassment Prevention Measures and Disciplinary Actions》

<https://www.ckgroup.com.tw/storage/app/uploads/public/681/47c/628/68147c6281a5d566570472.pdf>

Chien Kuo Construction values every partner and sees outstanding talent as its most important asset, which is also the foundational driving force for corporate sustainability and industrial upgrading. We have established related management measures such as the "Human Rights Policy," "Ethical Corporate Management Best Practice Principles," "Code of Ethical Conduct," and "Sexual Harassment Prevention Measures and Disciplinary Actions." We respect and embrace differences; hiring, evaluation, and promotion are not influenced by colleagues' gender, religion, nationality, ethnicity, self-identity, or political inclinations. We strive to create a respectful and collaborative work environment where diverse talents can find their platform at Chien Kuo, maximizing collective benefits.

We adhere to the principles of equality and respect, prohibiting any form of discrimination based on nationality, race, gender, age, religious beliefs, marital status, physical or mental disabilities, or any other grounds. We are committed to fostering a diverse, inclusive, and non-discriminatory work environment, ensuring that all employees have access to employment, promotion, training, and benefits opportunities under fair and just conditions. This commitment reflects the company's dedication to upholding human rights and social responsibility. In terms of actual implementation results, no complaints or disputes related to discrimination or workplace bullying occurred in 2024.

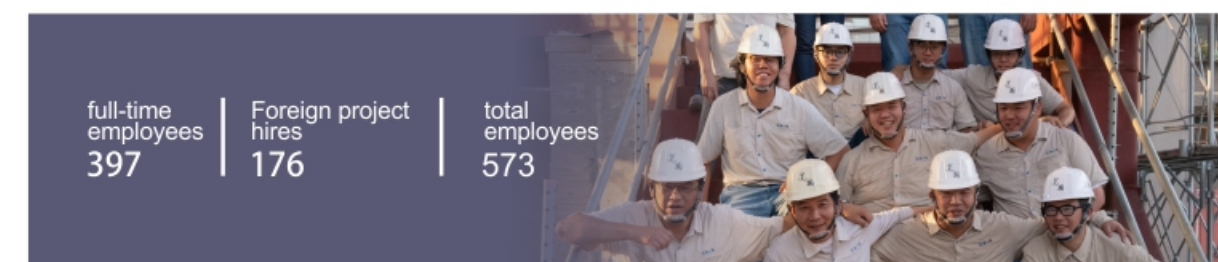


Thai migrant workers' 2024 Loy Krathong festivities

Human Resources Structure GRI 2-7, GRI 2-8, GRI 202-2, GRI 401-1

As of the end of 2024, Chien Kuo Construction has a total of 573 employees (including full-time, part-time, interns, and migrant workers). Among them, there are 389 full-time employees, 6 part-time employees, and 2 interns. Except for 7 foreign nationals, the rest are R.O.C. citizens. Some public construction projects have also legally employed a total of 176 foreign migrant workers. These migrant workers are contracted personnel on fixed-term contracts. All employees comply with the Labor Standards Act and the Employment Service Act, as well as other relevant regulations. The Company's senior management is 100% R.O.C. citizens, and there are no non-employee workers within the organization.

Due to the nature of the construction industry, the management and engineering professionals at Chien Kuo Construction are predominantly male, while administrative personnel are mainly female. There is no wage disparity based on gender, and all employees have ample opportunities to thrive within the Company.



	Female	Male	Total	Northern Region	Eastern Region	Southern Region
Total number of employees (full-time, part-time, interns, and migrant workers)	141	432	573	488	2	83
General employees	141	254	395	330	2	63
Regular contract employees	0	178	178	158	0	20
Non-guaranteed hours employees	0	0	0	0	0	0
Full-time employees	138	251	389	324	2	63
Part-time employees	3	3	6	6	0	0
Interns	0	2	2	2	0	0
Migrant workers	0	176	176	156	0	20

Note 1: Data collected up to December 31, 2024

Employment of Vulnerable Groups

The Company supports and practices diverse recruitment in accordance with the "People with Disabilities Rights Protection Act" and Taiwan's "Multiple Employment Promotion Program." We adequately employ vulnerable and minority groups while providing comprehensive training. In 2024, the number of employees with disabilities was 3, and the number of indigenous employees was also 3.

The overall human resources structure of Chien Kuo Construction is primarily composed of young and middle-aged adults aged 31 to 50, indicating a stable organization with a labor force that possesses mature experience. New hires are also largely concentrated in this age group. In recent years, the proportion of employees under 30 years old has continued to increase, which helps promote a younger and more dynamic organization. Regarding gender distribution, although the overall proportion of males remains higher, this phenomenon is attributed to the characteristics of the construction industry. However, starting from 2024, we have increased the number of female employees hired and raised the promotion rate of female supervisors. We continue to strive to create a gender-equal and friendly workplace, fostering a diverse and inclusive management team.





Number of Full-Time Employees and Gender Ratio for the Past Three Years

Year		2022		2023		2024	
Gender ratio(%)		Female	Male	Female	Male	Female	Male
Age group	Under 30 years old	19(5%)	35(9%)	21(6%)	39(10%)	33(8%)	51(13%)
	31-50 years old	70(20%)	125(34%)	73(20%)	121(33%)	78(20%)	115(30%)
	Over 51 years old	23(6%)	96(26%)	23(6%)	90(25%)	27(7%)	85(22%)
Head count		368		367		389	

Note: This does not include part-time employees, interns, and migrant workers.

New Employees Statistics

Year		2022		2023		2024	
Gender ratio(%) *Note 1		Female	Male	Female	Male	Female	Male
Age group	Under 30 years old	5(1.4%)	18(4.9%)	14(3.8%)	17(4.6%)	14(3.6%)	34(8.7%)
	31-50 years old	11(3.0%)	29(7.9%)	24(6.5%)	34(9.3%)	26(6.7%)	34(8.7%)
	Over 51 years old	2(0.5%)	9(2.4%)	5(1.4%)	15(4.1%)	7(1.8%)	13(3.3%)
Head count (New Employment Rate)		74(20.1%)		109(29.7%)		128(32.8%)	

Note 1: % = Number of individuals in each age group by gender/Total number of full-time employees in that year

Note 2: All regions are located in Taiwan.

Employee Turnover Statistics

Year		2022		2023		2024	
Gender ratio(%) *Note 1		Female	Male	Female	Male	Female	Male
Age group	Under 30 years old	8(2.2%)	19(5.2%)	9(2.5%)	13(3.5%)	2(0.5%)	21(5.4%)
	31-50 years old	16(4.3%)	34(9.2%)	22(6.0%)	36(9.8%)	20(5.1%)	36(9.3%)
	Over 51 years old	2(0.5%)	14(3.8%)	7(1.9%)	23(6.3%)	6(1.5%)	21(5.4%)
Head count (Turnover Rate)		93(25.2%)		110(30.0%)		106(27.2%)	

Note 1: % = Number of individuals in each age group by gender/Total number of full-time employees in that year

Note 2: All regions are located in Taiwan.

Employee Remuneration System

GRI 202-1, GRI 405-2

To attract and retain outstanding talent, we have established a comprehensive job grading and remuneration system. We regularly review and adjust salary structures to maintain market competitiveness and internal equity. The remuneration structure comprises fixed salary and variable incentives. The former is determined based on job grading, responsibilities, and professional competencies; the latter is adjusted and awarded according to operational performance, departmental achievements, individual performance, and other reward evaluation criteria. The Company conducts annual salary adjustment procedures based on market salary survey results, the Company's operational status, and individual performance evaluations, ensuring that the remuneration system maintains its flexibility and incentive function to support sustainable business objectives.

Furthermore, the starting salary for all employees is above the statutory minimum wage, demonstrating the company's commitment to human rights and labor protection. To encourage employees to enhance their professional skills and promote career development, the Company has established a certification allowance system. This system rewards those who obtain professional certifications, thereby strengthening employee competencies and increasing the overall competitiveness of the enterprise.

2024	Role		Compared to statutory minimum wage	
Gender	Engineer	Interns	Engineer	Interns
Female	40,000	33,000	1.45 : 1	1.20 : 1
Male	40,000	33,000	1.45 : 1	1.20 : 1

To strengthen talent retention, respond to market changes, and recognize employee contributions, we have increased the overall salary adjustment rate for non-management employees by 3.89% in 2024 compared to last year. This adjustment was carefully determined based on a comprehensive evaluation of market salary survey results, industry economic conditions, company operational performance, and individual employee performance. It reflects the company's emphasis on investment in human resources and demonstrates our commitment to sharing business achievements with employees.

	2022	2023	2024	Compared to the previous year
Total employee salaries (NT\$ thousand)	358,628	352,049	341,390	- 3.03%
Number of employees (persons)	398	380	355	-6.58%
Average salary (NT\$ thousands/person)	901	926	962	3.89%
Median salary (NT\$ thousands/person)	755	780	819	5%

Note: Salaries of full-time employees who do not hold managerial positions.

To achieve pay equity and gender equality, we regularly review the remuneration structure across all job levels. Salary determination and adjustments are made based on objective criteria such as job nature, job grading, performance, and professional competence, ensuring that gender factors do not influence remuneration. Through the establishment of a transparent remuneration system and a regular remuneration analysis mechanism, the comparison of the proportion of male and female employees and their respective remuneration ratios in 2024 indicates that female employees have not experienced unfair treatment in terms of remuneration. This demonstrates our concrete achievements in implementing gender equality and diversity and inclusion. In the future, we will continue to strengthen pay equity to ensure that all employees have equal opportunities for remuneration under the same responsibilities.

Role	Head count ratio		Ratio of regular salary	
	Female	Male	Female	Male
General employee	1	1.79	1	1.26
Manager (Assistant manager level and above)	1	2.75	1	1.41



Employee Benefits Program Overview GRI 401-2

Benefits	Welfare Benefits
Flexible working hours	<ul style="list-style-type: none">Provides a flexible working hours system to assist employees in arranging their start and end times flexibly according to work demands and personal life balance, thereby enhancing work efficiency and employee satisfaction.
Employee Stock Ownership Trust	<ul style="list-style-type: none">The company provides matching contributions equal to the amount contributed by employees, encouraging long-term ownership of company stock to accumulate wealth and share in the business results. This approach also aims to enhance employees' sense of belonging and organizational identity.
Group insurance subsidies for employees and their dependents	<ul style="list-style-type: none">The company subsidizes employees and their spouses and children to participate in group insurance, including life insurance, accident insurance, work-related injury insurance, group accident medical insurance, cancer insurance, and hospitalization medical insurance, providing basic protection for employees and their families.
Welfare Fund	<ul style="list-style-type: none">An Employee Welfare Committee was established that allocates benefits funds according to regulations for various welfare measures and activities, aiming to increase employee well-being and cohesion.During the three major festivals of the Spring Festival, Dragon Boat Festival, and Mid-Autumn Festival, monetary gifts are provided for the holidays, weddings, childbirth, birthdays, hospitalization, and funerals as expressions of sympathy and celebration.
Education scholarships and subsidies for employees' children	<ul style="list-style-type: none">Provides scholarships and financial aid for employees' children to support family education expenses substantively and encourage children to focus on their studies with peace of mind.
Corporate private movie screening	<ul style="list-style-type: none">Organize irregular private movie screening events to enhance camaraderie among colleagues and improve their sense of happiness and belonging.
Employee library	<ul style="list-style-type: none">Establish a dedicated library resource space exclusively for employees, offering a diverse range of book lending services (with approximately 850 volumes regularly updated and replaced). Employees are able to take home old books from the collection to encourage continuous learning and knowledge exchange.
Organization subsidy	<ul style="list-style-type: none">Encourage employees to establish diverse organizations (such as sports, arts and culture, volunteer work, etc.). The company provides a fixed annual subsidy for organization expenses to promote employees' physical and mental health as well as cross-departmental communication.
Employee travel subsidies	<ul style="list-style-type: none">Provide annual travel subsidies to promote employee relaxation and achieve a balance between work and life.
Health check-ups and preventive care	<ul style="list-style-type: none">Regularly schedule free health check-ups for employees and provide consultations with professional physicians to help employees monitor their health status and reduce health risks.A full-time nurse is employed to provide information related to health and wellness, monitor employee well-being, and offer health recommendations.
Quarterly birthday party	<ul style="list-style-type: none">Organize employee birthday celebrations quarterly to create a warm and friendly workplace atmosphere and strengthen emotional connections among colleagues.
Paid volunteering leave	<ul style="list-style-type: none">Encourage employees to participate in public welfare by providing two days of paid volunteering leave annually, supporting employees in fulfilling corporate social responsibility.
Employee Assistance Program (EAP)	<ul style="list-style-type: none">Introduce professional consulting resources to provide employees and their families with psychological counseling, and legal and financial assistance services to help colleagues manage work and life stress.
Quarterly departmental meal subsidy	<ul style="list-style-type: none">Subsidize departmental meal expenses quarterly to encourage positive communication and team camaraderie among departments, thereby enhancing organizational cohesion.
Unpaid maternity and parental leave	<ul style="list-style-type: none">Prenatal checkup leave, (paternity/maternity) leave, and unpaid parental leave (applicable to both male and female employees) are provided.Premium breastfeeding rooms are provided.

Parental Leave GRI 401-3

Chien Kuo Construction supports employees' family life by providing parental leave and family care leave in accordance with legal requirements. As of the end of 2024, there were 4 employees eligible for parental leave (including those who had already applied). Of the 2 employees expected to return from parental leave in 2024, 1 returned, resulting in a return-to-work rate of 50%.

In 2023, 4 employees were expected to return from parental leave, with 3 actually returning, making the return-to-work rate 75%. Currently, 3 of those employees remains with the Company, reflecting a retention rate of 100%.

Parental Leave Statistics

Explanation	2022		2023		2024	
	Female	Male	Female	Male	Female	Male
Number of employees eligible for unpaid parental leave in the current year (A)	1	4	2	2	3	1
Number of employees on unpaid parental leave in the current year (B)	1	0	0	0	1	0
Number of employees scheduled for reinstatement and reinstated in the current year (C)	1	1	1	2	1	0
Number of employees scheduled for reinstatement but not reinstated in the current year (D)	1	0	1	0	1	0
Number of employees scheduled for reinstatement and reinstated in the previous year (E)	2	0	2	1	1	2
Number of employees reinstated in the previous year and remain in the Company (F)	2	0	0	1	1	2

Note: (B) Part of the unpaid leave period extends across multiple years.

Approaches to Employee Communication GRI 406

We provide employees with comprehensive mechanisms and channels for lodging grievances, ensuring thorough understanding of their needs and fostering a harmonious workplace. Quarterly labor meetings are held for significant operational changes that may affect employee rights and interests, creating mutually beneficial labor relations.

In addition, we have established a dedicated complaint mailbox and hold quarterly focus group interviews with supervisors and colleagues, as well as new hire forums, to understand employees' needs and ideas and ensure that their voices are heard.



- Written document delivery: Mail the document to the human resource unit or mail it directly to the highest-ranking officer of the human resource unit.
- Mailing address: Human Resources Dept., 20F, No. 67, Section 2, Dunhua South Road, Da'an District, Taipei City
- Employee complaint mailbox and sexual harassment prevention mailbox: hrhelp@ckgroup.com.tw
- Employee hotline: +886-2-2784-9730 ext 568



Chien Kuo Construction regularly holds labor-management meetings, where all employees have one vote to directly elect labor representatives. The top five candidates from the election are chosen as labor representatives, with each term lasting four years, and re-election is allowed. Labor-management meetings are held quarterly. Major resolutions from the 2024 labor-management meetings included applications for child support subsidies, self-improvement activity subsidies, health check-ups, employee stock ownership trusts, and communication regarding manpower needs at certain construction sites. The labor representatives were tasked with informing all employees. All labor-management resolutions are implemented by the relevant departments and tracked in the following quarterly meetings.



Employee Retirement System GRI 201-3

Chien Kuo Construction has established the supervisory committee of workers' retirement reserve fund to supervise and audit the operations of the workers' retirement reserve fund. Starting from July 1, 2005, the Company has appropriated funds to the workers' retirement reserve fund each month for every eligible employee or every employee who opted for the pension system in the "Labor Pension Act" (new pension system) based on their wages in accordance with the "Monthly Contribution Wages Classification of Labor Pension". The allocation method involves allocating 6% of employees' salary based on insured level to the individual account of the Labor Insurance Bureau. In 2024, a total of NT\$15,338,000 was allocated.

For those who choose to apply or retain the pension system of the "Labor Standards Act" (old pension system), the Company calculates the monthly contribution rate of the labor retirement reserve and appropriates funds to the labor retirement reserve based on the number of workers, wages, years of service, turnover rate, and other factors in accordance with Article 56, Paragraph 1 of the Labor Standards Act to pay for pensions. 2% of the employee's monthly salary is taken to a special account in the Bank of Taiwan.

For employees who are transferred to affiliated companies due to structural requirements, the number of years of service may be accumulated to provide employees with additional coverage and help them work in the Company without worries. It also helps facilitate the exchange of talents in the Group.



The contribution to the old labor retirement reserve account

for 2024

NT\$57,000

the cumulative balance

NT\$36,919,000

The contribution to the new labor retirement reserve account

for 2024

NT\$15,338,000

Minimum Notice Periods Regarding Operational Changes GRI 402

If there are significant operational changes that may affect employee rights and interests, the Company will communicate these changes through labor-management meetings before implementation and will notify the affected employees in advance as required by law. Additionally, the Company provides relevant support measures, such as assisting in transfers to other internal units and helping employees apply for government subsidies based on their circumstances.

According to the Labor Standards Act, the notification period for terminating employees is as follows:

- For employees with more than three months but less than one year of service, notice must be given at least 10 days in advance.
- For employees with one year but less than three years of service, notice must be given at least 20 days in advance.
- For employees with more than three years of service, notice must be given at least 30 days in advance.



Social Participation

Chien Kuo Construction understands the importance of giving back to society from which it derives its benefits. We have embedded public service into our corporate culture, led by our chairman and carried out through a top-down approach. In addition to providing professional construction assistance to meet societal needs, we strive to contribute more by actively reaching out to like-minded philanthropic partners, understanding their needs, and becoming their strong support. Furthermore, the Chien Kuo Foundation for Arts and Culture is dedicated to promoting culture and aesthetics by long-term sponsorship of outstanding artists and advocating for beautiful creations. We also bring art and resources into schools, collaborating with educational institutions and art teams to offer courses and performances while providing scholarships to encourage and support students. All Chien Kuo employees work together to make society a better place.

Public Welfare for Construction and Maintenance GRI 203

Love at Chien Kuo blog <https://csratckgroup.blogspot.com/>





■ Creating Comfortable Living Spaces Through Professional Construction

Chien Kuo Construction has embarked on its philanthropic journey by leveraging its expertise in the construction industry. We utilize our professional capabilities to fill gaps in societal needs, particularly noting the challenges that many non-profit organizations face in securing suitable operational spaces. For instance, when social welfare institutions require renovation or expansion, they need not only financial support for construction costs but also technical support for architectural planning that fits the users' needs. Only by considering the entire lifecycle of the building and carefully planning the construction can we effectively extend its usable life, thereby reducing subsequent maintenance and operational burdens.

For non-profit organizations, resources are hard to come by, and every dollar must be used wisely. To address this, Chien Kuo Construction not only offers project funding for repair costs of needy charitable organizations but has also established a dedicated unit to oversee the public service renovation process. We leverage our extensive experience in construction management, handling everything from pre-assessment and project planning to the cumbersome tasks of sourcing contractors, obtaining quotes, supervising construction, and final acceptance of the project. Through the professional capabilities of Chien Kuo employees, we aspire to create warm and comfortable living spaces for those in need.



Chien Kuo Construction has accumulated years of experience in philanthropic renovations. Over time, we have built new homes for AIDS-affected babies, conducted comprehensive renovations for orphanages, and assisted in repairing emergency shelters for abused women as well as constructing nursing homes for individuals in a vegetative state. As of 2024, we have successfully completed over 40 projects for public welfare for construction and maintenance. Our partners and projects include:

Partners	Construction and Maintenance Projects Over the Years
Genesis Social Welfare Foundation	Home for Persons in Persistent Vegetative State in Taitung, Kaohsiung Branch, Home for Persons in Persistent Vegetative State in Pingtung, Genesis Nursing Home in Hualien.
The Garden of Mercy Foundation	Home for Babies with AIDS, Wulai Adult Care Center renovation projects.
Chung Yi Social Welfare Foundation	Chung Yi Children's Home, Building of Taipei Home.
Harmony Home Association, Taiwan	Wenshan Children's Home, Jiaying Adults' Home, Zhonghe Adults' Home.
The Garden of Hope Foundation	Shelters and Children's Homes for victimized women in Taoyuan / Taichung / Pingtung.
Others	Homes for elderly who live alone, Taitung Dawu Junior High School, Taitung Xinyuan Elementary School.

As of 2024, over 40 projects for public welfare for construction and maintenance have been completed.

Volunteer Service GRI 203-2

The spirit of public service is deeply rooted in the hearts of every Chien Kuo employee. The Company offers two days of paid volunteer leave annually, encouraging employees to participate in public service activities aligned with the needs of our partner organizations. Each year, we co-organize the year-end banquet for the homeless, "Feast for the Disadvantaged 30." In spring and autumn, we arrange outings with children from the Chung Yi Social Welfare Foundation, and we provide occasional support as administrative volunteers for various foundations. In the past, we have also helped set up new homes for AIDS babies and organized charity fairs, always fully committed to assisting our nonprofit partners and making Chien Kuo employees their strongest support.

Chien Kuo employees contributed a total of 176 hours of service in 2024, bringing the cumulative total to 10,106 hours.

The total amount of charitable donations received has reached NT\$54,938,802.



■ Feast for the Disadvantaged 30

Genesis Social Welfare Foundation, Zenan Homeless Social Welfare Foundation, and Huashan Social Welfare Foundation recognize that while Lunar New Year is a cherished time for family reunions in Chinese tradition, this heartwarming scene is often an unattainable dream for homeless people, the underprivileged, and low-income families who are struggling to make ends meet. A hot New Year's Eve dinner, a red envelope, and a few words of kindness can bring the festive atmosphere to these underprivileged individuals, offering them a sense of "home," "respect," and "care," making society better.

Chien-Kuo Construction has been a long-term partner of the Genesis Social Welfare Foundation, co-hosting the "Feast for the Disadvantaged 30" event since 2011. Many employees and their families volunteer to assist in guiding seniors to their seats and serving meals. Those unable to attend have generously donated to cover meal costs, ensuring that the New Year's feast, filled with warmth and love, reaches homeless individuals and seniors living alone. This event encourages everyone to contribute to social welfare and spread kindness.

The 35th "Feast for the Disadvantaged 30" event in 2024 was canceled due to the impact of the COVID-19 pandemic for which group meal activities were placed on hold. The Foundations opted instead to bring gifts to people's homes with the "Lunar New Year Gift and Red Envelope for People in Persistent Vegetative State" so that the disadvantaged groups can experience the warmth from the society.

In 2024, for the "Lunar New Year Gift and Red Envelope for People in Persistent Vegetative State" campaign, Chien Kuo employees collectively donated NT\$12,024,400.

■ Companionship Trip for Children at Chung Yi Social Welfare Foundation

Chung Yi Social Welfare Foundation provides shelter for over 70 children who have lost their families or are homeless. Since 2010, Chien Kuo has worked closely with the orphanage, organizing small trips each spring and autumn for the children, allowing them to explore and interact with the world outside, just like other kids. These trips offer outdoor activities such as hiking, barbecuing, and water play. After years of bonding during these outings, the Chien Kuo team has built a strong rapport with the children, providing companionship through various games and interactions, witnessing their growth and development. These outings are filled with love and create cherished memories for both the children and the employees.

In 2024, a small trip was organized where colleagues accompanied children aged 2 to 7 from the Taipei Campus to the Left Bank of Tamsui in New Taipei City. The weather was sunny and pleasant that day. The children first enjoyed playing on swings, climbing rocks, and slides at the riverside family park. After enjoying local delicacies, they proceeded to the outdoor lawn of the Shihsanhang Museum of Archeology to blow bubbles and had a great time. The second short trip was organized at the request of the foundation. Once again, we organized a trip for 11 children aged between 1.5 and 5 years who were being temporarily housed at an emergency shelter in Taoyuan. Considering the young age of the children, the itinerary was arranged to include both dining and play activities and was held at a family-friendly restaurant with an outdoor space, to follow an all-day schedule at one location.

A total of 128 volunteer hours were dedicated to the two accompanying short trips held in 2024.



■ Administrative Volunteers at the Garden of Hope Foundation

The Garden of Hope Foundation has provided long-term care for victimized women by opening dessert workshops to train and help women develop work skills for making desserts. During holidays and festivals, they need help with packaging the desserts, sorting the year-end donation receipts, and distributing and mailing the goods. Chien-Kuo's dedicated unit helps match volunteers to assist the Garden of Hope Foundation, utilizing their free time to support administrative packaging work. This practical support helps empower women who have experienced violence to adapt to employment and achieve economic independence.



Cultural Inheritance

Chien Kuo Foundation for Arts and Culture

Chien Kuo Foundation for Arts and Culture (hereinafter referred to as the Foundation) was officially established in 2011 to promote culture and modern life aesthetics. It is committed to the education and promotion of art and creation of ink wash paintings, passing on the cultural inheritance of classical art, and their applications and innovations. It studies the history and knowledge of ancient art, painting and calligraphy, and traditional opera art, and leverages modern channels for education, promotion, exhibition, and publication projects to facilitate the fusion and development of traditional culture and art with contemporary innovation.

Ancient Art, Painting, and Calligraphy

The Foundation has provided scholarships for master and PhD students at the Graduate Institute of Art History of National Taiwan University since 2020. It has made donations to the study abroad program to cultivate art history professionals with professional knowledge, independent thinking, healthy character, aesthetic taste, care for the society, and international perspectives, who will promote the study and cultural inheritance of history and knowledge in ancient art and calligraphy.

Traditional Operas

Since 2012, the Foundation has invited several next-generation Kunqu performers from the Kunqu Opera Theatre of Jiangsu and Zhejiang Kunqu Opera Troupe to perform in Taiwan with invitation for performance or reproduction. It has also brought together rising talents in Taiwan's theater scene—including stage, lighting, and costume designers—to collaborate and infuse contemporary aesthetics into traditional Kunqu opera. These efforts have brought a new look and attracted a new audience to Kunqu opera and helped cultivate a broader potential audience base to enter the theater.



Beyond Kunqu Opera

We seek to promote traditional arts and life aesthetics and create the "Beyond Kunqu Opera" platform for diverse exchanges. This platform includes a radio program, podcasts, a fan page, and lectures so that the wonders of traditional art can reach a wider audience.

We opened the first "Beyond Kunqu Opera Academy" in 2019, focusing on the essence of the art and appreciation. We invited An-Chi Wang, Chair Professor of the Department of Drama & Theatre, National Taiwan University, and Yu-Hang Wen, xiaosheng performer of the Guo-Guang Opera Company, to explore the differences between Peking opera and Kunqu opera from both the academic and performer's perspectives. Professor An-Chi Wang's lecture video "Spoilers for Peking and Kunqu Opera" and Yu-Hang Wen's lecture video "The Differences between Peking and Kunqu Opera" have accumulated a total of 12,000 views.

Since 2021, we have introduced Kunqu opera into schools. Taking the script of "The Peony Pavilion: A Walk in the Garden" from the high school Chinese literature curriculum "Selected Plays", we presented the story in the form of Kunqu stage performances. This initiative allows students and faculty members to experience Kunqu performing arts up close, embodying the promotional concept of "integrating art with teaching materials." Our efforts have reached universities and colleges as well as public and private high schools across northern and central Taiwan. In 2024, a total of six promotional events were held at the following institutions: Tunghai University, Taipei Jingmei Girls High School, National Overseas Chinese Senior High School, Taoyuan Municipal YangMei Senior High School, Hsinchu Chien Kung Senior High School, and Ching Cheng High School.

The total number of participants in the campus promotion project was approximately 3,400 people.

- Kunqu Campus Promotion at Tunghai University in Taichung
- Kunqu Campus Promotion at National Overseas Chinese Senior High School
- Kunqu Campus Promotion at Ching Cheng High School
- Kunqu Campus Promotion at Taipei Jingmei Girls High School
- Kunqu Campus Promotion at Taoyuan Municipal YangMei Senior High School
- Hsinchu Chien Kung Senior High School



Local Communities **GRI 413-1**

Construction Site	Community Activities
Yongqing Social Housing	<ul style="list-style-type: none"> Community residents are given gift vouchers for an evening party lottery during the Lunar New Year, Dragon Boat Festival, and Mid-Autumn Festival. Dredging of surrounding drainage ditches.



Construction Site	Community Activities
Chongshi Social Housing	<ul style="list-style-type: none"> Sponsorship of blood drives and holiday evening parties in Chongshi Village. Washing of roads surrounding the waterwheel work area. Weeding of flower beds on the pedestrian walkway. Cleaning of work area entrances and exits. Cleaning of roads surrounding the work area. Dredging of drainage ditches surrounding the work area. Installation of sand nets in drainage ditches surrounding the work area.



Construction Site	Community Activities
Lihsing Social Housing Project	<ul style="list-style-type: none"> Due to the proximity to Taipei Municipal Zhongshan Girls' High School, soundproof canvas was imported from Japan to reduce noise. Coordinate with school examinations and national-level examinations to suspend construction or reduce workforce deployment. Gift giving during the Mid-Autumn Festival and Lunar New Year. Sponsorship of the Ghost Festival Worship Ceremony. Assisted in repairing the sidewalks and convex mirrors near the construction area. Jointly visiting village chiefs with the agency to understand their needs.



Construction Site	Community Activities
Nanshan Shalun	<ul style="list-style-type: none"> Road repair on Guanhai Road. Assisted with relocating fallen fences during typhoon days. Assisted in the demolition and removal of lifesaving stations. Assistance in the demolition of the original lifeguard station's temporary warehouse. Environmental facilities for lifeguard stations during flood season. Structure of lifeguard stations' environment during flood season. Assisted with organizing three sea festivals throughout the year. Sponsored year-end banquet. Provided lifesaving station facilities: retractable gate access, two shipping container houses, two tent sets, and sloped bricks.



Construction Site	Community Activities
Dingfu Social Housing	<ul style="list-style-type: none"> Repair of tile cracks and hollow spots in the neighboring community. Sponsored the neighboring community's Pudu Festival. Repair and leveling of hollowed-out turf in the neighboring community. Applied primer to cracks in classrooms at Dingpu Elementary School to prevent water leakage. Cleared weeds and silt from the drainage ditches at Dingpu Elementary School. Maintenance of flower beds lining the perimeter wall of Dingpu Elementary School.

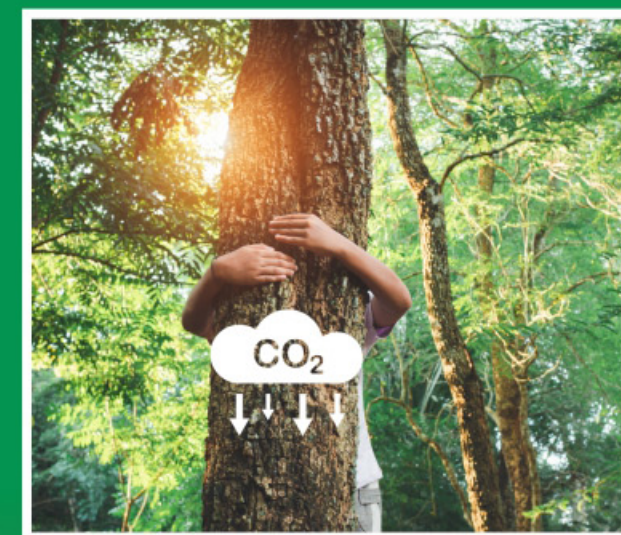


CHIEN KUO
CONSTRUCTION

Climate Change and Environmental Management

GRI 302, GRI 303, GRI 305, GRI 306

Guided by the principle of Upholding Virtue, Chien Kuo Construction practices integrity-based corporate management, strengthens governance resilience, and actively addresses the impacts of climate change on the environment and society. The Company is dedicated to fostering a green construction value chain that is environmentally friendly and respectful of life. The Company incorporates the issue of climate change into the scope of comprehensive risk management, regularly discussing it in various operational management meetings to control the impact of climate change on operations. Each management department conducts risk identification and analysis of the impact of climate change within its business scope, reporting the analysis results to the management level. This serves as the main axis for establishing risk management strategy plans to respond to climate change actions and to assess the financial impact accordingly. Each functional team regularly reports on their respective executions to the Sustainable Development Committee, which is supervised and managed by the Board of Directors.





The Company has implemented and obtained ISO 14001 Environmental Management System certification, covering the Headquarters, and its major subsidiaries, CKTech Engineering Co., Ltd., Chien Kuo Building Co., Ltd., as well as all project sites nationwide. A comprehensive environmental policy has been established and published on the Company's official website, committing to regulatory compliance, pollution prevention, and continuous improvement.

In accordance with this system, the Company conducts regular environmental risk assessments to identify activities, products, and services that may affect the environment, and designs corresponding control measures based on different risk levels. Standardized management procedures have been established for environmental aspects such as air, water, waste, and noise.

In the event of an environmental incident, the Company has implemented investigation, corrective, and preventive mechanisms to ensure timely handling, follow-up improvements, and prevention of recurrence. Through continuous operation and both internal and external audits, the Company enhances the effectiveness of its management system and fulfills its commitment to environmental responsibility.

TCFD Disclosure Recommendations

Core Element	Recommendations from TCFD	Achievement / Implementation Status
Governance	a) Board's oversight of climate-related risks and opportunities	<ul style="list-style-type: none">● The Company's Sustainable Development Committee regularly reports climate-related matters to the Board of Directors, which oversees and manages related issues.
	b) Management's role in assessing and managing climate-related risks and opportunities	<ul style="list-style-type: none">● The management gathers and analyzes information on climate-related regulations, technologies, and market trends through internal meetings, formulates response strategies and reports to the Sustainable Development Committee.● In response to the increased likelihood of extreme weather events due to climate change, management has instructed the engineering planning and technical departments to incorporate climate impacts into engineering design calculations. This aims to enhance building resilience, establish the Company's technical differentiation, and ensure the safety of residents.
Strategy	a) Identified climate-related risks and opportunities	<ul style="list-style-type: none">● The climate risks and opportunities identified by the Company, as well as their impact on business operations, strategies, and finances, are categorized into "transition risks" and "physical risks," as detailed in the "Climate Change Risks, Opportunities, and Financial Impacts" section on the next page.● In addition, the Company has also identified three climate-related opportunities—green technology development, green procurement, and engineering services—which may create new business opportunities.
	b) Impact of climate-related risks and opportunities on businesses, strategy, and financial planning	<ul style="list-style-type: none">● Based on the analysis conducted by the Sustainable Development Committee, the Company incorporates material climate risks and opportunities into operational decision-making by adjusting business strategies to mitigate potential impacts and capture new business opportunities.● To assess potential impacts on revenue, cost structure, and capital expenditures under short-, medium-, and long-term climate scenarios, the management incorporates relevant financial assumptions and sensitivity analyses into annual strategic planning. These analyses serve as the basis for resource allocation and investment evaluation.● Based on the above analyses, the Company develops climate response strategies and links them with risk management policies and financial planning to enhance corporate resilience and financial stability.
	c) Resilience of the organization's strategy, taking into consideration different climate-related	<ul style="list-style-type: none">● The Company incorporates climate change into its overall risk management and regularly discusses potential impacts in management meetings.● Each management department conducts climate-related risk identification and analysis, reports findings to management, develops strategic plans, and assesses financial impacts.● For details regarding the parameters, assumptions, analytical factors and key financial impacts applied in the assessment of climate-related risks, please refer to page 47 of the Company's 2024 Annual Report.
Risk Management	a) Processes for identifying and assessing climate-related risks	<ul style="list-style-type: none">● Based on this system, the Company regularly conducts environmental risk assessments to identify activities, products, and services that may affect the environment, and designs corresponding control measures according to the level of risk.● The Sustainable Development Committee has established various task forces to conduct business inventories and risk identification focusing on climate change. This includes analyzing direct or indirect impacts caused by extreme weather events, transition impacts arising from regulations, technology, or market demands, and other cultural or social risks and opportunities affecting the Company's operations.
	b) Processes for managing climate-related risks	<ul style="list-style-type: none">● In the event of an environmental incident, the Company has established investigation and corrective-preventive mechanisms to ensure timely handling, follow-up improvements, and prevention of recurrence. Through continuous implementation and internal and external audits, the Company strengthens the effectiveness of its management system and fulfills its commitment to environmental responsibility.● Strategic plans for identified climate-related risks and opportunities serve as the foundation of the Company's climate response actions and are used to estimate management costs and assess financial impacts
	c) Integration of climate-related risk management into overall risk management	<ul style="list-style-type: none">● The Company incorporates climate change into its overall risk management scope and regularly discusses it in various business management meetings to manage the impact of climate change on operations.● The analysis results are reported to management and used to formulate risk management strategy plan as the core of the Company's climate response actions.● Each task force regularly submits implementation reports to the Sustainable Development Committee, with oversight and supervision provided by the Board of Directors.
Metrics and Targets	a) Metrics used by the organization to assess climate-related risks and opportunities	<ul style="list-style-type: none">● The Company has incorporated climate change issues and related assessment indicators into its risk management framework and has established response strategies aligned with its risk management policy.● Based on this system, the Company regularly conducts environmental risk assessments to identify operational activities and services that may impact the environment.
	b) Greenhouse gas (GHG) emissions	<ul style="list-style-type: none">● In 2024, the Company completed greenhouse gas emission inventories for Scope 1, 2, and 3 across its headquarters and all construction sites nationwide, and obtained ISO 14064-1 certification.
	c) Targets and performance against those targets	<ul style="list-style-type: none">● To address market risk, the Company continues to promote green procurement, with the declared amount exceeding NT\$50 million.● To address market risk, the Company hosted one supplier conference in 2024 to strengthen supply chain communication and partnership, aiming to collectively move towards net-zero emissions across the industry chain through mutual encouragement and learning.

Climate Change Risks, Opportunities, and Financial Impacts GRI 201-2

Climate-related risks can be categorized into "transition risks" and "physical risks." Transition risks refer to the potential risks and impacts that may arise during the industrial transformation process due to climate change and related factors such as policy changes and technological developments. Physical risks, on the other hand, refer to the direct impacts and shocks on tangible assets of construction firms, including production facilities, equipment, and human resources, caused by extreme weather events and natural disasters resulting from climate change.

Types of Risk	Value Chain Impact	Time Horizon	Climate Risk	Issue Impact	Financial Impact	Countermeasures
Transition Risk	Market risk	Market	Medium to long term	Customer change request	To comply with regulations and enhance brand image, customers may increase their demand for green building materials and products with environmental certifications. If customers do not increase their budgets, this will compress the profit margins for construction firms.	<ul style="list-style-type: none">● Increased implementation costs● Chien Kuo Construction continues to uphold high-quality construction standards. Many projects have already independently raised procurement standards, such as procuring first-level energy-efficient appliances.● Continue to expand green procurement to achieve cost control through volume. We will also seek low-carbon suppliers and collaborate with suppliers willing to undergo green transformation to jointly develop low-carbon construction methods and products, thereby establishing a green supply chain.● We utilize smart management tools to streamline processes and effectively control execution costs. By implementing strict cash flow controls to maintain financial stability, we have been able to mitigate the impact of customer demand changes.
	Policy and regulatory risk	Supply chain	Medium to long term	Carbon pricing	Mature economies and some regional organizations have established regulations regarding carbon emissions during product manufacturing processes. Measures taken to comply with regulations and exceed regulatory thresholds may incur carbon fees or taxes, resulting in increased operating costs.	<ul style="list-style-type: none">● Increased operating costs● Implement the ISO 14064-1 greenhouse gas inventory management system to effectively monitor greenhouse gas emissions within the operational scope and develop reduction plans accordingly.● Enhance and improve energy use efficiency.● Leverage the construction firm's integrative role to promote a low-carbon construction supply chain, encourage customers to select low-carbon materials to create market demand, and push upstream raw material manufacturers to develop low-carbon products, effectively reducing the embedded carbon in construction.● If carbon fee costs continue to rise, plan for appropriate cost pass-through strategies to maintain the Company's profit margins.● Carbon pricing policies are currently under consideration for implementation, with related strategies and plans are still under development. For detailed information, please refer to pages 47-48 of the Company's 2024 Annual Report.
	Technical risk	Market	Medium to long term	Low-carbon/low-environmental impact technologies have become a prominent trend.	The market's technical barriers are becoming increasingly stringent, with competitors investing more in the development of low-carbon construction methods and technologies. If the Company falls behind in development progress and fails to keep pace with market demands, it may impact order acquisition and result in a loss of market position.	<ul style="list-style-type: none">● Increased operating costs● Increased capital expenditures● Actively pursue the development of low-carbon technologies and register patents for the outcomes.● Collect information on regulatory amendments and international research findings, with management reporting to the Board of Directors to enhance the advancement of technology development direction.
	Brand image	Market	Short term	Changing social perceptions	The impact of climate change is increasingly entering the public consciousness, and carbon reduction has become a significant global issue. The construction industry is viewed as a high-carbon sector, and failing to propose a carbon reduction plan or demonstrating poor implementation may harm the brand image.	<ul style="list-style-type: none">● Decreased revenue● Increased capital expenditures● Chien Kuo Construction established a Technology Department in 2018, focused on developing low-carbon transformation methods and materials, accumulating 44 patents. Although initial capital expenditures will increase, the transition to low carbon is imperative and widely recognized in society. The advanced technical level of Chien Kuo Construction can gain the trust of owners and investors, thereby enhancing business volume.● Continue to invest resources in the development of low-carbon technologies and apply these technologies to suitable projects, such as using SD550W low-carbon rebar methods in the Zuoying Chongshi Social Housing Project to reduce carbon emissions by 9.76%.● Develop modular construction methods to reduce errors, rework, and waste.



Greenhouse Gas Inventory GRI 305

The Company has been independently conducting greenhouse gas inventories at the corporate Head Office since 2016, using 2018 as the base year. In 2023, we followed the ISO 14064-1 greenhouse gas inventory standard to assess the corporate Head Office and three nationwide construction sites. Currently, the 2024 greenhouse gas inventories for the Head Office, all subsidiaries, and all construction sites have been completed, and ISO 14064-1 certification has been obtained.

The Greenhouse Gas Inventory results are as follows:

Year	Direct Energy Scope 1	Indirect Energy Scope 2	Indirect Energy Scope 3	Total	Emission Intensity	Emission Density
2018	9.30 metric tons of CO _{2e} (4.28%)	207.92 metric tons of CO _{2e} (95.72%)		217.22 metric tons of CO _{2e}	0.60 tons CO _{2e} / person	
2019	7.14 metric tons of CO _{2e} (3.60%)	191.15 metric tons of CO _{2e} (96.40%)		198.29 metric tons of CO _{2e}	0.54 tons CO _{2e} / person	
2020	7.76 metric tons of CO _{2e} (4.04%)	184.39 metric tons of CO _{2e} (95.96%)		192.15 metric tons of CO _{2e}	0.48 tons CO _{2e} / person	
2021	6.09 metric tons of CO _{2e} (3.45%)	170.5 metric tons of CO _{2e} (96.55%)		176.59 metric tons of CO _{2e}	0.44 tons CO _{2e} / person	
2022	17 metric tons of CO _{2e} (8.62%)	180.3 metric tons of CO _{2e} (91.38%)		197.3 metric tons of CO _{2e}	0.54 tons CO _{2e} / person	
2023	92.5278 metric tons of CO _{2e} (0.42%)	449.7330 metric tons of CO _{2e} (2.03%)	21,616.5534 metric tons of CO _{2e} (97.55%)	22,158.8142 metric tons of CO _{2e}	1.4775 tons CO _{2e} / person	5.294 CO _{2e} / NT\$ million
2024 (Base Year)	97.9774 metric tons of CO _{2e} (0.07%)	989.8641 metric tons of CO _{2e} (0.71%)	137,937.925 metric tons of CO _{2e} (99.22%)	139,025.7665 metric tons of CO _{2e}	2.7402 tons CO _{2e} / person	22.759 tons CO _{2e} / NT\$ million

Note 1:The original baseline year was set as 2018. However, from 2018 to 2022, the greenhouse gas inventory boundary was limited to the headquarters building, covering Scope 1 and Scope 2 emissions. In 2023, the inventory was conducted according to ISO 14064-1:2018 standards, with the boundary expanded to include the headquarters and three construction sites, covering Scope 1 and Scope 2 emissions, and partially including Scope 3 calculations. Starting in 2024, all business locations of the Company (including the headquarters and 11 construction sites under development) will be included within the inventory scope. To effectively manage greenhouse gas reduction performance, the base year has been changed to 2024.

Note 2:Between May and July 2021, due to the severe pandemic situation, the company implemented staggered work shifts for approximately two months and conducted meetings via remote video conferencing, with almost no business travel. Consequently, the total energy consumption during these two months dropped sharply.

Note 3:The total greenhouse gas emissions for 2022 were incorrectly reported in the 2023 Sustainability Report and have been corrected to 197.3 metric tons of CO_{2e}.

Note 4:In 2023, the Scope 3 calculation includes upstream emissions from raw materials (materials and energy resources) and transportation, as well as employee commuting and waste disposal and transportation. The primary source of emissions is the upstream emissions associated with the procurement of materials, such as rebar and concrete, which accounts for 89.74% of the total emissions.

Note 5:In 2024, the inventory was conducted in accordance with the ISO 14064-1:2018 standards, with the boundary set to the headquarters and 11 construction sites. The inventory covered Scope 1 and Scope 2 emissions, and included partial calculations for Scope 3. The Scope 3 calculation included upstream emissions from raw materials (materials and energy resources) and transportation; employee commuting; and waste disposal and transportation.

Note 6:In 2024, Scope 1 and Scope 2 emissions received reasonable assurance, while Scope 3 received limited assurance.

Note 7:Emission intensity = (Scope 1 + Scope 2)/total number of employees; Emission density = total emissions/annual individual revenue (NT\$ million).

Types of Risk	Value Chain Impact	Time Horizon	Climate Risk	Issue Impact	Financial Impact	Countermeasures
Physical risk	Supply chain risk	Short term	Climate change is leading to an increase in natural disasters and resource scarcity, impacting supply chain stability.	Climate extremes may lead to interruptions in raw material supply or transportation delays, resulting in project delays or increased material costs.	● Increased operating costs	● Bulk raw materials will be procured in advance upon project acquisition to ensure that the construction period is not affected by fluctuations in raw material prices. ● The Company utilizes an intelligent management system to monitor the progress of each project and maintains good communication with suppliers to control potential delays in delivery schedules. This allows us to proactively devise response measures in advance. ● Maintain open channels of communication with key suppliers through events such as "A Meeting with the Chairman" and tea gatherings. ● Allocate appropriate risk insurance and increase reserves to minimize potential risks within the Company's risk appetite.
	Labor safety risk	Short term	The increasing frequency of extreme weather patterns poses a significant burden on field workers, inherently increasing labor safety risks.	The frequent occurrence of severe weather conditions such as high temperatures, storms, heavy rainfall, and typhoons may expose on-site workers to high-risk environments, leading to potential occupational safety costs.	● Increased operating costs ● Delayed project progress	● When calculating project timelines for new contracts, climate factors will be taken into account. Monitor natural disaster information and develop disaster prevention plans. Implement real-time temperature monitoring on construction sites, continuously observe the physical condition of construction personnel, and regularly remind them to hydrate, providing electrolyte drinks as necessary. ● Immediately suspend construction activities during severe weather conditions.

Climate-related Opportunities and Financial Impacts

Type	Item	Opportunity	Financial Impact on the Company
Green technology development	High-Strength reinforcing steel (SD550W, SD690)	● Reduces carbon emissions generated during building construction.	● In the short term, investment in research and development is required; however, once the technology or construction method development is completed, licensing for use can increase revenue. ● Research and development investment costs are eligible for tax credits. ● Provide low-carbon building planning technical services, which gains favor from owners, increases opportunities to undertake new construction projects, and thereby boosts revenue.
	Introduction of Aluminum Alloy Formwork Construction	● Precision in construction reduces waste caused by errors and rework. ● The formwork is reusable and can be recycled and remanufactured when no longer usable, generating no waste and significantly reducing carbon emissions.	
	Building Energy Efficiency Rating System	● Using BIM model information to calculate the carbon emissions caused by building energy consumption, passive energy-saving planning is conducted during the design phase to establish benchmarks for low-energy buildings.	
	Quality Assurance and Safety Self-Inspection App	● Utilize electronic systems for inspection and data analysis to reduce paper usage.	
Green procurement	Energy-Saving Label Products	● Independently enhance procurement standards by prioritizing the selection of low-carbon materials and products.	● Green products are priced higher compared to general products; however, the Company continues to expand the volume of green procurement to control prices through volume and stabilize costs.
Business operations	Turnkey Construction (Social Housing)	● During the design phase, optimization of sunlight exposure, ventilation, and insulation is conducted in advance to implement passive energy-saving design. In coordination with the requirements of low-carbon construction methods and technologies, interfaces are integrated early to reduce construction difficulties. This approach facilitates better control of the construction schedule and helps prevent delays or waste caused by construction errors.	● Ability for low-carbon building planning gains favor from owners, increases opportunities to undertake new construction projects, and thereby boosts revenue.



In Response to Short-, Medium-, and Long-term Climate Goals and Carbon Reduction Pathways

Chien Kuo Construction aligns with Taiwan's 2050 net-zero transformation goals by establishing short, medium, and long-term reduction targets and pathways for Scope 1 and Scope 2 greenhouse gas emissions under operational control. We aim for an annual reduction of 5%, with a target of at least a 30% reduction by 2030, progressively moving towards net-zero by 2050. We will achieve our greenhouse gas reduction goals through the continuous development and encouragement of subcontractors in implementing low-carbon processes, as well as improving the energy efficiency of equipment used at our headquarters and various construction sites, all while maintaining steady revenue growth and contributing to the mitigation of greenhouse gas emissions.



System Architecture

1. Establish a carbon inventory system:

Implement an ISO 14064-1 greenhouse gas inventory system and establish an ISO 14001 environmental management system to complete carbon inventory and environmental management.

2. Promote energy conservation measures:

Comprehensively adopt LED lighting and first-class energy-efficient air conditioning, with lights turned off during breaks to conserve energy.

3. Implement green procurement:

Prioritize the selection of building materials and equipment with environmental protection certification.

4. Strengthen environmental awareness:

Increase employees' awareness of low carbon practices, fostering their recognition and support for carbon reduction initiatives.

Low Carbon Actions

1. Build an intelligent management system:

Develop a digital management system to streamline management processes and reduce paper usage.

2. Develop and apply low-carbon construction methods:

Continue to develop low-carbon technologies or construction methods to reduce carbon emissions during the building construction process.

3. Procure low-carbon materials:

Gradually transition to the use of green building materials, low-carbon cement, and precast components.

4. Integrate building design:

Optimize sunlight exposure, ventilation, and insulation during the design phase to implement passive energy-saving strategies.

Towards Net Zero

1. Digitalize carbon management:

Construct a platform system that integrates the carbon emission database.

2. Low-carbon building projects:

All contracted turnkey construction projects have obtained certifications for green buildings (EEWH), low-carbon buildings (LEBR), and low-energy usage buildings (BERS).

3. Plan a net-zero supply chain:

Encourage or assist suppliers in carbon reduction efforts, plan for a net-zero supply chain, and advance toward net-zero carbon emissions by 2050.

Sustainable Environment



Energy Resource Management

Energy Management

The Company primarily uses electricity as its energy source. The boundaries of each work area vary significantly depending on project handover, delivery, and construction progress. The 2024 energy inventory scope included the headquarters office, key subsidiaries CKTech Engineering Co., Ltd. and Chien Kuo Building Co., Ltd., as well as construction sites nationwide. The comprehensive inventory has been disclosed in the greenhouse gas inventory report and has obtained ISO 14064-1 certification. The table below presents the energy consumption within the organization:

Unit: GJ

Year		Electricity	Non-Renewable Energy (Mobile Energy Consumption)	Total Energy Consumption	Energy Intensity (GJ/person)
2024	Public area (Building)	324.738	237.899	1406.898	3.544
	Electricity usage in company private areas	844.261			

Note 1: Energy intensity = Total energy consumption / Organization-specific metric

Note 2: Organization-specific metrics can include product units, production volume, size, full-time employees, or monetary units (revenue or sales).

Note 3: The organization-specific metric used in this table is the total number of full-time employees for the year, which was 397 in 2024.

Note 4: The conversion factor for electricity is 1 kWh = 0.0036 GJ.

Note 5: The conversion factor for the calorific value of non-renewable energy is 1 kcal = 0.0000042 GJ.

Note 6: The calculation for 2023 was incorrect. Electricity usage for public facilities has been corrected to 320.299 GJ; private area electricity usage was 839.822 GJ; total energy usage was 1160.121 GJ; energy intensity is 3.16 GJ.

Note 7: The information source is the Company's 2024 greenhouse gas inventory data certified by a third-party verification unit. Since fugitive gases are difficult to convert into energy calculations, non-renewable energy data only covers mobile vehicle gasoline.

Note 8: The non-renewable energy coefficient source is the Greenhouse Gas Emission Factor Management Table (version 6.0.4).



Energy Reduction Goals

SHORT TERM 1-3 years

In the short term (1-3 years), a dedicated team will be responsible for identifying, managing, and formulating strategies for climate-related risks. Additionally, we will explore the development of low-carbon and energy-efficient technologies. Scope and objective are achieve a 5% reduction in electricity consumption at Headquarters.

MEDIUM TERM 3-5 years

In the medium term (3-5 years), climate-related risks will be integrated into the overall policy framework of risk management. Additionally, efforts will be continued to incorporate climate risk management mechanisms into construction projects. Scope and objective are achieve an 8% reduction in electricity consumption at the Headquarters.

LONG TERM 5 years and beyond

In the long term (5 years and beyond), there will be ongoing improvement in climate-related risk management policies. Furthermore, in accordance with domestic laws and international initiatives, efforts will be made to embed climate change risks deeply within the Company's ethos. Additionally, a dedicated team will be responsible for leading annual performance reviews of climate-related risks in construction projects to effectively understand the impact of climate change on operations and business. The scope and objective remain achieving a 10% reduction in electricity consumption at the Headquarters.

Energy Consumption Reduction Measures



Environmentally Friendly Actions

- Gradual replacement of appliances with energy-efficient ones.
- Lease photocopiers with energy labels and use power-saving mode.
- Use low-pollution toner cartridges with environmental protection labels and assign dedicated personnel to recycle cartridges.
- Reduce carbon emissions from long-distance transportation by using video conferencing for meetings of attendees in different regions.
- Implement waste sorting and recycling.
- Do not provide disposable cups and tableware in the office.



Water Consumption

- Use of products with water conservation label.
- Installation of push faucets in toilet sinks.
 - Regular announcements to remind employees to develop energy conservation habits.



Indoor Air Conditioning

- Replacement of all ventilation units in the Head Office with variable frequency ventilation units.
 - Set office air-conditioning temperature to 26 degrees Celsius.
- All air conditioning is switched off during non-office hours except for areas where employees are working overtime.
- Curtains are installed for all windows to reduce the increase in temperature due to direct sunlight in the afternoon.
- Employees close the door when entering or leaving the office area to prevent the cool air from escaping.
- Installation of variable frequency fans to reduce the temperature in indoor areas with high temperature.
 - Gradually replace with energy label Level 1 air conditioners.



Lighting

- Full replacement with LED panels, with plans to further switch to LEDs that can save an additional 30% energy without reducing brightness.
- Lights are switched off during lunch break.
- All lights are switched off during non-office hours except for areas where employees are working overtime.
 - Only partial lighting is left on in the elevator lobby after working hours.
- Daily inspections of electricity consumption in the office and conference rooms.



Paper

- Establishment of the cloud document management platform.
- Digitalization of information such as company regulations, operating procedures, training, and important issues.
- Internal announcements and digital inquiry functions for employee salary.
- Use projectors for presentations in meetings to promote paperless operations.
- Use e-mail or communication software for announcements to increase efficiency and reduce paper consumption.
- Use photocopying paper with environmental label and dual FSC™ certification.
- Use double-side printing for documents as much as possible, set up a wastepaper area for paper reuse.

In 2024, the Head Office used approximately 2268.35 kg of paper.
Note: This data does not include outsourced project-specific printing.

Raising employees' environmental awareness and supporting Taiwan's domestic environmental documentary, "Soul of Soil".



Water Resource Management GRI 303

The Company's business operations are solely located in Taiwan, with operational activities centered at the Taipei headquarters office and construction sites nationwide. These areas are not classified as water stress regions. The water used is primarily tap water, all of which is for domestic use. Therefore, there is no significant environmental impact on water resources or the ecological environment of water sources. In 2024, the annual per capita water consumption at Chien Kuo Construction's Head Office was approximately 3.78 tons, showing a slight decrease from the previous year. The Company's water supply comes directly from the Taipei Water Department, with no other sources utilized. The water is used primarily for domestic purposes, serving employees and visitors. All sewage is discharged through the building's sewage treatment system into the sewer system and sent to a treatment plant.



Source :
https://www.wri.org/applications/aqueduct/water-risk-atlas/#/?advanced=false&basemap=hydro&indicator=bws_cat&lat=25.60685599371504&lng=120.56396484375001&mapMode=view&month=1&opacity=0.5&ponderation=DEF&predefined=false&projection=absolute&scenario=optimistic&scope=baseline&threshold&timeScale=annual&year=baseline&zoom=7



As the Head Office is located in a commercial office building where water facilities (such as sinks and restrooms) are shared with other organizations, opportunities for water conservation are somewhat limited. Therefore, the Company's water resource management goal is to maintain the total water usage within a range of 3.7 to 3.9 tons per person per year. The Company will continue promoting water conservation awareness and work with the building management to replace restroom faucets with either push-type or sensor-activated faucets to save water, fostering water conservation efforts in the community. Although the construction industry is not a high water-consuming sector, we still place great emphasis on efficient water use. The Company actively seeks solutions for using recycled water at various construction sites, implementing secondary water usage such as using groundwater instead of tap water for surface and vehicle cleaning, to increase the rate of recycled water usage.



	2023	2024
Water Withdrawal (Unit: tons) (Note 1)	1599	1500.45
Per Capita Water Withdrawal (Unit: tons) (Note 2)	4.36	3.78

Note 1: All are for household water use; therefore, the water withdrawal volume equals the discharge volume.

Note 2: The Headquarter is located in a commercial office building, and the water consumption represents an estimated allocation within the operational control scope of Chien Kuo Construction.

Note 3: There were 367 employees in 2023 and 397 employees in 2024.

Note 4: This data represents the Company's self-assessment and has not been verified by a third party.

Water Pollution Prevention

The Company adheres to the ISO 14001 Environmental Management System to identify and manage pollution sources generated within our operational scope. Sewage from rain runoff, employee tool cleaning, and car wash stations within the construction sites is directed through drainage channels and interception trenches at site entrances and exits to sedimentation tanks for treatment. The sedimentation tanks are equipped with overflow weirs, and the clarified water, after sedimentation treatment, is discharged into public drainage systems via designated outlets, ensuring proper wastewater management and preventing contamination of external site drainage ditches and roads.



Waste Management

Chien Kuo Construction prioritizes quality not only in every building we construct but also in the care we extend to every piece of land. We strictly follow the Ministry of Environment's "Construction Waste Management Strategy," entrusting 100% of our waste to certified contractors for regular environmental monitoring. We enforce rigorous on-site waste classification and reduction practices, promote recycling, advocate for waste segregation, and encourage reducing the use of disposable containers. All construction waste is legally reported and tracked to prevent illegal disposal incidents.

As our corporate Head Office is located in a shared commercial office building, waste collection is managed by the building committee, making reduction results difficult to quantify. However, we remain committed to proper waste segregation, managing waste recycling, and improving energy efficiency in equipment. We regularly promote recycling, encouraging reuse of items like cardboard boxes and packaging, aiming to reduce waste and minimize the environmental impact of our operations.



In 2024,
the total waste generated by our
corporate Head Office and
construction sites amounted to
approximately

5398.09 metric tons

a decrease of about
47.09%
compared to the
previous year.

Total Amount of All Waste Types over the Past 2 Years

	2023		2024	
Type	Construction waste	Domestic waste	Construction waste	Domestic waste
Total (tons)	8,194.51	2,006.86	4645.11	752.98

Explanation:

1. The total amount of waste is influenced by project progress and the number of construction projects.
2. The Headquarters is located in a commercial building, and the residential waste is collectively managed for the entire building; the data is an estimated allocation based on the operational control scope of Chien Kuo Construction.

Types of Construction Waste

Type	Content
Others	General waste from the construction site offices, such as domestic waste.
Waste Wood	Wooden pallets, leftover materials from carpentry, renovation materials, discarded templates, etc.
Paper	Printed waste paper, cardboard boxes, packaging paper materials, etc.
Soil and Stone	Sand, stones, and gravel generated from construction activities.
Sludge	Mud and excavated sludge.
Waste Plastic	Scrap materials from renovations and piping, packaging materials.
Waste Oil	Used oil from machinery and remnants of waterproof asphalt.
Metal Waste	Metal frames, scrap wires, and waste materials from components.
Glass, Ceramic, and Other Fragments	Stones, broken tiles, bricks, shattered glass, and concrete debris.



Construction Waste Management Process

Pre-Construction: Identification

- Identify potential waste generation in accordance with the ISO 14001 Environmental Management System.
- Sign contracts with qualified vendors for waste collection and disposal.

During Construction: Collection and Disposal

- Qualified contractors regularly collect and dispose of and manage the waste.
- Ensure accurate weighing and legal reporting of total waste weight.

Before Completion: Legal Declaration

- Submit the waste disposal declaration certificate to report project completion.



Partnerships GRI 2-28

Chien Kuo Construction values partnerships with various stakeholders, ranging from employees and clients/owners to suppliers, contractors, and regulatory authorities. We maintain robust collaborative relationships not only based on our professional technical expertise and quality commitments but also in our dedication to establishing shared sustainable values, working together towards industrial advancement.

To promote the development of the domestic construction industry, we actively participate in activities organized by relevant associations and societies. This includes engaging in various affairs and the operational activities of associations, fostering intensive communication and exchanges with industry members, and providing feedback from these exchanges to upstream and downstream suppliers and owners to facilitate technological advancement and sustainable development within the industry.

Membership of associations

Association	Membership Qualifications	Organization	Position Held
Taiwan Regional Engineering Contractors Association	Grade A Member	Construction Northern Taiwan Occupational Safety and Health Association (CNTOSHA)	Chairman
Taiwan Electrical Contractors Association	Grade A Member	Taipei Construction Self-Management Strategic Alliance	Chairman
Taiwan Water Pipe Engineering Industries Association	Grade A Member	Northern Region Promotion Association of TOSHMS	President
Taiwan Refrigeration & Air-conditioning Engineering Association	Grade A Member	Taiwan Aluminum Alloy Formwork Construction Association	Director

"Safety First" is the realization of our firm belief in respecting life and safeguarding fundamental human rights. We believe that only by ensuring the workplace safety and health of every worker can we achieve true shared prosperity and sustainable development. In addition to continuing to strengthen our internal occupational safety and health management system, we actively participate in industry exchanges, proactively sharing effective management mechanisms and innovative practices to promote the overall improvement of safety standards in the construction industry. Through sharing experiences and resources with industry peers, we are committed to creating a construction environment that values human rights, co-creates value, and advances toward becoming a first-class international standard in safety.

Building a Sustainable Supply Chain

GRI 2-6, GRI 204, GRI 308, GRI 407, GRI 408, GRI 409, GRI 414

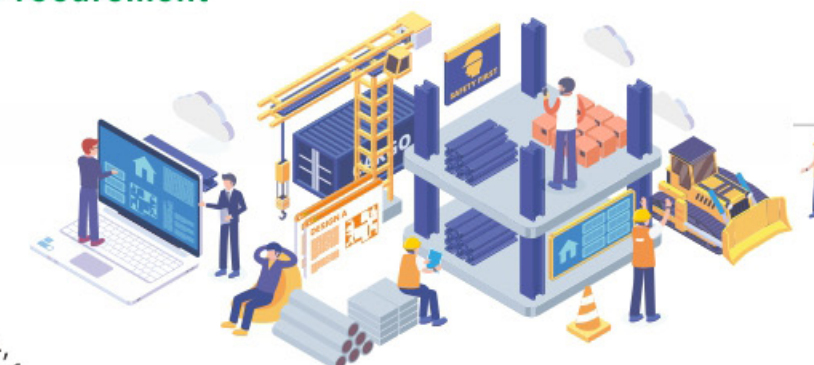
Material Topic: Green Procurement

Chien Kuo Construction actively participates in the government's promotion of green procurement. From office equipment, daily consumables, to operations-related items, energy-saving products and low-carbon options are comprehensively introduced to reduce the negative environmental impact of corporate operations. During the procurement stage, in addition to complying with owner requirements, we make efforts whenever possible to purchase building materials and equipment that are environmentally friendly, made with green building materials, energy-saving, and low-carbon. For the Zuoying Chongshi Social Housing project, the Company selected air conditioning equipment with a first-tier energy efficiency label, combining it with other building materials bearing energy-saving and environmental protection labels. We also completed registration on the Ministry of Environment's Green Procurement Platform in 2024.

Chien Kuo Construction also encourages suppliers to develop green building materials or seek appropriate opportunities for collaborative research and development, thereby practicing the sustainability concepts of "inside-out" and "reduction from the source." Moving forward, we will continue to expand green procurement initiatives with the aim of promoting the development of a green economy and a mutually beneficial supply chain.



Local Procurement



In 2024,
a total of
562
procurement
contracts were
awarded

amounting to
NT\$ 6,876,893,863

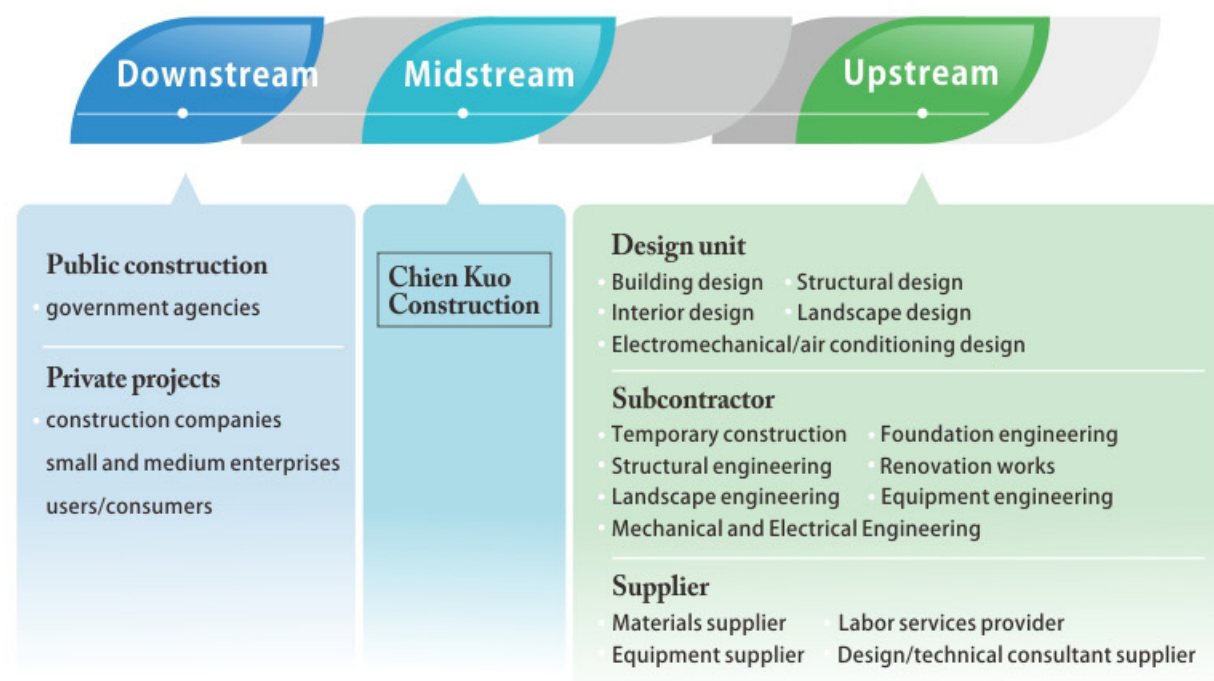
The proportion of local
suppliers reached
99.65%

Note: Aluminum formwork materials cannot be procured locally.



Sustainable Supply Chain

Chien Kuo Construction's business scope encompasses a diverse range of building types, including public works, commercial office buildings, technology plants, social housing, and residential complexes. The entire supply chain covers upstream, midstream, and downstream industries. Throughout the process, the assistance of various suppliers and subcontractors is required. To address interface integration and division of labor, we aim to establish a sustainable supply chain, bearing the critical responsibility of integrating suppliers and adjusting appropriate cooperation models. We also hold all suppliers to a strict standard, requiring them to fully comply with regulations and fulfill their social responsibilities in order to create a safe working environment together.



Supplier selection and management

Chien Kuo Construction is committed to building a high-value professional team, including material suppliers and professional construction subcontractors. We uphold the principles of ethical corporate management and seek stable, win-win collaborations with our partners.

We further emphasize and actively implement sustainability and social responsibility, continuing to prioritize local suppliers for collaboration. We have also established internal procedural documents such as the "Procurement Management Procedure" and the "Subcontractor Management Procedure" to manage supplier selection and evaluation process. Supplier Evaluation Process:



At the same time, to ensure that subcontractors understand the requirements of corporate social responsibility and ethical standards, Chien Kuo Construction requires all subcontractors to jointly sign the "Basic Management Requirements for Subcontracted Projects." This measure ensures that all suppliers align with our management principles and collectively implement practices guided by sustainable development.

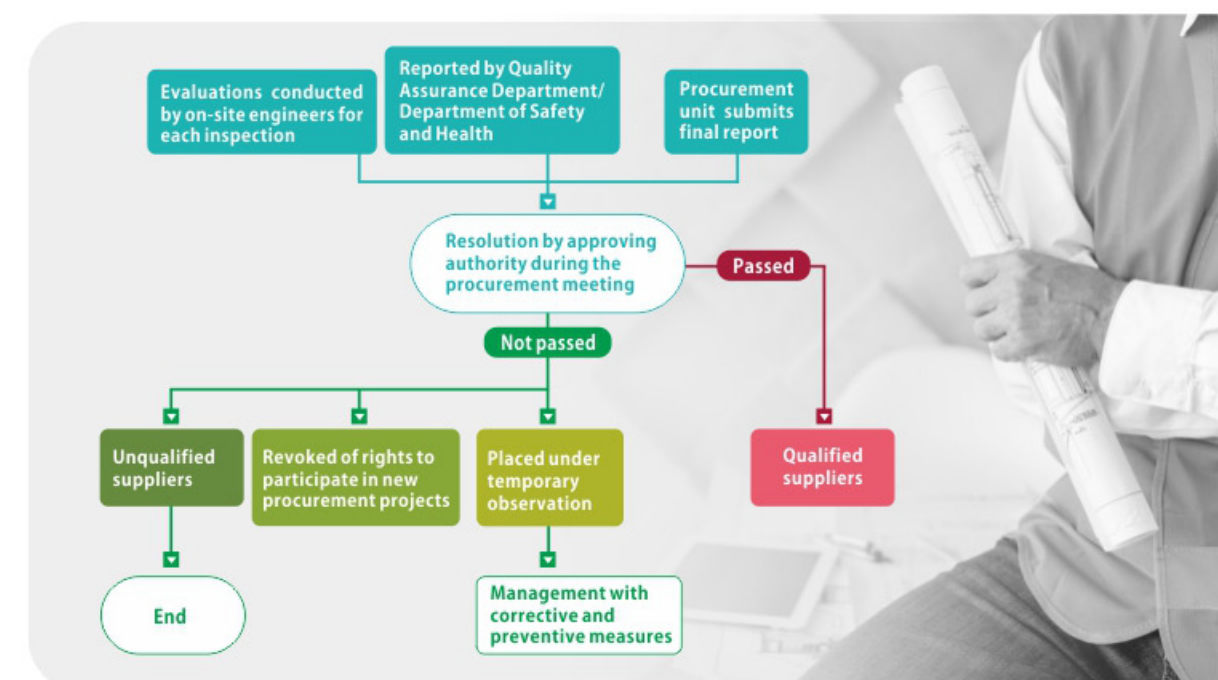


Supplier Evaluation

Focusing on the overall concept of ESG implementation, Chien Kuo Construction conducts evaluations of suppliers who enter the site for work each month. The evaluation criteria include labor safety and health management, construction quality management, cooperation level, and service interaction.

Item	Scoring Criteria	Proportion	Explanation
1	Construction quality	25%	Achievement level is based on Chien Kuo Construction's construction project quality standard operating procedures.
2	Level of cooperation	30%	Site entry scheduling, mobilization, and management capabilities.
3	Occupational safety and health management	25%	Occupational safety and health, safety and health knowledge.
4	Service interaction	15%	Attitude during coordination with project services, crew management capability.
5	Environmental protection	5%	Actively complies with environmental policies.
Subtotal		100%	

In addition to ensuring personnel safety and project quality, we must also monitor the status of contractors at the construction site. Suppliers with poor evaluation results will receive support from a dedicated counseling team. The evaluation process is as follows:





Chien Kuo Construction and its suppliers (strategic partners) develop new technologies and construction methods to achieve carbon reduction targets, prioritizing safety, health, and quality as the highest principles (e.g., the new SD550W construction method, the new patented safety material hoisting platform, etc.). In 2024, a total of 410 vendors were evaluated. Among them, 2 vendors were rated at the S level, 6 at the A level, 113 at the B+ level, 174 at the B level, and 115 at the C level. The average score was 81.46, with no vendors failing the evaluation.

Vendor Classification	Number of Evaluated Vendors	Percentage
Class S supplier (strategic partner)	2 companies	0.5%
Class A supplier (excellent supplier)	6 companies	1.5%
Class B+ supplier	113 companies	27.6%
Class B supplier	174 companies	42.4%
Class C supplier	115 companies	28.0%
Total	410 companies	100%

Supplier Interaction and Communication

To strengthen long-term partnerships with suppliers and to promptly grasp real-time operating status, in addition to irregular communications regarding cooperative matters with suppliers, tea gatherings and exchanges will be held with vendors in the first half of 2024. In the second half of the year, a suppliers' conference will be organized to promote Chien Kuo's ESG philosophy. The goal is to jointly advance with partners toward low-carbon and sustainable construction.

In June 2024, "Meetings with the Chairman" was held, bringing together six major project suppliers for in-depth communication. The Chairman and General Manager personally engaged in dialogue with the suppliers. By listening to the suppliers' needs and challenges, the traditional one-sided communication approach was broken. After mutual understanding of each other's requirements, the cooperative relationship was further strengthened.

On August 8, 2024, a supplier conference themed "Striving for Net-Zero Architecture" was held, inviting experts and scholars to share low-carbon construction methods, technologies, and materials. Approximately 150 suppliers attended the event, gathering together to engage in enthusiastic discussions on topics related to low-carbon building and sustainable industrial development. After the conference, some suppliers expressed their hope that more such exchanges could be organized in the future, allowing participants to better understand the development trends of low-carbon construction technologies through these activities.



GRI Indicator



GRI Indicator Reference Table

Statement	Chien Kuo Construction Co., Ltd. has reported in accordance with GRI guidelines for the period from January 1, 2024, to December 31, 2024.
GRI1 used	GRI 1: Foundation 2021
Applicable GRI industry guidelines	No applicable standards

GRI 2: General Disclosures 2021

Material Topic: Risk Management					
GRI Standard	Disclosure Item	Description	Corresponding Chapters/Sections	Page Number	Note
Organizational and Reporting Practices	2-1	Organization Details	About this Report	1	
	2-2	Entities included in the sustainability report	2024 Construction Sites	9	
	2-3	Reporting period, frequency, and contact person	About this Report	1	
	2-4	Restatements of information	About this Report	2	No occurrence in 2024
	2-5	External assurance	About this Report	2	
Events & workers	2-6	Activities, value chains and other business relationships	About Chien Kuo Construction Building a Sustainable Supply Chain	5-9 108-111	
	2-7	Employees	Human Resources Structure	82	
	2-8	Non-Employee workers	Human Resources Structure	82	
Governance	2-9	Governance structure and composition	Professional Team	23-26	
	2-10	Nomination and selection for the highest governance body	Professional Team	23-26	
	2-11	Chairman of the highest governance body	Board of Directors	24-25	
	2-12	The role of the highest governance body in overseeing impact management	Professional Team	23-26	
	2-13	Head of impact management	Professional Team	23-26	
	2-14	The role of the highest governance body in sustainability reporting	Stakeholders and Material Topics	13	
	2-15	Conflict of interest	Board of Directors	27	
	2-16	Communication of key material events	Stakeholders and Material Topics	15-18	
	2-17	Group knowledge of the highest governance body	Board of Directors	24-25	
	2-18	Performance evaluation of the highest governance body	Board of Directors	29	
	2-19	Remuneration Policy	Remuneration Policy Remuneration Determination Process	29-30	
	2-20	Remuneration Determination Process	Remuneration Policy Remuneration Determination Process	29-30	
	2-21	Annual Total Remuneration Ratio	Employee Salary Standards	84	
Strategies, policies, and practices	2-22	Sustainability strategy statement	A Word from the Management	3-4	
	2-23	Policy commitment	Sustainability Strategy and Goals	10	
	2-24	Included in policy commitments	Sustainability Strategy and Goals	10	
	2-25	Procedures for remediating negative impacts	Ethical Corporate Management	30-31	
	2-26	Mechanisms for seeking advice and raising concerns	Ethical Corporate Management	30-31	
	2-27	Legal compliance	Legal Compliance	37-38	
	2-28	Membership of associations	Partnerships	107	



GRI Standard	Disclosure Item	Description	Corresponding Chapters/Sections	Page Number	Note
Stakeholder engagement	2-29	Stakeholder engagement approaches	Stakeholders and Material Topics	13	
	2-30	Collective bargaining agreements	—	—	The Company has not signed collective bargaining agreements, but we organize regular labor-management meetings to ensure smooth communication.

GRI 3: Material Topics 2021

GRI Standard	Disclosure Item	Description	Corresponding Chapters/Sections	Page Number	Note
Material topic disclosures	3-1	Procedure to determine material topics	Stakeholders and Material Topics	13-15	
	3-2	List of material topics	Stakeholders and Material Topics	15-18	
	3-3	Material topic management	Stakeholders and Material Topics	15-18	

GRI 200: Economic Disclosures

GRI Standard	Disclosure Item	Description	Corresponding Chapters/Sections	Page Number	Note
Economic performance	201-1	Direct economic value generated and distributed	Business Performance	21	
	201-2	Financial implications and other risks and opportunities due to climate change	Climate Change Risks, Opportunities, and Financial Impacts	98-101	
	201-3	Defined benefit plan obligations and other retirement plans	Employee Retirement System	87	
	201-4	Financial assistance received from government	Column - Low-Carbon Construction Reduce Carbon Emissions by Over 1,000 Tons	49	
Market presence	202-1	Ratios of standard entry-level wage by gender compared to local minimum wage	Employee Salary Standards	84	
	202-2	Proportion of senior management hired from the local community	Human Resources Structure	82	
Indirect Economic	203-1	Infrastructure investments and services supported	Public Welfare for Construction and Maintenance	88-89	
	203-2	Significant indirect economic impacts	Public Welfare for Construction and Maintenance Volunteer Service	88-90	
Procurement practices	204-1	Proportion of spending on local suppliers	Building a Sustainable Supply Chain	108	

Material Topic: Ethical Corporate Management

GRI Standard	Disclosure Item	Description	Corresponding Chapters/Sections	Page Number	Note
Anti-corruption	205-1	Operations assessed for risks related to corruption	Ethical Corporate Management	30-31	
	205-2	Communication and training about anti-corruption policies and procedures	Ethical Corporate Management	30-31	
	205-3	Confirmed incidents of corruption and actions taken	—	—	No occurrence in 2024
Anti-competitive Behavior	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	—	—	No occurrence in 2024

GRI 300: Environmental Disclosures

Material Topic: Low-carbon construction

GRI Standard	Disclosure Item	Description	Corresponding Chapters/Sections	Page Number	Note
Energy	302-1	Energy consumption within the organization	Greenhouse Gas Inventory	100	
	302-2	Energy consumption within the organization	Greenhouse Gas Inventory	—	Not Applicable; as data sources are difficult to obtain
	302-3	Energy intensity	Energy Resource Management	102	
	302-4	Reduction of energy consumption	Energy Resource Management	—	Due to the difficulty in obtaining data, only the reduction in energy consumption is presented.
	302-5	Reductions in energy requirements of products and services	Energy Resource Management	—	Due to the difficulty in obtaining data, only the reduction in energy consumption is presented.
Water and effluents	303-1	Interactions with water as a shared resource	Water Resource Management	104-105	
	303-2	Management of water discharge-related impacts	Water Resource Management	104-105	
Emissions	305-1	Direct (Scope 1) GHG emissions	Greenhouse Gas Inventory	100	
	305-2	Energy indirect (Scope 2) GHG emissions	Greenhouse Gas Inventory	100	
	305-3	Other indirect (Scope 3) GHG emissions	Greenhouse Gas Inventory	100	
	305-4	Greenhouse gas emission intensity	Greenhouse Gas Inventory	100	
	305-5	Reduction of GHG emissions	—	—	Not Applicable; as data sources are difficult to obtain
	305-6	Emissions of Ozone Depleting Substances (ODS)	—	—	Not Applicable; as the service area does not have significant ODS emissions
	305-7	Nitrogen Oxides (Nox), Sulfur Oxides (SOx), and other significant air emissions	—	—	Not Applicable; as the service area does not have significant emissions of Nitrogen Oxides (NOx) and Sulfur Oxides (SOx)

GRI 400: Social Disclosures

Material Topic: Occupational Safety and Health

GRI Standard	Disclosure Item	Description	Corresponding Chapters/Sections	Page Number	Note
Occupational Health and Safety	403-1	Occupational Safety and Health Management System	Occupational Safety and Health Management System	67	
	403-2	Hazard Identification, Risk Assessment, and Accident Investigation	Hazard Identification, Risk Assessment, and Accident Investigation	68-72	
	403-3	Occupational Health Services	Health Service Management and Promotion Occupational Health Services	77-80	
	403-4	Worker participation, consultation, and communication on occupational health and safety	Worker participation, consultation, and communication	73-76	
	403-5	Worker training on occupational health and safety	Occupational Safety and Health Training	57-61	
	403-6	Promotion of worker health	Health Service Management and Promotion	77-78	
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Prevention and mitigation of occupation health and safety impacts	72-73	
	403-8	Workers covered by an occupational health and safety management system	Worker participation, consultation, and communication	73-74	
	403-9	Work-related injuries	Hazard Identification, Risk Assessment, and Accident Investigation	71-72	
	403-10	Work-related ill health	Hazard Identification, Risk Assessment, and Accident Investigation	71-72	



Material Topic: Employee Salary and Benefits

GRI Standard	Disclosure Item	Description	Corresponding Chapters/Sections	Page Number	Note
Employment	401-1	New employee hires and employee turnover	Human Resources Structure	83	
	401-2	Benefits provided to full-time employees	Employee Benefits Program Overview	85	
	401-3	Parental leave	Parental leave	86	
Labor/Management Relations	402-1	Minimum notice periods regarding operational changes	Minimum Notice Periods Regarding Operational Changes	87	
Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	Board of Directors Human Resources Structure	25 82	
	405-2	Ratio of basic salary and remuneration of women to men	Employee Salary Standards	84	
Non-discrimination	406-1	Incidents of discrimination and corrective actions taken	Sustainable workplace	81	No incidents of discrimination in 2024

Material Topic: Talent Cultivation and Development

GRI Standard	Disclosure Item	Description	Corresponding Chapters/Sections	Page Number	Note
Training and Education	404-1	Average hours of training per year per employee	Retention and Career Development	62 - 63	
	404-2	Programs for upgrading employee skills and transition assistance programs	Retention and Career Development	62 - 63	
	404-3	Percentage of employees receiving regular performance and career development reviews	Performance Evaluation System	64	

Material Topic: Cybersecurity

GRI Standard	Disclosure Item	Description	Corresponding Chapters/Sections	Page Number	Note
Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Cybersecurity	39	No occurrence in 2024

GRI Standard	Disclosure Item	Description	Corresponding Chapters/Sections	Page Number	Note
Child Labor	408-1	Operations and suppliers at significant risk for incidents of child labor	Ethical Corporate Management Building a Sustainable Supply Chain	30 - 31 108	No occurrence in 2024
Forced or Compulsory Labor	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Ethical Corporate Management	30 - 31	No occurrence in 2024
Security Practices	410-1	Security personnel trained in human rights policies or procedures	—	—	Not applicable
Rights of Indigenous Peoples	411-1	Incidents of violations involving rights of indigenous peoples	—	—	No occurrence in 2024
Local Communities	413-1	Operations with local community engagement, impact assessments, and development programs	Public Welfare for Construction and Maintenance	88 - 89	
	413-2	Operations with significant actual and potential negative impacts on local communities	Volunteer Service	89 - 90	
Supplier Social Assessment	414-1	New suppliers that were screened using social criteria	Building a Sustainable Supply Chain	108	
	414-2	Negative social impacts in the supply chain and actions taken	Supplier selection and management Supplier Evaluation	109 - 110	
Public Policy	415-1	Political contributions	—	—	The Company did not provide political donations in 2024
Customer Health and Safety	416-1	Assessment of the health and safety impacts of product and service categories	Pursuing Excellence	53	
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	—	—	No occurrence in 2024
Marketing and Labeling	417-1	Requirements for product and service information and labeling	—	—	Not applicable
	417-2	Incidents of non-compliance concerning product and service information and labeling	—	—	No occurrence in 2024
	417-3	Incidents of non-compliance concerning marketing communications	—	—	No occurrence in 2024

SASB Indicator Reference Table

SASB Standard	Indicator Code	Description	Corresponding Chapters/Sections	Page Number	Note
Environmental Impacts of Project Development	IF-EN-160a.1	Number of incidents of non-compliance with environmental permits, standards, and regulations	Legal Compliance	38	10 minor incidents were identified and have all been corrected.
	IF-EN-160a.2	Discussion of processes to assess and manage environmental risks associated with project design, siting, and construction	Fostering Harmony Protecting the planet • Creating a sustainable future	97	The Company manages related risks through the ISO 14001.
Structural Integrity & Safety	IF-EN-250a.1	Amount of defect- and safety-related rework costs	Pursuing Excellence	53	No such event in 2024 (The amount is 0).
	IF-EN-250a.2	Total amount of monetary losses as a result of legal proceedings associated with defect- and safety-related incidents	Pursuing Excellence	53	No such event in 2024 (The amount is 0).
Workforce Health & Safety	IF-EN-320a.1	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	Hazard Identification, Risk Assessment, and Accident Investigation	70-72	The frequency of disabling injuries and the fatality rate among employees are both 0, while the frequency of disabling injuries among contractors is 4.06, with a fatality rate of 0.
Lifecycle Impacts of Buildings & Infrastructure	IF-EN-410a.1	Number of (1) commissioned projects certified to a third-party multi-attribute sustainability standard and (2) active projects seeking such certification	Column - Low-Carbon Construction Reduce Carbon Emissions by Over 1,000 Tons	42	Since 2018, a total of 9 projects has been completed and certified with the EEWH (*). A total of 4 projects is seeking EEWH in 2024
	IF-EN-410a.2	Discussion of process to incorporate operational-phase energy and water efficiency considerations into project planning and design	Water Resource Management Water Pollution Prevention	104 - 105	
Climate Impacts	IF-EN-410b.1	Amount of backlog for (1) hydrocarbon-related projects and (2) renewable energy projects	—	—	No related projects in 2024 (Both quantity and amount are 0).
	IF-EN-410b.2	Amount of backlog cancellations associated with hydrocarbon-related projects	—	—	No such event in 2024 (The amount is 0).
	IF-EN-410b.3	Amount of backlog for non-energy projects associated with climate change mitigation	—	—	No related projects in 2024 (Both quantity and amount are 0).
Business Ethics	IF-EN-510a.1	(1) Number of active projects and (2) backlog in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	—	—	No related projects in 2024 (Both quantity and amount are 0).
	IF-EN-510a.2	Total amount of monetary losses as a result of legal proceedings associated with charges of (1) bribery or corruption and (2) anticompetitive practices	Ethical Corporate Management	32	No such event in 2024 (The amount is 0).
	IF-EN-510a.3	Description of policies and practices for prevention of (1) bribery and corruption, and (2) anti-competitive behavior in the project bidding processes	Ethical Corporate Management	30 - 32	

* EEWH: Taiwan's Green Building Certification system, based on Ecology, Energy Saving, Waste Reduction, and Health principles.

Operating Activity Indicators

SASB Standard	Indicator Code	Description	Corresponding Chapters/Sections	Page Number	Note
Activity Indicator	IF-EN-000.A	Number of active projects	2024 Construction Sites	9	16
	IF-EN-000.B	Number of Commissioned Projects	2024 Construction Sites	9	2
	IF-EN-000.C	Total backlog	2024 Construction Sites	9	Approximately NT\$42 billion.



Independent Assurance Statement

CHIEN KUO CONSTRUCTION CO., LTD. 2024 SUSTAINABILITY REPORT

The AFNOR GROUP was established in 1926. We are the National Standardization Body of France, a permanent council member in ISO and one of the leading certification bodies in the world. This assurance work was carried out by AFNOR ASIA LTD., a subsidiary of AFNOR GROUP. All the members of the verification team have professional backgrounds and have accepted AA1000 AS, AFAQ 26000, ISO 9001, ISO 14001, ISO 14064, ISO 45001, ISO 50001, and other sustainability-related international standard trainings. All assigned verifiers have been approved as the lead auditors or verifiers. AFNOR ASIA LTD. (hereinafter referred to as AFNOR ASIA) and CHIEN KUO CONSTRUCTION CO., LTD. (hereinafter referred to as CHIEN KUO) are independent entities. Except for the contents described in this independent assurance statement, AFNOR ASIA is not involved in the preparation process of the sustainability report of CHIEN KUO.

RESPONSIBILITIES

CHIEN KUO is responsible for reporting its economic, environmental, and social operating activities and performance in Taiwan operating locations in its sustainability report (hereinafter referred to as "the Report") in accordance with the declared sustainability reporting standards.

AFNOR ASIA is responsible for providing an independent assurance statement to CHIEN KUO and its stakeholders in accordance with the described scope and method. This statement is for CHIEN KUO use only and is not responsible for any other purpose.

SCOPE AND CRITERIA

The assurance scope of the agreement between CHIEN KUO and AFNOR ASIA includes:

1. The scope of assurance operation is consistent with the scope disclosed in the "CHIEN KUO CONSTRUCTION CO., LTD. 2024 SUSTAINABILITY REPORT".
2. AFNOR ASIA performs assurance operation according to the Type 1 assurance of the AA1000 assurance standard (v3), reviewing and evaluating CHIEN KUO's compliance with the AA1000 AccountAbility Principles (2018).
3. The assurance operation includes reviewing and evaluating CHIEN KUO's relevant processes, systems and controls and available performance information, as well as compliance with the following reporting criteria:
 - GRI Standards.

METHODOLOGY

- The Report is reported in accordance with the GRI Standards, and the content of the Report is



reviewed for compliance with the GRI Standards for general disclosure and specific topic disclosure.

- The verification team interviewed relevant personnel to confirm the communication and response mechanism for stakeholders and the decision-making process for material topics, but did not directly contact external stakeholders.
- All documents, data and information related to the preparation of the Report were verified by the verification team through interviews with relevant personnel.
- The process of reviewing organizational outputs, collecting and managing qualitative and quantitative data disclosed in reports based on a sampling plan.
- By interviewing the responsible personnel of each group, examining and reviewing the relevant documents, materials and information, the verification team evaluated the reasonableness of the sources of supporting materials and evidence for the contents of the Report.

CONCLUSION

◆ AA1000 Accountability Principles

Inclusivity

CHIEN KUO has followed relevant international reporting standards to identify stakeholders with high relevance to its operations, engaged with them through multiple communication channels, and incorporated the results of these engagements into the decision-making process for material topics, demonstrating the organization's commitment to the inclusivity principle.

Materiality

CHIEN KUO has implemented a systematic material topic decision-making process in accordance with GRI 3 Standard. This process identifies and updates material topics that impact its operational performance and stakeholders, prioritizing the organization's material topics in the Report. The Report also discloses the content of its material topic management plans, demonstrating the organization's concrete achievements in implementing the materiality principle.

Responsiveness

CHIEN KUO has developed and implemented a stakeholder response mechanism through communication channels such as Report and official websites. It clearly declares relevant policies, standards, codes, and assessment targets, and regularly communicates and collaborates with stakeholders. It strives to implement and monitor management policies and performance targets that meet stakeholder expectations, demonstrating the organization's good practice in the responsiveness principle.





Impact

CHIEN KUO has implemented risk and opportunity monitoring and measurement for the significant impacts of its various sustainability initiatives. The organization has identified various risks and opportunities, developed action plans, and continuously communicated with stakeholders through its official website and Report, demonstrating effective impact management and continuous improvement, fully demonstrating its accountability.

◆ Global Reporting Initiative Sustainability Reporting Standards

Based on the results of the review, it is confirmed that the general disclosures, specific topic disclosures, and material topics management disclosures in the Report have complied with the requirements of the GRI Standards. In the future, the organization can continue to combine other international reporting requirements with the optimization of management performance of each operating location to disclose sufficient sustainability information to stakeholders.

ASSURANCE OPINION

AFNOR ASIA has developed a complete sustainability reporting assurance standard based on the verification guidelines of the AA1000 Assurance Standard (v3) and the GRI Standards. Based on the sufficient evidence provided by CHIEN KUO and the facts seen during on-site verification, we adhere to the principle of fairness and issue a statement on the global sustainability reporting standards followed by the organization. In our opinion, the information and data presented in the Report by CHIEN KUO provides a fair and balanced representation. We believe the focuses on economic, social, and environmental indicators in CHIEN KUO in 2024 are well represented.

ASSURANCE LEVEL

In accordance with the AA1000 Assurance Standard (v3), we verified this assurance statement corresponding to a moderate level. The scope and methods are as described in this statement.

For and on behalf of AFNOR :

Dr. August Tasi
The Director for Certification and Assessment
Jul.30.2025



AA1000
Licensed Report
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