



一度電點亮無限
TAIPOWER : LIGHT UP!

2025 SUSTAINABILITY REPORT





TAIPOWER

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Chairman

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Illuminating Lives, Guarded by Light.

Electricity, like an invisible grid,
Flows through dedicated hands—stretching from generation to transmission and distribution.

From mountain peaks to ocean shores and bustling cities,
Energy and expertise intertwine through every line and visual.
With eighty years of dedication, Taipower builds a resilient network for everyday life.

Through imagery and geometry,
We turn quiet expertise into invisible power—
Rooting our commitment to reliable energy, as everlasting as the sun.





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About this Report

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This is the 20th Sustainability Report published by Taiwan Power Company (hereinafter referred to as Taipower or the Company). The content has been compiled based on data and information submitted by departments across the Company. The Report is prepared in accordance with the Global Reporting Initiative (GRI) Sustainability Reporting Standards, and with reference to the Sustainability Accounting Standards Board (SASB) Standards and the Task Force on Climate-related Financial Disclosures (TCFD) framework. Crowe Taiwan has conducted limited assurance on selected key performance information in accordance with ISAE 3000. The Report was approved by the Chairman prior to publication.

Taipower remains committed to transparent communication with stakeholders. This Report incorporates the Company's five core sustainability themes into each chapter: Provider of Sustainable Power, Leader of Smart Grid Development, Provider of Services for Smart Living, Agent of Environmental Friendliness, and Practitioner of Corporate Social Responsibility.

Reporting Period

The reporting period covers January 1 to December 31, 2025. To enhance information completeness and year-to-year comparability, some historical data and information for 2026 are also included. Any deviations from the reporting period are noted in the text.

Scope of the Report

This Report focuses on Taipower's operations in Taiwan and does not include subsidiaries or investee companies. The scope of data covers Taipower's performance in business development, social responsibility, and environmental sustainability.

Report Quality and Data Management

Data Category	Management System / Item	Verification / Assurance Method	Verification / Assurance Provider
Financial Data	Regulations Governing Auditing and Certification of Financial Statements by Certified Public Accountants and Generally Accepted Auditing Standards	Audit	KPMG Taiwan
Sustainability Report	Report content	ISAE 3000 limited assurance	Crowe Taiwan
Environmental Management	ISO 14001	27 units certified	Third-party certification bodies
Greenhouse Gases	ISO 14064-1	Units with thermal power generating facilities underwent third-party verification	DNV Business Assurance Co., Ltd., Taiwan Electric Research & Testing Center, SGS Taiwan, and others
Occupational Safety and Health	ISO 45001	Certification	Metal Industries Research & Development Centre
Information Security	ISO/IEC 27001	Management system certification	AFNOR Asia Ltd., BSI, Universal Certification Service Co., Ltd. (TCIC), and ARES International Certification Co., Ltd.

Contact Taipower

Taipower has established a dedicated Sustainability Section on its official website to share performance results on key sustainability topics and has also set up a stakeholder questionnaire to facilitate smooth communication with stakeholders. The Sustainability Report is available in both Chinese and English for download. In addition, Taipower's official website is regularly updated with business, environmental, and social data.

We sincerely welcome your comments and suggestions on Taipower's Sustainability Report. Your valuable feedback will help ensure that the next Sustainability Report, planned for publication in 2027, better meets your expectations.



Taiwan Power Company Official Website



Taiwan Power Company's Sustainability Section



Annual Sustainability Reports

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Statement from the Chairman

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In 2026, Taipower will officially mark the milestone of its 80th anniversary. Looking back on this journey, Taipower has always shouldered the responsibility of ensuring a stable power supply, supporting national development, industrial growth, and the stability of people's livelihoods. Amid the accelerating global energy transition, rising geopolitical risks, intensifying impacts of extreme weather, and changing electricity demand driven by the rapid development of AI, semiconductors, and other high-tech industries, Taipower's role has evolved from a traditional power supplier into a key driving force supporting national competitiveness, social resilience, and sustainable transformation.

The 30th Conference of the Parties to the United Nations Framework Convention on Climate Change (COP30) in 2025 made clear that climate governance has moved from advocacy toward concrete implementation. This means that we must seek a dynamic balance between power supply stability, energy transition, environmental responsibility, and social equity. As a state-owned enterprise, Taipower will continue to respond proactively to national transformation needs through a more resilient governance structure, leading Taiwan toward a net-zero future.

Adapting to the Era of High Electricity Demand and Building a Smart Power Supply System

With the rapid development of AI, semiconductors, and high-tech industries, Taiwan is entering an era of sustained growth in electricity demand and accelerated restructuring of power supply patterns. To address the challenges of high-density electricity use and large-scale renewable energy grid integration, Taipower continues to promote power source development, grid construction, smart dispatch, and demand-side management with a forward-looking approach.

As future power supply patterns become increasingly complex and demand changes become more rapid, Taipower is adopting the concept of a "Power Bullpen." Similar to a baseball bullpen, where pitchers are assigned based on team needs and individual strengths, Taipower coordinates diverse resources, including thermal power units, renewable energy units, energy storage systems, and demand-side management. By flexibly dispatching these resources according to their respective characteristics, Taipower is enhancing the resilience and responsiveness of the overall power supply structure.

In response to the development of AI data centers and energy-intensive industries, Taipower will also promote the "Power Couple" concept of matching supply and demand. This approach guides high electricity demand toward precise matching with diversified power sources, resilient grids, and regional infrastructure, establishing an optimal coordination model between computing power and electricity. It also helps reduce pressure on cross-regional transmission and improves overall system efficiency and energy allocation. Stable power supply is no longer merely a matter of facility expansion but requires structural upgrading and smart refinement of the entire power supply system.



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Deepening Sustainability Governance and Advancing a Net-Zero Future

We fully recognize that the net-zero transition and international sustainability disclosure have become unavoidable requirements of our time. Sustainability is no longer merely an extension of environmental management, but a comprehensive expression of corporate governance and risk management. In 2025, Taipower formally appointed a Chief Sustainability Officer and established the Sustainable Development and Risk Management Committee at the Board level, fully integrating sustainability into the core of corporate governance and further strengthening decision-making and oversight mechanisms.

A particularly representative advancement is the simultaneous deepening of climate governance and nature-related governance. Taipower continues to refine its management processes in accordance with the Task Force on Climate-related Financial Disclosures (TCFD) framework and has completed the financial quantification of climate-related risks and opportunities. For the first time, the Company also introduced the Task Force on Nature-related Financial Disclosures (TNFD) framework, gradually incorporating natural ecosystems and biodiversity into its governance, strategy, risk management, and metrics and targets. These actions demonstrate substantive progress in Taipower's sustainability governance.

In terms of net-zero transition strategies, Taipower is aligned with the government's 2050 net-zero emissions policy and energy transition direction. Following a "low-carbon first, zero-carbon later" pathway, and with stable power supply as the foundation, Taipower is steadily advancing its transition from the supply, grid, and demand-sides. In the short term, the Company focuses on expanding mature green energy, using gas-fired power as a bridge, and strengthening grid resilience to enhance grid integration capacity and dispatch flexibility. Over the medium and long term, Taipower is accelerating the development of smart grids, Advanced Metering Infrastructure (AMI), energy storage systems, and demand-side management, while also deploying forward-looking technologies such as hydrogen energy, ammonia co-firing, carbon capture and storage, and geothermal power.

In 2025, the Hsinta Power Plant successfully completed a 10% (Vol) hydrogen co-firing power generation test, accumulating experience in combustion control and unit operation. Taipower also officially launched the RE30 electricity product to help enterprises meet their green electricity needs. These achievements show that Taipower's net-zero transition has moved from the planning stage toward a new phase of institutional implementation, technology verification, and practical application.

Safeguarding the Environment and Advancing Social Co-Prosperity

The energy transition is not only a matter of technology and engineering. It is also closely connected to environmental protection, ecological integration, local communication, and social trust. While advancing low-carbon transformation, Taipower continues to focus on air pollution reduction, resource circulation, environmental education, and ecological integration programs. By entering communities and schools, Taipower translates professional electricity knowledge into everyday dialogue. Through diverse social communication, electricity education, and local participation, the Company is helping make the energy transition a process of shared understanding and participation.

We firmly believe that a just transition is an indispensable part of the energy transition. Whether in rebuilding employee capabilities, promoting co-prosperity with and giving back to local communities, or balancing the needs and affordability of different users in the development of low-carbon electricity and green power, Taipower must incorporate social impacts and fairness into its decision-making. In doing so, the Company will continue to fulfill the social responsibilities expected of a public utility.



Chairman

Tseng, Wen-Sheng

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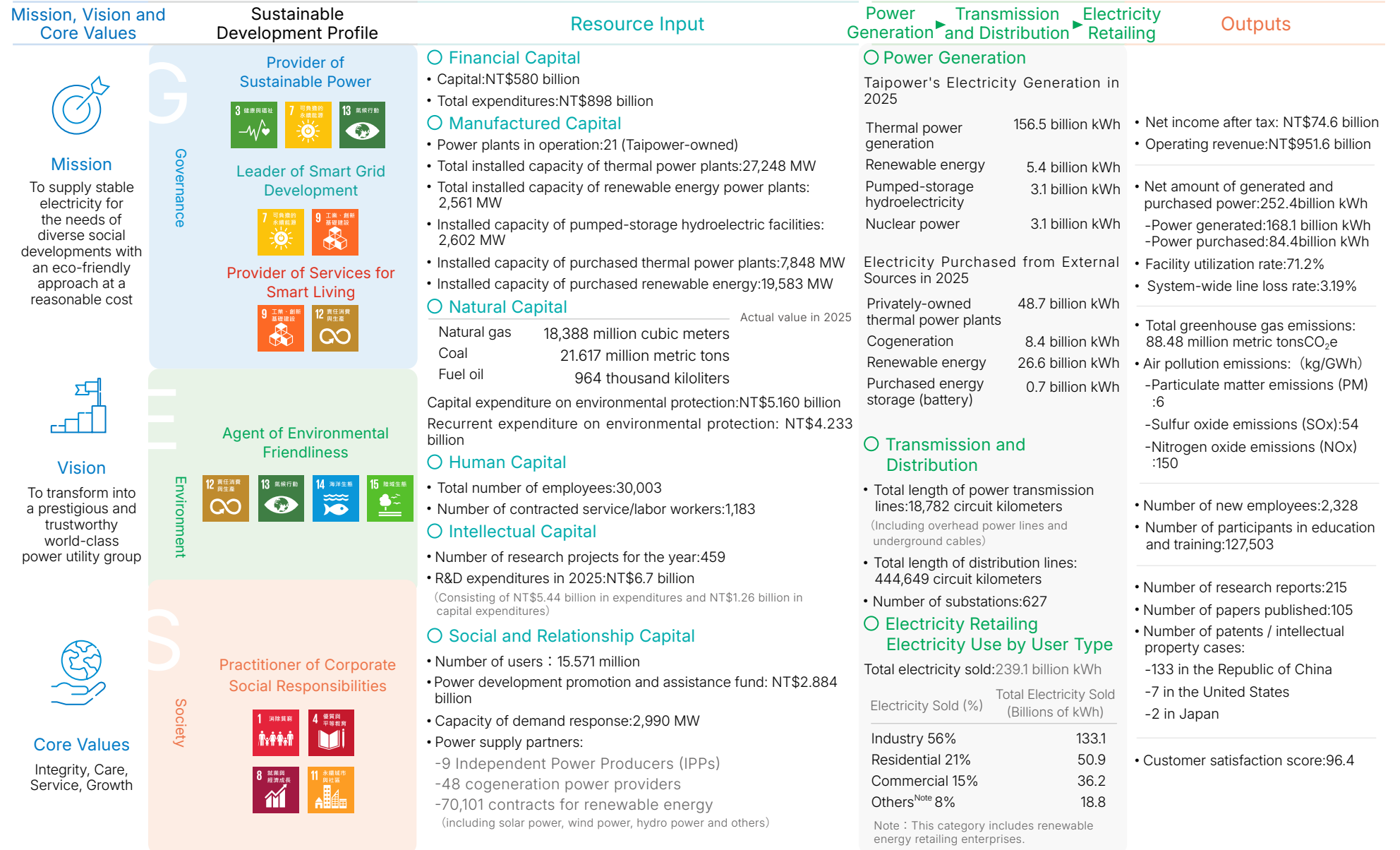
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Taipower's Value Chain and Operational Elements



Taipower Sustainable Development Plan

Taipower has long used its Sustainable Development Plan to map out five sustainability themes as the driving direction and action blueprint for promoting sustainability. To further strengthen sustainability governance, Taipower continued to refine its sustainability policies and management mechanisms in 2025 and established a Sustainable Development and Risk Management Committee at the Board level to enhance oversight of sustainability issues, risk management, and target implementation. Based on the "Taipower Indicators and Targets" reported to the Board of Directors for reference, Taipower has built a sustainability management framework centered on quantitative indicators. This framework translates strategic priorities into measurable and trackable KPIs, while aligning with TCFD, IFRS S1/S2, and competent authority policy requirements to ensure continuity, governance consistency, and comparability of sustainability disclosures.

E Environmental

Sustainability Issue	Sustainability Action	Indicator	2025 Performance	2025 Target	2027 Target	2030 Target	SDGs	T-SDGs
Responding to Climate Change	Expanding renewable energy ^{Note1}	Cumulative offshore wind capacity Cumulative solar power capacity	109.2MW 292.2MW	403.7MW 313.7MW	527.5MW 356.79MW	775.5MW 383.7MW		
	Introducing emerging decarbonization technologies ^{Note1}	Hydrogen co-firing technology	AE technical service contract awarded for the MW-level hydrogen co-firing power generation system procurement project Taichung Power Plant Pilot Test Project	Procurement contract awarded for the MW-level hydrogen co-firing power generation system	Ignition completed for the MW-level hydrogen co-firing power generation system	Co-firing ratio to be evaluated based on domestic hydrogen supply and storage technologies	7	T-SDG 7:Ensure access to affordable, reliable, sustainable and modern energy for all.
		CCS pilot site	- Carbon capture: detailed design and construction application completed - Carbon storage: building permit application filed	- Carbon capture: on-site construction - Carbon storage:building permit application filed	- Carbon capture: 2,000 tons/year - Carbon storage: injection well drilling	Total storage volume of 4,000 tons for injection testing and monitoring	13	T-SDG 13:Take urgent action to combat climate change and its impacts.
	Climate change adaptation ^{Note2}	Parallel adaptation work	Research on distribution system climate adaptation initiated	Research on distribution system climate adaptation initiated	Climate risk assessment for distribution system equipment based on rapid screening	Autonomous climate adaptation management capabilities established for generation, transmission, and distribution systems		
	Reducing pollution emissions	Reduction in air pollutant emission intensity compared with 2016 Wastewater recycling rate at thermal power plants	Down 72.5% 81%	Down 70% 80%	Down 72% 80%	Down 75% 85%	4	T-SDG 4:Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
Safeguarding Environmental Quality	Strengthening environmental education	Promotion of environmental education facilities and venues	16,535 participants	8,000 participants	10,000 participants	12,000 participants	12	T-SDG 12:Ensure sustainable consumption and production patterns.
	Resource circulation and reuse	Five major circular economy business models	Road paving plan using coal bottom ash in micro-surfacing asphalt concrete implemented	Road paving plan using coal bottom ash in micro-surfacing asphalt concrete implemented	Two circular reuse plans for retired power generation materials and equipment proposed	One circular economy demonstration project completed	13	T-SDG 13:Take urgent action to combat climate change and its impacts.
Creating Ecological Integration	TNFD	TNFD framework disclosure progress	First TNFD disclosure in the Sustainability Report	First TNFD disclosure in the Sustainability Report	Dedicated section on phased TNFD implementation results	Independent TNFD report		T-SDG 14:Conserve and sustainably use the marine ecosystems to prevent the degradation of marine environment.
	Ecological integration plan	Ecological integration plans for power facilities	Dajia River Power Plant ecological integration plan completed	Dajia River Power Plant ecological integration plan completed	Zhuolan Power Plant ecological integration plan completed	Wanta Power Plant ecological integration plan completed	14 15	T-SDG 15:Conserve and sustainably use terrestrial ecosystems to ensure the persistence of biodiversity and prevent land degradation.

Note: 1. MOEA net-zero emissions item.

2. Parallel adaptation work for the power generation and transmission/transformation systems was completed in 2023 and 2025, respectively.

S Society

Sustainability Issue	Sustainability Action	Indicator	2025 Performance	2025 Target	2027 Target	2030 Target	SDGs	T-SDGs
Deepening Social Care	Public welfare activities	People reached by social care activities	58,000 people	55,000 people	56,000 people	56,000 people	1	T-SDG 1:Strengthen social care services and economic security for the disadvantaged.
		Assistance fund investment and beneficiary townships/districts	NT\$2,937.17 million; 126 townships/districts	NT\$3,269.10 million; 126 townships/districts	NT\$3,269.10 million; 126 townships/districts	NT\$3,269.10 million; 126 townships/districts	11	T-SDG 11:Make cities and human settlements inclusive, safe, resilient and sustainable.
Disseminating Energy Knowledge	Power education and communication activities	People reached by online promotions	Annual reach: over 46.44 million people	Annual reach: 28.09 million people	Annual reach: 28.09 million people	Annual reach: 28.10 million people	4	T-SDG 4:Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
	On-site experience and communication	People reached through on-site outreach	Annual reach: over 450,000 people, including 1,343 energy-saving seminars with approx. 150,000 participants	Annual reach: 400,000 people, including 1,200 energy-saving seminars	Annual reach: 400,000 people, including 1,200 energy-saving seminars	Annual reach: 400,000 people, including 1,200 energy-saving seminars	7	T-SDG 7 : Ensure access to affordable, reliable, sustainable and modern energy for all.
Building a Happy Electricity Industry	Occupational safety	Employee injury frequency rate	0.09	≤ 0.17	≤ 0.14	≤ 0.1		
		Contractor worker injury frequency rate	0.32	≤ 0.27	≤ 0.23	≤ 0.18		
	Human rights concerns	Turnover rate, excluding retirement and other specified reasons	1.55%	≤ 3%	≤ 3%	≤ 3%	4	T-SDG 4:Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
		Supplier human rights due diligence progress and coverage	Supplier human rights questionnaire conducted, assessment directions and targets established and integrated into the Materials Supply Chain Sustainability Questionnaire	- Incorporate supplier human rights issues into the Materials Supply Chain Sustainability Survey - Conduct a preliminary assessment and analysis of supplier human rights issues	Review coverage expanded to 130 suppliers in line with the materials sustainable supply chain initiative	Human rights focus areas expanded in line with the Company's sustainable supply chain progress	8	T-SDG 8:Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all.
		Employment ratio of employees with disabilities	3.25%	≥ 3%	≥ 3%	≥ 3%		
		Average learning hours per employee	58.61 hours	≥ 30 hours	≥ 30 hours	≥ 30 hours		

Note: 1. The number of participants reached through social care initiatives includes: the Taiwan Power Association (scholarship recipients); the Public Service Department (Seeds of Hope and elderly care programs); the Department of Human Resources (Taipower Sports Teams' Care Initiatives, including the FUN Power Camp, Care Train, and Taipower Cup ball games); and the Secretariat Department (Taipower Volunteer Group).
2. Cumulative action figures are calculated using 2020 as the baseline year.
3. Average employee learning hours include internal and external training programs and online learning.

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Sustainability Issue	Sustainability Action	Indicator	2025 Performance	2025 Target	2027 Target	2030 Target	SDGs	T-SDGs
Preserving Taipower's Power Industry Cultural Assets	Cultural artifact inventory	Tracing the development of the electricity industry	400 artifacts inventoried, 25 oral history interviews	400 artifacts inventoried; 12 oral history interviews	400 artifacts inventoried; 12 oral history interviews	Cumulative inventory of 2,400 artifacts, and a cumulative 72 oral history interviews	4 11	T-SDG 4:Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all. T-SDG 11:Make cities and human settlements inclusive, safe, resilient and sustainable.
	Cultural artifact collection	Shared access to power industry cultural assets	Power Industry Cultural Collection website visits exceeded 55,000	Archive website visits to exceed 50,000	Archive website visits to exceed 55,000	Cumulative archive website visits exceed 350,000		
	Cultural asset activation and application	Diversified cultural asset activities	8 Zhuoshui River Hydropower Industry Cultural Walking Tours, mainly featuring Mingtan, Takuan, and Wanta Power Plants	8 Zhuoshui River Hydropower Industry Cultural Walking Tours, mainly featuring Mingtan, Takuan, and Wanta Power Plants	At least 8 cultural route or related activities	Cumulative total of at least 25 cultural routes or related activities		

Note: Cumulative action figures are calculated using 2020 as the baseline year.

G Governance and Economic

Sustainability Issue	Sustainability Action	Indicator	2025 Performance	2025 Target	2027 Target	2030 Target	SDGs	T-SDGs
Ensuring a Stable Power Supply Note1	National outage duration, SAIDI	Power supply reliability, SAIDI	14.874 minutes/household/year	16.3 minutes/household/year	15.95 minutes/household/year	15.90 minutes/household/year	7	T-SDG 7:Ensure access to affordable, reliable, sustainable and modern energy for all. T-SDG 8:Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all.
	AMI smart meters	Smart meter deployment	4.107 million households	4.00 million households	5.20 million households Note3	6.00 million households		
Strengthening Grid Resilience Note2	Smart grid	Participation capacity in demand response programs (GW)	3.66GW	2.8GW	2.8GW ^{Note3}	3.0GW	7	
		Automated switches incorporated into monitoring	Increased by 2,949 units	Increased by 1,500 units	Increased by 1,500 units	Increased by 1,500 units	9	

Note: 1. Corresponds to T-SDG 8: Promote inclusive and sustainable economic growth, enhance labor productivity, and ensure decent employment opportunities for all.

2. Based on the *Approved Smart Grid Master Plan* issued by the Executive Yuan in February 2020.

3. This is an estimated figure and has not yet been approved by the Ministry of Economic Affairs.

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Refining Sustainability Information Disclosure	TCFD	TCFD framework disclosure progress	- Completed a pilot financial quantification of climate-related risks and opportunities aligned with the IFRS S2 framework - Incorporated major climate risks identified under TCFD into annual ERM risk identification	- Continue to pilot financial quantification of climate-related risks and opportunities - Promote integration of climate risks into the Company's ERM management mechanism	- Conduct financial quantification of climate-related risks and opportunities under the IFRS S2 framework - Establish an IFRS S2 disclosure simulation and disclosure process	- Fully disclose climate-related risk information each year under IFRS S2 - Continue to refine the quality of climate-related financial disclosures		
	IFRS S1 and S2	IFRS S1/S2 alignment and reporting progress	- Monitored international sustainability disclosure trends - Advanced IFRS S1/S2 alignment preparation	- Continued monitoring of disclosure trends - Advanced IFRS S1/S2 alignment preparation	- Introduce IFRS S1/S2 in accordance with MOEA planning - Prepare for 2028 reporting	- Annual disclosure under the IFRS S1/S2 framework - Continued improvement in sustainability information quality	12	T-SDG 12:Ensure sustainable consumption and production patterns.
	Chief Sustainability Officer (CSO) Alliance tasks	CSO Alliance participation and initiative results	- Convened CSO meetings - Reviewed and promoted priority tasks	- Participated in drafting incentive guidelines and completing the trial - Promoted priority tasks	- Disclose Alliance results in the Sustainability Report - Participate in incentive evaluation	Continue sustainability initiatives under MOENV CSO Alliance planning	13	T-SDG 13:Take urgent action to combat climate change and its impacts.
Sustainable Supply Chain							17	T-SDG 17:Establish diversified partnerships and work together to advance sustainable visions.
	Supply chain promotion	Supplier review coverage	- Completed 98 written supplier reviews and 76 carbon data collection surveys - Identified 15 high-risk suppliers,with follow-up improvement recommendations and guidance to be provided	Sustainability reviews and carbon disclosure questionnaires for 80 qualified suppliers	Sustainability reviews and carbon disclosure questionnaires for all qualified suppliers	Conduct sustainability reviews and carbon disclosure questionnaires every two years	8	T-SDG 8:Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all.
							12	T-SDG 12:Ensure sustainable consumption and production patterns.

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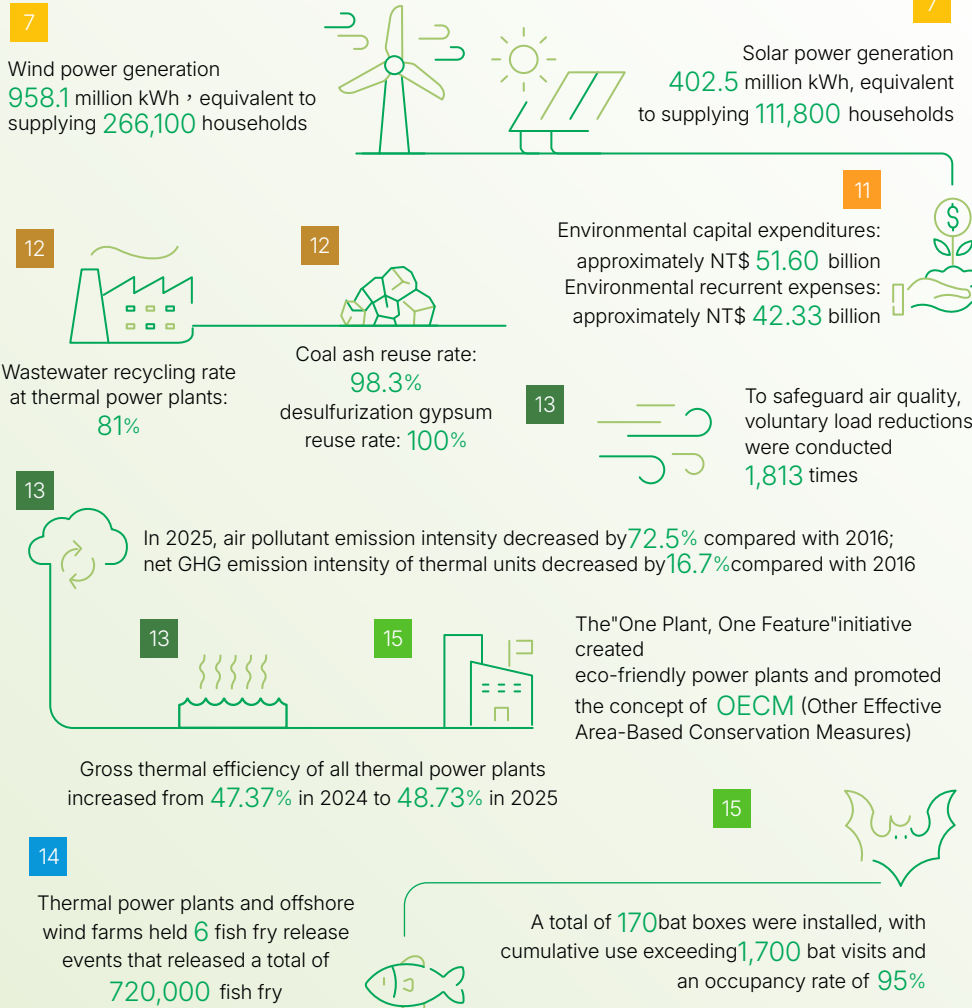
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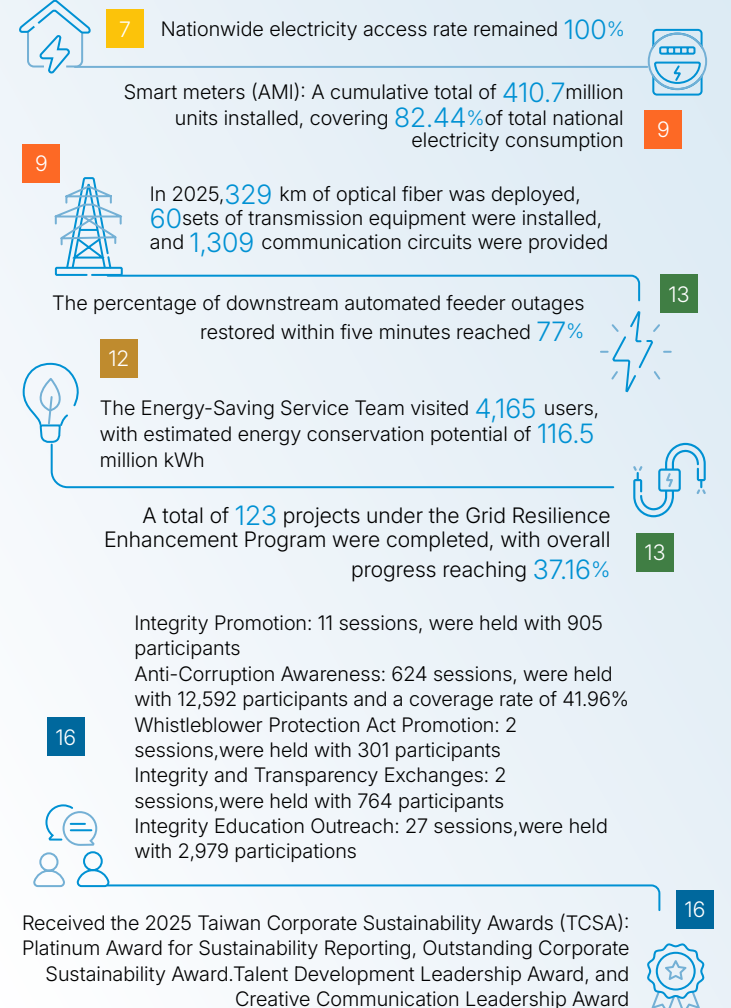
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Taipower's Sustainability Performance and Alignment with the SDGs

Environmental Performance Highlights



Governance and Economic Performance Highlights



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Social Performance Highlights



1

Cumulative investment of NT\$ **2.884** billion in the Power Development and Assistance Fund



3

68 units are staffed with contracted physicians and **69** units are staffed with nursing personnel, providing health services

4



D/S ONE attracted over **450,000** cumulative visits and received Silver Award from the **American Alliance of Museums MUSE Awards** and the "**Best Popular Brand**" recognition at the 22nd National Brand Yushan Awards

4

The Taipower Video Channel surpassed **10** million cumulative YouTube views in 2025; the Taipower Facebook page has over **280,000** followers, with annual reach exceeding **40** million in 2025



7

In 2025, electricity assistance for remote areas and disadvantaged groups reached **199,460** household-times



8

The gender pay ratio, based on employees holding equivalent positions and job grades, is **1:1** for both general employees and management-level employees



8

99.5% of employees were covered under collective agreements in 2025



8

Training participation totaled **128,000** participants; safety and health training reached **62,000** participants, and contractor safety and health awareness sessions reached **38,000** participants



11

Completed the inventory of **31** volumes of historical documents, inventoried, cataloged, and digitized over **400** cultural artifacts, added **450** new artifacts to the collection, and completed supplementary interpretive metadata for **596** artifacts



11

Approximately **4,300** community engagement cases were handled in 2025, with around NT\$ **100** million contributed in community donations

Organized **16** Zhuoshui River Hydropower Industry Cultural Walking Tours, with 270 participants

11

Organized "Care Train" events at **18** schools, the Taipower Cup Volleyball Championship across 3 counties/cities with 41 teams, the Taipower Cup Football Invitational with 20 teams, and the Taipower Cup Basketball Invitational with 10 teams



Recognition and Awards



In 2025, Taipower continued to receive high recognition at home and abroad for its achievements in sustainability, engineering innovation, corporate governance, and social impact.

Engineering Innovation

2025 MOEA Public Construction Quality Excellence Award

- Songshu-Guangfeng Cable Line Project.
- Guishe Primary Distribution Substation Project.
- Southern Taiwan Science Park Extra-High Voltage Substation Project.
- Nanbei 3rd Road Extension Project.

2025 Public Construction Golden Quality Award, Public Construction Commission, Executive Yuan

- Songshu-Guangfeng Cable Line Project, Excellence Award.
- Guishe Primary Distribution Substation Project, Excellence Award.
- Southern Taiwan Science Park Extra-High Voltage Substation Project, Honorable Mention.

2025 Ministry of Labor 19th Golden Safety Award, Outstanding Occupational Safety and Health Project

- Shengting-Xinyang Line Project, Excellence Award.
- Emei-Zhongliao Cable Project, Honorable Mention.

4
Award-Winning Projects

Asian Power Awards 2025

- Backup Power Project of the Year, Gold.
- Transmission and Distribution Project of the Year, Silver.
- Smart Grid Project of the Year, Bronze.

TAICCA ESG for Culture Impact Award

- Long-Term Partnership Award.
- Resource Support Award.

Business Management

22nd National Brand Yushan Awards

- Outstanding Enterprise Category
- National First Prize in the Outstanding Enterprise Category
- D/S ONE "Power Imagination Base": Best Popular Brand Award

2025 MOEA Buying Power Social Innovation Product and Service Procurement Awards

- Outstanding Leadership Award.
- Public Service Innovation Special Award.

3
Awards

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Honors

Sustainable Development

2025 Asia Responsible Enterprise Awards (AREA)

- Investment in People Award.
- Green Leadership Award, Sustainability Silver Badge.

2025 Taiwan Power and Energy Engineering Association

- Sustainability Project of the Year, Taiwan.

2025 Asia-Pacific and Taiwan Sustainability Action Awards

- SDG 11 Sustainable Cities and Communities.
- SDG 14 Life Below Water.



Sustainability
Silver Badge

4
Awards

Social Impact

2025 Taipei City Friendly Parenting Enterprise Award

- Outstanding Enterprise Category.
- Direct Workplace Childcare Services.

8th Government Service Award, National Development Council

- Changhua District Office: "Green Energy Support, Benefits for All: Creating a Friendly Green Energy Environment and Sharing Wind and Solar Green Energy."
- Social Innovation and Inclusion Award.

Culture and Talent

2025 Ministry of Sports Sports Promoter Awards

- Gold Award in the Sponsorship Category
- Long-Term Sponsorship Award
- Gold Award in the Promotion Category



2025 Taiwan Innotech Expo Invention Contest

- Five patents entered
- One Platinum Award, one Gold Award, two Silver Awards, and the Corporate Special Award

3
Award

2025 Asia-Pacific Sustainability Action Expo

- Asia-Pacific Sustainability Expo Award, Platinum Level.
- Excellence Award for Sustainability Guided Tours.

2025 Taiwan Corporate Sustainability Awards (TCSA)

- Platinum Award for Sustainability Reporting.
- Outstanding Corporate Sustainability Award.
- Talent Development Leadership Award.
- Creative Communication Leadership Award.

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Honors

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Eight Decades of Deep-Rooted Strength :

The Technical Foundation for a Stable Power Supply and the Mission of Net-Zero Transition

From power infrastructure and the energy landscape to sustainable governance, Taipower continues to safeguard Taiwan's progress

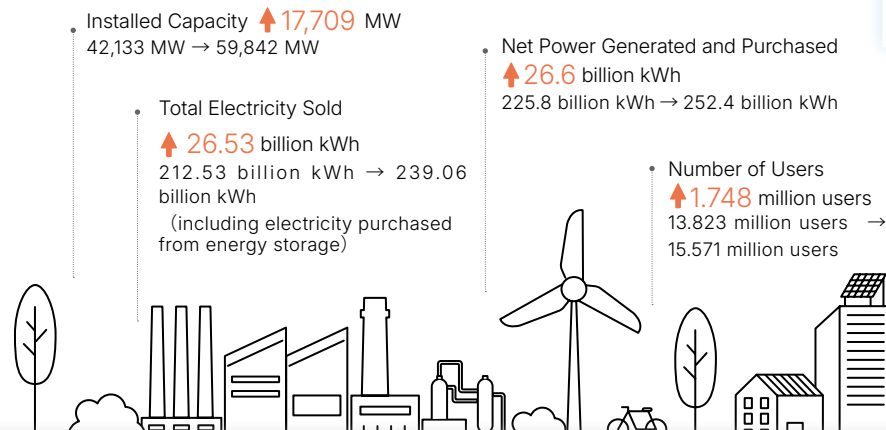
Power: The Strong Foundation Driving Taiwan Forward

Electricity may not always be visible, yet it has always provided a solid foundation for supporting Taiwan's growth and development. From the machinery of postwar reconstruction and the lights that powered economic takeoff, to the precision operations of today's world-leading high-tech industries, a stable power supply has long been a fundamental condition for Taiwan's continued progress.

Looking back on 80 years of power development, the period from 2016 to 2025 marked not only progress in data, but was also a critical decade in the transformation of Taipower's role. Amid the acceleration of the global energy transition, the impacts of extreme climate events, and changes in electricity demand driven by AI computing, Taipower's work is no longer merely about expanding equipment and increasing capacity in the traditional sense. It is also about maintaining the resilient foundation for stable power supply across Taiwan through every detail of dispatching, maintenance, emergency repair, and construction. This is a long-term, mutually supporting system-wide undertaking that carries forward technical experience and maintains the social responsibility of a public utility.

Over the Past Decade, Taipower Continued to Expand Power Supply Capacity, Supporting Industrial Development and Public Electricity Demand

Chart data are based on statistics from 2016 to 2025.



Reshaping the Energy Landscape: Steady Progress in Building a Resilient Grid

In recent years, one of Taipower's most significant changes has been the continued transformation of the energy landscape and the development of a resilient power grid. With the advancement of energy transition policies, the continued increase of gas-fired power generation while reducing coal-fired power generation, the accelerated grid connection of renewable energy, and the gradual establishment of energy storage and smart dispatching capabilities, Taipower is moving from a traditional centralized power supply system toward a modern energy system that is low-carbon, distributed, flexible, and resilient.

This change is not the replacement of a single power source. It is a system-wide undertaking jointly advanced through the power generation structure, transmission and distribution networks, energy storage systems, dispatching mechanisms, and demand management. Taipower's core mission is to apply cross-disciplinary technical integration under changing conditions to ensure that power quality is not compromised during the transition. For Taipower, electricity is not only infrastructure, but also a key driving force supporting industrial investment, urban operations, and social development.

The changes brought by the energy transition are not limited to power plants and grids. They also extend to talent development, local engagement, and social communication. As the low-carbon transition continues, the challenges facing Taipower are no longer only about making electricity more stable and efficient, but also about ensuring that the transition process is orderly, better understood, and more widely accepted.

Low-Carbon Transition: Evolution of the Energy Landscape

Moving from traditional power supply toward a low-carbon, decentralized, and resilient energy system

Nationwide Installed Capacity of Wind and Solar Power	Green Electricity Redirected for Direct Supply	Taipower-Built Energy Storage	Gross Thermal Efficiency of All Thermal Power Plants
↑ 18,064 MW	↑ 6 billion kWh	↑ 160 MW	↑ 5.03 %
1,927 MW → 19,991 MW	Green Electricity Redirected for Direct Supply in 2025	From zero to 160 MW, establishing a key foundation for renewable energy integration and system regulation	43.70% → 48.73%

System Average Interruption Duration Index (SAIDI) ↓ 1.4 minutes
16.274 minutes → 14.874 minutes

System Average Interruption Frequency Index (SAIFI) ↓ 0.022 times
0.208 times → 0.186 times

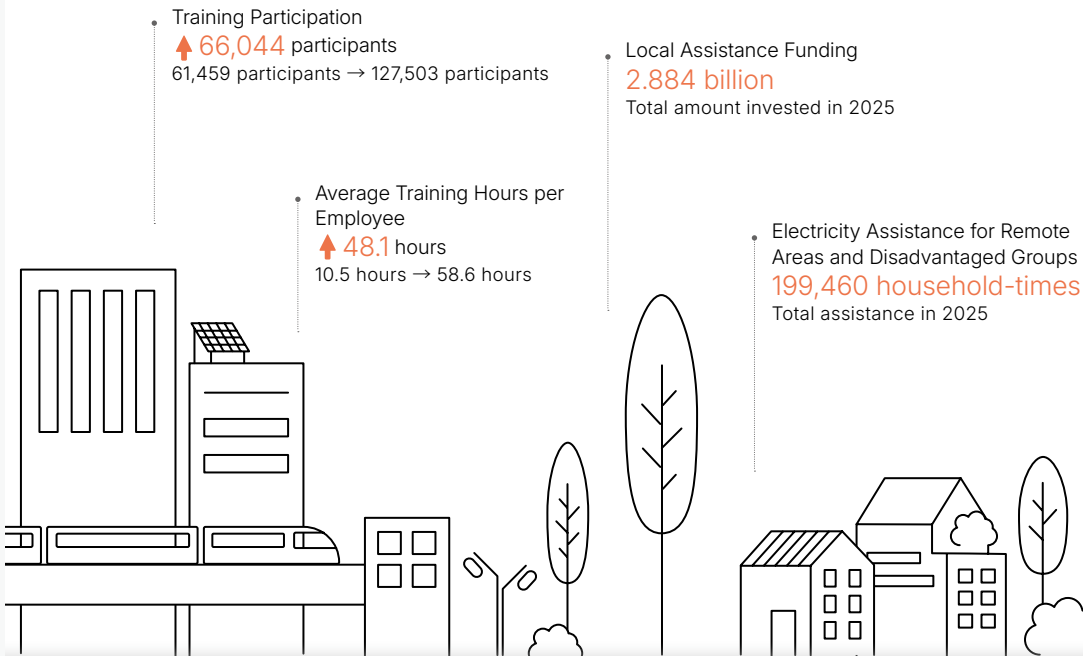
System-wide line loss rate decreased ↓ 0.66%
3.85% → 3.19%

From Stable Power Supply to Shared Progress: Social Responsibility Along the Transition Journey

The changes brought by the energy transition are not limited to power plants and grids. They are also gradually extending to talent development, local engagement, and social communication. As the low-carbon transition continues, the issues facing Taipower are no longer only about making electricity more stable and efficient, but about how to make the transition process more orderly, better understood, and more widely accepted.

The power transition concerns more than equipment and systems. It also involves the evolution of talent, local communities, and society.

For Taipower, undertaking a socially just transition is a governance issue that cannot be overlooked as the energy transition deepens. Every unit renewal, grid construction project, or system adjustment affects not only equipment, but also employee competency adjustments, contractor safety and working conditions, local community perceptions, and the expectations of different users regarding electricity costs and low-carbon choices. Only by considering social impacts and fairness while advancing the low-carbon transition and strengthening grid resilience can the transition truly move forward steadily and sustainably.



After Eighty Years: Continuing to Light the Way for Taiwan's Progress

After 80 years, what Taipower has accumulated is not only power infrastructure and technical experience, but also a public mission of supporting industrial operations, urban development, and people's daily lives over the long term. Looking ahead to the next stage, the energy transition will continue to affect the power generation structure, grid development, electricity management, and social communication. Building on its existing foundation, Taipower will steadily advance along its low-carbon pathway, making the power system more resilient and ensuring that the transition process better responds to social expectations.

Electricity is not only energy. It is also a shared foundation connecting economic development with people's needs, and a sustainable future. In the future, Taipower will continue to safeguard the stable power supply with professional expertise, respond to the challenges of the times through sustainable governance, and work with society toward a lower-carbon, smarter, and more sustainable future.

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1 Taipower and Sustainability

Suitable for the following stakeholders

 Shareholders, Board of Directors, Employees, Partners, Government Agencies, Media,
Civil Organizations, Users

Taipower aspires to become a world-class power utility group that is both outstanding and trustworthy. Through a robust, sustainable governance framework, the Company continues to enhance its practices across environmental, social, and governance (ESG) dimensions to strengthen long-term corporate resilience.

Facing challenges from the net-zero transition, the AI wave, and geopolitical developments, Taipower continues to center its efforts on ensuring a stable power supply while balancing environmental friendliness, financial sustainability, and operational efficiency. Sound corporate governance and strategic planning serve as the foundation for value creation. The Company continuously strengthens internal audit and control mechanisms, proactively assesses potential risks and opportunities, enhances information disclosure, and deepens supply chain cooperation to steadily advance sustainable operations.



Excellent

Received the highest rating ("Excellent") in the 2025 Corporate Governance Evaluation for State-Owned Enterprises by the Ministry of Economic Affairs.



74.6 billion

Recorded net income after tax of NT\$74.6 billion in 2025, a single-year record high, while ensuring stable power supply and maintaining reasonable electricity rates.



624 activities

Held 624 anti-corruption awareness activities in 2025, with 12,592 participants and a coverage rate of approximately 41.96%.



1.1 Taipower Profile

2-1

2-6

1.1.1 Taipower Profile

Founded on May 1,1946, Taipower is a state-owned integrated power utility whose business operations include power generation, transmission, distribution, and electricity sales. In alignment with national energy policies, Taipower continues to promote the energy transition, strengthen grid resilience, and support the orderly development of the electricity market. To enhance operational efficiency and management effectiveness, Taipower launched a structural transformation in 2016 that established four business divisions: Generation, Nuclear Power, Transmission and Distribution, and Electricity Retailing. This structure employs centralized policymaking combined with decentralized management to strengthen power operations and services.

At the end of 2025, the total installed capacity of the Taipower System, including Independent Power Producers (IPPs), reached 59.842 GW, of which 32.411 GW was Taipower-owned. Power generation and purchases totaled 252.4 billion kWh for the year. Taipower operated 627 substations, with a transmission network totaling 18,782 circuit kilometers and a distribution network totaling 444,649 circuit kilometers. The Company served approximately 15.571 million users through 24 district offices and 254 service centers, providing electricity services across Taiwan, Penghu, Kinmen, and Matsu. In 2025, electricity fee income accounted for 98% of operating revenue.

Note: Circuit kilometers = Number of circuits × circuit length (km)

Core Values

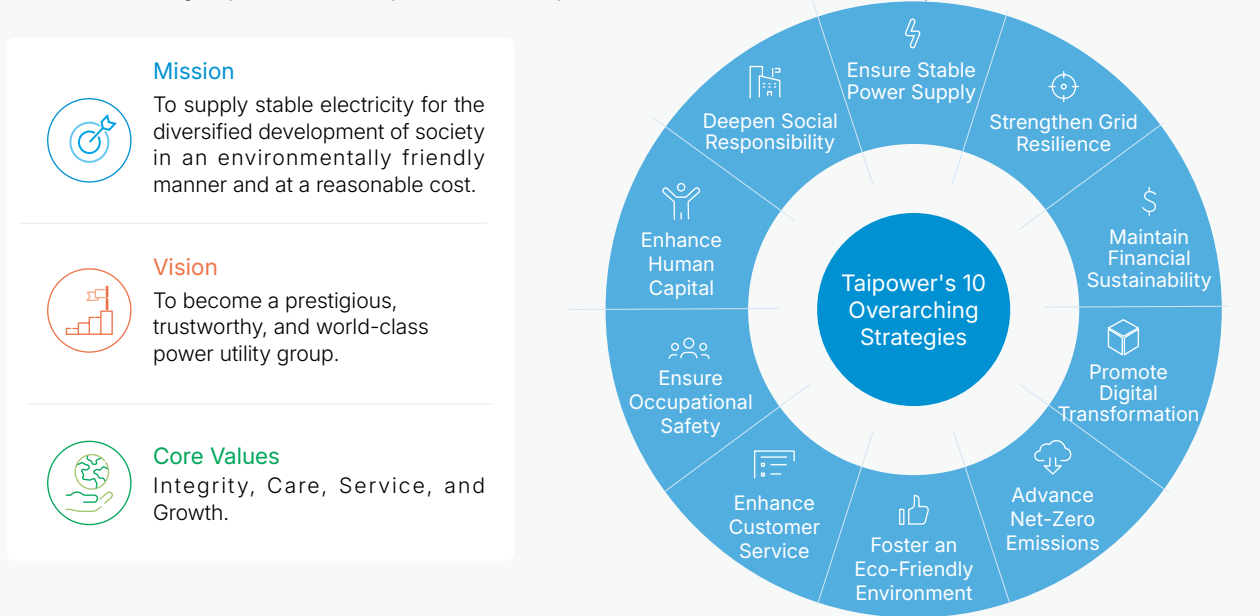
To successfully operate in the power industry, Taipower must navigate the energy trilemma of energy security, environmental sustainability, and affordable pricing. Taipower has revised its mission, vision, and core values over time to guide its business direction and organizational development.

Founded	May 1, 1946
Business Coverage	Taiwan, Penghu, Kinmen, Matsu
Headquarters	Taipei City
Capital	NT\$580 billion
Shareholding	98.25% government-owned, 1.75% privately owned
Total Assets	NT\$2.9569 trillion
Operating Revenue	NT\$951.6 billion
Number of Employees	30,003
Number of Users	15.571 million
Installed Capacity	59.842 GW (of which 32.411 GW are Taipower-owned)
Power Generation and Purchases	252.4 billion kWh

Note: As of December 31, 2025

Management Strategy

Taipower is committed to ensuring a stable power supply, environmental sustainability, and the implementation of national energy policies. The Company continuously reviews its operating environment and key influencing factors, conducts rolling reviews of its business direction for the next five years, and develops ten overarching strategies accordingly. To translate these strategies into action, the chief executives of each business unit and system lead the development of action plans and specific measures. These are incorporated into the Company's goal-setting and review mechanisms based on key performance indicators (KPIs), enabling continuous tracking, adjustment, and improvement as Taipower advances toward sustainable operations.



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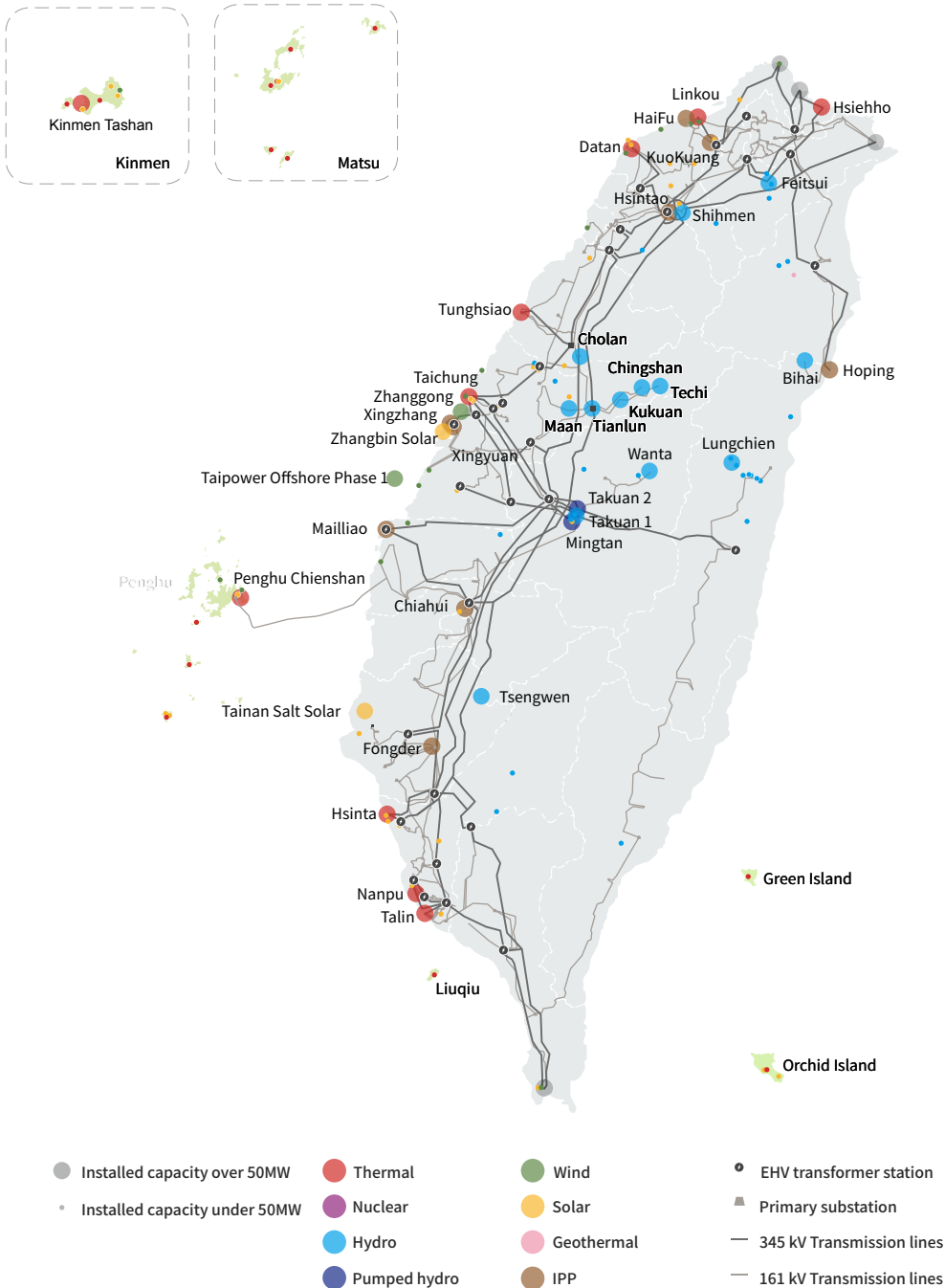
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1.1.2 Operational Performance

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Material Topic: Operational and Financial Performance

Policy	Strengthen financial resilience through reasonable tariffs, revenue growth, cost control, capital and asset management, and financial risk control, while ensuring a stable power supply and advancing the energy transition.
Management Approach	1. Review electricity tariffs and transmission and distribution rates to reasonably reflect costs and profits. 2. Promote green electricity trading, green electricity products, diversified businesses, and asset revitalization. 3. Strengthen procurement, cost, and capital expenditure management. 4. Diversify financing channels and reduce funding costs. 5. Manage financial impacts from policy-related obligations, major assets, and nuclear back-end costs.
Action Plans	1. Seek reasonable reflection of costs and profits in tariffs and transmission and distribution rates. 2. Expand revenue through asset revitalization, diversified businesses, and green electricity products. 3. Strengthen management of operation and maintenance expenses, capital expenditures, purchased power, and carbon costs. 4. Refine fuel, materials, and key material procurement with sustainable supply chain requirements. 5. Diversify financing and reduce funding costs to support power infrastructure and transition needs.
Actual Performance in 2025	1. Pre-tax income reached NT\$75.6 billion in 2025, improving from the previous year. 2. Cumulative green bond issuance reached NT\$157.9 billion. 3. Diversified business income reached NT\$2.2 billion.
Targets for 2030	Strengthen financial resilience through revenue growth, cost control, optimized financing, procurement management, and risk control to support the energy transition and stable power supply.

Sustainable Operation Goals and Financial Performance

As a state-owned public utility, Taipower is responsible for ensuring a stable electricity supply while also fulfilling livelihood-related responsibilities and policy tasks. To maintain long-term financial soundness, Taipower continues to strengthen financial resilience through diversified financing, asset revitalization, and improved operational efficiency, while securing funding for power infrastructure development. In 2025, operating revenue reached NT\$951.6 billion, and pre-tax income reached NT\$75.6 billion, reflecting an overall improvement in financial performance from the previous year.

• Operating and Financial Performance

Taipower Financial Performance

Unit: NT\$ millions

Item	2023	2024	2025
Operating Revenue	780,993	849,566	951,602
Operating Costs	941,985	855,958	844,438
Employee Salaries and Benefits	36,363	38,474	40,595
Income Tax Expense	1,425	2	1,007
Net Income (Loss) After Tax	(199,091)	(39,227)	74,632
Total Assets	2,565,606	2,728,074	2,956,863
Shareholders' Equity	134,710	200,796	267,973

Note: 1. As a state-owned enterprise, Taipower's final accounts are subject to audit by the National Audit Office in accordance with law. Since the 2025 figures have not yet been finalized by the National Audit Office, they are reported based on CPA-audited figures.
2. Figures for 2023 and 2024 reflect finalized accounts and may differ from those disclosed in the 2024 Sustainability Report due to differing disclosure bases.

• Financial Performance and Control Mechanisms

To strengthen financial management and expenditure control, Taipower has established key performance indicators such as pre-tax income and O&M expense control and regularly reviews implementation progress to ensure sound financial operations.

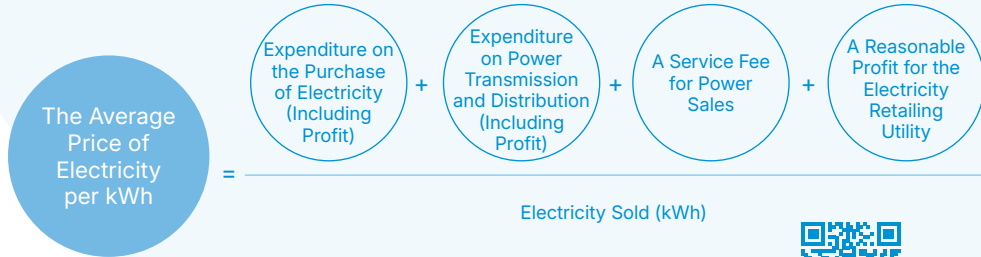
Aspect	Key Performance Indicator	2025 Target	2025 Performance	2026 Target
Finance	Pre-tax income (100 million)	≥ (465)	756	≥ 355
	O&M expense control (NT cents/kWh)	≤ 33.41	31.67	≤ 37.89

Note:As a state-owned enterprise, Taipower's final accounts are subject to approval by the National Audit Office. The 2025 figures are temporarily based on internally compiled final accounts, pending final approval.

Electricity Tariff Review Mechanism

In accordance with Article 49 of the Electricity Act, electricity tariffs for public electricity retailers are reviewed semi-annually, generally in April and October, based on the prescribed formula. Each adjustment is generally limited to a maximum increase or decrease of 3% but may be further adjusted when there are significant fluctuations in power supply costs. Taipower prepares tariff review proposals based on fuel prices, power supply costs, and operating conditions, and submits them to the Electricity Tariff Review Council for approval, so as to ensure tariffs reflect international fuel price fluctuations and reasonable operating costs.

A summary of the current pricing formula for public electricity retailers is provided below.



Note: "Other" refers to electricity use not classified under the first three categories, such as street lighting, EV charging, and short-term temporary electricity use for non-business purposes.



Electricity Tariff Disclosure Section

• 2025 Tariff Adjustments

- March 28, 2025, Decision: The Ministry of Economic Affairs convened the first Electricity Tariff Review Council meeting of 2025. After considering potential global economic and price fluctuations arising from changes in international tariffs and geopolitical risks, the Council decided to keep electricity tariffs unchanged. Additionally, the Ministry of Economic Affairs was asked to seek full support from the Legislative Yuan for budget allocations to Taipower, in order to strengthen the Company's financial position.
- September 19, 2025, Decision: The Ministry of Economic Affairs convened the second Electricity Tariff Review Council meeting of 2025. The Council noted that electricity tariffs still did not reflect costs, and that the budget allocations requested following the previous tariff freeze had not been approved by the Legislative Yuan. As Taipower continued to bear substantial losses, tariffs still needed adjustment to appropriately reflect costs. Since industrial tariffs had already been adjusted to fully reflect costs, while tariffs for residential and other users had long remained below power supply costs, the Council decided to keep industrial tariffs unchanged and slightly adjust tariff tiers for residential and other users. The average electricity tariff was increased by 0.71%, effective October 1, 2025.

To balance price stability, livelihood considerations, and financial improvement for Taipower, electricity tariff adjustments in 2025 continued to be handled with prudence. Although fuel prices had eased from their peak, they remained above pre-Russia-Ukraine war levels. Through phased reviews and moderate adjustments, Taipower sought to balance tariff rationalization with social affordability.

Average Electricity Tariffs by User Category(Unit: NT\$/kWh)

Category of Power Consumption	2023	2024	2025
Residential	2.6048	2.7431	2.8187
Industrial	3.1076	3.6243	4.1421
Commercial	3.5015	3.9185	4.2160
Other	3.2364	3.6189	4.4720



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Long-Term Financial Planning

• Seeking Government Capital Increases or Subsidies

Taipower continues to seek government budget support to strengthen its capital, its net worth, and fund power infrastructure development. In 2024, Taipower completed a NT\$100.1 billion cash capital increase and the related statutory procedures. Going forward, the Company will seek government capital increases or funding support as needed to maintain financial stability and advance major power projects.

• Diversifying Funding Channels to Reduce Funding Costs

To support operations and power infrastructure development, Taipower uses diversified financing channels to secure low-cost funding and reduce financial pressure. In line with the Green Finance Action Plan 3.0, financial institutions incorporate ESG performance into financing assessments. As Taipower continues to promote sustainability and net-zero emissions, its access to funding remains unaffected, and the Company continues to issue green bonds for green investment plans.

Tax Policy

As a state-owned enterprise, Taipower complies with all relevant government regulations regarding tax filings and expense recognition.

Diversified Management and Asset Revitalization

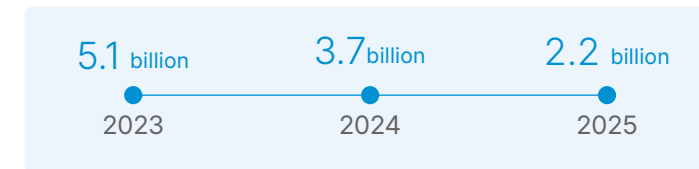
• Diversified Management Strategies and Development Direction

With stable power supply as its core mission, Taipower continues to explore emerging energy-related businesses in line with the energy transition and net-zero trends, strengthening financial resilience and operational sustainability. The Company views new businesses as complements to its core electricity operations and renewable energy development as an extension of its power business. Leveraging its technologies, grid facilities, and engineering management experience, Taipower invests in renewable energy fields such as offshore wind power and geothermal energy, while developing diversified businesses in power O&M, nuclear technology, communications, training and research, real estate revitalization, and cultural and creative activities. It also participates in coal mine development, cogeneration, and wind energy training through reinvestments.

• Diversified Business Performance

Diversified business income decreased in 2025 compared with the previous two years, mainly because revenue from coal sales declined due to lower international coal prices and reduced coal sales volume in the coal mine development business.

Diversified Business Income



• Asset Revitalization and Land Utilization



Land Utilization Operations

To enhance asset utilization efficiency, Taipower's cross-departmental Land Revitalization Project Team continues to review and promote land use projects, including multi-purpose use of substation sites, joint development or urban renewal of idle properties, and land use rights tenders for large sites. In 2025, the team held three meetings and continued to advance related projects.



Real Estate Leasing Operations

Taipower revitalizes underutilized or vacant real estate and leases buildings obtained through joint development or urban renewal projects to improve asset efficiency and generate stable income. Rental income from 2023 to 2025 was NT\$591 million, NT\$598 million, and NT\$745 million, respectively.



Education and Leisure Operations

Taipower uses certain idle buildings that are not suitable for external leasing for employee recreation and training when not required for official purposes. Annual revenue from these operations exceeded NT\$20 million from 2023 to 2025.

1.2 Corporate Governance

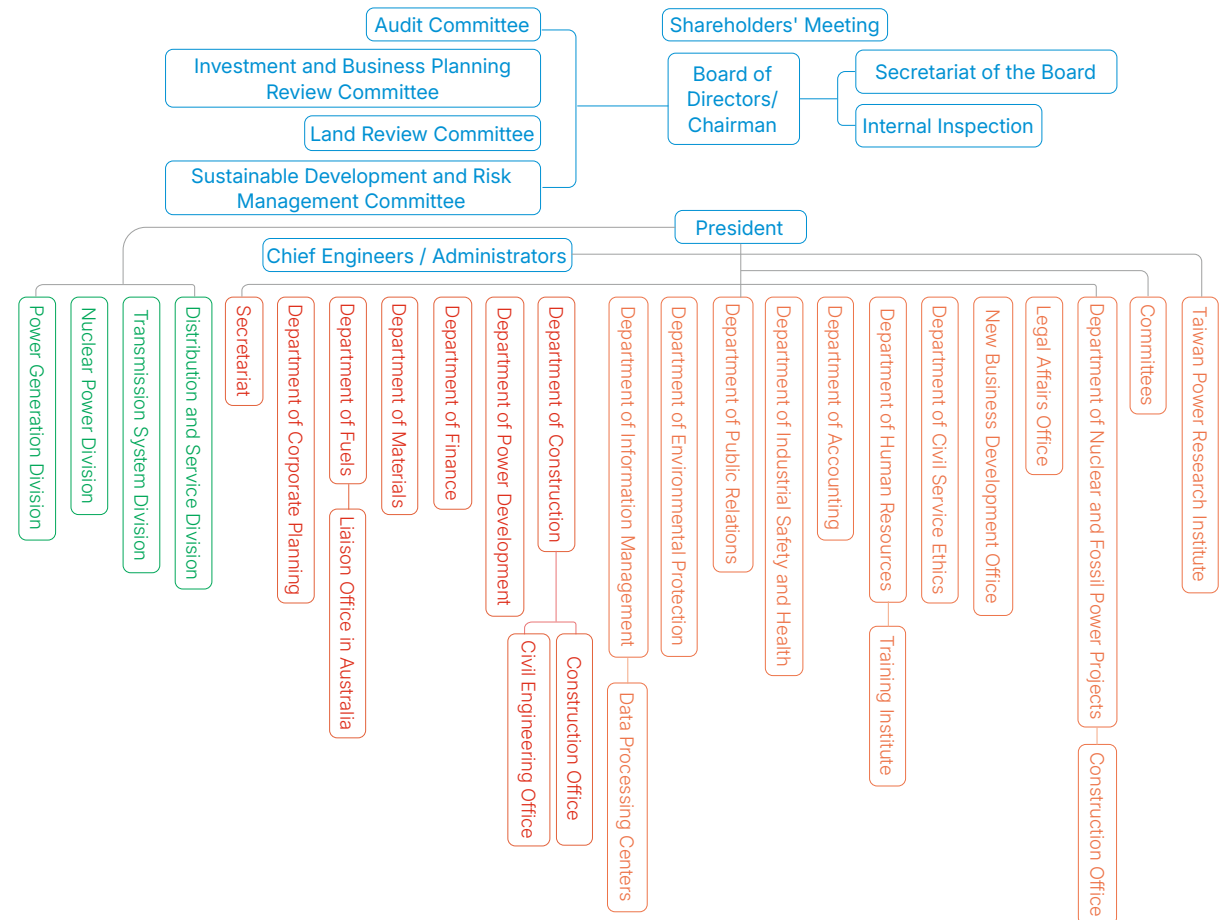
1.2.1 Governance Framework

Material Topic: Corporate Governance and Sustainable Management

Policy	To supply stable electricity for the needs of diverse societal development in an environmentally friendly and cost-effective manner.
Management Approach	1. Promote corporate governance, integrity practices, and anti-corruption measures to improve transparency, uphold ethics and integrity, and integrate sustainability into business strategies. Strengthen governance, sustainability planning, and risk management to enhance corporate resilience. 2. Continue seeking reasonable support for policy-related obligations and promoting electricity pricing that reflects actual costs.
Action Plans	1. Improve performance in the Corporate Governance Evaluation. 2. Enhance the operational effectiveness of the Board of Directors and functional committees. 3. Strengthen integrity governance, anti-corruption awareness, and supervisory visitation mechanisms.
Actual Performance in 2025	1. Received the highest rating("Excellent") in the 2025 Corporate Governance Evaluation for State-Owned Enterprises by the Ministry of Economic Affairs. 2. Held 624 anti-corruption awareness activities, with 12,592 participants and a coverage rate of approximately 41.96%. 3. Held 11 project-based integrity seminars for employees, with around 905 participants; satisfaction reached 97.5%, and 99.7% found the sessions helpful. 4. Held 2 briefings on the Public Interest Whistleblower Protection Act, with 301 participants. 5. Held one corporate integrity seminar and one energy transition integrity and transparency forum, with 387 and 377 participants, respectively. 6. Held 27 integrity-themed lectures and conducted regular awareness activities on integrity ethics regulations, reaching 2,979 participants.
Targets for 2030	Continue to improve corporate governance, Board functions, sustainability, risk management, integrity governance, and sustainability disclosure mechanisms to align with international governance and disclosure trends and enhance transparency, decision-making quality, and corporate resilience.

Taipower's governance responsibilities are carried out by Shareholders' Meetings, the Board of Directors, and executive management. Under the Board, four functional committees, including an Audit Committee, an Investment and Business Planning Review Committee, a Land Review Committee, and a Sustainable Development and Risk Management Committee, conduct preliminary reviews of proposals before Board submission. The Secretariat and the Audit Office support meeting coordination, legal compliance, director training, and internal control matters.

Taipower currently has 16 headquarters departments and four business divisions: Thermal and Hydro Power Generation, Nuclear Power Generation, Transmission and Power Supply, and Power Distribution and Sales. Affiliated units and committees are established as needed. As a publicly held company (not listed or OTC-listed), Taipower is not required under the Securities and Exchange Act to establish a Remuneration Committee.



Board of Directors and Functional Committees

In accordance with the Company Act, the Administrative Law of State-Owned Enterprises, relevant regulations, and Taipower's Articles of Incorporation, the Board of Directors serves as the Company's highest decision-making body and reviews major business policies, investment plans, budgets, and corporate governance matters.

The Board consists of 15 directors, including managing directors, independent directors, and labor directors. In accordance with the Securities and Exchange Act, the Audit Committee is composed of independent directors to strengthen oversight and decision-making transparency.

The Board meets regularly to review key matters such as operational performance, power supply stability, energy transition, financial management, and sustainable development. It also continues to strengthen risk control and internal supervision to ensure sound operations and respond to national energy policies and public interest expectations.

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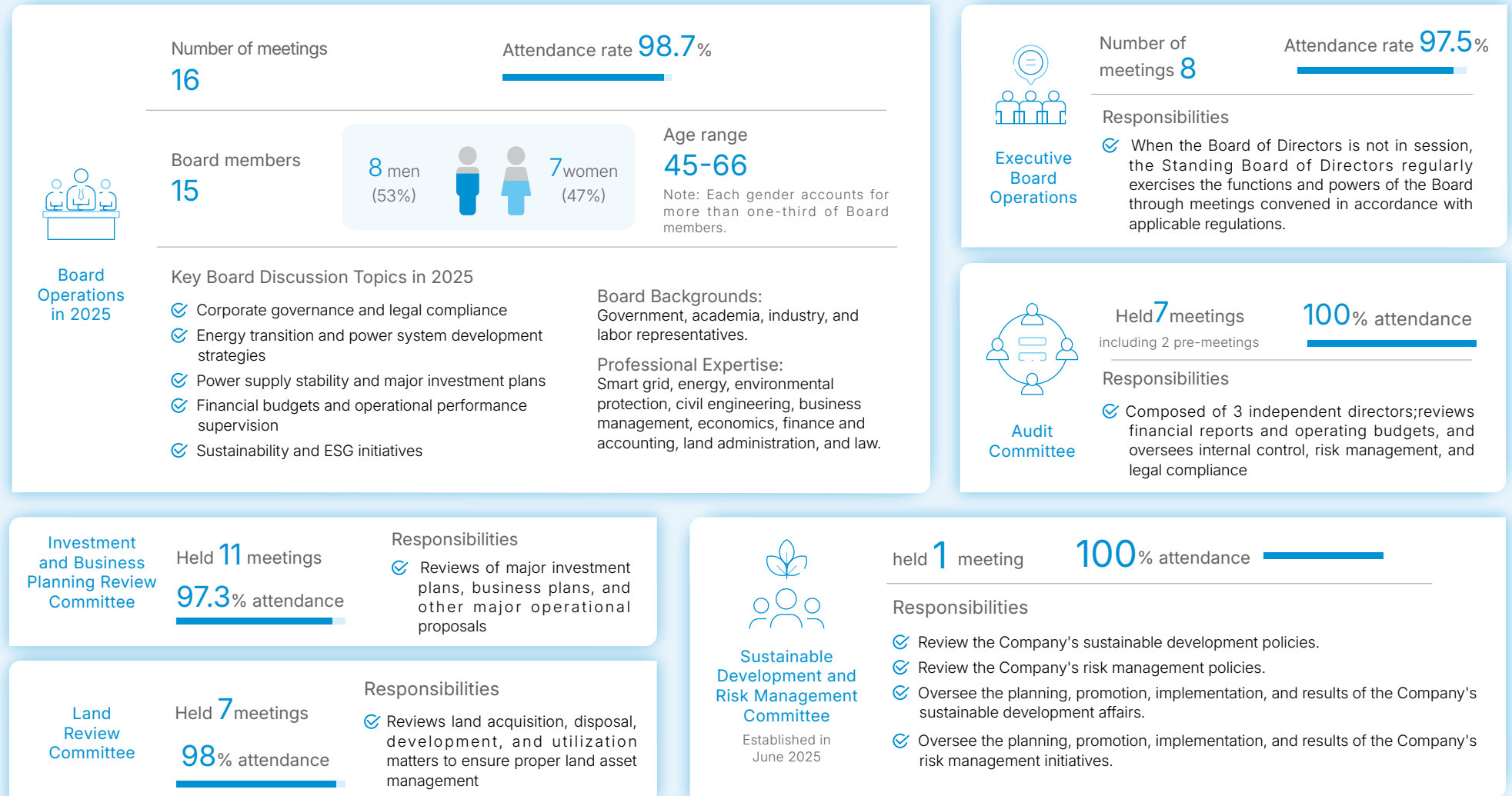
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Taipower Board of Directors, 2025

As of December 31, 2025

Title	Name	Current Position	Gender	Age			Professional Background					Attendance Rate
				41-50 Years Old	51-60 Years Old	61-70 Years Old	Electric Energy	Public Policy	Environmental and CSR-related expertise	Finance and Accounting	Law and Land Administration	
Chairman (Managing Director)	Tseng, Wen-Sheng	Chairman, Taiwan Power Company	Male		☑		☑	☑	☑			100%
Managing Director	Wang, Yao-Ting	President, Taiwan Power Company	Male			☑	☑	☑	☑			100%
Managing Director	Lin, Faa-Jeng	Deputy Minister, National Science and Technology Council	Male			☑	☑	☑	☑			88%
Managing Director	Wang, Ya-Fen	Professor, Department of Environmental Engineering, Chung Yuan Christian University	Female		☑		☑	☑	☑			100%
Managing Director (Independent Director)	Liao, Huei-Chu	Professor, Department of Economics, Tamkang University	Female			☑	☑	☑	☑	☑		100%
Director (Independent Director)	Lin, Mei-Jen	Distinguished Professor, Department of Business Administration, National Taipei University	Female		☑			☑	☑	☑		100%
Director (Independent Director)	Tseng, Yi-Chieh	Professor, Department of Accounting, Fu Jen Catholic University	Female	☑					☑	☑		100%
Director	Yang, Hung-Tse	Distinguished Professor, Department of Electrical Engineering, National Cheng Kung University	Male			☑	☑	☑	☑			100%
Director	Guo, Xiao-Rong	Deputy Director-General, National Property Administration, Ministry of Finance	Female		☑			☑	☑		☑	100%
Director	Chuang, Ming-Chih	Chief Secretary, Ministry of Economic Affairs	Male		☑		☑	☑	☑			100%
Director	Luo, Cui-Ling	Director, Department of Economic Law, Ministry of Economic Affairs	Female			☑		☑	☑		☑	100%
Director	Weng, Su-Chen	Chief Secretary, Energy Administration, Ministry of Economic Affairs	Female			☑	☑	☑	☑			100%
Director (Labor Director)	Yang, Chen-Hsiung	Representative, Taiwan Power Labor Union	Male		☑		☑	☑	☑			100%
Director (Labor Director)	Huang, Wen-Feng	Representative, Taiwan Power Labor Union	Male		☑		☑	☑	☑			100%
Director (Labor Director)	Lin, Cheng-Liang	Representative, Taiwan Power Labor Union	Male		☑		☑	☑	☑			100%





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Corporate Governance Mechanisms

To strengthen corporate governance and decision-making transparency, Taipower continues to enhance Board professionalism and independence through information disclosure, director training, conflict-of-interest management, Board performance evaluation, and the Corporate Governance Officer system, while aligning with international corporate governance trends.

• Disclosure and Transparency of Corporate Governance Information

Taipower values information disclosure and governance transparency. Dedicated sections on the Company's official website, including Corporate Governance, Information Disclosure, and Sustainability, provide stakeholders with access to key operating and governance information, such as Sustainability Reports, monthly generation and sales data, concise monthly reports, and major project updates. Relevant information is also disclosed on the Market Observation Post System (MOPS) and in the Annual Shareholders' Meeting Report to ensure completeness and transparency.

• Implementation Plan for IFRS S1 and S2

Taipower began preparing for IFRS S1 and S2 implementation in 2024 by reviewing the Standards and its existing sustainability and climate disclosure framework. In 2025, the Company completed a comprehensive qualitative disclosure of climate-related topics and gradually established an information framework covering governance, strategy, risk management, and metrics. In 2026, Taipower will further complete quantitative financial assessments of current and expected climate-related impacts.

To align with IFRS S1 and S2, Taipower has reviewed current disclosures against the Standards, conducted gap analyses with reference to disclosure examples, and provided related training for the climate-related financial disclosure task force. Going forward, Taipower will improve disclosure completeness, data quality, and management processes in phases, and complete a full IFRS S2 climate-related risk and opportunity disclosure in 2028 in line with the MOEA schedule for state-owned enterprises.

• Continuing Education for Directors

To strengthen Board professionalism and corporate governance quality, Taipower continues to assist directors in attending professional training. In 2025, courses covered international power industry and global economic trends, corporate governance and strategy, sustainability disclosure, IFRS Standards, ESG and enterprise risk management, circular economy and sustainable finance, and AI and cybersecurity. All directors exceeded the required training hours, with new directors averaging 17.7 hours and continuing directors averaging 7.85 hours.

• Conflict of Interest Avoidance Mechanism

In accordance with Taipower's Board Meeting Rules and the Audit Committee Charter, directors, including independent directors, must disclose any conflicts of interest during meetings. If a matter may affect the Company's interests, directors must recuse themselves from discussion and voting and may not act on behalf of others. Each Board and Audit Committee meeting notice includes a reminder of these requirements.

• Corporate Governance Evaluation and Board Performance

Taipower undergoes an annual corporate governance evaluation conducted by an independent organization commissioned by the Ministry of Economic Affairs. The 2025 evaluation referred to the OECD Guidelines on Corporate Governance of State-Owned Enterprises and recent governance trends, covering six dimensions, including the role of state-owned enterprises, market competition, stakeholder fairness, disclosure and transparency, Board composition and responsibilities, and sustainable development. Taipower received the highest rating, "Excellent," and disclosed the results on its Market Observation Post System (MOPS) and the Corporate Governance section of its website.

Taipower has established Board of Directors Performance Evaluation Guidelines to assess both the overall Board and individual directors each year. The evaluation covers participation in operations, decision-making quality, Board composition, director selection and training, internal control, and governance systems. In 2025, the Board and all functional committees received an overall rating of "Excellent," with results disclosed in the Corporate Governance / Board of Directors section on the Company's website.

• Remuneration Policy for Directors

Taipower is a publicly held company not listed on the TWSE or TPEX and is not required to establish a Remuneration Committee. Director remuneration, including that of the Chairman, is determined based on standards set by the competent authority, the Ministry of Economic Affairs. Independent directors receive fixed monthly compensation only and are not entitled to profit-sharing, year-end bonuses, or other remuneration. Labor directors are also Taipower employees and do not receive additional director remuneration.

Taipower's Board performance evaluation indicators include corporate governance, risk oversight, internal control, and business management performance, ensuring alignment between Board decision-making and the Company's sustainability direction. The Ministry of Economic Affairs also conducts annual director performance reviews as a reference for reappointment and nomination.

• Corporate Governance Officer

In accordance with the Directions for the Appointment of a Corporate Governance Officer, Taipower has appointed one Corporate Governance Officer through its Board of Directors. The Officer coordinates Board and shareholders' meeting affairs, including meeting arrangements and minutes, director onboarding and continuing education, provision of information required by directors, and support for legal compliance.

The role is concurrently held by the Chief Secretary of the Board Secretariat. Compensation is handled in accordance with relevant regulations, with no separate dedicated remuneration and no direct linkage to sustainability performance. The Corporate Governance Officer's compensation remains subject to the Company's performance-based and work-related bonus assessment criteria.

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1.2.2 Risk Management

Risk Management Mechanism

Taipower has established an integrated risk management system to address internal and external risks and emerging opportunities. The Company continues to strengthen risk identification, assessment, and response mechanisms to reduce operational impacts and enhance corporate resilience. Following a power outage incident on March 3, 2022, Taipower further strengthened its risk management related to stable power supply and established the Risk Control Center to enhance real time monitoring and coordination across units.

Facing long term challenges such as the energy transition and climate change, Taipower advances transition strategies across the power supply, grid, and the demand side. Key actions include increasing gas use, reducing coal use, developing renewable energy, introducing hydrogen and ammonia mixed combustion, strengthening grid resilience and energy storage, and promoting demand response and energy conservation. Taipower also continues to integrate climate risks into its overall risk management mechanism. In line with the government's 2050 net-zero policy and green finance development, Taipower's work on renewable energy, smart grids, energy storage, hydrogen energy, and carbon capture and storage is consistent with the Sustainable Economic Activities Reference Guidelines issued by the Financial Supervisory Commission.

• Risk Management Policy

Taipower has formulated four core risk management policies:



Provide necessary resources to establish, maintain, and continuously improve the effectiveness of the risk management system, reducing operational risks.



Establish a dedicated risk management structure to conduct ongoing risk assessment, response, monitoring, and communication.



Ensure employees have the necessary risk management capabilities and foster a supportive, risk aware organizational culture.

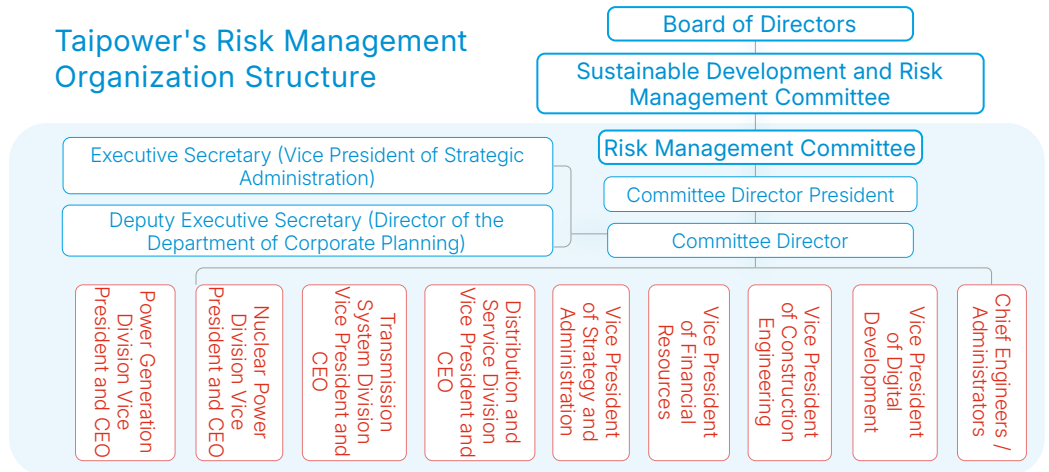


Strengthen communication with employees and stakeholders to raise risk awareness and implement the risk management policy.

• Risk Management Committee

Taipower has established a Risk Management Committee, with the Chairman and President serving as the Supervising Commissioner and Committee Chair, respectively. Organized as a task force, the Committee includes executives from the four business divisions: Power Generation Division, Nuclear Power Division, Transmission System Division, and Distribution and Service Division, as well as Vice Presidents overseeing the four core systems: Strategic Administration, Finance and Resources, Construction and Engineering, and Digital Development. Senior Chief Engineers and Administrative Advisors also serve as members. The Vice President overseeing the Department of Corporate Planning serves as Executive Secretary, with the Department Director serving as Deputy Executive Secretary, providing planning and administrative support.

Taipower's Risk Management Organization Structure



• Risk Management System and Process

1. Risk Management System

Taipower promotes an integrated risk management system covering finance, legal compliance, environment, and power supply operations. Risk management operates at both Company and unit levels, with quarterly rolling reviews. The Risk Management Committee meets every six months to review implementation and approve risk management plans. Since 2015, Taipower has submitted an annual risk management report to the Board of Directors.

To strengthen Board functions and enhance sustainable corporate value, Taipower established the Sustainable Development and Risk Management Committee in June 2025 as a Board level oversight and review mechanism. The Committee reviews risk management policies and supervises overall implementation. The Risk Management Committee continues to serve as the Company's internal risk management promotion body and regularly reports risk management planning and implementation to the Sustainable Development and Risk Management Committee.

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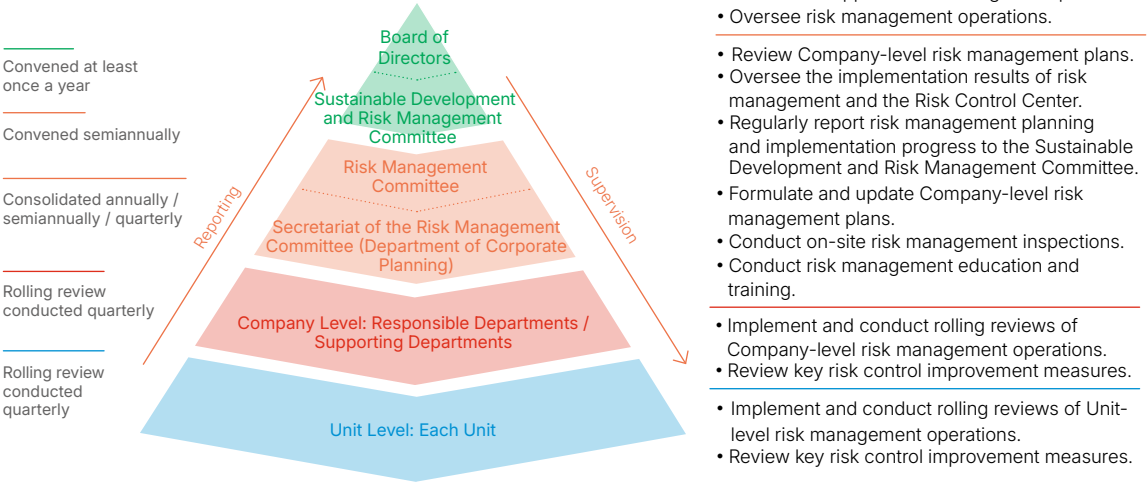
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2.Risk Management Process

Taipower's risk management policies are formulated by the Risk Management Committee and submitted to the Board of Directors for approval. The Department of Corporate Planning develops implementation plans as operational guidelines for all units. In the future, relevant policies will first be reviewed by the Sustainable Development and Risk Management Committee.

Each year, first level units assess risks based on business changes, corporate strategies, and operational goals, and report risk events that may affect the achievement of Company objectives. Staff units consolidate the information and evaluate internal and external conditions and global risk trends before submitting the results to the Risk Management Committee. After review, the Company's overall risk profile and control measures are issued to all units for implementation.



• Risk Assessment and Identification

In conducting risk identification and risk profile analysis, Taipower considers the following factors:

- Issues of concern to stakeholders
- Major issues affecting Company operations and safety
- New policies or significant changes arising from major events
- Incidents monitored by upper-level agencies or receiving special attention from competent authorities

• Risk Events and Response Measures

Taipower uses a structured risk assessment mechanism to monitor risk events, and handles them according to the assessed risk level:

- Extremely High Risk: Top priority, immediate response required
- High Risk: Second priority, response plans and resources required
- Medium Risk: Continuous monitoring by responsible departments
- Low Risk: Handled through standard procedures

In 2025, Taipower identified 13 risk events. For each risk, the Company developed scenario-based control measures and continues to conduct rolling reviews to track effectiveness and changes. Through systematic risk management, Taipower connects risk management with sustainability issues, strengthens risk awareness, and enhances its ability to identify opportunities.

• Risk Categories and Risks Identified by Taipower

Risk Category	Risks Identified by Taipower
 Power Supply Operation Risks	• Compromised safety and resilience of critical power infrastructure • Short-term power supply and demand imbalance • Delays in major medium- and long-term power generation projects • Delays in major medium- and long-term transmission and substation projects
 Environmental and Climate Change Risks	• Environmental pollution impacts • Underperformance in net-zero carbon reduction actions
 Legal, Regulatory, and Issue Related Risks	• Major occupational safety and health incidents • Continued escalation of negative media coverage • Breach of major legal compliance requirements • Labor disputes and employee protests
 Strategic and Financial Risks	• Expansion of accumulated losses • Insufficient development of core technical capabilities • Failure of information security and cybersecurity protection

Risk Control Center

Taipower has listed Company-level risk events in its risk management plan, including the risk of compromised safety and resilience of critical power infrastructure, with responsible departments establishing monitoring and management mechanisms. To strengthen real-time monitoring and coordination for such risks, Taipower established the Risk Control Center after the March 3,2022 power outage incident. The Risk Control Center focuses on the strengthening of stable power supply issues, field operations, cross unit coordination, and real-time risk control. Its scope covers energy sources, power grids, renewable energy, private power plants, IPP plants, and fuel supply, and monitors potential risks in equipment maintenance and testing, engineering construction, fault repair, outage and restoration operations, and relay coordination.

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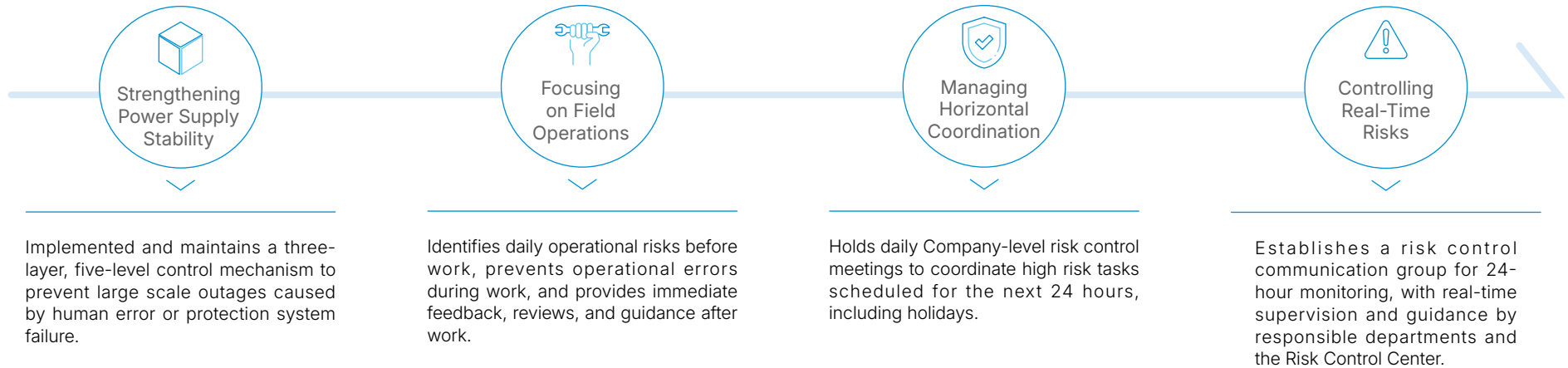
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• Key Operating Mechanisms of the Risk Control Center



• Risk Control Activities



1.2.3 Reputational Risk Management

Management Mechanism

As Taiwan's major power utility, Taipower serves users nationwide. Power supply stability and energy policy implementation are closely linked to daily life and economic development. Power supply incidents, equipment failures, occupational safety events, and major project implementation may attract media attention and public discussion, affecting the Company's reputation. To protect its corporate image and reduce the impact of unexpected events on public trust and operations, Taipower has established reputational risk management and crisis response mechanisms. Through public opinion monitoring, early warning notifications, and crisis response procedures, the Company promptly identifies issues of public concern and responds appropriately.

Reputational Risk Monitoring and Notification Mechanism

Taipower monitors public opinion through multiple channels and has established internal notification and response procedures. Key mechanisms include:

1. Media Monitoring: Taipower monitors newspapers, television, online news, and social media daily to track public opinion on energy policies, power supply stability, and Company operations, and reports key findings internally.
2. Early Warning Notifications: Each responsible department and subordinate unit appoints a media liaison to issue early warnings and notifications for news events and public opinion matters, enabling timely response planning.
3. Crisis Management: For major incidents, Taipower proactively issues press releases, timely explanations, or media materials, and uses the spokesperson system to ensure consistent external communication.

Response to Public Opinion and Controversial Events

When equipment failures cause power outages, occupational safety incidents occur, or other events may affect the Company's image, Taipower activates its crisis response mechanism. Key measures include:

1. Timely Clarifications and Explanations: For urgent events or issues of public concern, Taipower promptly issues press releases or explanations to prevent the spread of misinformation.
2. Power Outage and Restoration Updates: For regional power outages, Taipower provides real-time restoration updates through media contact groups and official platforms, and explains outage causes and improvement measures as appropriate.
3. Media Communication and Response: For issues under media attention or with the potential for escalation, Taipower responds through its spokesperson system to reduce negative impacts.

Power Outage and Restoration Response and Information Disclosure for Typhoon Danas (2025)

Taking Typhoon Danas in 2025 as an example, Taipower used multiple communication channels and real-time information disclosure to help the public understand disaster conditions and power restoration progress. Before the typhoon arrived, Taipower proactively issued press releases and social media posts to remind the public to prepare for the typhoon, while disclosing preparations such as repair crew standby arrangements, equipment readiness, and preventive tree trimming. During the typhoon, Taipower continued to update power outage and restoration information by area, release repair images, and explain disaster conditions and response progress. Typhoon Danas struck Taiwan along an unusual path, causing 3,499 utility poles and three high-voltage transmission towers across Taiwan to collapse. Through official platforms, Taipower released repair images and restoration progress updates, helping the public understand repair operations and restoration schedules, improving information transparency and reducing public concern. Going forward, Taipower will continue to strengthen public understanding and trust in power repair operations through real-time information disclosure and multiple communication channels, while improving transparency and response efficiency during unexpected events.



Case

1.2.4 Integrity Management and Legal Compliance

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Ethical Corporate Management

Taipower upholds the philosophy of "sincere management and autonomous control" by integrating integrity measures and legal compliance into its corporate governance. Internally, the Company has established ethical standards and integrity systems. Externally, it complies with applicable laws and enhances information transparency to promote an anti-corruption culture.

In accordance with the Executive Yuan's National Integrity Building Action Plan, the Ethical Guidelines for Employees of the Ministry of Economic Affairs and Its Subordinate Agencies, and the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies, Taipower has established integrity management policies and codes of conduct in relevant internal regulations.

Integrity Management System and Promotion Mechanism

• Ethical Code of Conduct

Taipower has established integrity codes of conduct for employees and management to ensure that operations comply with integrity and legal requirements.



All
Employees

Comply with the Ethical Guidelines for Employees of the Ministry of Economic Affairs and Its Subordinate Agencies and the Directions on Lobby Registration and Checks for the Executive Yuan and Its Subordinate Agencies



Procurement
Personnel

Follow the Ethical Guidelines for Procurement Personnel and Taipower's Notes for Interactions between Procurement Personnel and Vendors



Management

Supervise implementation of integrity systems, review misconduct cases, and enforce accountability



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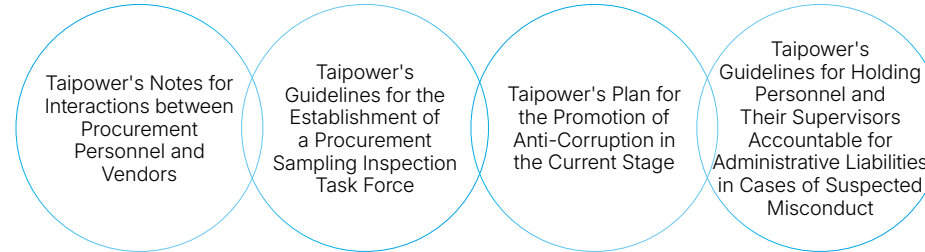
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• Anti-Corruption System

Taipower has established internal regulations to prevent integrity risks, enforce accountability, and strengthen anti-corruption management through ongoing promotion and supervision. Key internal regulations include:



• Integrity and Legal Compliance Auditing and Supervision Mechanism

Taipower uses internal audits and risk management to continuously review high-risk matters and require improvements. Key measures include:

1. Integrity risk audits: Include suspected integrity violations or internal control gaps in inspection priorities.
2. Procurement fraud prevention audits: Review procurement sampling inspections and procurement personnel rotations to ensure fair, open, and transparent procurement.

• Procurement Integrity Platform

To strengthen integrity risk management and information transparency in major procurement cases, Taipower promotes procurement integrity platforms. These platforms establish cross-agency communication with prosecutors, integrity authorities, investigation agencies, and vendors. Taipower also provides a dedicated Agency Procurement Integrity Platform section on its website for public oversight.

In 2025, Taipower established the following procurement integrity platforms:

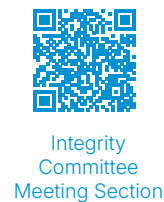
- Phase II Offshore Wind Power Project, wind farm equipment procurement with installation.
- Indoor dry storage facility procurement for spent nuclear fuel at the First and Second Nuclear Power Plants.
- Breakwater, reclamation, and LNG receiving terminal marine works procurement for the Hsiehho Construction Office.



▲ Taipower established a nuclear decommissioning procurement integrity platform to promote openness and transparency in the energy transition.

• Future Improvements

Taipower will continue to use procurement integrity platforms to promote risk prevention, administrative transparency, and public oversight. Through information disclosure, business communication, visits, and themed advocacy, the Company will further enhance the transparency and integrity effectiveness of governance.



Integrity Committee Meeting Section



Corporate Service Integrity Platform



Agency Procurement Integrity Platform

Whistleblowing Acceptance and Case Handling

In 2025, Taipower received 222 whistleblowing and complaint cases, of which 41 were verified. All verified cases were handled in accordance with regulations through business unit improvement, accountability reviews, or referral to judicial authorities.

In 2025, two Taipower employees were indicted in connection with false inspection records and bribery solicitation in procurement. Taipower convened Integrity Committee meetings to review the root causes, enforce accountability, and continue strengthening integrity advocacy and training.

Integrity Promotion and Training

Taipower continues to promote integrity awareness and training through multiple channels to enhance understanding of integrity ethics and legal requirements among employees and vendors.

- Internally: Held 11 project-based integrity seminars for employees, with 905 participants; 2 briefings on the Public Interest Whistleblower Protection Act, with 301 participants; 27 themed lectures; and regular integrity ethics awareness activities reaching 2,979 participants.
- Externally: Held a corporate integrity seminar, with 387 participants, and an energy transition integrity and transparency forum, with 377 participants.

• Integrity Risk Management

Taipower has established a risk assessment mechanism for unethical conduct. Annual integrity risk assessments are conducted, and project audits, special inspections, and advocacy measures are used to strengthen early warning and risk controls.

Internal Control and Risk Control

• Internal Control and Inspection System

Taipower has established a comprehensive three-line internal control system and uses it to strengthen corporate governance and risk management. Management is responsible for system design and implementation. The first and second lines improve controls based on risk identification and self-assessment, while the third line reviews the effectiveness of internal controls through internal inspections.

Taipower has established internal control mechanisms in accordance with applicable regulations and prepares annual inspection plans focused on operational efficiency, financial reporting reliability, and legal compliance. The annual inspection plan also considers the Company's risk management plan, prior audit findings, and key business matters, with routine and special inspections conducted to strengthen the link between internal control and risk management.

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2025 Internal Inspection Implementation Overview

In 2025, Taipower continued internal inspection work and completed the following:

- ✓ Routine inspections of 58units and 14special inspections.
- ✓ Issued 1,267 findings and recommendations.
- ✓ Completed improvements for 508 items by the end of 2025, with remaining items under quarterly tracking until completion.

Taipower completed the annual internal control self-assessment report, which serves as the basis for the Board of Directors and President to assess overall internal control effectiveness and to issue the 2025 Internal Control System Statement. In 2025, in line with revisions by the Taiwan Stock Exchange to reference items for evaluating internal control effectiveness, Taipower also revised its component evaluation forms to include corporate governance, sustainable development, information security, and supply chain management.

Legal Compliance and Legal Risk Management

As a state-owned public utility, Taipower complies with the Company Act, the Securities and Exchange Act, the Administrative Law of State-Owned Enterprises, the Electricity Act, and other applicable regulations. Key matters such as organizational structure, budgets, business plans, and power resource development must be approved by the competent authority. Through legal compliance systems, contract reviews, and internal management mechanisms, Taipower continues to identify and control legal risks to ensure compliance across operations.

• Legal Education and Legal Support

Taipower continues to provide legal education and training through practical legal seminars, themed courses, and on-site sessions to enhance employee understanding and application of relevant laws. Topics in 2025 included legal practices, labor laws and labor relations, waste management and environmental regulations, air pollution control regulations, legal power purchase and sales practices, and integrity advocacy. Overall satisfaction with on-site legal practice seminars reached 97% in 2025.

• Ongoing Improvement of Legal Compliance and Legal Risk Management

Taipower continues to improve legal support efficiency through system optimization and process enhancement. The Company also plans to introduce digital management tools to strengthen legal data integration, dispute case management, and knowledge transfer. Going forward, Taipower will establish a procurement dispute information management platform to enhance legal risk control.

Penalty Cases and Improvement Measures

• Administrative Fines for Labor Practices

In 2025, Taipower had no finalized labor penalty cases. Prior penalties mainly involved the exclusion of certain allowances or bonuses from hourly wage calculations, resulting in underpayment of overtime wages for rest days or holiday work.

As wage calculations are governed by the Administrative Law of State-Owned Enterprises and regulations of supervisory authorities, Taipower cannot determine such practices independently. Due to differing interpretations between supervisory and labor authorities, Taipower has reviewed relevant procedures and continues to discuss follow-up measures with competent authorities.

• Administrative Fines for Occupational Safety

In 2025, Taipower received 52 occupational safety penalties. Major violations included failures to coordinate and communicate work, inspect workplaces, use required protective equipment or safety devices, inform workers of workplace conditions or hazards in advance, and properly install or implement necessary occupational safety and health equipment and measures.

To reduce violations and penalty risks, Taipower is strengthening its on-site management through management by walking-around, safety inspections, CCTV remote care, and ongoing occupational safety training.

• Administrative Fines for Environmental Protection

In 2025, Taipower received 15 environmental penalties, including one arising from policy factors, with total fines amounting to NT\$2.232 million. The penalties mainly involved noncompliance with environmental impact assessment commitments or related environmental regulations. The largest penalty in 2025 involved the Renewable Energy Department's Phase II Offshore Wind Power Project, which failed to comply with the contents of its environmental impact assessment documents and was fined NT\$1.4 million for a violation of Article 17 of the Environmental Impact Assessment Act.

Environmental Penalties

Year	2023	2024	2025
Number of Cases	4	8	15
Total Fines (NT\$ thousand)	800	2,164	2,232

Note : 1. The number of cases in 2025 includes one penalty arising from policy factors. There were no penalties arising from policy factors in 2023 or 2024.
2. In 2024, there were originally 9 penalty cases. After 1 case was revoked in 2026, the number was revised to 8, and the total fines amount was revised to NT\$2.164 million.

To strengthen environmental compliance and reduce violation risks, Taipower continues to implement environmental management systems and improvement measures, including:

Enhancing environmental management and performance audits covering reporting, testing, records, permits, and environmental impact assessment commitments.

Providing training and advocacy on environmental regulations, ISO 14001, and penalty case analysis.

Holding review meetings for penalty cases to analyze causes and develop corrective and preventive measures.

• Water Pollution Prevention

To ensure effective water pollution prevention, Taipower plans, supervises, manages, and promotes environmental protection work in accordance with applicable regulations. In 2025, effluent quality at all thermal power plants, nuclear power plants, and other units complied with standards.

Labor Penalties

Year	2023	2024	2025
Number of Cases	2	2	0
Total Fines (NT\$ thousand)	100	45	0

Occupational Safety Penalties

Year	2023	2024	2025
Number of Cases	22	27	52
Total Fines (NT\$ thousand)	Note	Note	3,020

Note :

- The number of penalty cases is sourced from the Ministry of Labor's inquiry system for employers violating labor laws.
- Fine amounts are sourced from Taipower's annual statistics on occupational safety and health penalty cases.
- Taipower began compiling fine amounts for occupational safety and health violations by unit in 2025. For 2023 and 2024, only the number of penalty cases is disclosed, as related fine amount statistics had not yet been established.

1.3 Sustainability Strategy and Governance

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1.3.1 Organizational Structure of the Sustainable Development Commission

Sustainable Development and Risk Management Committee

To strengthen corporate governance, Taipower's Board of Directors established the Sustainable Development and Risk Management Committee as a functional committee under the Board in 2025. The Committee consists of five directors, including one independent director, and is responsible for reviewing sustainable development and risk management policies, as well as supervising the planning, promotion, and implementation results of sustainable development and risk management initiatives.

The Sustainable Development Commission Meetings

Members: Chairman, President, and senior executives at the Senior Chief Engineer / Administrator level and above
Meeting Focus: Review implementation results and future sustainability issue plans.



Sustainable Development and Risk Management Committee Meetings

Members: Five directors

Meeting Focus: Review implementation results and future sustainability issue plans.

Chief Sustainability Officer Meetings

Members: Department of Corporate Planning, Department of Public Relations, Department of Environmental Protection, and related units

Function: Oversee the promotion of sustainability issues and plan sustainability actions based on committee instructions.

ESG Task Force Meetings

Members: Department of Corporate Planning, Department of Public Relations, Department of Environmental Protection, and related units

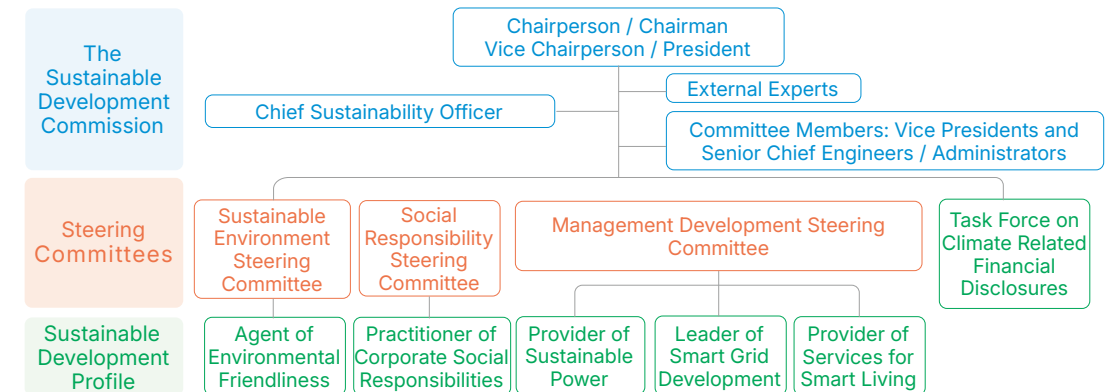
Function: Conduct rolling reviews of sustainability implementation and continue to promote sustainability actions.

The Sustainable Development Commission

Taipower has established the Sustainable Development Commission, with the Chairman serving as Committee Director, the President as Deputy Committee Director, and the Vice President of the Strategic Administration System as Chief Sustainability Officer. Vice Presidents and Senior Chief Engineers / Administrators serve as committee members. External experts and scholars may also be invited as needed to provide professional input for sustainability strategy and decision making.

Under the Sustainable Development Commission, Taipower has established the Management Development Steering Committee, Sustainable Environment Steering Committee, Social Responsibility Steering Committee, and Task Force on Climate-Related Financial Disclosures. Each steering committee or task force is convened by a Vice President and is responsible for promoting related sustainability strategies and actions.

Sustainable Development Commission Organizational Structure



Key Tasks of Sustainability Steering Committees and Task Force



Management Development Steering Committee

Responsible for business planning and transformation, coordinating key tasks such as energy transition, digital transformation, and diversification of management.



Sustainable Environment Steering Committee

Responsible for environmental policy and target planning, promoting environmentally friendly actions, green energy development, and low-carbon transition.



Social Responsibility Steering Committee

Responsible for corporate culture, employee care, and social participation, implementing a people-centered business philosophy and corporate citizenship responsibilities.



Task Force on Climate-Related Financial Disclosures

Responsible for climate risk and opportunity management, financial impact assessment, response strategy development, and related information disclosures.

Operating Mechanisms and Performance of the Sustainable Development Commission

Through its steering committees and task force, the Sustainable Development Commission continues to track the implementation of sustainability strategies and actions, and to discuss and decide on major sustainability issues. To strengthen climate response and information disclosure, Taipower established the Task Force on Climate-Related Financial Disclosures in 2023.

2025 Performance of the Sustainable Development Commission and Steering Committees / Task Force

Meeting Name	Responsibilities / Scope of Work	2025 Activities
Sustainable Development and Risk Management Committee	Reviewed policies and major issues related to sustainable development and risk management.	Held 1 meeting. Establish Sustainability Indicators and Targets
The Sustainable Development Commission	Planned the Company's sustainable development direction and coordinated related strategies.	Held 1 meeting. Review Implementation Plans for Sustainability Action Highlights
Steering Committee / Task Force Meetings	Promoted sustainable development plans and tracked the implementation of related actions.	Held 3 meetings. Set Implementation Targets for Each Working Group

Linkage Between the Board of Directors and Sustainability Governance

Taipower's highest governance body is the Board of Directors, which oversees the Company's overall business strategy and sustainability issues. In principle, the Board meets once a month and may convene extraordinary meetings as needed to monitor operations, sustainable development, and risk management.

Through the Sustainable Development Commission and its steering committees and task force, executive management reviews sustainable development directions, formulates action plans, and reports implementation progress to the Board of Directors on a regular basis. In 2025, the "Promotion and Enhancement of Sustainable Development" was submitted to the Sustainable Development and Risk Management Committee and subsequently to the Board of Directors for review.

Taipower collects feedback through material topic analysis and multiple stakeholder communication channels, including the civil service ethics mailbox, user feedback, and shareholder opinions. Relevant information is also disclosed in the Corporate Governance and Information Disclosure sections of the Company's official website to enhance transparency and strengthen stakeholder engagement.

1.3.2 Sustainable Development Strategies and Management of Material Topics

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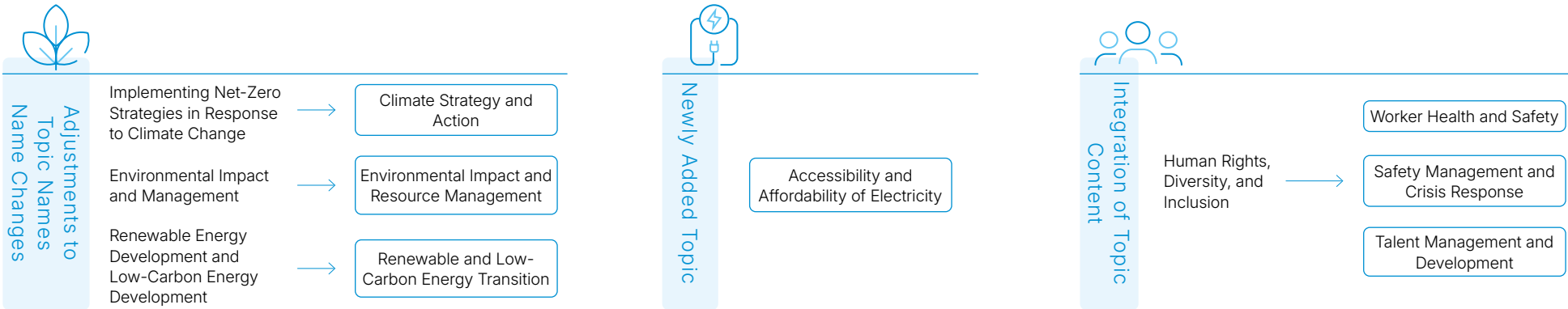
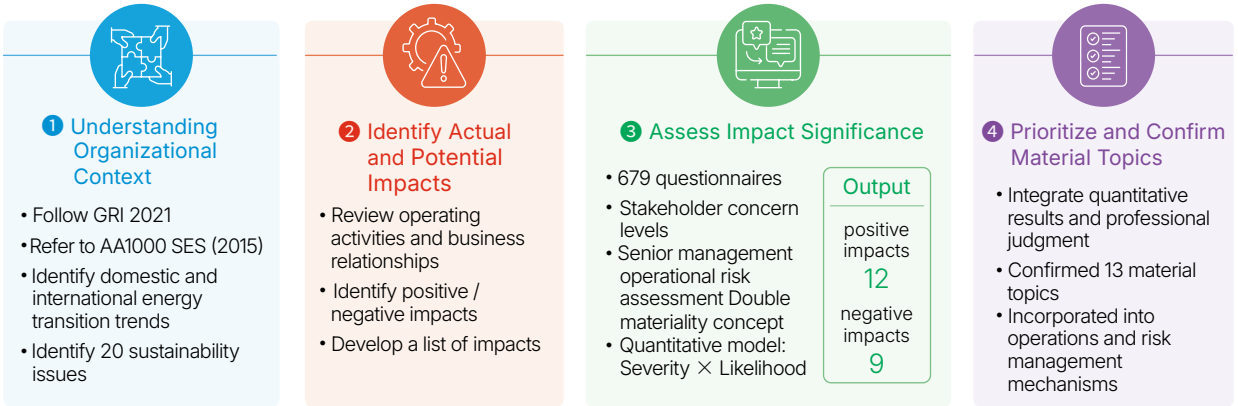
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Sustainability Strategy Formation Mechanism

Taipower integrates sustainable development into its business strategy and medium- and long-term transformation directions. Through its governance frameworks, risk management mechanisms, and cross departmental collaborations, the Company advances its sustainability goals. The Sustainable Development Commission regularly reviews material topics and operational risks, integrates operational, financial, environmental, and social information, and ensures alignment between sustainability actions and corporate strategy. Material topic identification and management are core mechanisms for implementing Taipower's sustainability strategy. The results support information disclosure and are incorporated into annual operational planning, resource allocation decisions, management, and performance tracking.

Material Topic Identification

Taipower's 2025 materiality analysis was conducted in accordance with the GRI Universal Standards 2021 and AA1000 SES. The process also referenced domestic and international energy transition trends, peer disclosure practices, and industry risk issues. The assessment focused on actual and potential impacts that Taipower's operating activities and business relationships have or may have on the economy, environment, and people, including human rights. Stakeholder concern levels were also included to assess the significance of each issue. Taipower also referenced the Double Materiality concept proposed by the European Union, assessing topics from two perspectives: impacts on external stakeholders and risks and opportunities affecting the Company's operations and finances. In 2025, Taipower continued to apply the 2024 classification framework, covering three dimensions: Governance and Economics, Environment, and Society. The topic "Accessibility and Affordability of Electricity" was newly added in response to concerns over social equity and livelihood needs during the energy transition.



1.Understanding Organizational Context

• Identifying Stakeholders

Taipower continues to improve mechanisms for mutual trust and stakeholder communication. In accordance with the five principles of the AA1000 Stakeholder Engagement Standard (2015), Taipower identified stakeholder groups based on contacts across business units and consolidated them into 10 stakeholder categories. These categories are reviewed annually and adjusted when necessary to strengthen the completeness and relevance of stakeholder engagement management.

Stakeholder Group	Coverage
Board of Directors	Directors
Shareholders	All shareholders
Employees	Employees and the Labor Union
Partners	Independent Power Producers (IPPs), suppliers, and technical exchange partners
Government Agencies / Authorities	Ministry of Economic Affairs, Energy Administration, Department of State-Owned Enterprise Affairs, Ministry of Environment, Nuclear Safety Commission, Legislative Yuan, and Local Governments
Elected Representatives	Legislators and local representatives
Media	Print, broadcast, and online media
Civil Organizations	Environmental NGOs, industry associations, and academic institutions
Scholars and Experts	Academic experts from various fields and industries
Local Residents / General Public	Residents near facilities and the general public

• Identifying Survey Topics

Facing multiple challenges such as climate change, Taiwan's energy transition, renewable energy development, and the net-zero transition, Taipower reviewed sustainability policies and disclosure trends from domestic and international benchmark companies and integrated power utilities. Based on this review, Taipower identified 20 survey topics aligned with its operational characteristics as the basis for materiality assessment.

2.Identifying Actual and Potential Impacts

• Degree of External Impact

Taipower collected 679 valid questionnaires through a stakeholder concern survey. Respondents included the Board of Directors, shareholders, employees, partners, government agencies, elected representatives, media, scholars and experts, civil organizations, users, and local residents. The survey helped Taipower understand the level of stakeholder concern regarding sustainability issues.



• Impact on the Company's Operations

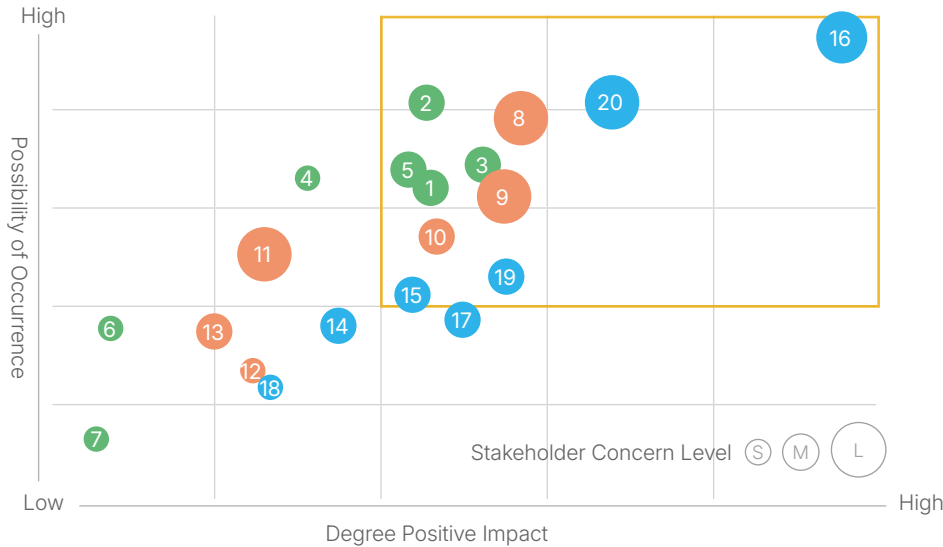
Taipower conducted a systematic review of positive and negative impacts that its operating activities and business relationships may have or contribute to the economy, environment, and people, including human rights. External experts were invited to review the analysis results to enhance completeness and objectivity. Taipower then identified actual impacts that have already occurred and potential impacts that may occur in the future, forming the basis for material topic assessment, management strategy development, and disclosure planning.



3.Assessing the Significance of Impacts

Taipower considered stakeholder concern levels and senior executive assessments of how key issues may affect organizational operations. Assessment factors included revenue growth, customer satisfaction, employee engagement, and operational risks. Each topic was quantitatively scored and ranked using impact degree as the X-axis and frequency or likelihood as the Y-axis. The results were used to prepare the materiality matrix and support material topic determination, management, and disclosure planning.

Positive Impact and Occurrence Possibility Matrix



Survey Topics with Significant Positive Impacts

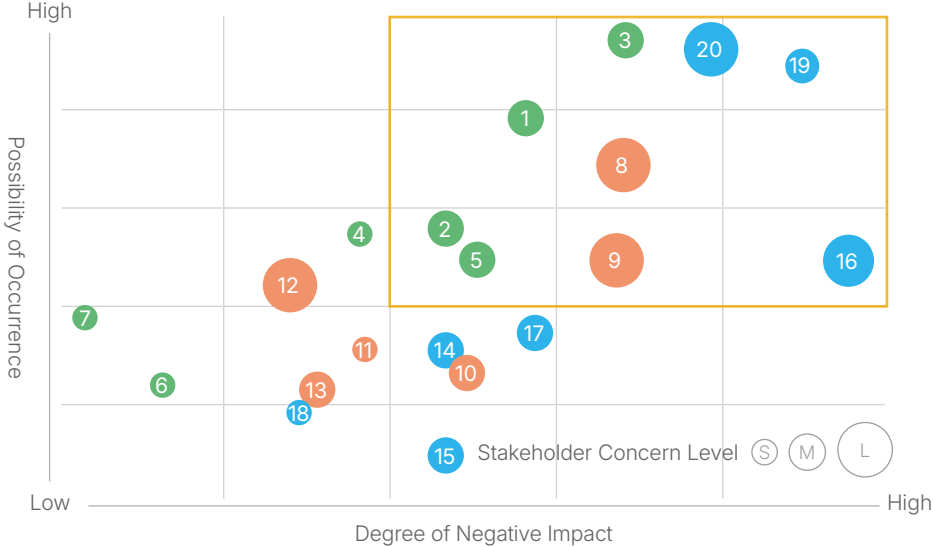
E Environmental	Environmental Impact and Resource Management, Renewable and Low-Carbon Energy Transition, Climate Strategy and Action, and Energy Efficiency.
S Society	Worker Health and Safety, Safety Management and Crisis Response, and Talent Management and Development.
G Governance and Economics	Stability and Reliability of the Power Supply, Power Plant Renewal and Decommissioning, Operational and Financial Performance, Digital Applications and Information Security, and Corporate Governance and Sustainable Management.

- | | | |
|--|--|--|
| ① Climate Strategy and Action | ⑤ Energy Efficiency | ⑨ Safety Management and Crisis Response |
| ② Environmental Impact and Resource Management | ⑥ Ecological friendliness and biodiversity | ⑩ Talent Management and Development |
| ③ Renewable and Low-Carbon Energy Transition | ⑦ Circular Economy | ⑪ Social Participation and Community Relations |
| ④ Demand-Side Management and Energy Conservation | ⑧ Worker Health and Safety | ⑫ Accessibility and Affordability of Electricity |

4.Prioritizing Significant Impacts

Through matrix analysis, quantitative results, and professional judgment, Taipower ranked and consolidated significant impacts. In 2025, Taipower identified 12 major positive impacts and 9 major negative impacts. The matrix analysis served as one assessment tool, while the final ranking was determined based on both quantitative results and professional judgment.

Negative Impact and Occurrence Possibility Matrix



Survey Topics with Significant Negative Impacts

E Environmental	Environmental Impact and Resource Management, Renewable and Low-Carbon Energy Transition, Climate Strategy and Action, and Energy Efficiency.
S Society	Worker Health and Safety and Safety Management and Crisis Response.
G Governance and Economics	Stability and Reliability of the Power Supply, Power Plant Renewal and Decommissioning, and Operational and Financial Performance.

- | | |
|---|---|
| ⑬ Human Rights, Diversity, and Inclusion | ⑰ Digital Applications and Information Security |
| ⑭ Customer Relationship Management | ⑱ Sustainable Supply Chain |
| ⑮ Corporate Governance and Sustainable Management | ⑲ Operational and Financial Performance |
| ⑯ Power Supply Stability and Reliability | ⑳ Power Plant Renewal and Decommissioning |

5.Confirmation of Material Topics

After consolidating the assessment results, the material topic ranking and related disclosure content were submitted to the Sustainable Development Commission for review and confirmation. The results were incorporated into annual operational management and risk management mechanisms to ensure that material issues are linked with corporate strategy and resource allocation. In 2025, 13 material topics were confirmed as the focus of disclosure and management in this report.

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Compared with the previous year, the overall ranking of Taipower's 2025 material topics remained generally stable. Stability and Reliability of the Power Supply and Power Plant Renewal and Decommissioning remained among the top topics, showing that a stable power supply and asset governance continue to be core issues. Environmental Impact and Resource Management and Worker Health and Safety received greater attention, reflecting rising stakeholder expectations for system implementation and risk control.

Accessibility and Affordability of Electricity was newly added this year to address concerns over social equity and livelihood needs during the energy transition. Some long-term issues moved lower in the annual ranking or were not included as material topics this year, such as Human Rights, Diversity, and Inclusion. This does not mean these issues are unimportant. Rather, the results reflect their relative stability under the annual materiality assessment. These issues will continue to be disclosed and managed in relevant sections of this report.

	Material Topic	Materiality to Operations	Description of Impact		Value Chain Impact Boundary				GRI Standards	SASB Disclosure Topic	Management Approach and Corresponding Chapters
			+ Positive Impact	– Negative Impact	Within Taipower	Customer	Partners	Other Social Relationships			
Governance and Economics	 Stability and Reliability of the Power Supply	Strengthens grid resilience, equipment availability, and dispatch management to ensure stable power supply and support society and industrial development	+ A stable power supply supports normal operations of people's livelihoods, industries, and infrastructure	– An unstable power supply may cause production interruptions, economic losses, and investment uncertainty	☑	☑	☑	☑	Economic: 203 Indirect Economic Impacts	Grid Resilience	2.2.1 Stable Power Generation System 2.2.2 Strengthening Transmission and Distribution System 2.3.1 Promoting Power Transformation
	 Power Plant Renewal and Decommissioning	Improves efficiency and reduces environmental and safety risks through unit replacement, facility upgrades, and decommissioning management	+ Improves operational efficiency and overall competitiveness	– Regulatory, environmental impact assessment, and community communication pressures may increase implementation difficulty and costs	☑	☑		☑	Economic: 203 Indirect Economic Impacts	-	2.2.1 Stable Power Generation System 2.2.2 Strengthening Transmission and Distribution System
	 Operational and Financial Performance	Supports power infrastructure, transition investments, and equipment renewal through sound financial management and operational efficiency	+ Helps maintain stable power supply and sound financial operations	– If costs cannot be reasonably reflected, investments and long term operational stability may be affected	☑	☑	☑		Economic: 203 Indirect Economic Impacts	-	1.1.2 Operational Performance 1.4.3 Climate Change Risk and Opportunity Management 6.2.2 Employee Rights and Benefits
	 Digital Applications and Information Security	Reduces operational risks and enhances system resilience through smart technologies, cybersecurity, and personal data protection	+ Helps reduce system interruption risks, data leakage, and cyberattack incidents	– Cybersecurity incidents or human error may harm stakeholder rights and corporate trust	☑	☑	☑		Economic: 203 Indirect Economic Impacts	-	4.1.1 Promotion Framework and Infrastructure 5.1.1 Demand-Side Management Measures 5.1.2 Accelerating Digital Transformation 5.3.2 Enhancing User Services and Data Protection
	 Corporate Governance and Sustainable Management	Enhances transparency and corporate resilience through sound decision making, risk management, legal compliance, and sustainability governance	+ Enhances long term corporate value and sustainable competitiveness	– Inadequate governance or integrity mechanisms may damage corporate reputation and stakeholder rights	☑		☑	☑	General Disclosures: Governance and Compliance with Laws and Regulations Economic: 203 Indirect Economic Impacts 205 Anti-corruption	-	1.1.2 Operational Performance 1.2.1 Governance Framework 1.2.4 Integrity Management and Legal Compliance
Environmental	 Environmental Impact and Resource Management	Improves environmental and resource management to reduce pollution and ecological disturbance, and enhance environmental performance and social trust	+ Reduces pollution and emissions and supports regulatory compliance	– Stricter regulations may increase technology upgrade and management costs	☑	☑	☑	☑	Economic: 201 Economic Performance Environmental: 305 Emissions	GHG Emissions and Energy / Resource Management	1.4.3 Climate Change Risk and Opportunity Management 1.4.4 Metrics and Targets 3.1.1 Environmental Policy and Eco-Friendly Initiatives 3.2.1 Greenhouse Gas and Air Pollution Management 3.2.2 Improving Water Resource Use Efficiency 3.2.3 Waste Management



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	Material Topic	Materiality to Operations	Description of Impact		Value Chain Impact Boundary				GRI Standards	SASB Disclosure Topic	Management Approach and Corresponding Chapters
			+ Positive Impact	– Negative Impact	Within Taipower	Customer	Partners	Other Social Relationships			
Environmental	 Renewable and Low-Carbon Energy Transition	Reduces reliance on high carbon energy and improves system resilience by expanding low carbon energy and optimizing the energy structure	+ Enhances energy autonomy and reduces GHG emissions	– Without adequate supporting measures, renewable energy intermittency may affect power supply stability	✓		✓	✓	Economic: 203 Indirect Economic Impacts Environmental: 305 Emissions	GHG Emissions and Energy / Resource Management	1.4.1 Net-Zero Transition Strategy 2.3.1 Promoting Power Transformation 2.3.2 Diversified Development of Renewable Energy and Low-Carbon Gas-Fired Power Generation 3.1.1 Environmental Policy and Eco-Friendly Initiatives
	 Climate Strategy and Action	Promotes carbon reduction, adaptation, and net zero transition through clear climate strategies and actions to reduce climate risk impacts	+ Strengthens response capacity for transition and physical risks	– Net zero transition may increase short term costs due to equipment renewal and technology introduction	✓	✓	✓	✓	Economic: 201 Economic Performance Environmental: 305 Emissions	GHG Emissions and Energy / Resource Management	1.4.1 Net-Zero Transition Strategy 1.4.3 Climate Change Risk and Opportunity Management 2.3.2 Diversified Development of Renewable Energy and Low-Carbon Gas-Fired Power Generation 3.2.1 Greenhouse Gas and Air Pollution Management
	 Energy Efficiency	Reduces energy consumption, costs, and environmental burdens by improving energy efficiency	+ Improves power generation efficiency and reduces unit energy consumption and carbon emissions	– If efficiency does not continue to improve, carbon emissions and environmental costs may increase	✓	✓			Economic: 203 Indirect Economic Impacts Environmental: 302 Energy	—	2.2.1 Stable Power Generation System 3.1.2 Energy Resources and Operational Management 3.2.2 Improving Water Resource Use Efficiency
Society	 Worker Health and Safety	Reduces occupational accident risks and protects employee health through sound occupational safety systems, training, and health promotion	+ Creates a safe workplace and enhances employee health, cohesion, and work efficiency	– Inadequate safety management may increase occupational accidents, reputational loss, and fines	✓			✓	Society: 403 Occupational Health and Safety	Healthy and Safe Workplace	6.3.1 Strengthening Safety Management and Crisis Response 6.3.2 Building a Safe and Healthy Workplace
	 Safety Management and Crisis Response	Reduces accident impacts and enhances corporate resilience through sound safety management and crisis response mechanisms	+ Reduces accident costs and enhances corporate reputation and social trust	– Inadequate response planning may cause project delays, operational interruptions, and expanded losses	✓	✓	✓	✓	Economic: 203 Indirect Economic Impacts	Nuclear Safety and Crisis Management	1.2.2 Risk Management 1.2.4 Integrity Management and Legal Compliance 2.1.2 Improving Dispatch and Adaptation Capabilities 6.3.1 Strengthening Safety Management and Crisis Response
	 Talent Management and Development	Strengthens organizational competitiveness and productivity through talent cultivation, performance management, and professional capability enhancement	+ Enhances workforce quality and supports long term corporate development	– Unfair performance appraisal or promotion may affect morale and increase turnover	✓			✓	Social: 401 Employment 404 Training and Education	–	6.2.1 Talent Management and Development 6.2.2 Employee Rights and Benefits
	 Accessibility and Affordability of Electricity	Enhances access to and affordability of electricity through stable power supply, reasonable tariffs, and support for disadvantaged groups and remote areas	+ Helps meet basic electricity needs for people's livelihoods	– Related subsidies and facility investments may increase operating costs	✓	✓	✓	✓	Economic: 203 Indirect Economic Impacts	Energy Affordability	1.1.2 Operational Performance 2.2.2 Strengthening Transmission and Distribution System 5.1.1 Demand-Side Management Measures



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Stakeholder Communication and Information Transparency

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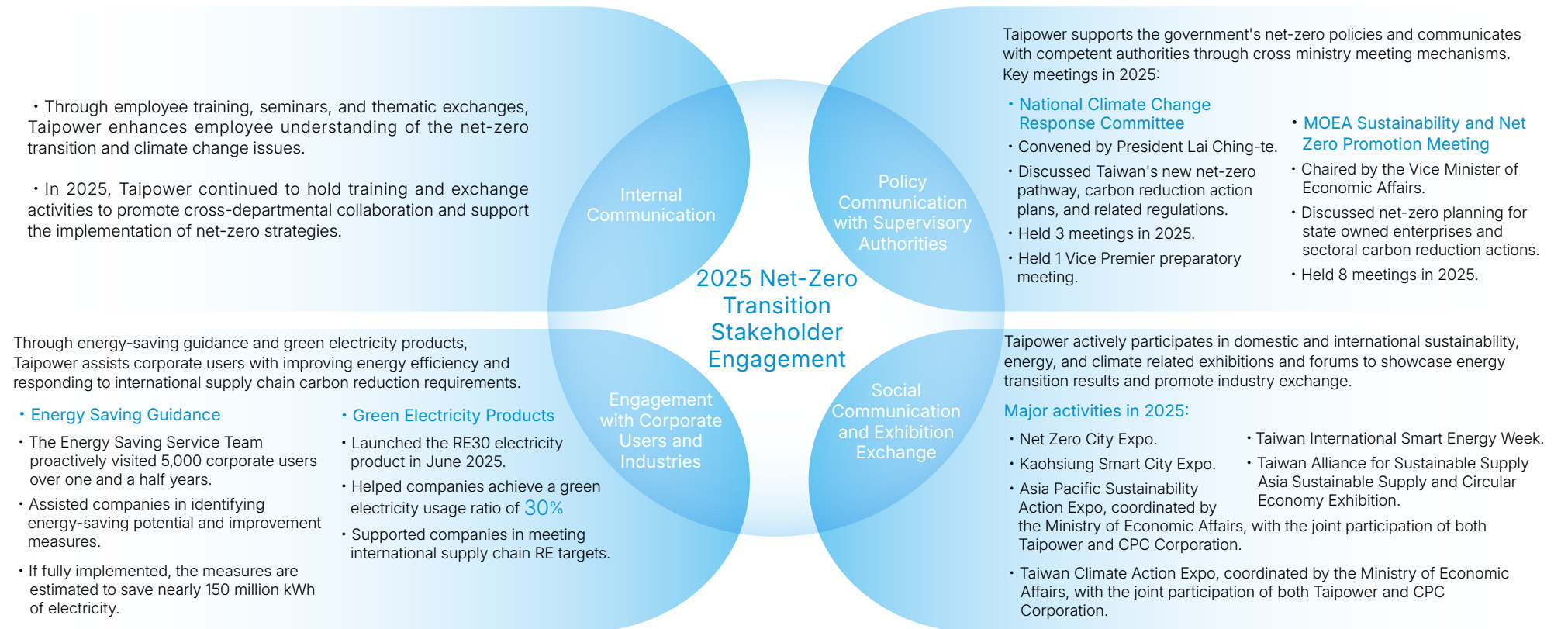
2-29

• Stakeholder Communication Performance

Taipower values stakeholder opinions and maintains ongoing engagement through multiple channels. In addition to collecting suggestions on sustainable development, the Company incorporates relevant feedback into management measures and operational improvements where appropriate, actively responding to stakeholder expectations. By the end of 2025, Taipower's sustainability website, which had received over 1.01 million views, was continuously disclosing the progress and performance of sustainability initiatives.

To enhance communication, Taipower continues to participate in major domestic exhibitions and exchange events. Since 2022, the Company has actively joined the Asia Pacific Sustainability Action Expo to showcase its sustainability and energy transition initiatives. The 2025 Asia Pacific Sustainability Action Expo was held from September 11 to 13. Taipower and CPC Corporation jointly represented the Ministry of Economic Affairs under the theme "ENERGY GO! Embarking on a Chapter of Energy and Ecological Coexistence." Through interactive experiences, Taipower introduced low-carbon energy, smart electricity use, and ecological coexistence at power sites, receiving both the Asia Pacific Sustainability Expo Award (Platinum) and the Excellence in Sustainable Guided Tours Award.

In accordance with GRI 2-29, Taipower has established regular and institutionalized communication channels and engagement mechanisms for stakeholder groups, including the Board of Directors, shareholders, employees, partners, government agencies, elected representatives, media, civil organizations, users, and local residents / the general public. Through meetings, platforms, service channels, and information disclosures, Taipower collects feedback, tracks responses, and incorporates relevant input into business management and decision-making processes as appropriate. For details, please refer to the 2025 Stakeholder Engagement Performance table.





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Stakeholder	 Board of Directors	 Shareholders	 Employees	 Partners	 Government Agencies / Authorities	 Elected Representatives
Main Topics of Concern	- Stability and Reliability of Power Supply - Environmental Impact and Resource Management - Renewable and Low-Carbon Energy Transition - Energy Efficiency	- Operational and Financial Performance - Stability and Reliability of Power Supply - Worker Health and Safety	- Worker Health and Safety - Stability and Reliability of Power Supply - Safety Management and Crisis Response	- Stability and Reliability of Power Supply - Energy Efficiency - Power Plant Renewal and Decommissioning	- Operational and Financial Performance - Stability and Reliability of Power Supply - Worker Health and Safety - Accessibility and Affordability of Electricity	- Accessibility and Affordability of Electricity - Sustainable Supply Chain
Frequency and Methods of Engagement	- Board meetings are held once a month in principle, with functional committee meetings held regularly - Standing Board meetings are convened as needed - Audit Committee meetings are held at least once per quarter - Director training, including independent directors, is provided - Board performance evaluations are conducted annually.	- Annual shareholders' meetings are held - Company information is disclosed through Taipower's official website and the Market Observation Post System (MOPS)	- On the job training and professional training are provided - Labor management meetings are held regularly - Various communication forums are organized	- IPP power procurement is conducted based on the government's power supply and demand planning - Consultation meetings are held with partners from time to time	- Representatives of competent authorities attend shareholders' meetings and Board meetings - Policy communication is conducted through official correspondence and project meetings	- Attendance at Legislative Yuan committee meetings, public hearings, and coordination meetings - Policy and business briefing materials are provided - Proactive visits to legislators are arranged to establish communication channels
2025 Engagement Performance	- Held 16 Board meetings and 8 Standing Board meetings - Held 7 Audit Committee meetings, 11 Investment and Business Planning Review Committee meetings, 7 Land Review Committee meetings, and 1 Sustainable Development and Risk Management Committee meeting - Director training averaged 17.7 hours for new directors and 7.85 hours for continuing directors - Completed the Board performance evaluation, which is expected to be submitted in 2026	- Held the annual shareholders' meeting on June 27, 2025 - Shareholders' meeting information and minutes were disclosed on Market Observation Post System (MOPS) and the Company's official website	- A total of 127,503 participants attended internal and external training - Held 12 company level labor management meetings	- Existing unit power purchase renewals: 2026 gas-fired case (900 MW), 2027 gas-fired case (630 MW), and 2027 coal-fired case (1,320 MW) - New gas-fired IPP procurement: 2028 commercial operation case (1,180 MW), 2029 commercial operation case (2,400 MW), with 2030 and 2031 commercial operation cases under planning	- Representatives of competent authorities attended each shareholders' meeting - Key Board agenda items were submitted in advance each month - Minutes of Board and Standing Board meetings were submitted	- Executives at Vice President level and above attended 83 Legislative Yuan meetings - Attended coordination meetings, public hearings, and provided materials 869 times - Arranged 54 communication exchanges with legislators
Related Measures	- Report on major business issues according to authority and responsibility - Conduct project reports as needed	- Record shareholder comments and communication - Publicly disclose shareholders' meeting minutes and related information	- Hold labor management communication meetings - Collect proposals and track implementation of resolutions	- Support the policy of increasing gas and reducing coal - Conduct rolling reviews of procurement planning - Track construction progress of winning bidders.	- Support policy and meeting needs - Provide explanations and recommendations.	- Proactively visit legislators to explain policies and business matters - Respond to inquiries and provide written materials - Communicate through public hearings and coordination meetings

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Stakeholders	 Media	 Civil Organizations	 Users	 Residents / General Public
Topics of Concern	- Stability and Reliability of Power Supply - Power Plant Renewal and Decommissioning - Accessibility and Affordability of Electricity	- Accessibility and Affordability of Electricity - Renewable and Low-Carbon Energy Transition - Climate Strategy and Action - Environmental Impact and Resource Management	- Worker Health and Safety - Safety Management and Crisis Response - Stability and Reliability of Power Supply	- Stability and Reliability of Power Supply - Environmental Impact and Resource Management - Power Plant Renewal and Decommissioning
Frequency and Methods of Engagement	- Press releases and news materials - Communication with the media through newspapers and other media outlets - Public hearings and information sessions - On-site visits or dedicated staff visits - Information disclosure through Taipower's official website and Market Observation Post System (MOPS)	- Information sessions based on issue needs - Direct visits to relevant organizations - Participation in relevant forums and events - Information disclosure through Taipower's official website and publications	- Dedicated staff visits - Electricity-saving promotion and related activities - Distribution of energy-saving promotional materials	- Operation of the Taipower Facebook fan page - Information disclosure through the official website - Release of various policy and electricity-use information
2025 Engagement Performance	- Provided real-time explanations on power supply and demand, power development, environmental protection, finance, electricity rates, major incidents, and other issues - Released 61 press releases, 84 real-time statements, and 17 news materials	- Conducted visits and communication with relevant organizations based on project needs - Published the Taipower Monthly periodical each month - Disclosed the latest company information through Taipower's official website	- Held 1,343 electricity-saving seminars, with around 150,000 participants - Held electricity-saving campaign activities for the 13th consecutive year - The Energy Saving Service Team visited 4,165 users - Estimated electricity-saving potential of approximately 116.5 million kWh	- Total reach of the Taipower Facebook fan page posts exceeded 40 million - The "Information Disclosure" section of the official website discloses six categories: power supply and demand, operations, generation, users, environmental information, and project information - The sustainability website discloses corporate sustainability performance - The "Corporate Governance" section of the official website discloses corporate governance and integrity management information
Related Measures	- Responded in real time to social issues of concern, including power supply, energy policy, finance, and emergencies - Implemented the spokesperson system and communicated through media responses and press conferences - Assisted in arranging media interviews to strengthen external communication	- Actively participated in domestic and international technology and policy exchanges - In 2025, exchanged with 21 international organizations and 65 academic groups, totaling 86 external organizations - Covered organizations such as the World Association of Nuclear Operators (WANO) and the International Association for Energy Economics (IAEE) - Topics included energy transition, clean energy technology, energy economics, occupational safety, and other issues - Published the Taipower Environmental Policy in 2019 and continued rolling reviews based on domestic and international trends 2025 Environmental Month activities received 20 positive media reports	- Regional branches hold annual electricity-saving seminars to promote high-efficiency appliances or equipment and energy-saving methods - Promoted electricity-saving education through a series of educational and interactive activities - The Energy Saving Service Team regularly visited users, identified electricity-saving potential, and promoted demand response measures	- Used the Taipower Facebook fan page to explain policies, electricity-saving methods, electricity safety, and power knowledge - Communicated grid resilience, coal reduction and emission reduction, electricity rate policies, and net-zero transition actions - Provided real-time power restoration information and electricity-use reminders during typhoons and other major events

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• Participation in Industry Associations

Taipower participates in domestic and international industrial associations and organizations to stay informed of energy technology developments, industry trends, and policy developments, while promoting professional exchanges and cooperation to support the Company’s energy transition and power system development. These activities cover areas such as nuclear technology research and development, energy transition, engineering technology exchange, and international industrial cooperation. In accordance with corporate governance practices, each participating unit regularly reviews and discloses related expenditure information. In 2025, Taipower's total membership fees for participation in industrial associations exceeded NT\$57 million. The major organizations are listed below in descending order by amount. Other unlisted organizations are mostly long-term partners for exchange and cooperation. Taipower's participation in relevant organizations is mainly for technical exchange, industry cooperation, and information sharing. Taipower does not conduct policy lobbying activities through these organizations.

Association / Organization Name	Description of Participation	Membership Status	2025 Fees (NT\$ thousand)
World Association of Nuclear Operators-Tokyo Centre (WANO-TC)	Participation in international nuclear peer reviews and technical exchanges	Member	7,622
BloombergNEF (BNEF)	Access to global energy transition and market trend information	Member	6,507
Taiwan Electrical Industry Association	Participation in electrical industry association operations in accordance with regulations, promoting industry technology exchange and standards development, and supporting generation, transmission, and distribution operations	Member	5,460
MIT Energy Initiative Future Energy Systems Center	Access to forward-looking energy technology and policy developments	Member	5,253
Pressurized Water Reactor Owners Group (PWROG)	Exchange of operating experience for pressurized water reactor units	Member	4,708
World Association of Nuclear Operators (WANO)	Nuclear information exchange and annual membership fee	Member	3,530

Sustainable Value and Impact

As an operator of critical national infrastructure, Taipower's sustainability impact is built on six forms of capital: financial capital, manufactured capital, intellectual capital, human capital, natural capital, and social and relational capital. Through the planning, construction, and operations management of the power system, the Company transforms these capital inputs into electricity services and social value, supporting national economic development, people's livelihoods, and the energy transition. Taipower has adopted "Six Capital Inputs → Value Chain Activities → Linkage with Material Topics and KPIs → Outputs and Outcomes" as its sustainability impact assessment framework. Through value chain activities such as energy supply, power generation, transmission and distribution, and electricity sales, Taipower links material topic management actions with quantitative performance indicators to assess the economic, environmental, and social impacts generated through the transformation of different forms of capital. These results also serve as an important basis for sustainable governance, risk management, and resource allocation.

• Economic Stability Impact of Financial and Manufactured Capital

Through power development planning, grid construction, and investments in equipment renewal, Taipower continues to strengthen power supply stability and power system resilience, supporting industrial development and people's livelihoods while reducing the impact of major outage risks on economic activities.

• Environmental Transition Impact of Natural Capital

Through renewable energy grid connections, the use of gas as a bridge, carbon reduction measures, and grid adaptation, Taipower is gradually optimizing its power generation structure, reducing GHG and air polluting emissions, mitigating impacts on the natural environment, and enhancing climate change adaptation capabilities.

• Shared Prosperity Impacts of Human Capital and Social and Relational Capital

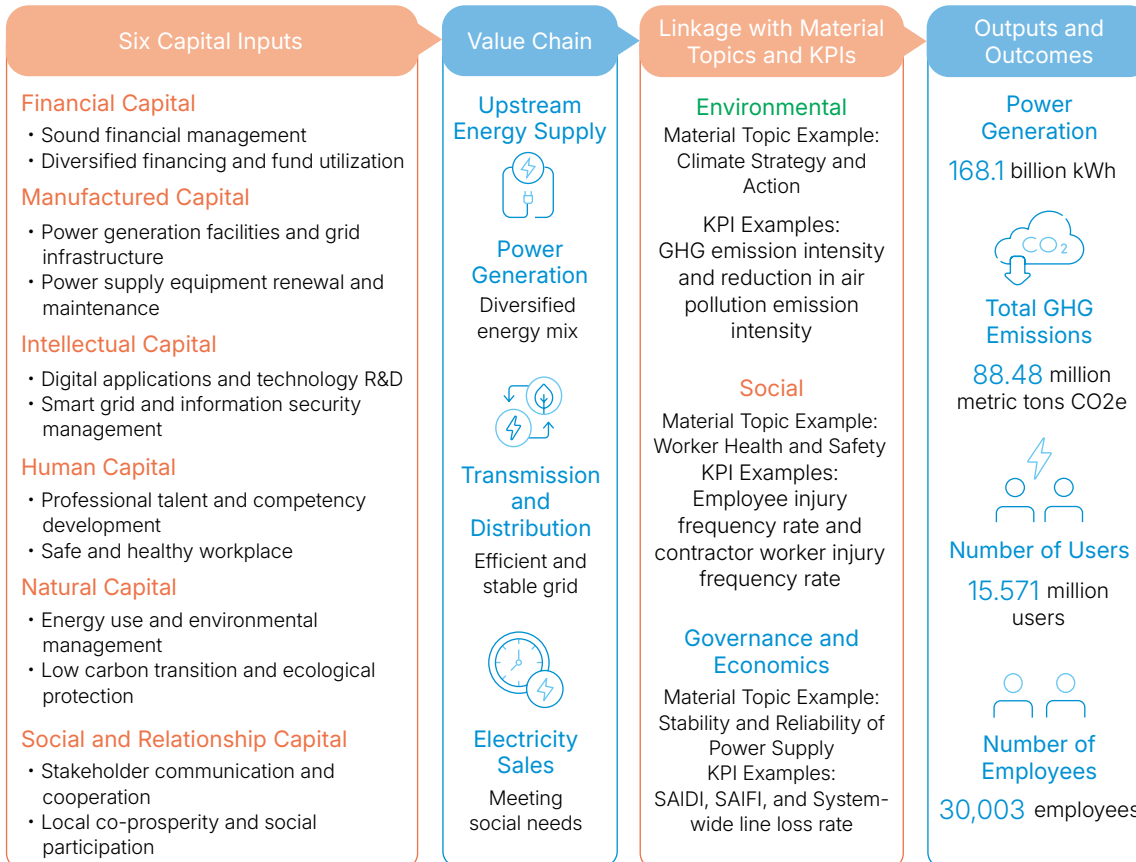
The energy transition involves not only adjustments to the energy structure and equipment systems, but also issues such as employee skill transition, contractor management, local communications, community impacts, and electricity affordability. Through talent development, green skills transition, local communication mechanisms, and support for electricity use in disadvantaged and remote areas, Taipower promotes social equity and adaptive capacity during the transition process and implements the spirit of a just transition.

• Linkage Between Sustainability Impact and Performance Management

The sustainability impact assessment framework does not operate independently. It is linked with the performance indicators and medium- and long-term targets in each chapter. Each material topic has annual performance results and 2030 targets. Quantitative indicators are used to track improvements and progress, while risk management and resource allocation considerations are incorporated to continuously enhance sustainability performance.

Just transition is cross-departmental and cross-chapter in nature, involving multidimensional impacts such as energy structure adjustment, asset renewal, employee capability transition, local development, and livelihood affordability. To maintain consistency in the disclosure framework, Taipower has not established a separate chapter for the topic. Instead, related management actions are integrated into chapters on energy transition, climate governance, talent development, occupational safety, social participation, and accessibility and affordability of electricity. Impact assessment and performance tracking are also incorporated into the material topic management mechanism to balance operational resilience, social equity, and local co-prosperity.

Looking ahead, Taipower will continue to strengthen its sustainability impact assessment methods and deepen disclosures on climate-related financial impacts, social impacts, and just transition, ensuring that the Company's development advances in parallel with environmental protection and social well-being.



1.4 Climate Change Action

1.4.1 Net-Zero Transition Strategy

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Material Topic: Climate Strategy and Action

Policy	In line with the national 2050 Net-Zero Emissions Pathway, Taipower promotes climate governance, carbon reduction management, demand-side management, and a just transition while ensuring a stable power supply and energy security, reducing carbon emissions from the power system in phases and strengthening climate resilience.
Management Approach	Incorporate climate issues into corporate governance and the overall risk management framework and regularly review carbon reduction progress and adaptation needs through GHG inventories and verification, climate risk and opportunity identification, net-zero transition pathway planning, and indicator tracking, as a basis for operational decision-making, resource allocation, and adjustment of transition measures.
Action Plans	1. Conduct GHG inventories, verifications, and emission trend tracking to identify major emission sources and reduction priorities. 2. Promote the net-zero transition pathway and voluntary reduction plans, implementing power source decarbonization, forward-looking carbon reduction technologies, and reduction management. 3. Strengthen climate risk and opportunity management, and assess physical risks, transition risks, and financial impacts based on the TCFD framework. 4. Refine demand-side management and just transition measures to improve electricity management efficiency while taking into account the rights and interests of employees, local communities, and users.
Actual Performance in 2025	1. Continued GHG inventories and verifications, climate risk assessments, adaptation research, and voluntary reduction related work. 2. Refined demand response, EV charging management, energy management systems, time-of-use pricing, and related demand-side management measures. 3. Promoted employee empowerment, local communication, and fair burden-sharing among users.
Targets for 2030	1. Complete phased tasks under the net-zero transition pathway. 2. Continue reducing the carbon emission intensity of the power system, strengthen the climate adaptation capacity of generation, transmission, and distribution systems, and build a power transition foundation that balances a stable supply, carbon reduction results, user rights, and social equity.



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Net-Zero Transition Strategy

In light of climate change and global net-zero trends, Taipower follows the government's 2050 net-zero emissions policy and energy transition policies, as well as the Ministry of Economic Affairs' strategy of "low-carbon first, followed by zero-carbon." Taipower is gradually adjusting its power generation structure, strengthening grid resilience, and deploying low-carbon and zero-carbon technologies, while balancing a stable power supply, reasonable costs, and environmental sustainability.

Taipower's net-zero transition is based on a stable power supply. Through power development, grid construction, demand management, and technology research and development, Taipower is reducing reliance on high-carbon power sources, increasing the share of low-carbon and zero-carbon electricity, and strengthening system dispatch flexibility and overall power system resilience to support Taiwan's net-zero transition.

• Three Strategic Pillars

To achieve phased net-zero emissions in the power sector, Taipower promotes the energy transition from the supply side, grid side, and demand side.

Power Supply Side

Focus on structural transformation, fuel substitution, and carbon capture and storage technologies. Key actions include developing offshore wind power, solar power, thermal power emission reduction strategies, and trials of carbon capture and storage technologies, gradually increasing the share of low-carbon and zero-carbon electricity.

Grid Side

Enhance renewable energy integration and system resilience through grid reinforcement, smart grid development, and energy storage deployment, including power grid strengthening projects, smart grid construction, AMI deployment, and energy storage facilities, supporting power dispatch and system stability during the energy transition.

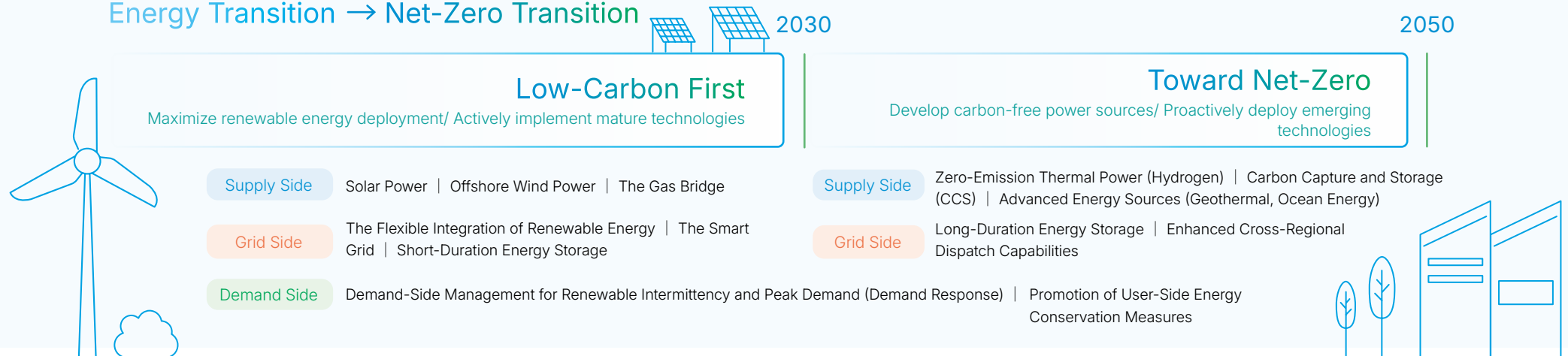
Demand Side

Promote energy conservation and demand response measures, integrate energy management tools, apps, and smart digital services, and support differentiated tariff design and Energy Service Company (ESCO) mechanisms to guide enterprises in deep energy conservation. These measures help users strengthen electricity management, shift electricity use, and improve overall energy efficiency and load adjustment capacity.

• Net-Zero Transition Timeline

From Energy Transition to Net-Zero Transformation

Energy Transition → Net-Zero Transition



1.Short-Term Strategy: Expand Green Energy, the Gas Bridge, and Grid Resilience

In the short term, Taipower follows the "low carbon first" approach by expanding mature renewable energy, advancing the Gas Bridge, and strengthening grid resilience, while balancing stable power supply and carbon reduction needs.

Power Supply Side

Continue to develop mature renewable energy technologies such as wind power and solar power and to promote gas-fired combined cycle units and purchased gas-fired power to gradually increase the share of gas-fired generation and reduce the share of coal-fired power.

Grid Side

Continue the Grid Resilience Strengthening Project to enhance renewable energy integration and dispatch flexibility. To support solar power integration, Taipower is investing in 9 substations and 10 transmission lines, providing approximately 6.5GW of grid connection capacity. To support offshore wind power development, Taipower is investing in 7 substations and 7 transmission lines, providing approximately 11GW of grid connection capacity. Taipower is also deploying energy storage, demand response, smart grids, and AMI to improve energy management, renewable energy integration, and system reliability.

2.Mid-to-Long-Term Strategy: Forward-Looking Technologies and System Resilience

In the mid to long term, Taipower will move toward "zero carbon" by gradually introducing forward-looking energy technologies and strengthening the intelligence of the power system to advance its net-zero emissions goals.

Power Supply Side

Continue expanding renewable energy deployment, while monitoring the development of low-carbon and zero-carbon technologies such as hydrogen, ammonia, Carbon Capture and Storage (CCS), geothermal energy, and marine energy.

Grid Side

In line with the renewable energy transition, Taipower will plan the introduction of long-duration energy storage, low-inertia control, and dynamic operation of pumped-storage hydropower. Smart data management will also be used to improve energy efficiency and disaster prevention capabilities, strengthening grid reliability, dispatch flexibility, and resilience.

Demand Side

Continue promoting energy conservation, energy management tools, differentiated tariffs, and Energy Service Company (ESCO) mechanisms to help users deepen energy savings and shift demand, improving overall energy efficiency and load adjustment capacity.

Deployment of Advanced Net Zero Technologies

To support the long-term net-zero transition, Taipower continues to promote the research, demonstration, and application assessment of low-carbon and zero-carbon technologies. Key actions include the following:

Hydrogen Application

Taipower has identified hydrogen co-firing as one of its key tasks and is promoting the Hsinta Hydrogen Co-Firing Demonstration Project. The Hsinta Power Plant completed hydrogen co-firing tests of 5% and 10% by volume in 2023 and 2025, respectively. Going forward, Taipower will continue to monitor hydrogen energy development and strengthen international cooperation. In the short term, the focus will be on hydrogen transportation and storage. In the mid to long term, Taipower will continue hydrogen co-firing testing.

Decarbonized Hydrogen Combustion Technology

Taipower Research Institute and Academia Sinica signed an MOU in 2023 to jointly promote decarbonized hydrogen power generation application technologies. In September 2023, a kW class hydrogen co-firing micro gas turbine technology demonstration was completed. Future efforts will focus on verification of MW class commercial units. The two parties have jointly applied to be a major public construction project under the National Development Council (the “MW Class Decarbonized Hydrogen Co-Firing Power Generation System Construction and Testing Project”). At this stage, the two parties are separately conducting procurement for the hydrogen co-firing power generation system and scaling up research and development for the decarbonized hydrogen production unit.

Ammonia Application

In line with the national hydrogen energy supply chain decarbonization flagship project, which includes ammonia, Taipower is conducting feasibility assessments for ammonia co-firing power generation. Taipower will further conduct integrated analysis of various thermal power carbon reduction technologies, including economic benefits, technical advantages and limitations, and site supporting conditions, and will adjust future directions on a rolling basis.

CCS Technology

To accelerate the application of advanced carbon reduction technologies, Taipower is establishing the Taichung Carbon Reduction Technology Park as a pilot site for net zero transition, promoting small-scale on-site trials to accumulate operational and engineering experience in carbon capture technologies. Taipower has also launched a preliminary feasibility study for introducing carbon capture and storage at the Linkou Power Plant, which will serve as a basis for future commercial scale CCS projects and is expected to be completed by June 2026. In addition, Taipower plans to conduct long term carbon storage pathway planning, including geological surveys, assessments, and storage site planning for Taiwan's western coastal areas.

International Cooperation and Technology Alignment

To deepen advanced technology research and strengthen international alignment, Taipower continues to cooperate with domestic and international academic, research, and industrial organizations, including the Massachusetts Institute of Technology (MIT), the Central Research Institute of the Electric Power Industry (CRIEPI) of Japan, and the Electric Power Research Institute (EPRI). In 2024, Taipower joined EPRI's Low Carbon Resources Initiative (LCRI) to keep abreast of low carbon energy and power technology trends, and to strengthen its foundation for technology verification, application assessment, and talent development.

Net Zero Transition Highlights

Hsinta Power Plant Hydrogen Co-Firing Test

Completed a 10%(Vol) hydrogen co-firing gas turbine power generation test by volume in 2025, accumulating experience in combustion control and unit operation.

Shenao Virtual Power Plant Project

Intended to provide grid ancillary services through an energy storage system, with a feasibility study submitted to the government for review at the end of 2025.

Taichung Power Plant CCS Pilot Demonstration

Promoted small scale on site trials to accumulate operational and engineering experience in carbon capture technologies.

RE30 Electricity Product

Launched the RE30 electricity product in June 2025 to help enterprises increase their use of renewable energy.



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Just Transition and Workforce Redeployment Mechanism

Taipower regards just transition as an important principle for energy transition and sustainable governance. In promoting net-zero emissions, power generation structure adjustment, grid construction, and low-carbon power development, Taipower not only focuses on carbon reduction, a stable power supply, and technological innovation, but also considers employee competency adjustment, contractor rights and interests, local communications, user affordability, and diversified low-carbon power options. These efforts aim to reduce the impacts of transition, enhance social acceptance, and support regional co-prosperity, energy equity, and sustainable development.

In workforce transition, Taipower is implementing a "Human Resource Utilization and Training Enhancement Plan" to identify workforce needs and gaps, review core corporate technologies and future talent requirements, and incorporate workforce utilization, allocation, training, and development into its planning. For workforce redeployment arising from unit decommissioning, project completion, or organizational task adjustment, Taipower has established "Guidelines for Workforce Redeployment and Utilization" to activate human resources, make proper use of existing talent, and protect employee work rights while meeting the Company's development needs.

Taipower also reduces the potential impacts of the energy transition on employees, local communities, and users through employee transition empowerment, contractor operation management, local communication and benefit sharing, and diversified green power and low-carbon power solutions, ensuring that the net-zero transition process remains stable, resilient, and equitable.

Just Transition Management Policy

Taipower regards a just transition as an important element of energy transition and sustainable governance. In promoting net-zero emissions, power source structure adjustment, grid construction, and low-carbon power development, Taipower not only focuses on carbon reduction, a stable power supply, and technological innovation, but also considers the potential impacts on employees, contractors, local communities, and users. Through talent development, labor rights protection, local communications, public welfare feedback, and diversified low-carbon power solutions, Taipower seeks to reduce transition impacts, enhance social acceptance, and balance regional co-prosperity, energy equity, and sustainable development.

Just Transition Promotion Measures



1 Promote employee reskilling and job transition training

Strengthen competencies related to net-zero emissions, energy transition, and emerging power technologies.



2 Maintain employment stability and diversity and inclusion

Provide necessary support for disadvantaged groups through open recruitment and continue to optimize talent utilization and development mechanisms.



3 Protect the labor rights of contractors and outsourced personnel

Manage contractor operations in accordance with labor laws and contractual requirements to avoid disproportionate impacts caused by the transition.



4 Deepen local communication, feedback, and sharing

During major power construction and power plant transition processes, respond to local concerns through communications and explanations, development assistance funds, compensation funds, and community engagement measures.



5 Promote the low-carbon transition of thermal power plants

Advance carbon reduction through voluntary reductions, fuel switching, early decommissioning, ammonia co-firing, CCS, and other measures.



6 Balance fair burden sharing on the user side and offer diversified choices

Reasonably reflect electricity costs while considering livelihood and disadvantaged group needs and provide diversified green electricity and low carbon power options.

1.4.2 Climate Change Management Framework

Taipower recognizes the impacts of climate change and its associated issues on power system operational safety and supply resilience. The Company continues to strengthen its climate management framework, enhance its system response capabilities, and promote energy transition, ensuring that the power system remains resilient while supporting Taiwan's net-zero and sustainable development goals.

The Board of Directors is Taipower's highest decision-making body for climate governance. Under the Board, the Sustainable Development and Risk Management Committee reviews, determines, and supervises the Company's climate risk and climate change management policies. The Sustainable Development Commission reviews climate-related issues reported by the Task Force on Climate-Related Financial Disclosures and the Sustainable Environment Promotion Task Force. Material climate risks are identified annually and incorporated into the enterprise risk management mechanism to systematically monitor and assess their impacts on operations.

In 2025, Taipower continued to deepen its climate change management processes in accordance with the Task Force on Climate-Related Financial Disclosures (TCFD) framework. For identified climate-related risks and opportunities, Taipower reviewed actual and potential impacts across operating units, formulated response strategies, and assessed corresponding financial impacts. The Company also referred to climate scenarios published by the Intergovernmental Panel on Climate Change (IPCC) and the International Energy Agency (IEA) to assess strategic resilience. Relevant indicators and targets are continuously monitored and tracked to evaluate the effectiveness of climate change management actions.

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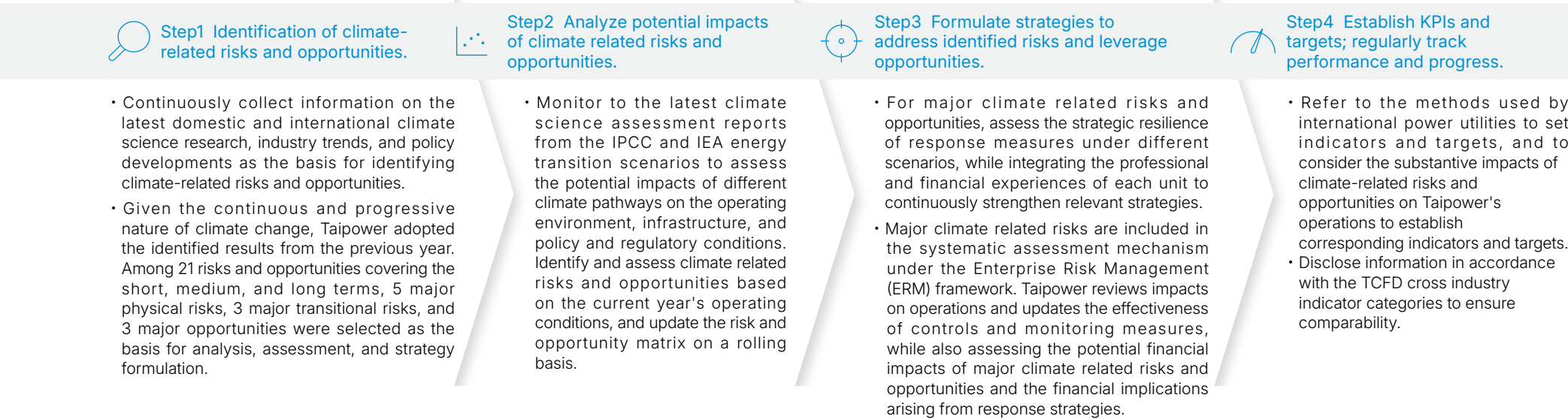
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Climate Change Governance and Risk Management Framework



Climate Change Risk and Opportunity Management Process



1.4.3 Climate Change Risk and Opportunity Management

201-2

Annual Scenario Analysis

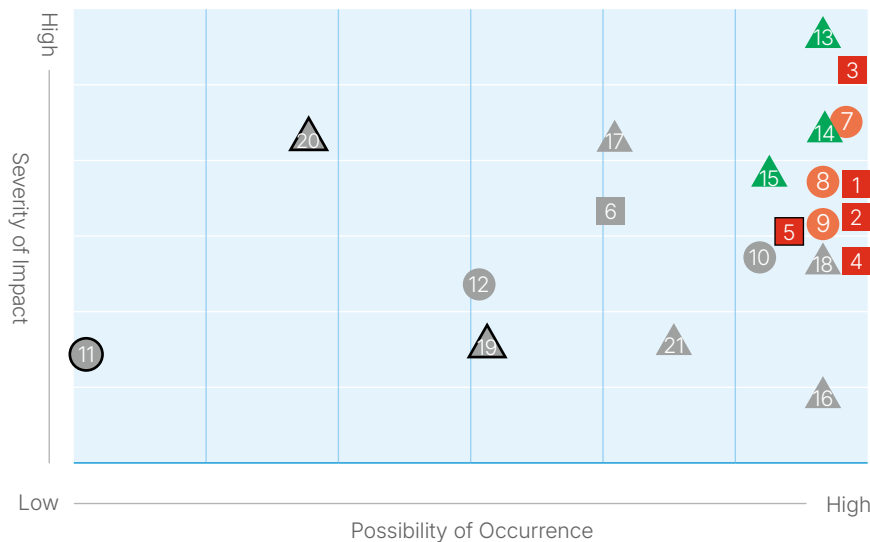
To ensure scientific rigor and relevance in its scenario analysis, Taipower references the emissions pathways in the IPCC Sixth Assessment Report (AR6) and the energy transition scenarios in the IEA World Energy Outlook to build a multi-scenario framework for assessing climate risks and opportunities.

For physical risk assessment, Taipower adopts two IPCC Shared Socioeconomic Pathway (SSP) scenarios, namely the low emissions scenario (SSP1-2.6) and the very high emissions scenario (SSP5-8.5). These are supplemented with data from the Taiwan Climate Change Projection Information Platform (TCCIP), including typhoon, rainfall, and extreme weather projections that better reflect Taiwan's regional characteristics. The results support impact assessment, adaptation planning, and the enhancement of operational resilience.

For transition risk and opportunity assessment, Taipower uses the IEA Net Zero Emissions by 2050 (NZE) scenario as the basis and refers to Taiwan's Pathway to Net-Zero Emissions in 2050. This allows Taipower to assess the impacts of policy, energy mix, and technology trends on power structure, supply and demand balance, investment planning, renewable energy grid integration, and energy storage capacity needs.

By integrating international scenarios with localized climate data, Taipower's scenario analysis strengthens the assessment of climate risks and opportunities and provides a scientific basis for strategy setting, resource allocation, resilience enhancement, and medium-and long-term planning.

• Climate Change Risk and Opportunity



Physical Risks

- Changes in typhoon intensity and tracks
- Changes in rainfall patterns (heavy rainfalls and droughts)
- Increase in extreme temperatures and average temperature increases
- Increase in lightning intensity and frequency
- Sea level rises
- Changes in topography and landforms

Transitional Risks

- Adjustments in policies and regulations
- Adoption of low-carbon technologies and products/services
- Increases in raw material procurement costs
- Changes in customer demand
- Increased difficulty in protecting intellectual property rights
- Rising risks of climate-related litigation

Opportunities

- Development of new products/services and entering new markets
- Adoption of low-carbon energy or new technologies
- Enhancement of power supply resilience
- Increases in the proportion of green buildings
- Improvements in production process efficiency
- Strengthening internal business continuity management
- Issues with green financial products
- Participation in government incentive programs
- Proactively enhancing corporate reputation

Legend 1

- Red square: Key physical risk
- Orange circle: Key transition risk
- Green triangle: Key opportunity
- Gray symbol: Other risk or opportunity

Legend 2

- Black outline: Long-term risk or opportunity
- No outline: Short-term risk or opportunity
- Short-term: Less than 3 years
- Medium-term: 3 to 5 years
- Long-term: More than 5 years



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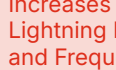
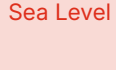
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• Physical Risks

Factor	Impact Description	Financial Impact	Response Strategy	Financial Investment
 Increases in Extremely High Temperatures and Average Temperatures	Increases in peak load and extended summers affecting dispatch and demand-side management	Increased Operating Costs	- Conduct load assessments and reserve capacity studies in consideration of extremely high temperatures. - Construct or expand gas-fired combined cycle units to enhance system reserve margins. - Deploy smart meters on a large scale to provide users with electricity information and encourage behavioral changes. - Procure ancillary services through the electricity trading platform on a day-ahead basis, with additional intraday procurement as needed. - Install energy storage systems.	Increased Operating Costs and Capital Expenditures
	Decreases in power generation efficiency and output	Increased Operating Costs	Renew or upgrade equipment.	Increased Capital Expenditures
	Restricted working hours due to heat hazards among recurring outdoor workers	Increased Operating Costs	Establish heat hazard prevention measures, adjust construction hours based on temperature changes, and provide heat hazard prevention training.	Increased Operating Costs
 Changes in Typhoon Intensity and Track	Damage to power equipment, resulting in more users affected by outages and longer outage durations	Increased Operating Costs and Decreased Asset Values	- Assess risks based on typhoon forecasts from the Central Weather Administration, prepare emergency dispatch plans, and use smart meters to quickly identify outages and support repairs. - Strengthen flood prevention measures before typhoon season and conduct typhoon disaster prevention drills under extreme weather scenarios. - Carry out disaster-prevention undergrounding projects in areas with suitable geological conditions, a history of windstorm damage, and urgent needs. - Increase manpower to improve the frequency of insulator cleaning and silicone grease application inspections.	Increased Operating Costs and Capital Expenditures
 Changes in Rainfall Patterns	Damage to power equipment caused by heavy rainfall	Decreased Asset Values	- Install or strengthen flood control facilities at power plants and substations, including floodgates, levees, and waterproof walls. - Strengthen tower foundation design, soil and water conservation, and slope safety monitoring in mountainous areas.	Increased Operating Costs and Capital Expenditures
	Extreme rainfalls or droughts caused by climate change affecting hydropower plant dispatch and operations	Increased Operating Costs	- Remove sediment to increase reservoir capacity. - Consider extreme rainfall and drought data in future hydropower plant development.	Increased Operating Costs and Capital Expenditures
 Increases in Lightning Intensity and Frequency	Damage to transmission and distribution equipment, causing outages	Decreased Asset Values	- Install lightning arresters, enhance grid lightning protection design, strengthen inspections and maintenance in high-risk areas, and promptly repair damaged equipment. - Build lightning detection systems to enhance automated power system monitoring and emergency response, allowing dispatchers to track lightning location and intensity in real time.	Increased Operating Costs and Capital Expenditures
 Sea Level Rises	Damage to generation, transmission, and distribution systems and equipment due to storm surges or flooding	Decreased Asset Values	- Select higher-elevation sites or install flood prevention facilities for new power plants and substations. - Strengthen flood prevention facilities at existing power plants and substations.	Increased Capital Expenditures

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• Transition Risks

Factor	Impact Description	Financial Impact	Response Strategy	Financial Investment
Adjustments in Policies and Regulations 	Adjustment of Taipower's power planning in line with the government's 2050 net-zero pathway, 12 Key Strategies for Net-Zero Transition, and flagship carbon reduction action plans	Increased Operating Costs and Capital Expenditures	- Continue expanding green energy and promoting diversified development. - Introduce demonstration and verification of advanced thermal power technologies to support zero-carbon thermal power generation. - Enhance grid connection capacity and resilience in line with the government's renewable energy planning. - Strengthen demand-side management measures to further improve energy conservation.	Increased Operating Costs and Capital Expenditures
	Increases in operating costs due to electricity emission factor controls and carbon fee collection	Increased Operating Costs	Submit a voluntary reduction plan under the national net-zero policy and set 2030 GHG emission targets for thermal power plants on Taiwan Island to secure preferential carbon fee rates.	Increased Operating Costs
Adoption of Low-Carbon Technologies and Products/Services 	Increases in costs due to the deployment of advanced energy technologies, such as ocean energy, geothermal energy, hydrogen/ammonia energy, and carbon capture and storage (CCS)	Increased Capital Expenditures and Operating Costs	- Maintain international exchanges to track developments in advanced energy technologies, including ocean energy, geothermal energy, hydrogen/ammonia energy, and CCS. - Conduct small-scale demonstration projects to evaluate technical feasibility and cost-effectiveness and reduce adoption risks.	Increased Operating Costs and Capital Expenditures
	Increases in costs due to replacement of transmission and distribution equipment with low-carbon products	Increased Capital Expenditures	Establish performance specifications for eco-friendly, low-carbon equipment, or collaborate with domestic manufacturers to develop related equipment and reduce procurement costs through increased purchasing scale.	Increased Operating Costs and Capital Expenditures
	Project delays or additional resource inputs due to reliance on green energy talent and technical skills for low-carbon development	Increased Operating Costs	Adopt construction methods that reduce labor demand and shorten construction time, and introduce foreign labor or equipment when necessary.	Increased Operating Costs and Capital Expenditures
Increase in Raw Material Procurement Costs 	Increases in investment costs, delivery delays, and fuel costs due to short-term gas expansions and coal reductions, medium- to long-term hydrogen development, and rising demand for low-carbon fuels	Increased Capital Expenditures and Operating Costs	- Improve fuel utilization efficiency through gas infrastructure projects and high-efficiency units. - Build proprietary receiving terminals, promote long-term fuel contracts, and invest in domestic and overseas fuel producers to ensure a stable supply and reduce costs.	Increased Capital Expenditures
	Increases in raw material prices, construction costs for new facilities, and decommissioning costs due to carbon cost pass-throughs	Increased Capital Expenditures and Operating Costs	- Evaluate the use of recyclable and reusable construction materials in planning and procurement for new projects to reduce the impact of raw material price fluctuations and rising carbon fees. - Incorporate the latest technological developments and international practices to improve work efficiency and strengthen expenditure and budget control.	Increased Capital Expenditures and Operating Costs

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• Opportunities

Factor	Impact Description	Financial Impact	Response Strategy	Financial Investment
Development of New Products and Services and Entry into New Markets 	Develop and provide diversified green power products to expand domestic green electricity supply and support companies in meeting global supply chain requirements.	Enhanced Corporate Reputation	- Conduct renewable energy certificate reviews at company-owned sites. - Conduct market surveys to understand demand-side needs and plan green electricity products aligned with market demand.	Increased Operating Costs
	Promote diversified services, such as time-of-use pricing, demand response, and energy conservation, to enhance corporate reputation or reduce costs.	Reduced Operating Costs and Capital Expenditures	- Introduce demand response programs and new time-of-use pricing schemes for residential and commercial users to encourage off-peak electricity consumption. - Promote smart meter infrastructure to enhance the convenience of electricity management.	Increased Operating Costs and Capital Expenditures
Adoption of Low-Carbon Energy or New Technologies 	Early investment in advanced energy technologies, such as ocean energy, geothermal energy, hydrogen/ammonia energy, and carbon capture and storage, to lead domestic technology development, reduce carbon emissions, and expand international cooperation opportunities.	Enhanced Corporate Reputation	- Participate in international exchanges and collaborations and continue identifying suitable pilot sites for ammonia/hydrogen co-firing gas turbines and carbon capture and storage testing. - Enhance green competitiveness by carefully evaluating investment returns and securing government subsidies.	Increased Operating Costs and Capital Expenditures
	Continue expanding low-carbon energy, such as wind, solar, hydropower, and gas-fired power, to increase the low-carbon electricity supply.	Enhanced Corporate Reputation and Reduced Operating Costs	- Continue planning wind, solar, hydropower, and gas-fired power projects in response to low-carbon and renewable energy development. - Integrate gas-fired units with carbon capture technologies and develop hydrogen/ammonia co-firing technologies.	Increased Capital Expenditures
Enhancement of Power Supply Resilience 	Enhance microgrid and ICT development to strengthen system resilience and future growth potential.	Enhanced Corporate Reputation	- Strengthen data centers and ICT infrastructure to enhance cloud computing and data storage capabilities, supporting power system data analytics, intelligent applications, and diversified operational needs. - Improve cybersecurity capabilities to strengthen system resilience. - Promote disaster-resilient microgrids and provide technical support to assist local governments in their development.	Increased Operating Costs and Capital Expenditures
	Expand participation in the power trading market to support grid security and stability.	Enhanced Corporate Reputation	Utilize the electricity trading platform to guide privately distributed energy resources to provide ancillary services and expand supply sources.	Increased Operating Costs

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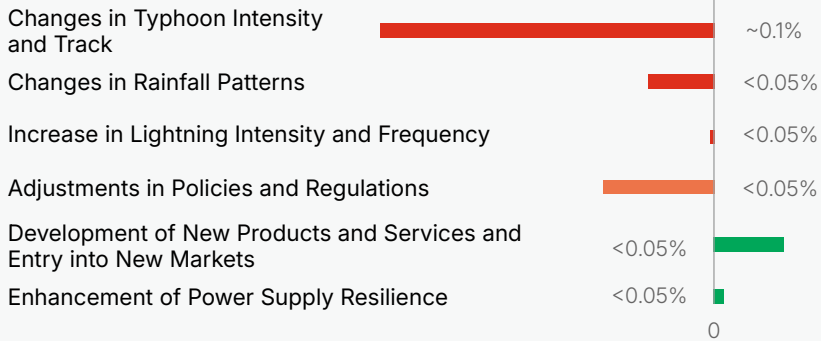
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Potential Financial Impact of Climate Risks and Opportunities



Unit: Potential financial impact as a percentage of 2025 revenuePotential Financial Impact of Climate

Note: 1. This financial quantification was conducted based on data completeness and estimation reliability. Risks and opportunities with clear data and reasonably estimable financial impacts were calculated and disclosed.
2. Financial impacts were estimated based on 2025 revenue. Risk items reflect negative financial impacts, while opportunity items reflect positive financial impacts.

In-Depth Review of Financial Impacts of Risks and Opportunities

To support resource allocation and focus on priority response areas, Taipower selected three factors for in-depth review based on their potential financial impact and relevance to power supply stability and long-term strategic objectives.



• Changes in Typhoon Intensity and Track

Typhoons are among the most direct climate events affecting power facilities and grid stability, with significant impacts on equipment damage and repair needs.



• Adjustments in Policies and Regulations

Net-zero policies, carbon emission regulations, and carbon fee collection directly affect Taipower's operations and development, requiring corresponding adjustments to investment planning and carbon fee management.



• Development of New Products and Services and Entry into New Markets

As demand for low-carbon electricity grows, Taipower develops diversified green power products and electricity services to meet market needs and support companies in reducing carbon emissions.

Physical Risk: Changes in Typhoon Intensity and Track

Risk Impact

In recent years, the tracks and intensity of typhoons have become increasingly uncertain. In addition, their effects are more frequently compounded by strong winds, heavy rainfall, landslides, and flooding. These events bring with them a greater potential for causing damage to Taipower's equipment, transmission and distribution lines, and substation facilities. During typhoons, strong winds may cause utility poles or towers to collapse and damage or break power lines, while heavy rainfall and flooding may inundate power equipment and damage transformers, affecting the normal operation of the power system.

These impacts may increase the number of users affected by power outages and extend outage durations, thereby affecting daily life and industrial operations. They may also increase operating costs related to equipment maintenance, manpower deployment, emergency repairs, and subsequent restorations. In addition, stronger typhoons may accelerate the deterioration of existing facilities, bringing forward the need for asset maintenance, equipment replacement, and disaster prevention upgrades. This may increase pressure on capital expenditures and pose substantive challenges to Taipower's power supply resilience and operational continuity.

Measures Taken

In response to the challenges posed by stronger typhoons and changes in their tracks, Taipower continues to strengthen the disaster prevention capacity of the power system through information monitoring, pre-disaster preparedness, emergency dispatch, and facility improvements. Based on forecast information from the Central Weather Administration, Taipower assesses potential risks in advance, enhances monitoring and reporting capabilities through smart grid-related infrastructure, and uses smart meters to identify user-side outages, accelerating damage assessment and improving emergency response efficiency.

Before each typhoon season, Taipower strengthens typhoon preparedness and conducts disaster prevention drills under extreme weather scenarios to improve reporting, coordination, dispatch, and on-site response procedures. For areas with suitable geological conditions and a history of significant windstorm damage, Taipower continues to review and promote disaster-resilient undergrounding projects to reduce the risk of typhoon-related line damage. Through the Smart Grid Master Plan and investments in disaster-resilient undergrounding projects, Taipower continues to enhance its overall response mechanism for typhoon risks.

2025 Investment Already Made

In response to changes in typhoon intensity and landfall patterns, Taipower has incorporated related disaster risk response measures into routine operational management and integrated them into the operating procedures of each unit. As the related expenditures are difficult to separately identify and disaggregate, they are disclosed qualitatively. Planned Investment in 2026

Planned Investment in 2026

Disaster prevention undergrounding project under the post-disaster recovery and reconstruction plan for Typhoon Danas and the heavy rainfall of July 28, 2025: NT\$4.15billion. Total budget: NT\$8.0 billion, covering 2026 to 2027.

Effectiveness of Measures

- Taipower conducted disaster prevention and response education and drills at its headquarters and district offices, covering natural disaster scenarios such as typhoons. A total of 25 sessions were held in 2025 to strengthen overall disaster response capabilities. In addition, large-scale power outage and human-induced outage risk drills are conducted every six months to simulate outage scenarios caused by natural disasters and human factors, thereby improving response capabilities for diverse outage risks.
- The post-disaster recovery and reconstruction plan for Typhoon Danas and the July 28 heavy rainfall event targets the relocation and modification of 190 kilometers of power supply lines, with the project period running from 2026 to the end of 2027.

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Transition Risk: Adjustments in Policies and Regulations

Risk Impact

As the government advances its 2050 net-zero emissions pathway, relevant policies and regulations continue to evolve and become more stringent. Measures such as the 12 Key Strategies for Net-Zero Transition and flagship carbon reduction action plans require the energy sector to accelerate low-carbon transformation and improve overall system emission efficiency. In response, Taipower must adjust its power development planning, strengthen renewable energy grid integration, and promote power system transformation to address changes in the upstream energy structure and electricity service demand. At the same time, with the implementation of electricity emission factor controls and the carbon fee system, emission costs for thermal power units are expected to increase. The need for equipment replacement, efficiency improvements, and the introduction of low-carbon fuels will also rise, adding pressure on operating costs and equipment improvement expenditures. These policy-driven institutional changes will directly affect Taipower's medium- to long-term capital allocation, operating strategy, and power supply cost structure.

Measures Taken

To respond to policy and regulatory adjustments and support the national net-zero transition, Taipower carries out power plant renewals, reconstruction, and equipment upgrades in accordance with its existing power development and renewal plans. These measures also help reduce the electricity emission factor and may be included as carbon reduction measures under the Company's voluntary reduction plan. Taipower also conducts demonstrations and verifications of advanced thermal power technologies to prepare for the future introduction of low-carbon and zero-carbon fuels.

For grid development, Taipower continues to enhance transmission and distribution facilities and grid connection capacity in line with the renewable energy development schedule, ensuring stable power system operations as the share of renewable energy increases. Through the Advanced Metering Infrastructure (AMI) program, Taipower continues to install smart meters, provide users with electricity information, guide users in adjusting electricity usage behavior, and encourage stronger electricity management and autonomous energy conservation.

For carbon fee management, Taipower has declared carbon fees and submitted supporting documents for emissions from electricity consumption in accordance with the Regulations for Carbon Fee Collection and other relevant requirements, while applying for emissions deductions. Taipower has also submitted a voluntary reduction plan and set 2030 GHG emission targets for the combined emissions of eight thermal power plants on Taiwan proper to reduce the impact of carbon fees.

2025 Investments Already Made

- The Expanded Green Energy Plan: NT\$**29.38**billion.
- Advanced Thermal Power Technology-Related Plans: NT\$**0.17**billion.
- Green Energy Grid Connection-Related Plans: NT\$**28.6**billion.
- The Smart Meter Infrastructure AMI Promotion Program: NT\$**3.51**billion.

Planned Investments for 2026

- The Expanded Green Energy Plan: NT\$**11.45**billion. Total budget: NT\$**84.84** billion, covering 2019 to 2033.
- Advanced Thermal Power Technology-Related Plans: NT\$**1.24**billion. Total budget: NT\$**3.92**billion, covering 2018 to 2036.
- Green Energy Grid Connection-Related Plans: NT\$**17.13**billion. Total budget: NT\$**261.86**billion, covering 2012 to 2038.
- The Smart Meter Infrastructure AMI Promotion Program: NT\$**4.44**billion. Total budget: NT\$**63.77**billion, covering 2018 to 2035.

Effectiveness of Measures

- Approved by the Ministry of Environment for preferential rates. In 2025, estimated carbon fee payments are expected to decrease by NT\$**0.846**billion compared with the original general rate.
- Through Under the Hsinta Power Plant Hydrogen Co-Firing Demonstration and Verification Project, Taipower completed verification of **10%** hydrogen blending with natural gas by volume in 2025.
- By the end of 2025, cumulative AMI smart meter deployment reached **4.107**million users, enabling Taipower to capture **82.44%** of national electricity consumption data across high-voltage and low-voltage users.

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Opportunity: Development of New Products and Services and Entry into New Markets

Impact

Against the backdrop of energy transition and increasingly diverse electricity needs, Taipower is responding to changes in the electricity market by developing diversified green power products and promoting demand-side management services, thereby improving electricity management efficiency and increasing flexibility for users. Green power services with environmental value can help corporate users achieve carbon reduction targets and respond to society's expectations for sustainable energy. At the same time, by promoting time-of-use pricing, demand response, and energy conservation programs, Taipower helps users manage electricity consumption more effectively, while supporting load balancing and improving power supply efficiency. These measures not only help ease peak-load pressure but also strengthen Taipower's role and credibility in smart energy and green power development, further enhancing the Company's corporate reputation and laying the foundation for future energy service models.

Measures Taken

To capture emerging market demand arising from the energy transition and to expand low-carbon energy services, Taipower continues to refine the planning of green power and demand-side management products. Through market demand surveys, Taipower has developed green power products with environmental value and selected company-owned sites for renewable energy certificate reviews,thereby responding to users' carbon reduction needs and sustainability commitments. Taipower has also launched user-centered demand response programs and new time-of-use pricing schemes for residential and commercial users, enabling users to participate in power system regulation while helping reduce peak load and improve system efficiency. In addition, Taipower continues to promote Advanced Metering Infrastructure (AMI). Through the Taiwan Power App, the Company provides real-time electricity information services, allowing users to track high-frequency electricity usage changes, unbilled electricity consumption, and estimated electricity bills. Users can also adjust their electricity behavior through usage comparisons, electricity analysis, and reminder mechanisms, strengthening their electricity management capabilities. These measures also support the implementation of time-of-use pricing and load management, improve overall power system operating efficiency, and gradually establish Taipower's service foundation in smart energy and green power products, supporting the development of new energy service models.

2025 Investments Already Made

- The Smart Meter Infrastructure AMI Promotion Program: NT\$**3.51**billion.

Planned Investments for 2026

- The Smart Meter Infrastructure AMI Promotion Program: NT\$**4.44**billion.Total budget: NT\$**63.77**billion, covering 2018 to 2035.
- Automatic Demand Response Service for Residential and Commercial Users: NT\$**147.48**billion.

Effectiveness of Measures

- By the end of 2025, cumulative AMI smart meter deployment reached**4.107**million users, enabling Taipower to capture**82.44%** of national electricity consumption data across high-voltage and low-voltage users.

Note : 1. This financial quantification assessment was conducted based on data completeness and estimation reliability. It discloses the costs of measures with clear data foundations and reasonably estimable financial impacts.
 2. The 2025 investment amount for the Advanced Metering Infrastructure (AMI) Program is based on final accounts. In accordance with applicable regulations, the amount shall be subject to review and approval by the National Audit Office. As the 2025 figures have not yet been approved by the National Audit Office, Taipower's self-prepared final accounts are used for the time being.
 3. The Advanced Metering Infrastructure (AMI) Program is a key foundation for Taipower's energy transition and grid resilience enhancement. Its implementation can help address the physical risks arising from changes in typhoon intensity and track, the transition risks caused by policy and regulatory adjustments, and the opportunities associated with the development of new products and services and entry into new markets.

Climate Change Adaptation and Resilience

Taipower has long used climate scenarios as an important basis for power system planning and operational management. Potential climate changes are incorporated into the overall planning processes for power development, grid enhancement, and improving the resilience of transmission and distribution systems, ensuring that the generation, transmission, and distribution systems have sufficient environmental adaptability and power supply resilience.

However, as climate change has accelerated in recent years, the frequency and intensity of extreme weather events have become highly uncertain. This makes it difficult to precisely quantify medium- and long-term impacts and also poses challenges to existing risk assessment models. In response, Taipower has established an annual rolling climate risk review mechanism to continuously update its climate response strategies. The Company also refers to the latest climate projection data released by international organizations, as well as localized projection results from scientific research institutions in Taiwan, as the basis for decision-making. Through this institutionalized process, Taipower continues to enhance its forward-looking assessment capabilities for climate impacts and ensures that it maintains the overall response capacity needed to support stable power supply and system resilience under rapidly changing climate conditions.

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1.4.4 Metrics and Targets

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In line with the seven major categories of metrics recommended by the TCFD, Taipower has established corresponding indicators and targets to measure performance and track progress in climate change management. In addition, Taipower systematically inventories and monitors its greenhouse gas (GHG) emissions, strengthens total carbon emissions management, mitigates climate risks, and supports its low-carbon transition goals.

Metrics Category	Metric	2025 Results / Future Targets
 Greenhouse Gas Emissions	Disclosure of Total Scope 1 and Scope 2 Emissions ^{1 2}	Scope 1 (Direct emissions): 88.48 million tCO ₂ e Scope 2 (Energy indirect emissions): 2.00 million tCO ₂ e ¹
	Net GHG Emission Intensity of Thermal Power Units	0.544 kg CO ₂ e/kWh
 Physical Risks	SAIDI (System Average Interruption Duration Index)	14.874 minutes per user-year; the 2030 target is 15.9 minutes per user-year
	SAIFI (System Average Interruption Frequency Index)	0.186 outages per user-year
	Automated Distribution Feeders	10,157 feeders completed
 Transition Risks	Cumulative Installed Capacity of Gas-Fired Units in the Taipower System	21,545 MW; target to reach 33,628 MW by 2030
	Grid-Connected Renewable Energy Capacity in the Taipower System	22,144 MW; target to reach 47,245 MW by 2030
	Renewable Energy Generation Share in the Taipower System	12.7% (approx. 31.95 billion kWh); target to reach 24% (approx. 72.7 billion kWh) by 2030
	Carbon Fee Expenses as a Percentage of Operating Costs	Carbon fee expenses accounted for 0.05% of operating costs in 2025. ²
 Climate-Related Opportunities	Pilot Site Development for Carbon Capture and Storage	The Taichung Power Plant Pilot Test Project: - Carbon capture test plant: detailed design and building permit submission were completed in 2025; target to commence operation in July 2027, with annual capture capacity of 2,000 metric tons. - Carbon storage test plant: procurement awarded in 2024; target to launch the project in October 2028, with annual injection capacity of 2,000 metric tons.
	Demand Response	Participation volume reached 3.66 GW.
	Introduction of Ammonia Co-Firing Technology / Introduction of Hydrogen Co-Firing Technology	The Linkou and Talin Power Plants ammonia co-firing demonstration and verification: preliminary feasibility study completed in 2025 The Hsinta Power Plant hydrogen co-firing demonstration and verification: 10% hydrogen co-firing by volume completed in 2025
 Capital Allocation	Power Grid Resilience Enhancement Plans	From 2022 to 2032, Taipower is promoting Distributed Grid Projects (NT\$437.9 billion), Grid Reinforcement Projects (NT\$125.0 billion), and System Defense Capability Enhancement (NT\$1.69 billion). NT\$208.9 billion had been invested as of 2025
	Gas Infrastructure Investment ³	Planned investment of approximately NT\$1.2 trillion from 2011 to 2035; NT\$365.18 billion had been invested as of 2025.
	Green Bond Issuance	NT\$157.9 billion issued as of 2025.
 Internal Carbon Pricing	Internal Carbon Pricing System	Taipower has established an internal carbon pricing mechanism with reference to abatement costs, regulatory penalties, and market prices.
 Remuneration	Linkage between ESG Indicators and Performance Evaluation	Performance evaluations for senior executives include specific ESG performance indicators.

Notes: 1. For general companies, Scope 2 emissions are derived from purchased electricity. As Taipower is an important domestic electricity provider, its Scope 2 emissions mainly arise from self-generated electricity.
2. For details on carbon fees, please refer to Section 1.4.3 Climate Change Risk and Opportunity Management, "In-Depth Review of Financial Impacts, Transition Risk: Adjustments in Policies and Regulations."
3. Gas infrastructure projects include the Tungshiao Power Plant Renewal and Expansion Project, the Datan Power Plant Gas-Fired Combined Cycle Unit Expansion Project, the Hsieh-ho Power Plant Renewal and Reconstruction Project, the Hsinta Power Plant Gas-Fired Unit Renewal and Reconstruction Project, the Taichung Power Plant New Gas-Fired Unit Project, the Tungshiao Power Plant Phase II Renewal and Reconstruction Project, the Talin Power Plant Gas-Fired Unit Renewal and Reconstruction Project, and the Taichung Power Plant Phase II New Gas-Fired Unit Project.

1.5 Sustainable Supply Chain

Taipower aims to become an outstanding and trustworthy world-class power utility group and continues to promote sustainable development, with supply chain management as an important area of management. As a state-owned enterprise, Taipower conducts procurement and supplier management in accordance with applicable regulations. Throughout the tendering, evaluation, contract fulfillment, and subsequent management processes, Taipower establishes corresponding management mechanisms based on the nature of services and materials provided by suppliers to ensure power supply security, procurement quality, and supply stability.

1.5.1 Supplier Management 2-6

To ensure power supply security and procurement quality, Taipower categorizes its suppliers by type into fuel suppliers, material and equipment suppliers, and electricity suppliers. Corresponding management mechanisms are established based on different supply characteristics to maintain the safe and stable operation of the power system.

Fuel Supplier Management

The main fuels used by Taipower include natural gas, coal, fuel oil, and nuclear fuel. To ensure a stable fuel supply and maintain flexibility in power dispatching, Taipower manages its fuel supply through mechanisms such as diversifying supply sources, signing long-term contracts, maintaining secure inventories, and managing transportation.

Stable Transportation and Supply

In 2025, Taipower transported approximately 5.40 million metric tons of coal using company-owned and long-term chartered vessels, maintaining a self-shipping ratio of approximately 27%. Through autonomous management of coal logistics, Taipower ensures stable fuel supply and dispatching. In 2025, the natural gas supply reached 13.60 million metric tons, equivalent to 18.388 billion cubic meters. The fuel oil supply reached 932,000 kiloliters, and the diesel supply reached 50,000 kiloliters.

Fuel Type	Natural Gas (LNG) 	Coal 	Fuel Oil 	Nuclear Fuel 
Diversification of Supply Sources	- All the natural gas required for Taipower's power generation is supplied by CPC Corporation, Taiwan, and Taipower continues to monitor CPC's supply sources. - CPC has signed long-term contracts with Qatar, Australia, the United States, Papua New Guinea, and other source countries. - For certain new generating units, Taipower plans to build its own LNG receiving terminals and procure LNG directly to enhance procurement autonomy.	Taipower sets an upper limit on the proportion of coal procured under long-term contracts from any single source country or individual supplier.	- Fuel oil is supplied by CPC Corporation, Taiwan through domestic refining or imports. - Qualified domestic diesel suppliers include CPC Corporation, Taiwan and Formosa Petrochemical Corporation. Diesel is currently supplied by CPC Corporation, Taiwan.	Nuclear fuel is sourced from two to three different suppliers to ensure diversification.
Long-Term Supply Contracts Taipower reduces procurement uncertainty and ensures stable supply by signing long-term contracts.	Taipower has signed long-term natural gas supply contracts with CPC Corporation, Taiwan, including a general supply agreement and a Datan contract.	Coal supply under long-term contracts accounts for 75% to 85%, with the remainder supplied through spot purchases.	- Fuel oil is supplied by CPC Corporation, Taiwan under long-term demand-based contracts. - Qualified domestic diesel suppliers include CPC Corporation, Taiwan and Formosa Petrochemical Corporation. Diesel is currently supplied by CPC Corporation, Taiwan under long-term demand-based contracts.	Upon assessment, it has been determined that there is no current need for uranium procurement. Long-term contracts have been signed for all nuclear fuel processing services.
Safety Stock	Taipower and CPC Corporation, Taiwan have established a Taipower-CPC Natural Gas Supply and Demand Coordination Mechanism and Early Warning System. Natural gas supply and demand coordination is conducted in close communication with CPC to ensure supply security.	- Coal stock must exceed 30 days of the previous year's average daily coal consumption as required by law. - In 2025, planning is based on 40 to 45 days of average daily use.	Appropriate operating inventories of fuel oil and diesel are maintained based on the supply and transportation conditions of each power plant.	One batch of nuclear fuel assemblies is maintained in stock for each nuclear power unit, with the final batch excluded from this requirement.



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• Fuel Procurement Policy

Natural Gas (LNG) Procurement

① Procurement Strategy and Supply Source Allocation

At present, all of the natural gas unloading, transmission, and storage facilities in Taiwan are owned by CPC Corporation, Taiwan, which is the sole domestic natural gas supplier. Therefore, all of the natural gas used by Taipower is supplied by CPC. To further enhance operational autonomy in natural gas procurement and to reduce power generation costs, Taipower has been promoting new and renewed gas-fired units. For certain new units, including Taichung Phase I and Phase II, Tungshiao Phase II, and Hsieh-ho, Taipower plans to build its own LNG receiving terminals and procure LNG directly, thereby diversifying its natural gas procurement sources.

② Energy Security Considerations

Taipower and CPC Corporation, Taiwan have established a Taipower-CPC Natural Gas Supply and Demand Coordination Mechanism and Early Warning System. The supply of natural gas and demand coordination are carried out through this mechanism, with Taipower maintaining close communication with CPC to ensure natural gas supply security.

Coal Procurement

To support coal procurement, Taipower established a cross-departmental Coal Procurement Review Task Force comprising members from internal departments, including materials, accounting, procurement, and legal affairs, as well as external experts in energy, economics, and legal affairs. The Task Force formulates flexible and diversified coal procurement strategies. Taipower has set upper proportional limits of 45% and 15% respectively on the planned annual procurement volumes of coal supplied under long-term contracts from each coal source country and supplier. This helps diversify supply sources, reduces supply chain risks, meets environmental requirements, and maintains reasonable procurement cost control.

Fuel Oil and Diesel Supply

For fuel oil, Taipower procures supplies from CPC Corporation, Taiwan. Diesel is procured through tendering from qualified domestic suppliers, including CPC Corporation, Taiwan and Formosa Petrochemical Corporation, both of which have supply capabilities and comply with applicable government regulations. The quality of procured fuel oil and diesel complies with relevant environmental requirements. In 2025, CPC Corporation, Taiwan won all bids and supplied both fuel oil and diesel.

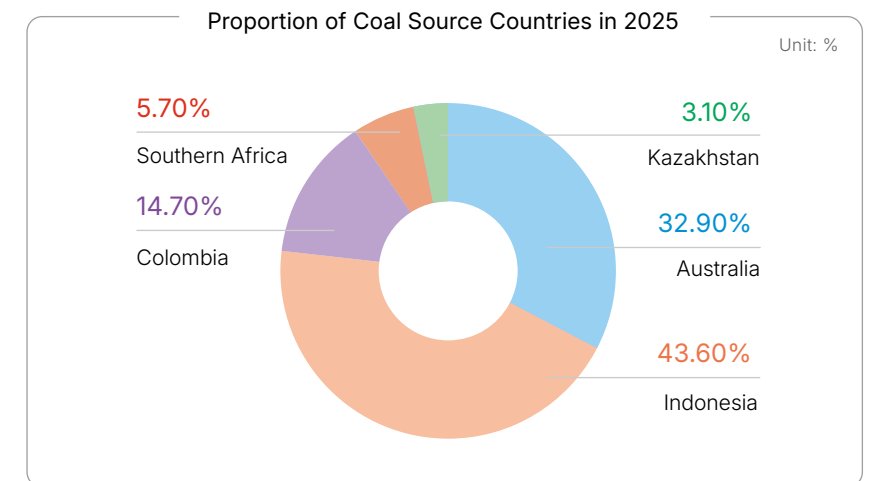
Each power plant maintains appropriate operating inventories of fuel oil and diesel based on its supply and transportation conditions to ensure ongoing plant operations and power supply security.

Nuclear Fuel Supply

Nuclear fuel procurement includes uranium purchases and three stages of processing services: conversion, enrichment, and fabrication. It has been determined that there is currently no need for additional uranium procurement, and procurement has been suspended. Nuclear fuel processing services continue to be handled through long-term contracts to ensure stability.

Fuel Supply Chain Risk Management and Response Mechanisms

To reduce the risk of fuel supply chain disruptions, Taipower strengthens its supply resilience through safety stock management and supply coordination mechanisms. In 2025, coal inventory planning was based on 40 to 45 days of average daily use. For natural gas, Taipower maintains close communication with CPC Corporation, Taiwan through the Taipower-CPC Natural Gas Supply and Demand Coordination Mechanism and Early Warning System to ensure supply security. For fuel oil and diesel, appropriate operating inventories are maintained based on the supply and transportation conditions of each power plant to ensure stable fuel supplies and the safe operation of the power system.



Materials and Equipment Supplier Management

To ensure the quality of power equipment and materials as well as power supply safety, Taipower has established management mechanisms for suppliers of materials and equipment through supplier qualification reviews, manufacturing capacity reviews, and supplier evaluation and audits.

• Supplier Review Standards

Taipower reviews bidders' qualifications and bidding documents in accordance with the Government Procurement Act and tender specifications. Where necessary, bidders may be asked to provide further explanations or clarifications to ensure legal compliance with procurement procedures and the adherence to the required quality.



• Supplier Manufacturing Capacity Reviews

Taipower has established the General Guidelines for both Manufacturing Capacity Reviews of Materials for Selective Tendering and the for Manufacturing Capacity Review, which serve as the basis for supplier manufacturing capacity reviews. Suppliers must first obtain a Certificate of Manufacturing Capacity before participating in selective tenders.

When applying for review, suppliers are required to provide documents such as equipment lists, quality management manuals, design drawings, and maintenance plans, and must pass relevant quality management system certifications to ensure contract performance capability, manufacturing quality, and safety.

The process for establishing the list of qualified suppliers of materials and equipment for selective tendering is as follows:

- 1 Regulations governing supplier manufacturing capacity reviews are announced on Taipower's corporate website.
- 2 Suppliers file applications for manufacturing capacity reviews.
- 3 Taipower conducts reviews in accordance with the Capability Review Guidelines.
- 4 Interim inspections are conducted in accordance with Taipower's material standards. If any inspection item fails to meet the standards, the supplier must make corrections and undergo re-inspection.

Taipower has also established Guidelines for Manufacturing Capacity Review and Qualified Supplier Management of Power Equipment and Materials to ensure equipment quality and to maintain power supply safety.

• Supplier Evaluations and Audits

Taipower conducts periodic re-evaluations of suppliers in accordance with relevant operating guidelines. Suppliers with Certificates of Manufacturing Capacity must complete re-evaluation before the expiration of their certificates, which are valid for up to three years, to maintain their qualified status.

In 2025, among 130 qualified suppliers for selective tenders, Taipower conducted re-evaluations of 45 suppliers, representing a re-evaluation ratio of 34.6%. Re-evaluation items included manufacturing capacity, quality management systems, manufacturing and inspection equipment, raw material sources, delivery performance over the past three years, and corrective measures for nonconformities. All reviewed suppliers met the relevant requirements. In addition, Taipower conducted interim inspections during production processes, with 306 on-site supplier audits completed in 2025.



ratio of **34.6%**

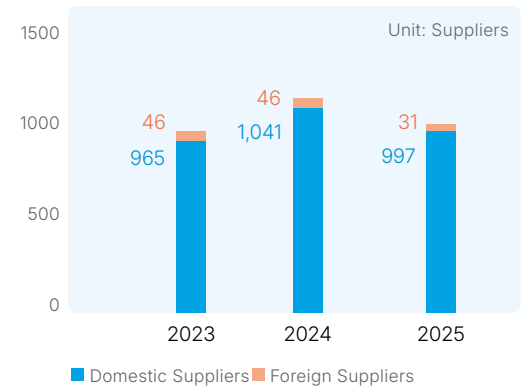
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• Local Procurement

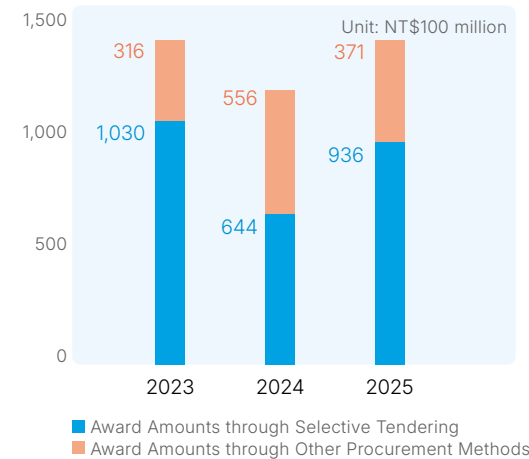
In 2025, Taipower processed a total of 2,376 property procurement cases, involving 1,028 suppliers, including 997 domestic suppliers and 31 foreign suppliers. The total awarded contract value for property procurement across the Company reached approximately NT\$130.7 billion, of which domestic procurement amounted to approximately NT\$113.0 billion, accounting for about 86% of the total.

By procurement method, selective tendering accounted for approximately NT\$93.6 billion, or about 72% of the total, with 68 contracted suppliers. Other procurement methods accounted for approximately NT\$37.1 billion, or about 28% of the total.

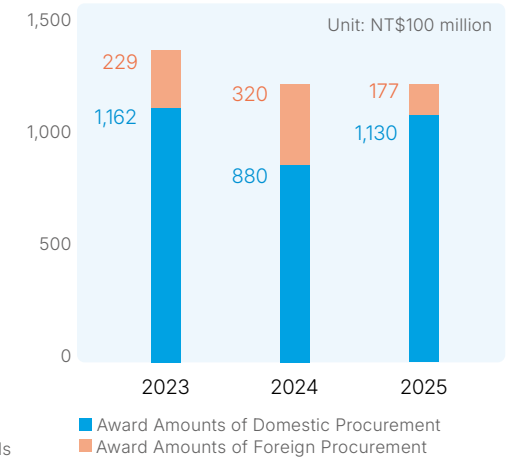
Number of Domestic and Foreign Suppliers



Awarded Contract Value for Domestic and Foreign Procurement



Awarded Contract Value for Domestic and Foreign Procurement



• Materials Supply Chain

Taipower has established a comprehensive materials supply chain management mechanism, covering material coding, supplier reviews, qualified supplier management, requisitions and procurements, acceptance, and logisticals operations. Taipower also continues to advance the digital transformation of its supply chain.

The Company has implemented systems such as ERP (Enterprise Resource Planning), SCM (Supply Chain Management), SPAS (Smart Procurement Assistant System), WMS (Warehouse Management System), and MTMS (Quality Traceability Management System).

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• Engineering and Equipment Procurement Management

All engineering and equipment procurement activities at Taipower are conducted in accordance with the Government Procurement Act and relevant tender documents.

Transmission and substation projects

Equipment procurement is generally conducted through selective tendering, together with a manufacturing capacity review system that establishes a list of qualified suppliers, ensuring equipment quality and stable supply.

Power plant and energy facility projects

Selective tendering is adopted based on project characteristics, with awards made through either the most advantageous tender or lowest tender approach.

Distribution projects

Open tendering is generally adopted, with awards made through either the lowest tender or lowest tender among qualified bidders, depending on the nature of the project.

Through standardized review procedures, contract reviews, contract fulfillment management, and construction quality supervision, Taipower ensures that projects are completed on schedule and at the required quality. In response to recent geopolitical developments and supply risks in the heavy electrical equipment market, Taipower also initiates procurements in advance and communicates on delivery schedules with suppliers to reduce the risk of supply delays.

• Contract Fulfillment Management and Supplier Cooperation Mechanisms

During the contract fulfillment stage, Taipower uses contract management, progress control, and defect improvement mechanisms to ensure that contractors perform in accordance with contractual requirements. Contracts include performance bonds, warranties, and penalty clauses for non-compliance. Through contract document reviews and construction quality supervision, Taipower ensures that project quality meets contractual requirements and that projects are completed on schedule.

Electricity Supplier Management

To ensure power supply reliability and promote economic development, the government opened the power generation sector to private producers, with Taipower's avoidable costs serving as a pricing reference for power purchases from these suppliers. Prior to 2016, power procurement from Independent Power Producers (IPPs) was conducted in accordance with announcements issued by the Ministry of Economic Affairs (MOEA), which reviewed supplier qualifications. Qualified IPPs then entered into contracts with Taipower through competitive bidding or at announced prices.

Following the amendment of the Electricity Act in January 2017, the MOEA no longer announced private power generation programs. Taipower now assesses power supply needs based on the total supply capacity announced by the electricity industry's regulatory authority. If power purchases are required, Taipower conducts open tendering in accordance with the Government Procurement Act, including the setting of base prices, public briefings, qualification reviews, and price negotiation or bidding procedures before contract award.

Cogeneration and renewable energy purchases follow the Enforcement Rules of the Cogeneration System and the Renewable Energy Development Act. Taipower is legally required to purchase electricity under these mechanisms, which are exempt from tendering under the Government Procurement Act.

As of the end of 2025, Taipower had signed power purchase agreements with 9 IPPs, 48 cogeneration providers, and 70,101 renewable energy installations, including solar, wind, hydropower, and others. Total power purchased from external sources in 2025 reached 84.4 billion kWh.

1.5.2 Promoting a Sustainable Supply Chain

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Supply Chain Management Mechanisms

To ensure material quality, power supply safety, and procurement efficiency, all procurement activities at Taipower are conducted in accordance with the Government Procurement Act. Procurement documents incorporate requirements related to human rights, environmental protection, occupational safety and health, and labor rights as basic standards for suppliers.

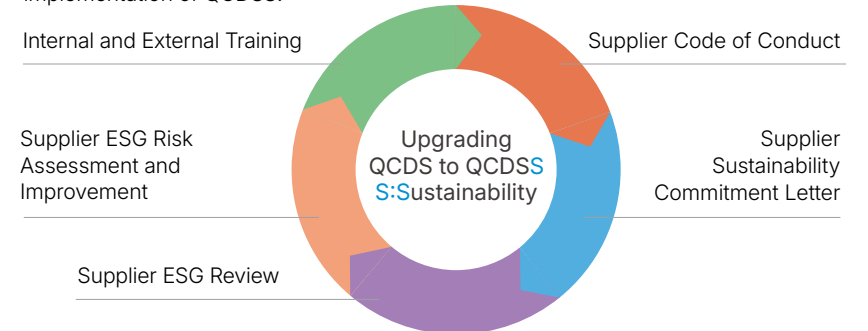
In supplier management, Taipower uses quality, cost, delivery, and service (QCDS) as its core management framework. With reference to the ISO 9001 quality management system, Taipower integrates supplier evaluations, re-evaluations, interim inspections, and defect feedback mechanisms to ensure the quality and stable supply of power equipment and materials.

To promote a sustainable supply chains and enhance supply chain resilience, Taipower continues to develop its Supply Chain Management (SCM) platform and promote digital supply chain collaboration, including supply chain financing. Since 2023, Taipower has gradually introduced supplier ESG reviews to strengthen supply chain management from environmental, social, and governance perspectives.

• Supplier ESG Review

Building on its existing supplier management system based on QCDS, Taipower has introduced sustainability (S) into its supplier management. The Company has established a Code of Conduct for Material Suppliers and a Sustainability Commitment Letter, requiring suppliers to comply with standards related to environmental protection, occupational safety and health, labor rights, and human rights.

Through ESG risk identification, action item assessment, and implementation progress management across the supply chain, Taipower is gradually strengthening its ESG management of suppliers. Taipower also works with suppliers to promote carbon reduction, waste reduction, and improvements in labor conditions, thereby enhancing supply chain resilience and adaptability. These efforts support the gradual establishment of a sustainable supply chain management system and the implementation of QCDS.



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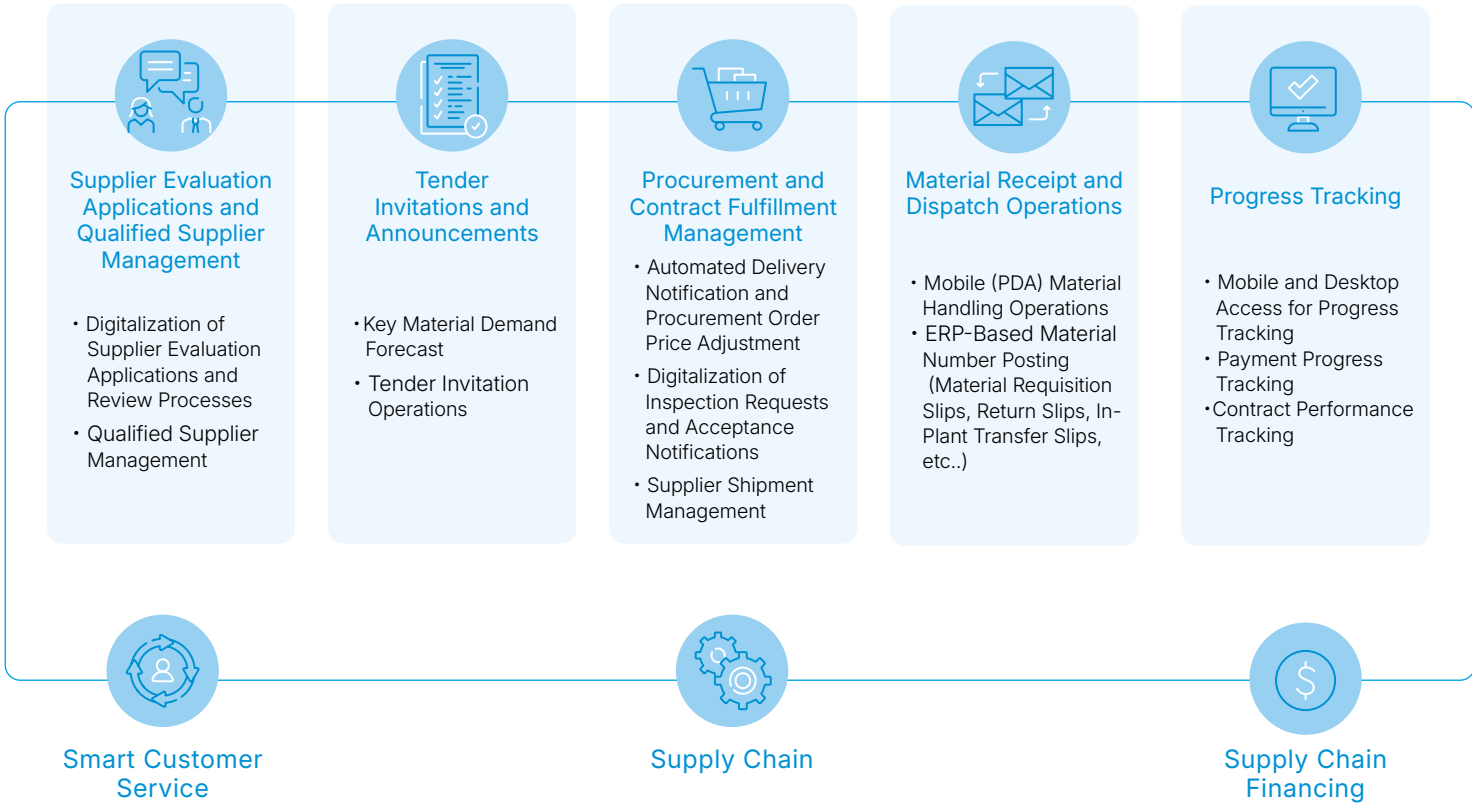
The Supply Chain Management (SCM) Platform

Taipower has established a Supply Chain Management (SCM) platform and continues to promote the digitalization of materials supply chain operations. The platform supports supplier evaluation applications, tender invitation operations and procurement announcements, procurement and contract fulfillment management, mobile material receiving and dispatch operations, progress inquiries, and other functions. It is also integrated with ERP system data to streamline certain delivery and contract fulfillment processes.

The function of the SCM system are continually enhanced. For example, supplier evaluation applications were transferred to the Quality Traceability Management System (MTMS) in 2025 to improve quality traceability and management efficiency.

The SCM platform operates on a user-pays model. From 2021 to 2025, the platform collected approximately NT\$14 million in information service fees, mainly from suppliers. Banks participating in digital supply chain collaboration are also required to pay information service fees. These efforts are gradually forming a supply chain value ecosystem that integrates procurement, contract fulfillment, and financial services.

Establishing a Cloud-Based Supply Chain Collaboration Platform that Integrates Procurement, Contract Fulfillment, and Materials Management Operations



• Digital Supply Chain Collaboration (Supply Chain Financing)

Some power equipment procurement is conducted through open contracts with longer contract periods. Suppliers are required to bear higher raw material costs and do not receive advance payments, resulting in greater funding pressure. To help suppliers improve cash flow, Taipower has cooperated with banks since 2022 to promote a digital supply chain collaboration mechanism.

Through API integration, Taipower provides supplier contract fulfillment information to banks, enabling banks to understand suppliers' actual performance and conduct credit evaluations. This reduces financing risks and creates a more supplier-friendly financing environment.

As of 2025, six banks had signed digital supply chain collaboration agreements with Taipower. A total of 20 supply chain financing cases had been completed, with financing of approximately NT\$5.8 billion. Cumulative information service fees collected amounted to NT\$131,012.

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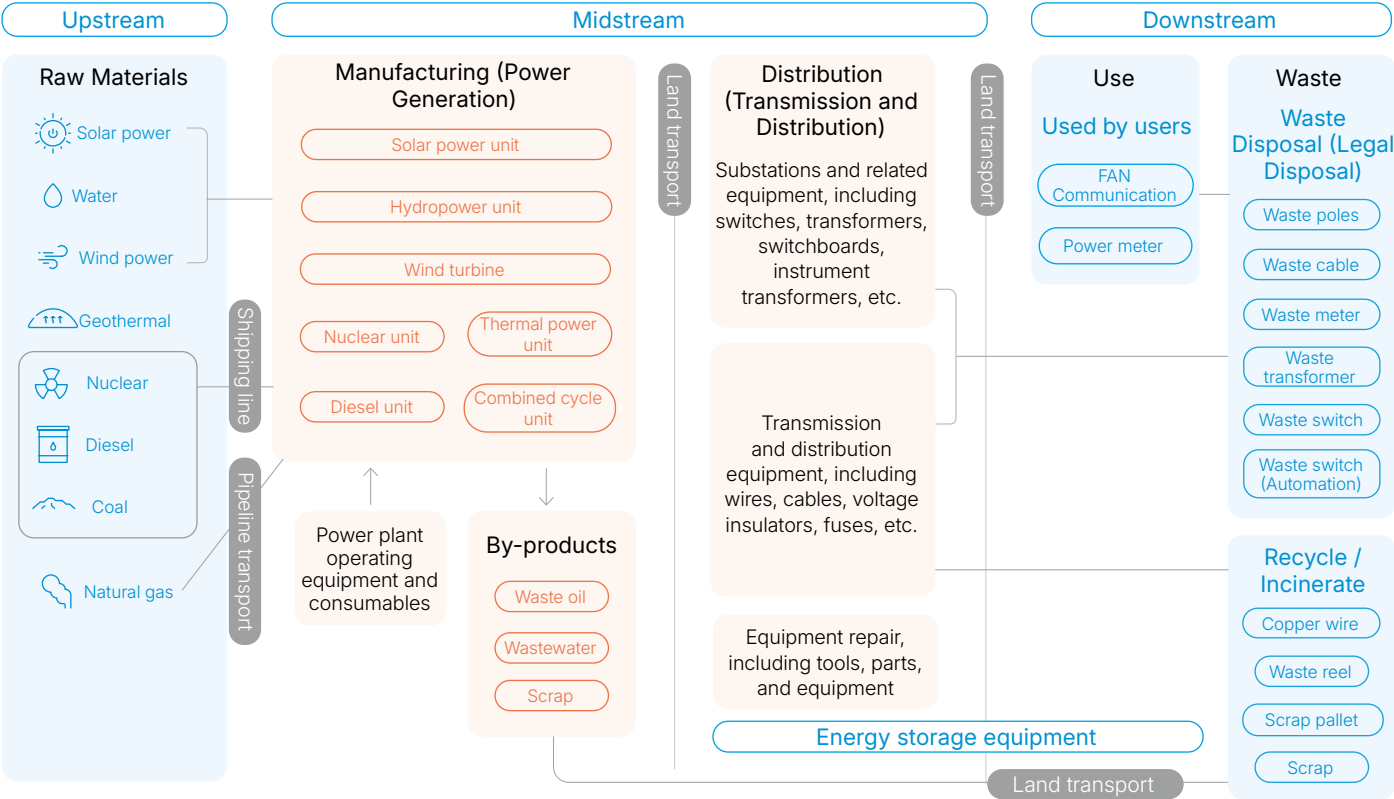
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Supply Chain Management for Major Materials

Taipower primarily handles midstream power generation, transmission, and distribution in the power system supply chain, and also provides services and maintenance during the downstream user use stage. Company-level materials are mainly used for equipment required in midstream transmission and distribution and downstream user use. The Materials Department is primarily responsible for procuring relevant equipment and products and ensuring that their quality and specifications meet Taipower's requirements.

To facilitate categorized management, Taipower classifies procurement items by function and, with reference to Taiwan's industrial classification and SASB standards, divides company-level materials into seven categories and three groups. Taipower also refers to the 2023 Dow Jones Sustainability Indices (DJSI) supply chain management questionnaire to identify major suppliers.



Materials Supply Chain Management Indicators and Performance

To strengthen the sustainability management of material suppliers, Taipower refers to the spirit of ISO 20400 Sustainable Procurement: Guidance to identify major sustainability issues related to material suppliers and propose corresponding management requirements based on the results. Major sustainability issues cover corporate governance, labor standards, environmental issues, including climate change, fair operating practices, consumer rights, including quality management, and community engagement and development.

☑ : Material

Issue / Category	Transformers and Inverters	Electrical Control Equipment and Materials	Metal Materials	Cables	Telecommunications and Communication Equipment
Corporate Governance	☑				☑
Labor Standards	☑	☑		☑	
Environmental Issues, Including Climate Change	☑		☑	☑	
Fair Operating Practices	☑	☑			
Consumer Rights, Including Quality Management	☑	☑		☑	☑
Community Engagement and Development					☑

Note: Supplier categories not listed were not identified as categories with material sustainability issues.

Material Supply Chain Management Indicators and Performance

• Promoting a Sustainable Supply Chain Management System

Taipower implemented a Sustainable Supply Chain Management Promotion project, for which the contract was awarded on May 16, 2025. The Company also established Materials Department Guidelines for Sustainable Supply Chain Management to build a sustainability management system for material suppliers and support the future expansion of related practices.

• Cultivating Sustainability Management Talent

Taipower established a Sustainability Seed Team. With consultant support, the team introduced international sustainability trends, supply chain sustainability risk assessment methodologies, and digital platform applications. In 2025, Taipower held five training sessions and accumulated practical experience through participation in supplier sustainability reviews, gradually advancing the sustainability review mechanism and knowledge transfer.

• Deepening Supplier Engagement and Exchange

On October 23, 2025, Taipower held a 2025 Supplier Conference under the theme "Connecting Partner Strength to Drive Digital and Sustainable Transformation." A total of 81 suppliers registered for the event, with nearly 200 participants. Six banks participating in supply chain digital collaboration and Deloitte Taiwan were also invited to set up booths for exchange. Through sessions on sustainable supply chain management trends, Taipower's sustainability management practices, green finance, and sustainable integrity governance, the event helped suppliers stay informed of the latest sustainability developments. Taipower also presented awards for outstanding sustainability performance and participation in supply chain digital collaboration for the first time.

• Expanding the Supplier ESG Review Mechanism

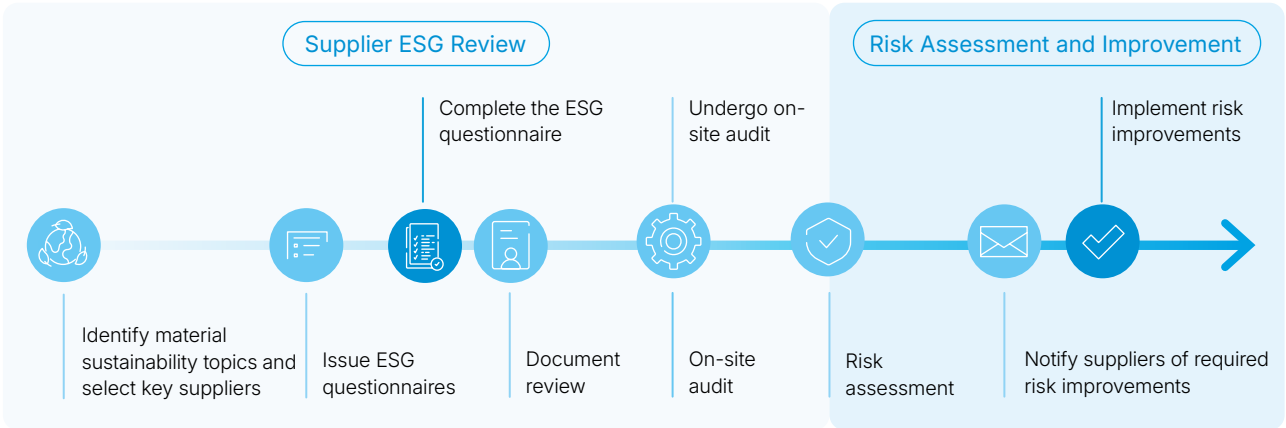
Starting in 2025, Taipower expanded its ESG reviews for qualified suppliers under selective tendering for power equipment and materials. The reviews identified major sustainability issues across the supply chain and selected 30 major suppliers for assessment. A total of 117 supplier questionnaires were issued, with 98 self-assessment questionnaires and 72 carbon disclosure questionnaires returned. Taipower also completed document reviews and on-site audits of 20 major suppliers.



Suppliers



Taipower



• Establishing a Supply Chain Sustainability Risk Management Mechanism

Based on the sustainability review results, Taipower conducts supplier risk assessments. High-risk suppliers are required to submit improvement plans, and Taipower continues to track their improvement progress. Suppliers identified as high-risk in the previous year are also included in the priority review list for the following year to continuously reduce sustainability risks in the supply chain.

• Promoting Green Procurement

To support the government's green procurement policy, Taipower has gradually incorporated environmentally friendly procurement principles into its procurement practices, giving priority to products and services with energy-saving, water-saving, or environmental labels. In 2025, green procurement considerations were incorporated into engineering, property, and service procurement cases handled by the Department of Transmission and Substation Projects. The related procurement amounts are as follows:

Looking ahead, Taipower will continue to increase its proportion of green procurement and promote low-carbon and environmentally friendly procurement models together with suppliers through supply chain management and ESG review mechanisms.

Item	Engineering	Property	Services
Procurement Amount (NT\$100 million)	355.57	191.82	31.19
Green Procurement Amount (NT\$ thousand)	14,982	31,676	53

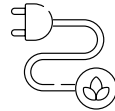
2 Provider of Sustainable Power

Suitable for the following stakeholders

Shareholders, Board of Directors, Employees, Partners, Government Agencies, Elected Representatives, Media, Users, and Residents.

A stable electricity supply is vital to people's livelihoods, industrial development, and overall economic growth. Taipower has long been responsible for ensuring a stable power supply across Taiwan, thereby providing critical support for national development. As the energy transition continues and the share of renewable energy gradually increases, the power system faces greater challenges in balancing supply and demand and dispatch management.

In response to the energy transition and changing power supply needs, Taipower actively develops diversified energy sources and continues to strengthen power system resilience through three major transitional directions: developing renewable energy, promoting low-carbon gas-fired power, and retiring coal-fired units while converting them to emergency reserve or renewal arrangements. At the same time, through unit renewal, low-carbon power development, enhanced reliability of generation, transmission, and distribution, and improved dispatch management, Taipower supports energy transition goals while maintaining power supply stability, corporate operational capabilities, and overall competitiveness.


37%

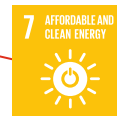
In 2025, renewable energy accounted for 37% of installed capacity in the Taipower system.


48.73%

The gross thermal efficiency of all thermal power plants continued to improve, increasing from 47.37% in 2024 to 48.73% in 2025.


37.16%

In 2025, 123 projects under the Grid Resilience Enhancement Program were completed, with a progress rate of 37.16%.



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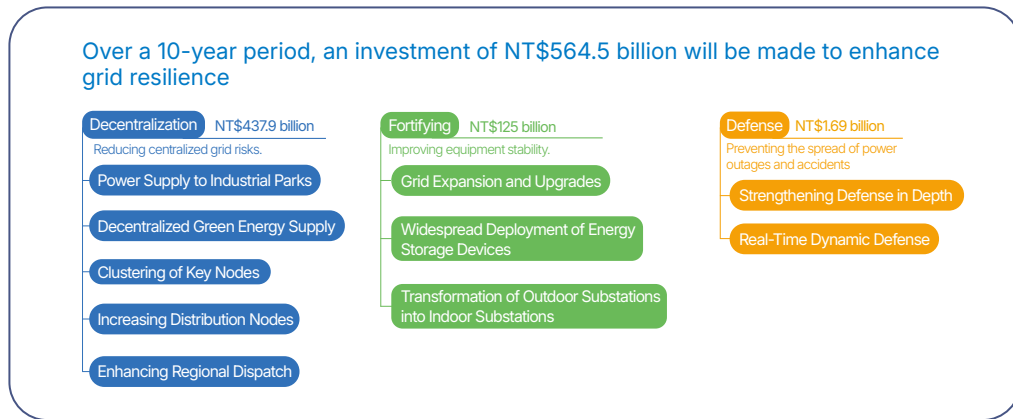
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2.1 Building Resilient Electricity

2.1.1 Strengthening Power Grid Resilience and Implementation Results

Grid Resilience Enhancement Program

To address the challenges of the energy transition, extreme weather, and large-scale renewable energy grid integration, Taipower is promoting a Grid Resilience Enhancement Program with the goal of moving toward net-zero emissions in the power sector by 2050. Through strategies such as grid decentralization, grid reinforcement, and system defense capability enhancement, Taipower aims to build a power system with both regional resilience and national integration capacity, reduce risks associated with grid concentration, and improve power supply reliability. The program covers three major pillars and ten focus areas, with a total investment of approximately NT\$564.5 billion. In addition, eight sub-projects were approved by the Executive Yuan under the Phase I Grid Resilience Enhancement Special Project on September 23, 2023, and related projects are continuing to move forward.



Grid Planning Principles

To ensure the long-term stable operation of the power system, Taipower conducts grid planning in accordance with the Transmission System Planning Criteria. The core objectives are to ensure the stability and reliability of the power system.

- **Stability:** Maintain stable voltage and frequency to ensure power quality for users.
- **Reliability:** Maintain system operations and prevent widespread outages in the event of sudden system failures.

While balancing power supply reliability and investment efficiency, Taipower carries out overall grid design in accordance with the Transmission System Planning Criteria to provide a technical foundation for enhancing grid resilience and reliability.

Transmission System Enhancement Measures

In response to governmental and public expectations of a stable power supply, Taipower continues to promote transmission system enhancement projects, including:

	Power plant grouping design	Key power plants adopting a grouped design, with two 345 kV double-circuit lines or two 345 kV circuits supported by 161 kV lines, to enhance system backup capability.
	Grid improvement projects	Taipower continues to implement grid improvement and equipment renewal projects to reduce equipment overload risks and improve power supply reliability.
	Equipment enhancement in geologically sensitive areas	Safety assessments are conducted for 345kV towers located in geologically sensitive areas, with reinforcement, relocation, or reconstruction carried out where necessary.
	Capacity enhancement of extra-high-voltage trunk lines	Taipower strengthens its north-south 345kV extra-high-voltage trunk lines by replacing standard conductors with high-capacity conductors in congested power flow sections and reinforcing tower strength, thereby enhancing grid integration capacity.

To meet the challenges of large-scale renewable energy grid integration, Taipower is also planning projects to expand grid connection capacity for solar and offshore wind power with 9 substations and 10 transmission lines, and 7 substations and 7 transmission lines respectively. Through the construction of new extra-high-voltage substations and long-distance transmission lines, renewable energy can be delivered to major load centers, improving renewable energy utilization efficiency and reducing the risks associated with power source concentration.

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Implementation Results

As of December 2025, 123 related projects had been completed. The planned progress rate was 36.25%, while the actual progress rate reached 37.16%. Representative projects completed in 2025 covered Decentralized Green Energy Supply, Clustering of Key Nodes, Increasing Distribution Nodes, and Grid Expansion and Upgrades. Key results include:

	projects completed 123	Progress reached 37.16%
Decentralized Green Energy Supply	Completed 19 projects, including the 161 kV Qigu-Nanke double-circuit line, the Zhanggong E/S, the Yongxing and Zhangpi S/Ys, the Yiwulu R/S's outdoor modularization, and the Makong D/S's preliminary grid connection site..	
Clustering of Key Nodes	Completed one project, including the expansion of Nanke E/S.	
Increasing Distribution Nodes	The Daan extra-high-voltage substation and related line construction project has reached an actual progress rate of 96% and is expected to be completed in 2026.	
Grid Expansion and Upgrades	Completed one project the 161 kV power supply systems for the Beishi, Dounan, Hujing, and Huke D/Ss.	

Short-, Medium-, and Long-Term Planning

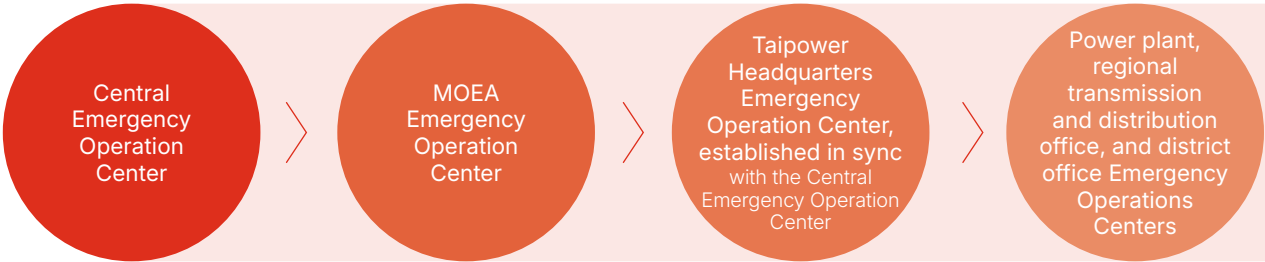
In accordance with the instruction given by the President at the first meeting of the Presidential Office National Climate Change Committee on August 8, 2024, key regional and livelihood-related projects under the original 10-year Grid Resilience Enhancement Program should be prioritized for completion by 2028. Accordingly, in the short-term, Taipower will prioritize projects that will reduce outages, accelerate power restoration, stabilize power supply to industrial parks, and improve supply bottlenecks. In the medium to long term, Taipower will continue to enhance the overall strength of the power grid through decentralizing, fortifying, and defense projects. These efforts aim to reduce the occurrence and spread of power outages and ensure the long-term stability of the power system.

2.1.2 Improving Dispatch and Adaptation Capabilities

203-1

Strengthening Disaster Prevention Preparedness and Recovery Capabilities

Natural disasters and major incidents are key challenges to power system operations. To reduce the impacts of typhoons, heavy rainfall, earthquakes, and other extreme weather or abnormal events on the power supply system, Taipower has established disaster prevention and emergency response systems. For distribution, transmission and substations, thermal power, hydropower, and nuclear power facilities, Taipower has also established corresponding safety management, monitoring, reporting, and response mechanisms based on each facility's respective characteristics. Through institutionalized management, routine preparedness, and rapid emergency response drills, Taipower ensures that response actions can be deployed promptly when incidents occur, reducing impacts on electricity availability to the public and industries. In terms of routine preparedness, Taipower has established disaster prevention operating procedures and regularly conducts disaster rapid reporting training and unannounced drills to enhance the disaster response capabilities of district offices. Before disasters occur, Taipower conducts risk assessments based on forecast information from the Central Weather Administration and deploys personnel and equipment in advance. During disasters, district offices immediately activate disaster response centers and accelerate power restoration and resource dispatching through cross-regional support mechanisms and forward command posts. Taipower also provides real-time information on outages, restoration and repair progress through multiple channels, including its official website, the Taiwan Power App, the 1911 customer service hotline, and press releases, thereby enhancing information transparency and strengthening public awareness of disaster prevention.



◀ In response to the impacts of extreme weather and rising electricity demand, Taipower has pursued a Grid Resilience Enhancement Program in recent years to comprehensively strengthen the grid's response capability in the event of unexpected incidents.

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Taipower Disaster Rescue and Reconstruction Management Mechanism

Execution Timing	Management Strategy and Improvement Measures	Responsible Units
Twice a year	Hold Disaster Prevention and Review Meetings for the Non-Flood Season in January and April to review disaster prevention deficiencies, establish annual disaster prevention plans, and confirm the disaster response organization and command and dispatch system.	All district offices
Once a year	Inventory repair manpower, vehicles, and equipment at all district offices and contractors, and conduct disaster prevention communication, education, training, and drills.	Department of Distribution, all district offices
Before the flood season each year	Assess potential locations for forward command posts in advance and prepare related equipment.	All district offices
Before typhoons	1.Convene typhoon preparedness meetings. District offices formulate typhoon response plans based on government forecast information, assess areas that may become isolated, and deploy personnel, machinery, materials, and equipment in advance. 2.The Department of Distribution assesses disaster risks based on forecast information from the Central Weather Administration and dispatches personnel to high-risk areas in advance to accelerate power restoration.	Department of Distribution, all district offices
During disasters	1.District offices establish disaster response centers and mobilize repair personnel. If power restoration does not reach 95% within two days after a typhoon, cross-regional manpower and equipment support is activated. 2.Forward command posts are established depending on disaster severity, with personnel from the Department of Distribution stationed on site to coordinate resources and repair operations.	Department of Distribution, all district offices
Year round	Strengthen distribution system disaster reporting and communication mechanisms, regularly conduct education and training on emergency reporting for various disasters and emergency incidents, and implement unannounced inspections to improve the timeliness of disaster reporting.	Department of Distribution

Distribution Incident Response and Power Restoration Mechanism

For potential incidents, natural disasters, and outages in the distribution system, Taipower has established a comprehensive incident reporting and response mechanism. Standardized procedures are in place from incident detection and resource dispatch to power restoration so that rapid repairs and accelerated restoration of electricity supply are possible when incidents occur.



• Emergency Handling and Reporting Mechanism

Taipower has established a tiered emergency response system. During normal operations, equipment inspections and preventive maintenance are conducted to reduce incident risks. When an incident occurs, the response mechanism is activated immediately, with unified command and dispatch. To improve incident awareness and response efficiency, Taipower has introduced digital incident reporting and assessment systems, including:

- 1 Multiple reporting channels: Incident information is integrated through the 1911 customer service hotline, public reports, and the Outage Management System (OMS).
- 2 Smart incident detection: The Advanced Distribution Automation System (ADAS) and AMI smart meters provide real-time outage signals, enabling dispatch centers to quickly identify outage areas and dispatch personnel for inspection and repair.

• Cross-Regional Repair and Resource Dispatch

To improve repair efficiency, Taipower has established cross-regional support and resource dispatch mechanisms. Headquarters coordinates manpower, vehicles, and equipment among district offices, and forward command posts are established depending on disaster severity to monitor damage and dispatch repair resources in real time.

• Power Restoration Priority Principles

To restore social operations and residential electricity use in the shortest possible time, Taipower conducts power restoration according to the following principles:

- 1 Restoration sequence: Repairs are carried out in the order of supply hub substations, trunk lines, branch lines, and scattered users.
- 2 Priority for important users: Power supply is restored first for critical infrastructure, such as water treatment plants and communication centers, as well as medical institutions and disaster prevention centers.

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Strengthening Safety Management of Transmission and Substation Equipment

To reduce equipment failures and incident risks, Taipower continues to strengthen the safety management of transmission and substation equipment. Through equipment maintenance, risk control, and talent training, Taipower ensures stable grid operations and improves power supply reliability.



Substation Equipment Safety Management

- **Equipment preparation and maintenance:** Regular equipment inspections and maintenance are conducted in accordance with the Substation Equipment Maintenance Manual for Power Supply Units and original equipment manufacturer manuals.
- **Routine inspections and defect handling:** Conduct monthly patrols and routine inspections of substation equipment to identify and improve equipment weaknesses in advance.



Transmission Equipment Safety Management

- Conduct transmission line maintenance in accordance with the Transmission Line Maintenance Guidelines to ensure power supply safety and quality.
- Hold quarterly project management meetings on lightning damage, salt contamination, and underground cable incident prevention, and track implementation through monthly inspections.



Equipment Monitoring and Digital Management

- Establish a substation equipment asset database and substation asset management system to digitally arrange maintenance schedules.
- Monitor equipment operating conditions through equipment data comparison and analysis.



On-Site Operational Safety Management

- The Risk Control Center promotes risk management before, during, and after operations to reduce human error and incident risks.
- Establish a three-tier and five-level risk identification and control procedure, and review major operation and maintenance risks through daily stable power supply meetings and regular risk control meetings.



Talent Training

- Incorporate risk identification and response capability assessment into the selection and training of power supply system supervisors.
- Conduct regular safety and technical education and training to improve professional capabilities and safety awareness

Emergency Incident Response Policies and Guidelines

In accordance with the MOEA Transmission Line Disaster Prevention and Response Business Plan, and in coordination with the Transmission and Substation Equipment Incident Handling Procedures and the Guidelines for Handling Contingency Operations of power supply units, Taipower has established systems for incident reporting, emergency response, and incident review to ensure rapid handling when incidents occur and reduce impacts on the power supply system.



1 During the Incident

- Activate incident reporting and emergency response mechanisms in accordance with operating procedures, and establish an emergency response team and troubleshooting task force.
- Inspect the incident site and carry out emergency handling to prevent the disaster from expanding and reduce impacts on power supply.



2 After the Incident

- Investigate equipment abnormalities, analyze root causes, and submit incident review reports.
- Convene dedicated review meetings to conduct comprehensive reviews of vulnerable equipment and establish improvement plans.



3 Incident Review and Accountability

- Review relevant responsibilities and propose improvement measures in accordance with Taipower's personnel reward and penalty guidelines to prevent similar incidents from recurring.



4 Project Scheduling and Progress Management

- Establish work schedules during the project planning stage and conduct regular control through project meetings.
- Hold coordination meetings before construction and conduct occupational safety communication. For outage-related projects, construction risks are also assessed.
- If progress is affected by contracting, materials, acceptance, or occupational safety incidents, project schedules are adjusted on a rolling basis through project meetings.
- If work suspension occurs due to an occupational safety incident, Taipower cooperates with the investigation and adjusts subsequent project progress. Assistance from the competent authority is requested when necessary.



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Nuclear Safety and Incident Preparedness Mechanism

To ensure the safety of nuclear power plant operations and decommissioning activities, Taipower upholds the concept of Defense in Depth and establishes multiple layers of protection during the design, construction, and operation stages. Taipower also conducts systematic assessments of natural hazards such as earthquakes, tsunamis, typhoons, and floods. Through multiple physical barriers and redundant safety systems, Taipower ensures the capability for safe shutdown and risk control under various abnormal scenarios.

• Defense in Depth Mechanism

Based on the principles of Defense in Depth, Taipower has established four lines of defense as follows:

1 Prevention

- Design protective mechanisms against natural hazards such as earthquakes, floods, strong winds, and external fires.
- Assess the impacts of compound events, such as earthquakes triggering fires or floods.

2 Mitigation

Install protective systems and equipment to reduce the impact of incidents and enable rapid response.

3 Emergency Preparedness

- Ensure sufficient protective measures are in place to safeguard public safety in the event of radioactive release.
- Take appropriate actions to reduce radiation exposure risks.

4 Strategy

- Establish guidelines for extreme incident response.
- Strengthen operating procedures and response capabilities based on lessons learned from the Fukushima incident.
- Follow emergency operating procedures and severe accident management guidelines to ensure robust response mechanisms.

• Nuclear Accident Classification and Management System

In accordance with the Nuclear Accident Emergency Response Act, Taipower classifies nuclear accidents into Emergency Alert, Plant Emergency, and General Emergency categories, and has established reporting, response, and public protection mechanisms accordingly to reduce impacts on individuals, the environment, and society. The three levels of nuclear accident are defined by their potential impacts:

Emergency Alert

A significant degradation in the safety condition of the reactor facility has occurred or is likely to occur. Public protective actions are not yet required.

Plant Emergency

A major failure in the safety functions of the reactor facility has occurred or is likely to occur. Public protective actions may be required.

General Emergency

Severe core degradation or meltdown has occurred, or is likely to occur, and may compromise containment integrity. Public protective actions must be implemented.

• Nuclear Safety Management and Response Mechanism

Taipower has established a comprehensive nuclear accident emergency response system and carries out safety analysis, assessment, review, licensing, safety regulation, audits, and nuclear engineering quality related work for nuclear power plants. Through project audits, Taipower identifies potential issues and provides recommendations for improvement to power plants to enhance safe operating performance. With reference to performance-based regulatory practices that have been adopted overseas, Taipower not only corrects nonconformities, but also uses scenario assessments to eliminate related causes. The Company continuously monitors developments in the United States nuclear industry and appropriately introduces relevant systems to enhance the safety of nuclear operations and decommissioning. For emergency responses to incidents, Taipower follows the current seismic and tsunami design bases of each nuclear power plant, as well as emergency operating procedures and severe accident management guidelines, to ensure safe unit shutdown. For compound disasters beyond the design basis, Taipower has formulated unit-specific major accident strategy guidelines as the basis for decision-making and operations during severe accidents, and as the standards for personnel training and drills during normal times.

In addition, Taipower is a member of the Nuclear Procurement Issues Committee (NUPIC). Through participation in joint audits and regular meetings, Taipower obtains audit information on suppliers of nuclear-grade equipment and equivalent items. This serves as the basis for establishing a list of qualified suppliers for nuclear safety-related equipment, ensuring equipment and component quality and safety, and stabilizing the supply sources of spare parts for safety-related equipment at nuclear power plants.

• Actual Drill Performance

In 2025, all 46 safety performance indicators for the six decommissioning units at the First, Second, and Third Nuclear Power Plants remained green throughout the year, indicating no safety concerns and showing that nuclear facilities maintained stable and safe management during both operation and decommissioning. Each nuclear power plant conducts at least one emergency response plan exercise every year which includes both nuclear safety drills and in plant drills. These drills involve central and local governments, the military, police, and medical institutions to strengthen cross-agency coordination and response capabilities.

In 2025, Nuclear Safety Drill No. 31 was conducted at the Third Nuclear Power Plant, while the First and Second Nuclear Power Plants each conducted on-site response drills. Expert and academic assessment panels were formed to evaluate the drills and continuously improve response mechanisms. Looking ahead, Taipower will continue to improve the safety management quality of nuclear facilities at all stages through standardized indicators and institutionalized supervision, ensuring long-term safety and stability.

2.2 Improving Power Supply Stability

2.2.1 Stable Power Generation System

Stable Power Supply Overview

As electricity demand in Taiwan continues to grow, Taipower remains committed to ensuring a stable power supply. Through the commissioning of new units, renewable energy grid integration, time-of-use pricing, demand response, and evening peak response measures, Taipower ensures that the peak reserve margin remains above 8 percent. The Company also continues to refine dispatch strategies for conventional units to enhance overall power supply stability. The net amount and composition of power generated and purchased, the average availability rates of generating units, and the availability rates of nuclear power units over the past three years provide important references for observing power supply capability and power source trends.

Taipower also continues to strengthen its power supply stability through power generation operations, risk management, and power system management. Key actions include unit maintenance, reserve dispatch, fuel preparedness, disaster response, and power quality management to enhance system operation reliability and power supply resilience.

• Power Generation Operations Management

- ① Equipment maintenance and unit management: Implement preventive maintenance and regular inspections, improve weak points in generating units, and strengthen annual overhaul management and standard operating procedures to enhance unit availability.
- ② Unit dispatch and reserve management: Refine unit dispatch strategies and reserve capacity allocation to ensure that power supply capability meets system demand at all times.
- ③ Fuel and operational resilience: Strengthen fuel supply dispatch, transportation and storage facilities, and spare parts preparedness to reduce supply risks and enhance power plant operational resilience.
- ④ Smart maintenance and efficiency improvement: Introduce smart inspection technologies such as robotic internal inspection vehicles (RIV), together with pre-overhaul preparation and technical knowledge transfer mechanisms to improve maintenance efficiency and quality.

• Power Supply Risk Control and Response Mechanisms

- ① Continue to conduct operational risk inventories and monitoring.
- ② Establish disaster response mechanisms and conduct regular drills to strengthen incident response capabilities.
- ③ Establish a task force for power quality improvement and a user communication mechanism to promptly identify and improve power supply issues.
- ④ For key electricity consumption areas such as industrial parks and export processing zones, continue to conduct line inspections and anomaly improvement, while strengthening communication, responding to feedback, and improving power supply service quality through user service mechanisms and major user forums.

Structure and Percentage of Power Generated and Purchased

	2023		2024		2025	
	Amount	Percentage	Amount	Percentage	Amount	Percentage
Amount of Power Generated	1,745	71.1%	1,721	68.4%	1,681	66.6%
Self-owned Energy Storage, including Pumped Storage and Batteries	30	1.2%	31	1.2%	31	1.2%
Thermal	1,497	61.0%	1,524	60.6%	1,565	62.0%
Nuclear	172	7.0%	117	4.6%	31	1.2%
Renewable Energy	46	1.9%	49	1.9%	54	2.1%
Purchased Power	710 ^{Note}	28.9%	794 ^{Note}	31.6%	844	33.4%
Privately Owned Thermal	453	18.5%	480	19.1%	487	19.3%
Renewable Energy	197	8.0%	251	10.0%	266	10.5%
Cogeneration	59	2.4%	59	2.4%	84	3.3%
Purchased Power from Energy Storage, Battery	0	0%	3	0.1%	7	0.3%
Net Power Generated and Purchased	2,455	100.0%	2,514	100.0%	2,524 ^{Note}	100.0%

Note: Figures may not add up to totals due to rounding. No rounding adjustment has been made.

Average Availability Rates for Power
Generating Units

Unit: %

Unit Group		Energy Type	2023	2024	2025
Thermal Power	Steam	Coal	85.79	86.52	83.93
		Oil	86.19	94.29	94.89
		LNG	90.40	90.32	99.63
	Combined-Cycle	LNG	90.44	90.57	88.32
Hydropower		Hydro	96.77	96.67	97.38

Notes: 1. Availability rate of a thermal power unit = 1 - (electricity supply affected by the unit during the period ÷ hours during the period ÷ maximum net output of the unit). Average availability rate of a thermal power plant = $\sum (\text{unit availability rate} \times \text{maximum net output of the unit}) \div \sum \text{maximum net output of the unit}$.

2. Availability rate of a hydropower unit = (operating hours + standby hours) ÷ total annual hours.

3. Annual availability rate of a hydropower plant is the arithmetic average of the annual availability rates of the units in the plant.

Average Availability Rates for Nuclear
Power Plants

Unit: %

Year	NPP1		NPP2		NPP3	
	Reactor 1	Reactor 2	Reactor 1	Reactor 2	Reactor 1	Reactor 2
2023	-	-	-	80.83	99.36	88.49
2024	-	-	-		99.96	86.98
2025						99.94

Notes: 1. Annual availability of nuclear units equals annual grid-connected generation hours divided by total hours in a year.

2. Taipower has the First, Second, Third, and Fourth Nuclear Power Plants, located in New Taipei City and Pingtung County. The First, Second, and Third Nuclear Power Plants entered decommissioning in July 2019, March 2023, and May 2025, respectively. The Fourth Nuclear Power Plant has never entered commercial operation and is currently under asset management by Taipower.

3. Most of the major equipment at the First Nuclear Power Plant, such as generators, has been dismantled. It has been determined that the plant is no longer suitable for recommissioning, and future work will focus on accelerating decommissioning. Equipment at the Second Nuclear Power Plant continues to undergo regular maintenance and maintains restart conditions, but the spent fuel must first be removed, making the overall schedule relatively long-term. Equipment at the Third Nuclear Power Plant has not yet been dismantled, and the reactor has completed fuel unloading, providing the technical basis for potential restart in the future.

Power Dispatch and Reliability Management Mechanism

Taipower has a comprehensive power dispatch and reliability management mechanism. The specific implementation methods and current statuses are as follows:

 Regular Review and Analysis		 Risk Management Implementation		 Personnel Training	
Execution Method	Regularly convene Electromechanical System Incident Review Meetings and Power Dispatch System Incident Review Meetings.	- Identify power shortages affecting system stability and safety as a key risk item, assess risk levels under different scenarios, and establish corresponding response measures. - Conduct quarterly tracking and overall reviews at the end of each quarter.		Train reserve online dispatch personnel, conduct license certification exams for new dispatchers, and establish retraining and license renewal systems for licensed personnel.	
Execution Status	Electromechanical System Incident Review Meetings are held monthly, and Power Dispatch System Incident Review Meetings are held every two months.	- In 2025, two Risk Management Committee meetings were held. Each unit reviewed changes in the operating environment and power supply risk scenarios, re-inventoried its annual residual risk profile, and incorporated the review results into subsequent risk management plans. - Emergency response drills were conducted for scenarios in which large power plants were unable to generate electricity, simulating the impact of extreme events on the power system and reviewing the effectiveness of emergency zonal load management, planned load restrictions, reporting procedures, and standard operating procedures.		- Two Power Dispatch Seminars and one Power System Reactive Power and Voltage Regulation Seminar were held. Trainees included personnel from dispatch centers, power plants, IPPs, and extra-high-voltage substations, with approximately 100 participants in total. - In 2025, three senior dispatchers and seven dispatchers passed reviews and certification.	

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Power Reliability Performance and Improvement Directions

Taipower is committed to enhancing the efficiency of power system management and continues to strengthen unit availability, power dispatch, risk control, and user communication mechanisms to steadily improve its overall power supply reliability. Under these management mechanisms, the SAIDI value in 2025 was 14.874 minutes per user per year, and the SAIFI value was 0.186 outages per user per year. Distribution-related outage cases decreased by nearly 30% compared with 2019, and outages caused by small animal interference decreased from 3,169 cases in 2015 to 1,011 cases in 2025. Going forward, Taipower will continue to steadily improve power supply stability and reliability through equipment enhancement, risk control, refined dispatch, and smart operation and maintenance.

Power Supply Reliability Performance

		2023		2024		2025	
		Target	Performance	Target	Performance	Target	Performance
SAIDI (System Average Interruption Duration Index) (minutes per user per year)	Planned Outages	12.103	11.292	12.063	11.325	11.991	11.263
	Incident Outages	4.398	3.933	4.337	4.506	4.309	3.611
	Total	16.5	15.225	16.4	15.831	16.3	14.874
SAIFI (System Average Interruption Frequency Index)(outages per user per year)	Planned Outages	0.065	0.056	0.065	0.055	0.066	0.056
	Incident Outages	0.195	0.130	0.195	0.154	0.194	0.130
	Total	0.26	0.186	0.26	0.209	0.26	0.186

Improving Equipment Maintenance Efficiency and Quality

In addition to routine maintenance, Taipower continues to enhance the efficiency and quality of power equipment maintenance by introducing specialized inspection tools, preparing for major overhauls in advance, and strengthening technical knowledge transfers. In recent years, robotic internal inspection vehicles (RIV) have been introduced for major overhaul work on units at the Datan Power Plant. Internal inspections can now be completed without dismantling major components and in approximately one week, a marked improvement in inspection efficiency. This technology is being gradually applied to subsequent overhauls.

Taipower also carries out preparatory work for major overhauls in advance during the summer to improve maintenance efficiency. In addition, experienced retired technical personnel are rehired to participate in maintenance work or serve as mentors to strengthen technical knowledge transfer and reduce the risk of technical gaps.

Strengthening Regional Power Supply Resilience

To respond to regional load growth, industrial development, and power supply needs in remote areas, Taipower continues to strengthen regional power supply resilience. In addition to enhancing power supply stability across Taiwan through new and expanded substations, line renewal, and load transfer mechanisms, Taipower also continues to improve power facilities on offshore islands and in remote areas. For areas such as Kinmen, Matsu, Lanyu, and Green Islands, Taipower has carried out unit renewals, equipment improvements, and backup capability enhancements based on each area's system characteristics and electricity demands. These measures reduce regional power supply risks and enhance power supply resilience during extreme weather and unexpected incidents.

External Factors Affecting Power Supply

In addition to equipment and dispatch management under Taipower's control, power supply may also be affected by external factors such as public works construction, operations by external parties, gas supply conditions, and abnormalities at private power plants. Taipower continues to reduce the impact of these external factors on overall power supply stability through coordination among units, risk assessment, and backup dispatch mechanisms.



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2.2.2 Strengthening Transmission and Distribution System

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Material Topic Management: Accessibility and Affordability of Electricity

Policy	Improve the accessibility of electricity services, strengthen grid construction and power supply stability, and maintain a fair and accessible electricity environment for all.
Management Approach	Taipower continues to strengthen grid construction and its coverage of power supply services. By reducing the risk of unexpected outages, improving power supply reliability, and enhancing system efficiency, Taipower indirectly supports the affordability of electricity services.
Action Plans	Continue to promote transmission and distribution construction and grid enhancement, improve the coverage and accessibility of power supply services, and reduce the risk of unexpected outages.
Actual Performance in 2025	The nationwide electricity access rate has reached 100%.
Targets for 2030	Continue to improve electricity service coverage in remote areas. For areas where construction is difficult due to limited access, such as along mountainous trails, Taipower will evaluate the feasibility of various power supply solutions and continue to maintain the nationwide electricity access rate above 99.9%, while gradually extending supply to areas that remain without electricity.

Material Topic Management: Stability and Reliability of Power Supply

Policy	Maintain a robust energy structure and grid resilience, and continue providing stable and reliable power services through smart grid upgrades, precise dispatch, and demand management.
Management Approach	Taipower builds its power supply stability management mechanism around three dimensions: equipment, personnel, and risk. - Equipment maintenance: Implement preventive maintenance and improve weak points in generating units to ensure stable operation. - Personnel training: Strengthen professional capabilities and operational discipline to reduce risks caused by human factors. - Risk management: Apply multilayered control mechanisms to prevent and reduce incidents.
Action Plans	Continue to promote transmission and distribution construction and grid enhancement, improve the coverage and accessibility of power supply services, and reduce the risk of unexpected outages.
Actual Performance in 2025	Under the Seventh Transmission and Substation Project, 7.88 circuit km of transmission lines and 47.60 thousand kVA of substation capacity were completed in 2025, with an overall cumulative progress rate of 96.30%.
Targets for 2030	Complete the three major hub node decentralization and grid enhancement projects between 2027 and 2032, with priority given to key projects by 2028.

Transmission and Distribution Construction and Grid Enhancement

• Ongoing Implementation of Transmission and Distribution System Resilience Programs

In the face of growing impacts from extreme weather, demand for renewable energy grid integration, and rising electricity demand from residential and industrial users, Taipower has continued to promote grid resilience and upgrades from both the transmission and distribution sides. Through backbone grid construction, equipment renewal, smart monitoring, disaster response, and regional backup measures, Taipower is improving power supply stability and system resilience, reducing outage risks, and ensuring an accessible and reliable electricity environment for all.

For the transmission and substation system, Taipower has adopted a dual strategy of digital transformation and hardware reinforcement to strengthen grid planning, operations, and maintenance management. The Department of Power Supply focuses on the operation and maintenance of transmission lines and substation equipment at the 161 kV and 69 kV levels and above. In response to extreme weather, Taipower is improving the wind resistance of transmission towers and strengthening regional grid mechanisms, thereby reducing the risk of large-scale outages. At the same time, Taipower uses digital monitoring and preventive maintenance to track equipment health, while strengthening cross-regional support and collaborative repair mechanisms to accelerate power restorations after disasters and ensure stable and accessible electricity services.

Strengthening the Transmission and Distribution Systems in Response to Energy Transition Goals

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Strengthening the Transmission and Distribution Systems in Response to Energy Transition Goals

Regional Long-Term Grid Projects

Long-term load growth, power supply reliability, and renewable energy grid connection needs, including:

The Seventh Transmission and Substation Project

Load growth	Reliability improvement	Loss reduction
-------------	-------------------------	----------------

The Northern Region Phase I Grid Project

UHV users in New Taipei, Taoyuan, Yilan, and Hualien Improve operational stability of the Yilan system

The Northern Region Phase II Transmission and Substation Project

Meet the needs of development projects in northern Taiwan
Construct multipurpose substations and promote land revitalization

Central Region Phase I Transmission and Substation Project

Stable grid power supply, additional terminal facilities, and renewable energy integration

The Southern Region Phase I Transmission and Substation Project

Stable grid power supply, additional terminal facilities, and renewable energy integration

Critical Infrastructure Construction and Reconstructions

Phase I and Phase II Substation Reconstruction Projects

 Prevent damage caused by birds, animals, snakes, and salt contamination	 Smart grid development	 Provide room for future renewable energy integration
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Southern Taiwan Science Park Ultra-High Voltage Substation Expansion Project

Support power supply capacity for the Tainan and Hsinchu Science Parks. Provide sufficient, high-quality, safe, stable, and reliable electricity for the high-tech industries in the parks

The Baoshan Ultra High Voltage Substation Construction Project

Enhance power supply capacity and system stability for science parks and high-tech industries

Phase I of the Grid Resilience Enhancement Project

Strengthen the capacity for science park loads, residential loads, and renewable energy grid connection; support semiconductor industry development and energy facility deployment; and meet electricity demand growth in the Hsinchu, Taichung, Tainan, and Kaohsiung Science Parks

The Offshore Wind Power Grid Reinforcement Project

Conduct rolling reviews of offshore wind power grid connection planning and reinforce related grid projects

Accelerating Renewable Energy Grid Connection and Industrial Development

As of the end of December 2025, the total length of underground transmission cables reached 5,443.296 circuit km, including 122.591 circuit km at 345kV, 3,451.525 circuit km at 161kV, and 1,869.180 circuit km at 69kV. In 2025, Taipower exceeded annual targets by completing transmission equipment replacement and improvement for 109 aging towers, 235.77 circuit km of ground wires, and 27.86 circuit km of oil-filled cables. Under the Seventh Transmission and Substation Project, 7.88 circuit km of transmission lines and 47.60 thousand kVA of substation capacity were completed in 2025, with an overall cumulative actual progress rate of 96.30%. Major implementation measures include:

- 1 Equipment reinforcement: Replace aging equipment to improve the reliability of transmission and distribution systems.
- 2 Smart operation and maintenance: Introduce digital monitoring and preventive maintenance to reduce the risk of unexpected outages.
- 3 Disaster response: Strengthen cross regional support and collaborative repair mechanisms to accelerate power restoration.
- 4 System planning: Conduct load forecasting and construct new substations in a timely manner to ensure power supply capacity.

• Critical Line Renewal and Backup Reinforcement

As underground oil filled cables and other equipment gradually age and service years increase, and as renewable energy grid integration and load continue to increase, Taipower adopts both risk-based and asset management strategies. Based on service years, material type, historical failure records, inspection results, system importance, and construction feasibility, Taipower renews high-risk lines in stages. It also continues to monitor equipment insulation conditions through dissolved gas analysis, dielectric strength testing, and oil pressure monitoring. To improve power supply reliability for important load areas, Taipower adopts double circuit interconnection design in transmission system planning to strengthen backup capability between substations. For users requiring high reliability, such as science parks, medical institutions, and transportation hubs, double-circuit power supply may also be applied for based on user needs, thereby improving overall power supply stability and resilience.

Distribution Reliability and System Refinement

• Distribution System Strengthening Measures

In addition to actively constructing new substations and installing feeders to improve power supply capacity, Taipower continues to promote distribution system enhancement plans. From 2018 to 2022, Taipower implemented a Distribution System Resilience Program, which focused on four major areas: distribution lines, replacement of secondary substation equipment, feeder automation expansion, and smart substation construction. To continue the results of the previous phase, Taipower further launched a Five-Year Distribution System Upgrade Program, from 2023 to 2027, with an investment of NT\$33.4 billion. Through line and equipment replacement, full feeder automation, disaster-resilient undergrounding, and distribution system optimization, Taipower continues to improve power supply stability and system resilience. Key measures include:

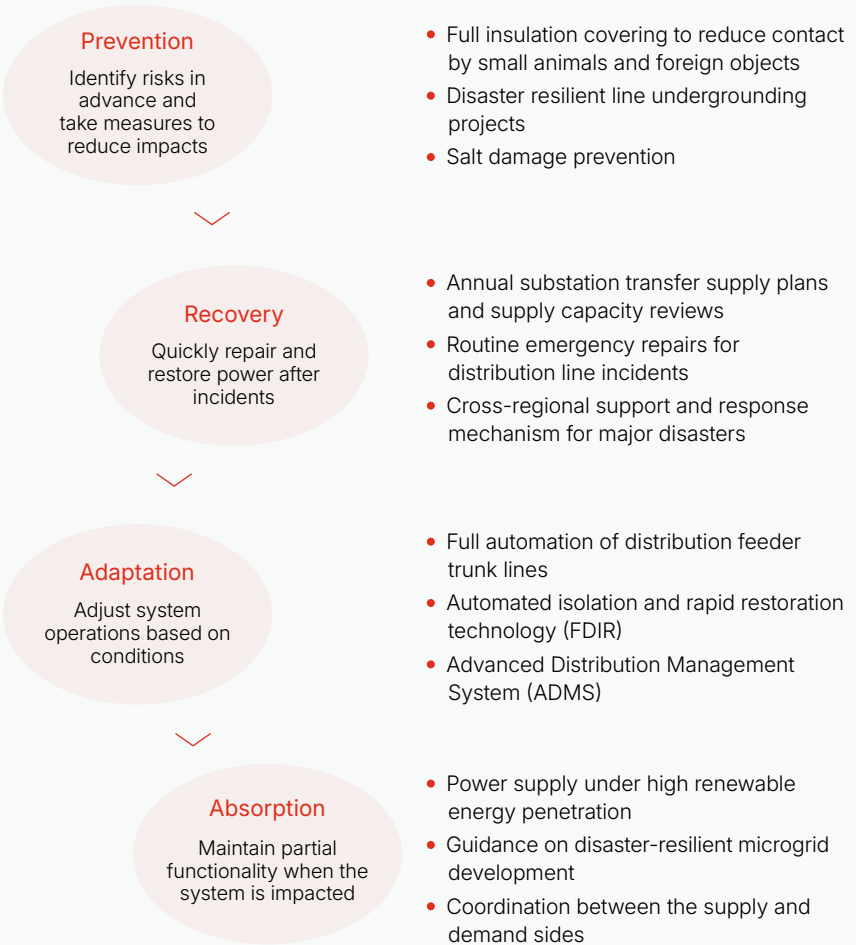
- 1 Conducting load forecasting to track electricity demand growth.
- 2 Planning new substations to improve power supply stability for residential and industrial users.
- 3 Promoting line and equipment renewal, automation expansion, and system optimization to reduce outage risks and accelerate power restoration.

To strengthen power supply reliability in offshore islands and high-risk areas, Taipower is promoting the Cable Undergrounding Project for Offshore Islands and High-Risk Areas from 2024 to 2027. The project targets areas vulnerable to typhoons and difficult to repair, and involves approximately 51 km of cable undergrounding, with priority given to high risk and offshore island areas.

• Always on Guard: Four Actions for Distribution Grid Resilience

To enhance the distribution system's ability to respond to extreme weather, load growth, and renewable energy grid integration, Taipower has summarized distribution grid resilience into four action areas: Prevention, Recovery, Adaptation, and Absorption. Action in these areas systematically strengthens distribution grid resilience from prevention, incident response, smart dispatch, and regional self-support perspectives.

Four Actions for Distribution Grid Resilience



Enhancing Power Distribution Reliability

To reduce line losses and improve power supply capacity, the distribution system follows the distribution line loss rate targets assigned by the Department of System Operations. Each district office promotes line improvement and measures to prevent electricity measurement distortion. The Company is also using reduced numbers of feeders with currents exceeding 300 A as a management indicator to improve load transfer capability and power supply stability in the distribution system.

In terms of management mechanisms, Taipower continues to improve distribution system reliability through the following measures:

- 1 Regularly convening Power Supply Reliability Enhancement Meetings and High Voltage Incident Review Meetings.
- 2 Establishing a risk inventory and improvement mechanism to review incident causes on a rolling basis.
- 3 Strengthening personnel training and audits to reduce human operation risks.

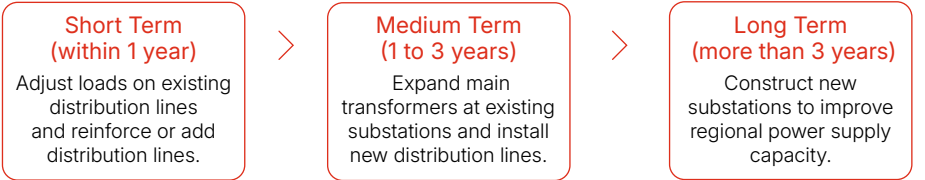
Taipower continues to promote feeder automation and smart distribution. Through the remote operation of automated switches, Taipower can quickly isolate incident sections and reduce the scope of outage impacts. In 2025, 77% of downstream non-incident sections of automated feeders were restored within five minutes. A total of 38,000 automated switches were monitored, and the number of automated feeders reached 10,172, achieving the goal of full feeder automation.

Performance Indicators and Results	2023	2024	2025
Cumulative Number of Automated Feeders	9,045 lines	9,747 lines ^{Note}	10,172 lines
Number of New Automated Switches	2,670 units	2,969 units ^{Note}	2,949 units
Percentage of Downstream Non-Incident Sections of Automated Feeders Restored Within Five Minutes	57%	66%	77%

Note: The 2024 data on automated feeders and automated switches were updated based on the latest inventory results to ensure a consistent basis for year-over-year comparison.

• Distribution System Enhancement for Renewable Energy Grid Connection

In response to continuing growth in renewable energy grid integration demand, Taipower continues to strengthen distribution system construction and promote grid upgrades in stages:



For grid connection hotspot areas, Taipower proactively coordinates with local governments and developers to guide centralized grid connection models, improving grid investment efficiency and reducing duplicate resource investment.

• Line Loss Rate and the Impact of Renewable Energy Grid Connection

From 2023 to 2025, Taipower's system-wide line loss rates were 3.20%, 2.93%, and 3.19%, respectively. After renewable energy is widely deployed in central and southern Taiwan and at the distribution level, it can directly meet local load demand and reduce line losses caused by multiple stages of transmission. However, as renewable energy continues to increase and offshore wind power is gradually integrated into the system, greater regional power transfer may also increase transmission losses.

In addition, line losses generated by renewable energy's participation in renewable energy wheeling and direct supply are borne by the public electricity retailing enterprise. Based on the line loss rate for each year, estimated line losses from renewable energy participation were 55 million kWh, 88 million kWh, and 190 million kWh from 2023 to 2025, respectively.

Renewable Energy Generation from Wheeling and Direct Supply and Estimated Line Losses

Unit: 100 million kWh

Year	Solar Power	Wind Power	Run-of-River Hydropower	Total	Line Losses
2023	6.48	10.28	0.57	17.33	0.55
2024	17.07	11.79	1.12	29.99	0.88
2025	39.93	16.74	3.01	59.68	1.90

▼ Taipower's Taichung Power Supply Branch transmission line technician Wei Hanshu is applying silicone grease to insulators on a transmission tower.



• Protective Relay Management and Grid Security Protection

Protective relays are critical protection devices in the power system. Taipower continues to strengthen its grid protection capabilities through institutionalized management, abnormality response, and digital technology applications to prevent the expansion of faults and to reduce the risk of large-scale outages. Key measures include:

- 1 Refining protection management: Adopting dual main protection design and strengthening relay setting review, protection coordination, and regular maintenance.
- 2 Strengthening incident response: Analyzing causes immediately when incidents occur and handling abnormal operations in accordance with standard procedures.
- 3 Introducing digital technologies: Using relay data return analysis mechanisms and the RTDS real-time dynamic simulation system to improve abnormality assessment efficiency and system protection accuracy.

Accessibility and Universal Availability of Electricity Services

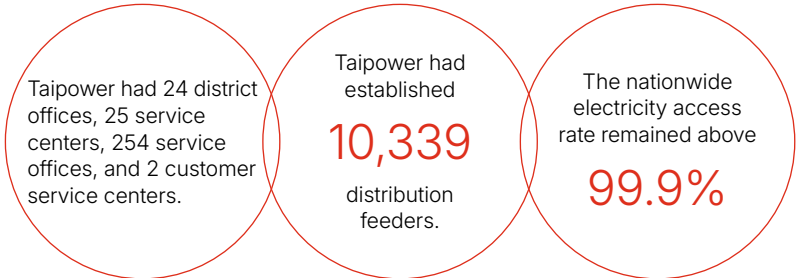
In line with government energy policy, Taipower is responsible for maintaining stable power supply and protecting the public's right to electricity use. Through continuous expansion of grid infrastructure and optimization of service mechanisms, Taipower improves the accessibility and universality of electricity services, ensuring that all people can enjoy a stable, fair, and affordable electricity environment.

• Improving Accessibility of Electricity Services

To improve the convenience and quality of electricity service applications, Taipower has established multiple service channels, including counter services, online service counters, the Taiwan Power App, the 1911 customer service hotline, and postal services, providing the public with diverse and real time application and consultation services. Except where power supply is restricted by policy or law, Taipower provides electricity services based on its service commitment to protect the public's basic right to electricity access.

• Power Supply Coverage and Grid Accessibility

In accordance with its responsibilities under the Electricity Act, Taipower continues to build power supply facilities and service locations. As of the end of 2025:



At present, only a very small number of remote areas remain without power supply due to restricted access routes, such as mountainous trails, that prevent access by construction machinery, or environmental protection and regulatory restrictions. Taipower will continue to evaluate appropriate approaches for gradual improvement.

• Electricity Affordability and Care for Vulnerable Groups

In accordance with government policies and relevant regulations, Taipower provides preferential electricity measures for specific groups, including public facilities, agricultural electricity users, offshore island residents, social welfare organizations, and households with persons with disabilities. According to the Executive Yuan's resolution of July 2024, starting in 2025, except for preferential electricity rates for offshore island residents, the difference arising from other preferential electricity rates and policy-based electricity rate freezes will be budgeted and funded by the respective competent authorities. In addition, considering the higher cost of power supply in remote areas, Taipower continues to employ a nationwide uniform electricity rate system to balance electricity fairness and care for vulnerable groups.

Key Electricity Demand Clusters: Power Supply Resilience and Social Communication

• Integrating Regional Green Energy to Strengthen Power Supply Resilience for Key Electricity Demand Clusters

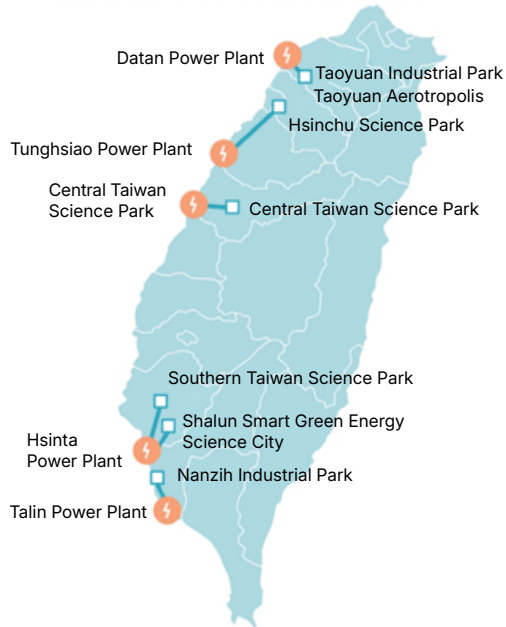
As electricity demand from AI applications and the semiconductor industry continues to grow, Taipower is following the principle of regional balance to reduce the energy losses, grid loading, and concentration risks caused by long-distance power transmission. The Company continues to promote the construction of power plants, substations, and transmission lines to increase transmission capacity and enhance power supply stability. For key electricity demand clusters such as science parks and industrial parks, Taipower plans to build new dedicated transmission lines that directly supply these areas from power plants. This will reduce transmission losses and voltage drop impacts, while reserving trunk line capacity for residential and livelihood use, thereby enhancing regional power supply resilience.

In terms of policy alignment, Taipower has continued to promote various grid enhancement measures in recent years. The Grid Resilience Enhancement Program, launched in 2022, focuses on grid decentralization. The Post-Disaster Recovery Act focuses on undergrounding the main distribution feeders along the first line of coastal areas. The current Resilience Act responds to international developments by prioritizing disaster prevention and repair reinforcement for key industrial parks and transmission and distribution equipment, thereby enhancing economic, livelihood, and national security resilience.

• Project Promotion and Community Communication Mechanism

To reduce concerns in surrounding communities over new or expanded transmission and substation projects, Taipower is promoting projects through an integrated approach of design, communication, and public outreach. During the planning stage, Taipower evaluates measures such as indoor substations, undergrounding in urban areas, and greening arrangements. It also responds to public concerns and strengthens social communication through information sessions, coordination meetings, contact windows, third-party electromagnetic field simulations, and substation visits, helping projects move forward smoothly.

Five Major Power Plants Paired with Seven Major Industrial Parks for New Dedicated Power Supply Projects



2.3 Implementing Energy Transition

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2.3.1 Promoting Power Transformation

Material Topic Management: Energy Efficiency

Policy	Implement energy conservation measures, continue energy efficiency promotion and education, and improve the generation efficiency of thermal and renewable energy units.
Management Approach	1. Hydropower and thermal power plants: Promote energy conservation projects through equipment improvements and operating mode adjustments. 2. Renewable energy management: Improve solar and wind power forecasting and operating management to enhance unit performance. 3. Demand-side management: Use time-of-use pricing to guide users in adjusting electricity consumption habits and reduce supply costs. 4. Continue to improve equipment efficiency and energy conservation management to reduce energy consumption.
Action Plans	1. Promote renewal and improvement of existing units and optimize operations to enhance the generation efficiency of thermal power units. 2. Strengthen transmission and distribution system construction, equipment improvement, and operating management to reduce line losses. 3. Expand renewable energy and low-carbon power development and continue to optimize the power generation structure.
Actual Performance in 2025	1. The system-wide line loss rate was 3.19% in 2025. 2. The power generation mix in the Taipower system in 2025 was 29.9% coal-fired, including 3.3% from cogeneration, 53.3% from gas-fired, 1.2% from nuclear, 12.7% from renewable energy, and 2.9% from other sources, including 1.4% from fuel oil, 1.2% from pumped storage, and 0.3% from batteries.
Targets for 2030	1. The average generation efficiency of Taipower-owned thermal power units, excluding purchased power, will continue to be reviewed and improved on a rolling basis in line with unit renewals, the energy transition, and the Company's medium- and long-term power development plans. 2. Support the government's 2030 energy mix targets of 49% gas-fired power, 30% renewable energy, 20% coal-fired power, and 1% from other sources.

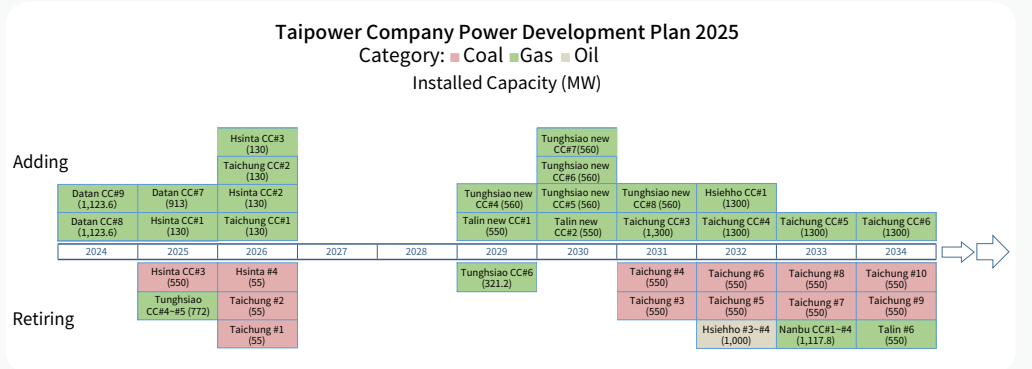
Power Transition Policy and Pathway

While responding to electricity demand growth, energy structure adjustment, and the net-zero emissions target, Taipower is also following the government's energy policies of increasing gas, reducing coal, and expanding green energy. Through power structure adjustment, new construction, renewal, and the expansion of power plants, retirement of existing units, and overall power supply resource planning, Taipower is gradually promoting power system transformation while balancing a stable power supply, energy security, and carbon reduction goals.

To maintain power system reliability and stability, Taipower uses a reasonable reserve capacity ratio of 15% as its power source planning target. In 2025, the actual evening peak reserve margin was 14.2%, and the overall power supply remained stable. The national power generation mix in 2025 was 47.8% Gas-Fired, 35.4% coal-fired, 13.1% renewable energy, and 2.7% from other sources, including fuel oil and energy storage. As the Company continues to move in line with the government's 2030 energy mix targets of 49% gas-fired power, 30% renewable energy, 20% coal-fired power, and 1% other sources, Taipower continues to promote its increasing gas and reducing coal strategy and energy transition strategy, gradually reducing the share of coal-fired power generation and advancing the transition toward a low-carbon power system.

Short-, Medium-, and Long-Term Plans for Power Transition

Short-Term Actions	Medium-Term Measures	Long-Term Power Development
Due to constraints such as site acquisition, local concerns about siting, and carbon reduction requirements, Taipower reduces supply and demand uncertainty and the risk of power shortages through short-term dispatch optimization, demand-side management, and the stable operation of existing units. • Make good use of the generation characteristics of renewable energy and refine dispatch strategies. • Strengthen demand-side management measures to suppress peak electricity demand. • Ensure the stable operation of existing units and the timely commissioning of units under construction.	Taipower continues to promote the renewal and replacement of conventional thermal power plants, while also developing diversified power sources such as wind power, solar power, hydropower, and biomass energy. These measures support regional power supply balance, improve generation efficiency, and align with the government's low-carbon and sustainability policies.	In response to future electricity demand growth and the retirement of existing units, Taipower has planned its long-term power development direction through 2034. In addition to continuously increasing the share of renewable energy, Taipower promotes the increasing gas and reducing coal strategy during the net-zero transition, with renewable energy and Gas-Fired power serving as the main future power sources. New units will mainly be Gas-Fired units, while subcritical coal-fired units at Hsinta and Taichung are planned for phased retirement, balancing air quality improvement with stable power supply.



Note: Based on the MOEA's assessment report on the energy referendums dated September 26, 2025.

Guidelines and Planning for Power Plant Construction, Renewal, Expansion, and Decommissioning

Material Topic Management: Power Plant Renewal and Decommissioning

Policy	In response to the decommissioning of existing units and long-term electricity load growth, Taipower continues to promote the construction, renewal, and expansion of power plants to improve overall power supply capacity, operational performance, and the share of low-carbon generation, while reducing air pollutant emissions. Nuclear power plant decommissioning is carried out in accordance with relevant regulations.
Management Approach	1. Plan and implement new power plant projects, renewal, expansion, and decommissioning. 2. Properly carry out radiation protection, spent nuclear fuel and radioactive waste management, environmental radiation monitoring, and project management to safeguard public health and environmental safety.
Action Plans	1. Promote power generation equipment improvement projects, as well as renewal, expansion, and new construction plans for gas-fired combined-cycle units and energy storage units. 2. Promote nuclear power plant decommissioning plans on schedule and with quality in accordance with policy.
Actual Performance in 2025	1. In 2025, Taipower continued to promote the renewal, expansion, and construction of gas-fired combined-cycle units, with related projects progressing according to plan. 2. In accordance with decommissioning plans, Taipower promoted the decommissioning of the First, Second, and Third Nuclear Power Plants.
Targets for 2030	In line with the government's policy of expanding the use of natural gas as a bridging energy source during the energy transition, Taipower will continue to promote renewal, expansion, and construction plans for gas-fired units. Taipower will also carry out nuclear power plant decommissioning and back-end operations in accordance with decommissioning plans, while balancing stable power supply, low-carbon transition, environmental safety, and social communication. From 2024 to 2033, the net increase in gas-fired unit capacity is expected to be approximately 17.86 GW.

Note:Decommissioning-related information is disclosed in the information disclosure section of Taipower's official website and on the dedicated Nuclear Back-End Operations Portal.

• Promotion Guidelines and Overall Planning

In response to electricity demand growth and the retirement of existing units, Taipower continues to promote power plant construction, renewal, and expansion projects to enhance overall power supply capacity and operational efficiency, while reducing air pollutant emissions and greenhouse gas (GHG) emission intensity. Nuclear power plant decommissioning is carried out in accordance with relevant regulations to safeguard public health and environmental safety.

In terms of management, Taipower uses an institutionalized project management mechanism to ensure that each project progresses on schedule and at the appropriate quality. This includes establishing standards for power plant construction and consultant selection, setting design and construction specifications, regularly convening project meetings to manage progress and quality, and continuously improving project management effectiveness through key inspections, tiered audits, internal controls, and risk tracking mechanisms.

• Key Promotion Areas

① Renewal and Expansion of Gas-Fired Units

In line with the energy transition policy, Taipower actively promotes renewal and construction plans for gas-fired combined-cycle units, including projects at Datan, Hsinta, Taichung, the Talin, Tunghsiao Phase II, Hsiehho, Taichung Phase II, and Hsinta Phase II Power Plants.

- Approximately 18 additional gas-fired units are planned for 2025 to 2034.
- Regular and ad hoc project meetings and site inspections are conducted to strengthen project progress and quality control.
- Contractors are supervised to accelerate construction and ensure the achievement of stable power supply targets.

② Nuclear Power Plant Decommissioning Management

Taipower steadily promotes nuclear power plant decommissioning and back-end operations in accordance with established policies and regulations. Key measures include:

- Phased decommissioning: The decommissioning period is approximately 25 years and is divided into four stages: decommissioning transition, dismantling, final radiation status survey, and site restoration.
- Clear division of responsibilities: The Department of Nuclear Back-End Management is responsible for overall promotion, the Department of Nuclear Safety is responsible for safety and quality assurance, and nuclear power plants are responsible for on-site implementation.
- Planning for land use after decommissioning: The goal is to achieve unrestricted use. Initial planning focuses on electricity business purposes, with rolling reviews based on the Company's overall strategy.
- Back-end cost estimation and nuclear waste management preparation in accordance with regulations: A total back-end cost estimate is conducted every five years as the basis for fund allocation and financing arrangements. Taipower also continues to prepare for nuclear waste management in line with government policy and social communication progress.

③ Project Management and Risk Control

Taipower has established a comprehensive project management system covering planning, design, construction, and acceptance stages. This system is integrated with risk management and internal control mechanisms to ensure project quality, construction safety, and progress.

For spent nuclear fuel management, Taipower follows the mainstream international practice of an open fuel cycle policy. In the short term, spent fuel is mainly stored in wet storage pools. In the medium term, it will gradually be transferred to dry storage facilities. Taipower also plans to construct indoor dry storage facilities to ensure safe isolation and long-term management of nuclear fuel.

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Appendix

• 2025 Implementation Results

In 2025, Taipower continued to promote power plant renewal, expansion, and decommissioning related projects. Key results are as follows:

Project	Progress	Expected Benefits
Gas-Fired Unit Renewal and Expansion Progress	• The Tungshiao Power Plant Renewal and Expansion Project: 100%. • The Datan Gas-Fired Combined-Cycle Unit Project: 99.96%. • The Hsinta Power Plant Gas-Fired Unit Renewal and Reconstruction Project: 91.97%. • The Taichung Power Plant New Gas-Fired Unit Project: 61.96%. • The Talin Power Plant Gas-Fired Unit Renewal and Reconstruction Project: 49.41%. • The Hsieh-ho Power Plant Renewal and Expansion Project: 39.27%. • The Tungshiao Power Plant Phase II Renewal and Expansion Project: 37.1%. • The Taichung Power Plant Phase II New Gas-Fired Unit Project: 0.29%.	Reduce coal consumption, which is expected to decrease from more than 38 million metric tons in 2017 to approximately 26 million metric tons by 2026, while increasing the share of low-carbon power generation and improving power supply stability.
Nuclear Power Plant Decommissioning and Back End Management	• The outdoor dry storage facility at the First Nuclear Power Plant obtained its operating license in May 2025. Reactor 1 core clearance was completed in August, and transportation and storage of eight dry storage casks were completed during the year. • For the Second Nuclear Power Plant, dry storage works, including soil and water conservation, pile foundations, concrete works, and loading and unloading area works, were completed, and a trial operation application was submitted in September 2025.	Promote safety, environmental, and risk management in accordance with decommissioning plans to ensure the steady implementation of nuclear power plant decommissioning.
Other Power Development and Renewal Projects	• The Guangming Pumped Storage Hydropower Project on the Dajia River: undergoing environmental impact assessment. • The Offshore Island Unit Renewal Project: Lanyu Units 3 and 4 entered commercial operation in July 2025, and Green Island Units 3 and 4 entered commercial operation in January 2026. • The Hsieh-ho Power Plant Diesel Unit Construction Project: four new units were added, and equipment arrived on site in 2025.	• Pumped storage hydropower project: Planned capacity of approximately 580 MW and annual generation of approximately 768 million kWh to enhance grid dispatch flexibility. • Offshore island unit renewal: Improve power supply capacity and system reliability, strengthening power supply resilience in remote areas. • The Hsieh-ho diesel units: Strengthen regional power supply capacity and reserve resilience, and improve power supply stability.



▲ The Tungshiao Power Plant Phase II Renewal and Expansion Project.



▲ The Tungshiao Power Plant is undergoing a major transformation, upgrading with expanded gas-fired power and moving forward with renewed momentum.

Challenges in Power Plant Construction, Renewal, Expansion, and Decommissioning

As the energy transition continues, power plant construction, renewal, expansion, and decommissioning face challenges such as increasingly stringent regulatory requirements, growing stakeholder attention, and rising development costs. Taipower promotes each project based on the principles of regulatory compliance, strengthened communication, and comprehensive planning. It also continues to enhance grid resilience and system dispatch capabilities in response to the increasing complexity of power system operations.

• Regulatory Compliance and Environmental Management

To reduce development risks and enhance project feasibility, Taipower introduced forward-looking regulatory management mechanisms at the early planning stage:

- ➊ Identify relevant regulations, including those from the Electricity Act, Environmental Impact Assessment Act, and Occupational Safety and Health Act, during the feasibility study stage, and incorporate development permits and licensing schedules into project management.
- ➋ Evaluate the adoption of environmental standards that exceed current regulatory requirements to improve emission control performance.
- ➌ Introduce Best Available Control Technology (BACT) and Best Available Technology (BAT) and adopt advanced international equipment.
- ➍ Strengthen pollution prevention and energy efficiency while balancing environmental protection and operational benefits.

• Community Engagement and Stakeholder Participation

Power plant renewal and decommissioning involve local development and environmental issues. Taipower has established institutionalized communication and participation mechanisms:

- ➊ Establish project communication teams and regular communication platforms with local governments, elected representatives, and residents.
- ➋ Strengthen policy communication and feedback collection through briefing sessions, public hearings, and local engagement mechanisms.
- ➌ Establish diverse communication channels, including digital platforms, to improve information transparency.
- ➍ Organize power plant visits and environmental education activities to enhance public understanding of low-carbon power generation facilities.

For individual projects, such as the Shenao Virtual Power Plant, although an environmental impact assessment is not legally required, Taipower still proactively communicates with local communities and establishes two-way dialogue mechanisms to enhance social trust and support.

2.3.2 Diversified Development of Renewable Energy and Low-Carbon Gas-Fired Power Generation

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Material Topic Management: Renewable Energy Development and Low-Carbon Gas-Fired Power Generation

Policy	In line with the government's 2050 net-zero policy, Taipower is advancing toward short-term low-carbon and long-term zero-carbon goals. Taipower actively promotes renewable energy, including offshore and onshore wind power, solar power, geothermal power, and small and micro hydropower. Renewable energy and low-carbon gas-fired power generation are positioned as major power sources, while the use of aging coal-fired units is gradually reduced. Taipower also strengthens grid construction to create a grid-friendly environment.
Management Approach	Taipower continues to promote the development of renewable energy, including solar power, wind power, geothermal power, hydropower, and energy storage, while deploying low-carbon technologies such as hydrogen co-firing and Carbon Capture and Storage (CCS). At the same time, Taipower strengthens renewable energy grid connection, energy storage applications, and grid planning to improve system flexibility and grid friendliness.
Action Plans	- Continue to promote renewable energy development and equipment deployment, including solar power, wind power, geothermal power, small hydropower, and energy storage, to gradually expand diversified low-carbon power sources. - Strengthen supporting measures for renewable energy grid connection and grid dispatch capabilities to improve system hosting capacity and power supply stability. - Deploy low-carbon technology demonstrations and verification projects, including hydrogen co-firing, ammonia co-firing, and CCS, to gradually build the foundation for technology application.
Actual Performance in 2025	- Cumulative offshore wind power installed capacity reached 109.2 MW. - Cumulative solar power installed capacity reached 292.2 MW. - Cumulative installed capacity of renewable energy facilities reached 2,561 MW, excluding equity investments. - The procurement for architectural and engineering (A/E) technical services for a megawatt-scale hydrogen co-firing power generation system was awarded. - Taipower advanced the Taichung Power Plant carbon capture and storage pilot test project, including detailed design and construction permit application for carbon capture facilities, as well as building permit application for carbon storage facilities.
Targets for 2030	- Support the government's 2030 energy mix targets of 49% gas-fired power, 30% renewable energy, 20% coal-fired power, and 1% other sources. - Cumulative offshore wind power installed capacity will reach 775.5 MW. - Cumulative solar power installed capacity will reach 383.7 MW. - Continue to evaluate domestic hydrogen production capacity and transportation and storage technologies, and gradually increase the hydrogen co-firing ratio. - Advance the Taichung Power Plant carbon capture and storage pilot test project, complete injection testing with a total storage volume of 4,000 metric tons, and conduct subsequent monitoring.

Development Vision and Promotion Framework

In support of national energy transition and net-zero policies, Taipower continues to promote renewable and low-carbon energy development. Through the Electricity Net-Zero Emissions Promotion Meeting, Taipower coordinates and monitors progress across departments and gradually strengthens overall planning, implementation, and tracking mechanisms, while balancing stable power supply, low-carbon transition, and sustainable development goals. Taipower's main management practices and key measures for promoting renewable and low-carbon energy are as follows:

☑ Strengthening Grid and Grid Connection Capabilities

Taipower continues to promote grid resilience programs, replace aging equipment and lines, reduce line loss rates, and maintain power quality. It also provides sufficient feeder capacity to support smooth grid connection for private renewable energy projects.

☑ Promoting Diversified Renewable Energy Development

In line with government energy policy, Taipower continues to promote the development of various renewable energy sources, including solar power, onshore and offshore wind power, geothermal power, and small hydropower, while also promoting a more active green power trading market.

Renewable and Low-carbon Energy Development Direction

• Short- and Medium-Term Planning, 2026 to 2035

Taipower's short- and medium-term renewable energy strategy focuses on prioritizing mature technologies and accelerating the development of emerging energy sources. Key directions are as follows:

① Prioritizing Mature Wind and Solar Deployment

- Solar power: Taipower continues to inventory and expand solar photovoltaic installations on its own buildings and land, and adopts high-efficiency modules to increase installed capacity per unit area.
- Wind power: Onshore wind power focuses on large-scale renewal at existing sites, while offshore wind power continues to expand installed capacity through self-developed and jointly developed projects.
- ② Accelerating Geothermal Energy Development: Taipower continues to expand the Renze Geothermal Power Plant in Yilan and conduct exploration at company-owned sites such as those at Guguan, Yilan, and Datun Mountain. Through international cooperation and collaboration platform mechanisms, Taipower expands geothermal development capacity.

• Long-Term Planning, 2036 to 2050

In line with the national 2050 net-zero target, Taipower will continue to increase the share of renewable energy. By combining low-carbon gas-fired power, energy storage, and the application of forward looking technologies, Taipower will gradually move toward a diversified, low-carbon, and resilient power structure. For hydropower development, Taipower continues to inventory development potential, focusing on environmentally friendly small hydropower and pumped storage hydropower with energy storage functions. In the future, Taipower will comprehensively evaluate engineering, environmental, and economic conditions and select priority projects to support medium-and long-term power supply stability.

Development Status and Grid Connection Progress

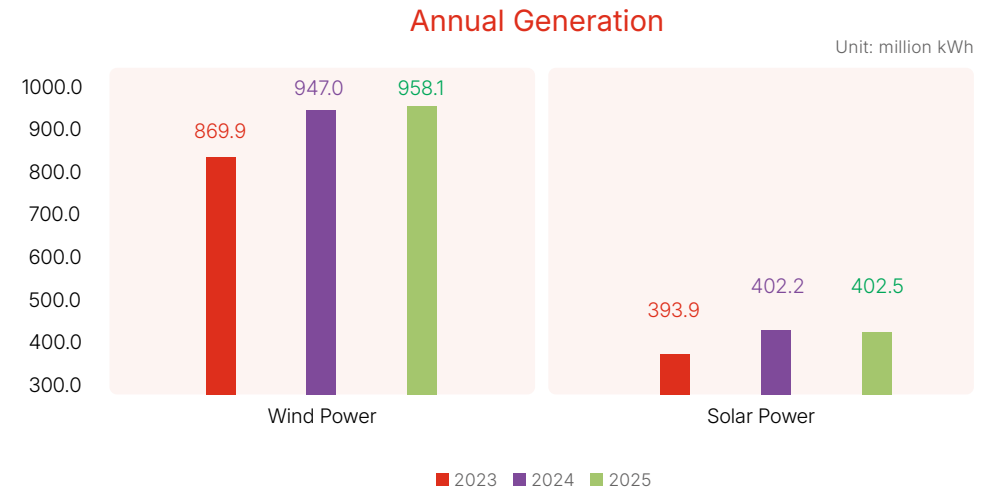
• Overall Development Status

To meet the demand for large-scale renewable energy grid connections, Taipower approved the Phase I Green Energy Project in 2021. The project plans to develop renewable energy generation systems with a total installed capacity of 115 MW as of the end of 2025, the total installed capacity of the Taipower system reached 59.842 GW, with the share of renewable energy gradually increasing. Taipower's renewable energy generation status in 2025 is shown below:

Taipower Renewable Energy Generation Status in 2025

Project or Program Type	Deployment Results	Installed Capacity (10 MW)	Annual Generation (GWh)	Estimated Number of Households Supplied ^{Note2}
Hydropower	90	182.6	4,684.7	1.301million households
Wind Power	26 sites, 195 units	442.1	958.1	266,100 households
Solar Power	66 sites	292.2	402.5	111,800 households
Geothermal Power	1 site	0.84	2.3	639 households

Notes: 1. Hydropower includes only conventional hydropower.
2. Based on data published by Taipower, the average residential user consumes about 300 kWh per month, or approximately 3,600 kWh annually.



► Taipower has built 40 wind turbines and one solar power plant in the Changbin Industrial Park, with a total installed capacity of 186.2 MW and annual generation of up to 350 million kWh.

• Current Status by Energy Type

Taipower will continue to serve as a pioneer in the renewable energy sector. In addition to its nearly century long legacy in hydropower, Taipower has established comprehensive development plans for wind power and solar power in recent years, while continuing to promote emerging energy sources such as geothermal power. The current status of renewable energy projects promoted by Taipower is summarized as follows:



① Onshore Wind Power

Since 2000, Taipower has built 25 wind farms with 174 wind turbines, totaling approximately 332.9 MW in installed capacity as of the end of 2025.



② Offshore Wind Power

Phase I entered commercial operation at the end of 2021, with 21 wind turbines totaling 109.2 MW off the coast of Fangyuan, in Changhua County. Phase II is under construction and is scheduled for grid connection and power generation in 2026.



③ Solar Power

Launched in 2008, Taipower's solar power projects reached a cumulative installed capacity of 292.2 MW by the end of 2025, including 150 MW at the Tainan Salt Fields and 100 MW in Changbin, Changhua.



④ Geothermal Power

Taipower continues to expand the Renze Geothermal Power Plant in Yilan and conduct exploration at sites such as Guguan, Yilan, and Datun Mountain. Through international cooperation and collaboration platform mechanisms, Taipower promotes the development of geothermal resources.

• Current Status of Grid Connection Development

To support the government's renewable energy development policy, Taipower has adjusted its grid connection strategy based on international technologies and the latest development trends, while ensuring grid operation safety and taking financial and operational conditions into account. These efforts aim to meet the growing demand for renewable energy grid connections. The cumulative number of cases and installed capacity for various types of solar photovoltaic projects as of December 31, 2025, are shown below:

Accumulated Number of Cases and Installed Capacity of Solar Photovoltaic Projects

Case Status	Number of Cases	Installed Capacity, MW
Grid Connected Cases	78,032	15,406.93
Official Power Purchase Cases	67,403	13,138.12

• Grid Enhancement and Renewable Energy Grid Integration

Facing the need for large-scale renewable energy grid integration, Taipower continues to carry out grid enhancement projects. Through transmission and substation construction, diversified grid connection, feeder efficiency, and capacity management, Taipower improves system hosting capacity and grid connection efficiency. Main measures include:

- Strengthening transmission, substation, and distribution system construction: Taipower has planned 47 renewable energy grid reinforcement projects, of which 32 have been completed, adding approximately 8,480 MW of grid connection capacity. The remaining 15 projects are under way and are expected to add approximately 3,845 MW of grid capacity.
- Decentralized installation and diversified grid connection: Based on installation scale, Taipower guides developers to connect large capacity projects to the transmission system and small capacity projects to the distribution system.
- Improving the utilization efficiency of feeders and step-up substations: In line with renewable energy development hot spots, Taipower promotes shared step-up substations and shared feeder capacity.
- Preventing feeder capacity hoarding: Through capacity reasonableness reviews, payment requirements, and deadline management, Taipower prevents improper occupation of feeder resources.
- Reviewing and relaxing connectable capacity: While maintaining system safety, Taipower relaxes feeder connectable capacity and reverse flow conditions for distribution-level main transformers when appropriate.

System Support and Environmental Management

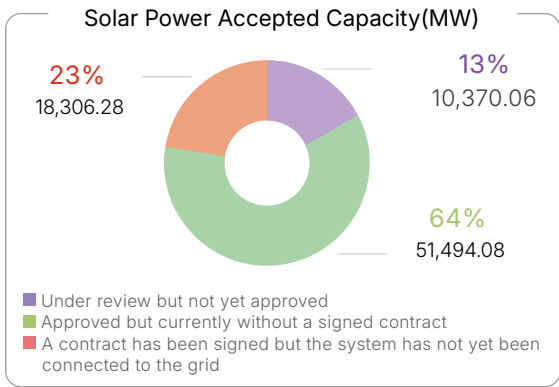
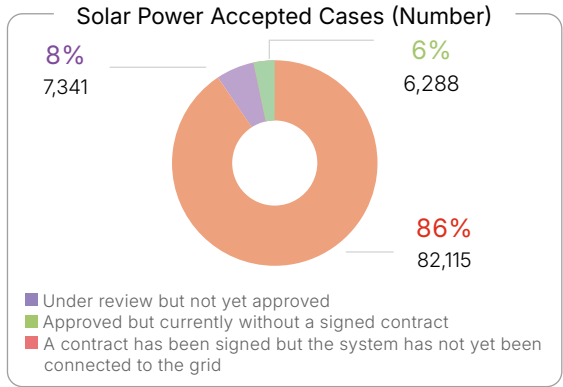
• Smart Operations and Generation Forecasting

To improve renewable energy generation efficiency and system integration capabilities, Taipower continues to strengthen smart operations and generation forecasting. This includes establishing an operation and maintenance management system and independently developing solar photovoltaic and wind power generation forecasting systems that provide 48 hour forecast information to support system dispatch.

Taipower Renewable Energy Operating Indicators

	2023	2024	2025
Availability Rate of Onshore Wind Power, %	88.17	88.11	88.19
Capacity Factor of Solar Power, %	15.83	15.99	15.74

Notes: 1. Annual wind power availability rate equals unit generating hours, including standby hours, divided by total hours in the year.
2. Solar power capacity factor equals annual unit generation divided by installed capacity and annual hours.



• Current Status of Energy Storage System Promotion

To address the intermittency and uncertainty of renewable energy generation, Taipower continues to promote energy storage system deployment to improve system regulation capability and power supply resilience.

- The Tainan Salt Fields site: Taipower has built a combined solar and storage demonstration site to help regulate solar photovoltaic output.
- The Changhua Zhanggong site: Taipower smooths wind power output to enhance system resilience.
- The Changbin solar photovoltaic site: The site is expected to be connected to the grid in 2026 and will support evening peak demand and provide a buffer for emergency repairs.

• Environmental Management for Renewable and Low-carbon Energy Development

During the planning, construction, and operation of renewable and low-carbon energy power plants, environmental issues such as ecology, landscape, noise, and offshore construction may arise. Taipower continues to carry out related operations in accordance with the environmental impact assessment commitments for each project site and works with the Department of Environmental Protection to promote environmentally friendly measures, reducing the potential environmental impacts of development and operations. For solar photovoltaic sites, the Tainan Salt Fields solar photovoltaic project avoided nationally important wetlands and migratory bird ecological hot spots during the planning stage, while retaining buffer green belts to reduce landscape impacts. For wind power, environmental and fishery impact assessments are included during the planning stage. During construction, measures such as gradual piling, underwater bubble curtains, and underwater acoustic monitoring are adopted to reduce impacts on marine ecology.

• Challenges and Response Strategies

As the share of renewable energy increases, Taipower faces challenges related to generation intermittency, grid hosting pressure, and energy structure adjustment. Taipower will continue to balance stable power supply, low-carbon transition, and system resilience through grid enhancement, improved system dispatch capabilities, energy storage and ancillary service mechanisms, expanded development of mature renewable energy, and phased demonstration and verification of forward-looking low-carbon technologies.

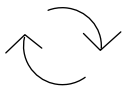
3 Agent of Environmental Friendliness

Suitable for the following stakeholders

Government Agencies, Civil Organizations, and Users.

As an energy provider, Taipower must maximize the positive impacts of its operations while minimizing negative environmental impacts. Along with economic development, Taipower continues to use cleaner energy and to work with society and businesses to seek operating approaches with higher energy efficiency and ecological benefits, thereby supporting the simultaneous growth of economic development and environmental sustainability.

To respond to air quality and climate concerns, Taipower continues to adjust its energy structure, increase the share of gas-fired power generation and renewable energy, strengthen pollution control equipment, and improve energy and resource use efficiency. Through these actions, Taipower reduces the environmental impacts of its power facilities and actively fulfills its commitment to environmentally friendly operations.



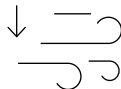
100%

In 2025, the coal ash reuse rate reached 98.3%, and the desulfurized gypsum reuse rate reached 100%.



1,813 times

In 2025, voluntary and environmentally friendly load reduction measures were carried out 1,813 times by power plants in Taiwan.



72.5%

In 2025, air pollutant emission intensity decreased by 72.5% compared with 2016.



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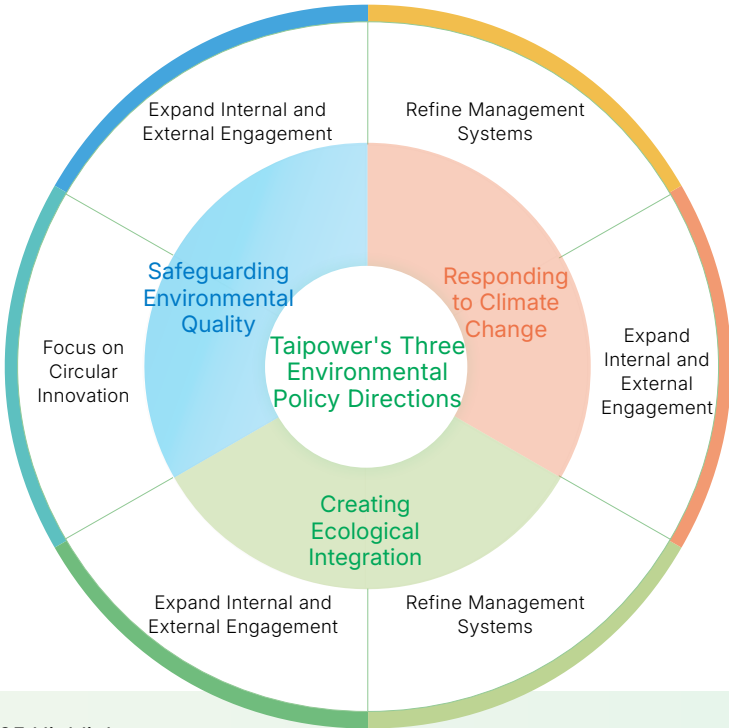
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3.1 Enhancing Environmental Management

3.1.1 Environmental Policy and Eco-Friendly Initiatives 305-4

As a power utility, Taipower must balance power quality, energy security, and environmental sustainability. Guided by its mission to provide the stable electricity supply needed for diverse social development through environmentally friendly means, and at reasonable prices, and by its vision of becoming an outstanding and trustworthy world-class power utility, Taipower continues to review domestic and international environmental trends, energy transition processes, and corporate sustainability management needs, to improve its environmental policies and management practices.

Taipower's current environmental policy was originally established with six major aspects in 2019. In recent years, in response to the net-zero transition, rising attention to nature and biodiversity, deepening circular economy practices, and the development of digital governance, Taipower has reviewed and reorganized the original six aspects into three policy directions: Responding to Climate Change, Safeguarding Environmental Quality and Creating Ecological Integration. This more focused structure integrates the original content related to management system refinement, internal and external engagement, and circular innovation, and connects with Taipower's sustainability framework and the management priorities of each chapter of this report.



Highlights of Taipower's Environmental Policy Performance

Strategy Focus	Specific Meaning	2025 Highlights
Responding to Climate Change	Focus on climate adaptation and energy transition, climate risk and carbon asset management, smart climate applications, and the transition toward climate neutrality. Taipower continues to promote the development of a low-carbon power system and to enhance overall climate resilience and power system response capabilities.	- Strengthened climate adaptation and system resilience: Taipower continued to incorporate climate risks into power system planning and enhanced overall adaptive capacity through grid resilience construction, disaster response, and safety and recovery mechanisms for various facilities. - Promoted low-carbon power transition: Taipower adjusted its power structure in line with the policy of increasing gas, reducing coal, and expanding green energy. In 2025, the national power generation mix was 47.8% gas-fired, 35.4% coal-fired, 13.1% renewable energy, and 2.7% other sources. - Expanded green power and decarbonization technology deployment: In 2025, cumulative offshore wind power installed capacity reached 109.2 MW, cumulative solar power installed capacity reached 292.2 MW, and self-generated renewable energy in the system accounted for 12.6%, or approximately 32.0 billion kWh. Taipower also continued to promote hydrogen co-firing, Carbon Capture and Storage (CCS), and climate change adaptation research.
Safeguarding Environmental Quality	Focus on pollution control, landscape creation, resource circulation, near zero emissions, circular economy implementation, and environmental quality protection. Through environmentally friendly design and management practices, Taipower reduces the impacts of power facilities on the environment and human health.	- Reduced pollution emissions and improved water resource efficiency: In 2025, air pollutant emission intensity from thermal power generation decreased by 72.5% compared with the 2016 baseline, and net GHG emission intensity of thermal power units decreased by 16.7% compared with the 2016 baseline. The industrial wastewater recovery rate at thermal power plants reached 81%. - Promoted environmentally friendly projects and circular management: During the planning stages of power plant renewal, renewable energy development, and transmission and distribution projects, Taipower incorporated environmental impact assessment commitments, pollution controls, landscape planning, and resource circulation management. - Deepened environmental education and resource reuse: Taipower continued to promote environmental education facilities and venues, reached 16,535 participants in 2025, while also carrying out coal ash circular reuse and circular demonstration practices. - Steadily promoted nuclear back end environmental management: Taipower continued nuclear power plant decommissioning and the storage management of high-level and low-level radioactive waste, maintaining environmental safety and the normal operation of back-end monitoring mechanisms. - Promoted ecological inclusiveness at power facility sites: Taipower continued to incorporate ecological conservation, nature inclusiveness, and social communication into power construction and operational management, balancing the stable power supply with surrounding natural environments, and local relationships.
Creating Ecological Integration	Focus on ecological inclusiveness at power facilities, digital monitoring and digital applications, value chain symbiosis, and nature-positive growth. Taipower continues to promote ecological planning, habitat creation, biodiversity conservation, and local communication at power facility sites.	- Deepened ecological conservation and site management: Taipower implemented environmental impact assessment commitments and ecological monitoring during development and operational processes, and continued to promote the Dajia River Power Plant ecological inclusiveness project. - Aligned with nature-related risk and conservation initiatives: The 2025 Sustainability Report includes TNFD disclosures for the first time, gradually strengthening Taipower's nature-related risk management and disclosure capabilities. - Strengthened local communication and inclusive development: Through briefing sessions, coordination meetings, contact windows, and site visits, Taipower responded to stakeholder concerns and gradually moved from impact reduction toward inclusive development.

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Implementing Environmental Impact Assessment

To ensure a stable power supply, Taipower continues to carry out development and reconstruction projects across Taiwan. However, these projects may affect local environments and communities. To reduce such risks, Taipower conducts environmental impact assessments and public reviews before development, and continues environmental monitoring during construction and operation.

Development Projects Approved by the Ministry of Environment in 2025

Development Project / EIA Modification	EIA Implementation Results
The Taichung Power Plant Phase II New Gas-Fired Unit Project	Four gas-fired units are planned, together with air pollution control facilities, waste storage facilities, and wastewater treatment facilities. Natural gas storage tanks and related facilities will also be added.
The Hsieh ho Renewal and Reconstruction Project	Four gas-fired combined-cycle units are planned. The project will be carried out through phased demolition and reconstruction, together with LNG unloading, receiving, storage tanks, and gasification facilities.
The Fourth Environmental Impact Difference Analysis for the Datan Power Plant Gas-Fired Combined-Cycle Unit Expansion Project, 345 kV Switchyard	A new 345 kV Switchyard and related facilities will be constructed within the existing site, with expansion of existing equipment and review of earthwork volume.
The Environmental Impact Assessment Change Comparison Table for the Taiwan to Penghu 161 kV Cable Line Project, Suspension of Operation Period Monitoring	As environmental quality has become stable, Taipower applied in accordance with regulations to adjust and suspend environmental monitoring during the operation period.

Environmental Accounting

Taipower implemented an environmental accounting system in 2008. Environmental expenses are categorized into capital expenditures and recurring expenses, and are compiled and analyzed through the environmental accounting management system. When each unit conducts procurement or expense reimbursement, environmental accounting codes are entered according to the nature of the activity to track environmental investment costs.

In 2025, Taipower's environmental protection investments included approximately NT\$5.160 billion in capital expenditures and approximately NT\$4.233 billion in recurring expenses, demonstrating Taipower's continued investment in environmental protection facilities and daily environmental management operations.

External Environmental Communication Activity Results

Taipower continues to strengthen communication with local communities and stakeholders through public briefing sessions and diverse communication channels, improving information transparency and social trust. Key activities in 2025 included:

- 1 Held a public meeting for the Shimen Wind Power Renewal Project on March 6, 2025.
- 2 Held a preconstruction public briefing session for the Penghu Zhongtun Wind Power Project on March 26, 2025.
- 3 Held the 2025 Environment Month presentation, with 20 positive media reports.
- 4 Jointly organized the 2025 IERE TPC Taipei Net-Zero Seminar with the International Electric Research Exchange (IERE) to exchange views on low-carbon technologies, grid resilience, and related topics.
- 5 Jointly organized the 2025 Asia-Pacific Power Summit with industry and research institutions to promote regional exchanges on smart grids and grid resilience.
- 6 Participated in the 2025 eco+ Ecological Green Collar New Force Seminar, engaging with representatives from government, industry, and academia on ecological conservation, rivers, streams, and marine issues, and strengthening dialogue and cooperation on environmental topics.



▲ Taipower's OECM demonstration results at Maan Dam on the Dajia River passed third-party verification and received recognition under international IUCN standards.



▲ The public meeting for the Environmental Impact Statement of the Shimen Wind Power Renewal Project.

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3.1.2 Energy and Resource Management in Operations

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Taipower continues to improve resource use efficiency and reduce environmental burdens through fuel management, greenhouse gas reduction, improved energy and resource efficiency in operations, and management of non-production resources. Through institutionalized management, Taipower promotes energy conservation, water conservation, fuel conservation, and resource recycling.

Air Pollution Control and Fuel Management

Air pollution issues have continued to receive public attention in recent years. Taipower strengthens pollution control through improvement plans and management mechanisms, implements environmentally friendly dispatch and voluntary load reductions during periods of poor air quality, and adopts the Best Available Technology (BAT) to reduce emissions of particulate matter (PM), sulfur oxides (SOx), and nitrogen oxides (NOx).

Taipower gives priority to fuels with low ash, sulfur, and nitrogen content, and continues to promote the strategy of increasing gas and reducing coal, gradually transitioning from coal-fired power generation to gas-fired power generation. In 2025, gas consumption reached 18,388 million cubic meters, while coal consumption decreased to 21.617 million metric tons, showing continuing progress toward a low-carbon power structure. Thermal power plants are also equipped with continuous emission monitoring systems (CEMS) to monitor emissions in real time and ensure regulatory compliance.

Taipower also specifies quality requirements in fuel procurement specifications and ensures fuel quality through contract management and testing mechanisms. Through coordination among procurement, power plant, and environmental units, Taipower implements source management for air pollution control.

Taipower's Use of Fuels

Type	2023	2024	2025
Gas (million m ³)	15,671	16,750	18,388
Coal (million metric tons)	26.823	24.563	21.617
Fuel Oil (1,000 kL)	822	928	964
Nuclear Fuel (10,000 lbs)	70.18	12.10	0

Sulfur Hexafluoride (SF₆) Reduction

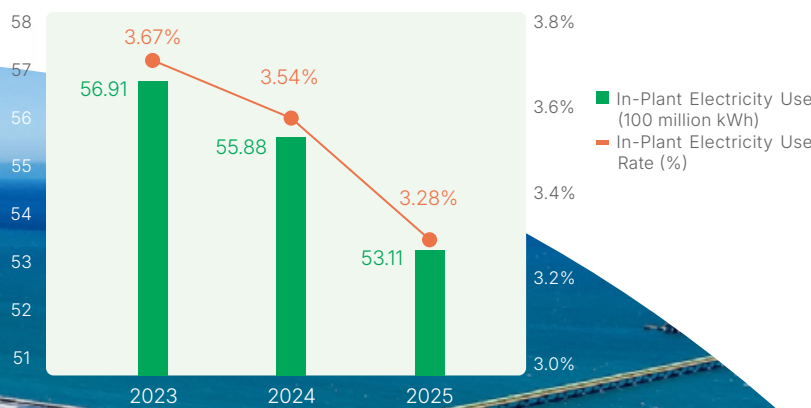
Sulfur hexafluoride, or SF₆, is a greenhouse gas with a high global warming potential. Although it is widely used as an insulating material in power equipment, Taipower continues to promote reduction and management measures. The substation equipment management department has established SF₆ maintenance management procedures, requiring each unit to recover and purify SF₆ before equipment maintenance and refill the purified gas for reuse after inspection and maintenance are completed. Through this management mechanism, Taipower effectively reduces SF₆ usage while maintaining equipment operating safety and resource recycling.

Improving Energy and Resource Use Efficiency in Operations

Taipower uses a Material Flow Management Information System to monitor energy, resources, and waste inputs and outputs at each unit, and continues to strengthen the energy and resource efficiency management in its operations.

In 2025, Taipower also continued to support the Executive Yuan's Government Agencies and Schools Electricity Efficiency Enhancement Program and the Ministry of Economic Affairs' Water Conservation Normalization Action Plan. Led by the General Management Office, regional offices and power plants implemented energy conservation and carbon reduction measures. Monthly tracking of water, electricity, fuel, and other energy and resource use was conducted, together with performance evaluations, to strengthen the management mechanism. Taipower also continued to promote energy conservation measures at plant sites and affiliated facilities by introducing high-efficiency equipment and optimizing operating modes.

In-Plant Power Consumption Status of All Thermal Power Plants





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Management of Non-Production Resources

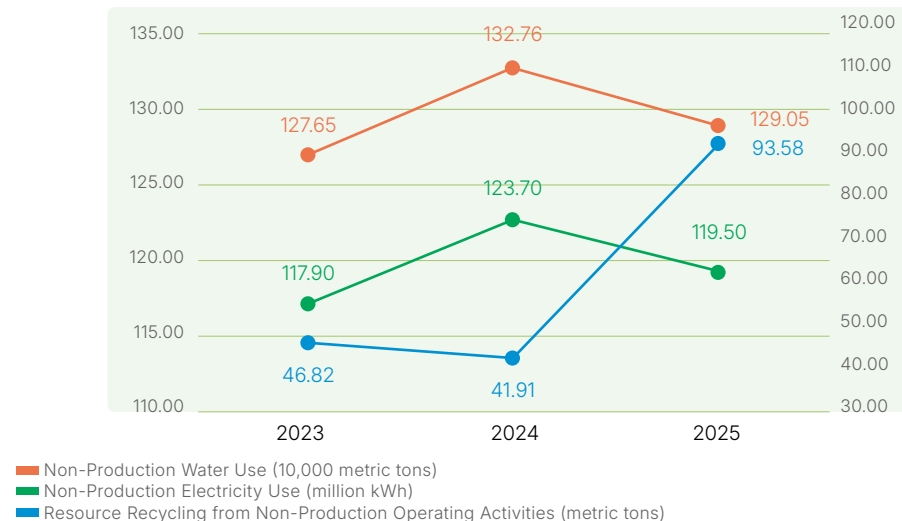
On the production side, Taipower continues to promote the management of non-production resources in addition to energy and resource management. For offices, dormitories, affiliated facilities, official vehicles, and related activities, Taipower implements water, electricity, fuel, and paper conservation measures to reduce the environmental impact of daily operations.

In 2025, Taipower continued to support energy and water conservation programs promoted by the Executive Yuan and the Ministry of Economic Affairs. Led by the General Management Office, regional offices and power plants implemented energy conservation and carbon reduction measures. Monthly tracking of water, electricity, fuel, and other energy and resource use, together with annual performance evaluations, was conducted to strengthen the management mechanism.

Using 2024 as the base year, Taipower set 2025 targets for company-wide non-production electricity and water use, aiming for no increase in consumption. Electricity consumption was targeted to remain below 123.70 million kWh, and water consumption below 1.3276 million metric tons. In 2025, electricity consumption was 119.50 million kWh, and water consumption was 1.2905 million metric tons, both meeting the targets.

Looking ahead, Taipower will continue to replace aging and high-energy-consuming equipment, to give priority to air conditioning equipment with Level 1 energy efficiency ratings and motors rated IE4 or above, and to introduce energy conservation equipment and management practices that improve energy efficiency. Through 2030, Taipower will continue to strive for no increase in non-production electricity and water consumption compared with the previous year, while refining related management measures.

Electricity and Water Use and Resource Recycling at Taipower Headquarters



Notes: 1. This item reflects resource recycling results from the Taipower Headquarters building.

2. Recycled items include paper, iron and aluminum cans, other metal products, plastic containers, glass containers, and other items.

Taipower will continue to replace aging and high-energy-consuming equipment, introduce energy conservation measures, and promote vehicle electrification to further improve the effectiveness of non-production resource management.

Effectiveness of Non-Production Resource Management

Water Conservation

Prioritized the acquisition and use of equipment with water conservation labels; promoted the recycling and reuse of rainwater, condensate, and vegetable washing water; promoted the replacement of water conservation equipment in line with the Water Conservation Normalization Action Plan; strengthened pipeline inspections and leak management.

Electricity Conservation

Prioritized the acquisition and use of products with energy conservation labels or Level 1 energy efficiency ratings; selected air conditioners with high CSPF values; moderately increased the chilled water outlet temperature of central air conditioning systems; established energy management systems; continued to replace aging and high energy consuming equipment; maintained indoor temperatures at 26°C to 28°C with circulating fans; shut down chillers half an hour before the end of work; operated elevators and office equipment in energy conservation modes; installed nighttime automatic shutdown software on personal computers to regularly turn off unused computers after work.

Fuel Conservation

Promoted carpooling; strengthened vehicle maintenance and inspections; accelerated the replacement of fuel vehicles with electric vehicles; increased the use of electric vehicles; in 2025, the General Management Office reduced fuel use by 2,981 liters compared with 2024.

Paper Conservation

Continued to promote electronic document exchange and online approval, achieving implementation rates of 70% and 85%, respectively; promoted double-sided printing, saving approximately 3.47 million sheets of paper.

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3.2 Environmental Impact Management

Material Topic Management: Environmental Impact and Resource Management

Policy	Reduce the environmental impact of operations and fulfill corporate responsibilities through greenhouse gas (GHG) reduction, air pollution control, water conservation management, resource recycling and reuse, proper waste management, and environmental management improvement.
Management Approach	- Promote resource recycling, reuse, and waste management to reduce environmental burdens. - Strengthen air pollution and emissions management and continuously improve control effectiveness. - Promote rainwater harvesting, wastewater recovery, and water conservation management to improve water use efficiency. - Strengthen environmental management, improve tracking for environmental penalty cases, and audit mechanisms to prevent environmental compliance risks.
Action Plans	- Continue to reduce net GHG emission intensity from thermal power units. - Continue to reduce air pollutant emission intensity. - Promote water conservation, wastewater recovery, and sustainable water resource use. - Promote resource circulation, waste reduction, and reuse of retired materials. - Strengthen improvement tracking for environmental penalty cases and refine environmental management practices.
Actual Performance in 2025	- Net GHG emission intensity from thermal power units decreased by 16.7% compared with 2016. - Air pollutant emission intensity decreased by 72.5% compared with 2016. - The wastewater recovery rate at thermal power plants reached 81%.
Targets for 2030	- Reduce air pollutant emission intensity by 75% compared with 2016. - Increase the wastewater recovery rate at thermal power plants to 85%.

3.2.1 Greenhouse Gas and Air Pollution Management

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GHG Emissions and Reduction Measures

Taipower continues to promote energy transition. Through the development of low-carbon power, the increased use of cleaner fuels, and the optimization of generation equipment efficiency, Taipower reduces the electricity carbon emission factor and provides cleaner electricity for society. For GHG reduction from thermal power generation, Taipower focuses on the following two key directions:

Gas Expansion and Coal Reduction

Increase the share of gas-fired power generation. In 2025, the trend of using gas as the primary fuel and coal as the supplementary continued, with the share of gas-fired power generation exceeding that of coal-fired power generation.

Gas-Fired Unit Upgrades

Gradually replace older gas-fired combined-cycle units with newer gas-fired combined-cycle units that offer higher generation efficiency.

Taipower's GHG emission sources include thermal power generation, coal storage yards, fuel-consuming equipment such as vehicles and engines, insulating gases in electrical switches, and refrigerants in refrigeration and air conditioning equipment. Since 2005, Taipower has voluntarily conducted GHG inventories and gradually established inventory guidelines and management systems. Units regulated by law conduct inventories based on geographic boundaries, while units not regulated by law adopt the operational control approach. Each year, Taipower conducts inventories and undergoes third-party verifications for emissions from the previous year.

In accordance with the Climate Change Response Act and related regulations, Taipower conducts annual GHG inventories and commissions independent third-party institutions to perform external verifications. In 2025, Taipower's total direct GHG emissions and direct GHG emissions from thermal power units were 88.48 million metric tons CO₂e and 87.93 million metric tons CO₂e, respectively. Taipower continues to track emissions performance and changes in the electricity carbon emission factor as the basis for rolling reviews of carbon reduction strategies.

Scope 3 Emissions Management Planning

Taipower continues to monitor trends in Scope 3 GHG emissions management and conducts related identification work in accordance with the Ministry of Environment's Guidelines for Greenhouse Gas Emissions Inventory, 2024 edition. Compared with most industries, emissions in the power sector are mainly concentrated in Scope 1, with power generation emissions accounting for approximately 99% of total emissions, while Scope 3 emissions account for a relatively low share.

Taipower follows relevant regulations issued by the Ministry of Environment. Scope 3 management focuses mainly on identifying emission sources and has not yet been included in the emissions calculation boundary. Going forward, Taipower will promote inventory, quantification, and disclosure in different stages, depending on regulatory requirements and the feasibility of data collection.

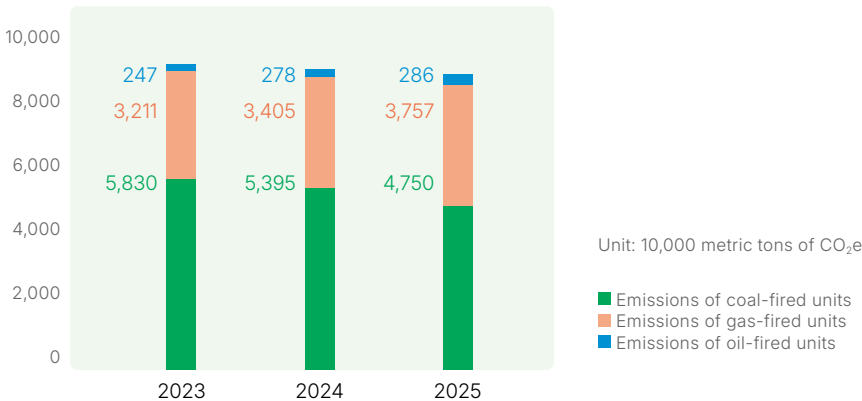
Taipower GHG Emissions

Unit: 10,000 metric tons of CO₂e

Year	CO ₂	CH ₄	N ₂ O	SF ₆	HFC	PFCs	NF ₃
2023	9,286	27	26	8	1	0	0
2024	9,085	25	25	7	3	0	0
2025	8,795	23	22	6	1	0	0

Note:As Taipower is the primary electricity provider in Taiwan, the Company's total emissions inventory includes only direct emissions. Indirect energy emissions are not included separately to avoid double counting.

Emissions of Thermal Power Units



Air Pollution Control Management

Air pollution issues have continued to receive public attention in recent years. Taipower continues to reduce air pollutant emissions from thermal power plants through short-term load reductions, medium-term equipment improvements, and long-term power structure adjustments, all while balancing power supply stability and environmental protection.

• Air Pollution Control Measures

During periods of poor air quality, Taipower implements environmentally friendly dispatching and load reductions to reduce emissions of particulate matter (PM), sulfur oxides (SO_x), and nitrogen oxides (NO_x). Taipower also gives priority to low ash and low sulfur fuels and cleaner energy sources. Each power plant is equipped with continuous emission monitoring systems (CEMS) to monitor emissions in real time and ensure compliance with emission standards.

• Equipment Improvement Plans

In recent years, Taipower promoted nine air pollution improvement projects at thermal power plants, all of which were completed in 2025. Among them, the air pollution control equipment improvement and upgrade project for Taichung Power Plant's Units 5 to 10 was fully completed. The second phase of an indoor coal storage facility was also completed in April 2025, further improving air pollution control effectiveness.

• Power Structure Adjustment

Taipower continues to promote the construction of new gas-fired units and the renewal of existing units, gradual reductions in coal consumption and the advancement of the power structure's low-carbon transition.



▲ New gas-fired units at Taichung Power Plant.

Actual and Regulatory Values of Major Air Pollutants

Unit: kg/GWh

Year	PM		SO _x		NO _x	
	Actual Value	Regulatory Value	Actual Value	Regulatory Value	Actual Value	Regulatory Value
2023	5	58	77	263	160	331
2024	6	53	66	212	144	269
2025	6	52	54	191	150	241

Note:The regulatory values are calculated by estimating the total air pollutant emissions of each thermal power unit based on emission standards, and then dividing the result by the gross generation of all thermal power plants in the current year.

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Management of Stationary, Mobile, and Fugitive Emission Sources

• Management of Stationary Emissions

Short-Term Response - Load reductions for coal and oil-fired units during periods of poor air quality, with gas-fired units prioritized in dispatch.

To demonstrate its commitment to environmental protection, Taipower has implemented voluntary environmental load reductions at coal and oil-fired thermal power plants since November 2017, on the condition that power system stability can be maintained. These measures include both proactive and friendly reductions. In 2025 alone, load reductions were carried out 1,813 times. By the end of December 2025, the cumulative number of load reductions had reached 12,468, with a total generation reduction of 118,657.26 GWh.

Principles for Load Reductions in Response to Air Pollution Levels

Load Reduction Action	Criteria for Taking Action	Action Plan
Voluntary Load Reductions	The air quality forecast for the current day or the next day reaches an orange preliminary alert or above, with AQI greater than 100.	After confirming that power supply security will not be affected, Taipower dispatches coal-fired power plants within and upwind of the affected air quality area to reduce loads.
Autonomous Load Reductions	On the current day, one third or more monitoring stations reach orange preliminary alerts or above, with AQI greater than 100.	After confirming that power supply security will not be affected, Taipower dispatches coal-fired power plants within and upwind of the affected air quality area to reduce loads.
Mandatory Load Reductions	Air quality reaches medium warning or severe deterioration warning levels, with AQI greater than 150, 200, 300, or 400, nationwide power supply margin of more than 2.8 GW, and a reserve margin above 10%.	In accordance with regulations on emergency control for severe air quality deterioration warnings, Taipower dispatches thermal power plants to reduce specified generation amounts based on air quality levels.

Load Reductions in 2025

Load Reduction Action	Frequency of Load Reductions, Times	Reduced Load Amounts (10 MWh)		
		Annual Overhauls (Maintenance)	Non-Annual Overhauls (Maintenance)	Total
Voluntary Load Reductions	1,764	611,516	1,320,786	1,932,302
Autonomous Load Reductions	49	7,598	18,374	25,972
Mandatory Load Reductions	0	0	0	0
Total	1,813	619,114	1,339,160	1,958,274

• Management of Mobile Emission Sources

Taipower has inventoried its own large diesel vehicles that comply with Phase I and Phase II environmental standards and is cooperating with the Ministry of Environment's policy to retire and replace aging vehicles. For large diesel vehicles that comply with Phase III standards, Taipower has installed diesel particulate filters to reduce PM2.5 emissions and continuously improve pollution from mobile emission sources.

• Management of Fugitive Emission Sources

Taipower's fugitive emission sources mainly include coal yards and construction sites. For construction sites, in addition to complying with the Management Regulations for Construction Project Air Pollution Control Facilities, Taipower also uses contractual requirements, self-management, and unscheduled supervision and audits to require contractors to implement measures such as construction fences, dust control nets, coverings, water spraying, and vehicle washing, thereby reducing the risk of fugitive air pollution during construction.

Taipower has also established Guidelines for Promoting Environmentally Friendly Measures at Green Construction Sites and Guidelines for Handling Penalties for Contractors Violating Environmental Protection Clauses in Contracts. These guidelines are incorporated into contract management based on project-specific conditions to continuously strengthen air pollution control and risk management at construction sites.

Mid-Term Approach - Upgrading and improving existing high-efficiency air pollution control equipment.

Taipower continues to carry out the comprehensive inventory and upgrading of existing air pollution control equipment, while planning the installation of high-efficiency systems. Operational measures are also implemented to maximize pollutant removal efficiency. Advanced and more efficient pollution control devices are installed in new power plants or integrated into upgrades at existing plants. To ensure emission transparency, continuous emission monitoring systems (CEMS) are installed on chimneys to facilitate real-time oversight.

From 2017 to 2025, Taipower allocated a total of NT\$72.029 billion to upgrade its air pollution control equipment. Upon completion of these initiatives, the improvements are expected to reduce annual emissions of particulate matter (PM) by 398 metric tons, sulfur oxides (SOx) by 7,118 metric tons, and nitrogen oxides (NOx) by 15,460 metric tons. Major improvement measures are as follows:

Air Pollutant	Control Measures
Particulate Matter (PM)	• Install high-efficiency electrostatic precipitators (EPs), bag filters (BFs), and wet electrostatic precipitators (WESPs). • Build indoor coal storage facilities and dust control facilities to reduce fugitive emissions from coal yards.
Nitrogen Oxides (NOx)	• Install low NOx burners (LNBs) and selective catalytic reduction systems (SCR).
Sulfur Oxides (SOx)	• Install flue gas desulfurization systems (FGD).

Long-Term Approach - A power source shift from “primarily coal with gas as support” to “primarily gas with coal as support”

In line with national energy policy, Taipower is gradually shifting its thermal power generation structure from “primarily coal with gas as support” to “primarily gas with coal as support,” in addition to increasing the share of renewable energy. As new gas-fired units are completed and begin commercial operation, some existing coal-fired units will be gradually decommissioned or converted to standby mode. Through the replacement of aging equipment and the transformation of high-pollution units, Taipower balances air quality improvement with the need for stable power supply.

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3.2.2 Improving Water Resource Use Efficiency

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Water Resource Management Principles

Taipower values and conserves water. As such, the Company continuously promotes water use management, wastewater treatment, recycling, and reuse to reduce the dependence of power generation operations on water resources. In accordance with the ISO 14001 management system, Taipower tracks the Ministry of Environment's wastewater discharge standards and related regulatory amendments, and each power plant conducts regulatory identification and compliance audits.

Recent regulatory developments include the addition of new control items to effluent standards, phased ammonia nitrogen controls, stricter limits on mercury, arsenic, and selenium in flue gas desulfurization wastewater from coal-fired units, and the gradual annual increase of water pollution control fees from 2026 to 2031. To address potential risks arising from regulatory changes, Taipower has adopted short-term measures such as increasing external and self-testing frequency, strengthening process control, and reducing pollutants at the source. Over the long term, Taipower will continue to optimize wastewater treatment processes and strengthen equipment resilience to improve overall treatment performance.

To respond to possible droughts, pressure reductions, or reduced water supply caused by climate change, each power plant has established emergency response measures. These include suspending green space irrigation, reducing domestic and miscellaneous water use, maintaining high water levels in storage tanks to extend available water supply days, and, when necessary, reallocating agricultural water in accordance with relevant regulations to reduce the impact of water shortages on power generation operations. In 2025, Taipower had no violations of water quality or water use related regulations.

Power Plant Water Management

Taipower's power plants continue to promote water conservation, recycling, and reuse measures. Thermal power plants have adopted rainwater harvesting and wastewater recycling and reuse as regular water use principles. Reclaimed water is mainly used for landscape irrigation, road and coal pile dust suppression, boiler furnace bottom water seals, bottom ash handling, and power generation processes. Future thermal units will also be planned and designed to maximize wastewater recovery and reuse.

Each thermal power plant manages water use in accordance with the relevant operating procedures. The Department of Power Generation regularly reviews production water use rates, and water balance diagrams are used to track water supply and water use. Since production water demand is largely constrained by original unit design conditions, Taipower currently focuses on strengthening equipment maintenance and reducing unplanned outages to minimize additional water demand caused by abnormal operations, while continuing to improve water management effectiveness.

Water Use for Power Generation at Taipower Thermal Power Plants in 2025

Unit: m³

Power Plant	Tap Water	Well, River, or Desalinated Water	Total
Hsieh-ho	265,268	2,865	268,133
Linkou	553,126	0	553,126
Datan	442,517	0	442,517
Tungshiao	463,264	0	463,264
Taichung	5,665,613	0	5,665,613
Hsinta	713,349	0	713,349
Talin	211,586	369,410	580,996
Nanbu	107,885	0	107,885
Jinshan	0	65,479	65,479
Tashan	0	24,592	24,592
Total	8,422,608	462,346	8,884,954

Taipower Water Consumption Statistics

Unit: m³

Year		2023				2024				2025			
Power Type	Item	Water Withdrawal	Water Discharged	Water Consumption	Water Intensity (metric tons/GWh)	Water Withdrawal	Water Discharged	Water Consumption	Water Intensity (metric tons/GWh)	Water Withdrawal	Water Discharged	Water Consumption	Water Intensity (metric tons/GWh)
Thermal Power		8,488,819	661,338	7,827,481	52.17	9,175,469	777,664	8,397,805	60.86	8,884,954	626,819	8,258,135	65.11
Nuclear Power		506,356	25,703	480,653	14.83	504,232	56,715	447,517	15.37	451,464	99,998	351,465	22.18

Note: Water withdrawal minus water discharge equals water consumption.

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Wastewater Recycling and Reuse

Taipower continues to promote rainwater harvesting, wastewater recycling and reuse at thermal power plants to reduce the use of freshwater. Each thermal power plant reviews water use rates monthly and quarterly in accordance with water control procedures, and uses water balance diagrams to monitor water resource use.

Wastewater Recycling and Reuse at Thermal Power Plants

Unit: metric tons

Year	Rainwater Reuse	Wastewater, Process Water, and Boiler Blowdown Reuse
2023	50,513	2,037,828
2024	86,802	2,100,816
2025	71,683	2,711,619

Note:Flue gas desulfurization, or FGD, wastewater is not included in reuse statistics because its high salinity may cause equipment corrosion and soil salinization, making it unsuitable for reuse.

• Water Resource Management at Nuclear Power Plants

Raw water for the First Nuclear Power Plant is taken from the Qianhua River, while the Second Nuclear Power Plant draws water from the Xiaojiaoxi and Yuantan Rivers. The Third Nuclear Power Plant uses water from its on-site seawater desalination plant, and its raw water reservoir also has rainwater collection functions. Overall, these water sources do not compete with domestic or agricultural water use.

Nuclear power plants continue to conserve water by improving wastewater recycling and enhancing the efficiency of internal water use. The recovery rate of recyclable radioactive wastewater has remained above 99%. Taipower also continues to strengthen chemical control, recovery, and treatment to maintain high recovery rates. Domestic wastewater from the Third Nuclear Power Plant is also fully recycled for irrigation, while other wastewater is discharged only after complying with nuclear safety and environmental regulations.

In addition to daily inspections, maintenance, exposed pipeline inspections, and replacement of deteriorated pipelines to reduce leakages, nuclear power plants also gradually shut down equipment that is no longer required, while ensuring system safety,after entering the decommissioning stage. These measures help reduce system water demand.

3.2.3 Waste Management

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Taipower manages waste generated across power generation, transmission, distribution, and electricity sales activities based on waste characteristics. Measures include classification, proper storage, lawful removal, reuse, and flow tracking to reduce environmental impacts and continuously improve resource circulation performance.

Mitigation and Improvement Measures for Major Waste by Power Generation Type

Different power generation types produce different types of waste. Taipower adopts corresponding mitigation and improvement measures based on environmental impacts and management needs.

	Thermal Power	Nuclear Power	Renewable Energy
Main Waste	Coal ash, including fly ash and bottom ash, and desulfurized gypsum.	Low-level and high-level radioactive waste.	Decommissioned units and equipment, such as wind turbine blades.
Environmental Impact	Improper storage or treatment may cause environmental pollution risks.	Storage, disposal, and monitoring must comply with laws and regulations and be subject to competent authority control.	Large equipment must be properly removed and treated after decommissioning.
Materiality Description	Thermal power accounted for approximately 81.3% of Taipower's total electricity generated and purchased. Industrial waste and byproducts from thermal power generation must be properly managed and reused.	Taipower strictly manages radioactive waste storage and disposal to ensure no impact on the environment or nearby residents.	Renewable energy facilities generate relatively little waste during operation, but some equipment still requires management after decommissioning.
Mitigation and Improvement Measures	Waste is handled or reused by qualified contractors in accordance with the Waste Disposal Act and related regulations. Coal ash and desulfurized gypsum may be reused as concrete admixtures, trench backfill materials, cement, and fire-retardant boards.	Waste is managed separately based on radioactive characteristics. Low level radioactive waste is centrally stored with subsequent disposal planning, while spent nuclear fuel is first stored in fuel pools and then transferred to dry storage facilities.	Qualified contractors are commissioned for removal. Taipower continues to evaluate reuse or treatment options, such as using wind turbine blades as cement kiln fuel or construction materials.

Taipower conducts waste generation, classification, storage, removal, treatment, and reporting in accordance with the Waste Disposal Act and its related regulations. Each unit properly classifies and stores waste as required, commissions qualified contractors for removal and treatment, and uses the online triplicate manifest system for reporting and flow tracking to prevent illegal dumping.

Taipower has established a Material Flow Management Information System to track the energy, resource, and waste inputs and outputs at each unit. Management indicators such as the idle material generation rate and idle waste treatment rate are also used, with annual evaluations conducted to continuously improve waste management and resource circulation practices. For waste generated from non-production operations, Taipower also promotes classification, recycling, source management, and strive to continuously raise awareness in accordance with environmental regulations to reduce the environmental impact of daily operations.

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Thermal Power Waste Management and Reuse

Taipower continues to manage the safety of its fly ash silo storage by controlling ash levels and evaluating fly ash loads. Factors such as wind force, seismic activity, soil pressure, silo wall stress, and temperature are considered to ensure the structural safety of fly ash silos and reduce potential risks.

• Diameter, Height, and Actual Controlled Ash Levels of Fly Ash Silos at Coal-Fired Power Plants

Taipower continues to promote the reuse of coal ash and desulfurized gypsum to reduce environmental burdens and improve resource circulation benefits.

Power Plant	Linkou	Taichung	Talin	Hsinta
Number of Fly Ash Silos	2	10	2	4
Diameter (m)	16.5	12-15	16	17
Height (m)	36	20	26.6	24
Controlled Ash Level (m)	28	10	22	20

• Utilization of Industrial Waste

Industrial Waste	Coal Ash	Desulfurized Gypsum
Reuse Practice	Used in trench backfill projects and sold as construction materials	Reused by the cement and fire-retardant board industries
2025 Production	1.54 million metric tons	245 thousand metric tons
2025 Reuse Volume	1.513 million metric tons	245 thousand metric tons
2025 Reuse Ratio	98.3%	100%

Nuclear Energy Related Waste Management

Nuclear energy related waste is classified into low-level radioactive waste and high-level radioactive waste. Current management methods are as follows:

	Short-Term	Medium-Term	Long-Term
Storage and Disposal Processes for Low-Level Radioactive Waste	Before 1996, waste was temporarily stored at the Lanyu Low-Level Radioactive Waste Storage Site. Since 1996, waste has been temporarily stored at low-level waste storage facilities at nuclear power plants	A medium-term temporary storage facility is being planned, and waste will be transported to this facility for centralized storage	Waste will be transported from short-term or medium-term temporary storage facilities to a final disposal site
Storage and Disposal Processes for Spent Nuclear Fuel	In keeping with international practice, spent nuclear fuel is first temporarily stored in used fuel pools and then moved to dry storage facilities		

Renewable Energy Equipment Decommissioning Management

Renewable energy facilities generate relatively little waste during operation. However, some wind power units have gradually entered the decommissioning stage. Taipower currently stores large equipment such as wind turbine blades at its sites and continues to evaluate reuse or treatment options, such as use of materials as cement kiln fuel, construction materials, or other reuse applications, to reduce the environmental impact of decommissioned equipment.

Sale of Industrial Waste and Resource Circulation

Taipower handles waste cables and metal waste through public tenders and commissions qualified vendors for removal and treatment in accordance with regulations. All waste leaving Taipower premises is reported and tracked online through the triplicate manifest system. For high copper distribution waste cables, Taipower also adopts centralized tendering and flow notification mechanisms to strengthen disposal tracking.

Taipower continues to promote the reuse of discarded but reusable items. Through public auctions and the sale of reusable iron reels, Taipower reduces waste generation and lowers the use of newly manufactured materials.

Sales Volumes and Amounts for Taipower's Industrial Waste

Item	2023	2024	2025
Coal Ash Production Volume (10,000 metric tons)	208.9	180.5	154
Sales Volume of Scrap Cable and Other Metals (1,000 metric tons)	8.621	8.545	8.691
Sales Amount of Scrap Cable and Other Metals (NT\$100 million)	15.03	16.47	16.95

3.3 Strengthening Circular Economy and Ecological Inclusiveness

3.3.1 Practicing Circular Economy

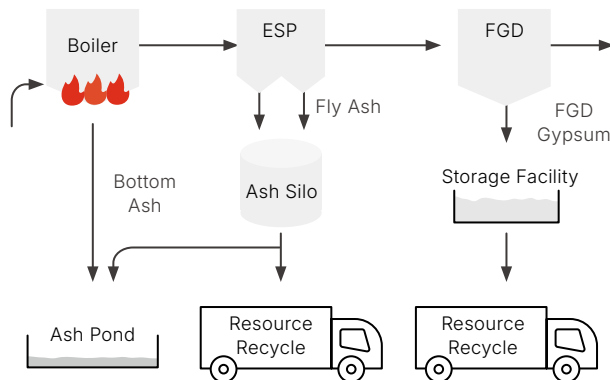
Taipower has conducted research projects related to the circular economy and continues to inventory materials with circular potential across the power generation, transmission, distribution, and sales value chain. Guided by a Circular Economy Strategic Blueprint, Taipower promotes related action plans and gradually incorporates circular economy concepts into energy, resource, and environmental management mechanisms, advancing these efforts systematically through resource reuse, engineering design, and equipment management.

In facing challenges such as resource constraints under the energy transition, growing electricity demand, and climate risks, Taipower continues to strengthen resource circulation mechanisms through the reuse of coal-fired power byproducts, circular construction, and equipment recovery and reuse.

Promoting Coal Ash Reuse and Resource Circulation

Taipower's coal ash output in 2025 was approximately 1.54 million metric tons. In response to the government's resource recycling policy, Taipower not only continues to invest in reuse technology research, development, and promotion, but also strengthened coal ash production management. Coal ash from coal-fired power plants can partially replace cement and serve as a cementitious material in concrete. Most coal ash is now used in the construction materials market, demonstrating concrete progress in resource circulation and reuse.

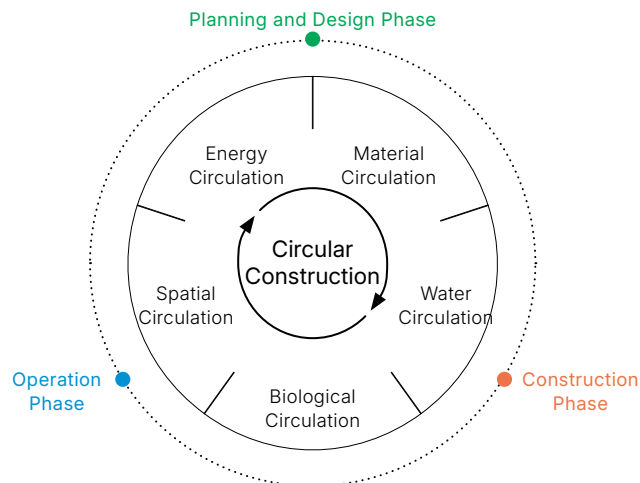
Taking the Talin Power Plant as an example, coal ash generated from its coal-fired units has been widely used as a cement additive and construction material, showing the effectiveness of circular reuse of the coal-fired power byproducts.



Promoting Circular Construction

Taipower possesses a large amount of infrastructure and is gradually introducing circular construction concepts across the design, construction, operation, and decommissioning stages to improve resource efficiency and reduce construction waste. To support this transition, the Company has organized workshops and seminars to strengthen employees' understanding of the circular economy. In 2023, Taipower formulated Circular Construction Implementation Guidelines and a Circular Construction Checklist as references for new construction and renovation projects.

In 2024, these concepts were applied to the Renovation of Dormitory No. 1 at the Training Institute. In 2025, circular construction design requirements were further introduced into the tendering stage for three new building projects.



- ▶ Taipower showcased a model of its circular building, the Taipower Offshore Wind Power Plant Operation and Maintenance Center ("Sun Rock").
- ◀ Taipower gives retired power equipment a new life by redesigning and repurposing it into cultural and creative products, including reading lamps, heat-insulating mats, hydropower pens, and manhole cover coasters.

Strengthening Resource Circulation and Low-carbon Applications

In addition to material and engineering circulation, Taipower continues to optimize equipment and energy use management mechanisms. During substation equipment maintenance, for example, Taipower implements SF₆ recovery, purification, and refill reuse procedures to reduce greenhouse gas emissions. Through the Taiwan Power App, the Company also provides electricity use analysis and energy-saving reminders to help users understand their electricity consumption behavior and promote demand-side energy saving.

In support of the government's electric vehicle policy, Taipower continues to participate in charging infrastructure development and smart charging control technologies, improving energy use efficiency and supporting the low-carbon transition.

3.3.2 Promoting Ecological Coexistence

Ecological Coexistence and Nature-related Risk and Opportunity Management (TNFD)

As Taiwan's core electricity provider, Taipower's operations are closely linked to natural capital. In response to global biodiversity frameworks, international sustainability disclosure trends, and the need to strengthen nature-related risk and opportunity management, Taipower launched its TNFD work in 2024. The work follows the Taskforce on Nature-related Financial Disclosures (TNFD) Recommendations Version 1.0 and the LEAP approach, with reference to the sector guidance for electric utilities and power generators. Results are disclosed progressively each year.

Governance

In 2024, Taipower's Chairman chaired the Sustainable Development Commission and the Management Meeting, where the Company formally resolved to launch its TNFD-related work. In 2025, nature-related risk and opportunity management was incorporated into board-level medium- and long-term management objectives, with tracking and review mechanisms established.

The Sustainable Environment Promotion Task Force under the Sustainable Development Commission serves as the lead unit, working with headquarters departments and on-site units. Through international trend analysis, reviews of existing environmental impact assessments and risk management mechanisms, and in consideration of nature-related issues in the power sector, Taipower has developed a management process aligned with its operating characteristics. Through cross-department meetings, training, and working sessions, the Company collects operational data, evaluates dependencies and impacts on natural resources and ecosystem services, and identifies material nature-related risks and opportunities with system departments, on-site units, experts, and scholars.

Taipower also considers human rights policies and stakeholder engagement in its TNFD process. Where nature-related risks or opportunities may affect Indigenous peoples, local communities, or other stakeholders, on-site units respond through environmental impact assessment commitments, stakeholder engagement, and community measures, with oversight and rolling reviews by responsible departments.

Strategy

1. Focusing on Direct Operations

As an integrated power utility, Taipower defines the scope of this assessment as covering direct operations and downstream activities under the LEAP sector guidance. Upstream activities, such as fuel extraction, raw material sourcing, equipment manufacturing, and transportation, may involve land use change, ecological disturbance, or pollution. However, these impacts do not occur directly at Taipower-owned sites and are currently managed through regulatory compliance, contract management, procurement stability, cost structure management, and reputation risk response. Therefore, this stage focuses mainly on direct operations.

2. Identifying Links Between Value Chain Activities and Nature

Taipower inventoried the natural capital and ecosystem services related to its direct operations value chain.

System	Natural Capital Interface ¹	Ecosystem Services ²
Power Generation	Water bodies, reservoirs, surface water, groundwater, coastal waters, land, soil, air, surrounding habitats, and ecosystems	Water supply, hydrological regulation, flood and storm buffering, soil and sediment retention, climate regulation
Transmission	Hillslopes, forests, vegetation, soil, river basins, coastal areas, and ecosystems around lines and pipelines	Flood and storm buffering, soil and sediment retention, erosion control, climate regulation
Distribution	Urban and rural land, soil, regional drainage systems, coastal areas, local vegetation, and ecosystems	Flood buffering, drainage regulation, soil retention, local climate regulation
Electricity Sales	Direct interface with natural capital is relatively limited and mainly linked indirectly through power generation, transmission, and distribution systems	Mainly indirect reliance on ecosystem services that support stable power supply

Notes: 1. Natural capital: According to the TNFD Recommendations (Version 1.0), “natural capital” refers to the stock of renewable and non-renewable natural resources, such as plants, animals, air, water, soils, and minerals, that combine to yield a flow of benefits to people.

2. Ecosystem services: According to the TNFD Recommendations (Version 1.0), “ecosystem services” refer to the contributions of ecosystems to the benefits that are used in economic and other human activities.

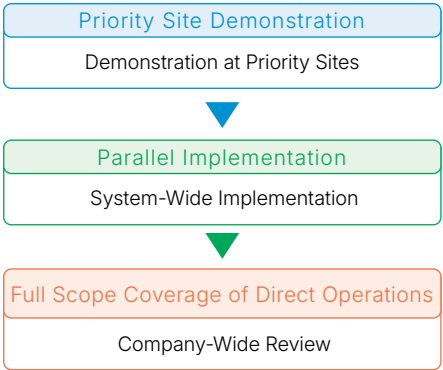
3. Managing Short-, Medium-, and Long-Term Nature-related Risks and Opportunities

Taipower identifies short-, medium-, and long-term nature-related risks and opportunities in direct operations and incorporates them into management actions. Short-term objectives focus on immediate risks and concrete actions related to climate response, environmental quality management, and ecological conservation. Medium- and long-term priorities include long-term climate change risks, the potential collapse of ecosystem services, stricter climate and biodiversity regulations, and compliance and transition pressures arising from stakeholder engagement. Taipower will continue moving toward ecological restoration and nature-positive growth through nature-based solutions (NbS).

4. Phased Implementation

Given Taipower's diverse and widely distributed operating sites, phased implementation is more practical. With reference to the TNFD sector guidance, Taipower first selects representative sites with higher natural risks as demonstration sites, then develops systematic analytical methods and processes, and gradually expands implementation across all direct operations.

Taipower's Phased TNFD Implementation Plan



Risk and Opportunity Management

1. Locate: Selecting Priority Sites for Demonstration

Identifying Taipower's Priority Systems Using the ENCORE (2025) Tool

System	Hydropower	Thermal Power			Nuclear Power	Solar / Wind Power		Power Transmission and Distribution
Dependency Item	Hydropower	Coal-Fired Power	Oil-Fired Power	Gas-Fired Power	Nuclear Power	Solar Power	Wind Power	Transmission, Supply, Distribution, and Sales
Biomass Provisioning	-	Low	-	-	-	-	-	-
Water Supply	Very High	Very High	Very High	Very Low	High	Medium	Very Low	Very Low
Rainfall Pattern Regulation	-	Very High	-	Medium	-	-	-	Very Low
Water Purification	Low	Very High	High	Medium	Medium	-	-	-
Water Flow Regulation	Very High	Very High	Very High	Very Low	High	Medium	Medium	Very Low
Global Climate Regulation	Medium	High	High	Very Low	Very Low	Very High	Very High	Very Low
Regional Climate Regulation	Low	Low	Low	Low	Low	Medium	Medium	Low
Mass Stabilization and Erosion Control	Very High	High	High	Low	High	Medium	Medium	Low
Flood Protection	Very High	High	High	Very Low	Medium	Medium	High	Medium
Solid Waste Remediation	Low	High	High	Low	Low	-	-	Low
Air Filtration	-	Very Low	Very Low	Very Low	Very Low	-	-	-
Storm Mitigation	Medium	Medium	Low	Very Low	Low	Medium	Medium	Medium
Noise Attenuation	-	Very Low	Very Low	Very Low	Very Low	Very Low	Medium	Very Low
Dilution by Atmosphere and Ecosystems	-	Medium	Medium	-	Very Low	-	-	-
Other Regulation and Maintenance Services: Mediation of Sensory Impacts, Excluding Noise	-	Low	Low	-	-	-	-	-

System	Hydropower	Thermal Power			Nuclear Power	Solar / Wind Power		Power Transmission and Distribution
Impact Driver	Hydropower	Coal-Fired Power	Oil-Fired Power	Gas-Fired Power	Nuclear Power	Solar Power	Wind Power	Transmission, Supply, Distribution and Sales
Land Use Area	Medium	Medium	Medium	Medium	Medium	Low	High	Medium
Freshwater Use Area	High	High	Very High	Medium	Medium	-	-	Low
Seabed Use Area	-	-	Very High	-	-	-	Medium	Low
Water Use	Low	Medium	Medium	Low	Medium	Low	Low	Very Low
GHG Emissions	Low	Very High	Very High	High	Very Low	-	-	Very Low
Non-GHG Air Pollution	-	Very High	Very High	Medium	Low	-	-	Very Low
Toxic Pollutants Released to Water and Soil	-	Very High	Very High	Very High	Medium	Low	Very Low	Low
Solid Waste Generation and Discharge	Low	High	High	Low	High	Very Low	Very Low	Low
Disturbances, such as Noise or Light Pollution	High	Very High	Very High	Medium	Medium	Very Low	Medium	Low
Other Biological Resource Extraction, such as Fish and Timber	-	-	-	-	-	-	-	-
Nutrient Pollutants Released to Water and Soil	-	-	-	-	-	-	-	-
Introduction of Invasive Species	-	Very Low	Low	-	-	-	-	-

Taipower makes regular reference to the TNFD Recommendations (Version 1.0) and the LEAP approach sector guidance for the electric power industry (Version 1.0). Through the Locate, Evaluate, Assess, and Prepare steps, Taipower reviews systems with material dependencies and impacts on nature, selects the highest-priority site as the TNFD demonstration site, and identifies and responds to nature-related risks and opportunities at that site. To strengthen the scientific basis of the analysis and align with international practices, Taipower introduced the ENCORE (Exploring Natural Capital Opportunities, Risks and Exposure) database as an important tool for analyzing inherent nature-related risks in the electric power industry, and further localizes the analysis based on Taipower's operating practices.

The ENCORE analysis results show that coal-fired power generation systems have relatively high levels of dependencies and impacts on nature and are therefore the highest-priority system for implementation. Taipower further reviewed four coal-fired power plants, at Hsinta, Taichung, Talin, and Linkou, by comparing factors such as ecological sensitivity, species sensitivity, operational impact, and management practices. These four coal-fired power plants have long practiced environmental pollution monitoring, ecological actions, and engagement with local communities, and are managed through ISO standards, including ISO 9001, ISO 14001, and ISO 14064-1. Their ecosystem sensitivity is low. The Hsinta Power Plant promotes wetland conservation, while the Linkou Power Plant promotes native species restoration. Linkou's share of coal-fired power generation is slightly higher than that of Taichung, Talin, and Hsinta. To better reflect operating characteristics and management needs, the Linkou Power Plant was selected at this stage as the highest-priority site for demonstration of TNFD implementation.

Located on the coast of northern Taiwan, the Linkou Power Plant was established to meet electricity demand during Taiwan's industrial takeoff. Beginning in 1968, two 300 MW dual-fuel units, using fuel oil and coal, were successively installed, making it the largest power plant in Taiwan at the time. After nearly half a century of operation and maintenance, the old units were officially decommissioned in 2014. The plant was then renewed and expanded, with three ultra-supercritical coal-fired thermal power units entering commercial operation in 2016, 2017, and 2019. A series of advanced environmental protection facilities were also adopted to reduce environmental impacts. In particular, air pollutant emissions comply with the regulatory emission standards for natural gas units, enabling the plant to continue serving as a key power generation facility.

2. Evaluate

Based on ENCORE dependency and impact results, Taipower collected operating data from the Linkou Power Plant for assessment. For example, natural dependencies such as water supply, rainfall pattern regulation, and water flow regulation were linked to operational data on water use. The assessment was conducted using different methods based on data characteristics, including regulatory requirements, trend comparison, and management practices.

The assessment found that the Linkou Power Plant has a high dependency on water use. Its impacts on natural capital and ecosystem services include GHG emissions, non-GHG air pollution, marine discharge, invasive species, and disaster potential.

The Linkou Power Plant Assessment Results for Nature Dependencies and Impacts (E)

Category	Operational Data		Ecosystem Services
Resource Use - Energy	[Dependency]	Electricity Use	Provisioning / Supporting Services
Resource Use - Resources	[Dependency]	Water Resource Use	Provisioning / Supporting Services
	[Dependency]	Total Spatial Footprint	Provisioning / Supporting Services
Climate Change	[Impact]	GHG Emissions	Regulating Services
Pollution	[Impact]	Non-GHG Emissions	Regulating Services
	[Impact]	Soil Quality	Supporting Services
	[Impact]	River Discharge	Regulating Services
	[Impact]	Marine Discharge	Regulating Services
	[Impact]	Waste	Regulating Services
	[Impact]	Light Pollution	Regulating Services
Invasive Species	[Impact]	Noise	Regulating Services
	[Impact]	Invasive Species	Regulating Services
Endangered Species	[Impact]	Endangered Species	Provisioning / Supporting Services
Disaster Protection	[Impact]	Disaster Potential	Provisioning / Supporting Services

3. Assess

Based on the dependency and impact assessment for the Linkou Power Plant, Taipower identified five physical risks, four transition risks, and four opportunities, and clarified the possible event, time horizon, value chain position, and financial impact of each item.

The Linkou Power Plant Nature-related Physical Risks, Transition Risks, and Opportunities Identification Results

Physical Risks (5 items)					
Item	Risk	Impact Description	Time Horizon*	Value Chain Position	Financial Impact
Water Resource Use	Unstable or restricted external water supply	The plant is highly dependent on tap water. If external water supply is interrupted or restricted, normal operations will be severely affected.	Medium-term	Own operations	Increased operating costs
Disaster Protection (Geologically Sensitive Areas)	Rockfalls, landslides, or debris flows	The plant is located near geologically sensitive areas. Heavy rainfall or earthquakes may trigger rockfall, landslides, or debris flows, blocking transport roads or damaging transmission facilities and causing power supply interruptions.	Long-term	Own operations	Reduced asset value and increased operating costs
Flooding	Insufficient plant drainage system capacity causing flooding	As the frequency of extreme rainfall increases, insufficient plant drainage system capacity or delayed external flood discharge may cause flooding within the plant.	Medium-term	Own operations	Increased operating costs and reduced asset value
Invasive Species (Imported Red Fire Ants)	Equipment failure or occupational safety incidents caused by imported red fire ants	Imported red fire ants have been recorded in key operating areas such as generating units and coal storage areas in the past two years, which may cause equipment damage or occupational safety incidents.	Medium-term	Own operations	Reduced asset value
Coal Ash and Ash Ponds	Damage to coal ash storage facilities causing pollution of nearby groundwater and coastal waters	The plant is located on the windward side of the northeast monsoon. If dust control or seepage prevention facilities become aged or fail, dust and heavy metal leachate may pollute nearby groundwater and coastal waters.	Medium-term	Own operations	Increased operating costs and reduced asset value

Note:*Time horizons are classified as short-term (within 0 to 3 years), medium-term (within 3 to 5 years), and long-term (more than 5 years). Agent of Environmental Friendliness 96

Transition Risks (4 items)					
Item	Risk	Impact Description	Time Horizon*	Value Chain Position	Financial Impact
GHG Emissions	Rising costs due to stricter carbon reduction regulations	As net-zero policies become stricter and the government promotes NDC 3.0, the plant may face significant carbon reduction and regulatory compliance costs.	Medium-term	Own operations	Increased operating costs
Non-GHG Emissions	Public concern over whether plant operations affect surrounding air quality	The plant uses CEMS** to monitor emissions data in real time in accordance with regulations. Any exceedance may result in regulatory violations.	Short-term	Own operations	Increased operating costs
Marine Discharge	Public concern over whether plant discharge affects water quality in surrounding marine areas	The plant has established CWMS**. If abnormal data or ecological fluctuations occur, they may be attributed to plant discharge.	Medium-term	Own operations	Increased operating costs
Coal Ash and Ash Ponds	Downstream coal ash removal contractors failing to perform in accordance with contracts	During outsourced coal ash removal operations, if contractors fail to comply with relevant requirements, violations such as illegal dumping or leakage during removal may occur.	Medium-term	Downstream	Increased operating costs
Opportunities (4 items)					
Item	Risk	Impact Description	Time Horizon*	Value Chain Position	Financial Impact
Water Resource Use	Actively introducing water conservation technologies	The plant can reduce dependence on external water supply by introducing technologies such as rainwater recovery, processing water reuse, and seawater desalination.	Medium-term	Own operations	Reduced operating costs
GHG Emissions	Actively investing in emerging low-carbon technologies	In line with Company policy, Taipower actively promotes low-carbon technologies such as ammonia co-firing in coal-fired units and carbon capture and storage to prepare for stricter future carbon emission regulations.	Medium-term	Own operations	Reduced operating costs and increased revenue
Marine Discharge	Developing thermal discharge reuse	Taipower promotes wastewater treatment optimization and resource use of thermal discharge, creating added value by integrating marine ranching or marine ecological restoration projects.	Long-term	Own operations	Increased revenue
Disaster Protection (Geologically Sensitive Areas)	Introducing smart monitoring systems to provide early warnings for flooding or slope movement	Smart monitoring systems, such as rainfall and slope displacement monitoring, are installed at collapse-prone locations and key access corridors to improve disaster early warning capabilities.	Long-term	Own operations	Reduced operating costs

Notes: 1. Time horizons are classified as short-term (within 0 to 3 years), medium-term (within 3 to 5 years), and long-term (more than 5 years).
2. CEMS, Continuous Emission Monitoring System, refers to facilities that continuously sample, analyze, record, and calculate air pollutants emitted from stationary pollution source stacks. CWMS, Continuous Water Quality Monitoring System, refers to water quality and quantity monitoring implemented at plant discharge outlets in accordance with Article 105 of the Regulations for Water Pollution Control Measures and Test Reporting Management and related regulations.

Based on the likelihood of occurrence and the degree of impact or benefit, Taipower conducted a materiality assessment with internal stakeholders and further identified the following material nature-related risks and opportunities for the Linkou Power Plant:

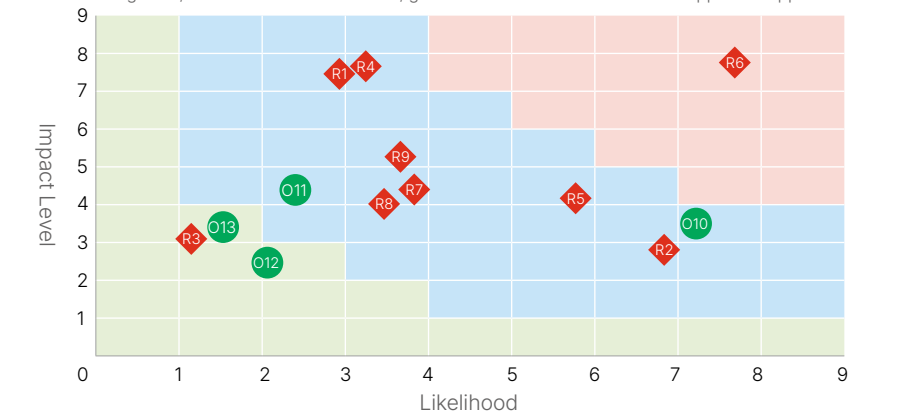
Four medium- to high- physical risks: unstable or restricted external water supply; imported red fire ant invasion causing equipment failure or occupational safety incidents; insufficient plant drainage system capacity causing flooding; and damage to coal ash storage facilities causing pollution of nearby groundwater and coastal waters.

Four medium- to high-transition risks: rising costs due to stricter carbon reduction regulations; impacts of operating emissions on air quality; impacts of discharge on marine water quality; and downstream coal ash removal contractors failing to perform in accordance with contracts.

Two medium- to high-opportunities: actively introducing water conservation technologies and actively investing in emerging low-carbon technologies.

The Linkou Power Plant Material Nature-related Risks and Opportunities Ranking

Red indicates high risk; blue indicates medium risk; green indicates low risk. The same applies to opportunities.



Code	Risk or Opportunity Item	Code	Risk or Opportunity Item
R1	Physical Risk - Unstable or restricted external water supply	R8	Transition Risk - Impacts of discharge on marine water quality
R2	Physical Risk - Red imported fire ants invasion causing equipment failure or occupational safety incidents	R9	Transition Risk - Downstream coal ash removal contractors failing to perform in accordance with contracts
R3	Physical Risk - Rockfalls, landslides, or debris flow	O10	Opportunity - Actively introducing water conservation technologies
R4	Physical Risk - Insufficient plant drainage system capacity causing flooding	O11	Opportunity - Actively investing in emerging low-carbon technologies
R5	Physical Risk - Damage to coal ash storage facilities causing pollution of nearby groundwater and coastal waters	O12	Opportunity - Developing thermal discharge reuse
R6	Transition Risk - Rising costs due to stricter carbon reduction regulations	O13	Opportunity - Introducing smart monitoring systems to provide early warnings for flooding or slope movement
R7	Transition Risk - Impacts of operating emissions on air quality		

To align with the TNFD emphasis on measuring specific financial impacts, Taipower referred to the assessment results and considered high dependency, clear impact pathways, and data availability. Based on this approach, Taipower selected “rising costs due to stricter carbon reduction regulations” and “unstable or restricted external water supply” for financial impact analysis.

4. Prepare

Based on operating experience, risk management mechanisms, ISO practices, and regulatory compliance procedures, the Linkou Power Plant reviewed and developed response measures for the identified risks and opportunities.

Response Measures for Medium- to High-Physical Risks	
Risk	Response Strategy
Unstable or restricted external water supply	1.Strengthen maintenance of water storage facilities and rainwater recovery dispatch. 2.Establish drought warning thresholds and emergency response drill mechanisms.
Imported red fire ant invasion causing equipment failure or occupational safety incidents	1.Direct response measures: Conduct regular inspections and chemical control to suppress the spread of red imported fire ants and reduce equipment failure and occupational safety risks. 2.Strengthen site ecological resilience and environmental management measures: In addition to continuing red imported fire ant control and improving site ecological environment management, the Linkou Power Plant also promotes native species restoration and environmental education to strengthen the site's overall ecological resilience and the foundation for natural environment management. Together with subsequent environmental education outreach, these measures serve as concrete extended actions for ecological coexistence and communication on nature-related issues at the power plant.
Insufficient plant drainage system capacity causing flooding	Strengthen drainage facility maintenance and pump testing, and combine float monitoring with flood response mechanisms to reduce flood risks.
Damage to coal ash storage facilities causing pollution of nearby groundwater and coastal waters	Strengthen anti-seepage structure inspections and dust suppression systems, and combine air quality and groundwater monitoring to prevent pollution risks.
Response Measures for Medium- to High-Transition Risks	
Risk	Response Strategy
Rising costs due to stricter carbon reduction regulations	Manage carbon fee budgets and reduction strategies, and conduct rolling reviews of emission factors to reduce cost impacts.
Public concern over whether plant operations affect surrounding air quality	Conduct CEMS monitoring and maintain SCR/FGD ¹ systems in accordance with regulations, and introduce DCS ² early warning and information disclosure to reduce concerns.
Public concern over whether plant discharge affects water quality in surrounding marine areas	Conduct CWMS monitoring and calibration in accordance with regulations, and strengthen trust through third-party ecological surveys and information disclosure.
Downstream coal ash removal contractors failing to perform in accordance with contracts	Strengthen contractor evaluation and GPS transport monitoring mechanisms, and increase the resource reuse ratio to reduce disposal risks.

Response Measures for Medium- to High-Opportunities	
Opportunity	Response Strategy
Unstable or restricted external water supply	Develop diverse water sources and recycling and reuse measures, and align with water resource policies to enhance water supply resilience and evaluate benefits.
Actively investing in emerging low-carbon technologies	Introduce low-carbon fuels and technologies in line with Company policy and seek policy subsidies to reduce emission intensity and enhance transition competitiveness.

Notes: 1. SCR, selective catalytic reduction equipment, can remove nitrogen oxides (NOx) from exhaust gas. FGD, flue gas desulfurization equipment, can remove sulfur oxides (SOx) from exhaust gas.
2. DCS, distributed control system, refers to a system in which control and monitoring functions are distributed across multiple areas or units.

For specific financial quantification, Taipower considered existing operational practices for risk adaptation and operational risk management controls, and selected “R6 Transition Risk - Rising costs due to stricter carbon reduction regulations” and “R1 Physical Risk - Unstable or restricted external water supply” for financial quantification to examine the impact of nature-related risks on Taipower’s financial governance. Since R6 is covered by Taipower’s climate-related financial risk disclosure mechanism, this stage only quantifies R1.

① Scenario Setting	② Risk Assessment Method	③ Financial Impact Quantification and Conclusion
For water shortage scenarios, Taipower adopted SSP1-2.6 as the baseline scenario and SSP5-8.5 as the scenario with more severe environmental change. Based on information from the Taiwan Climate Change Projection Information and Adaptation Knowledge Platform (TCCIP), Taipower systematically analyzed the projected changes in the longest consecutive dry days (CDD) at the Linkou Power Plant from 2030 to 2050 in five-year intervals to understand the long-term evolution of future water resource supply pressure.	Taipower compared the number of backup water supply days with the projected CDD values for each year to identify potential water resource shortage risks. Under current policy, when a drought alert is issued, the Water Resources Agency will activate the water signal classification response mechanism. At the highest level, a 20% water supply reduction may be imposed on major industrial water users.	Under water stress, the Linkou Power Plant would need to purchase external water to cover the 20% water supply reduction. The assessment results show that, if existing reservoir capacity is maintained without expansion, external water purchase costs for the Linkou Power Plant under the SSP5-8.5 scenario would be significantly higher than under the SSP1-2.6 scenario. This highlights the need to strengthen environmental and climate risk adaptation strategies for water storage facilities in advance.

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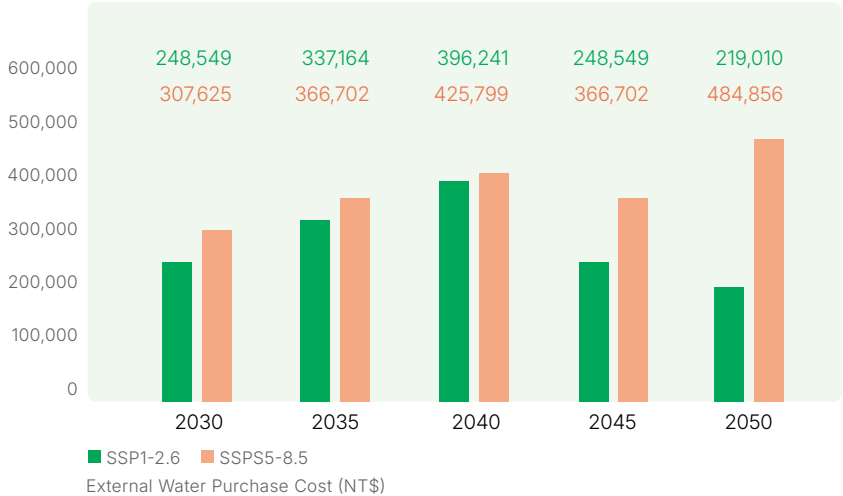
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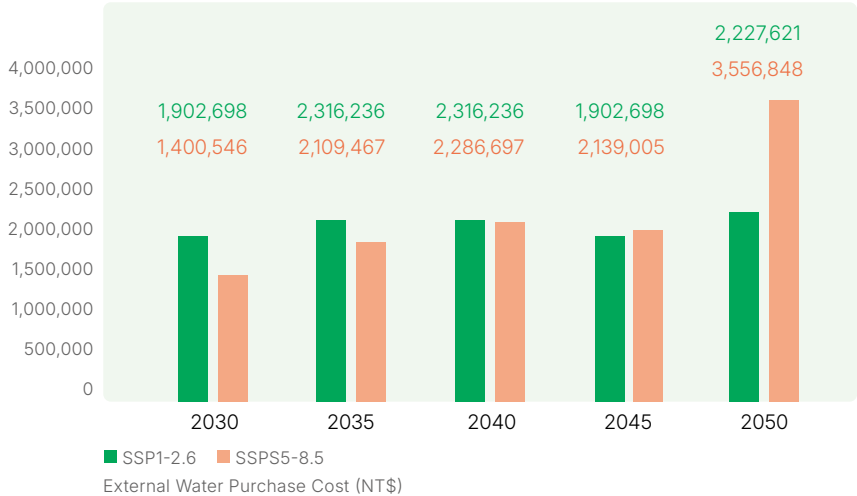
Appendix

Under water stress, the Linkou Power Plant would need to purchase external water to cover the 20% water supply reduction. The assessment results show that, if existing reservoir capacity is maintained without expansion, external water purchase costs for the Linkou Power Plant under the SSP5-8.5 scenario would be significantly higher than under the SSP1-2.6 scenario. This highlights the need to strengthen environmental and climate risk adaptation strategies for water storage facilities in advance.

Trend in Additional External Water Purchase Costs Under Different Water Shortage Scenarios



Trend in Additional External Water Purchase Costs Under Different Water Shortage Scenarios(Maximum-Impact Scenario)



Metrics and Targets

This year, Taipower completed its TNFD demonstration at the Linkou Power Plant. In 2027, Taipower plans to implement work in parallel across the coal-fired power generation system, covering four sites, and then to establish tracking indicators for nature-related risk and opportunity management for the coal-fired power generation system. Based on this foundation, Taipower will progressively expand implementation and complete company-wide TNFD coverage by 2030.



Recent Investments and Achievements in Ecological Conservation and Biodiversity

Taipower continues to promote ecological conservation and biodiversity work. Recent key investments and achievements are as follows:

Number of completed ecological coexistence sites

Three ecological coexistence sites have been completed, including the Taixi Wind Farm, the Hsinta Power Plant, and the Dajia River Power Plant.

Wan-da Power Plant



Protecting Taiwan soybeans and creating an ecological mountain forest.

- Environmental education facility and venue: Certified in May 2017.
- OECM certification: Certified in December 2015 as an Other Effective Area-Based Conservation Measure (OECM).

Dajia River Power Plant



A home for fish migration and the return of a clear stream ecosystem

- Environmental education facility and venue: Certified in October 2022.
- OECM certification: Certification expected in 2026.
- 9th National Environmental Education Award: Awarded on June 26, 2024.

Hsinta Power Plant



A haven for birds and the light of the Yongan Wetland

- Environmental education facility and venue: Certified in September 2024.
- National Sustainable Development Award: Application planned for 2026.





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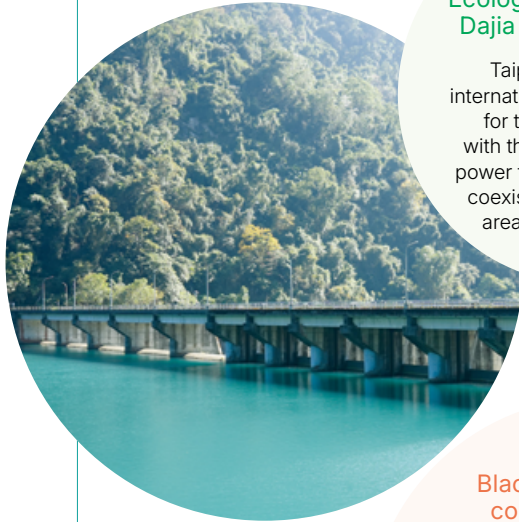
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Appendix



Ecological corridor at the Dajia River Power Plant

Taipower is promoting international OECM verification for the Maan Dam area, with the aim of transforming power facility sites into nature coexistence demonstration areas with conservation benefits.



Black-faced spoonbill conservation at the Yongan Wetland

Through scientific water level control, the number of black-faced spoonbills increased fourfold within 10 years. More than 160 bird species have been recorded at the wetland, and some migratory birds have become resident birds. Taipower also continues to support migratory bird rescue and rehabilitation.



Technology for Conservation

AI-Powered Automatic Identification for Comprehensive Waterbird Monitoring

Fish fry release

In 2025, Taipower held six fish fry release activities in waters near the Taichung, Datan, Talin, Tunghsiao, and Jianshan Power Plants and the Yunlin coastal transmission lines, releasing approximately 720,000 fish fry in total.



Bat conservation at the Taixi Wind Farm

Taipower has installed 170 bat boxes, with cumulative use exceeding 1,700 bat visits and an occupancy rate of 95%.



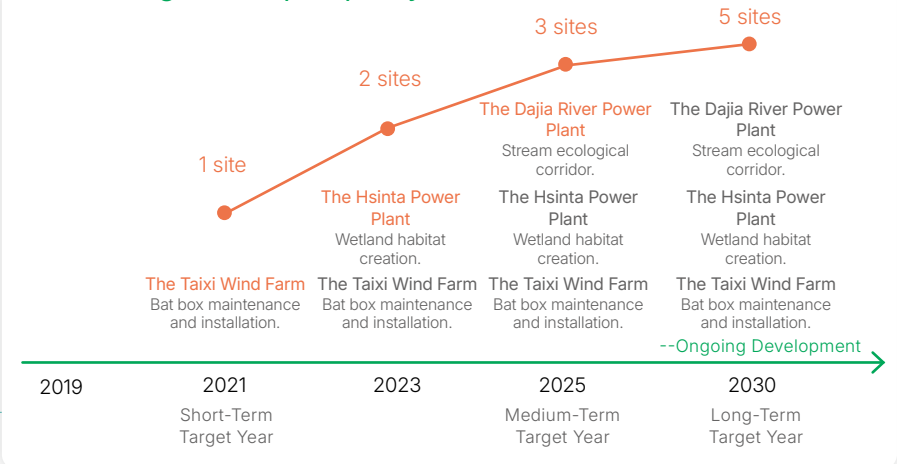
Coral restoration

Taipower continues to invest in coral restoration. In response to climate change, it has established heat-resistant coral nurseries, improved coral transplantation techniques, and developed ex-situ coral cultivation.



Taipower's Yongan Wetland, operated as a Waterbird Hotel, and received Environmental Education Certification

Ecological Co-prosperity Plan Goals for Power Facilities



- 1 Taipower and Sustainability
- 2 Provider of Sustainable Power
- 3 Agent of Environmental Friendliness

4 Leader of Smart Grid Development

4-1 Strengthening the Smart Grid

4-2 Enhancing the Green Energy Grid

- 5 Provider of Services for Smart Living
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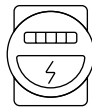
4 Leader of Smart Grid Development

Suitable for the following stakeholders

Board of Directors, Government Agencies, Elected Representatives, Media, and Users.

With the rapid development of AI, ICT, big data, blockchain, and cloud technologies, Taipower has invested in smart grid development to enhance its management efficiency and operational effectiveness, while laying the foundation for renewable energy development and power transition.

In the future, Taipower will continue to strengthen the flexibility of its grid operations, supply and demand dispatching, and emergency response capabilities in line with government planning. In the medium term, Taipower will focus on enhancing grid resilience to respond to climate change and extreme disasters. In the long-term, Taipower will move toward the development of an information-transparent, safe, reliable, and low-carbon smart grid, promote stable grid operations, and enable fair market transactions.



82.44%

As of the end of 2025, Taipower had completed the installation of 4.107 million advanced metering infrastructure (AMI) meters, covering 82.44% of nationwide electricity consumption data.



First Prize

In 2024, the Electricity Trading Platform won first place at the Gartner Global Power and Utilities Digital Innovation Service Awards.



329 km

In 2025, Taipower completed 329 km of optical cable deployment, installed 60 sets of transmission equipment, and provided 1,309 communication circuits.

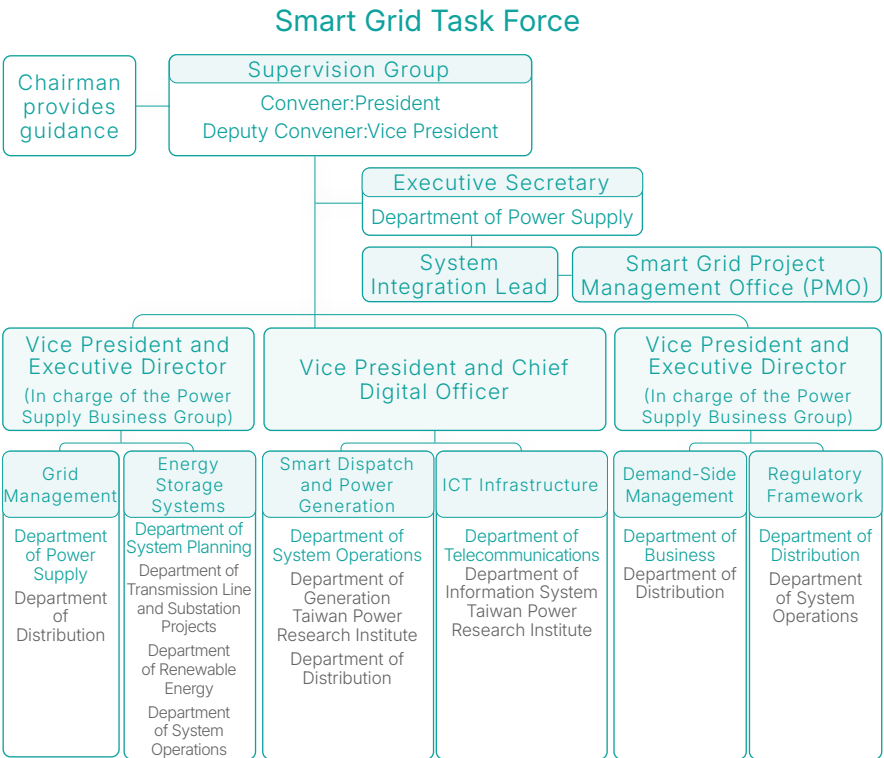


4.1 Strengthening the Smart Grid

4.1.1 Promotion Framework and Infrastructure

Smart grids are an important foundation for energy transition and industrial development. As renewable energy is integrated to a larger extent and electricity consumption patterns become increasingly diverse , Taipower continues to promote smart grid development to reduce the impact of intermittent renewable energy, enhance grid resilience, improve transmission and distribution integration, and strengthen disaster prevention, accident detection, and fault troubleshooting efficiency, thereby ensuring that power supply quality and system stability are maintained.

Taipower's primary goals in promoting smart grids include responding to the challenges of large-scale renewable energy integration, strengthening the resilience of the existing grid, improving power supply quality and extreme weather response, and encouraging users to participate in energy conservation to enhance power system efficiency. To implement its Smart Grid Master Plan, Taipower established a Smart Grid Task Force, convened by the President, to regularly review progress and future development directions and accelerate smart grid development.



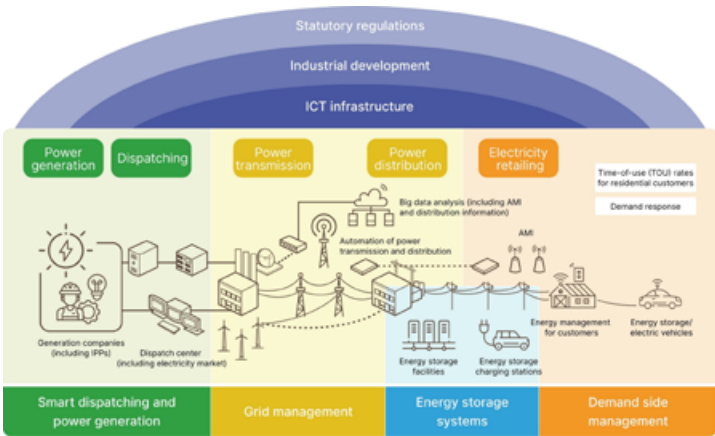
Organized by

Coordinated by

The Smart Grid Action Plan

Taipower has been building smart grid infrastructure based on the Smart Grid Master Plan, which was approved and revised by the Executive Yuan. The plan is structured around problem solving and system integration, with seven strategic areas, 21 specific practices, and 14 key checkpoints.

Taipower is responsible for six of the seven areas, 17 of the specific practices, and 13 of the key checkpoints. It continues to implement and regularly review progress in those areas to enhance energy management and grid resilience.



The Smart Grid General Planning Framework

Key Strategic Areas	Specific Practices
Smart Dispatching and Power Generation	- Establish a renewable energy generation monitoring system. - Establish the Electricity Trading Platform. - Establish a big data damage monitoring system for the boiler tubes of coal-fired units. - Undertake ancillary service demand research.
Grid Management	- Apply and promote transmission system data in planning, operations, and maintenance. - Apply and promote feeder automation system data.
Energy Storage Systems	- Construct energy storage systems at Taipower-owned sites. - Establish an ancillary service procurement mechanism.
Demand-Side Management	- Establish low-voltage advanced metering infrastructure (AMI). - Apply smart meter (AMI) data. - Review electricity price structures and run trials on dynamic pricing. - Review and run trials on various demand response schemes.
ICT Infrastructure	- Enhance smart grid cybersecurity. - Enact a smart grid data application plan. - Establish an upgrade plan for backbone/regional fiber optics systems. - Introduce a power IoT communication system.
Industrial Development	- Expand product and system services (Industrial Development Administration). - Drive enterprises to participate in the electricity market (Industrial Development Administration).
Statutory Regulations	- Review existing electricity-related regulations (BSMI). - Refine technical guidelines for the grid connection of renewable energy generation systems. - Develop national standards and establish an equipment testing platform (BSMI).

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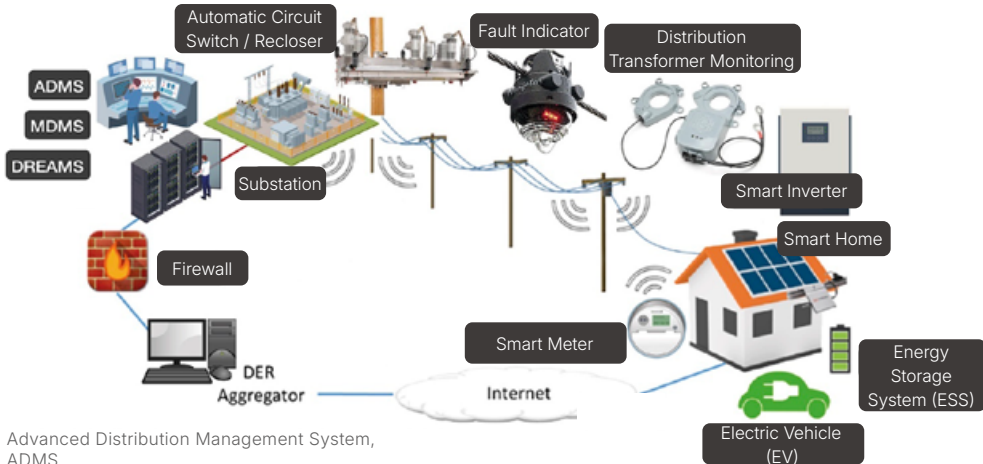
The Construction of a Smart Grid

As the proportion of energy generated from renewable sources continues to rise, the smart grid has become an important element of maintaining power supply stability. Taipower's smart grid development is divided into three phases. Smart Grid 1.0 focuses on infrastructure development and remains under continued deployment. Smart Grid 2.0 focuses on practical operations, emphasizing system stability, power supply quality, and user participation in energy conservation. The final phase, Smart Grid 3.0, aims to achieve broader smart applications through the integration of energy and market mechanisms.

In recent years, Taipower has actively promoted the deployment of Advanced Metering Infrastructure (AMI), making it a key part of smart grid development and innovative service upgrades. AMI mainly consists of smart meters, communication systems, and meter data management systems. It records users' electricity consumption and regularly transmits meter data. Through periodic transmission of user-side electricity data and integration with back-end systems, AMI helps improve power supply reliability and power transmission efficiency, while supporting renewable energy development, demand-side management, and diverse electricity rate programs.

Users with completed AMI installation and calibration may check their electricity consumption information for the previous day through the Taiwan Power App or the e-Bill Service System, improving electricity use transparency and the convenience of energy conservation management. Taipower is also continuing to integrate AI, 5G, IoT, and big data technologies to consolidate data on power generation, equipment operations, and electricity consumption, thereby improving grid efficiency and power supply reliability while strengthening user participation in energy conservation and demand management.

Smart Distribution Grid Operation Framework



Note: 1. Advanced Distribution Management System, ADMS
2. Meter Data Management System, MDMS
3. Distributed Renewable Energy Advanced Management System, DREAMS

Source: Taiwan Power Company



Introduction to smart meter applications

4.1.2 Digital Applications and Power Communication Security

As the use of applications such as smart grids, renewable energy grid connections, distribution automation, and smart meters continue to expand, the power system's need for high-speed, stable, and secure communication networks continue to grow. Taipower continues to upgrade its power communication networks and develop digital applications, strengthening communication capabilities across power plants, substations, service offices, and distribution sites. These efforts support operations, dispatching, monitoring, protection, and data transmission, serving as an important foundation for stable smart grid operations.

Power Communication Network Planning, Operation, and Maintenance

Taipower continues to improve communication systems across power sites at all levels. Through the deployment of fiber-optic networks, transmission equipment, and communication circuits, Taipower enhances grid-wide operational monitoring, protective tripping, dispatch control, and load balancing, while strengthening communication backup and system resilience. To ensure the uninterrupted communication services required for grid operations, dispatching, monitoring, and digitalization, Taipower has planned the replacement of its microwave communication systems across Taiwan with IP-integrated fiber-optic systems. The Company will also establish automatic switching protection mechanisms and improve regional communication resilience and the continuity of critical communication services in phases.

2025 Implementation Results

Fiber-Optic Cable Deployment.
329
km

Transmission Equipment
60
sets

Communication Circuits
1,309
circuits

• Future Plans

In response to the large bandwidth and the growing communication needs required for digital transformation, Taipower will continue to build fiber-optic communication systems to support the use of applications such as AI, IoT, and smart grids. Taipower also plans to build an Optical Transport Network (OTN) and provide high-bandwidth communication services in coordination with data centers, thereby continuously enhancing communication capacity and system resilience.

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AMI Data Applications and Digital Service Support

In terms of digital applications, Taipower is expanding the scope of its AMI data management system by transforming high-frequency and high-resolution electricity consumption data into basic information for smart grid operations and user energy management. Unlike traditional meters, which were manually read, AMI can provide electricity consumption data every 15 minutes, reducing manual work and the risk of data entry errors. It can also detect abnormal meter conditions in real time, ensuring billing accuracy while protecting user rights and interests.

Relevant data can be accessed through the high-voltage user service portal to help enterprises conduct load analysis, adjust production schedules, and evaluate the benefits of participating in demand response. It can also aid residential users and small businesses in understanding changes in electricity consumption through the Taiwan Power App, thereby enhancing their ability to manage energy independently. For Taipower, electricity consumption data returned by AMI can also serve as a basis for reviewing voltage, frequency, and load changes at line ends, supporting adjustments to power supply planning, reducing unnecessary power generation, and improving overall operational efficiency.

Digital Management of Distribution Systems

In terms of digital and smart management of distribution systems, Taipower continues to enhance its real-time monitoring, data integration, and dispatch response capabilities through distribution automation and smart systems. At the same time, Taipower has implemented system classification, access control, and operational process management to ensure the security of system interfaces and data access. Key management areas include:



Taipower will continue to refine the stability, backup capabilities, and access control mechanisms of distribution-related digital systems, reduce the risk of single points of failure, and strengthen abnormality monitoring, event reporting, and response capabilities to enhance system resilience and power supply stability.

Smart Grid Information Security Management

In line with smart grid development needs, Taipower continues to refine information security protection practices at the power system level. Through system layering, protection design, monitoring mechanisms, and data governance, Taipower reduces the impact of information security risks on grid operations and supports diverse applications such as monitoring systems, smart substations, renewable energy, distribution feeder automation switches, and high- and low-voltage AMI. In addition to continuing to promote the Smart Grid Information Security Plan, Taipower is strengthening the overall information security protection capabilities of smart grids and power communication sites through intrusion detection, centralized monitoring, and data governance. The main measures are as follows:



1 Promoting the Smart Grid Information Security Plan.



2 Implementing the smart grid intrusion detection system (IDS) trial and application promotion plan, and incorporating it into monitoring by the Security Operations Center (SOC).



3 Establishing a Common Information Model (CIM) management system and building big data analysis and data sharing platforms.



4 Promoting the backbone and regional fiber-optic communication system enhancement plan.



5 Introducing the power IoT communication system, and continuing to review the optimal models for self-construction, cooperation, or leasing.



6 Building a wired broadband fiber-optic network to provide closed, secure, and real-time power communication services in line with smart grid application needs.

Implementation Results and Subsequent Targets

In terms of smart grid information security development, Taipower has completed the deployment of intrusion detection systems at 23 operational technology (OT) sites and continues to incorporate them into SOC monitoring to strengthen the monitoring, alerting, and response capabilities of industrial control systems. Taipower expects to complete deployment at 13 new sites and one management console in 2026, and to integrate alert information into the SOC, thereby gradually improving the overall monitoring and protection framework for smart grids and power communication sites.

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4.1.3 Smart Grid Technology Applications

Smart Dispatch, Grid Management, and Energy Storage Applications

To face the challenges of intermittency, instability, and the duck curve that have been brought on by the large-scale integration of renewable energy, Taipower continues to promote smart dispatch, grid management, and energy storage system applications. These efforts enhance grid information integration, real-time monitoring, fault detection, and dispatch response capabilities, thereby reducing outage risks and shortening outage durations. Through the renewable energy generation monitoring system, Taipower monitors and combines real-time generation status with generation estimation and forecasting capabilities to improve dispatch accuracy. At the same time, Taipower has established an electricity trading platform and an ancillary service mechanism to integrate diverse regulation resources and support stable system operations.

In terms of grid management, Taipower continues to pursue the application of transmission system data in planning, operations, and maintenance, while expanding the application of feeder automation data to strengthen equipment condition monitoring, real-time early warnings, and fault response capabilities. In terms of energy storage applications, Taipower is building energy storage systems to support functions such as frequency regulation, rapid response, and peak shaving and valley filling, thereby improving the stability of green energy integration and the flexibility of system dispatching.

Smart Grid and Grid Resilience Technologies

Taipower continues to deploy diverse sensors and monitoring systems to strengthen equipment maintenance efficiency, grid information integration, and fault detection and response capabilities, thereby reducing outage risks and shortening outage durations. In addition, Taipower continues to expand its microgrid and virtual power plant applications. The Taiwan Power Research Institute has established a fully functional microgrid system at the Shulin site that integrates distributed resources such as solar PV, wind power, and energy storage. The site serves as a field for verifying islanding operation, autonomous power supply, and system resilience enhancement. In October 2025, Taipower completed the establishment of the microgrid integration verification site and began testing.

In addition, the Shenao Virtual Power Plant Project plans to build a 200 MW / 600 MWh energy storage system, which can provide multiple grid ancillary functions and help enhance dispatch flexibility and grid stability.

AMI Big Data and Smart Electricity Applications

In addition to supporting supply-side monitoring, dispatch, and planning, Taipower continues to develop AMI big data and smart electricity applications that enhance the value of smart grid data. With AMI electricity consumption data collected every 15 minutes and the analytical capabilities of the data management system, Taipower can transform complex electricity consumption data into curve charts, comparative analyses, rate simulations, and behavioral recommendations. These functions help users identify high-energy-consuming equipment, understand peak and off-peak electricity consumption patterns, and serve as a basis for demand-side management and energy conservation actions.

In terms of AI applications, Taipower has developed the Residential Electricity Consumption Analysis service. Through back-end algorithms, the service estimates the use of major household appliances. This helps users identify sources of high energy consumption, increase their motivation to conserve energy, and promote energy conservation actions. In addition, functions such as Electricity Consumption Comparison, Simple TOU Rate Simulation, Household Appliance Electricity Consumption Ledger, and daily electricity consumption limits or budget reminders help users evaluate suitable rate programs and electricity management methods, so they can transform electricity consumption information into concrete decision-making references.

Taipower further uses AMI data to develop an Electricity Consumption Routine Indicator. Based on electricity consumption data from the most recent month, Taipower establishes a model of electricity use habits, analyzes users' daily electricity consumption frequency, activity level, and regularity, and converts the results into green, blue, yellow, and red light signals. This serves as a basis for identifying abnormal electricity consumption and supporting home care applications. Such applications show that smart grids not only enhance supply-side monitoring, dispatch, and control capabilities, but also gradually extend to user-side precision electricity management, demand-side regulation, and smart living services.

Integrated Applications of Energy Management Systems (EMS) and Charging Facilities

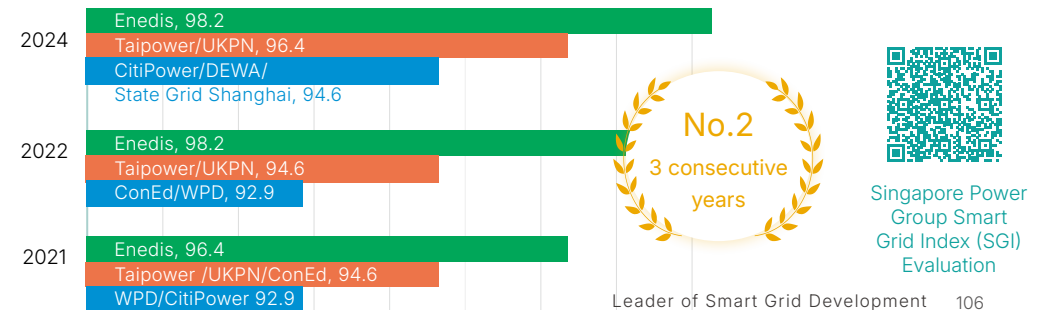
To meet the functional enhancement needs of the Distributed Renewable Energy Advanced Management System (DREAMS), Taipower continues to promote the integrated application of energy management systems and charging facilities. Since 2023, Taipower has carried out related system function enhancements and demonstration system development. Monitoring interface connections and deployments have been completed at Taipower's Taipei City District Office, Kaohsiung's Hongyuan Engineering, Chunghwa Telecom's New Taipei Power Center, Fugeju Community in Miaoli, and Banqiao's Damei Community, forming a foundation for future charging facility management and grid interaction applications.

In addition, in 2024, Taipower cooperated with operators through land lease tenders to build charging stations, completing the installation of 57 charging connectors during the year. This serves as a foundation for the subsequent promotion of charging facility management and smart charging applications. In the future, Taipower will continue to strengthen the integration capabilities of charging facilities and energy management systems in line with electric vehicle development and grid application needs, and use this as a foundation for subsequent V2G applications and distributed resource dispatch.

Smart Grid Index (SGI)

The Smart Grid Index (SGI), published by SP Group, is one of the important international smart grid evaluations. After rising to second place globally in 2021, Taipower continued to maintain that position in the 2022 and 2024 evaluations, demonstrating that its smart grid promotion results have gradually aligned with international standards. In the future, Taipower will continue to refine its various smart grid applications and management capabilities, while using international evaluations to understand global smart development trends.

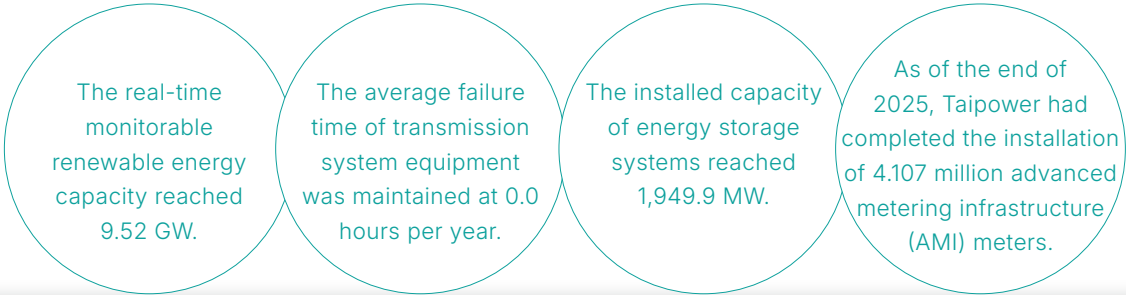
Smart Grid SGI Ranking



Singapore Power
Group Smart
Grid Index (SGI)
Evaluation

Smart Grid Promotion Results

In 2025, Taipower continued to promote smart grid-related applications by integrating real-time renewable energy generation status, the Distributed Renewable Energy Advanced Management System (DREAMS), energy storage systems, and demand-side management mechanisms, continuously improving grid dispatch efficiency and operational flexibility. Key results included the following:



Smart Grid Performance and Targets

Review Item		2025 Target	2025 Performance	2030 Target (Approved by Executive Yuan)
1	Real-Time Monitorable Capacity of Renewables (GW)	16.5 ^{Note}	9.52 (Wind 4.28, Solar 5.24)	16.5
2	Forecast Accuracy for Renewables	Wind Power 10/5	7.29/2.64	8/4
	(Day-ahead / Hour-ahead Error Rate, %)	Solar Power 10/5	6.19/3.36	10/5
3	Ancillary Service Reserve (MW)	Frequency Regulation	1,300	1,300
		Reserve		
		Real-Time Reserve	1,100	1,100
		Supplemental Reserve	1,100	1,100
4	Number of Power Equipment Incidents (Cases/Year)	15	8.5 (Cases/Year)	15
5	Equivalent Unavailability Factor (EUF) of Coal-Fired Units (Equivalent Tube Rupture Downtime Hours)	1.2% (105 hours / unit-year)	0.0% (0.0 hours / unit-year)	1% (88 hours / unit-year)
6	Average Failure Time of Transmission System Equipment (Hours / Year)	1.42	0.02	1.39
7	Percentage of Downstream Automated Feeder Outages Restored within 5 Minutes (%)	70%	77.36%	90%
8	Installed Capacity of Energy Storage Systems (MW)	590MW	1,949.9MW	590MW
9	Smart Meter (AMI) Infrastructure (Cumulative Households)	3.5 million households	4.107 million households	6 million households
10	Time Required for AMI User Electricity Data to Become Available Online	Within 4 hours (within 2 hours for key TOU users)	Within 4 hours (within 2 hours for key TOU users)	Within 2 hours (within 1 hour for key TOU users)
11	Demand Response Participation (GW)	2.8GW	3.7GW	3.0GW
12	Backbone/Regional Optical Fiber Bandwidth (Gbps)	Regional: 10 Gbps (Completed in 2023)	Next-Generation Optical Transport Network (OTN) System Construction Project: 1. Contract awarded on March 14, 2025. 2. Site surveys for Phase I deployment sites completed in Q2 2025. 3. Pre-installation interim inspections, including education and training, and system cybersecurity testing carried out in Q3 2025. 4. Phase I equipment installation and testing at sites.	Backbone: 100 Gbps Regional: 10 Gbps
13	IDS Cybersecurity Protection	Completed all dispatch centers (32 sites)	1. Sites deployed in previous phases and in 2024 have been integrated into SOC monitoring. 2. Public tender procurement and subsequent deployment of IDS at 12 distribution system sites are currently underway.	-
14	Smart Grid Output Value (Industrial Development Administration)	Accumulated NT\$400 billion (NT\$43 billion annually)	Accumulated NT\$447.3 billion (NT\$51.9 billion annually)	Accumulated NT\$650 billion (NT\$53 billion annually)

Note: The checkpoint target value for this item was estimated based on the sampling of renewable energy installed capacity of 100 kW at the time. It will be reviewed and adjusted on a rolling basis according to actual implementation progress.

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Taipower won four awards at the 2025 Asian Power Awards .

2025 Asian Power Awards



Department of Distribution Backup Power Project of the Year

Regional Grid Energy Storage Project:
Regional Power Supply Planning and Practice



Department of System Planning Transmission and Distribution Project of the Year

Power Supply Planning for Advanced
Semiconductor Manufacturing Processes



Department of Environmental Protection Sustainability Project of the Year

SF₆ Reduction Methods and Results for
Power Equipment



Taiwan Power Research Institute Smart Grid Project of the Year

Wide-Area Measurement System for
Estimating Real-Time Frequency Regulation
Ancillary Service Demand

Since 2008, Taipower has participated in the Asian Power Awards and has won 67 awards to date, fully demonstrating its efforts and commitment to technological innovation and sustainable operations.

4.2 Enhancing the Green Energy Grid

4.2.1 Regional Resilience and Microgrid Applications

A microgrid is a small-scale power grid that integrates distributed generation, energy storage equipment, an energy management system (EMS), and protection devices. It can operate in parallel with Taipower's grid and switch to island mode when the main grid is interrupted to maintain regional power supply. In the face of extreme weather, isolation risks in remote areas, and the low-carbon transition needs of offshore islands, microgrids have become an important technology for enhancing power supply resilience and energy autonomy.

Taipower continues to promote microgrid and energy storage integration technologies to respond to situations such as transportation, power supply, and communication interruptions caused by disasters in remote mountain areas, as well as the higher power generation costs of offshore islands. These efforts enhance regional autonomous power supply capabilities and move toward the goal of “stability during normal times and resilience during disasters.” Taipower also continues to evaluate the application potential of combining microgrids with virtual power plants (VPPs), integrating distributed resources such as solar power, wind power, and energy storage as dispatchable power resources to support stable system power supply.

To strengthen technical verification, the Taiwan Power Research Institute has established a microgrid integration verification site at the Shulin site, integrating diverse energy sources and energy storage equipment as a testing platform for seamless switching and autonomous power supply under unexpected outage scenarios. The site was completed in October 2025 and testing has begun.

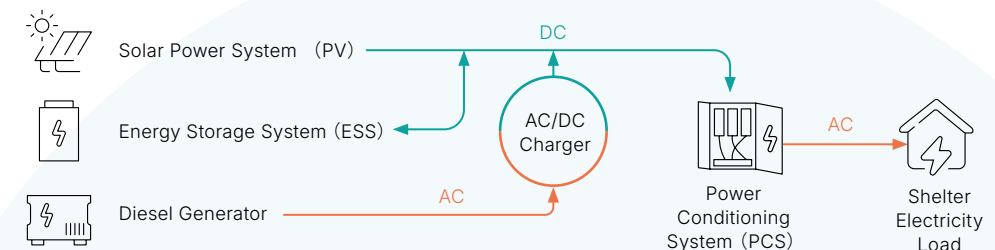
Disaster-Resilient Microgrids

Disaster-resilient microgrids are designed for areas that are prone to becoming isolated during disasters. They integrate renewable energy, energy storage equipment, diesel generators, and an energy management system (EMS). When the main grid is interrupted, they switch to autonomous operation mode to maintain the basic electricity supply required during evacuation periods. After daily functions are restored, they switch back to grid-connected mode, thereby enhancing power supply resilience during disasters and residents' safety. Taipower's promotion direction is “green energy + energy storage + diesel generation + EMS = self-sufficient smart microgrid,” balancing stability during normal times with resilience during disasters.

Disaster - Resilient Microgrid - Autonomous Operation Mode for Disaster Response

Power Supply = Electricity Demand

Solar power + energy storage equipment + generator = electricity demand of the local shelter





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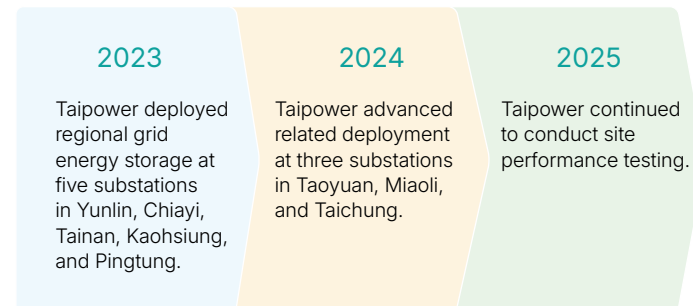
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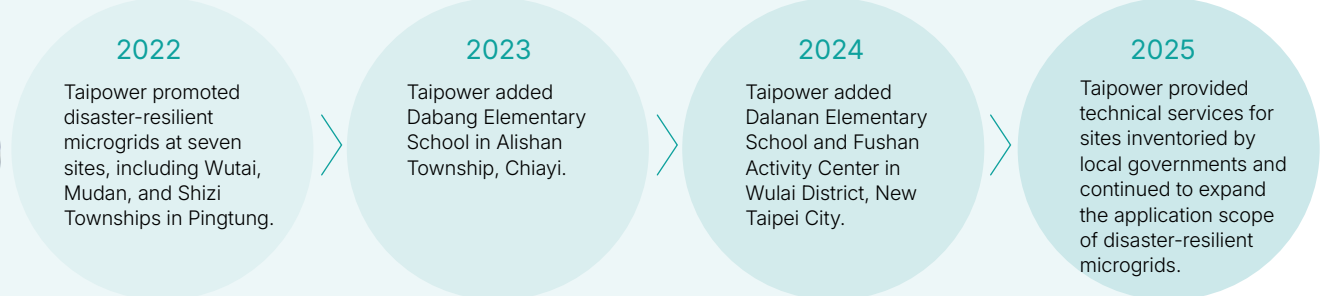
• Regional Grid Energy Storage Applications

Taipower is also promoting regional grid energy storage to strengthen regulation capabilities during normal operations and support capabilities during disasters:



Sites including Chiayi's Xinwen 5 MW, Yunlin's Yungang 2.5 MW, Tainan's Nanhua 3 MW, Kaohsiung's Meinong 2 MW, and Pingtung's Xinwei 1 MW have become important demonstrations for regional grid energy storage applications and islanding operation verification. They can provide power regulation during normal operations and serve as voltage sources during emergencies to maintain regional grid balance.

• Promotion Progress



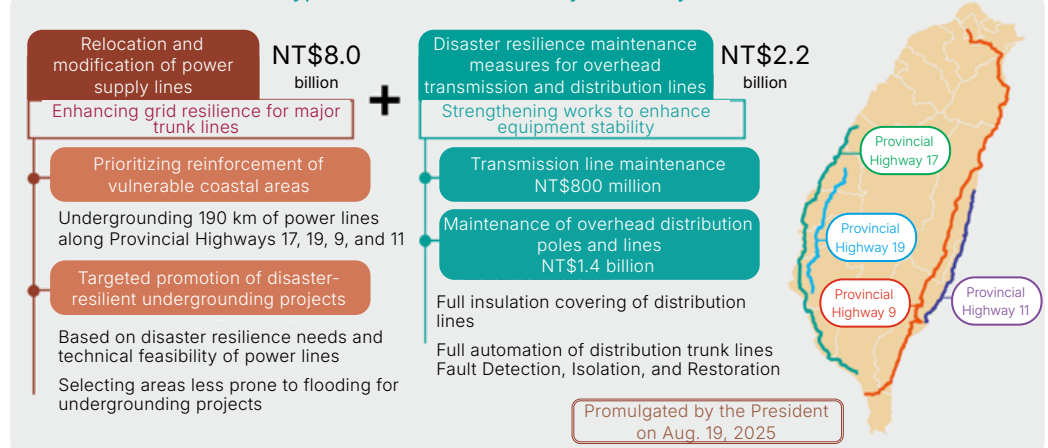
• Campus Microgrid Demonstrations

Taipower also promotes campus microgrid demonstrations. In 2024, Taipower selected three universities, namely National Taiwan University of Science and Technology, National Chung Hsing University, and National Chung Cheng University, to establish microgrids to promote campus energy conservation and power resilience. Related testing is expected to be completed in 2026, serving as a foundation for subsequent promotion and application.

• Subsequent Promotion

The Energy Administration of the Ministry of Economic Affairs has allocated a budget under the Special Act for Post-Disaster Recovery and Reconstruction Following Typhoon Danas and the July 28 Heavy Rainfall. Of this amount, NT\$800 million is planned for the construction of small disaster-resilient microgrids over a two-year period. Taipower will cooperate with the Energy Administration by providing technical assistance, while local governments will handle related tendering and construction operations to enhance basic power supply protection capabilities during disasters.

NT\$10.2 billion under the Special Act for Post-Disaster Recovery and Reconstruction Following Typhoon Danas and the July 28 Heavy Rainfall





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Offshore Island Microgrids and Strengthening Offshore Island Power Supply

Offshore islands are not connected to the main island grid and therefore face greater challenges in power supply reliability. Taipower continues to promote offshore island microgrids by using local solar power, wind power, and energy storage systems to reduce diesel generator output and move toward low-carbon islands, thereby enhancing power supply resilience and renewable energy utilization efficiency in offshore islands.

Taipower is also promoting the Kinmen Smart Grid. Through the deployment of smart substations, distribution automation, and smart meters, Taipower enhances power supply stability and low-carbon development capabilities in offshore islands. The Company will continue to communicate with local stakeholders and promote subsequent plans at an appropriate time.

In addition to microgrids, Taipower also strengthens offshore island power supply through submarine cables. Taking the Taiwan-Penghu Submarine Cable as an example, it can stabilize power supply in Penghu, reduce the use of fuel-fired generating units, and transmit wind and solar green energy from Penghu back to Taiwan, thereby improving the utilization benefits of renewable energy.

For the grids of major offshore islands such as Kinmen, Nangan and Beigan in Matsu, and Penghu Main Island, Taipower has formulated long-term power source development plans. It also conducts rolling reviews of new construction, renewal, and expansion needs based on load forecasts and unit operation status. At the same time, Taipower has introduced quick-dispatch diesel generator units and energy storage equipment to enhance renewable energy hosting capacity and grid resilience.

▼ Through the efforts of every local Taipower employee, the Penghu Islands shine brightly at night, protecting every light.



4.2.2 Green Energy Grid Integration and System Regulation

As the proportion of renewable energy connected to the grid continues to increase, the power system faces challenges such as intermittent generation, output fluctuations, and greater dispatch complexity. Taipower continues to promote energy storage system development, enhance regional dispatch flexibility, and integrate forecasting with dispatch. Through diverse regulation resources, Taipower strengthens grid hosting capacity, power supply resilience, and renewable energy utilization efficiency.

Regional Grid Energy Storage and System Regulation

The regional grid energy storage project involves installing energy storage systems, diesel generators, and energy management systems (EMS) at existing substations, with monitoring and operation carried out by distribution dispatch centers, to verify the benefits of local power supply under total blackout conditions. Taipower completed construction at five substations in 2024 and conducted system operation capability testing in 2025. Testing for the remaining three substations is planned to be completed in 2026, with total capacity expected to exceed 2 MW of generation capacity and 4 MW of energy storage capacity.

Taipower also promotes large-scale energy storage systems to stabilize grid frequency and enhance dispatch flexibility. Since the Electricity Trading Platform began operation in 2021 and E-dReg energy

storage technology was introduced in 2022, Taipower has completed 160 MW of self-built battery energy storage systems as of 2025, including 20 MW at the Tainan Salt Field Solar Power Station, 20 MW at the Kaohsiung Luyuan Substation, 60 MW at the Longtan Substation, and 60 MW at the Dongshan Substation.

Taipower is planning the Shen'ao Virtual Power Plant Project, which is expected to build a 200 MW / 600 MWh battery energy storage system to increase dispatchable power sources in the northern and eastern grid and strengthen system resilience. The feasibility study report was submitted to the government for review at the end of 2025, and equipment specifications will take salt damage prevention and C5-X anti-corrosion coating specifications into account.

Distribution of Taipower's 160 MW Self-Built Energy Storage Systems

Longtan Substation Energy Storage System

Installed Capacity: 60 MW

(Connected to the grid in 2023)

Dongshan Substation Energy Storage System

Installed Capacity: 60 MW

(Connected to the grid in 2024)

Tainan Salt Field Solar Power Station Energy Storage System

Installed Capacity: 20 MW

(Connected to the grid in 2022)

Kaohsiung Luyuan Substation Energy Storage System

Installed Capacity: 20 MW

(Connected to the grid in 2022)





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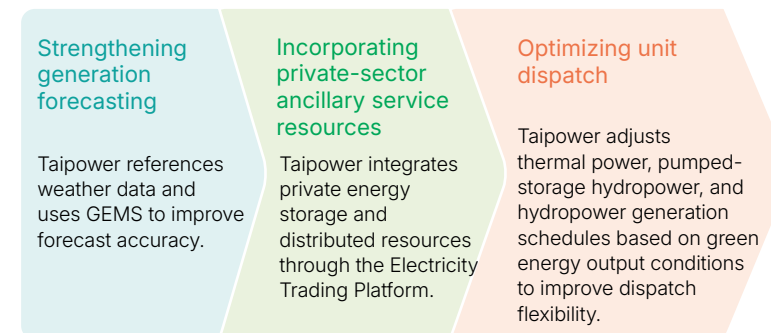
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Generation Forecasting, Dispatch Integration, and Real-Time Stability Control

As the proportion of renewable energy connected to the grid increases, power dispatch requires stronger real-time monitoring, generation forecasting, and unit adjustment capabilities. Taipower continues to strengthen renewable energy forecasting, dispatch integration, and power plant operation and maintenance management to enhance system stability and power supply reliability.

Taipower integrates weather forecast data from the Central Weather Administration and private weather companies every day, and combines tools such as the Supervisory Control and Data Acquisition system (SCADA), the Distributed Renewable Energy Advanced Management System (DREAMS), the Solar Power Generation Real-Time Estimation System (GEMS), and energy management systems (EMS) to provide real-time dispatch information to the Central Dispatch Center. This enables flexible adjustment of conventional unit output, as well as unit startup and shutdown schedules.

The main measures are as follows:



GEMS estimates solar power generation from small sites based on the Renewable Energy Purchase Integration System and data transmitted from large sites, and calibrates the results using smart meter data. DREAMS collects real-time generation data from renewable energy power plants with installed capacity exceeding 500 kW. EMS supports short-term load forecasting, unit scheduling, automatic generation control, and security analysis. SCADA collects real-time site data for monitoring and analysis by control centers.

Taipower cooperated with Reactive Technologies Limited (RTL) of the United Kingdom to promote a five-year real-time power system inertia measurement project. Real-time rate-of-change-of-frequency measurement systems have been installed at 10 service offices across Taiwan, and the periodic power modulation function at the Dongshan energy storage site has been completed to support real-time system inertia measurement, serving as a basis for dispatch judgment and stability control.

Renewable Energy Power Plant Operation and Maintenance Efficiency

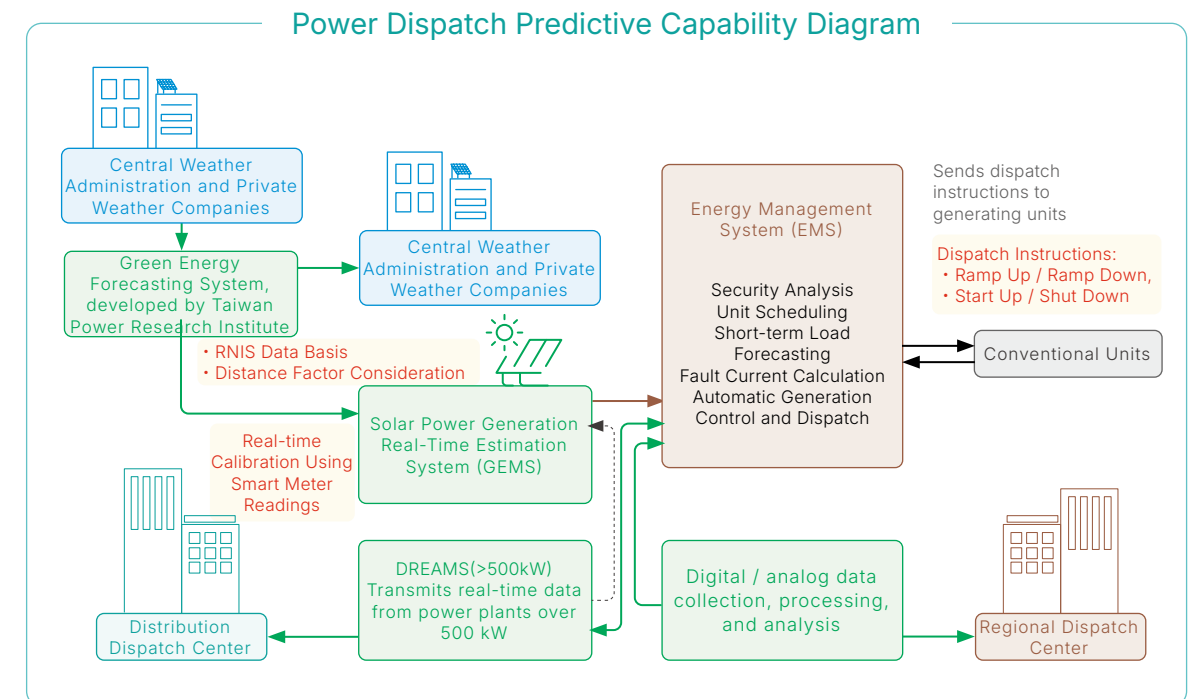
To enhance the generation efficiency and equipment availability of renewable energy power plants, Taipower continues to strengthen preventive maintenance and regular inspections to reduce failure rates, while selecting materials and components with low-carbon footprints to reduce environmental impacts.

Wind power

Taipower continues to refine its wind power forecasting system and strengthens major component maintenance management capabilities through wind turbine big data analysis, health status tracking, fault precursor diagnosis, and maintenance schedule optimization.

Solar power

Taipower continues to review the appropriateness of nighttime electricity consumption at sites to avoid unnecessary energy use and increase overall power generation.



▲ As the proportion of renewable energy increases, predictive capability in power dispatch has become critical.

In the future, Taipower will continue to refine renewable energy forecasting systems, operation and maintenance management capabilities, and dispatch integration mechanisms to support the stable grid connection of renewable energy and reliable power system operation.

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5-2 Enhancing Electric Vehicle Charging Services and Smart Electricity Management

5-3 Deepening User Participation and Green Electricity Services

6 Practitioner of Corporate Social Responsibilities

5 Provider of Services for Smart Living

Suitable for the following stakeholders

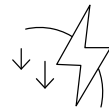
Board of Directors, Government Agencies, Elected Representatives, Media, and Users.

With the goal of becoming a “Provider of Services for Smart Living,” Taipower introduces 5G and AIoT technologies to make electricity services smarter and more real-time, thereby meeting user needs. Through demand-side management, Taipower focuses on demand response and energy conservation. By analyzing electricity consumption data collected through advanced metering infrastructure (AMI), the Company gains insight into users' electricity consumption patterns and guides users to adjust their electricity use through time-of-use (TOU) rates, thereby reducing peak loads. At the same time, Taipower promotes energy conservation incentives and provides diverse information channels to guide users in electricity management, creating a nationwide culture of energy conservation and achieving mutual benefits for the electricity industry, users, and environmental protection. In the future, as smart meters become more widely adopted, Taipower will develop nighttime net load control, integration of smart home appliances and energy management systems, and automated demand response, while introducing real-time pricing to increase user participation. Demand response will strengthen power system dispatch flexibility through monthly operations, day-ahead economic scheduling, same-day economic dispatch, and rapid response within 15 minutes, with the goal of reaching 3.0 GW of participation by 2030.



Green Electricity Market

In October 2025, Taipower launched the “Green Electricity Market Flexible Allocation Trial Program,” opening participation in flexible allocation to electricity retailers.



1.84
billion kWh

In 2025, energy conservation reduced electricity consumption by 1.84 billion kWh and carbon emissions by 870,000 metric tons, equivalent to the annual CO₂ absorption of approximately 2,236 Daan Forest Parks.



199,460
household-times

In 2025, Taipower provided electricity-use assistance to households in remote areas and disadvantaged households on 199,460 occasions.



5.1 Expanding Digital Applications

5.1.1 Demand-Side Management Measures

In accordance with Article 47, Paragraph 4 of the Electricity Act, electricity retailers are required to formulate annual plans to encourage and assist users in conserving electricity and submit such plans to the electricity regulatory authority for filing. With demand-side management as its main focus, Taipower continues to promote diverse measures, including demand response, Time-of-Use (TOU) rates, and energy conservation services. By fostering an energy conservation culture and guiding users to adjust their electricity consumption behavior, Taipower reduces peak loads and improves overall electricity use efficiency. Relevant information is available on Taipower's official website under the “Load Management” section and on the “Electricity Trading Platform.”


 Load Management
Section

 Electricity Trading
Platform

Demand-Side Management Policy and Promotion Framework

In response to net-zero emissions and energy transition trends, demand-side management has become an important resource for the power system. Taipower continues to guide users in conserving electricity and shifting electricity consumption through demand response load management measures. Taipower has also established an Energy-Saving Service Team to provide users with energy conservation improvement recommendations, while supporting the government's promotion of ESCOs to drive equipment replacement and enhance overall energy use efficiency. Through demand-side management measures, Taipower not only reduces peak loads and eases pressure on system operating reserves, but also helps improve power supply stability and overall dispatch efficiency.

• Demand Response

Taipower has promoted various demand response load management measures since 1987. Using electricity bill deductions as incentives, Taipower encourages users to reduce electricity consumption when the system requires load reduction or to shift peak electricity consumption to off-peak periods. Existing measures include planned measures with pre-agreed load reduction periods, real-time measures under which users reduce load immediately when power supply is tight, and demand bidding measures that allow users to determine incentive prices through self-bidding.

In addition, Taipower launched a pilot program for automated demand response among residential and commercial users in 2024 and plans to further introduce a smart residential and commercial energy conservation program in 2026. By integrating smart meters and smart appliances, the program will remotely and automatically adjust household equipment usage, gradually expanding demand response to residential and commercial users. In 2025, demand response participation reached 2.99 GW. Including the maximum monthly participation in ancillary services during the year, actual performance reached 3.66 GW.

• Time-of-Use Rates

Time-of-Use (TOU) rates set different rates for different time periods. They reflect differences in power supply costs across different periods and guide users to shift or reduce peak electricity consumption to off-peak periods. Taipower has implemented TOU rates since 1979. Currently, there are 16 TOU rate programs in total, with options available for all user categories. High-voltage users have fully adopted TOU rates since 1989, while low-voltage users may choose whether to participate. Taipower continues to refine TOU rate measures in line with power system needs and diverse user options.

• Energy Conservation Diagnostics and ESCO Promotion

To encourage users to participate in energy conservation and improve energy use efficiency, Taipower provides energy conservation consultations and diagnostic services. Through professional testing, Taipower assists users in reviewing their current energy use, identifying energy conservation potential, proposing improvement recommendations, and quantifying energy conservation benefits, which users may use as references when evaluating cooperation with ESCO providers. Whether to implement improvement projects remains subject to each user's assessment based on factors such as financial conditions, operational planning, and investment payback periods. Taipower continues to encourage users to independently promote improvements by explaining energy conservation benefits and evaluating investment payback.

• Overview of Time-of-Use Rate Users

Power Consumption Category	Number of Users	TOU Users	Ratio (%)
Meter-rated lighting for non-businesses	13,974,831	104,909	0.75%
Meter-rated lighting for businesses	1,053,831	150,648	14.30%
Low-voltage electricity users	314,221	43,531	13.85%
High-voltage electricity users	25,748	25,748	100.00%
Ultra-high-voltage electricity users	744	744	100.00%
Total	15,369,375	325,580	2.12%^{Note}

Notes: 1. If only potential users are considered, namely residential users with monthly electricity consumption of more than 800 kWh and small commercial users with monthly electricity consumption of more than 1,600 kWh, the percentage of TOU rate users is approximately 23%.
 2. Except for flat-rate lighting and flat-rate power, which are charged based on capacity and are not differentiated by season, seasonal rates apply to all other rate categories, accounting for 99% of users.
 3. Electricity sales revenue under the Lost Revenue Adjustment Mechanism (LRAM): 0%.

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5.1.2 Accelerating Digital Transformation

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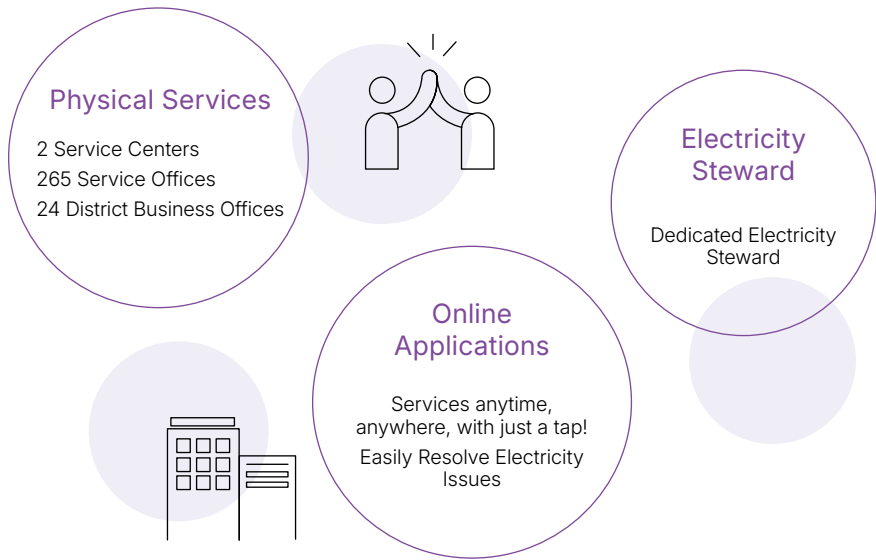
Material Topic Management: Digital Applications and Information Security Policy

Policy	In line with the government's digital transformation policies, Taipower promotes overall digital transformation from the perspectives of digital development, data governance, and digital applications. The Company continues to strengthen information and communication infrastructure and information security protection to enhance operational efficiency, grid management capabilities, and corporate resilience, supporting smart grids and the net-zero transition.
Management Approach	Taipower focuses on digital development, information and communication infrastructure, innovative technology applications, big data analysis, and renewable energy grid integration and dispatch. The Company deepens digital applications and management effectiveness across power-related fields, while continuously strengthening information security protection, system monitoring, and response mechanisms in IT and OT environments to maintain stable system operations.
Action Plans	- Promote the digital development strategic blueprint and data governance, and deepen digital applications across power-related fields. - Strengthen information and communication infrastructure, and promote communication networks, cloud data centers, and 5G private network applications. - Introduce innovative digital technologies such as AI, generative AI, robotics, and smart monitoring to enhance operational efficiency and workplace safety. - Strengthen big data storage, analysis, integration, and visualization applications to support decision-making and business management. - Strengthen IT and OT information security protection, threat intelligence sharing, joint defense cooperation, and incident response mechanisms to enhance system resilience and information security governance capabilities. - Establish a Generation Energy Management System (GEMS) to enhance renewable energy forecasting, grid integration and dispatch, and power grid analysis capabilities.
Actual Performance in 2025	In 2025, Taipower continued to promote key initiatives such as the digital development strategic blueprint, data governance, information and communication infrastructure, information security protection, and renewable energy grid integration and dispatch. The Company enhanced its digital applications and system management capabilities, and overall implementation progressed as planned.
Targets for 2030	- In line with the government's digital and net-zero transitions, Taipower will continue to promote digital applications, data governance, AI applications, information and communication infrastructure, and big data analysis to enhance operational efficiency and smart management capabilities. - Taipower will strengthen IT and OT information security monitoring and response mechanisms in stages. Beginning in 2029, in coordination with the operation of the Central Dispatch Center, Taipower will establish an OT Information Security Monitoring Center to enhance information security protection for industrial control systems.

Digital Transformation Promotion Framework

Taipower steadily promotes digital transformation in line with its business strategies, gradually introducing new technologies and digital tools to optimize business models, internal processes, and power management operations. The overall promotion framework centers on the strategic blueprint, data governance, and digital applications, while integrating the needs of power-related fields to continuously deepen operational digitalization, smart management, and precision decision-making.

Responding to Digital Transformation



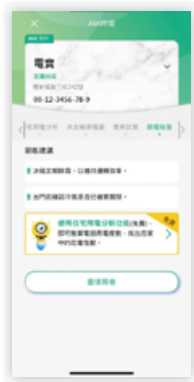
• Promoting Digital Transformation Through Data, Talent, and Information Security

Taipower promotes digital transformation with a focus on three core areas: data, talent, and information security. Through technologies such as AI, big data, and the Internet of Things, Taipower continues to strengthen its capabilities in data collection, analysis, and application, thereby enhancing decision-making efficiency and management accuracy. At the same time, through education and training, practical courses, and collaboration platforms, Taipower cultivates employees' digital skills and innovation capabilities. With information security as the foundation, Taipower establishes data governance and protection mechanisms to reduce information security risks and strengthen overall operational resilience.

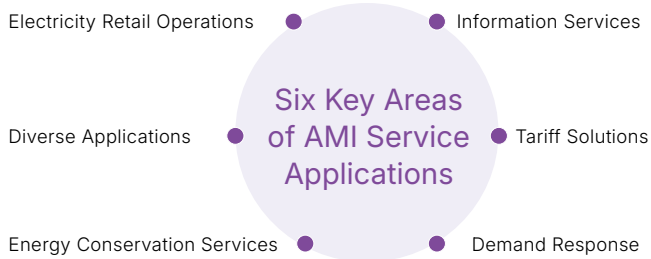
Smart Meters and Digital Service Applications

Taipower integrates mobile digital technologies and big data applications to continuously promote advanced metering infrastructure (AMI) and Taiwan Power App services. These services provide functions such as residential electricity consumption analysis, service applications, electricity bill inquiries and payment, case management, and push notifications. Taipower has also established an AMI service section to enhance users' access to electricity consumption information and improve their interactive experience. As of the end of December 2025, the Taiwan Power App had 2.503 million members, 3.312 million linked electricity account numbers, 916,000 activated low-voltage AMI electricity account numbers, and 1.773 million authenticated electricity account numbers.

As the number of low-voltage AMI users continues to grow, Taipower continues to refine App services. In coordination with the integration of the “Dianli Jidian” App, Taipower added a dedicated section and launched point-collection and redemption mechanisms to increase user participation, expand its membership base, and enhance AMI service applications. Through services such as residential electricity consumption analysis, case progress inquiries, moving-out settlements, electricity bill estimates, and push reminders, Taipower is gradually transforming electricity management into a more real-time, convenient, and interactive digital experience. The distribution system also continues to strengthen anomaly monitoring, equipment diagnosis, and preventive maintenance applications through data analysis from smart meters and distribution equipment, forming an important foundation for improving distribution management efficiency and power supply stability.



AMI Electricity Conservation Tips



Information Security Governance and Risk Management

Taipower has established an information security risk management framework covering Company-level and Unit-level risk management. In accordance with the Company's risk management policy and the ISO/IEC 27001 international standard, Taipower continues to conduct information and communication system inventories, risk assessments, supplier management, and information security incident reporting to reduce the impact of information security risks on operations, while strengthening information asset protection and stable system operations.

Key management areas include personnel security management and education and training, network security management, system access control, information asset security management, business continuity planning, supplier relationship security management, and information security incident management.

Information Security Management Performance

In 2025, Taipower continued to carry out various management and inspection operations in accordance with its information security management system. Taipower completed communication of information security policies to employees and information asset classification management, while continuing to implement vulnerability scanning, vulnerability patching, business continuity drills, social engineering drills, and penetration testing. In addition, Taipower has prohibited the use of ICT products from Mainland China brands to reduce information security risks. Upon review, all implementation results in 2025 were normal, and no regulatory violations occurred.

Information Security Incidents and Improvement Measures

In 2025, no major incidents involving violations of information security or cybersecurity regulations occurred in Taipower's smart grid or related power equipment. However, two information system security incidents occurred. Both have been addressed through response and improvement measures, and Taipower continues to strengthen system protection mechanisms.

SQL injection attack on the new official document system: Taipower completed account permission adjustments, external connection restrictions, and system vulnerability inventories and corrections.

Brute-force attack on the email system from external IP addresses: Taipower completed account resets, activation of the SSO lockout mechanism, blocking of suspicious source IP addresses, and strengthening of abnormal traffic monitoring.

External Cybersecurity Threat Protection and Response Results

In response to external cybersecurity threats and targeted attacks, Taipower continued to strengthen active defense, talent cultivation, cross-domain collaboration, and resilience drills in 2025, enhancing early warning, response, and recovery capabilities for critical systems.

Integration of an international cybersecurity cooperation blueprint	Through guidance on the Cybersecurity Capability Maturity Model assessment and participation in international workshops and exchanges, Taipower deepened cross-border cybersecurity technologies and cultivated its own cybersecurity talent.
External attack surface monitoring and supply chain risk management	Taipower continued to use the Security Scorecard system to monitor cybersecurity exposure risks for Taipower and key suppliers.
Threat intelligence cooperation and drills	Taipower cooperated with the National Institute of Cyber Security to collect threat intelligence through honeypot systems. In coordination with the Administration for Cyber Security's 2026 cyber-attack and defense drill plan, Taipower continued to optimize its defense resilience.
Practical testing and improvements	Taipower cooperated with the Information, Communications and Electronic Force Command of the Ministry of National Defense to conduct in-depth cybersecurity testing, and promptly carried out system hardening and procedure corrections based on the testing results.
Security controls for AI application deployment	Based on an inventory, Taipower's existing AI applications are mainly concentrated at the IT business level. To ensure core grid security, Taipower requires all units to implement isolation between AI applications and the physical grid environment to prevent potential information security risks from spreading to critical production sites.
White-hat hacker bug bounty results	In 2025, a total of 118 vulnerabilities were disclosed, with total rewards of approximately NT\$1.485 million issued. Through crowdsourced efforts, Taipower further improved system protection.



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Smart Grid and Infrastructure Protection

In response to the large-scale grid integration of renewable energy and the development needs of smart grids, Taipower continues to promote smart grid information security protection and critical infrastructure protection. Taipower is gradually deploying intrusion detection systems (IDS) in operational technology (OT) environments and incorporating them into monitoring by the Security Operations Center (SOC) to enhance the monitoring, alerting, and response capabilities of industrial control systems. As of 2025, Taipower had deployed IDS in 23 OT environments. In 2026, it expects to complete deployments for 13 new sites and one management console, and integrate alert information into the SOC. For details on related power communication system upgrades, data governance, and smart grid platform development, please refer to Chapter 4, “Leader of Smart Grid Development.”

• Power Communication System Upgrades

Taipower continues to upgrade backbone and regional fiber-optic communication systems to support the high-speed and stable communication needs required for smart grid development. Taipower has also introduced power IoT communication systems and plans to adopt models such as self-construction, cooperation with telecommunications operators, or leasing, while conducting rolling reviews of overall benefits and application scope.

• Data Governance and Platform Development

Taipower has established a Common Information Model (CIM) management system and built big data analysis and data sharing platforms to strengthen smart grid data application capabilities. At the same time, Taipower has built a large-bandwidth fiber-optic network to support applications such as monitoring systems, smart substations, information and communication systems, renewable energy, distribution feeder automation switches, and high- and low-voltage AMI, forming an important foundation for smart grid development and power supply resilience.

5.2 Enhancing Electric Vehicle Charging Services and Smart Electricity Management

Promotion Direction and Management Practices

In response to the government's electric vehicle policies and domestic electric vehicle development trends, Taipower continues to refine related measures from the perspectives of electricity services, smart charging management, and distribution system response. These measures are designed to balance the expansion of charging infrastructure, electricity service management, and power system stability. The related promotion strategies are as follows:

Short-Term	Taipower's Taipei City District Office has established an electric vehicle charging demonstration site to simulate scenarios such as public charging stations, commercial buildings, and apartment buildings, and has introduced energy management system (EMS) technology for smart charging control.	Medium- and Long-Term	Taipower will introduce dedicated Time-of-Use (TOU) rates for electric vehicles, demand response events, ancillary service instructions, and load capacity signals to verify functions such as charging control, Vehicle-to-Grid (V2G), and communication interface compatibility.
	Since March 1, 2022, charging facilities for new construction projects of apartment buildings have in principle adopted “dedicated meter supply.” For existing buildings, Taipower recommends adopting a phased approach together with dedicated meter supply.		Taipower will establish a forecasting model for public charging station deployment based on travel patterns as a reference for subsequent grid reinforcement in response to the growth of electricity demand for electric vehicle charging.
	Taipower encourages users to use EMS charging management and charge during off-peak periods to reduce peak loads and electricity expenses.		Taipower will continue to evaluate the application of charging station management systems (CSMS), real-time monitoring, load management, and smart dispatch as directions for future improvement.

Electricity Services and Promotion Practices

To help the public better understand information related to electricity use for electric vehicles, Taipower has produced multimedia materials such as promotional videos and brochures for external reference. Taipower has also established dedicated electric vehicle electricity service counters at 24 district offices across Taiwan to provide consultation services for the public and charging service providers. In addition, Taipower continues to conduct electricity use promotion activities for stakeholders such as local governments, associations, manufacturers, community management committees, and the public.

Taipower also amended the Guidelines for Inspection of Newly Installed User Electrical Equipment to include newly installed electric vehicle charging equipment in its management scope. Relevant cases are required to submit Voluntary Product Certification (VPC) certificates issued by the Bureau of Standards, Metrology and Inspection, Ministry of Economic Affairs when reporting completion, in order to strengthen equipment safety and communication transmission protection.

Smart Charging, Digital Management, and V2G Applications

In terms of smart charging and digital management, Taipower continues to support the functional enhancement needs of the Distributed Renewable Energy Advanced Management System (DREAMS) by promoting a demonstration system for integrated charging facility management. Taipower has completed monitoring interface connection and deployment at sites including the Taipei City District Office, Kaohsiung Hongyuan Engineering, Chunghwa Telecom New Taipei Power Center, Fugeju Community in Miaoli, and Banqiao Damei Community. Taipower has also planned transformer location tables and transmission specifications, developed system management pages and related functional modules, and integrated feeder load data displays, laying the foundation for the subsequent promotion of charging station management systems and business improvement.

For users with dedicated meter supply, Taipower adopts AMI meters, which transmit data back to the control center every 15 minutes through fiber-optic or 4G communications. The data serves as the basis for electricity measurement, load management, and system monitoring. As the energy transition progresses and the gradual popularization of electric vehicles, incorporating distributed energy storage resources into power system applications has become an important direction for smart grid development. In addition to continuing to promote renewable energy, Taipower is also paying attention to the development of Vehicle-to-Grid (V2G) technology as part of the future potential for enhancing grid flexibility and virtual power plant applications.

In 2021, Taipower cooperated with Gogoro to establish the world's first electric scooter V2G battery swapping station, verifying the feasibility of bidirectional power transmission and serving as a demonstration case for the future integration of distributed energy storage and the development of electricity trading models. Although V2G technology is gradually maturing, large-scale commercial operating models remain insufficient both domestically and internationally, and bidirectional charging equipment has yet to become widespread. Going forward, Taipower will continue to conduct rolling reviews of related promotion strategies based on domestic electric vehicle and charging station growth trends and the level of support from international automakers.



- ▲ The electric vehicle charging demonstration site at the Taipei City District Office is open to the public and has attracted many visitors.
- ▶ Promoting an EMS demonstration site and creating a new model for smart community charging stations.

Drawing on international practices, Taipower integrates the charging and battery swapping needs of electric vehicles to promote charging station construction and the development of the electric vehicle market, while also maintaining power system stability. In 2022, Taipower introduced the Electric Vehicle Charging and Battery Swapping Facilities Electricity Rate, featuring three key characteristics: low basic charge, large price differential, and long off-peak period. The rate applies to charging and battery swapping facilities with high electricity demand and contracted capacity, such as charging stations in apartment buildings, public or private charging stations, and scooter battery swapping stations.

In line with the government's policy to promote the electrification of transportation, Taipower has gradually relaxed the account establishment standards for electricity applications for electric vehicle charging equipment in apartment buildings, and has formulated measures such as dedicated electricity rates for electric vehicle charging equipment. These efforts continue to create an electric vehicle friendly electricity environment. As of December 31, 2025, Taipower had accepted a total of 10,456 electricity application cases for electric vehicles, of which 8,220 cases had completed inspection and power connection, while 2,236 cases had not yet been connected. Among the cases not yet connected, 525 cases had exceeded six months from the date of application after excluding causes not attributable to Taipower. The status of electricity and the adoption of dedicated EV rates and TOU rates are summarized below:

Electricity Category	Number of New Application Cases	Cases Completed for Inspection and Power Connection	Cases Not Yet Connected	Ratio Not Yet Connected (%)
Electric Vehicle Charging Equipment	10,456	8,220	2,236	21.38
Dedicated EV Rate Users	1,640	1,213	427	26.04
TOU Rate Users	3,733	3,131	602	16.13

5.3 Deepening User Participation and Green Electricity Services

5.3.1 Promoting an Electricity-Saving Society 302-5 413-1

Taipower continues to promote measures such as power-saving incentives, demand response, energy conservation education, and energy conservation diagnostics. Through diverse tariffs, smart meters, digital tools, and user-segmented communication, Taipower encourages residential, commercial, and industrial users to implement energy conservation and enhances the benefits of system load management, while balancing the goals of stable power supply and net-zero transition.

Taipower has promoted power-saving incentives since July 2008 to encourage users to develop energy-saving habits in daily life. The program has been continuously optimized to increase users' willingness to participate. Since 2018, Taipower has adopted a registration system. Users may register through the website, customer service hotline, or service counters. For every kWh saved, users may receive an incentive of NT\$0.6, with a minimum reward of NT\$42 for monthly billing and NT\$84 for bimonthly billing.

In addition to traditional power-saving incentives, Taipower also offers point-earning activities through the Taiwan Power App. Users can earn points after completing energy-saving missions and use the points to offset electricity bills, further strengthening energy-saving incentives. Through the Taiwan Power App and physical promotional activities, Taipower is gradually transforming energy-saving information into daily behaviors that the public can understand, participate in, and act upon, thereby increasing nationwide participation in energy conservation and the prevalence of an energy-saving culture.

Year	Electricity Saved (100 million kWh)	Power-Saving Incentive Amount (NT\$100 million)	CO ₂ Emission Reduction (10,000 metric tons)	Equivalent Number of Daan Forest Parks (Annual CO ₂ Absorption)
2023	18.1	14.5	86	2,205
2024	17.0	14.0	81	2,072
2025	18.4	15.0	87	2,236

- Notes: 1. The calculation is based on Taiwan's 2024 electricity emission factor of 0.474 kg CO₂e/kWh announced by the Energy Administration, Ministry of Economic Affairs in August 2025, and the 2020 report by the Energy Administration stating that one Daan Forest Park absorbs 389 metric tons of CO₂ per year.
2. The power-saving incentive performance is based on statistical data for users who completed registration for the power-saving incentive program. As of the end of 2025, 5.01 million users had registered.
3. The reduced electricity consumption through energy conservation is calculated using the previous year as the base year.

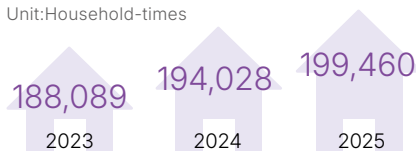
Demand-Side Management and Energy Conservation Results

Taipower continues to coordinate with the deployment of smart meters to develop diversified tariffs and demand response programs. By integrating smart home appliances and energy management systems, Taipower enables users to manage electricity consumption more flexibly in response to price signals, thereby enhancing the benefits of demand-side management and load adjustment. In 2025, a total of 910 million kWh of electricity was curtailed, with total electricity bill deductions of approximately NT\$1.958 billion and an average bill deduction of approximately NT\$2.14 per kWh, demonstrating the substantive benefits of demand-side management in reducing peak loads and lowering users' electricity costs.

Starting in 2026, Taipower will launch the “Smart Electricity Consumption Adjustment Measures, Residential and Commercial Energy Conservation Type,” also known as Residential and Commercial ADR. By working with demand response aggregators and home appliance providers, Taipower will remotely and automatically adjust users' smart home appliances to conserve electricity when the power system requires support. Registration is expected to open in April 2026, with official implementation beginning in May, gradually expanding residential and commercial participation in demand-side management.

Electricity Assistance for Energy-Vulnerable Groups

Taipower continues to pay attention to the electricity needs of remote areas and vulnerable groups. Through related assistance measures, Taipower ensures basic electricity rights and reduces inequality in energy use. The results of electricity assistance for remote areas and vulnerable groups over the past three years are as follows:



Actual Power-Saving Outcomes

Taipower continues to integrate smart grids, energy conservation activities, and on-site diagnostics to promote user energy conservation and load management. Overall results in 2025 were as follows:

Energy Conservation Day Challenge	Through the Dianli Jidian App and the Taiwan Power App, Taipower invited AMI residential users to conserve electricity during designated periods. In 2025, there were 81,398 participants, of which 41,539 times resulted in electricity savings. Total electricity savings reached 29,444.4 kWh, and users who achieved savings reduced electricity consumption by an average of 0.33 kWh per hour.
Energy conservation services and diagnostics	Through the Energy-Saving Service Team and on-site energy conservation diagnostics, Taipower visited a total of 4,165 users, with estimated energy conservation potential of 116.5 million kWh, and completed energy conservation diagnostics for 307 high-voltage users.
Corporate energy conservation promotion	The Energy-Saving Service Team mainly serves users with contracted capacity of 100 to 800 kW, assisting them in identifying energy conservation potential and providing improvement recommendations.



Power-Saving Incentive Program Registration

In addition to digital activities, Taipower also expands the reach of energy conservation education through community promotion, festival promotion, and local activities. By integrating local characteristics into interactive activities, Taipower strengthens public understanding of energy conservation and smart electricity use, gradually establishing an energy conservation culture with nationwide participation.

Future Improvements in Energy Conservation, Promotion, and Services

In the future, Taipower will continue to expand the effectiveness of its energy conservation promotion through diverse energy conservation activities, digital tools, and user-segmented communications. Taipower will also strengthen internal professional service capabilities, promote measurement training for energy-consuming equipment, and systematize the management of diagnostic cases, thereby enhancing employee professionalism and communication quality. These efforts will guide users in implementing energy conservation while balancing stable power supply and energy conservation results.

- ▲ The “Taipower Diagnosis First, Corporate Energy Conservation Made Easier” major user symposium was held across district offices throughout Taiwan.
- ◀ The Grand Hotel commissioned Taipower's Energy-Saving Service Team to conduct professional diagnostics and replace equipment. The hotel now saves more than NT\$3 million in electricity expenses on average each year.

5.3.2 Enhancing User Services and Data Protection

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Customer Relationship Management

Taipower values customer relationship management. Through multiple channels such as counter services, the 1911 Customer Service Hotline, the official website opinion mailbox, smart AI customer service, and dedicated account services, Taipower collects user feedback and continues to refine service processes. In addition, Taipower discloses operational information and policy explanations through its official website, audiovisual platforms, and social media to enhance interaction and trust with users and the general public.

Diverse Communication and Service Mechanisms

• Information Disclosure and External Communication

Taipower continues to disclose operational information, electricity information, and service measures through digital platforms to enhance information transparency and service accessibility.



Taipower Official Website

Establish an “Information Disclosure” section to disclose operational information



Taipower TV

In 2025, cumulative YouTube views exceeded 10 million.



Taipower Fan Page on Facebook

As of 2025, the fan page had more than 280,000 followers, with total annual reach exceeding 40 million.

• User Services and Case Handling

Taipower promotes customer relationship management in accordance with the Ministry of Economic Affairs' Implementation Plan for Enhancing Service Effectiveness. Through diverse communication channels, case classification, cross-unit coordination, and digital service integration, Taipower continues to improve service quality and user satisfaction.

Service Mechanism	Key Measures
Case Handling	Taipower accepts opinions and complaints in accordance with the Guidelines for Handling User Petitions, and assigns cases to responsible units based on the nature of each case.
District Service Offices	Service locations across Taiwan provide counter applications, electricity use consultations, and power line-related services.
Feedback Channels	Taipower provides year-round services through the official website opinion mailbox, the 1911 Customer Service Center, and smart AI customer service.
Dedicated Personnel Services	Taipower provides dedicated visits to group enterprises, large electricity users, science parks, and industry associations.
Digital Services	In 2025, Taipower planned a CRM development project to gradually build a user-centered digital service environment.
Disaster Response	Taipower has established call handling and response procedures for outages caused by natural disasters to improve the efficiency of power outage information transmission and handling.

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Customer Data Protection and Privacy Management

Taipower values the protection of customers' personal data and handles data collection, use, management, and protection in accordance with the Personal Data Protection Act, the Electricity Act, and internal management regulations. To ensure data security and compliance in data use, Taipower continues to strengthen customer data protection and inquiry management through measures such as regular inventories, confidentiality mechanisms, access controls, audits, and data exchange management, thereby safeguarding customers' rights and interests.

• Personal Data Protection Measures

- ✓ Regularly inspect and update personal data files and systems to ensure data accuracy, completeness, and security.
- ✓ Establish confidentiality and access control mechanisms to prevent data leakage or misuse.
- ✓ Establish a Personal Data File Security Maintenance Management Team responsible for the formulation and implementation of related plans.
- ✓ Establish audit and data exchange management mechanisms to reduce the risk of data leakage.
- ✓ Provide or inquire about relevant electricity consumption data only with customer consent or legal authorization.

• Digital Service Security and Protection Mechanisms

With the expansion of online applications, App services, AI customer service, and membership integration mechanisms, Taipower simultaneously strengthens information security and privacy protection. Taipower continues to promote endpoint monitoring, defense, and alert mechanisms, and conducts system penetration testing, information security health checks, and quarterly internal and external vulnerability scans to strengthen the protection of digital services and customer data.

Service Performance and Improvement Measures

• Power Suspension and Reconnection Service Results

In response to users' payment and electricity service management needs, Taipower continues to handle power suspension and reconnection operations. In 2025, power supply was temporarily suspended for approximately 33,484 users due to non-payment. Among them, the proportion of users who completed payment and had power restored within 30 days was 100%, demonstrating Taipower's efficient user notification, reconnection processing, and service coordination.

• Customer Satisfaction

Taipower conducts customer satisfaction surveys every year to understand the evaluations of general users and medium and large users regarding service quality, corporate image, customer feedback handling, and overall satisfaction. The 2025 survey period was from October 18 to November 28. Survey targets included low-voltage users who had business interactions with Taipower within the past year, as well as medium and large users with contracted capacity of 100 kW or above.

2025 Survey Targets, Period, and Survey Dimensions

Survey Targets	Period	Survey Dimensions
1. General users: Low-voltage users who had business interactions with Taipower within the past year. 2. Medium and large users: Users with contracted capacity of 100 kW or above.	October 18 to November 28, 2025.	1. Service quality. 2. Corporate image. 3. Customer feedback handling. 4. Overall customer satisfaction.

• Key Performance Indicators for Service Quality

To present overall service capacity and handling efficiency, Taipower continues to track service oriented key performance indicators related to customer service and complaint handling.

• Improving Convenient Services: Residential Rental Electricity Bill Inquiry Section

To promote greater transparency of electricity,use information in the rental housing market, Taipower launched a section for residential rental electricity bill inquiries section on January 31, 2024. After tenants apply for certification at a service location, they may inquire about the average electricity charge per kWh for the current billing period at their rental residence, allowing them to understand their personal electricity use and the reasonableness of rental electricity charges. In 2025, a total of 361 households applied to use the service.



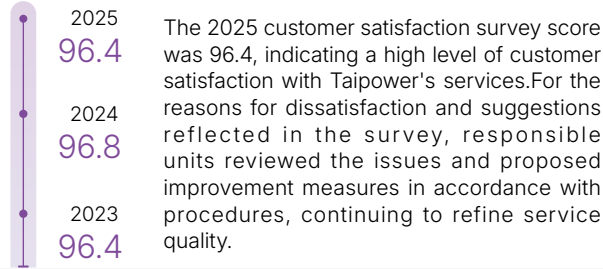
Residential Rental Electricity Bill Inquiry Section

Future Plans

Taipower will continue to follow the Ministry of Economic Affairs' Implementation Plan for Enhancing Service Effectiveness to optimize service processes, strengthen digital interaction, and improve overall service effectiveness. In terms of customer privacy and information security, Taipower will continue to promote endpoint monitoring, defense, and alert mechanisms, and conduct penetration testing, information security health checks, and quarterly vulnerability scans to safeguard user rights and interests.

Looking ahead to 2030, Taipower will respond to public service needs and combine digital technology, public-private collaboration, and diverse and inclusive innovative service models to enhance public service effectiveness and provide more convenient, innovative, and inclusive electricity services.

Customer Satisfaction Scores for 2023–2025



Item	Unit	2023	2024	2025
Customer Complaint Cases	Cases	5,750	5,026	4,888
Average Processing Days	Days	2.82	2.79	2.83
Customer Privacy Incidents	Cases	0	0	0



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5.3.3 Diverse Green Power Options

Green power development has become an international trend and is also an important foundation for domestic industries to respond to supply chain decarbonization and enhance competitiveness. As corporate demand for renewable energy continues to grow, the methods for obtaining green power, transaction mechanisms, and product options have become increasingly diverse. The green power market is also gradually developing toward greater flexibility and efficiency. In addition to continuously supporting the government's promotion of renewable energy development, Taipower also assists users in obtaining the green power they need and improves the operational efficiency of the green power market through system optimization, product design, and market support mechanisms.

Activating the Green Power Market

After the amendment of the Electricity Act in 2017, the green power market gradually opened up to free transactions. In addition to continuing to support the stable operation of the market, Taipower has also gradually transformed from a traditional electricity supplier into a promoter of green power market activation and matching green power supply with demand. As the proportion of renewable energy continues to increase, how to more effectively match green power supply and demand, ensure smooth circulation, and respond to corporate decarbonization needs has become an important issue for market development.

Benefiting from the government's active promotion of renewable energy development and Taipower's continued promotion of grid-friendly measures, the wheeled renewable energy volume reached 5.850 billion kWh in 2025, representing a 95% increase from 2.999 billion kWh in 2024. This indicates that transaction demand in the green power market continues to rise and that market operations are becoming increasingly active.

Enhancing Wheeling Flexibility

To enhance the flexibility of green power use and connect with the existing pilot mechanism for flexible allocation of wheeled power, Taipower officially launched the Green Power Market Flexible Allocation Trial Program in October 2025. The program allows renewable energy electricity retailers to participate in the flexible allocation mechanism, enabling them to aggregate corporate users' demands and integrate electricity volumes at the generation and consumption ends for flexible allocation. This improves green power matching efficiency and usage flexibility, while gradually aligning with the future electricity trading market.

In 2025, the overall volume of wheeled power under flexible allocation reached 1.76 billion kWh, representing an increase of approximately 27% compared with 2024. Since the implementation of the program, approximately 40% of wheeled green power has joined this mechanism, indicating that the flexible allocation system has gradually been adopted by the market and is helping to improve the efficiency and benefits of green power transactions.

Promotion of Diverse Green Power Products

Taipower continues to promote diverse green power products and provides more flexible green power options based on different user scales, electricity consumption patterns, and decarbonization needs. In June 2025, Taipower launched the supplemental RE30 electricity product. For every 10,000 kWh of electricity consumed by users, Taipower allocates 3,000 kWh of renewable energy to help enterprises achieve their renewable energy use targets. A total of 34 users signed contracts during the year, more than 80% of which were export-oriented industries.

In addition, Taipower continues to promote small-volume green power programs to lower the participation threshold for small and medium-sized enterprises. Through product diversification and optimized system design, the green power market is gradually moving toward more diverse and multi-level user participation, helping users of different scales select appropriate green power programs based on their own needs.



Renewable Energy Grid Connection Information Services

To enhance the transparency of grid connection information and the convenience of applications, Taipower's official website has established a Renewable Energy Grid Connection section. The section provides functions such as available grid connection capacity inquiries, application progress inquiries, and queue inquiries for areas where grid connection capacity is full. Taipower also discloses the remaining available grid connection capacity of each district office and statistics on solar power grid connection operations, helping businesses to obtain investment and application information, while improving application efficiency and market information transparency.

- Under the theme of green power, Taipower's exhibition area was divided into four major aspects: energy creation, energy storage, energy conservation, and electricity trading. The exhibition visually presented the process of green power from generation, storage, and dispatch to trading.



2025 Small Volume
Green Power Sales
Program



6 Practitioner of Corporate Social Responsibilities

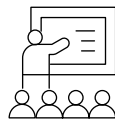
Suitable for the following stakeholders

Board of Directors, Shareholders, Employees, Government Agencies, Elected Representatives, and Residents.

Taipower's operating sites span across Taiwan. Through diverse channels, the Company continues to engage with internal and external stakeholders, strengthen partnerships for social inclusion and shared prosperity, and promote green science education, cultural asset preservation and revitalization, and community care based on its core electricity business to fulfill its corporate social responsibilities.

Internally, talent development is the foundation of corporate sustainability. Taipower continues to optimize its recruitment, training, deployment, and retention systems, introduce new technologies and action plans, improve training and occupational safety and health management, and strengthen the protection of employee and contractor rights to build a healthy and happy workplace.

Taipower upholds the principle of transparency and actively communicates with stakeholders to meet societal expectations. The Company has long supported cultural, artistic, and sports-related public welfare initiatives. In response to organizational transformation, Taipower continues to strengthen talent training, workplace development resources, compensation and retirement protection, and industrial safety management, while striving to achieve its zero-accident goal and build a friendly, safe, and fulfilling work environment.



127,503

A total of 127,503 participants received training in 2025.



2.884 billion

Cumulative investment in the Power Development and Assistance Fund reached NT\$2.884 billion in 2025.



4,300

Approximately 4,300 community support cases were undertaken in 2025, with donations totaling around NT\$100 million.



6.1 Human Rights, Diversity, and Inclusion

2-23

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6.1.1 Human Rights Policy

Human Rights Policy

Taipower supports and follows international human rights standards, including the United Nations Universal Declaration of Human Rights, the United Nations Global Compact, and the International Labour Organization Conventions. The Company incorporates these principles into its operational management, respects and safeguards the fundamental rights of employees, external workers, and stakeholders, and prevents human rights violations.

Taipower has established its Human Rights Policy. Through working hour management, equal pay, freedom of association, communication between labor and management, grievance mechanisms, privacy protection, and protection of dispatched workers' rights, the Company strives to create a safe, equal, non-discriminatory, and harassment-free workplace.

In 2025, Taipower continued to offer human rights-related courses through its Training Institute and online academy. Course topics included employee assistance, management training, mentor training for new employees, gender equality, sexual harassment prevention, labor laws and regulations, stalking and harassment prevention, CEDAW, gender diversity, workplace cold violence, and workplace bullying. More than 84,000 participants attended these training courses during the year, further enhancing employee awareness of human rights, gender equality, mental health, and workplace safety.

In the process of energy transition, climate strategy implementation, and organizational restructuring, Taipower also pays attention to the structural impacts that employees and other workers may face. Through open and fair recruitment, courses on forward-looking energy and net-zero emissions, reviews of recruitment categories, competency development, and protection of dispatched workers' rights, the Company works to reduce adverse impacts on specific groups and implement a just transition.



Gender Equality Section


 Taipower Human
Rights Policy

Future Improvement Directions

Taipower will continue to enhance its systems related to human rights, diversity, and inclusion in line with national policies, business needs, and consensus reached through labor-management negotiations. Looking ahead, the Company will continue to review its Human Rights Policy and management mechanisms. Based on its business characteristics and stakeholder scope, Taipower will also assess the development of human rights due diligence, risk identification, and management mechanisms to strengthen the protection of human rights for employees and other stakeholders.

In terms of diversity and inclusion, Taipower reiterated on June 28, 2023, that when units process personnel assignments for vacant positions, they should provide information on the gender ratio of the relevant positions in a timely manner. The Company will continue to raise awareness through human resources management meetings and other occasions, gradually promoting gender diversity in management positions and fostering a more inclusive workplace.

Management Measures for Important Human Rights Issues

Key Issue of Concern	Specific Policy	Management and Mitigation Measures
Non-Discrimination in Promotion	Ensure equal workplace rights for employees.	Salary and benefits, work rules, promotion, attendance, and personal data protection are all approved by the relevant authority and implemented in accordance with applicable regulations.
Privacy Protection	Protect employees' personal data.	Establish rules, plans, and handling procedures related to personal data, and set up a Personal Data File Security Maintenance Management Task Force.
Protection of Working and Labor Conditions / Prevention of Forced Labor	Establish a friendly labor environment.	Employees' working hours are governed by the Work Rules and collective agreements. Overtime work is subject to union consent and is compensated through overtime pay or compensatory leave in accordance with the Labor Standards Act.
Right to Family Life – No Impairment of Family Life Rights	Implement a gender-friendly workplace and childcare support measures.	Establish grievance handling mechanisms and provide reduced working hours for childcare and flexible work arrangements.
Right to Health –Health Protection Measures / Occupational Safety Training	Implement health protection measures and occupational safety training.	Assign medical, nursing, and management personnel in accordance with regulations, and continue to provide occupational safety and health education, training, and on-the-job training.
Personal Freedom and Safety	Provide a safe workplace.	Establish a sexual harassment grievance hotline and mailbox, conduct regular awareness campaigns, and implement the Heart-to-Heart Corner Employee Assistance Programs (EAPs).
Rights of Dispatched Workers	Protect the human rights of external workers.	Establish guidelines for outsourced operations and a visit and guidance mechanism for dispatched workers and announce grievance mechanisms to ensure that contractors comply with labor laws and regulations.

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6.1.2 Diversity and Inclusion in the Workplace

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Taipower continues to promote a diverse, equitable, and inclusive workplace. The Company provides employee-friendly leave options, including menstrual leave, family care leave, marriage leave, maternity leave, prenatal checkup leave, and paternity leave for prenatal checkups and childbirth, helping employees balance family and work responsibilities. Since March 1, 2022, employees raising children under the age of three have been allowed to reduce their working hours by one hour per day with full pay. Taipower has also piloted a reduced working hours program for employees raising children aged three to under six, offering flexible arrangements such as delayed start times, early departure, or segmented reductions in working hours to meet employees' childcare needs. Taipower also continues to implement gender-friendly measures, including childcare services and subsidies, well-equipped breastfeeding and milk collection rooms, prevention of sexual harassment and workplace violence, workplace safety for pregnant employees, and equal pay and benefits. The Company also promotes the goal that no gender should account for less than one-third of decision-making bodies, thereby creating a friendly and inclusive work environment.

Ratio of Women and Men in Management

405-1

As a public electricity utility, some of Taipower's on-site power technical work involves operating environments such as high- and low-voltage live-line work, high temperatures, high noise, and work at heights. As a result, men account for a higher proportion of on-site personnel, leading to a slightly wider gender gap among middle and senior management than among all employees. In 2025, men accounted for 82.8% and women accounted for 17.2% of Taipower's middle and senior management. Among all employees, men accounted for 82.4% and women accounted for 17.6%. Over the past three years, the proportion of women in middle and senior management increased from 17.0% to 17.2%. Taipower continues to implement friendly measures such as parental leave without pay and childbirth subsidies. The Company also requires each unit to provide the gender ratio of relevant positions for reference by responsible supervisors when making personnel assignments for vacancies, gradually increasing the proportion of women in management positions.

DEI Performance Highlights: A New Milestone in Workplace Diversity and Inclusion

1

Gold Award Recognition for a Childcare-Friendly Environment

- All six childcare centers scored 90 or above in performance evaluations and were rated excellent
- Parent satisfaction approached full marks
- Cooperated with the Ministry of Education to build a high-quality and safe childcare environment.

2

Recognition as a Happy Workplace for Five Consecutive Years

- Won the 1111 Job Bank Happy Enterprise Gold Award in the manufacturing category for five consecutive years from 2021 to 2025
- Received strong external recognition for its happy workplace environment
- Continued to refine employee welfare systems

3

Strong Support for Childbirth and Childcare

- Flexible working hours benefited **3,741** person-times, including 3,364 person-times for employees with children under the age of 3 and 377 person-times for employees with children aged 3 to under 6
- Annual childcare subsidy of NT\$ **6,000** per child up to the age of 6
- Supported substantive work-family balance

4

National Recognition for Talent Development

- Continued to receive the Ministry of Education's Excellent Employee Learning System Award in 2025
- Combined substantive salary adjustments with higher starting salaries for new employees
- Continued to refine talent development and strengthen talent attraction and retention

Ratio of Women's and Men's Compensation

Taipower's salary, benefits, and bonuses are determined based on position and job grade, without gender-based differences. Based on employees holding equivalent positions and job grades, the ratio of women's to men's basic salary and total remuneration was 1:1 for both general employees and management-level employees in 2025.

Ratio of Women's and Men's Basic Salary and Total Remuneration in 2025

Employee Type	Basic Salary	Total Remuneration
Senior Management	1:1	1:1
Middle Management	1:1	1:1
First-line Management	1:1	1:1
General Employees	1:1	1:1

Taipower actively supports National child care policy for ages 0-6 with seven workplace mutual-support preschool education and childcare service centers across northern, central, and southern Taiwan.



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6.2.1 Talent Management and Development

Material Topic Management: Talent Management and Development

Policy	Attract and recruit outstanding talent by providing competitive compensation, training, welfare measures, and retirement and care systems, while strengthening sustainable talent development to ensure the transfer of key technologies and stable organizational operations.
Management Approach	In response to energy transition, smart grids, low-carbon sustainability, and increasing competition for talent, Taipower strengthens key technical manpower and talent retention through diversified recruitment, systematic training, mentor guidance, salary optimization, and succession planning.
Action Plans	- Engage with campuses early to jointly cultivate power industry talent. - Prepare and implement annual training plans to strengthen talent cultivation and development. - Focus on project-based training in response to emerging trends such as risk control and net-zero emissions. - Continue promoting the mentor guidance mechanism to help new employees adapt to the workplace and pass on core technologies. - Identify key positions and establish a talent pool to strengthen management pipeline development and internal promotion.
Actual Performance in 2025	- Continued to promote industry-academia cooperation, scholarship selection, and campus recruitment to expand talent recruitment channels. - Average training hours per employee reached 58.6 hours, exceeding the annual target of 30 hours. A total of 25 related courses were organized on climate strategy and power resilience planning. - Total training participation reached 127,503, including 124,609 participants in on-the-job training. - Training satisfaction remained high, with scores of 4.76 for teaching methods and effectiveness, 4.74 for training materials, 4.73 for learning outcomes, and 4.72 for usefulness to work or future development. - Average satisfaction with the new employee mentor system reached 91.8%.
2030 Targets	- Maintain average annual learning hours of at least 30 hours per employee. - Complete the scheduled number of courses under the annual training plan and continue to undergo TTQS evaluations. - Refine the mentor system, with a mentor satisfaction target of over 94%. - Promote management succession plans and talent pools to strengthen the cultivation and retention of key talent.

Human Resource Strategy

In response to operational challenges such as energy transition, low-carbon sustainability, and smart grids, Taipower strengthens renewable energy, power resilience, and cross-disciplinary competency development through core technology reviews, diversified recruitment, and systematic training, while maintaining stable power supply. These efforts support the Company's human resource management goals of recruitment, development, deployment, and retention.

Recruitment

- Balanced and systematic human resource planning and appointments.
- Diversified recruitment strategies to meet staffing needs, including staff and contract staff examinations, scholarships for undergraduate, graduate, and vocational school students, cooperation programs with vocational schools, and internal promotion channels through examinations.

Training & Development

- Strengthen the transfer of technical expertise across business divisions and promote core operations.
- Develop innovative training models to enhance organizational learning.
- Implement succession plans for supervisors and build a company-wide talent pool.
- Promote lifelong learning through online resources.
- Enhance talent development effectiveness.

Utilization

- Effectively allocate and manage personnel budgets.
- Improve HR systems for greater flexibility and efficiency.
- Implement job rotations and performance evaluations.
- Utilize data analysis to support managerial decision-making.
- Strengthen HR functions in each business division.
- Conduct internal promotion exams to identify and promote outstanding contract employees.

Retention

- Provide public labor health insurance, medical subsidies for occupational injuries, and health checkups through welfare programs.
- Offer labor education courses and recreational activities to support employees' physical and mental well-being.

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Talent Management and Tracking Mechanism

Taipower's talent management and development are led by the Department of Human Resources, with support from all units. The annual training plan is approved by the President and reviewed through indicators such as operational performance, responsibility center KPIs, learning hours, completion rates, and budget execution. In addition, a human resources management meeting is convened once a year to communicate major policies and discuss designated topics.

In 2025, Taipower continued to recruit talent through industry-academia cooperation, scholarship selection, campus recruitment, and information sessions at key schools, while optimizing salary and retention measures. Total training participation reached 127,503 during the year, with average training hours per employee reaching 58.6 hours. In addition, 25 courses were organized on emerging topics such as climate strategy and power resilience to address the competencies required for transformation.

Taipower also strengthened retention support for new employees and management pipeline development through its mentorship system, work and life guidance for new employees, key position reviews, and the establishment of a potential talent pool. In 2025, average satisfaction with the mentorship system reached 91.8%, demonstrating the effectiveness of the Company's guidance and technical knowledge transfer mechanisms.

Talent Recruitment and Compensation Optimization Strategy

Taipower recruits staff in accordance with the MOEA Regulations Governing the Employment of Personnel by Affiliated Enterprises and upholds the principles of fairness and impartiality. The Company hires through open recruitment, scholarship selection, industry-academia cooperation, and campus recruitment.

In response to the energy transition and competition for talent across industries, Taipower continues to optimize its compensation strategy. Since 2023, the starting salary for newly hired staff has been increased to Grade 2, Level 5 (NT\$46,675). Starting in 2025, the Company also raised the starting salary for newly hired employees. For power technical personnel, salary grades may be advanced based on the nature of on-site work and professional certification requirements to enhance recruitment and retention competitiveness.

• Actual Performance in 2025

1	Strengthened talent recruitment	Taipower continued to recruit talent through diversified channels, including industry-academia cooperation, scholarship selection, campus recruitment, and information sessions at key schools.
2	Optimized compensation strategy	In 2025, Taipower raised the starting salary for newly hired employees. During the training period, compensation was increased to Evaluation Grade 5, Level 8 (NT\$37,182 per month). Power technical personnel who meet relevant requirements for on-site work or hold relevant professional certifications may have their salary grade advanced to Evaluation Grade 5, Level 12 (NT\$40,346 per month), increasing incentives for recruitment and retention.
3	Deepened talent development	Average training hours per employee reached 58.6 hours, exceeding the annual target of 30 hours. In addition, 25 courses were organized on climate strategy and power resilience planning.
4	Enhanced training effectiveness	Total training participation reached 127,503 during the year, and training satisfaction scores ranged from 4.72 to 4.76 across all indicators.
5	Strengthened retention support for new employees	Average satisfaction with the mentorship system reached 91.8%. Through work and life guidance, Taipower helps new employees adapt to the workplace.



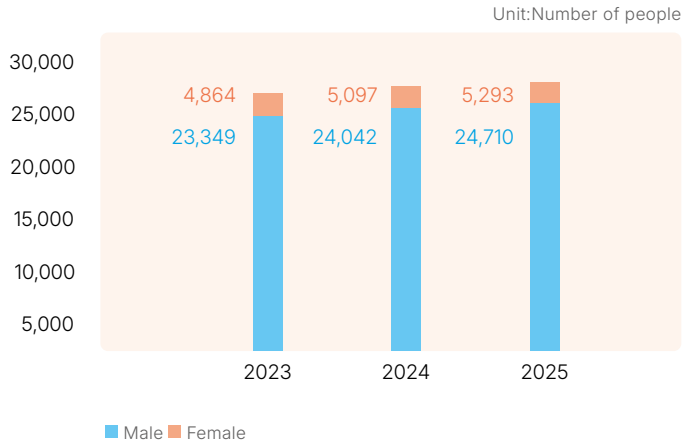
Human Resource Development, Talent Recruitment, Utilization, and Discipline

Structure of Human Resources

• Employment Categories

Taipower does not employ foreign nationals. In terms of employee type, all Taipower employees are full-time, permanent workers. The Company does not hire any fixed-term, part-time, or gig-economy employees.

Total Number of Employees and Gender Ratio



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Employee Distribution in 2025

Category		Male		Female		Total
		Number of people	%	Number of people	%	Number of people
Non-management	General Employees	20,331	82.35	4,358	17.65	24,689
	Senior Management	290	86.05	47	13.95	337
Management	Middle Management	961	81.86	213	18.14	1,174
	First-line Management	3,128	82.25	675	17.75	3,803
Employment Contract	Full-time Permanent	24,710	82.36	5,293	17.64	30,003
	Part-time Permanent	0	0	0	0	0
	Full-time Contract	0	0	0	0	0
	Part-time Contract	0	0	0	0	0
	Dispatched Workers	0	0	0	0	0
Work Location	Taiwan	24,708	82.36	5,293	17.64	30,001
	Overseas	2	100	0	0	2
Nationality	ROC Nationals	24,710	82.36	5,293	17.64	30,003
	Foreign Nationals	0	0	0	0	0



82.36%

Male



17.64%

Female

Note: 1. Permanent Employees: Hired under indefinite-term contracts. Employment continues unless terminated or the employee voluntarily resigns. Employees are entitled to severance pay, and employers are required to contribute to retirement funds.
2. Contract Employees: Employed under fixed-term contracts only for temporary, short-term, seasonal, or specific work. Employment ends upon contract expiration unless renewed. Not entitled to severance pay, but employers must contribute to retirement funds.
3. Full-Time Employees: Defined by Article 30, Paragraph 1 of the Labor Standards Act as employees working 8 hours per day and 40 hours per week.
4. Part-Time Employees: Employees working fewer hours than full-time standards. These employees have statutory rights equal to those of full-time employees, with wages and leave calculated on a proportional basis.
5. Data cutoff date: End of December 2025.

New Employees by Age, Gender, and Management Level

Unit: Number of people

Year		2023		2024		2025	
Total New Employees		1,840		2,507		2,328	
Age		Male	Female	Male	Female	Male	Female
	Under 30	845	275	1,207	289	1,002	263
	31-50	469	223	722	254	745	278
	Over 51	22	6	32	3	35	5
	Total	1,336	504	1,961	546	1,782	546
Management	Senior Management	2	0	2	0	4	1
	Middle Management	5	2	4	1	6	4
	First-line Management	5	8	6	13	6	14
Non-Management Employees General Staff		1,324	494	1,949	532	1,766	527

Departing Employees by Age, Gender, and Management Level

Unit: Number of people

Year		2023		2024		2025	
Total Departing Employees		1,738		1,609		1,455	
Age		Male	Female	Male	Female	Male	Female
	Under 30	282	45	317	51	315	63
	31-50	240	148	280	156	324	151
	Over 51	918	105	692	113	463	139
	Total	1,440	298	1,289	320	1,102	353
Management	Senior Management	28	4	33	4	31	2
	Middle Management	64	11	69	16	60	17
	First-line Management	168	36	121	27	87	54
Non-Management Employees General Staff		1,180	247	1,066	273	924	280

Note: The statistical cutoff date is the end of December 2025.

Diversified Employee Numbers, Age and Gender Distribution

Employees with Disabilities

Year	2025		2025		2025	
	Total Number of Employees with Disabilities	Number of Employees with Disabilities	Total Number of Employees	Percentage of Employees with Disabilities		
		Male Female	Male Female	Male Female		
Age	Under 30	77 48	4,283 1,176	1.80% 4.08%		
	31-50	273 184	14,675 3,249	1.86% 5.66%		
	Over 51	162 106	5,752 868	2.82% 12.21%		
	Total	512 338	24,710 5,293	2.07% 6.39%		

Indigenous Employees

Year	2025		2025		2025	
	Total Number of Indigenous Employees	Number of Indigenous Employees	Total Number of Employees	Percentage of Indigenous Employees		
		Male Female	Male Female	Male Female		
Age	Under 30	70 25	4,283 1,176	1.63% 2.13%		
	31-50	128 39	14,675 3,249	0.87% 1.20%		
	Over 51	22 5	5,752 868	0.38% 0.58%		
	Total	220 69	24,710 5,293	0.89% 1.30%		

• Analysis of Employee Turnover

Taipower continues to enhance retention through measures such as salary adjustments, recruitment promotion, career development, and employee care. In 2025, the voluntary turnover rate of regular employees was 1.93%, the involuntary turnover rate was 1.60%, and the total turnover rate was 3.53%, down from 4.09% in 2024. In addition, the turnover rate of employees hired within the past five years was approximately 0.99% in 2025. To further reduce employee turnover, Taipower continues to raise the starting salary for new employees and enhance new employee retention and career stability through recruitment, internal communication, training and promotion, and employee care. Related measures include:

- 1 Raising starting salaries: Taipower raised the starting salary for newly hired employees and advanced salary grades for qualified power technical personnel to strengthen retention incentives.
- 2 Strengthening recruitment promotion: Taipower enhanced willingness to apply through diversified channels, including recruitment websites, press releases, campus recruitment, and information sessions.
- 3 Enhancing internal communication: Supervisors at all levels explain the Company's business philosophy and operational development in a timely manner to strengthen employee identification and stability.
- 4 Improving training and promotion: Taipower arranges professional training and management development based on performance evaluations, providing career development and promotion opportunities.
- 5 Strengthening employee care: Taipower helps new employees adapt to work and life through resources such as supervisors, the Employee Welfare Committee, and the Heart-to-Heart Employee Assistance Program.

Distribution of Turnover Reasons

Year		2023	2024	2025
Regular Employees	Voluntary Turnover Rate, Regular Employees	1.68%	1.61%	1.93%
	Involuntary Turnover Rate, Regular Employees ^{Note}	3.15%	2.48%	1.60%
	Performance-Based Turnover Rate, Regular Employees	0.00%	0.00%	0.00%
	Total Turnover Rate	4.83%	4.09%	3.53%
Turnover Rate of Contract and Dispatched Personnel		-	-	-

Note: Involuntary turnover includes contract expiration, retirement, death, etc. Data for contract and dispatched personnel turnover rates are not applicable.

• Use of Labor Dispatching and Outsourced Service Workforce

Taipower's outsourced service and labor contract workers refer to personnel engaged in service-related tasks such as cleaning, clerical work, telephone operations, and driving. As of the end of December 2025, Taipower used 1,183 outsourced service and labor contract workers.

Other Workers Who Are Not Employees

Non-Employee Workers	Number of People	Contractual Relationship	Type of Work
Volunteers	645	None. These are retired Taipower volunteers and other non-Taipower volunteers.	• Sports advocacy volunteers, such as cheerleaders for Taipower sports teams. • Counter guidance services at district business offices.

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Appendix

Human Resource Training

Taipower promotes core competency training based on its position system and employee training needs to ensure alignment between training and job responsibilities and enhance talent retention. New employees are paired with mentors who pass on technical knowledge and provide guidance in both work and personal matters, helping them integrate into the workplace. Taipower also identifies critical roles and maintains a high-potential talent pool to ensure the effective cultivation of key technical and managerial talent.



Human Resource Development, Training and Education

Training Type	Training Subject	Number of Participants in 2025
Development Training	Pre-service training for newly appointed employees	520
	Fundamental development training	1,018
	Subtotal	1,538
On-the-Job Training	Professional training by the Training Institute	13,802
	Professional Training	
	Professional training by departments	105,535
	External training programs	5,272
	Subtotal	124,609
Manager Training	On-the-job training for managers	667
	Managerial development training	684
	Subtotal	1,351
Postgraduate Education	Graduate school recommendations	5
	master's degree	5
	Subtotal	5
Total		127,503



▲ TTQS Triple Gold Honors: Taipower Pursues Excellence in Talent Development.

• Training Programs

- 1 New Employee Training:**
 - Appointed employees receive pre-service training and participate in a New Talent Learning Camp.
 - Hired employees receive phased fundamental development training and work training, including field internships.
- 2 Digital Learning and Knowledge Renewal:**
 - Taipower has established the Taipower Online Academy and a mobile learning app to provide employees with diverse learning channels without location restrictions.
- 3 Certification and Skill Enhancement:**
 - Taipower supports employees in obtaining professional certifications. In line with the government's promotion of vocational training and certification systems, the Company works with the Ministry of Labor to plan national-level technician skills certification categories for core technical fields in the electricity industry.
- 4 Overseas Training and Exchange:**
 - Each year, Taipower dispatches approximately 200 participants overseas for meetings, business visits, and internships. Since 2014, the Company has also implemented the Global Vision Program, selecting managers to study at renowned overseas universities or training institutions to strengthen core technologies and keep abreast of international trends.
- 5 On-the-Job Training:**
 - Taipower provides professional technical and management development training based on core competencies and business needs.
 - In line with energy transition, power resilience, and net-zero strategies, Taipower prioritizes related courses.

Diverse Outcomes of Talent Management and Development in 2025



6.2.2 Employee Rights and Benefits

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Employee Compensation Policy

Taipower, as a state-owned enterprise, has adopted a salary point system in accordance with the Personnel Expenses and Salary Management Guidelines for Enterprises under the Ministry of Economic Affairs and the Basic Principles for Employee Compensation Authorization for State-Owned Enterprises. Total personnel expenses, including salaries, benefits, and insurance, must remain within the approved budget. Salaries are calculated based on job grade salary points and the annual conversion standard. Additional allowances are provided based on location, job-related hazards, and the rarity of the position. Salary adjustments are benchmarked against those of military personnel, civil servants, and teachers, and are submitted to the Board of Directors for approval and subsequently reported to the Ministry of Economic Affairs to ensure market competitiveness.

Average Employee Compensation Ratio

Year	2023	2024	2025
Average Salary per Employee (NT\$)	1,219,165	1,258,857	1,289,402
Average Benefits per Employee (NT\$)	220,394	229,277	231,716
Total Salary of Full-Time, Non-Managerial Employees (NT\$) (A)	29,417,774,833	30,667,376,473	33,024,076,105
Number of Full-Time, Non-Managerial Employees (B)	25,151	25,394	26,685
Average Salary of Full-Time, Non-Managerial Employees (NT\$) (A/B)	1,169,646	1,207,662	1,237,552
Median Salary of Full-Time, Non-Managerial Employees (NT\$)	1,117,117	1,149,156	1,183,890

Notes: 1. "Salary expenses" include base pay, overtime pay, bonuses, and other recurring and non-recurring compensation for employees employed throughout the year.
2. "Benefit expenses" include labor and health insurance, retirement contributions, and other employee benefits.
3. "Non-managerial" refers to employees who worked full time throughout the year and did not hold a managerial position at the manager level or above, at any time.

Total Annual Compensation Ratio

Year	2023	2024	2025
Annual Total Compensation of the Highest-Paid Individual (NT\$)	3,374,511	3,522,853	3,615,266
Percentage Increase in Annual Total Compensation of the Highest-Paid Individual	17.35%	4.40%	2.62%
Annual Total Compensation of All Other Employees (NT\$)	32,315,462,403	33,716,233,914	36,220,851,163
Median Percentage Increase in Annual Total Compensation of All Other Employees	4.84%	7.22%	7.48%

Notes: 1. The highest-paid individual is the General Manager. Salary adjustments were made in both 2024 and 2025, with a higher adjustment rate in 2024.
2. Compensation includes monthly salary, overtime pay, work bonuses, and performance bonuses.
3. The calculation is based on employees employed throughout the year.

Employee Performance and Evaluation Policy

Taipower conducts employee performance evaluations in accordance with relevant regulations. Supervisors at all levels assess the performance of their subordinates across seven major dimensions and determine the evaluation results within the specified timeframe, followed by the issuance of performance bonuses. Taipower is committed to promoting a performance-based reward system to recognize outstanding or dedicated employees and departments, thereby enhancing employee engagement, operational performance, and team morale. The key implementation aspects of employee performance evaluation and performance-based reward mechanisms are as follows:

Employee Performance Evaluation

Applies to officially appointed or hired employees who meet relevant requirements. Supervisors at all levels conduct evaluations based on seven major dimensions: 1. Professional competency; 2. Job performance; 3. Teamwork; 4. Work attitude; 5. Integrity and ethics; 6. Management ability; and 7. Leadership skills.

Performance Management by Responsibility Centers

Bonuses are reasonably allocated based on employee contributions and performance. In addition, 40% of the total performance bonus pool is allocated as efficiency bonuses to each unit based on responsibility center performance results.

Instant Reward Mechanism

2% of the total performance bonus pool is reserved for business unit heads. Of this amount, half is granted as instant rewards by the Chairman, President, and Vice Presidents, while the other half is used for incentive bonuses and by unit supervisors.



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Employee Rights and Benefits

Taipower is committed to safeguarding employee rights and benefits by effectively implementing relevant measures in accordance with legal regulations. Through diverse welfare policies and programs, the Company strives to enhance and protect employee well-being.

• Employee Welfare Measures

Diverse Career Development Resources

Provide comprehensive training and development resources to help employees acquire the competencies needed for career advancement.

Retirement Care

Establish a well-rounded retirement care system, publish relevant information on a dedicated website, and organize farewell events to help retiring employees smoothly transition into retirement.

Salary Guarantees

Maintain a transparent salary system and implement a comprehensive performance incentive program.

Multiple Protections

Provide civil servant, labor, and health insurance coverage, medical subsidies for work-related injuries, health check-ups, and recreational activities.

Taipower continues to enhance its employee welfare policies through diverse health care initiatives and by enriching employee travel and empowerment activities. In collaboration with related organizations such as the Taiwan Power Union and the General and Branch Committees of the Taipower Employees' Welfare Committee, Taipower organizes cross-regional recreational events to further improve and safeguard employee welfare.



For employee welfare
measures, please refer to
Taipower's official website.

• Benefits Above Legal Requirements

Taipower values the physical and mental health of its employees. Since December 1988, the Company has supported its Heart-to-Heart Employee Assistance Programs (EAPs). Through part-time employee assistance personnel and external contracted resources, Taipower organizes lectures, reading groups, and grassroots forums, and provides each employee with eight hours of company-paid counseling referral services each year to help address work, life, and emotional concerns.

In terms of health care, Taipower provides regular health check-ups above legal requirements. Employees aged 40 and above receive health check-ups once every two years, employees under 40 once every three years, and employees aged 50 and above once every year. The Company also grants official leave and health check-up subsidies to implement health care and build a healthy, happy, and sustainable workplace.

Employee Retirement System and Sustainability Commitment

Taipower has established a defined benefit plan in accordance with the Labor Standards Act and a defined contribution plan under the Labor Pension Act, providing comprehensive retirement protection for employees. For employees hired on or after July 1, 2005, the Company contributes no less than 6% of their monthly salary to individual pension accounts. For employees under the older system, retirement reserves are set aside based on years of service and paid in a lump sum upon retirement. In 2025, the total defined benefit cost recognized for appointed and hired employees was NT\$1.892 billion. Taipower also commissions a third-party professional actuary to conduct annual actuarial assessments in accordance with IAS 19. The Company continues to review the design and financial sustainability of its retirement systems to ensure fairness and stability.

Implementation of Measures to Protect the Rights of Dispatched Workers

Taipower ensures that all labor service procurement projects are conducted in compliance with the Labor Standards Act and relevant contract templates and labor guidelines. The Company has established the Penalty Table for Contractors Violating Labor Laws, the Standard Labor Contract Template, and the Grievance Mechanism for Dispatched Workers under Labor Service Contracts. When units handle contracts involving dispatched workers, they are required to disclose grievance channels and conduct random interviews and counseling in accordance with the Guidelines for Establishing Task Forces to Interview and Counsel Dispatched Workers Employed by Labor Service Contractors.

In 2025, Taipower amended its internal regulations in line with the Ministry of Labor's revised Guidelines for Government Agencies Utilizing Labor Outsourcing. The Secretariat, together with the responsible departments, conducted interviews and counseling once in each of the first and second halves of the year. The results showed that all units regularly interviewed dispatched workers in accordance with contract requirements, promoted awareness of sexual harassment prevention, and communicated grievance channels, thereby continuing to strengthen contractor management and the protection of labor rights.

Taipower Family Parent-Child
Exchange Day shares energy
conservation and warmth.



◀ The colorful and lively balloon-twisting activity at Taipower's Parent-Child Exchange Day brought continuous laughter and joy to families.

6.3 A Sound Working Environment

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6.3.1 Strengthening Safety Management and Crisis Response

Material Topic Management: Safety Management and Crisis Response

Policy	Taipower's Safety and Health Management Policy 1. Abide by laws and observe discipline: Comply with occupational safety and health regulations and meet all relevant standards. 2. Life is priceless, take the initiative to care: Ensure workplace safety and promote both physical and mental well-being. 3. Intrinsic safety, prevent problems before they occur: Enhance the safety of facilities and environments, and proactively identify potential hazards. 4. Full participation and continuous improvement: Everyone is responsible for safety and health; the pursuit of workplace safety is a continuous journey.
Management Approach	For construction and high-risk operations, Taipower continuously improves safety management through system enhancement, education and training, industrial safety inspections, supervisor walkthroughs, third-party audits, real-time CCTV footage, and accident reviews.
Action Plans	1. Strengthen systems and construction procedures, and enhance penalties for industrial safety violations and procurement management requirements. 2. Implement pre-work safety briefings, SOP reading guidance, interactive hazard identification training, and VR fall prevention training. 3. Introduce CCTV, AI image recognition, and third-party audits. 4. Strengthen risk control meetings, industrial safety alerts, follow-up inspections, and holiday construction controls.
Actual Performance in 2025	1. Held approximately 162 disaster prevention and emergency response drills, with around 11,626 participants. 2. Conducted 1,261 legally required and specialized occupational safety training classes, with approximately 61,951 participants. 3. Held approximately 1,079 contractor occupational safety and health training sessions, with around 38,170 participants. 4. Held 13 sessions of VR fall prevention training. 5. Conducted 36 third-party audits.
2030 Targets	1. Continue to conduct legally required occupational safety and health training and promote interactive hazard identification education. 2. Implement third-party external audits to identify internal risks and management blind spots. 3. Continue to introduce technology applications such as AI image recognition, CCTV, and VR.

Safety Management System and Implementation Basis

Taipower has established a company-level safety management framework in accordance with the Occupational Safety and Health Act and related regulations, as well as the Rapid Reporting Procedures for Various Disasters and Emergency Events and the Guidelines for Handling Industrial Safety Accidents. The framework clearly defines principles for disaster reporting, accident investigation, emergency response activation, improvement tracking, and division of responsibilities, serving as a common basis for all units to implement safety management and report abnormal events.

• Key Areas of Industrial Safety Management

- ① Reporting mechanism: When an accident occurs, the relevant management units must be notified within one hour, and external reporting must be carried out in accordance with laws and regulations where applicable.
- ② Risk avoidance measures: When workers believe that working conditions may result in injury or illness, they may stop work and retreat to a safe location.
- ③ System and regulatory aspects: These cover training, inspection and supervision, operational safety,protective equipment management, accident handling, rewards and penalties, and contractor management.
- ④ On-site implementation: Before work begins, industrial safety interviews, hazard notification, pre-work training, and personnel roster reviews are conducted. During operations, sign-in procedures, TBM-KY, automatic inspections, and safety measure inspections are implemented. For construction machinery and equipment, periodic inspection confirmation and record management are carried out.

Emergency Response and Crisis Management Mechanism

Taipower has established mechanisms for preparation before an accident, response during an accident, and improvement after an accident. The Company regularly conducts industrial safety education and training, as well as disaster prevention and emergency response drills. When necessary, external units such as fire departments are invited to participate, strengthening capabilities in reporting, rescue, evacuation, and on-site response.

• Key Management Areas

- ① Routine preparedness: Enhance familiarity with emergency response through education and training, industrial safety promotion,scenario simulations, and drills.
- ② Accident handling: Prioritize personnel safety, immediate reporting, tiered response, and site preservation.
- ③ Improvement and enhancement: Conduct investigations, reviews, and responsibility assessments after accidents,and horizontally deploy improvement measures.
- ④ Resumption of work management: Confirm accident handling, improvement and recovery measures, and resumption-of-work conditions before adjusting schedules and resources on a rolling basis.

Occupational Safety Management and Contractor Safety

Taipower continues to strengthen its occupational safety and health management system. Through hazard identification, risk assessment, education and training, on-site inspections, and contractor management, the Company enhances the overall effectiveness of industrial safety management.

• Main Measures

- ① Daily safety management: The power generation system has established regulations for thermal and hydro power plants covering training and promotion, inspection and supervision, operational safety, traffic safety,protective equipment management, health management, emergency response, accident reporting, and contractor management. The power distribution system supervises employees and contractors in implementing industrial safety measures through industrial safety inspections, supervisory management, and third-party audit plans.
- ② Hazard identification and risk assessment: Units that have established occupational safety and health management systems conduct hazard identification and risk assessment on an annual basis. When there are changes in operating methods, environments, equipment, or raw materials, or when occupational accidents occur, control measures are immediately reviewed and adjusted.
- ③ Contracted project safety management: Before construction begins, each unit submits an industrial safety management and risk assessment report for the construction period. If there are changes in construction personnel, environment, methods, or equipment,risk assessment and hazard identification must be conducted again.

• Contractor Safety Management Process

- ❶

Pre-construction meeting: Clarify work interfaces and safety matters.
- ❷

Joint operations coordination meeting: Hold regular or ad hoc meetings to strengthen construction coordination.
- ❸

Education and training: Continue to provide contractor occupational safety and health training.
- ❹

On-site supervision: Strengthen inspections, supervisor walkthroughs, and CCTV monitoring.
- ❺

Violation handling: Issue notices, conduct violation training sessions, or impose penalties in accordance with contract provisions.

Occupational Safety Implementation Results

Taipower continues to provide occupational safety and health education and training, and plans diverse training topics and methods based on different operational risks and job characteristics. The Company also conducts occupational safety and health training for contractors to strengthen construction safety awareness and on-site operational risk management. The overall implementation results for the past three years are as follows:

Item	Unit	2023	2024	2025
Occupational Safety Training Hours	Hours	240,318	123,549	185,853
Number of Participants	Participants	80,106	41,183	61,951
Average Training Hours per Employee	Hours / Person	8.44	4.19	6.11
Technical Occupational Safety Training Hours	Hours	47,175	19,815	36,138
Management Competency Training Hours	Hours	193,143	103,734	149,715
Contractor Occupational Safety and Health Training	Participants	32,386	35,625	38,170

Note: 1. Average training hours per employee = total occupational safety training hours ÷ number of employees for the year.
2. Technical and management competency categories are based on current course categories used by the Department of Industrial Safety.
3. The number of participants in contractor occupational safety and health training represents contractor training statistics and is not included in the calculation of average training hours per employee.



▲ Senior-Level Industrial Safety Forum
for Contractor Employers.

Industrial Safety Accident Analysis and Improvement Measures

Over the past decade, Taipower's occupational injury accidents have mainly involved three types: contact with high or low temperatures, electric shocks, and falls. Common causes include failure to fully implement risk assessments, insufficient risk awareness among workers, lack of on-site industrial safety protection management, namely self-protection, mutual protection, and supervision, failure to follow standard safety procedures, failure to wear protective equipment, insufficient horizontal communication, and inadequate access control for personnel entering work sites.

To reduce occupational accident risks, Taipower continues to enhance overall industrial safety management capacity through system optimization, education and training, supervision and audits, technology applications, and deepening of safety culture. Key improvement measures are as follows:

- ❶

Strengthening systems and management: Taipower revised safety construction procedures, increased the weighting of industrial safety evaluations, and required contractors to submit risk assessment reports during the procurement and tendering stages. For units involved in accidents or units with weaker industrial safety performance, Taipower strengthens supervisory management, follow-up inspections, and unannounced audits.
- ❷

Enhancing education and training: Taipower conducts legally required occupational safety and health training, pre-work safety education, and simulation drills. The Company also promotes interactive hazard identification training and expands the application of virtual reality (VR) simulation training for fall prevention.
- ❸

Increasing penalties and violation management: Taipower implements removal mechanisms for personnel and contractors involved in violations, a progressive penalty system, and re-education through violation training sessions.
- ❹

Implementing supervision and audits: Taipower has established an industrial safety alert system, strengthened holiday construction controls, and continued to promote supervisor walkthroughs, industrial safety inspections, and third-party audit mechanisms. In 2025, a total of 36 third-party audits were conducted.
- ❺

Technology applications and employee participation: Taipower has established a company-wide real-time industrial safety CCTV management system to monitor construction activities remotely. The Company also uses VR to simulate high-risk work scenarios and strengthen learning effectiveness. In 2025, 13 VR training sessions were conducted.
- ❻

Public opinion response and corporate image protection: Taipower has established standard operating procedures for public opinion reporting. When incidents attract media attention, the Company promptly obtains relevant information, clarifies inaccurate reports, and prevents the expansion of public misunderstanding.

◀ Datan Power Plant regularly maintains its power generation facilities to ensure smooth operations.

6.3.2 Building a Safe and Healthy Workplace

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Material Topic Management: Worker Health and Safety

Policy	Implement occupational safety and health management for employees and contractors to prevent occupational injuries, while continuously promoting workers' physical and mental health.
Management Approach	Units that have established occupational safety and health management systems conduct hazard identification and risk assessments on a regular annual basis. When there are changes in operations, the working environment, equipment, or raw materials, or when occupational accidents occur, the units immediately conduct reviews and adopt control measures. Through safety and health committees, health services, education and training, and accident investigation mechanisms, Taipower continues to improve occupational safety and health management.
Action Plans	1. Implement occupational safety and health management in accordance with the Regulations Governing Occupational Safety and Health Management. 2. Promote the CNS 45001 management system and PDCA rolling reviews. 3. Implement contractor management in accordance with the Taipower Guidelines for Industrial Safety Risk Assessment of Contracted Projects. 4. Conduct health check-up analysis, on-site health services, high-risk worker management, and health promotion activities.
Actual Performance in 2025	1. Employee injury frequency rate: 0.09. 2. Contractor worker injury frequency rate: 0.32. 3. Occupational safety training totaled 185,853 hours, with 61,951 participants. 4. Approximately 1,163 health consultations and health promotion activities were held.
2030 Targets	1. Employee injury frequency rate ≤ 0.1. 2. Contractor worker injury frequency rate ≤ 0.18.

Occupational Safety Management and Contractor Safety

• Occupational Safety and Health Management Policy and Governance Mechanism

Taipower protects the safety and health of employees, contractor workers, volunteers, and self-employed workers through mechanisms covering systems and regulations, on-site implementation, education and training, accident reporting, inspections and supervision, and health services. Taipower has established an Occupational Safety and Health Committee in accordance with the Regulations Governing Occupational Safety and Health Management. The President serves as an ex officio member, and the Committee includes occupational safety personnel, department heads, engineering and technical personnel, medical and nursing personnel, and labor representatives. Meetings are held at least once every three months to review matters such as safety and health policies, education and training, health management, occupational accident investigations, and contractor management.

Percentage of Labor Representatives on the Joint Labor-Management Safety and Health Committee

Total Number of Safety and Health Committee Members	Number of Labor Representatives on the Committee	Percentage of Labor Representatives on the Committee
34	14	41.2%

• Occupational Safety and Health Management System

In accordance with Article 12-2 of the Regulations Governing Occupational Safety and Health Management, Category I enterprises with 200 or more workers are required to establish occupational safety and health management systems based on CNS 45001 or equivalent standards. Taipower has a total of 47 units, including headquarters, which are required by law to complete CNS 45001 certification. All of these units passed certification in 2023. Recertification is planned for 2026, and Taipower continues to conduct rolling reviews using the PDCA model. The system covers employees, contractor workers, volunteers, and self-employed workers at all workplaces. Taipower also provides occupational safety and health information and collects suggestions through its website, emails, employee discussion forums, departmental meetings, and occupational safety care platform, thereby promoting worker participation in the formulation, implementation, and evaluation of the system.

• Hazard Identification, Risk Assessment, and Contractor Management

Units that have established occupational safety and health management systems conduct hazard identification and risk assessments every year. When there are changes in operating methods, the working environment, equipment, or raw materials, or when occupational accidents occur, the units immediately review and adjust control measures. For contracted projects, Taipower requires each unit to conduct risk assessments and hazard identification before construction begins and when construction changes occur, in accordance with relevant risk assessment guidelines. The main measures are as follows:

- 1 Regular assessment: Hazard identification and risk assessments are conducted on a regular annual basis.
- 2 Change review: When operating methods, the working environment, equipment, or raw materials change, or when occupational accidents occur, control measures must be reviewed and updated immediately.
- 3 Tiered control: Tiered controls are implemented based on assessment results.
- 4 Contractor management: Before construction begins, an industrial safety management and risk assessment report for the construction period must be submitted.
- 5 Reassessment for construction changes: When there are changes in construction personnel, the worksite environment, construction methods, or equipment used, assessment and identification must be conducted again.
- 6 Risk control: Employees strengthen controls for unacceptable risks, while contractors reduce risks through pre-construction reports, reassessments for construction changes, and continuous inspections.

Occupational Safety Performance

In 2025, Taipower's work-related injuries were mainly caused by electric shocks, contact with high or low temperatures, and falls. Taipower's occupational safety and health management system includes the Hazard Identification and Risk and Opportunity Assessment Procedure. The Company reduces risks through elimination, substitution, engineering controls, signage or warnings, administrative controls, and personal protective equipment, and makes rolling adjustments and improvements based on implementation results.

Taipower Severe Work-Related Injury Statistics in 2025

Worker Category	Employee			Engineering Contractors
Gender	Male	Female	Total	Total
Total Working Hours	50,341,039	10,708,827	61,049,866	52,127,247
Deaths Caused by Occupational Injuries (Number of People)	1	0	1	5
Deaths Caused by Occupational Injuries (Rate)	0.0040	0	0.0033	0.0192
Severe Occupational Injuries(Number of People)	5	0	5	12
Severe Occupational Injuries (Rate)	0.0199	0	0.0164	0.0460
Recordable Occupational Injuries (Number of People)	6	0	6	17
Recordable Occupational Injuries(Rate)	0.0238	0	0.0197	0.0652
False Alarms (Number of People)	1	0	1	6
False Alarms (Rate)	0.0040	0	0.0033	0.0230

Note: 1. Employees: Includes both dispatched and directly employed personnel.
2. Contractors: Includes both contracted labor and self-employed workers.
3. Total Working Hours: Calculated by allocating overall work hours based on the gender ratio among Taipower employees.
4. Rate of Deaths Caused by Occupational Injuries = (Number of Deaths ÷ Total Work Hours) × 200,000 (per 100 employees, based on 50 weeks × 40 hours/year).
5. Severe Occupational Injury: Refers to injuries resulting in death or those that prevent the worker from returning to pre-injury health within six months. Contractor work hours by gender were not compiled in 2025 and will be addressed in future reporting.
6. Rate of Severe Occupational Injuries (excluding deaths) = (Number of Severe Injuries ÷ Total Work Hours) × 200,000.
7. Rate of Recordable Occupational Injuries = (Number of Recordable Injuries ÷ Total Work Hours) × 200,000.
8. False Alarms: Work-related incidents that result in no loss or injury.

Analysis and Statistics of Occupational Injuries in 2025

Type of Worker	Total	Contact with High or Low Temperatures	Falls	Electric Shocks	Collapses	Stabbing,Cutting, Scratching	Struck	Falling Objects	Caught or Entangled
Employees	6	2	0	3	0	0	1	0	0
Injury Rate by Accident Type		33%	0%	50%	0%	0%	17%	0%	0%
Contractors	17	4	5	4	1	1	0	1	1
Injury Rate by Accident Type		23.5%	29.4%	23.5%	5.9%	5.9%	0%	5.9%	5.9%

Note: 1. Disaster-Type Injury Rate = (Number of casualties by type / Total casualties in the year) × 100%
2. Taipower employee occupational injury data excludes another 15 non-commuting traffic accident cases.

When a near-miss incident occurs, the head of the department where the incident occurred or the head of the responsible department serves as the convener and forms a unit investigation team together with the industrial safety department and the branch of the Taiwan Power Labor Union. The unit where the incident occurred shall submit an Industrial Safety Accident Report Form within three working days from the day after the incident.

Occupational Health Services and Physical and Mental Care

In addition to occupational hazards, workers may also face health risks such as work-related stress, long working hours, shift work, and psychological pressure. Taipower has established programs for the prevention of ergonomic hazards, maternal health protection, prevention of diseases caused by abnormal workloads, and prevention of unlawful infringement in the workplace. The Company also conducts health risk assessments, health check-up data management, and high-risk work assessment and management in accordance with the Regulations of Labor Health Protection.

Medical Professional Staffing and Services

- On-site health service physicians: Contracted physicians are assigned at 68 units.
- Nursing personnel: A total of 69 units, including 51 units with full-time nurses and 18 units with contracted nurses.
- Assistance provided: health checkup analysis, suitable work assignment, high-risk worker assessment and case management, maternal health protection, and prevention of work-related diseases.

Health Promotion Activities

- Regular monthly health consultations and health education.
- Health lectures.
- Influenza vaccination.
- Screening for four major cancers and physical fitness testing.



Approximately

1,163 sessions

were held in 2025.

Mental Health and Support (EAPs)

- Psychological counseling and support services are provided through the Employee Assistance Programs (EAPs).
- Employees may apply for 8 hours of free psychological counseling per person per year.



Heart-to-Heart Corner

EST. 1988



▲ Heart-to-Heart Volunteer Service: Lighting Up Others with One's Own Light.



Labor-Management Communication and Rights Protection

- Labor-Management Communication and Worker Participation

Taipower values the opinions of its workers and strengthens two-way communication and information transmission through the Occupational Safety and Health Committee, employee proposal system, emails, departmental meetings, occupational safety care platform, labor-management meetings, training courses, and internal website.

- Collective Agreement and Labor Protection

Taipower and the Taiwan Power Labor Union signed a collective agreement in 2013 and renewed the agreement in 2021. In response to amendments to labor laws and changes in the external environment, Taipower conducted three years of discussions and revised the original agreement from 8 chapters and 47 articles to 8 chapters and 55 articles. The new agreement was officially signed on April 9, 2024.

Number and Ratio of Employees Covered by the Collective Agreement

Item	2023	2024	2025
Total Employees	28,213	29,139	30,003
Number of Union Members	27,988	29,074	29,838
Union Membership Ratio (%)	99.2%	99.8%	99.5%

Note: The provisions of Taipower's collective agreement regarding working conditions are handled in accordance with government laws, supervising agency regulations, and company policies. As such, all employees are afforded protection.

Labor-Management Meetings

A total of 12 company-level labor-management meetings were held, with interaction and communication with employees.

Training Courses

Various types of training courses continued to be held, providing channels for employee career learning and communication.

Internal Website

The W3 intranet provides information such as operational information disclosure, latest news, new employee information, transfer information, and employee rights sections.

- Grievance Mechanisms and Implementation Status

To protect employee rights and interests, Taipower has established diverse grievance and remedy mechanisms covering general grievances, sexual harassment prevention, and appeals related to performance evaluation, rewards, and disciplinary actions. Key measures are as follows:

1 Employee grievances and resolutions

- Taipower has established the Guidelines for Handling Employee Difficulties and Grievances to address matters such as work adjustments, major family emergencies, questions regarding Company systems, and other grievances.
- Cases are first handled by the processing team of each unit. If the matter remains unresolved, employees may file a grievance with the Company's processing committee.

2 Sexual harassment prevention and grievance channels

- Taipower has established a sexual harassment prevention policy and grievance mechanism. Employees may file grievances with the Sexual Harassment Grievance Review Committee, and the Company will investigate and handle cases in accordance with the law.

- Grievance hotline: (02) 2366-7730.
- Grievance mailbox: a960601@taipower.com.tw.

- 3 Appeals related to performance evaluation, rewards, and disciplinary actions

- Employees who disagree with the results of their annual performance evaluation may file an appeal within one month after receiving the notification.
- Employees who have questions regarding rewards or disciplinary actions may file an appeal within three months after the approved decision is announced.



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6.4.1 Cultural Heritage and Social Communication

Based on its responsibility for historical heritage and its commitment to sustainable management, Taipower has continued to inventory and preserve cultural assets other than buildings since 2016. The Company established the Cultural Heritage Preservation and Maintenance Task Force, convened by the Vice President of Strategy and Administration. Through Cultural Heritage Preservation Planning Meetings, Taipower promotes preservation, research, and social communication. Following the approach of "research and archive first, display and exchange later, and then foster identity," the Company gradually promotes the inventory of cultural and historical materials, oral history interviews, power industry cultural walking tours, and digital access to cultural artifacts, facilitating the sharing and sustainable use of power industry cultural and historical resources.

Preservation and Revitalization of Power Industry Cultural Assets

The power industry has driven Taiwan's industrial and economic development and left behind tangible historical sites and shared memories. In addition to fulfilling its mission of ensuring a stable power supply, Taipower continues to promote cultural asset preservation, exhibition and exchange, and local co-prosperity, building its image as a corporate citizen. Taipower continues to maintain and restore power industry cultural assets, encouraging local sites to integrate cultural and historical materials with social resources. Through local cultural artifact exhibition halls, cultural artifact collection platforms, and power industry cultural circles, the Company helps the public rediscover the development history of Taiwan's power industry.

• Planning of Power Industry Cultural Routes

Based on its inventory of power industry cultural assets across Taiwan, Taipower is gradually developing the narrative and promotion framework for power industry cultural routes. The Company identifies potential anchor points for cultural routes and strengthens the integration of point, line, and area resources, laying the foundation for the sustainable preservation and management of power industry heritage.

At the same time, Taipower continues to collect and organize power industry documents and historical materials, providing resources for research, exhibition, exchange, and application. These efforts deepen the study of Taiwan's power industry and the preservation of historical materials, while enhancing public understanding of electricity development issues.



• Humanities Activities Implementation Results in 2025

① Cultural asset inventory and collection

- Taipower continued to conduct cultural asset inventory and preservation work. It completed the inventory of 31 volumes of historical documents, covering postwar supervision, takeover, and early operational documents from Taipower's 35th to 46th years.
- Taipower completed the inventory, cataloging, digitization, and packaging of more than 400 cultural artifact cases. It also added 450 cultural artifact cases to its collection and completed metadata corrections for 596 cases.
- In 2025, the Taiwan Power Cultural Heritage Collection Center organized eight visits and exchange activities, with 109 participants, continuing to expand the results of power industry cultural collection, research, and promotion.

② Oral history interviews

- To preserve the intangible cultural assets of the power industry, Taipower has promoted oral history interviews since 2023.
- From 2025 to 2026, Taipower is carrying out in-depth interviews with senior distribution and sales personnel as an independent project. The Company expects to interview 50 power industry professionals and gradually publish interview articles and edited videos on the Power Industry Cultural Collection website.

③ Power industry cultural walking tours

- Taipower promotes local revitalization through cultural sustainability walking tours, strengthening social recognition through cultural transmission and enhancing public understanding of the power system and sustainable development.
- In 2025, Taipower launched the Zhuoshui River Hydropower Industry Cultural Walking Tour, holding 16 sessions with 270 participants.
- In 2026, Taipower will continue to promote power industry cultural walking tours in the surrounding areas of the Lanyang Power Plant.

④ Digital interpretation of power industry cultural artifacts

- Taipower displays digitized cultural artifact materials through the Power Industry Cultural Collection website.
- The website features seven categories of themed articles, including cultural and historical publications, fun facts, knowledge packs, cultural routes, stories of professionals, a century of electricity, and audiovisual content.

⑤ Investment in cultural and artistic activities

- Taipower continues to support domestic cultural development through artwork leasing and performance activities. Related investments in 2025 were as follows:
 - ☑ Artwork leasing: 19 pieces of art, with an investment of NT\$133,908.
 - ☑ Humanities gallery performances and exhibitions: 9 events, with an investment of NT\$58,968.
 - ☑ Lobby performances and exhibitions: 2 events, with an investment of NT\$136,487.



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• Results of Power Industry Cultural Asset Preservation and Collection Revitalization

Taipower promotes the preservation and revitalization of power industry culture through cultural asset inventories, the establishment of a cultural artifact collection center, digital platform interpretation, and cultural route planning. The storage environment of the Taiwan Power Cultural Heritage Collection Center complies with the Standards for Archive Repository Facilities issued by the National Archives Administration, National Development Council. It can preserve important physical artifacts from the Japanese colonial period to the present, as well as permanent archives since the establishment of the Company, making it the first cultural artifact collection center established by a state-owned enterprise.

The Power Industry Cultural Collection website presents the professional technologies and historical stories of Taiwan's power industry through popular science and cultural-historical interpretation, allowing the public to understand the development of the power industry from diverse perspectives.



Travel Reader Magazine
× Walk in Taiwan: An
Electrifying Trip Along the
"Infinite Zhuoshui River"

Professional Electricity Curation

With public energy education as its core, Taipower transforms professional electricity knowledge into accessible and interactive content through cross-disciplinary collaboration, electricity curation, and design interpretation, deepening society's understanding of energy transition and power infrastructure.

• 2025 Energy Taiwan

Under the theme of "Electricity Logistics," Taipower planned four exhibition areas: RE30, Energy Storage Technologies, Electricity Trading, and Deep Energy Conservation. Through videos, interactive installations, and forums, the exhibition presented the process of green power from generation, storage, and dispatch to energy conservation and trading. During the three-day exhibition period, the booth attracted more than 4,300 visits, and approximately 40 to 50 guests participated in daily booth lectures.



The Promotion of Popular Science Education on Energy

Deepening Soft Power in Environmental Education: Optimizing Environmental Education Materials and Strengthening Local Social Connections

Based on the existing learning worksheets of Hsinta Power Plant, Taipower transformed ecological information through visual interpretation by integrating illustrations of 12 waterbird species from 8 families found in the wetland with a map of the power plant site. This created environmental education materials under the theme of the "Bird Power Plant." Taipower also developed related items such as badges, clipboards, hanging flags, and hanging banners to enhance the learning experience and sense of participation.

Communicating the Coexistence of Electricity and Ecology, Taipower People's Ecology Journal

Following the launch of highly popular calendars featuring power industry cultural assets and power-related attractions, Taipower's 2026 calendar is themed Taipower People's Ecology Journal. Featuring 9 power sites and 11 star species, the calendar presents the coexistence of power facilities and ecological environments through rich and colorful illustrations. It is not only a marker of time and a medium for recording daily life, but also an ecological chronicle that brings together Taipower people's commitment and journey over the past 80 years in protecting nature and coexisting with all living things.

◀ Taipower curated the "Electricity Logistics: CONNECTING POWER WORLDS" special exhibition, presenting the process of green power from generation and storage to dispatch, and further extending to energy conservation, sales, and trading.



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Smart Power Generation and Hands-On Energy Learning, D/S ONE

Taipower continues to operate D/S ONE, Taiwan's first renewable energy exhibition hall. As of the end of 2025, cumulative visits exceeded 450,000. In 2025, D/S ONE organized a geothermal special exhibition, a geothermal printmaking workshop, geothermal lectures, a Green Light Bulb Design Special Exhibition, four Powerlab seasonal activities, and eight Science Month series activities. It also participated in external events organized by the Ministry of Education, the National Science and Technology Council, and other organizations, expanding engagement with families and students. The exhibition hall also received the Silver Award of the MUSE Awards for Media and Technology from the American Alliance of Museums for its VR Hydropower Plant Green Energy Flight Experience, and was recognized in the Best Popular Brand category at the 22nd National Brand Yushan Awards.

Taipower held the award ceremony for the 25th kW Design Award on June 25, 2025. Under the theme of electricity and ecology in harmony, the award used design to convey sustainable values. ▶

Delivering Knowledge Through Design, kW Design Award

Taipower promotes electricity and energy issues through the kW Design Award. Over the past decade, the award has attracted a cumulative total of 100,000 participants and more than 20,000 submitted works. This year's theme was "Electricity and Ecology in Harmony, Eight Power Plants and Ten Star Species." Taipower held 15 promotional briefing sessions, reaching 12 colleges and universities, senior high and vocational schools, and members of the general public. The competition attracted nearly 1,200 entries, with total prize money of NT\$900,000. The winning works were exhibited at Bopiliao Historical Block in Wanhua, Taipei, attracting more than 3,400 visits.

Save Energy, Love the Earth, and Start from a Young Age, Taipower's Interactive Storytelling Campaign

Taipower has organized this activity since 2011. Targeting children aged 4 to 6, the activity conveys energy-saving concepts through interactive touring theater performances. In 2025, Taipower held 60 sessions, along with 3 charity performances, reaching approximately 8,000 participants throughout the year. The activity was also extended through the picture book Power Adventure, the new version of the I Love Mother Earth Song, and learning worksheets, deepening connections with external organizations, government agencies, and local communities.

The I Love Mother Earth mobile storytelling theater gave a public performance at MITSUI OUTLET PARK Taichung Port. ▲



Investment in Cultural and Artistic Activities

From 2018 to 2025, Taipower invested in artwork leasing through the Art Bank and in performance and exhibition activities to support young Taiwanese creators and performers, while enhancing the office environment and employees' cultural literacy.

Taipower also continues to optimize the software and hardware content of local cultural artifact exhibition halls, connect with cultural and historical organizations and communities, and integrate power facilities with local development contexts. The Company is also planning to integrate exhibition halls across northern, central, southern, and eastern Taiwan, establish cultural routes, identity systems, and guided-tour indicators, and promote local tourism and economic development through curation, experiential activities, and educational promotion.

TPCreative: A Circular Economy Brand

❶ Taipower Cultural and Creative Brand

With circular economy and environmental sustainability at its core, TPCreative transforms retired materials, such as wooden crossarms, transformer boxes, and copper water-sealing strips, into cultural and creative products, enhancing environmental awareness and corporate image. Results in 2025 were as follows:

- Operational performance and sales growth: Taipower participated in the Creative Expo Taiwan, generating revenue of more than NT\$1 million from a single event and selling more than 1,000 products. Annual product sales reached 8,443 items, an increase of 162% from the previous year. Annual revenue was approximately NT\$3.4 million, representing a year-on-year growth rate of 73%.
- Cross-sector collaborations and art marketing: Taipower collaborated with Japanese contemporary artist Yoshitomo Nara to produce limited-edition badges under authorization, and also partnered with Fu Cake, Er Fang Yuan, Sun Dragon Palace, and Chaodian to expand brand communication.
- Channel expansion and market positioning: Taipower worked with channels such as Fleur de Chine Hotel Sun Moon Lake, Good Design, and sustainable department stores to expand its reach among younger consumers, the high-end market, and international tourists.
- Circular economy and social impact: Taipower held hand-painting workshops, inviting the public to create DIY works using retired materials, and provided leftover cultural and creative materials for reuse in internal public art projects.
- Design exhibitions and brand promotion: Through lectures, exhibitions, and cross-sector showcases, Taipower continued to promote the philosophy and product value of its cultural and creative brand, transforming electricity expertise into a more lifestyle-oriented language for sustainability communication.

❷ Circular Design Results

- Design awards and brand recognition: In 2025, the Eternal Heart Lamp, created using Taipower's retired materials, received two awards: the Environmental Care and Friendly Design Award from the Ministry of Environment and The Asia Design Prize in Korea. These awards demonstrate TPCreative's achievements in integrating circular design, aesthetic interpretation, and sustainable value.

The Eternal Heart Lamp is remade from retired wooden crossarms, symbolizing ►
Taipower's sustainable commitment to protecting nature and giving back to society.

Statistics on Painting Rentals and Exhibition Activities

	Year	2023	2024	2025
Artwork Leasing	Number of Pieces	33	21	19
	Amount (NT\$)	147,651	147,767	133,908
Humanities Gallery	Number of Events	8	9	9
	Amount (NT\$)	30,000	58,968	58,968
Lobby Performances and Exhibitions	Number of Events	5	3	2
	Amount (NT\$)	250,400	272,986	136,487

Taipower transforms decommissioned power equipment into cultural and creative products such as reading lamps, heat insulation pads, hydro pens, and manhole cover coasters ▼



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6.4.2 Public Welfare Participation and Community Co-Prosperity

Taipower continues to integrate social resources and deepen its connections with communities and all sectors of society through volunteer services, community support subsidies and donations, public welfare care, grassroots sports development, and local co-prosperity actions. In 2025, various public welfare activities reached approximately 58,000 participants in total. In addition, the Power Development and Assistance Fund and the Power Development Fund provided approximately NT\$2.884 billion in assistance for local public infrastructure, social welfare, living support, energy conservation and carbon reduction, and the enhancement of local well-being. These efforts help address the impacts of power infrastructure on surrounding areas, promote social inclusion, and strengthen the implementation of just transition.

Public Welfare Governance and Volunteer Services

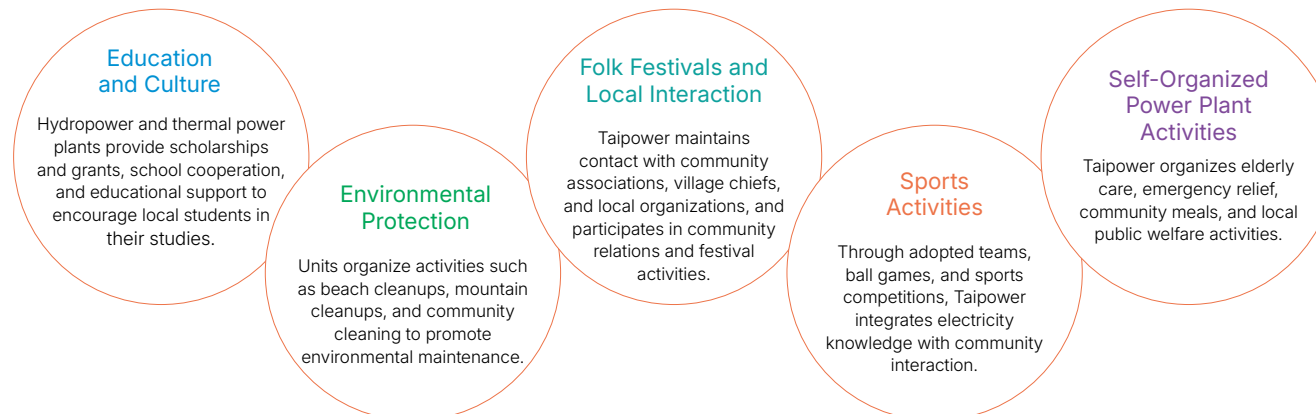
Taipower has established the Taipower Volunteer Service Team, with the Chairman serving as Chief Leader, the President serving as Deputy Chief Leader, and the Vice President in charge of the Secretariat serving as Secretary-General. Each unit promotes local volunteer services based on its location. Volunteer activities focus on four major themes: energy conservation and carbon reduction, community service, social and cultural care, and environmental protection. In accordance with the Taipower Volunteer Service Team Implementation Plan, Taipower manages volunteer recruitment, organization, education and training, performance recognition, and fund utilization.

Taipower has also established volunteer grievance channels. It compiles volunteer service performance reports for the first and second halves of each year by the end of July and by the end of January of the following year, respectively, to ensure the transparency, fairness, and effectiveness of volunteer management.

Community Relations and Public Welfare Care

• Community Relations Management

Through community support subsidies and donations, local engagement, and community interaction, Taipower continues to build positive relationships with local residents. Key areas include education and culture, environmental protection, folk festivals and local interaction, sports activities, and self-organized power plant activities.



• Public Welfare Investment and Sponsorship Measures

Taipower's community relations work focuses on local public welfare activities in the areas where its facilities are located and in its business service areas. These activities cover emergency relief, living assistance for low-income households, welfare services for elderly people and those with disabilities, education and culture, and other public welfare initiatives.

In 2025, Taipower handled approximately 4,300 community relations cases, with subsidies and donations totaling around NT\$100 million. Taipower compiles approved community relations cases from each unit every month and discloses information on them through its official website.



Disclosure of Power Development Assistance Funds, Donations, and Membership Fees

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Guting Kids: Energy Conservation GO for Families

Taipower collaborated with Guting Elementary School in Taipei City's Daan District, which is located near the General Management Office, and invited approximately 200 students to visit the Taipower Building. Through guided tours, theater performances, and interactive games, students learned about electricity and the environment, putting into practice the value of corporate and neighborhood co-prosperity.



Dream Graduation Album Program for Rural Students

Taipower has long cared about education in remote areas. In 2025, Taipower collaborated with public welfare organizations to assist graduates from remote schools around Jianshi Township in Hsinchu and Fuxing District in Taoyuan with producing graduation albums. The project helped students preserve precious memories of their school years while raising public awareness of educational challenges in remote areas.

Taipower partnered with 20 power plants across Taiwan to jointly award scholarships and grants, providing nearly NT\$60 million in dream funds to more than 14,000 students.



Reading Promotion: The Firefly Children's Reading Program

Since 2007, Taipower has worked with the Mustard Seed Foundation of Taitung Christian Hospital to promote the Firefly Children's Reading Program. Through after-school tutoring classes, mobile libraries, summer reading camps, and year-end activities, the program supports the learning and personal development of disadvantaged children in Hualien and Taitung. On December 6, 2025, the Little Angels Gathering was held, bringing together approximately 110 children from eight after-school tutoring classes in Taitung and Hualien for exchange and performances. The activity also received positive coverage from local media.

Related Reports:



The Firefly Children's Reading Program



Seeds of Hope, Cultivating Hope Program

Since 2005, Taipower has provided summer employment opportunities each year for economically disadvantaged Indigenous college students registered in Taitung, Hualien, and Pingtung, helping reduce their tuition burden. The program provides approximately 75 summer work opportunities each year. In 2025, the activity reached 55 college students and 250 schoolchildren. With the purpose of deepening engagement in Indigenous communities, the program not only provides students with opportunities for self-realization and growth, but also strengthens their connections with their hometowns through participation and enables them to give back to their Indigenous communities.

Related Reports:



Seeds of Hope Program



Year-End Care Program for Elderly People Living Alone

Taipower has continued to organize year-end care activities since 2005. In 2025, units across Taiwan served more than 2,400 elderly people. Among these activities, the year-end banquet in the Taitung area was attended by 147 elderly participants. Through companionship, shopping assistance, and year-end gatherings, Taipower continues to provide care and support for elderly people that are living alone.

Related Reports:



Care Activities for Elderly People Living Alone

Holding a Lamp to Reflect Within: Thousand-Step Prayer Event, Participation in Taipei's Li-Shan-Chuan Event

Since 2023, Taipower has organized the Holding a Lamp to Reflect Within: Thousand-Step Prayer event. The Eternal Heart Lamp, remade from retired power grid equipment materials, is used as the ceremonial lamp, combining local industry-government-academia participation with the Li-Shan-Chuan arts and cultural event and the Zhinan Temple ceremony. In 2025, the President led a team to participate together with more than 300 representatives from Zhinan Temple, the U-Theatre Cultural and Arts Foundation, the Taipei City Government, National Chengchi University, local neighborhoods in Wenshan District, and temples, expressing hopes for a stable power supply, smooth energy transition, and a sustainable future.





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Cultivating Sports and Exerting Social Influence

Taipower has long supported grassroots sports and gives back to society through activities such as the Caring Train, Ball Sports Fun Power Camp, and Taipower Cup competitions. Over the years, Taipower's sports teams have cultivated many outstanding athletes, several of whom have been selected for national teams, demonstrating Taipower's long-term commitment to the development of sports in Taiwan.

Elevating the Level of Sports Performance

In line with national sports policies, Taipower identifies promising athletes from senior high schools, colleges, and universities and recruits them to serve as athletic staff. Through long-term training and open selection, these athletes are cultivated into official team members. Taipower has also established a career support mechanism to help athletes balance training and career development.

Rooted in Grassroots Sports

Through the Caring Train, Taipower visits remote areas and disadvantaged institutions to provide sports skills guidance. During the summer vacation, each sports team organizes Ball Sports Fun Power Camp, where national-level athletes lead students in experiencing ball sports. Through the Taipower Cup competitions, Taipower also provides a competitive platform that promotes sports skills exchange and inheritance.

Expanding the Reach of Fun Power Camps

Since 2016, Taipower has integrated its baseball, volleyball, badminton, soccer, and basketball teams to organize Ball Sports Fun Power Camps during the summer vacation. In the first year, the camp attracted approximately 2,500 participants and continued the following year with wide acclaim. Although the program was suspended from 2020 to 2022 due to the pandemic, after resuming in 2023, participation reached 3,600 students in both 2024 and 2025. Taipower announces activity information through diverse channels to attract more students to participate.

Deepening the Caring Train Initiative

To narrow the gap in sports resources between urban and rural areas, Taipower's sports teams visited 18 schools in 2025 to provide sports skills guidance and experience sharing. The activities covered baseball, men's volleyball, women's volleyball, badminton, soccer, and women's basketball, allowing students in remote areas and offshore islands to develop an interest in sports through learning and fun.

Enhancing the Taipower Cup

Taipower continues to expand the scale of the Taipower Cup volleyball, soccer, and basketball competitions. In 2025, the 7th Taipower Cup Volleyball Championship invited 41 elementary school teams from Tainan, Kaohsiung, and Pingtung to participate. The 7th Taipower Cup Soccer Invitational invited 10 elementary school teams and 5 junior and senior high school teams each, for a total of 20 teams. The 6th Taipower Cup Basketball Invitational invited 5 senior high school teams and 5 junior high school teams to participate, continuing to promote sports for all and grassroots talent cultivation.

Future Improvements in Public Welfare and Community Relations

Taipower's power plants continue to engage with their surrounding communities through education, environmental protection, festivals, sports activities, and care initiatives, such as scholarships and grants, beach and mountain cleanups, community cleaning, festival exchanges, sports activities, elderly care, and emergency relief. In the future, in addition to continuing its investment in grassroots sports and public welfare activities, Taipower will also support public welfare matters and local development in areas surrounding power generation, transmission, and substation facilities through mechanisms such as the Power Development and Assistance Fund and the Power Development Fund. In 2025, related assistance funds totaled approximately NT\$2.884 billion. Going forward, Taipower will continue to integrate corporate resources and deepen community co-prosperity and local public welfare actions.



7th Taipower Cup Volleyball Championship



The 7th Taipower Cup Volleyball Championship Kicks Off: 578 Elementary School



Players from 41 Teams in Southern Taiwan Compete.



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GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	3.2.2 Improving Water Resource Use Efficiency	90
	303-2 Management of water discharge-related impacts		
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GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	1.4.4 Metrics and Targets	54 83 85 87
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	305-4 GHG emissions intensity	3.1.1 Environmental Policy and Eco-Friendly Initiatives	
	305-5 Reduction of GHG emissions	3.1.2 Energy Resources and Operational Management	
	305-6 Emissions of ozone-depleting substances (ODS)	3.2.1 Greenhouse Gas and Air Pollution Management	
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions		
	GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	
306-2 Management of significant waste-related impacts			
306-3 Waste generated			
306-4 Waste diverted from disposal			
306-5 Waste directed to disposal			
Renewable and Low-Carbon Energy Transition			
GRI 3: Material Topics 2021	3-3 Management of material topics	1.3.2 Sustainable Development Strategies and Management of Material Topics	33
GRI 203 : Indirect Economic Impacts 2016	203-2 Significant indirect economic impacts	2.3.1 Promoting Power Transformation	76
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GRI 305: Emissions 2016	305-4 GHG emissions intensity	1.4.4 Metrics and Targets	54 79 83
		2.3.2 Diversified Development of Renewable Energy and Low-Carbon Gas-Fired Power Generation	
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Climate Strategy and Action			
GRI 3: Material Topics 2021	3-3 Management of material topics	1.3.2 Sustainable Development Strategies and Management of Material Topics	33
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	1.4.3 Climate-Related Risk and Opportunity Management	47
		3.2.1 Greenhouse Gas and Air Pollution Management	87
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	1.4.4 Metrics and Targets	54
	305-4 GHG emissions intensity	3.2.1 Greenhouse Gas and Air Pollution Management	87
Energy Efficiency			
GRI 3: Material Topics 2021	3-3 Management of material topics	1.3.2 Sustainable Development Strategies and Management of Material Topics	33
GRI 203: Indirect Economic Impacts 2016	203-2 Significant indirect economic impacts	2.2.1 Stable Power Generation System	68

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Energy Efficiency			
GRI 302: Energy 2016	302-1 Energy consumption within the organization	3.1.2 Energy Resources and Operational Management	85 113 118
	302-4 Reduction of energy consumption		
	302-5 Reductions in energy requirements of products and services		
		5.1.1 Demand-Side Management Measures	
		5.3.1 Promoting an Electricity-Saving Society	
Worker Health and Safety			
GRI 3: Material Topics 2021	3-3 Management of material topics	1.3.2 Sustainable Development Strategies and Management of Material Topics	33
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	6.3.1 Strengthening Safety Management and Crisis Response	132 134
	403-2 Hazard identification, risk assessment, and incident investigation		
	403-3 Occupational health services		
	403-4 Worker participation, consultation, and communication on occupational health and safety		
	403-5 Worker training on occupational health and safety		
	403-6 Promotion of worker health		
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships		
	403-9 Work-related injuries		
Safety Management and Crisis Response			
GRI 3: Material Topics 2021	3-3 Management of material topics	1.3.2 Sustainable Development Strategies and Management of Material Topics	33
GRI 203 : Indirect Economic Impacts	203-1 Infrastructure investments and services supported	2.1.2 Improving Dispatch and Adaptation Capabilities	64
	203-2 Significant indirect economic impacts	1.2.2 Risk Management	25
		6.3.1 Strengthening Safety Management and Crisis Response	132
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	1.2.4 Integrity Management and Legal Compliance	28
	205-3 Confirmed incidents of corruption and actions taken		
Talent Management and Development			
GRI 3: Material Topics 2021	3-3 Management of material topics	1.3.2 Sustainable Development Strategies and Management of Material Topics	33
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	6.2.1 Talent Management and Development	125 130
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees		
	401-3 Parental leave		
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	6.2.2 Employee Rights and Benefits	
Accessibility and Affordability of Electricity			
GRI 3: Material Topics 2021	3-3 Management of material topics	1.3.2 Sustainable Development Strategies and Management of Material Topics	33
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	2.2.2 Strengthening the Transmission and Distribution System	71
	203-2 Significant indirect economic impacts	1.1.2 Operational Performance	18
		5.1.1 Demand Side Management Measures	113

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Topics	Code	Accounting Metrics	Reference	Page	Corresponding Content
Activity Metrics	IF-EU-000.A	Number of Users	Taipower's Value Chain and Operational Elements	6	Number of Users: 15,571 million.
	IF-EU-000.B	1. Electricity delivered to users 2. Percentage of electricity used (sold) by users	Taipower's Value Chain and Operational Elements	6	1. Electricity delivered to users: 239.06 billion kWh, including industry: 133.1 billion kWh, residential: 50.9 billion kWh, commercial: 36.2 billion kWh, and others: 18.8 billion kWh. 2. Percentage of electricity used (sold) by users: industry: 56%, residential: 21%, commercial: 15%, and others (including renewable energy electricity retailing enterprises): 8%.
	IF-EU-000.C	1. Length of transmission lines 2. Length of distribution lines	Taipower's Value Chain and Operational Elements	6	1. In 2025, the total length of transmission lines was 18,782 circuit kilometers. 2. In 2025, the total length of distribution lines was 444,649 circuit kilometers.
	IF-EU-000.D	Total electricity generated	2.2.1 Stable Power Generation System	68	Total electricity generated by Taipower-owned facilities was 168.1 billion kWh, including thermal power generation of 156.5 billion kWh (93.1%), nuclear power generation of 3.1 billion kWh (1.8%), hydropower and pumped-storage power generation of 3.1 billion kWh (1.8%), and renewable energy power generation of 5.4 billion kWh (3.3%).
	IF-EU-000.E	Total electricity purchased	2.2.1 Stable Power Generation System	68	Total electricity purchased was 84.4 billion kWh.
GHG Emissions and Energy/Resource Management	IF-EU-110a.1	1. Scope 1 GHG emissions 2. Percentage covered under emissions-limiting regulations and percentage covered under emissions-reporting regulations	1.4.4 Metrics and Targets 3.2.1 Greenhouse Gas and Air Pollution Management	54 87	1. Direct GHG emissions were 88.48 million metric tons CO ₂ e. 2. Taiwan does not currently have regulations equivalent to the emissions-limiting or emissions-reporting requirements referenced in this SASB metric.
	IF-EU-110a.2	Greenhouse gas (GHG) emissions associated with power deliveries	3.2.1 Greenhouse Gas and Air Pollution Management	87	Taipower has disclosed Scope 1 and Scope 2 GHG emissions. Emissions related to electricity transmission and distribution losses are incorporated into overall GHG management based on power system operation and line loss conditions. Please refer to Section 3.2.1 for relevant emissions information.
	IF-EU-110a.3	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	3.2.1 Greenhouse Gas and Air Pollution Management	87	Please refer to Section 3.2.1 for Taipower's short-, medium-, and long-term strategies and targets for managing emissions.
	IF-EU-110a.4	1. Number of customers served in markets subject to renewable portfolio standards (RPS) 2. Percentage fulfillment of RPS target by market	-	-	Since electricity from renewable energy and other sources in Taiwan is transmitted through the grid and mixed with other power sources, renewable energy users cannot be separately identified.
Air Quality	IF-EU-120a.1	Air emissions of the following pollutants: (1) NOx, (2) SOx, and (3) particulate matter (PM); percentage of each in or near areas of dense population	3.2.1 Greenhouse Gas and Air Pollution Management	87	1. NOx: 150 kg/GWh. 2. SOx: 54 kg/GWh. 3. PM: 6 kg/GWh; percentage of emissions occurring in or near areas of dense population: 100%.
Water Management	IF-EU-140a.1	Total water withdrawn, total water consumed, and percentage of each in regions with high or extremely high baseline water stress	3.2.2 Improving Water Resource Use Efficiency	90	1. Total water withdrawal at thermal power plants was 8,884,954 m ³ , and water discharge was 626,819 m ³ . 2. Water intensity at thermal power plants was 65.11 metric tons/GWh. 3. Total water withdrawal at nuclear power plants was 451,464 m ³ , and water discharge was 99,998 m ³ . 4. Water intensity at nuclear power plants was 22.18 metric tons/GWh.
	IF-EU-140a.2	Number of incidents of non-compliance associated with water quantity and/or quality permits, standards, and regulations	1.2.4 Integrity Management and Legal Compliance	28	In 2025, there were no violations related to water withdrawal or water quality penalties.
	IF-EU-140a.3	Description of water management risks and discussion of strategies and practices to mitigate those risks	3.2.2 Improving Water Resource Use Efficiency	90	Please refer to Section 3.2.2 for water resource management.

Topics	Code	Accounting Metrics	Reference	Page	Corresponding Content
Coal Ash Management	IF-EU-150a.1	Amount of coal combustion residuals (CCR) generated; percentage recycled	3.2.3 Waste Management	91	In 2025, a total of 1.54 million metric tons of coal ash were generated, with a reuse rate of 98.3%.
	IF-EU-150a.2	Total number of coal combustion residual (CCR) impoundments, broken down by hazard potential classification and structural integrity assessment	3.2.3 Waste Management	91	For details on coal ash storage, please refer to the table titled "Diameter, Height, and Actual Controlled Ash Levels of Fly Ash Silos at Various Coal-fired Power Plants" in Section 3.2.3.
Energy Affordability	IF-EU-240a.1	Average retail electric rate for (1) residential, (2) commercial, and (3) industrial customers	1.1.2 Operational Performance	18	Taiwan does not classify customers according to the 500 kWh or 1,000 kWh consumption categories specified in this metric. The average retail electricity rates for the following user categories were:
	IF-EU-240a.2	Typical monthly electric bill for residential customers for (1) 500 kWh and (2) 1,000 kWh of electricity delivered per month	1.1.2 Operational Performance 5.1.1 Demand Side Management Measures	18 113	(1) Residential: NT\$2.8187/kWh. (2) Commercial: NT\$4.2160/kWh. (3) Industrial: NT\$4.1421/kWh.
	IF-EU-240a.3	Number of residential customer electric disconnections for non-payment, percentage reconnected within 30 days	-	-	In 2025, a total of 33,484 households experienced power disconnection due to non-payment. The reconnection rate within 30 days after payment was 100%.
	IF-EU-240a.4	Discussion of impact of external factors on customer affordability of electricity, including the economic conditions of the service territory	1.1.2 Operational Performance	18	Taipower is committed to reducing energy costs and environmental impact through continuous technological innovation and energy transition, while providing reliable and affordable electricity. Taiwan's electricity prices remain among the most affordable globally.
Workplace Health and Safety	IF-EU-320a.1	1. Total Recordable Incident Rate (TRIR) 2. Fatality Rate 3. Near Miss Frequency Rate (NMFR)	6.3.2 Building a Safe and Healthy Workplace	134	1. Total Recordable Incident Rate (TRIR): 0.0197. 2. Fatality Rate: 0.0033. 3. Near Miss Frequency Rate (NMFR): 0.0033.
User Efficiency and Demand	IF-EU-420a.1	Proportion of electricity revenue from (1) decoupling, (2) loss revenue adjustment mechanism (LRAM) rate structure	-	-	Not applicable. (LRAM is a profit mechanism used in the U.S. electricity industry.)
	IF-EU-420a.2	Percentage of electric load served by smart grid technology	3.1.1 Environmental Policy and Eco-Friendly Initiatives 4.2.2 Green Energy Grid Integration and System Regulation	83 110	Smart meters (AMI) covered 82.44% of national electricity consumption information.
	IF-EU-420a.3	Customer electricity savings from efficiency measures, by market	5.3.1 Promoting an Electricity-Saving Society	118	Energy-saving incentive results in 2025: reduced electricity consumption by 1.84 billion kWh.
Nuclear Safety and Crisis Management	IF-EU-540a.1	Total number of nuclear power units, broken down by results of the most recent independent safety review	-	-	Not applicable. This metric requires disclosure of nuclear power unit status based on the U.S. NRC Action Matrix Column. However, Taiwan's nuclear power plants are not evaluated under this regulatory classification framework; therefore, the metric cannot be directly disclosed using the SASB-defined approach. Taipower's Nuclear Power Plants No. 1, No. 2, and No. 3 have entered the decommissioning stage, while Nuclear Power Plant No. 4 has not commenced commercial operation and is currently under asset management.
	IF-EU-540a.2	Description of efforts to manage nuclear safety and emergency preparedness	2.1.2 Improving Dispatch and Adaptation Capabilities	64	Please refer to Section 2.1.2 for Taipower's measures to ensure nuclear safety.
Grid Resiliency	IF-EU-550a.1	Number of incidents of non-compliance with physical or cybersecurity standards or regulations	5.1.2 Accelerating Digital Transformation	115	In 2025, there were no major incidents involving violations of physical security or cybersecurity-related standards or regulations.
	IF-EU-550a.2	1. System Average Interruption Duration Index (SAIDI) 2. System Average Interruption Frequency Index (SAIFI) 3. Customer Average Interruption Duration Index (CAIDI)	1.4.4 Metrics and Targets 2.2.1 Stable Power Generation System	54 68	1. The System Average Interruption Duration Index (SAIDI) was 14.874 minutes per customer per year. 2. The System Average Interruption Frequency Index (SAIFI) was 0.186 interruptions per customer per year. 3. Formula for the Customer Average Interruption Duration Index CAIDI may fluctuate due to a single major event and is less suitable for presenting the overall trend of power supply reliability. Therefore, Taipower mainly uses SAIDI and SAIFI as indicators for power supply reliability management.

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Level	Information Disclosed	Chapter	Page
Governance	The board's oversight of climate-related risks and opportunities	1.4.2 Climate Change Management Framework	45
	Management's role in assessing and managing climate-related risks and opportunities		
Strategy	Short, medium, and long-term climate-related risks and opportunities identified	1.4.3 Climate-Related Risk and Opportunity Management	47
	Climate-related risks and opportunities that impact the organization's business, strategy, and financial planning		
	The resilience of the organization's strategy, taking into consideration different climate-related scenarios		
Risk Management	Process for identifying and assessing climate-related risks	1.4.3 Climate-Related Risk and Opportunity Management	47
	Management process for climate-related risks		
	Processes for identifying, assessing, and managing climate-related risks and integration into the organization's overall risk management system		
Metrics and Targets	The metrics used by the organization to assess climate-related risks and opportunities	1.4.4 Metrics and Targets	54
	Scope 1, Scope 2, and Scope 3 (if applicable) GHG emissions and related risks		
	The targets used by the organization to assess climate-related risks and opportunities and performance in achieving the targets		

Independent Auditors' Limited Assurance Report



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INDEPENDENT AUDITORS' LIMITED ASSURANCE REPORT

To: Taiwan Power Company

We have been engaged by Taiwan Power Company (the “Company” or “Taipower”) to perform assurance procedures on selected performance indicators disclosed in the 2025 Taipower Sustainability Report and to issue this limited assurance report.

Subject Matter Information and Applicable Criteria

The selected performance indicators of Taiwan Power Company (the “Subject Matter Information”) and the applicable criteria are described in Attachment 1, “Summary Table of Subject Matter Information.”

Management’s Responsibilities

Management is responsible for the preparation of the Subject Matter Information in accordance with the Universal Standards, Sector Standards, and Topic Standards issued by the Global Reporting Initiative (GRI), and for designing, implementing, and maintaining internal control relevant to the preparation of the Subject Matter Information so that it is free from material misstatement, whether due to fraud or error.

Our Responsibilities

Our responsibility is to plan and perform the limited assurance engagement in accordance with Assurance Standard No. 3000, “Assurance Engagements Other than Audits or Reviews of Historical Financial Information,” to obtain limited assurance, based on the procedures performed and evidence obtained, about whether the Subject Matter Information described in Attachment 1 is free from material misstatement, and to issue a limited assurance report. The nature, timing, and extent of procedures performed in a limited assurance engagement are different from and more limited than those performed in a reasonable assurance engagement and, accordingly, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained in a reasonable assurance engagement.

We exercised professional judgment in planning and performing our assurance procedures to obtain limited assurance evidence regarding the Subject Matter Information. However, due to the inherent limitations of any internal control, not all material misstatements that may exist can necessarily be detected. Our assurance procedures included:

- Interviewing management and relevant personnel involved in the preparation of the

Subject Matter Information to understand the policies, processes, internal controls, and information systems used in preparing the Subject Matter Information, and to identify areas where material misstatements may exist.

- Performing inspection, recalculation, reperformance, and analytical procedures on samples selected from the Subject Matter Information to obtain limited assurance evidence.

Inherent Limitations

As many assurance items are non-financial information, they are subject to greater inherent limitations than financial information. The interpretation of the relevance, materiality, and accuracy of such information may involve significant judgments, assumptions, and interpretations by management, and different stakeholders may interpret such information differently.

Independence and Quality Controls

We and our accounting firm have complied with the independence and other ethical requirements of the Code of Professional Ethics for Certified Public Accountants. The fundamental principles of the Code are integrity, objectivity, professional competence and due care, confidentiality, and professional behavior.

Our accounting firm applies Quality Management Standard No. 1, “Quality Management for Accounting Firms.” This standard requires accounting firms to design, implement, and operate a system of quality management, including policies or procedures related to compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Subject Matter Information is not, in all material respects, prepared in accordance with the applicable criteria.

Other Matters

After the issuance of this assurance report, we do not assume any responsibility to perform additional assurance procedures with respect to any changes made by Taiwan Power Company to the Subject Matter Information or the applicable criteria.

Crowe (TW) CPAs

Taipei, Taiwan

Republic of China

June 9, 2026



Attachment 1: Summary Table of Assurance Subjects

No.	Information Subject to Assurance	Corresponding Chapter	Applicable Criteria
1	System Average Interruption Duration Index (SAIDI) of 14.874 minutes/customer-year and System Average Interruption Frequency Index (SAIFI) of 0.186 times/customer-year.	1.4.4 Metrics and Targets 2.2.1 Stable Power Generation System SASB Index Table	Taipower's system-wide power supply reliability statistics
2	A total electricity saving of 1.84 billion kWh in 2025.	5.3.1 Promoting an Electricity-Saving Society SASB Index Table	Taipower's monthly electricity consumption comparison and energy-saving statistics
3	Total water withdrawal at thermal power plants was 8,884,954 m³, and water discharge was 626,819 m³. Water intensity at thermal power plants was 65.11 metric tons/GWh.	3.2.2 Improving Water Resource Use Efficiency SASB Index Table	Taipower's annual statistics on water withdrawal and discharge for power generation at thermal power plants
4	Total water withdrawal at nuclear power plants was 451,464 m³, and water discharge was 99,998 m³. Water intensity at nuclear power plants was 22.18 metric tons/GWh.	3.2.2 Improving Water Resource Use Efficiency SASB Index Table	Taipower's annual statistics on water withdrawal and discharge for power generation at nuclear power plants
5	Cumulative offshore wind power capacity: 109.2 MW. Cumulative solar PV capacity: 292.2 MW.	2.3.2 Diversified Development of Renewable Energy and Low-Carbon Gas-Fired Power Generation 3.1.1 Environmental Policy and Eco-Friendly Initiatives	Taipower's statistics on offshore wind power and solar PV generation capacity
6	Installed renewable energy capacity: cumulative total of 2,561 MW, excluding investments.	2.3.2 Diversified Development of Renewable Energy and Low-Carbon Gas-Fired Power Generation	Taipower's statistics on renewable energy generation capacity
7	Total Recordable Incident Rate (TRIR): 0.0197. Fatality Rate: 0.0033. Near Miss Frequency Rate (NMFR): 0.0033. Number of occupational safety penalties: 52 cases.	1.2.4 Integrity Management and Legal Compliance 6.3.2 Building a Safe and Healthy Workplace SASB Index Table	Taipower's occupational injury statistics and penalty case statistics
8	Air pollutant emissions: (1) NOx: 150 kg/GWh. (2) SOx: 54 kg/GWh. (3) PM: 6 kg/GWh. Air pollution intensity decreased by 72.5% compared to the base year, 2016.	3.1.1 Environmental Policy and Eco-Friendly Initiatives 3.2.1 Greenhouse Gas and Air Pollution Management SASB Index Table	Taipower's thermal power plant emission statistics
9	Total coal ash production of 1.54 million metric tons in 2025 with a reuse rate of 98.3%. Number of environmental penalties: 15 cases.	1.2.4 Integrity Management and Legal Compliance 3.2.3 Waste Management SASB Index Table	Taipower's thermal power plant emission statistics and penalty case statistics
10	As of December 31, 2025, a total of 3,364 instances of employees using reduced working hours for childcare under age 3. Number of labor penalties: 0 cases.	1.2.4 Integrity Management and Legal Compliance 6.1.2 Diversity and Inclusion in the Workplace	Taipower's statistics on employee use of childcare working hour reductions and penalty case statistics



台灣電力公司
TAIWAN POWER COMPANY