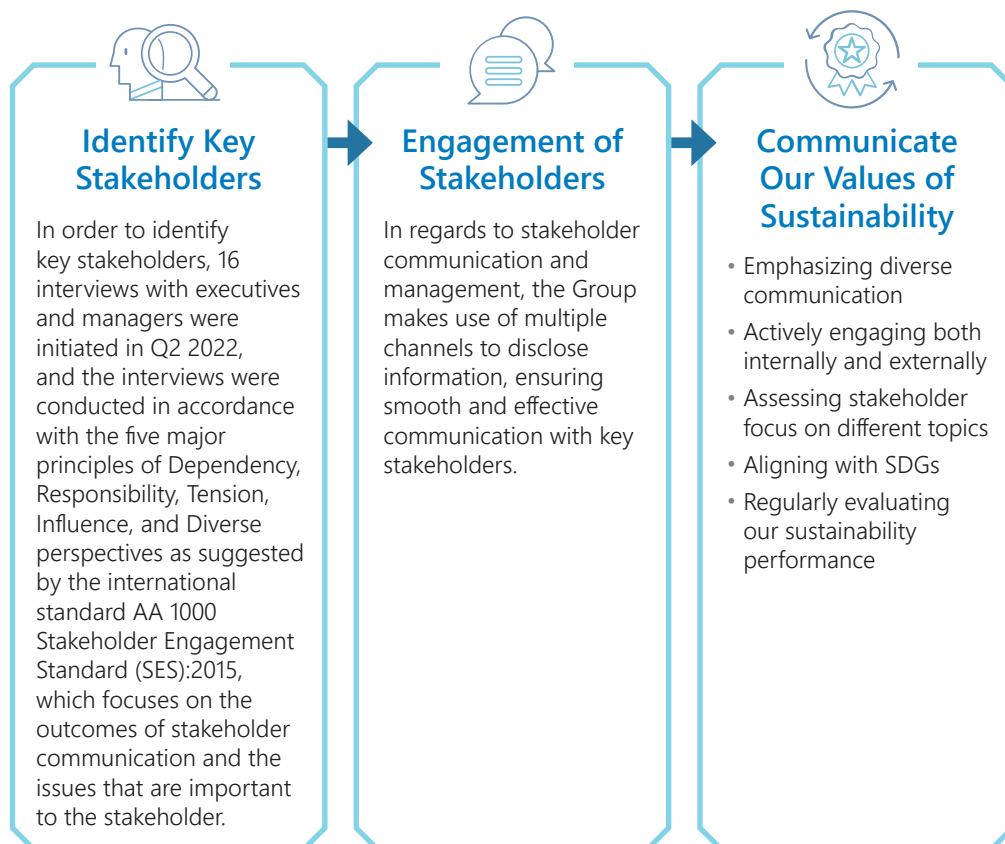


1.3 Stakeholder Communication

The Group makes use of multiple channels to disclose information, ensuring smooth and effective communication with key stakeholders.

Stakeholder Communication Process

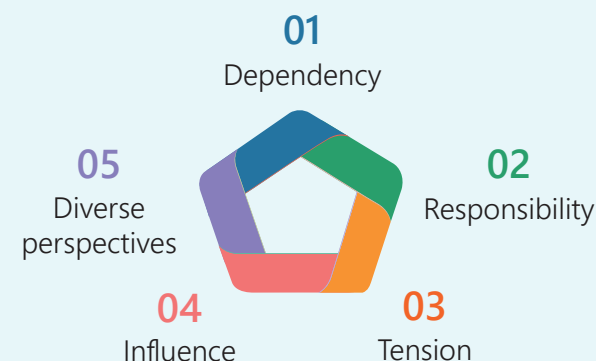


Implementation Status in 2023






342 valid questionnaires were collected and analyzed.
*276% of the previous year







5 Stakeholder Engagement Standards












9 categories of stakeholders

- | | | |
|----------------------------|--------------------------|----------------------|
| ◆ shareholders / investors | ◆ government agencies | ◆ vendors |
| ◆ customers / consumers | ◆ financial institutions | ◆ media |
| ◆ employees | ◆ partners | ◆ communities / NPOs |

Primary communication channels and achievements with stakeholders.	Stakeholder	shareholders / investors 	customers / consumers 	employees 
	Target Audiences	General shareholders, corporate shareholders	Distributors, retail customers, tenants, consumers	Employees and their families, consultants
	Significance	Shareholders and investors are the owners of the Company. Their support is crucial for sustaining operations and driving development. the Company should protect their interests, treat them fairly, and ensure their right to fully participate in decision-making on significant matters. By doing so, the Company demonstrates its commitment to sustainable market value.	A strong connection with consumers and customers enhances revenue potential, shapes brand reputation, and builds credibility. Only with customer support and trust can the Company grow and increase its value.	Employees are not only the foundation of the company's operations but also the driving force behind its innovation and development. Their contribution is crucial to the company's success, making them important stakeholders. Only by nurturing and retaining talent, can the company continue to grow and remain competitive in the market.
	Main Communication Channels and Frequency	<ul style="list-style-type: none"> • Spokesperson service hotline and email (real-time) • Stock transfer agency service hotline (realtime) • Annual general meetings (AGMs) and board meetings (quarterly) • Investor conferences (quarterly) 	<ul style="list-style-type: none"> • Customer service email and hotline (real-time) • Customer visits (every two months) • Website mailbox (real-time) • Line@ chat or SNS communication (real-time) • Online courses for customers (as needed) • Online courses for Maternity centers clients (from time to time) 	<ul style="list-style-type: none"> • Labour-Management Meeting (once per quarter) • Employee satisfaction and departmental evaluation questionnaire (once per year) • Employee Welfare Committee Meeting (once per quarter) • Labor Retirement Fund Oversight Committee (irregular) • Employee Communication Assembly (irregular) • CEO's afternoon tea (irregular) • HR business partner (irregular) • HR email newsletter (irregular) • HR supervisor hotline (irregular) • Employee Assistance Program (irregular) • Official Line@ (irregular) • Internal announcement (irregular) • Regular employee meetings
	Stakeholder Communication Achievements in 2023	<ul style="list-style-type: none"> • Convened 1 annual general meeting (with online participation option) • 4 investor conferences • 9 Board of Director Meetings 	<ul style="list-style-type: none"> • Visit clients 2-3 times weekly. • Maintain periodic communication with clients via phone or email. • Conduct annual customer satisfaction surveys. 	<ul style="list-style-type: none"> • Employee satisfaction rate survey • Annual performance appraisal and interview • E-learning platform • Revised "Retirement and Severance Pay Regulations" • 1 employee communication conference and overall satisfaction survey. • Held 2 CEO afternoon teas • New employee education and training with an overall satisfaction rating of 4.62 out of 5 • Monthly birthday gifts and e-cards for employees • Personal health interviews with workplace nurses. • One mental health lecture • Annual employee health check • Monthly employee meetings • 4 meetings of the Employee Welfare Committee. • 4 labor-management meetings. • 1 meeting of the Labor Retirement Benefits Oversight Committee.

 government agencies	 financial institutions	 partners	 vendors	 media	 communities / NPOs
<p>Governing authorities, the Financial Supervisory Commission (FSC), Securities and Futures Bureau, Taiwan Depository & Clearing Corporation (TDCC), Department of Environmental Protection, Ministry of Health and Welfare, Department of Labor, Tourism Bureau</p> <p>Government agencies regulate corporate compliance with various laws and provide financial support. Chia Hsin Cement Group's business spans cement sales, storage and warehousing, property development, and hospitality services. Effective communication and negotiation with government agencies serve as directional indicators and fundamental principles for development.</p> <ul style="list-style-type: none"> Attend courses held by the FSC (as needed) Attend meetings of Taiwan Stock Affairs Association (TWSAA; as needed) Attend courses, conferences or seminars held by labor and environmental protection authorities (as needed) Participate in environmental oversight and audits <ul style="list-style-type: none"> Attended seminars, exchanges, and courses (e.g., eXtensible Business Reporting, business conferences for public companies, adoption of International Financial Reporting Standards, etc.) Hosted video-assisted shareholders' meeting with the TDCC Received the "2022 Taipei City Net Zero Leadership Award", Superior Award in the Commercial Industry A. 	<p>Banks, securities firms, and Okinawa Development Finance Corporation</p> <p>Financial institutions prioritize corporate performance and risk management, enhancing transparency and operational efficiency to influence long-term development and market position. They play a crucial role in new venture development, requiring prompt discussions on financial information and relevant regulations.</p> <ul style="list-style-type: none"> Liaisons and visits (as needed) Announcements of annual financial statements and quarterly reports (real-time) Project discussions or seminars (as needed) <ul style="list-style-type: none"> Participate in seminars and exchange meetings (project discussions and workshops: 25 times) Periodic visits. 	<p>Ports Corporation, construction developers or hotel peers, other industries (e.g., social enterprise, aviation/tourism), and medical institutions and hospitals (designated for emergency purposes)</p> <p>Through strategic alliances with different industries, we can expand our customer base and subsequently boost revenue growth. By establishing win-win strategies, we can enhance our service offerings and build mutually trusting cooperative relationships.</p> <ul style="list-style-type: none"> Visits or telephone communication (real-time) Investment partners: meetings and board meetings (quarterly) Weekly visits from partner medical institutions to the maternity centers. <ul style="list-style-type: none"> Actively participate in partner's board of directors or shareholders' meetings. Maternity center: Medical institution makes four rounds or more per week for immediate communication Visits from aviation and tourism agencies: More than once a month (online meetings) Written correspondence with TIPC and compliance with relevant measures: 6 times 	<p>Suppliers, contractors</p> <p>Suppliers and contractors are vital partners providing products, services, and information related to organizational processes. Robust supplier relationships ensure supply stability and reliability, fostering operational efficiency and business growth.</p> <ul style="list-style-type: none"> Meetings and discussions (as needed) Exchange visits or telephone calls (as needed) Annual internal audit by CPA (once a year) Accountants participate in communications with the board of directors and audit committee. (4 times) CPA: Quarterly report audit (quarterly), evaluation of the impact of major products on financial statements (as needed) Hotel suppliers (daily in real-time) Exchanges with industry peers (as needed) <ul style="list-style-type: none"> Exchanged and communicated with all suppliers: Real-time or as needed Project consultants or lawyers, CPAs: Realtime or as needed Periodically communicate via phone or email. Conduct annual supplier audit evaluations. Hold occasional tender coordination meetings. 	<p>TV, print, and social network (Facebook, Blogs, etc.)</p> <p>To enhance corporate awareness and strengthen brand visibility during transformation, Chia Hsin Cement Group actively engages with the media. In addition to seasonal visits and hosting luncheons for communication, the company has also participated in numerous media interviews to convey its sustainability philosophy and brand image to the public. Through timely media reports, we ensure that all stakeholders can closely follow the company's interactions and activities with the community and non-profit organizations.</p> <ul style="list-style-type: none"> Media gatherings or interviews (as needed) Media conferences and exchanges (as needed) Media communication at quarterly investor conferences (quarterly) Media gatherings at annual general meetings (yearly) Blogs (as needed) <ul style="list-style-type: none"> Interviews, shareholders' meetings, investor conferences, etc., covered in media: 101 instances. 	<p>Communities, non-profit organizations, and local shopping street and community associations</p> <p>Collaborating with various non-profit organizations enables Chia Hsin Cement Group to contribute to the community, strengthen local connections, and provide resources to rural and underprivileged students, fostering a cycle of goodwill.</p> <ul style="list-style-type: none"> Scholarships for disadvantaged students and sports scholarships via Chia Hsin Foundation (yearly) Sponsorship of cultural & creative projects and rural educational activities (yearly) Social welfare activities (as needed) Neighborhood evening meetings (twice yearly) Exchanges with/visiting community or local business associations (monthly) <ul style="list-style-type: none"> Scholarship awards Support for startups and green investments Collaboration with regional revitalization teams Participate in monthly meetings of Kokusai Dori Street Participate in regional Chamber of Commerce in Okinawa Participate in meetings or seminars organized by public associations Volunteer activities with Taiwan Santa Claus Association Chia Hsin x MEandMine x TFCF, Yingge Branch - Education Assistance Program Sponsorship of the inaugural "Cinema at Sea Okinawa Pacific International Film Festival"

Stakeholders' Topics of Interest and Chapters

Stakeholder	Topics of Interest	Chapters	Stakeholder	Topics of Interest	Chapters
 shareholders / investors	<ul style="list-style-type: none"> Dividend policy Financial performance 	2.1.2 Financial Performance	 partners	<ul style="list-style-type: none"> Guaranteed cargo quantity or contract rental fees 	*Please refer to chapter 5.2 "Market, Production, and Sales Overview" in the annual report 2.2.2 Supply Chain Management
	<ul style="list-style-type: none"> Corporate governance 	3.3 Transparent Governance		<ul style="list-style-type: none"> Future ESG plans 	Sustainable Development Blueprint
	<ul style="list-style-type: none"> New business development 	2.1.1 Business Model 2.3 Responsible Investment *For more information, please visit the "Business Scope" section on the website		<ul style="list-style-type: none"> Occupational safety and environmental issues 	*Please refer to chapter 5.5 "Labor Relations" in the annual report and visit the "Occupational Safety and Health" section on the website
	<ul style="list-style-type: none"> ESG, & sustainability and risk response 	Sustainable Development Blueprint 3.2.1 Risk Management		<ul style="list-style-type: none"> Business cooperation and future development 	2.1.1 Business Model 2.3 Responsible Investment *For more information, please visit the "Business Scope" section on the website
 customers / consumers	<ul style="list-style-type: none"> Product price, quality, supply, and service Uninterrupted supply of storage and transportation services Property management responsibilities to tenants 	*Please refer to chapter 5.2 "Market, Production, and Sales Overview" in the annual report 2.2.2 Supply Chain Management	 vendors	<ul style="list-style-type: none"> Price comparison and negotiation process Fair acceptance review process Supply chain management policy 	*Please refer to chapter 5.2 "Market, Production, and Sales Overview" in the annual report 2.2.2 Supply Chain Management
	<ul style="list-style-type: none"> Customer complaint handling and follow-up 	*For more information, please visit the "Stakeholder" section on the website		<ul style="list-style-type: none"> Ethical management Regulatory and risk compliance 	2.1.1 Business Model 2.3 Responsible Investment *For more information, please visit the "Business Scope" section on the website
	<ul style="list-style-type: none"> Latest knowledge and practice of newborn care for mothers on maternity and infant care 	*For more information, visit the website of "Gemcare Maternity Center Taiwan"		<ul style="list-style-type: none"> Financial status 	2.2.1 Ethical Corporate Management *For more information, please visit the "Tax Policy" section on the website
	<ul style="list-style-type: none"> Corporate image and product positioning 	2.1.1 Business Model 2.3 Responsible Investment *For more information, please visit the "Business Scope" section on the website		<ul style="list-style-type: none"> New business development 	2.1.2 Financial Performance
 employees	<ul style="list-style-type: none"> Labor relations Salary, job promotions, and related benefits Talent training and development Employee safety and health Workplace atmosphere and organizational culture Future career development and growth 	4.1.2 Talent Cultivation 4.2.1 Diversified Workplace 4.2.2 Employee Care	 media	<ul style="list-style-type: none"> New business development 	2.1.1 Business Model 2.3 Responsible Investment *For more information, please visit the "Business Scope" section on the website
	<ul style="list-style-type: none"> Regulatory compliance Ethical management 	2.2.1 Ethical Corporate Management *For more information, please visit the "Tax Policy" section on the website		<ul style="list-style-type: none"> Operational performance 	2.1.2 Financial Performance
	<ul style="list-style-type: none"> Environmental protection 	3.1.2 Improving Energy Efficiency Appendix 8 Energy Efficiency in Operations		<ul style="list-style-type: none"> Major public issues 	2.1.1 Business Model 2.3 Responsible Investment *For more information, please visit the "Business Scope" section on the website
	<ul style="list-style-type: none"> Labor management policies Pandemic prevention measures 	*Please refer to chapter 5.5 "Labor Relations" in the annual report 3.2 Risk Management		<ul style="list-style-type: none"> Corporate Branding 	3.2.1 Risk Management *Please refer to chapter 7.6 "Risk Management in the Recent Year and up to the Publication Date of this
 government agencies	<ul style="list-style-type: none"> Tourism output value and employment opportunities 	*Please refer to chapter 5.2 "Market, Production, and Sales Overview" in the annual report	 communities / NPOs	<ul style="list-style-type: none"> Social welfare engagement Local participation and giving back to the community 	5.1 Strengthening Connections with Social Partners 5.2 Strengthen Social Influence
	<ul style="list-style-type: none"> Financial performance 	2.1.2 Financial Performance			
	<ul style="list-style-type: none"> Financial risk management 	2.1.2 Financial Performance 3.2 Risk Management			
	<ul style="list-style-type: none"> Corporate governance and operations 	3.3 Transparent Governance			
 financial institutions	<ul style="list-style-type: none"> ESG development 	Sustainable Development Blueprint			