1.8 Stakeholder Communication

CHC has long cultivated expertise across regions and industries—from its origins in cement production and distribution to its current expansion into hospitality and wellness services. Throughout this evolution, we have consistently valued the perspectives of a wide range of stakeholders. We maintain multiple channels of communication to ensure effective and direct engagement, and we continuously enhance stakeholder participation to ensure that their input is meaningfully integrated into our development strategies and decision-making processes.

Stakeholder Communication Process

Identify Key Stakeholders

To identify key stakeholders, CHC applies the AA1000 Stakeholder Engagement Standard (SES): 2015 framework, which recommends evaluating five dimensions: dependency, responsibility, tension, influence and diverse perspectives. Stakeholder identification and assessment are conducted based on engagement outcomes and the significance of issues raised by stakeholders.

Engagement of Stakeholders

In regard to stakeholder communication and management, CHC makes use of multiple channels to disclose information, ensuring smooth and effective communication with key stakeholders.

Communicating Our Values of Sustainability

- Emphasizing diverse communication
- Actively engaging both internally and externally
- Assessing stakeholder focus on different topics
- Aligning with SDGs
- Regularly evaluating our sustainability performance

9 Categories of Stakeholders

- Shareholders / Investors
- Customers / Consumers
- Employees
- Government Agencies
- Financial Institutions
- Partners
- Suppliers and Contractors
- Media
- Communities / NPOs

Stakeholder	Target Audiences	Significance	Main Communication Channels and Frequency	Communication Achievement	Topics of Interest	Chapters
Shareholders / Investors	General shareholders, corporate shareholders	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.	• Spokesperson service hotline and email **real-time** • Stock transfer agency service hotline **real-time** • Investor conferences **quarterly** • Board of Directors meetings **at least quarterly** • General Shareholders' Meeting **at least annually**	• Investor conferences: 4 times • Board of Director Meetings: 7 times • General Shareholders' Meeting: 1 time	• Dividend policy • Financial performance • Corporate governance • New business development • ESG strategy and risk response	2.1 Professionalism and Diversity 2.2 Risk Management 2.3 Ethical Management 3.1 Climate Governance

Stakeholder	Target Audiences	Significance	Main Communication Channels and Frequency	Communication Achievement	Topics of Interest	Chapters
Customers / Consumers	Distributors, retail customers, tenants, consumers	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.	• Website mailbox real-time • Line@ or social media messaging real-time • Customer service hotline and email real-time • Corporate client visits every 2 months • Online courses for maternity center clients occasionally	• Visit clients 2-3 times weekly. • Maintain periodic communication with clients via phone or email. • Conduct annual customer satisfaction surveys: 1 time	• Product pricing, quality, and service • Reliability of logistics and storage services • Property management responsibilities • Customer feedback and complaint resolution • Postpartum care and maternal wellness education • Corporate brand and positioning	1.8 Stakeholder Communication Annual Report- 4.2 Market, Production, and Sales Overview Website of Gemcare Maternity Center Website of CHC: Business Scope
Employees	Employees	Employees are not only the backbone of CHC's operations but also the driving force behind innovation and growth. Their contributions are essential to the company's success, making them one of the most important stakeholders. By cultivating and retaining talent, CHC ensures long-term competitiveness in the market.	• Workplace nurse consultations monthly • Welfare Committee meetings quarterly • Labor-management meetings quarterly • Employee sharing forums semi-annually • CEO's afternoon tea sessions annually • Employee satisfaction survey annually • People and Culture business partner interviews annually • Employee Assistance Program EAP services irregularly • Labor Pension Supervisory Committee meetings irregularly • Group-wide communication platforms and bulletin boards irregularly • People and Culture Division mailbox and dedicated hotline irregularly	• 4 labor-management meetings • 4 Welfare Committee meetings • 2 Labor Pension Supervisory Committee meetings • 1 employee satisfaction survey • 1 CEO's afternoon tea session • 2 employee sharing sessions • 2 issues of the CHC Journal • 1 round of performance review and evaluation	• Talent attraction and retention • Employee and family care and support • Compensation and benefits • Talent development and training • Performance evaluation • Occupational safety and health	4.1 Inclusion 4.3 Co-learning
Government Agencies	FSC, TDCC, Securities and Futures Bureau, Department of Environmental Protection, Ministry of Health and Welfare, Department of Labor, Tourism Bureau	Government agencies play a key role in regulating and guiding corporate operations. They establish the legal framework and sustainability policies that CHC must adhere to. CHC actively engages with government authorities to stay aligned with regulatory updates, support national sustainability goals, and ensure full legal compliance.	• Attend courses held by the FSC irregularly • Attend meetings of Taiwan Stock Affairs Association irregularly • Attend courses, conferences or seminars held by labor and environmental protection authorities irregularly	• Attended seminars, exchanges, and courses • Hosted video-assisted shareholders' meeting with the TDCC	• Regulatory compliance • Business Ethical practices • Environmental protection • Labor policies • Tourism contribution and employment creation • Postpartum care center accreditation	2.1 Professionalism and Diversity 2.2 Risk Management 2.3 Ethical Management 2.6 Regulatory Compliance 3.1 Climate Governance

Stakeholder	Target Audiences	Significance	Main Communication Channels and Frequency	Communication Achievement	Topics of Interest	Chapters
Financial Institutions	Banks, securities firms, and Okinawa Development Finance Corporation	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.	• Announcements of annual financial statements and quarterly reports real-time • Project discussions or seminars as needed • Liaisons and visits as needed	• Participate in seminars and meetings: 43 times • Periodic visits: 17 times	• Financial performance • Financial risk management • Corporate governance and operations • ESG development	2.1 Professionalism and Diversity 3.2 Climate Action Annual Report: 4.2 Market, Production, and Sales Overview
Partners	Ports Corporation, construction developers or hotel peers, other industries (e.g., social enterprise, aviation/ tourism), and medical institutions and hospitals (designated for emergency purposes)	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.	• Visits or telephone communication real-time • Visits from partner medical institutions to the maternity centers weekly • Investment partners: meetings and board meetings quarterly	• 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	• Guaranteed service or rental fee commitments • Future ESG development plans • Workplace safety and environmental issues • Business collaboration and future development	2.4 Responsible Procurement 2.6 Regulatory Compliance
Suppliers and Contractors	Suppliers and contractors	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.	Accountants • Financial report reviews quarterly • Participation in Board and Audit Committee meetings quarterly • Evaluation of the financial impact of major projects as needed • Internal control audits annual Suppliers and Contractors • Meetings, site visits, and phone/email communications as needed • Hotel amenities supplier real-time	• 33 suppliers participated in integrity training • Ongoing communication via phone and email • Tender coordination meetings conducted	• Bidding and price negotiation process • Fair acceptance and inspection procedures • Supplier management policy • Ethical business conduct • Regulatory compliance and risk management • Financial status • New business development	2.4 Responsible Procurement 2.6 Regulatory Compliance

Stakeholder	Target Audiences	Significance	Main Communication Channels and Frequency	Communication Achievement	Topics of Interest	Chapters
Media	TV, print and social network (Facebook, Instagram, Blogs, etc.)	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	• Investor conference media briefings **quarterly** • Media luncheons during the Shareholders' Meeting **annually** • Blogger and influencer engagement **as needed** • Media luncheons and interviews **as needed** • Participation in media forums and networking events **as needed**	• 157 media coverages related to interviews, investor conferences, and the Shareholders' Meeting • 39 posts published on Facebook • 63 posts published on Instagram • 4 media luncheons held	• New business development • Financial and ESG performance • Public image • Social and environmental topics of public concern	4.2 Well-being
Communities / NPOs	Communities, non-profit organizations, and local shopping street and community associations	Collaborating with various non-profit organizations enables CHC to contribute to the community, strengthen local connections, and provide resources to rural and underprivileged students, fostering a cycle of goodwill.	• Community or local chamber of commerce visits **monthly** • Neighborhood joint evening gatherings **twice a year** • Chia Hsin Foundation Scholarship Program **annually** • Sponsorship of cultural and rural education initiatives **annually** • Participation in charitable and public interest activities **as needed**	• Issued scholarships through the Chia Hsin Foundation • Supported startups and green investment projects • Participated in the "Christmas Letter Response" volunteer event organized by the Taiwan Santa Claus Association • Collaborated with the Good Friend Mission to promote the Positive Adult Mentorship Program • Partnered with multiple stakeholders to implement the Beaver Project for Sustainable Education	• Social welfare initiatives • Local community engagement and reinvestment • Cement industry policy updates and information sharing	4.2 Well-being