Kindom Development

2025

Sustainability Report



Kindom Development Co., Ltd.

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Ensuring Building Safety and Sustainable Quality

Joint Sustainable Practices with Residents

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Special Column: Ensuring Building Safety and Sustainable Quality

Institutional Mechanisms and Practical Value of Earthquake-Resistant Label



The core value of this system lies in dual-stage oversight of both the "design source" and "on-site construction." Going beyond mere "regulatory compliance," it further establishes a quality assurance system with substantive effectiveness, thereby providing verifiable safeguards for building quality.

Commitment to Building Safety: Implementation of Earthquake-Resistant Label



Taiwan is located in the Pacific Ring of Fire and experiences frequent earthquake activity, making structural safety a matter of significant public concern. Experiences of earthquakes in the past years have repeatedly shown that improper structural design and poor construction quality are the primary causes of building damage. Recognizing that building quality is essential to the safety of residents' lives and property, Kindom Development proactively establishes the key quality goal of obtaining "Earthquake-Resistant Label" for major projects while utilizing third-party verification to protect residents.

Overview of Earthquake-Resistant Label System

Promoted by the Architecture and Building Research Institute of Ministry of the Interior since 2003 and administered by the Taiwan Architecture & Building Center, the "Earthquake-Resistant Label" system covers end-to-end quality control from design to completion across two stages:

The first stage of the "Earthquake-Resistant Design Label" focuses on assessing whether structural plans comply with earthquake-resistant design codes, whether configurations are sound, whether advanced technologies of earthquake isolation or energy dissipation are incorporated, and the overall feasibility of construction. The certification is granted only upon verification by a third-party review panel, confirming that the design has passed an independent audit at the source.

The second stage of the "Earthquake-Resistant Label" introduces periodic third-party on-site inspections during construction, covering key processes of foundations, column-beam structures, rebar tying and concrete pouring, while implementing a dedicated on-site supervision system for specific project types. Full traceability of documentation is maintained throughout the entire process to ensure that as-built result conforms to the design drawings.

Kindom Development's Active Implementation

Kindom Development considers Earthquake-Resistant Label as an important commitment to safety and quality. We will continue to evaluate the feasibility of adopting the certification system for new construction and Urban Regeneration projects, and enhance building resilience via third-party verification throughout the design and construction stages, thereby demonstrating our dedication to corporate governance and social responsibility while providing a safer and more secure living environment for the community. As of 2025, several projects of Kindom Development have progressively achieved various stages of earthquake-resistant certification, including residential, office and commercial uses across major cities of Taipei, Taichung and Kaohsiung, as detailed in the table below:

Project Name	Minquan A	Minquan B	Taichung G5	Yumaowu Captain	Zhixing Section	Nangang Office	Nangang Residential	Banqiao Fuzhong	Beitou Shilin Technology Park
Earthquake-Resistant Label	•	•			•	•	•	•	

Banqiao Y16	Chenggong Office	Chenggong Residential	Linyi Section	Taichung G9-1	Child Welfare B2	Taipei E1E2	Kaohsiung Special Zone 4	Kaohsiung Special Zone 5	Kaohsiung Commercial Zone 4
	•	•	•		•	•	•	•	•

Special Column: Joint Sustainable Practices with Residents

Kindom Xinhehui Community's low-carbon transformation promotion

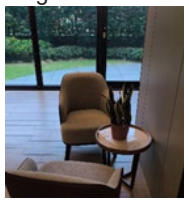
Kindom Development has always believed that the Company should contribute more than constructing and delivering buildings and should continuously respond to the evolving needs of occupants and the environmental responsibilities. Upholding the philosophy of mutual community prosperity, we proactively assist handed-over communities in participating in local government low-carbon community subsidy programs. In 2025, we collaborated with the Kindom Xinhehui Community to strengthen multiple environmental optimization measures and environmental education initiatives, and also enhanced existing achievements and expanding sustainability influence, thereby demonstrating the concrete actions of a developer in fulfilling ongoing environmental responsibilities during the post-handover stage.

New Taipei City's "Low-Carbon Community Renovation Subsidy" program continues to provide resource support for communities to implement low-carbon initiatives, covering key aspects of energy management, resource recycling, ecological conservation and low-carbon lifestyles. With previous consulting experience, Kindom Development assisted the community in refining project proposals and outcome presentations, in order to promote a tripartite co-governance framework of "community autonomy, government support, and corporate collaboration," thereby effectively enhancing local environmental awareness and implementation capacity.

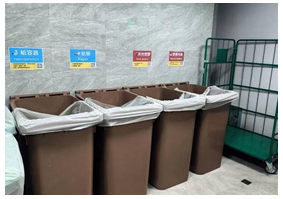
Kindom Development assisted the Kindom Xinhehui Community in installing waste and plastic reduction environmental signage across public areas, in order to guide residents to sort waste and minimize single-use plastics at the source. In addition, biodiversity interpretive signage was installed to introduce native flora and eco-friendly practices, in order to enhance residents' ecological awareness and promoting harmonious coexistence between people and nature.

The community also prioritized energy management and conservation initiatives by strengthening electricity management in common areas and promoting optimized air conditioning settings (e.g. maintaining a default temperature of 26°C) in conjunction with energy-saving awareness campaigns and resident engagement mechanisms. Accordingly, these efforts have helped the establishment of sustainable daily habits, in order to systematically reduce energy consumption and carbon emissions.

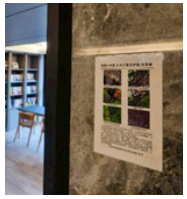
Kindom Development recognizes that a building's sustainable value stems from its long-term operation and co-creation with the community jointly. We will continue to act as a "sustainability promoter" in the post-house-handover stage, in order to support communities in exploring and implementing diverse environmental improvement initiatives, while assisting them in strengthening their autonomous sustainability governance capabilities. We are dedicated to developing every project into a resilient, self-evolving sustainable community, and to extend sustainability from the built structure to the living environment, in order to fulfill our long-term environmental and social commitments.



Green plants help purifying the air



Waste reduction / plastic reduction / waste sorting promotion



Biodiversity interpretation signage



Edible landscaping (rooftop)

Continuing to Co-Create Sustainable Daily Living with Communities Jointly

Based on the success of the 2024 "Kindom Sustainable Forest Living Festival," Kindom Development continues to integrate sustainability concepts into community operations by planning the "Three Festivals for Common Good Series of Activities" aligned with major annual celebrations. Through festival celebrations, the Company strengthens interpersonal bonds among residents and establishes a sustainable living environment characterized by warmth, cohesion and a sense of belonging.

Dragon Boat Festival | Artful Midsummer Rice Dumplings and Connecting Hearts Through Handcrafting

Centered on sharing and reunion, the Company designed aesthetic handcrafting workshops for the Dragon Boat Festival and invited residents to participate in the event. These events are able to not only sustain traditional festive culture but also promote intergenerational interaction, fostering a warm community atmosphere and a strong sense of belonging.







Mid-Autumn Festival | Moonlight Across the Mid-Autumn Festival and Kindom Development Unites Hearts

Centered on "Reunion and Fun," the Company organized community gatherings featuring shared meals, performances, and interactive games. Residents were encouraged to participate with their families, thereby promoting meaningful exchanges in a relaxed setting, deepening community relationships, and creating enduring Mid-Autumn Festival memories for the neighborhood.



Christmas | Heartwarming Christmas and Gathering in Joy

Blending a festive ambiance, curated artisan markets, and live musical performance, the Company created a distinctive winter celebration. The Christmas tree lighting ceremony conveyed blessings, establishing the community as a vital space for support and companionship while demonstrating the value of people-oriented sustainable living.



Through the continuous promotion of a series of events and activities, Kindom Development aims to extend sustainability concepts from large-scale events into daily life scenarios, in order to enhance interpersonal connections and shared community identity among residents, thereby transforming "shared well-being" from a concept into a tangible lived experience and further embodying the Company's long-term commitment to social value creation.

One household with one tree, planting the sustainable future jointly

Kindom Development firmly believes that true sustainability goes beyond building technology, and is rooted in a deep connection between people and the environment. Since 2023, Kindom has launched the "One Home With One Tree" adoption program, inviting residents and the Company to plant a tree together to benefit the environment. Through actual action to implement green living value, we aim to extend sustainability from homes to daily life and the natural world.

The core concept of this plan is to have each household adopt a native Taiwanese tree species. With support from the Company, it symbolizes a commitment building homes for co-prosperity on this land. Through collaborative participation between architects and residents, we are able to co-create a green lifestyle that fosters harmony between people and nature.

In 2025, Kindom Development continued to deepen the "One Household, One Tree" program in conjunction with the "Forest Management Family Day" environmental education initiative while conducting on-site activities at Luodong Forestry Culture Park and local ecological sites in Yilan. By adopting the group learning and experience mechanism, the event included environmental education stations of "Forest Management Games," "Tree Observation and Identification," and "Ecological DIY Handicrafts." Through such engaging and interactive method, residents participated hands-on in planting and caring for native tree species, strengthening their environmental stewardship and understanding of forest management, carbon sinks and biodiversity conservation.

Kindom Development believes that buildings are more than just structures; they further represent an extension of value and trust. The "One Household, One Tree" program translates this trust into tangible actions reflected in every tree planted, every contribution made, and every event attended. This integrates sustainability naturally into community life while establishing a sustainable ecosystem of mutual prosperity among the Company, residents and the environment.





About Us

Connecting Cities and Future Through Architecture

1.1 Company Profile

1.1.1 Basic Information

(GRI Index: 2-1, 2-6, 2-28)

Kindom Development upholds the principles of "Integrity, Quality, Service, Innovation, and Sustainability", and is dedicated to leading the way in all aspects of real estate development. With a long-standing commitment to urban construction and residential development, we continue to deliver professional solutions meeting the needs of city development and residential needs of the general public. The Company steadily advances various development projects according to the four key business principles of "strengthening corporate governance", "implementing internal controls", "integrating group resources", and "participating in public welfare".

In recent years, Kindom Development has actively engaged in numerous benchmark development projects, including "Nangang Taipower Northern Storage Project", "Taiwan Railroad E1E2 Project", "Taipei City Project", "Taichung City MRT Green Line G9-1 Project", "Xinyi Raffles B2 Government-led Urban Regeneration Project", "New North Circular Line Banqiao Station MRT Development Project" and "Kaohsiung Station Special Zone 4, 5 and Commercial Zone 4 Government-led Urban Regeneration Project". All of these projects are developed to combine office, commercial, and residential functions according to the location of the project sites, and are further transformed into an urban living complex through urban area management, based on the characteristics and requirements of each project, in order to further enhance the Company's unique differential and competitive advantages.

While facing increasingly severe climate change challenges, Kindom Development has set the carbon reduction goal to limit global warming to no more than 1.5°C, in response to the 2050 net-zero carbon emissions policy, and comprehensively promotes whole-life cycle management of buildings. In 2024, the "ESG Policy for Building Product Development" has been established, covering the aspects of low-carbon design, land use, optimized construction techniques, and sustainable procurement, in order to ensure all development projects are aligned with sustainability principles. The Company received the five-star rating in the global real estate sustainability benchmark (GRESB) in 2025, demonstrating our sustainability efforts.

Kindom Development also actively introduces international sustainability standards and smart technologies, and also plans to obtain various certifications of Green Building, LEED and WELL, etc. In 2025, the Company received the "GRESB Global and Regional Sector Leader Award", the "Best Companies to Work for in Asia Award", the "TwSAA (Taiwan Sustainable Architecture Awards) Building ESG Integrated Performance – Exemplary Award", and the "Resource Recycling Outstanding Enterprise – Gold Award". Additionally, the Chenggong Block Administration Zone 2-3 Urban Regeneration Project was recognized with the "iF Design Award MUSE Design Awards - Gold Award", fully demonstrating the Company's forward-looking vision and technical strength in smart green buildings, as well as its unwavering commitment to sustainable development.

In accordance with the founding principles, Kindom Development has not only focused on its core business for the past 47 years, but has also proactively invested in promoting reading and local community engagement, in order to fulfill corporate social responsibility through actions. In the future, the Company will continue to integrate resources and to work with our partners, customers, and employees to implement the vision of "ESG implementation, sustainable city construction, and conveying fortune life value", in order to contribute efforts to the sustainable development of cities.

Company name	Kindom Development Co., Ltd.
Company type	Publicly listed company limited by shares (Stock Code: 2520)
Date of establishment	November 23, 1979
Location of headquarters	10F, No. 169, Sec. 3, Minquan E. Rd., Songshan Dist., Taipei City
Industry category	Real estate
Main products or services	Construction of public housing and commercial buildings for lease or sale
Paid-up capital	NT$6,094,871,100
Net sales	NT$3,869,881,015
Number of employees	100 people

*All workers in the organization are employees, and there are no non-employee workers.

• Association memberships

Kindom values industry collaboration and professional connections, continuously participating in industry associations related to its business. Through exchanges and dialogue with peers and professionals, the company shares industry trends, technical knowledge, and practical experience, jointly addressing the challenges brought by global environmental changes, and is committed to promoting the sustainable development of the overall industry. In 2025, the Company joined 13 public associations and organizations, as follows:

Name of public association	Membership status
Taiwan Railway Economy Development Association	Regular member
Urban Regeneration R&D Foundation	Director
Cross-Strait CEO Summit	Regular member
Straits Economic & Cultural Interchange Association	Regular member
The Third Wednesday Association: Third Wednesday Association + Youth Association	Regular member
Taichung Real Estate Development Association	Regular member
Taiwan Architectural Aesthetics Cultural Economics Association	Regular member
The Real Estate Development Association of Taipei	Director
Chinese Society for Quality	Regular member
Taoyuan Real Estate Development Association	Regular member
Chinese National Association of Industry and Commerce, Taiwan and Young Entrepreneurs Affairs Committee	Regular member
European Chamber of Commerce Taiwan	Regular member
Taiwan-Japan Business Association	Director

● Economic Performance (GRI 201-1, GRI 201-4)

Kindom Development starts the preparation of its operational goals and financial budget for the next year during the fourth quarter of each year. Each department prepares the items of sales, project progress, procurement, personnel, and operating expenses according to its business plans. The financial department then consolidates the information and data obtained into income statements, balance sheets, and cash flow statements. The draft budget, after review by the Financial Department and Accounting Departments, is submitted to the first Board meeting of the following year. The Chairman or representative designated by the Chairman then reports and submits the budget to the Board of Directors for review and approval. During operating period, the Financial Department compiles actual financial data quarterly, and compares and analyzes the original budget and performance of the previous period before it is then submitted to the senior management for review, in order to be used as a basis for operational adjustment and resource allocation. Through continuous tracking and evaluation, the Company is able to effectively enhance goal execution and management efficiency. The Company regularly releases consolidated financial reports and individual financial statements, and also publishes these reports and statements on the Company's website and the Market Observation Post (MPOS) website for external stakeholders' review and tracking.

In 2025, annual housing market transaction volume decreased and price growth moderated. Buyers with owner-occupier demand adopted a wait-and-see stance, leading the overall housing market to exhibit declining volumes with prices stabilizing before softening. Kindom Development's whole-year annual revenue decreased compared to the previous year. Kindom Development's individual revenue was NT$3,869,881 thousand, with a net profit after tax of NT$1,556,138 thousand, with earnings per share after tax of NT$2.61. For further details and analysis of financial performance, please refer to the Company's financial statements and annual report.

▼Kindom Development financial performance

Item	2022	2023	2024	2025
Operating income (NT$ thousand)	7,664,805	6,474,705	15,959,122	3,869,881
Profit (loss) before tax (NT$ thousand)	2,748,700	2,772,794	6,486,330	1,831,204
Net income (net loss) (NT$ thousand)	2,333,896	2,395,148	5,550,477	1,556,138
Earnings (loss) per share (NT$)	4.31	4.42	10.25	2.61
Cash dividend (NT$/share)	1.75	1.8	3.1	1.6

Note: Cash dividends represent the amounts approved for distribution from the earnings of each reporting year. The 2025 distribution was approved by resolution of the Board of Directors on April 8, 2026, and submitted to the Annual General Shareholders' Meeting on May 27, 2026 for ratification.

The Company analyzed its consolidated financial position according to the economic distribution to the stakeholders based on the GRI. In the current year, the Company directly generated NT$4,832,830 thousand of economic revenue (operating revenue and non-operating income), and the total amount of distribution was NT$3,924,088 thousand. The top three economic revenue distributions were operating costs (44%), payments to investors (31%), and payments to the government (8%).

▼ Economic value generated and distributed in the past four years (unit: NT$ thousand) [Disclosure items of GRI 201-1]

Economic value	Item	2022	2023	2024	2025
Direct economic income	Net operating revenue	7,664,805	6,474,705	15,959,122	3,869,881
	Financial investment income	43,811	73,002	93,966	113,100
	Income from asset sales	0	362	0	0
	Royalty income	0	0	0	0
	Government subsidy obtained	0	0	0	0
	Other income	766,671	775,683	788,220	849,849
Direct economic value generated		8,475,287	7,323,752	16,841,308	4,832,830
Economic distribution	Operating cost	5,177,777	3,958,817	9,657,938	2,125,510
	Employee remuneration and benefits	233,898	243,561	357,246	198,673
	Payments to investors	1,592,983	1,145,512	1,126,292	1,217,661
	Payments to the government	473,287	430,577	980,678	327,047
	Investments in community	16,748	11,713	7,168	32,823
	Other expenses	22,156	108,138	157,131	22,375
Economic value distributed		7,516,849	5,898,318	12,286,452	3,924,088
Retained economic value		958,438	1,425,434	4,554,856	908,742

Note 1: Retained economic value = direct economic value generated - economic value distributed.
Note 2: The shareholding of government units is not included in the shareholding structure of the Company's operating locations. In 2025, the Company received NT$0 in government subsidies.

● Tax governance (GRI 207-1)

To fulfill the Company's responsibilities to local government tax bases and respond to the core requirements of sustainability governance regarding ethical management and long-term stakeholder trust, Kindom Development has established the group tax strategy based on the core principles of legality, transparency and stability. During the tax decision-making process, the Company fully considers the economic value actually created in each location to ensure that profits are retained in regions where business contributions are genuinely generated, while avoiding artificial arrangements primarily driven by tax benefits. In addition, the Company complies with the tax laws and regulations of the jurisdictions where its operating locations are situated. With reference to the tax planning guidelines issued by the Organisation for Economic Co-operation and Development (OECD), the Company has established reasonable transfer pricing principles based on the functional positioning, risk assumption, and resource allocation of each tax jurisdiction, in order to ensure fairness and compliance in inter-entity transactions.

To strengthen tax risks, the Company has established a tax governance related unit to be responsible for the continuous tracking, assessment, and management of possible impacts of any tax related regulatory changes on the Company's operations. The unit is also responsible for internal communications and management mechanisms, in order to ensure that the operational decisions are consistent with the tax strategies, and to promptly identify and handle potential risks. In addition to striving to reduce audit and dispute risks, the Company prioritizes the tax responsibilities across all operating regions and appropriately retains profits where economic value is actually created. Kindom Development will continue to enhance tax information transparency, in order to use it as an important basis for communication with stakeholders.

Kindom Development's tax strategy and management approach

Highest tax governance authority	Board of Directors
Tax enforcement unit	The financial department discusses the Company's tax strategy once every six months, and is responsible for daily tax administration and declaration practices
Tax audit unit	The Audit Department reviews tax handling procedures, declaration procedures, internal control systems, and compliance with tax laws and regulations every six months.
Tax regulatory compliance directives	File and pay taxes in accordance with local regulations and guidelines
Tax strategy	• Transactions between affiliated enterprises are carried out in accordance with conventional transaction principles and internationally recognized transfer pricing standards published by the OECD. • No use of tax havens or tax planning for tax avoidance • No relocation of corporate profits to countries with low tax rates
Management unit training	Members of the tax unit receive periodic education and training from the competent authorities or the Company to strengthen their professional tax knowledge.

• Tax Risk Management (GRI 207-2 a)

Changes in tax laws and regulations may increase the Company's effective tax rate, increase the Company's tax burden, and affect the Company's net profit. In order to effectively manage tax risks, the tax enforcement unit regularly reviews the trends of tax laws and regulations in each country of the operating site, identifies potential tax risks, and reports to the Board of Directors to discuss and formulate countermeasures. When new operating activities or transactions are generated, the potential tax impacts are assessed in advance to formulate the optimal tax strategy.

• Whistleblowing Mechanism (GRI 207-2 b)

In addition, the Company has established an independent complaint channel. If employees or external stakeholders discover unethical or illegal tax practices, or mechanisms that may jeopardize the Company's tax integrity, they can file a complaint, which will be handled by the tax governance unit. No unethical or illegal tax practices occurred during the year.

• Stakeholder Communication (GRI 207-3)

The Company formulates tax strategies with reference to laws and regulations, letters of interpretation, or news announced by the competent authorities. In addition, the Company regularly participates in tax seminars or courses organized by the tax authorities in various regions to update the latest regulatory information, and periodically discusses with accountants the possible impact of future tax laws and regulations on the Company. For tax policies or tax incentives that are required to be reviewed by the competent authorities in advance, the Company obtains approval from the competent authorities in accordance with the regulatory requirements.

The Company's income tax filings have been audited and certified by an external accounting firm to ensure that the Company pays reasonable taxes in the local area. At Kindom Development, we cooperate with tax investigations conducted by the local taxation bureaus, and provide supplementary tax explanations and relevant documents as required by the competent authorities.

• Kindom Development Tax Information for Past Four Years (GRI 207-4)

Tax Information				
	2022	2023	2024	2025
Income tax expense	414,804	377,646	935,854	275,066
Effective tax rate	15%	14%	14%	12%
Income taxes paid	356,938	284,451	738,018	227,853
Cash tax rate	13%	10%	11%	10%

Note: All of the Company's operating locations are in Taiwan, and the above table covers all entities included in the consolidated financial statements.

1.1.2 Message from the Management

Responding Steadily and Strengthening Urban Area Management Capability

Since the establishment in 1979, Kindom Development has consistently upheld its five core values of "Integrity, Quality, Service, Innovation, and Sustainability" and has been deeply engaged in construction development for more than 46 years. We firmly believe that architecture is more than just the construction of physical space, and it further embodies the mission of driving sustainable urban development and enhancing people's quality of life. In 2025, Kindom Development has officially entered a new phase of "Kindom Development 3.0," transitioning from a building developer into a comprehensive real estate integration platform centered on "urban area management." By connecting architectural planning, property management, commercial operations, public spaces and sustainability services, we aim to create an urban ecosystem that integrates living convenience, industrial vitality, and environmental resilience, thereby continuously generating long-term value for urban development.

Looking back on 2025, amid a challenging overall market environment, Kindom Development steadily implemented its business strategies, continued to cultivate the owner-occupier market, optimized product positioning, and strengthened the differentiated competitive advantages through sustainability. At the same time, the Company has successfully secured the "Kaohsiung Station Special Zones 4, 5, and Commercial Zone 4 Government-led Urban Regeneration Project," and planned a mixed-use development combining office, commercial and residential functions. Guided by human-centric design, transit-oriented development and environmental sustainability as core concepts, the project aims to create a next-generation urban core combining international vision with local characteristics, demonstrating Kindom Development's long-term commitment to driving Urban Regeneration and leading sustainable development through urban area management.

Net-Zero Transition and Implementation of Whole Life Cycle Carbon Reduction

In response to global climate change and the momentum toward the net-zero transition, Kindom Development values sustainable development as the core corporate capability and fully integrates it into corporate governance and the whole life cycle management of buildings. After the formulation of the "ESG Policy for Building Product Development" in 2024, the Company further completed the planning of a shadow carbon pricing mechanism in 2025. By systematically incorporating essential topics of low-carbon design, land development strategies, construction technology optimization, sustainable procurement, and supply chain management into product development decision-making, we have established an executable, traceable and continuously improvable management mechanism, in order to progressively enhance our resilience and

competitiveness throughout the net-zero transition.

Our sustainability achievements have also received recognition from leading international institutions. In 2025, Kindom Development was awarded the top five-star rating by the Global Real Estate Sustainability Benchmark (GRESB); Kindom Development Corp.'s Minquan Building obtained LEED Platinum certification, establishing itself as a key benchmark for high-specification sustainable commercial offices in Taiwan; and the Taipower Nangang North Storage AR1 project also won the Gold Award in the Design Category at the 2025 Asia-Pacific Intelligent Green Building Awards (APIGBA AWARDS), demonstrating Kindom Development's integrated capabilities in smart green buildings, low-carbon design and sustainable innovation.

People-Oriented Approach and Co-Creation of Social Common Good Value

Talent is the most important cornerstone of corporate sustainable development. Kindom Development is committed to establishing a diverse, inclusive and healthy workplace. Through internal communication platforms, consensus-building workshops, professional training and cross-departmental exchange activities, we promote knowledge sharing and organizational cohesion. Furthermore, through competitive compensation, comprehensive benefits and robust talent development programs, we aim to enhance employees' cohesion and well-being while empowering every colleague to thrive alongside the Company.

We firmly believe that corporate sustainability value stems not only from operational performance, but also from long-term commitment to the society and the environment. Accordingly, we have maintained a long-standing commitment to the care of disadvantaged groups in remote areas by sustaining philanthropic initiatives with the "Yi Kuang Orphanage – Shimei Home" and supporting contract farming of "Organic Rice" in Yilan's Xingjian Village, thereby embedding sustainability awareness deeply within the community and expanding its positive impact.

Building on the Past and Advancing towards the Vision for Sustainable Cities

Looking ahead, Kindom Development will continue to uphold the founder's philosophy of "taken from the community, giving back to society". By integrating circular economy principles, smart energy-saving technologies, and innovative management models, We aim to actively promote low-carbon buildings and sustainable urban development. Kindom Development will solidify its position of "leading brand as a comprehensive real estate developer." In collaboration with supply chain partners, customers, employees and diverse stakeholders, we will jointly promote sustainable urban district management to build more livable, resilient and inclusive sustainable cities, thereby creating lasting value for future generations.

Sustainability Performance

E (Environmental) Environmental Sustainability

1. Completed the establishment of ISO 14001 Environmental Management System and qualified the certification.
2. Established a greenhouse gas (GHG) inventory system and set carbon reduction targets approved by the SBTi (42% reduction by 2030).
3. Integrated and verified upstream and downstream Scope 3 GHG emissions.
4. Collaborated with the Forestry and Nature Conservation Agency to promote the "Natural Carbon Sink and Biodiversity" project.
5. Received the honor of Global & Regional Sector Leader in the GRESB Assessment.

S (Social) Social Engagement and Employee Care

1. Achieved a 100% response rate on the employee satisfaction survey, with an overall average satisfaction score of 3.8 (out of 5).
2. From 2022 to 2025, implemented a four-year deputy succession and development program, cultivating a cumulative total of 314 talents.
3. Average training hours per employee reached 14.3 hours.
4. Invested NT$32.82 million in social welfare and community initiatives in 2025.

G (Governance) Corporate Governance

1. 2025 Corporate Governance Evaluation: Ranked in the top 6%~20% tier.
2. In 2025, green procurement reached NT$9,633,982, marking the highest level in the past 4 years
3. Achieved a 100% supplier signing rate for the "Human Rights and Environmental Sustainability Clauses Commitment Letter" and the "Supplier CSR Self-assessment Form."
4. In 2025, the customer satisfaction survey achieved 100% coverage, with an overall satisfaction score of 97.1, exceeding the goal of 90.

1.1.3 Sustainable Development Goals

The year of 2025 marks the second phase of Kindom Development's sustainable development roadmap, focusing on sustainability transition and value creation. In response to global sustainability momentum and Taiwan's national pathway towards net-zero carbon emissions by 2050, Kindom Development has established the achievement of nearly zero-energy buildings as its ultimate goal. Guided by the Kindom's philosophy of 2.0 Kindom Living, we continue to expand the depth and breadth of our sustainability practices, enhance our Influence, keep pace with emerging trends and advance in-depth strategies focusing on institutional development, value creation and international alignment.

Kindom Development's Sustainable Development Roadmap

Regulatory compliance and standard establishment → **Sustainable transformation and value creation** → **Moving towards international standards and achieve near-zero jointly**

	2021-2022	2023	2024	2025	2026–2027	2028-2030
	Build awareness					
	Prepare blueprint	Develop indicators	Solve problems	Expand value	Alignment and transformation	Benchmark developer
	Establish foundation					
Green and low-carbon	Organizational GHG Inventory ISO 14064	Introduce Science Based Target (SBTi) according to commitments (Science Based Targets initiative, SBTi)	Expand carbon reduction applications and supply chains	Integrate and apply low-carbon commitments Metrics: Energy/GHG inventory system integration	Energy performance management / green energy Circular use of space Forest carbon credits	Achieve near-zero goal
Happy Society	Public welfare activities, Sharing love	Sustainability and Common Good (employees, communities, upstream and downstream) Metrics: Satisfaction and participation rate	Exert influence	Integrate resources Expand influence Metrics: SROI	Employee DEI After-sales service management Innovative and inclusive management	Alignment with SDGs Achieve sustainable city goals
Corporate governance	Organization and norm establishment	Risk management mechanism & Task Force on Climate-related Financial Disclosures (TCFD)	Strengthen sustainable development Transparent information disclosure	Self-assessment Rectification and improvement Metrics: Corporate Governance Evaluation	Alignment with international ratings Alignment with IFRS Stewardship	Achieve Industry Benchmark

• Phase I (2022~2024): Kindom Development focuses on "Legal Compliance and Benchmark Establishment" by achieving environmental management systems such as ISO 14001 and ISO 14064-1, and introducing SBTi carbon reduction goals and TCFD climate-related financial disclosures, to build a strong management foundation for low-carbon transition. For the social aspect, we promote sustainable shared value through initiatives focused on employee wellbeing and public benefit. With regard to the governance aspect, we are actively aligning with GRESB and other assessment systems to enhance governance transparency and risk management, and progressively establish a foundation for sustainable operations.

• Phase II (2025~2027): Kindom Development enters the "Sustainability Transition, Value Creation" stage, and we are embedding sustainability into our core business operations. Key priorities include developing innovative low-carbon buildings, deepening community services, and deploying green energy as we advance toward RE100 and the goal of 42% carbon reduction. Simultaneously, we also systematize and quantify outcomes from public welfare and Corporate social engagement to amplify positive impacts on both internal and external stakeholders, driving transformation momentum across products, services and capital.

• Phase III (2028~2030): Kindom Development aims to fully promote the goal of "Going Global, Partnering to Reach Near Zero."Kindom Development focuses on aligning with the SBTi's carbon reduction pathway and achieving net-zero building standards, strengthening its implementation of the SDGs and continuously developing an internationally competitive ESG building brand. On the governance front, we are actively benchmarking against DJSI global assessment indicators, in order to comprehensively enhance our sustainability visibility and influence both domestically and internationally.

2025 Achievement Establishment (Key Achievements)

- ISO 14001 certification and GHG inventory
- Completed shadow carbon pricing regulation establishment
- "One Household, One Tree". Promoted sustainable living among residents
- Promoted the "Passing on Happiness" public welfare action
- Collaborated with local communities to promote public welfare programs
- Awarded GRESB 5-Star international recognition
- Completed comprehensive review of the Group's governance structure and introduced internal systems
- Strengthened integration of risk and financial management

2026 Integration Enhancement (Key Focus Aspects)

- Innovative Carbon Reduction: Strengthen the application of carbon reduction combined with smart technologies
- Group Integration: Establish Group-wide carbon reduction metrics and set standardized goals
- Carbon Pricing: Implement Internal Carbon Pricing (ICP) and integrate upstream and downstream partners
- Resource Co-creation: Enhance employee sustainability engagement and expand brand reach
- Industry Cultivation: Connect local resources and continue to promote industry exchanges to achieve upgrade of the sustainable transformation of the construction sector
- Healthy Commercial Offices: Integrate healthy workplace concepts to enhance employee well-being
- Regulatory Alignment: Fully adopt sustainability accounting standards and align with financial disclosures
- Governance Benchmark: Enhance corporate governance evaluations and strive for a leading position in Taiwan

2027 Transformation and Value Creation (Future Vision)

- Asset Value Creation: Implement operational carbon management system, and integrate modular green energy and AI-driven carbon performance management
- Integration with Nature: Acquire forest carbon credits and incorporate nature-based solutions (NbS)
- Influence in Practice: Integrate resources to deliver positive impact across physical and digital spaces
- Community Common Good: Integrate philanthropic initiatives into operating sites, and implement social inclusion across neighboring communities
- International Ratings: Fully align with international sustainability assessment indicators
- Digital Governance: Digitize evaluation management and stakeholder response mechanisms

Moving towards international standards and achieve near-zero jointly 2028-2030



E - Achieve Near-Zero |
S - Sustainability Inclusion |
G - Align with International Standards

Achieve national and SBTi carbon reduction goals and near-zero carbon building goals

Achieve Sustainable Development Goals (SDGs)
Strengthen the image of "Sustainable Cities" promoter
Establish leading ESG developer brand

Continuously improve corporate governance assessment performance
Strive for inclusion in international indices (e.g., DJSI)

1.2 Sustainability Topic Management

1.2.1 Stakeholder Engagement

To enhance the completeness of sustainability disclosures and communication effectiveness, Kindom Development has established a systematic materiality analysis mechanism in accordance with the GRI Standards 2021, the AA1000 SES Stakeholder Engagement Standard, and the AA1000 AP Accountability Principles, in order to identify material sustainability topics of high concern to the Company's operations and stakeholders. Based on the analysis result, the Company establishes corresponding management strategies and medium-to-long-term implementation goals, serving as an important basis for continuously deepening sustainability governance and implementing sustainability actions.

Identifying Stakeholders (GRI Index: 2-29-a-i)

According to the five main principles of the AA1000 Stakeholder Engagement Standard (Dependency, Responsibility, Influence, Diverse Perspectives, and Tension), Kindom Development has identified five primary stakeholder categories. To ensure thorough engagement on relevant concerns, we seek to understand the issues and expectations of each stakeholder group, communicate effectively through diverse channels, and regularly report stakeholder communication outcomes to the Board of Directors on an annual basis. We have identified seven stakeholder groups: partners (including suppliers and contractors), shareholders, customers (residents or management committees), government, employees, media, and communities and non-profit organizations.

Stakeholder Communication (GRI Index: 2-29-a-ii) (GRI Index: 2-29-a-iii) (GRI Index: 2-12-b-i)

To understand and respond to stakeholder concerns, we provide various communication channels for regular communication and engagement with stakeholders. By doing this, we enable our stakeholders to express their opinions at any time, so as to understand the ESG topics of concern to different stakeholders. In addition, we provide responses or countermeasures to address related problems.

Kindom Development's Key Stakeholders and Communication Result

Stakeholder	Importance	Topics of concern	Communication channel/frequency	Kindom Development's response	2025 Communication Outcome
Suppliers and contractors	Good partners to jointly promote low-carbon and sustainability and provide higher quality products.	• Occupational safety and health • Corporate governance and ethical management • Building quality and residential safety • Brand reputation and customer service • Human rights, diversity and inclusion	• Contracts/per project • Collaboration meetings/monthly	• Product outcomes are presented through briefings during and upon completion of each project	12 collaboration meetings
Shareholders	As capital providers and long-term stakeholders of the Company, shareholders focus on corporate financial performance, governance transparency and sustainable business strategies. Their trust and support serve as an essential foundation for the Company's long-term and stable growth.	• Climate change • Smart buildings and sustainable innovation • Building quality and residential safety • Brand reputation and customer service • Waste management • Social inclusion	• Shareholders' meeting/once annually • Publication of annual report and sustainability report / once annually • Investor conference / once semi-annually • Material information announcements on the Market Observation Post System / real-time • Investor relations section on the official website / continuously updated	• Convene regular shareholders' meetings to report annual operating performance and sustainability strategies • Publish consolidated financial statements and sustainability reports to enhance information transparency • Engage in two-way communication with investors through investor conferences to address key ESG and financial concerns.	1 session of shareholders' meeting 2 sessions of investor conferences

Stakeholder	Importance	Topics of concern	Communication channel/frequency	Kindom Development's response	2025 Communication Outcome
Customers	Customers place a high value on building quality, residential safety and after-sales service. Their satisfaction directly affects the Company's brand reputation and market competitiveness, making them Kindom Development's most important service recipients.	• Building quality and residential safety • Data security • Brand reputation and customer service • Smart buildings and sustainable innovation • Water resource management	• LINE@ one-on-one digital customer service platform (including AI smart customer service) / real-time • LINE@ repair reporting system (integrated with CRM) / real-time • 0800 toll-free customer service hotline / real-time • Official website customer service inbox / real-time • Community consultation service counter / irregularly • Customer satisfaction surveys / per case	• Implement AI smart customer service to enhance real-time response efficiency • Protect residential safety through a three-stage quality management process (self-inspection, warranty services, and third-party common area inspections), and conduct regular customer satisfaction surveys alongside cross-departmental reviews for continuous improvement • Commitment to provide permanent after-sales service	Customer satisfaction score of 95 points Completed the deployment of the LINE@ repair request platform
Government	Government has a decisive impact on the Company's development permits and regulatory compliance; maintaining constructive communication is advantageous in understanding policy trends timely and mitigating compliance risk.	• Building quality and residential safety • Smart buildings and sustainable innovation • Brand reputation and customer service • Occupational safety and health • Social inclusion	• Regularly compliance filings (construction permits, occupancy permits, taxation, etc.) / scheduled according to regulations • Participation in government-organized briefings, public hearings, and training sessions / irregularly • Negotiation and communication for Urban Regeneration and development projects / per project • Statutory information disclosures on the Market Observation Post System /scheduled according to regulations	The Company strictly complies with relevant laws and regulations of the "Building Act", "Occupational Safety and Health Act", and "Personal Data Protection Act"; actively engages in policy communications and government-led Urban Regeneration projects; aligns environmental management mechanisms with competent authority guidelines; and completes all statutory filings and disclosures in accordance with the law.	Development permits: Obtained all necessary development permits for each construction project Government-led Urban Regeneration project: Actively promote government-led Urban Regeneration projects (including Nangang Taipower, Taiwan Railways Taipei Main Station E1E2, Kaohsiung Station and others)
Employees	Employees are the Company's most important human capital, and employees' professional competencies, engagement, and physical and mental health directly drive service quality and sustainable competitiveness. Cultivating a supportive, safe workplace with opportunities for growth is essential to attracting and retaining top talent.	• Brand reputation and customer service • Talent attraction and retention • Talent cultivation • Building quality and residential safety • Social inclusion	• Labor-management meetings / quarterly (4 times a year) • Employee Welfare Committee / irregularly (4 times a year) • Employee suggestion box / Real-time (available year-round) • Employee opinion survey / once annually • Enterprise Information Portal (EIP) internal social exchange platform / ongoing • Consensus camps and education and training activities / several times per year	• Conduct annual employee opinion surveys and formulate improvement measures • Implement ESG performance-linked remuneration mechanism • Establish diverse benefits system and health promotion program • No major labor disputes throughout the year	4 sessions of labor-management meetings 4 sessions of Welfare Committee meetings 14.3 average training hours per employee 100% response rate for employee satisfaction survey
Media	As an essential bridge for information dissemination, media coverage shapes public perception and Kindom Development's corporate image. Positive coverage helps strengthen brand reputation, whereas negative reports may impact customer trust and market confidence. Proactive and transparent communication is therefore essential to maintaining sound media relations.	• Data security • Climate change • Smart buildings and sustainable innovation • Building quality and residential safety • Energy and GHG • Occupational safety and health • Human rights, diversity and inclusion	• Press releases / irregularly • Media interviews / depending upon the needs • Official corporate website and ESG section / continuously updated • Public release of the sustainability report / once annually • Material information announcements on the Market Observation Post System / real-time	• Proactively release progress updates on major construction projects • ESG achievements and awards press releases • Provide accurate information in response to media interviews • Publish the sustainability report annually and disclose it on the official website to enhance ESG information transparency • Increase media exposure through sustainability-related awards (e.g. GRESB, TwSAA, etc.)	13 press releases issued 28 media interviews conducted 206 updates published Company's website and own media 56 disclosures on Market Observation Post System (MOPS) Material information announcements

Stakeholder	Importance	Topics of concern	Communication channel/frequency	Kindom Development's response	2025 Communication Outcome
Community and NPO	The perspectives of local residents and non-profit organizations focus on social and environmental issues directly influence community acceptance of development projects and the Company's social reputation; Actively contribution in community care and philanthropic partnerships is advantageous in establishing local trust and creating shared social value.	• Corporate governance and ethical management • Data security • Climate change • Sustainable supply chain management • Brand reputation and customer service • Waste management • Biodiversity • Talent attraction and retention • Talent cultivation • Occupational safety and health • Human rights, diversity and inclusion • Social inclusion	• Community care activities (Lunar New Year, Mid-Autumn Festival, Christmas, and other holiday events) / quarterly • Public welfare sponsorships and collaborations with the Kindom Yushan Education Foundation / annually • Environmental and social initiatives of forest protection, tree planting and reading promotion / several times per year • Community resident consultation channels / irregularly • Public disclosures on the Company's website and sustainability report / once annually	• Continually organize community festive events and resident services, and guide communities in obtaining certifications of Outstanding Community and Low-Carbon Label, etc. • Sponsor rural education initiatives through the Kindom Yushan Education Foundation (Grass Book House and Grass Life Skills Academy). • Promote the reading advocacy program "Celebrity Study". • Collaborate with the Forestry and Nature Conservation Agency on projects of natural carbon sinks and biodiversity, etc.	The Foundation provided NT$2.5 million in educational sponsorships, and more than 80 students benefited from the sponsorship; Completed the production and broadcasting of Season 7 of "Celebrity Study," with cumulative YouTube views exceeding 1.26 million; Organized multiple community festive events and continued to promote public welfare initiatives, including forest conservation and tree planting.

Note 1: According to the stakeholder survey questionnaire responses, the top five items have been ranked and selected as the major topics of concern.

1.2.2 Material Topic Identification

Material Topic Assessment Process (GRI 2-14, 3-1, 3-2)

● Process to Determine Material Topics

Kindom Development conducts a materiality analysis annually in accordance with the GRI 3 Material Topics framework under the GRI Standards 2021. The Company systematically reviews and updates the definitions and scope of material topics, incorporating impacts of various aspects of economic, environmental, and human rights into the assessment. Through the GRI 3 "Process to determine material topics" set forth in GRI 3, including continuous identification and assessment of the positive and negative impacts caused or may cause by the organization across its value chain, the Company identifies material topics of significant impact to Kindom Development. The assessment results are submitted to the Sustainable Development Committee for review to establish short-term, medium-term and long-term sustainability goals and implementation directions. In addition, relevant management approaches are integrated into daily operations and decision-making processes to continuously strengthen sustainability governance mechanisms and organizational resilience.

● Collection of Sustainability Topics

We apply the five principles of the AA1000 Stakeholder Engagement Standards: Dependency, Responsibility, Tension, Influence and Diverse Perspectives. Regarding sustainability issues, we have gathered internal and external perspectives to identify topics related to Kindom Development's operations, and these sources included international sustainability standards and frameworks of GRI, SDGs, TCFD, SASB, and internal business objectives, international peer benchmarking, stakeholder feedback, external expert recommendations, and future group materiality considerations. As a result, 16 topics related to Kindom Development's operation have been sorted; a decrease of 6 topics from last year (deleting the topics of "Operating Performance," "Marketing and Labeling," and "Risk Management"; combined "Raw Materials (Construction Materials)," incorporating "Procurement Practices," and "Supply Chain Management" into "sustainable Supply Chain Management"; combining "Customer Relationship Management" into "Brand Reputation and Customer Service"; combining "Energy" and "GHG Emissions" into "Energy and Greenhouse Gases"; and combining "Employee Recruitment and Retention" and "Employee Benefits and Compensation" into "Talent Attraction and Retention").

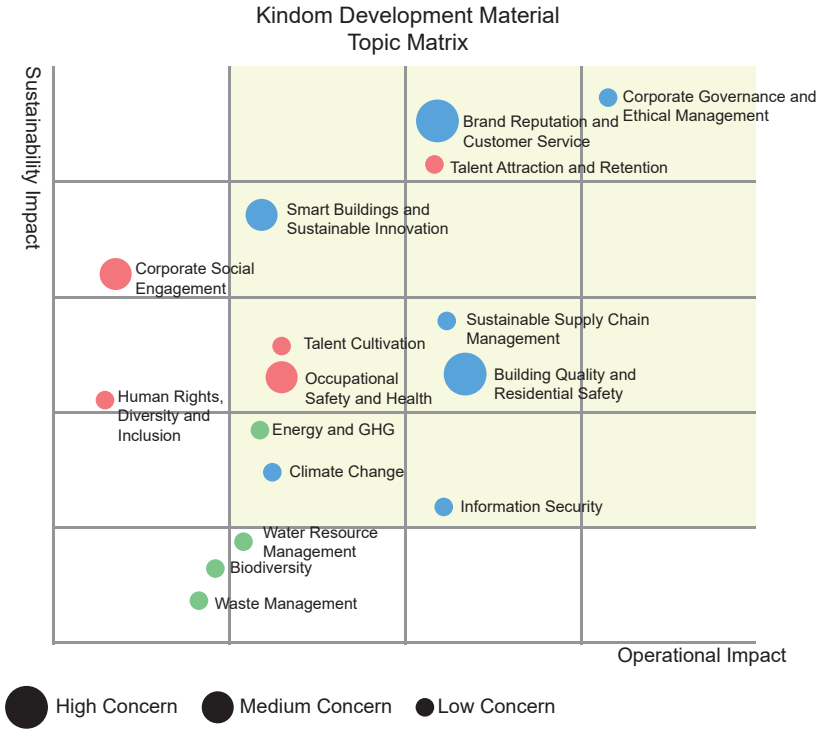
• Analysis

Kindom Development assesses three aspects of "Stakeholder Level of Concern," "Impact on Organizational Operations," and "Impact on Sustainable Development", and also identifies sustainability issues with significant impacts on Kindom Development through internal and external questionnaire surveys and analytical findings.

• Validation

According to the analytical results and discussions among representatives of the Sustainable Development Committee, 11 material sustainability topics have been determined, corresponding to 11 GRI topics and 4 Kindom Development-specific topics. With regard to the change of the material topics, the number of material topics was adjusted from 12 in the previous year to 11 this year (the change of topics is detailed in the table below). We also examine the positioning of each topic across the upstream, operational, and downstream scopes of the value chain, in order to collect and disclose relevant information, formulate management approaches and targets, and reduce sustainability impacts.

Item	Change in Kindom Development's Material Sustainability Topics	
	2024	2025
1	GHG emissions	Corporate Governance and Ethical Management (formerly "Ethical Management" and "Economic Performance")
2	Water consumption and effluents	Data security (no change)
3	Employee benefits and salary	Climate change (no change)
4	Employee hiring and retention	Sustainable supply chain management (formerly "Raw materials (building materials)")
5	Climate change	Smart buildings and sustainable innovation (new)
6	Ethical management	Building quality and residential safety (no change)
7	Economic performance	Brand reputation and customer service (formerly "Customer relationship management" and "Employee hiring and retention")
8	Information security	Energy and GHG (new)
9	Raw materials (building materials)	Talent attraction and retention (formerly "Employee Benefits and Salaries" and "Employee Hiring and Retention")
10	Building quality and living safety	Talent cultivation (new)
11	Customer relationship management	Occupational safety and health (New)
12	Marketing and labeling	Deleted



Material Topics and Value Chain

Material Topic	Impact	Importance to Kindom Development	Corresponding GRI Topic	Corresponding SASB Topic	Value Chain			Corresponding Section
					Upstream Suppliers / Software Suppliers	Own Operations	Customer Applications	
Corporate Governance and Ethical Management	Positive / Actual Impact	Strengthen Board governance and internal control systems, enhance corporate transparency and a culture of integrity, reduce operational and compliance risks, and protect brand reputation and investor confidence.	Anti-corruption (205-1–3)	-	-	□	-	2.2 Ethical Management and Regulatory Compliance
Information security	Negative / Potential Impact	Ensure the security of customers, residents and corporate operational data, reduce the risk of information security incidents, and maintain operational stability and customer trust.	Kindom Development-Specific Topics	-	-	□	○	2.4 Information Security
Climate change	Positive / Actual Impact	In response to net-zero trends and regulatory requirements, reduce carbon emissions and the impact of climate risks, and enhance corporate resilience and low-carbon competitiveness.	Emissions (305-1–4), Economic Performance (201-2)	IF-RE-450a.1 IF-RE-450a.2	▲	□	-	4.1 Response to Climate Change
Sustainable Supply Chain Management	Positive / Actual Impact	Establish a responsible supply chain collaboration mechanism to enhance supplier quality, ESH, and sustainability management, thereby reducing supply disruption and reputational risks.	Procurement Practices (204-1), Supplier Environmental Assessment (308-1), Supplier Social Assessment (414-1)	-	▲	□	-	2.5 Sustainable Supply Chain
Smart Buildings and Sustainable Innovation	Positive / Actual Impact	Promote development of smart and green buildings, enhance building quality and energy efficiency, and satisfy market demand for sustainable housing and innovative services.	Kindom Development-Specific Topics	IF-RE-410a.1 IF-RE-410a.2 IF-RE-410a.3	-	□	-	3.1 Sustainable Design Concept 3.2 Low-Carbon Raw Materials 3.3 Carbon Footprint of Buildings
Building quality and living safety	Positive / Actual Impact	Ensure engineering quality, construction safety and residential safety, enhance customer satisfaction and brand value, and reduce engineering and operational risks.	Kindom Development-Specific Topics	-	▲	□	-	3.5 Quality and Building Safety
Brand Reputation and Customer Service	Positive / Actual Impact	Establish strong customer relationship and after-sales service mechanisms, increase customer satisfaction and brand loyalty, and enhance market competitiveness.	Kindom Development-Specific Topics	-	-	□	○	3.6 Customer Relationship
Energy and GHG	Positive / Actual Impact	Strengthen energy management and GHG inventory, improve energy efficiency, and reduce operating costs and carbon emission impacts.	Energy (302-1, 302-3), Emissions (305-1 to 305-4)	IF-RE-130a.1 IF-RE-130a.2 IF-RE-130a.3 IF-RE-130a.4 IF-RE-130a.5	-	□	-	4.2 GHG Management 4.3 Energy Management
Talent Attraction and Retention	Positive / Actual Impact	Establish competitive talent system and working environment to attract and retain outstanding talents, in order to support long-term corporate development.	Market Presence (202-1), Labor/Management Relations (401-1-3)	-	-	□	-	5.1 Talent Attraction
Talent Cultivation	Positive / Actual Impact	Strengthen employees' professional capabilities and sustainability awareness, enhance organizational effectiveness and innovation capacity, and respond to industry transformation needs.	Training and Education (404-1-3)	-	-	□	-	5.3 Talent Development
Occupational Safety and Health	Positive / Actual Impact	Establish safe and healthy working environment, reduce occupational injury risks, and protect employees' physical and mental health as well as operational stability.	Occupational Safety and Health (403-1~7, 9, 10)	-	▲	□	-	5.4 Occupational Health and Safety

Level of involvement: □ Caused, ▲ Promoted, ○ Directly related

Management Directives for Material Topics

Sustainability Topic	Sustainability Impact Description	Management Action (Policy or Commitment)	Management Mechanism	2025 Goal / Goal Achievement Status	Short-term Goals (2026)	Medium-term Goal (2028)	Long-term Goal (2030)
1. Corporate Governance and Ethical Management	Ethical management directly affects corporate reputation and indirectly influences the engagement and confidence of internal and external stakeholders, and may cause long-term impact on the Company's sustainable operations.	Code of Business Ethical Management	• Third-party reporting platform • Establish comprehensive ethical risk identification and assessment mechanism • Ethical Management Team reports to the Board of Directors annually • Audit Office conducts audit periodically	1. All employees comply with the Government Procurement Act and policy on prohibition of receipt of gifts compliance rate of 100% / goal achieved 2. Employee ethical management course achievement rate 100% / goal achieved Convene annual discussion meetings on unethical behavior risk assessment and regularly review relevant clauses and mechanisms / goal achieved	Top 5% in corporate governance evaluation of publicly listed companies Employee ethical management course achievement rate 100%	Maintain top 5% ranking in the corporate governance evaluation for listed companies for a long term Employee ethical management course achievement rate 100%	Maintain top 5% ranking in the corporate governance evaluation for listed companies for a long term Employee ethical management course achievement rate 100%
2. Information Security	Digital operations and customer data management rely heavily on information systems. Information security incidents or personal data breaches may affect customer trust, corporate reputation, and business continuity, while causing risks of regulatory penalties and financial losses; accordingly, robust information security management is able to strengthen customer confidence and enhance operational resilience.	• Information Security Policy • "Information Security Operation Management Procedures" • "Information Risk Assessment Operation Standards" • Comply with "Cyber Security Management Act" and the "Personal Data Protection Act"	• Establish "Information Security Promotion Team," with the General Manager serving as the Chief Convener • Establish the Information Security Officer and dedicated teams for information security incident handling, document control and auditing • Convene annual meetings and report to the Board of Directors periodically • Conduct vulnerability scanning, EDR endpoint protection, and ISE identity access management and control • Establish remote backups and automated data backup systems • Regularly conduct social engineering drills and information security training for all employees	0 major information security incidents throughout the year / goal achieved Complete annual information security health checks and vulnerability scanning / goal achieved Complete company-wide information security awareness training / goal achieved	Complete ISMS implementation planning Conduct at least one information security incident reporting and response drill annually Achieve 100% inclusion rate of information security clauses in supplier contracts	Enhance information security management system and qualify third-party audits Strengthen AI social engineering defense mechanism Zero major personal data breaches	Establish industry-benchmark information security governance framework Ensure 99.9% availability of core systems Achieve the goal of zero major information security incidents for entire company
3. Climate Change	Extreme climate events may impact construction progress and building quality, posing physical risks. In addition, transition risk of carbon pricing, tightening regulations and shifting customer preferences may affect project development costs and market competitiveness. Proactively addressing climate risks is advantageous to enhancing corporate resilience and seizing opportunities in the low-carbon building market.	• "ESG Policy for Building Product Development" • TCFD Climate-related Financial Disclosure framework • SBTi Science-Based Targets for carbon reduction • Respond to 2050 net-zero carbon emissions policy • Commitment to whole life cycle low-carbon management	• Identify physical risks and transition risks in accordance with TCFD framework • Comply with ISO 14001 Environmental Management System • Report climate-related risks and opportunities to the Sustainable Development Committee and the Board of Directors semi-annually • Adopt tGRESB assessment framework to track performance • Collaborate with the Forestry and Nature Conservation Agency to promote natural carbon sink projects	Cover increase of emissions due to differences in boundaries and scopes / not yet achieved Complete GRESB 5-star rating application / goal achieved (recognized as Global & Regional Sector Leader) New construction projects achieving EEWH Silver rating or above / goal achieved	Continue to promote SBTi carbon reduction pathway management Completed Scope 3 GHG inventory certification Review and revise the climate change risk management mechanism in accordance with the guidelines of the competent authorities	Achieve cumulative reduction above 25% in GHG emissions compared with the base year of 2022 Establish procurement standards for low-carbon building materials and implement such standards for all operations Continuously enhance the quality of TCFD climate-related financial disclosures	Achieve SBTi targets: achieve carbon reduction of 42%compared with the base year of 2022 Full adoption of low-carbon construction methods and electric construction machinery for new projects Align with near-zero energy building goal
4. Sustainable Supply Chain Management	The construction industry relies heavily on raw materials and construction contractors. Any environmental pollution, labor issues, or quality defects occurring within the supply chain can jeopardize project safety and corporate reputation. Furthermore, supply chain emissions account for a significant portion of building's whole life-cycle carbon footprint. Establishment of responsible supply chain management mechanism is advantageous to mitigating risks, ensuring project quality and driving carbon reduction targets.	• "Supplier Code of Conduct" • Supplier contracts explicitly stipulate clauses requiring ethical management, quality, environmental protection and labor rights protection • "ESG Policy for Building Product Development" covering sustainable procurement	• 100% of new suppliers with completion of ESG risk assessments for all three aspects • Conduct annual ESG assessments for existing suppliers • Organize supply chain ESG conference to share sustainability goals • Implement improvement guidance mechanism for non-compliant suppliers, and terminate cooperation if necessary • Added 4 new suppliers in 2025, and evaluation coverage rate reached 100%	100% ESG assessment coverage for new suppliers / goal achieved No material negative ESG impacts identified in annual evaluations of existing suppliers / goal achieved Organize supply chain ESG conference / goal achieved Green procurement reaching NT$ 500 million / goal achieved	Increase disclosure rate of supplier carbon emissions information Implement GHG inventory for key suppliers Strengthen supply chain occupational health and safety audit mechanism	Key suppliers completing carbon footprint inventories Establish supplier sustainability scoring system and incorporate such system into procurement decision-making Increase proportion of preferential procurement for low-carbon materials year over year	Collaborate with key supply chain partners to achieve shared carbon reduction goals Fully implement responsible procurement policy for all operations Complete inventory and third-party verification for all Scope 3 supply chain GHG emissions
5. Smart Buildings and Sustainable Innovation	Adopting smart and green building technologies is able to reduce environmental impacts throughout the building life cycle, thereby enhancing quality of living, and strengthening product differentiation and competitiveness. Failure to continuously innovate can cause the dual risks of market obsolescence and regulatory non-compliance; whereas active promotion of green and smart building design is able to create long-term brand value.	• "Building Product Development ESG Policy" clearly defines low-carbon design and smart building goal • Active obtaining of international certifications of EEWH, LEED, WELL and others • Develop smart urban districts with smart buildings and low-carbon building materials	• Incorporate passive energy-saving designs, low-e glass, and external shading during design and planning stage • Implement outdoor air intake system linked to air quality, LED energy-efficient lighting, and solar energy facilities • Promote electric construction machinery and energy management system • Conduct green building, smart building, low-carbon building, and building energy efficiency assessments for individual projects • Participate in international assessments ofGRESB and TIBA smart building awards	GRESB with 5-star rating / goal achieved Projects constructed after 2023 with rating of EEWH Silver level or above / goal achieved Obtain GRESB Global and Regional Sector Leader Awards / goal achieved	Implement smart energy management systems fully for all new projects Increase use proportion of low-carbon building materials (electric arc furnace rebar, precast components, and aluminum plates) Complete at least one project with LEED or WELL certification applications	100% of major development projects with rating of EEWH Gold level or above Accumulate smart urban operation and management outcomes and export them systematically Promote RE100 green power procurement plan	Achieve near-zero carbon building goals for all projects Establish Kindom Development smart urban operation standards Become the benchmark for smart and low-carbon transition in Taiwan's construction industry
6. Building Quality and Residential Safety	Defects in construction quality or deficiencies in residential safety may, at the minimum, damage customer trust, and may even lead to legal liability and brand crises in severe cases. High-quality construction management not only protects the personal safety of residents, but also establishes the cornerstone of the Company's long-term competitive advantage and brand reputation.	• Three-stage management measures (company's autonomous inspection, house warranty services, and professional third-party inspection of common areas) • Three-level quality control system • Permanent after-sales service commitment	• Level 1: Construction teams establishing quality control units to execute autonomous quality control • Level 2: Company's supervisory team implementing full-process supervision • Level 3: Commissioning independent third-party certification body qualified with professional engineers to conduct common area inspections and certification • Establish a post-completion autonomous overall inspection mechanism (tracking defects and conducting re-inspections until qualification) • Introduce CRM (Customer Relationship Management) system integrated with after-sales service process	100% of common area inspections verified by commissioned independent third party / goal achieved Customer defect rectification completion rate achieving the target / goal achieved Warranty service case handling completion rate achieving the target / goal achieved	Implement digital property handover inspection tracking system to enhance defect management efficiency Establish KPI tracking mechanism for construction quality Continuously promote third-party inspection system	Establish comprehensive building quality and residential safety management system and conduct regular audits 100% of development projects with completion of inspection prior to house handover Promote standardized layouts and standardized construction processes	Establish the goal of zero major construction defects Establish the industry benchmark for quality management Strengthen full supervision and digital recording throughout construction

Sustainability Topic	Sustainability Impact Description	Management Action (Policy or Commitment)	Management Mechanism	2025 Goal / Goal Achievement Status	Short-term Goals (2026)	Medium-term Goal (2028)	Long-term Goal (2030)
7. Brand Reputation and Customer Service	In a highly competitive real estate market, brand reputation and customer service quality directly influence home-buying decisions and repurchase intentions. Accordingly, improper handling of customer complaints or delayed service responses can damage the brand image and adversely affect business performance. Excellent customer relationship management enhances customer loyalty and creates a positive word-of-mouth effect, thereby strengthening the Company's competitive advantage in the market.	• Core philosophy of "Integrity, Service, Innovation, and Sustainability" • Permanent after-sales service commitment • Policy on diverse consultation service channels	• Introduce AI-powered smart customer service (one-on-one interaction on LINE@ platform) • Establish LINE@ repair request system integrated with CRM • Establish 0800 toll-free service hotline, company's website service mailbox, and community consultation contact points • Conduct customer satisfaction surveys upon case closure • Regularly report customer feedback for cross-departmental review and continuous improvement • Guide communities in obtaining Outstanding Community and Low-Carbon Building/Community certifications	Increase customer satisfaction score from 90 to 95 points / goal achieved	Reduce customer response time ≤10 minutes (AI customer service) Post-complaint handling satisfaction score ≥90 points Optimize LINE@ and CRM integration functions	Establish comprehensive customer relationship management system and conduct regular assessments Provide high-quality, whole-process services for pre-sales, sales, and after-sales stages Continuously strengthen community care and residential value-added services	Achieve brand positioning of "Kindom Development as the first choice for homebuyers" Maintain customer satisfaction ≥ 95 points Establish strong brand image through industry-leading customer service standards
8. Energy and GHG	The construction sector is an energy- and carbon-intensive industry with both office operations and construction processes generating energy consumption and GHG emissions. Strengthening energy and carbon management can not only reduce operational costs, but also support regulatory compliance and the achievement of carbon reduction goals.	• SBTi science-based targets (42% carbon reduction by 2030 compared to the base year of 2022) • ISO 14001 Environmental Management System • GHG inventory (ISO 14064-1, covering Scopes 1, 2 and 3) • Energy management provisions of "ESG Policy for Building Product Development"	• Conduct Scope 1 and Scope 2 GHG inventories annually and obtain third-party verification • Promote energy-saving equipment (LED lighting, high-efficiency HVAC systems, and variable frequency controls) • Establish energy management system to monitor electricity consumption • Introduce electric machinery and equipment for offices and construction sites • With 2022 as the base year, track carbon reduction progress annually and report to the Board of Directors	Cover increase of emissions due to differences in boundaries and scopes / not yet achieved	Promote renewable energy procurement (RE100 roadmap planning) Increase coverage of energy monitoring systems for offices and construction sites Complete inventory and certification for major categories of Scope 3	Implement energy management systems in major development projects Increase proportion of low-carbon building materials and prefabricated construction methods	Achieve SBTi targets: reduce Scope 1 and Scope 2 emissions by 42% compared to the base year of 2022 Implement smart energy management for projects comprehensively Promote 2050 net-zero pathway
9. Talent Attraction and Retention	The construction industry relies heavily on talents with interdisciplinary expertise. Failure in effectively attracting and retaining outstanding employees can weaken the Company's core competitiveness and innovation capacity. On the other hand, offering competitive compensation and benefits, along with diverse and inclusive workplace, can mitigate the risk of talent turnover and enhance organizational effectiveness and employee loyalty.	• "Human Resource Management Procedures"; "Work Rules" • Policies on prohibition of discrimination, child labor and forced labor • Principle of equal pay for equal job grades • ESG performance-linked remuneration mechanism	• Employment determination criteria based on educational background, work experience, professional skills, integrity and enthusiasm • Conduct regular performance evaluations as the basis for job retention, promotion and salary adjustments • Establish independent complaint channels • Promote talent retention initiatives of healthy workplace programs, flexible benefits, employee community platforms and consensus camps • Remuneration Committee reviews remuneration system annually • Continuously monitor employee satisfaction and turnover rate	Maintain overall employee retention rate at target level / goal achieved Achieve 100% completion rate for new employee orientation training / goal achieved Continuously optimize proportion of female employees / goal achieved	Establish talent succession pool for key job positions Strengthen employer brand to attract sustainability-related professionals Improve overall employee satisfaction survey scores	Establish comprehensive, diverse and inclusive workplace system Provide differentiated career development pathways Promote cross-generational knowledge transfer and management	Become the first choice of employer brand in the industry Establish strong organizational talent resilience Cultivate DEI (diversity, equity, and inclusion) workplace culture
10. Talent Development	The construction industry continues to face challenges of green building technologies, digital transformation and regulatory changes, etc. If employees fail to update their knowledge and skills in a timely manner, the operational efficiency may be reduced and the Company's competitiveness can be affected. Proactively investing in talent development is able to strengthen the Company's capability to navigate industry transformation and solidifies the human capital foundation for long-term sustainable development.	• Systematic education and training system (including new employee training, professional competencies, general education, and management leadership courses) • Collaborate with CommonWealth Leader Campus (CWLC) to provide continuous learning resources • Integrate sustainability awareness and ESG knowledge training into courses for all employees	• In 2025, 348 courses were conducted, with a total of 1,792 participants and 2,242.6 cumulative hours • Average training hours per employee: 23.7 hours • Courses cover categories of new employee training, professional competencies, general education, and management leadership • Conduct regular annual performance evaluations linked to training needs • Directors participate in sustainability-related continuing education courses annually (accumulated 84 hours in 2025)	Average annual training hours per employee reaching target / goal achieved (14.3 hours) 100% completion rate for new employee orientation training / goal achieved Management leadership training coverage rate reaching target / goal achieved	Average annual training hours per employee ≥ 25 hours Systematize professional training courses related to sustainability and ESG Introduce digital learning platform to enhance training efficiency	Establish competency map and design progressive training pathways based on career stages Strengthen cultivation of technical talents in low-carbon buildings and smart technologies Comprehensively enhance managerial competencies for mid-level management positions	Become industry benchmark for talent development Establish comprehensive knowledge management system and internal instructor system Integrate talent development with corporate sustainability strategies comprehensively
11. Occupational Safety and Health	The construction industry involves high-risk operations, and occupational accidents can not only cause physical and psychological harm to workers, but also lead to legal liabilities, project delays and reputational risks. Sound occupational safety and health management system serves as an ethical commitment to employees, contractors, and their families, while also enhancing operational efficiency and organizational trust.	• Establish occupational safety and health management system in accordance with the "Occupational Safety and Health Act" • Actively implement ISO 45001 occupational safety and health management system • Incorporate occupational safety and health requirements into contractors' management and agreements	• Establish occupational safety and health management organization, and appoint occupational safety personnel responsible for hazard identification and risk assessment • Regularly conduct occupational safety training (including new employee training and on-the-job training) • Establish accident reporting and investigation mechanisms, and implement corrective action tracking • Conduct job site inspection and autonomous construction safety audit • Report occupational safety and health performance to the Sustainable Development Committee and the Board of Directors semi-annually • Conduct occupational safety and health audits on contractors	Maintain the Lost Time Injury Frequency Rate (LTIFR) below the industry average / goal achieved Complete annual occupational safety education and training / goal achieved Achieve zero major occupational accidents for all employees and contractors / goal achieved	Promote planning for ISO 45001 management system certification Enhance frequency of contractor safety management audits Introduce digital safety management platform	Improve occupational safety and health management system and qualify external audits Promote deployment of smart safety monitoring equipment at construction sites Achieve 100% coverage of contractor occupational safety and health assessments	Achieve zero major occupational accidents for the entire Company and its major contractors Establish industry-benchmark occupational safety culture Implement "Safety First" as the core corporate DNA



Corporate Governance and Ethical Management

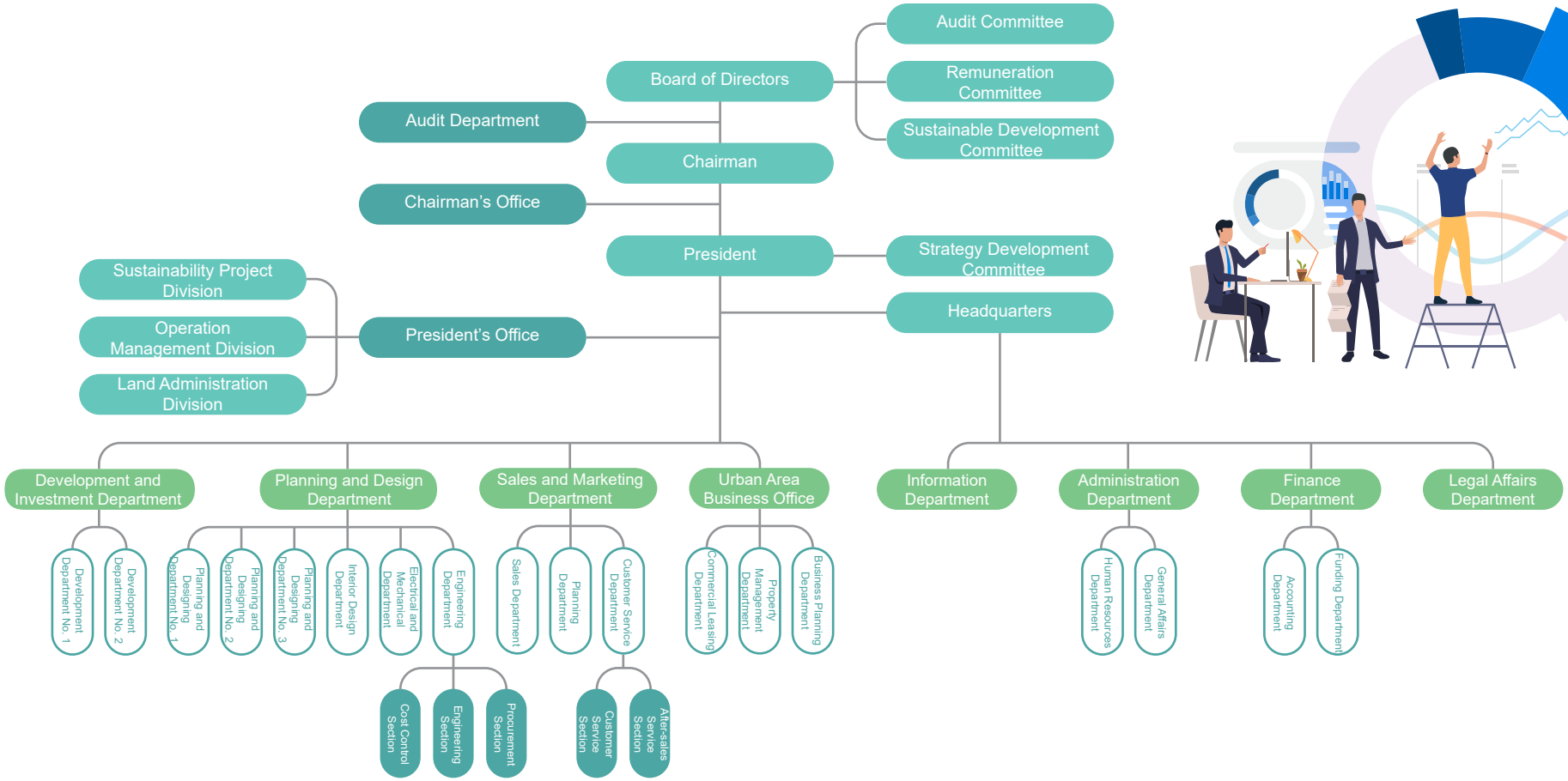
Solid Governance Foundation · Strengthen Corporate Trust

2.1 Governance Structure

2.1.1 Corporate Governance Structure

(GRI 2-9, 2-10, 2-11)

The Board of Directors is the Company's highest governing body, and is composed of directors elected by all shareholders in accordance with applicable laws and the Company's Articles of Association. The Board of Directors is responsible for the Company's business decisions and oversight. Three functional committees, the Remuneration Committee, Audit Committee and Sustainable Development Committee, are established under the Board of Directors. These Committees provide professional review and supervision of directors' remuneration policies, ensure the authenticity and accuracy of financial reports, and manage the development and implementation of key ESG performance goals. In addition, the Internal Audit Office is established as an independent audit unit to ensure the effectiveness of internal control systems according to the annual audit plan, in order to strengthen operational risk management and legal compliance. Each functional committee must report its operational results and key resolutions to the Board of Directors on a regular basis, in order to ensure the transparency and effectiveness of the governance mechanisms and to protect the overall interests of the Company and its stakeholders.



• Board Operation and Composition

The Company adopts the candidate nomination system for directors, and directors are elected by the shareholders' meeting from the candidate roster. The term of office of directors is three years, and directors are eligible for re-election. Furthermore, the Company's corporate governance practical development guidelines clearly stipulate that the composition of the Board of Directors shall consider diversity. The nomination and selection of directors shall comprehensively take into account basic criteria of gender, age, nationality and cultural background, as well as professional knowledge and skills, in order to formulate appropriate diversity policies applicable to the Company's operations, business model and development needs. The current Board of Directors consists of nine directors, including three independent directors and six non-independent directors. There are seven male directors (78%) and two female directors (22%), all of whom are distinguished professionals from industry and academia. The Chairman serves as the chair of the Company's highest governance body and does not concurrently serve as the President or hold any other executive management positions, in order to ensure an effective division of responsibilities and balances between supervisory oversight and operational execution.

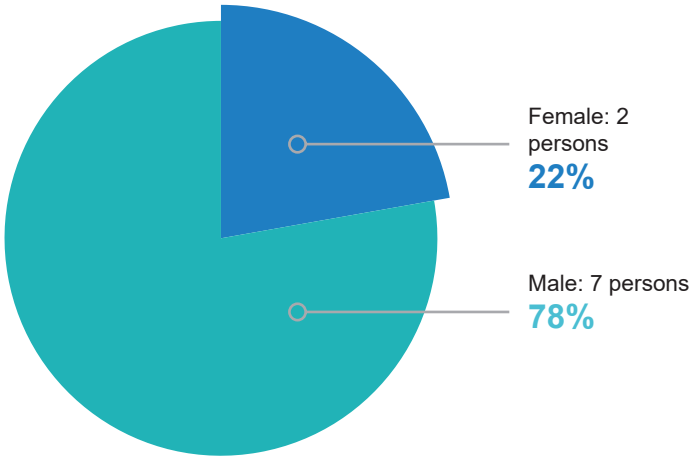
The Board of Directors convenes meetings once quarterly in principle. A total of 8 Board meetings were convened in 2025, with an average actual attendance rate of 100%, demonstrating the Board's active fulfillment of its function and the responsibility of its decision-making supervision, as well as supervision of the Company's sustainability practices, including the approval of the sustainability report. For the attendance of directors and the content of proposals, please refer to P.43~44 of the 2025 Annual Report of Kindom Development.

Kindom Development Director Information (Term of Office of Current Board of Directors: From 2025.5.27 to 2028.5.6)

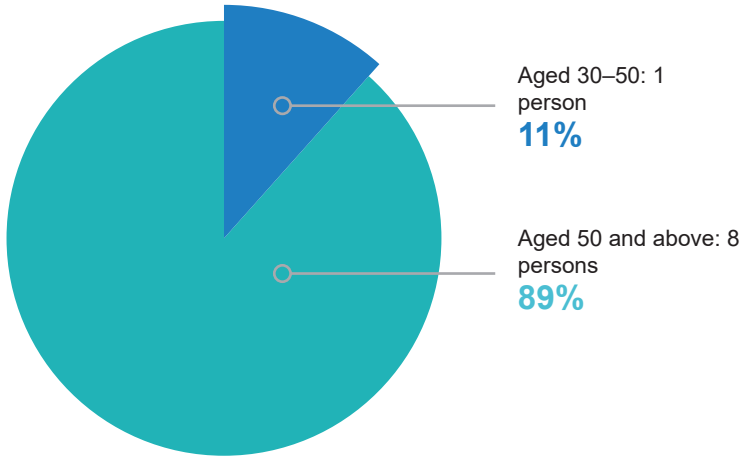
Job Title	Length of service	Name	Gender	Age	Concurrent position in the Company	Important position held in other companies	Functional committees		
							Audit Committee	Remuneration Committee	ESG Committee
Chairman	3	Representative of Yu-De Investment Co., Ltd.: Mike Ma	Male	30-50 years old	-	Chairman of Global Shopping Malls Director of Kedge Construction Director of Yu-De Investment Co., Ltd. Director of Guan Ding Global Director of Kuan Ching M&E Director of Jiequn Investment Co., Ltd. Director of Kindom Yushan Educational Foundation			
Director	3	Representative of Yu-De Investment Co., Ltd.: Liu, Mei-Chu	Female	51 years old and above	-	Chairman of Yu-De Investment Co., Ltd.			
Director	3	Representative of Yu-De Investment Co., Ltd.: Chang, Sheng-An	Male	51 years old and above	President of the Company	President of the Company Vice CEO of Kindom Yu San Education Foundation			
Director	3	Representative of Yu-De Investment Co., Ltd.: Liang, Sui-Chang	Male	51 years old and above	-	Responsible person of Sui-Chang Leung & Associates Supervisor of Kindom Yu San Education Foundation			
Director	3	Representative of Yu-De Investment Co., Ltd.: He, Chen-Tan	Male	51 years old and above		Independent Director of Groundhog Technologies Independent Directors of PChome Online Inc. Director of Kedge Construction			V

Job Title	Length of service	Name	Gender	Age	Concurrent position in the Company	Important position held in other companies	Functional committees		
							Audit Committee	Remuneration Committee	ESG Committee
Director	3	Representative of Yu-De Investment Co., Ltd.: Hsu, Tzu-Mei	Female	51 years old and above		Independent Director of Hon Hai Precision Industry Co., Ltd.			V
Independent Director	3	Huang, Hung-Chin	Male	51 years old and above		CPA of Heng Hui Accounting Firm Assistant Professor, Department of Accounting, Fu Jen Catholic University Chairman of Kunlun Real Estate Development Co., Ltd. Independent director of Kedge Construction	V	V	V
Independent Director	3	Lin, Kuo-Feng	Male	51 years old and above		Distinguished Professor at National Taiwan University Independent director of Kedge Construction Independent director of Runhong Precision Engineering Business Independent director of Zhongyu New Pharma	V	V	V
Independent Director	3	Wan, Tung-Hsuan	Male	51 years old and above		Full-time Associate Professor, College of Management, Ming Chuan University	V	V	

• Director Gender Distribution



• Director Age Distribution



Directors' expertise and experience distribution

Job Title	Name	Directors' expertise and experience distribution				
		Business judgment	Business administration	Industry knowledge	Financial accounting	Decision-making and leadership
Chairman	Representative of Yu-De Investment Co., Ltd.: Mike Ma	V	V	V	V	V
Director	Representative of Yu-De Investment Co., Ltd.: Liu, Mei-Chu	V	V	V	V	V
Director	Representative of Yu-De Investment Co., Ltd.: Chang, Sheng-An	V	V	V		V
Director	Representative of Yu-De Investment Co., Ltd.: Liang, Sui-Chang	V	V	V		V
Director	Representative of Yu-De Investment Co., Ltd.: He, Chen-Tan	V	V	V	V	V
Director	Representative of Yu-De Investment Co., Ltd.: Hsu, Tzu-Mei	V	V	V	V	V
Independent Director	Huang, Hung-Chin	V	V	V	V	V
Independent Director	Lin, Kuo-Feng	V	V	V		V
Independent Director	Wan, Tung-Hsuan	V	V	V	V	V

● Conflicts of Interest Management (GRI 2-15)

Kindom Development has clearly specified that directors must comply with the principle of recusal for conflicts of interest in the Articles of Association, Audit Committee Charter, Compensation Committee Charter, and Sustainability Committee Charter. When a Board meeting proposal involves the interests of a director, his/her spouse, or a relative within the second degree of kinship, or a company that the director controls or with which it is affiliated, the director must proactively disclose the nature of the relationship during the meeting. If the matter may cause damage to the Company's interests, the director must not participate in the discussion or voting on the proposal, and must recuse himself/herself from such discussion or voting, and he/she shall not vote on behalf of other directors. The names of relevant directors, description of the conflict of interest and recusal status shall be recorded in the meeting minutes properly. In addition, directors and managerial officers are required to complete the annual statement of related party transactions and submit the results to the Audit Committee, in order to be used as the basis for enhancing the conflict of interest management and disclosure transparency.

Information regarding the cross-holdings of related party transactions, directors, controlling shareholders, and other stakeholders in 2025 is available on page 49 of Kindom Development's 2025 Annual Report. Please refer to P.15~18 of Kindom Development's 2025 Annual Report for information regarding the recusal of conflict of interest.

In addition, the Company has established the "Procedures for Ethical Management and Guidelines for Conduct" on March 26, 2021. The Audit Office, the Administration Division and the Finance Department have jointly established the ethical management team. The Human Resource Department of the Administration Division is the contact for personnel to speak. They are also discussed with the ethical management team for further discussion, implementation, and reporting to the Board of Directors on a regular basis. In 2025, Kindom Development had no significant conflicts of interest event.

• Communication of critical concerns (GRI 2-16)

The Board of Directors places great importance on climate change and GHG management. Through the Sustainable Development Committee, a routine reporting mechanism has been established. For the eight Board meetings held in 2025, four of these meetings featured reports on the GHG inventory and verification plan, thereby ensuring that the Board stayed abreast of the Company's GHG emissions management progress and the status of third-party verification. Through the aforementioned mechanism, the Board exercises continuous oversight and provides timely governance-level guidance, in order to enhance the transparency and credibility of the Company's climate governance and sustainability disclosure. Other key communication and discussion topics are summarized in the following:

Classification	Number of Proposals	Number of Meetings Involved	Description
Personnel appointments, dismissals and adjustments	12 items	5 meetings	Director elections, election of the Chairman/President, appointment and promotion of managerial officers, and personnel adjustments for internal audit and accounting officers
Financial statements / earnings distribution	8 items	5 meetings	Quarterly consolidated financial statements, annual financial statements, earnings distribution/capital increase by retained earnings
Financing / capital raising	7 items	5 meetings	Fixed meeting agenda: "Proposal to sign financing agreements with financial institutions" and corporate bond issuance
Formulation and amendment of corporate governance regulations	7 items	4 meetings	Amendments to the Articles of Incorporation and various procedures/organizational charters
Board Operations / Administrative Matters	7 items	4 meetings	Annual business plan, audit plan, preparation of shareholders' meeting agenda, issuance of letters of commitment, etc.
Real property / Urban Regeneration / asset disposal	6 items	4 meetings	Including Urban Regeneration tender award, asset reclassification, and sale of real property to related parties, etc.
Internal control / CPA appointment	4 items	2 meetings	Statement on internal control, rotation of appointed CPA and independence assessment thereof
Sustainable Development Committee Operations	4 items	4 meetings	Annual sustainability plan, implementation results, sustainability report, and appointment of the 2nd term of Sustainable Development Committee members
Remuneration of directors and supervisors	2 items	1 meeting	Distribution of remuneration of employees and directors, and directors' attendance fees



● Directors' Continuing Education and Performance Evaluation (GRI 2-17) (GRI 2-18)

Each year, Kindom Development arranges directors to participate in continuing education courses and forums focused on professional skills, knowledge, and sustainability topics, in order to strengthen their personal ability and the Company's overall ability to address operational challenges. The cumulative hours of continuing education reached 84 in 2025, and the training courses covered important topics such as climate change, sustainable governance, low-carbon transition, and corporate ESG strategies. All training content complies with the required hours and course standards specified by regulatory authorities. For 2025 continuing education courses for directors, please refer to P.27 of the Kindom Development's 2025 Annual Report.

To continuously enhance the overall operational effectiveness of the Board of Directors, the Company has established the Board performance evaluation system. In accordance with the "Regulations Governing the Board Performance Evaluation," an internal Board self-evaluation and individual director self-evaluation are conducted at least once annually, and an evaluation by an external professional independent institution or team of external experts and scholars is also conducted at least once every three years. The Board performance evaluation is required to be completed before the end of the first quarter of the following year. After submission to the Board of Directors, the evaluation results are disclosed in the Company's annual report and on the company website. The 2025 Board of Directors performance evaluation results were positive. Please refer to P.23-25 of the Kindom Development's 2025 Annual Report for details on the performance evaluation criteria. The Board performance evaluation results serve as a reference basis for the selection or nomination of directors, and individual director evaluation results are also used as the basis for determining individual remuneration.

Item	Link
2025 Internal Board Performance Evaluation Result	Kindom Development 2025 Annual Report, P.23–25 https://doc.twse.com.tw/server-java/t57sb01
2025 External Board Performance Evaluation Result	https://www.kindom.com.tw/inc/uploads/2026/01/1769052720-334209417.pdf

Note: The next external Board performance evaluation is scheduled to be conducted in 2028.

2.1.2 Functional Committees (GRI Index: 2-9, 2-14)

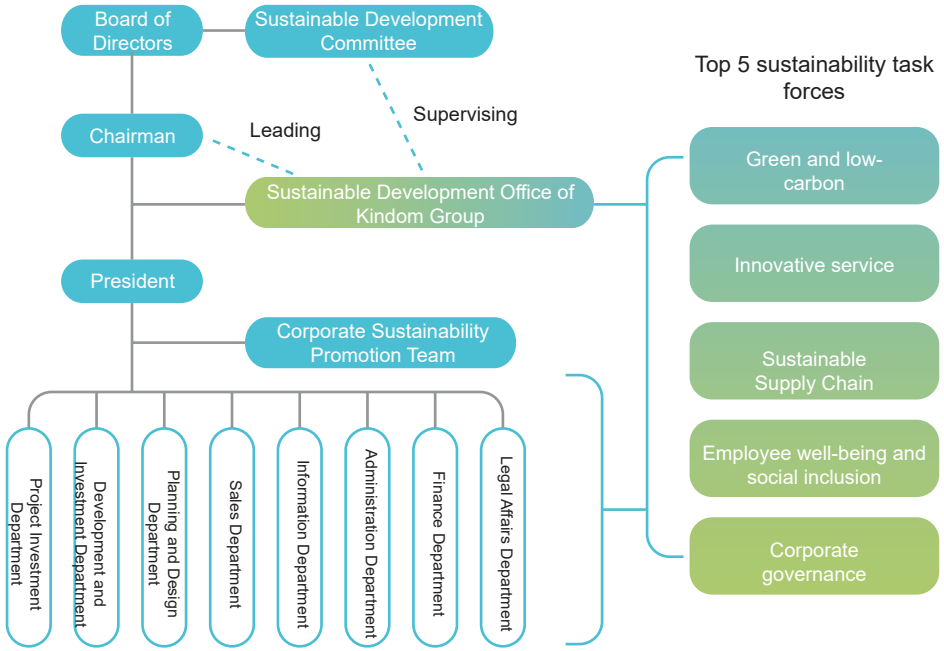
● Sustainable Development Committee (GRI 2-12 c., 2-13, 2-14, 2-16)

Kindom Development has established the Sustainable Development Committee as the Company's highest-level sustainability governance body. Director Chen-Tan He serves as the Chairperson, Independent Director Kuo-Feng Lin serves as the Vice Chairperson, and Director Tzu-Mei Hsu and Independent Director Hung-Chin Huang serve as the committee members, thereby strengthening the Board of Directors' engagement and decision-making on sustainability topics. The Committee operates according to the "Sustainable Development Committee Charter" as approved by the Board of Directors, and is responsible for the supervision of the governance strategy, policy promotion, and implementation status of the Company's material ESG topics, and reports the results to the Board of Directors semi-annually.

Professional qualifications and experience of members of Sustainable Development Committee: https://www.kindom.com.tw/inc/uploads/2026/01/1769496858-985749967.pdf

To ensure effective implementation, the Committee has established five working task forces covering the aspects of "Corporate Governance", "Green and Low-Carbon Initiatives", "Innovative Services", "Sustainable Supply Chain", and "Employee Welfare and Social Inclusion". These task forces are led by senior executives in various fields, with team leaders appointed to manage daily promotion and cross-departmental coordination. Each team is responsible for identifying material ESG topics related to the Company's operations and establishment of management strategies, and assisting the preparation of the sustainability report. The Sustainability Project Team regularly reviews each task force's implementation progress and goal achievement status, and also summarizes the results semi-annually for submission to the Sustainability Development Committee, in order to be used as the basis for subsequent reporting and strategy adjustments.

Sustainable Development Committee Organizational Chart



The Kindom Development Sustainable Development Committee promotes the sustainability initiatives annually, regularly compiling the ESG work plans and implementation results of each task force, and also convenes meetings to review and discuss progress. In 2025, the Board of Directors received two reports on the sustainability strategy planning and implementation outcomes on May 27 and October 27, respectively, and the report content includes:

1. Review of sustainability topic goals and strategies.
2. Formulation of action plans and implementation methods for sustainability topics (e.g., sustainability promotion strategies, ISO 14001 Environmental Management System improvement, and GHG reduction).
3. Supervision and assessment of the implementation status of various initiatives.

Following the report presented at the meeting, the Board of Directors provides concrete suggestions on related strategies, goals, and action items, including proposed adjustments, key areas of focus, and timelines, and also requests the management team to provide ongoing updates on implementation progress.

The operations and progress of the Sustainability Committee are disclosed in the various chapters of this report and are also published simultaneously on the Company's website to facilitate the inquiries and understanding of external stakeholders.

● Remuneration Committee (GRI 2-19)

The current Remuneration Committee consists of three members, and all of the members are independent directors in compliance with the regulatory independence requirements. The term of office of the committee members is from May 27, 2025 to the date of the Company's board re-election in 2028.The Company has established the Remuneration Committee Charter to specify the authorities and obligations of the Remuneration Committee, in order to assist the Board of Directors in establishing policies, systems, standards and structures for performance evaluation and remuneration of directors and managerial officers. Matters concerning salary and bonus schemes, employee compensation systems, and directors' remuneration distribution methods are assessed by the remuneration committee and submitted as proposals to the Board of Directors for discussion, approval and subsequent implementation. In principle, the Remuneration Committee is convened at least twice per year, and additional meetings may be held as necessary. In 2025, a total of seven meetings were held, and the attendance rate of all members was 100%. For details on the operations of the Company's Remuneration Committee, please refer to the Kindom Development's Annual Report, P.29.

● Audit Committee (GRI 2-9)

The Company's Audit Committee consists of three independent directors, with a term of office from May 27, 2025 to May 26, 2028. Their duties include reviewing the Company's financial statements, supervising the appointment and independence of CPAs, establishing or amending the internal control system, and supervising the compliance of the Company's internal rules with relevant laws and regulations. In principle, a meeting is held once every 1.5 months. If necessary, department heads, internal auditors, accountants, and legal consultants are assigned to sit in for discussion. In 2025, a total of 7 meetings were held, and the actual attendance rate of all members was 100%. Audit Committee implementation status: Please refer to Kindom Development's 2025 Annual Report, P.17. Kindom Development.

2.1.3 Remuneration Structure of Directors and Senior Executives

●Remuneration Structure of Directors and Senior Executives (GRI 2-20)

The Company's director remuneration system is reviewed by the Remuneration Committee and then submitted to the Board of Directors for review and resolution, in accordance with applicable laws and regulations and the Company's Articles of Association. In addition, remuneration adjustments are made based on a comprehensive consideration of the common level adopted in the same industry, individual director's responsibilities and performance. The Board of Directors' remuneration structure includes cash compensation (fixed), director's compensation (variable), business execution fees and various allowances. In addition to fixed salary and pension, performance bonuses are calculated based on the achievement status of individuals and overall company performance indicators, in order to strengthen the correlation between director's responsibilities and operation results. Please refer to Kindom Development's 2025 Annual Report, P. 9 for details on directors' remuneration, the remuneration bracket table and distribution standards.

The remuneration system for the senior management is also considered by the Remuneration Committee and then submitted to the Board of Directors for approval. The remuneration content includes fixed salary and pension, as well as performance-based bonuses calculated according to the business performance indicators, in order to encourage the management to focus on achieving the Company's long-term operational goals. The retirement system applies to senior management on the same terms as other employees. For the 2025 senior management salary and range table, please refer to Kindom Development's 2025 Annual Report, P. 12.

●Resignation and Retirement Policy for Directors and Senior Management

The notice period for directors and senior management of Kindom Development is determined in accordance with local government regulations. The number of days of notice and the calculation of severance pay are the same as those for other employees. In addition to severance, no other benefits in money or in kind will be paid to departing directors and senior management. For details, please refer to Kindom Development's 2025 Annual Report, P.70.



• Correlation Between Remunerations of Directors and Senior Management and ESG Performance

To align director performance with the Company's sustainability vision and short, medium and long-term goals, Kindom Development has established the senior management remuneration system approved by the Remuneration Committee and the Board of Directors in accordance with the "Director and Managerial Officer Performance Evaluation and Remuneration Management Procedures", in order to evaluate the core competencies of directors, to strengthen directors' accountability and to link performance to remuneration. The system explicitly incorporates sustainability-related indicators in addition to operational performance, and has formally introduced an ESG-linked incentive mechanism since 2022.

The ESG-related indicators accounts for 30% of the President's performance evaluation items, including achievement rate (20%) for the five main sustainability actions (smart carbon reduction, pollution reduction, circular economy, green energy, and healthy living) and corporate governance assessment results (10%). The remaining evaluation items are related to the business performance (50%), talent cultivation (10%) and internal process optimization (10%), etc.

Senior managerial officers are evaluated based on their departmental operation goals, and the evaluation items of sustainability performance (10%) and talent cultivation (5%) are also included. The sustainability aspect includes the implementation results related to expansion of carbon reduction applications, supply chain collaboration, strengthening of information disclosure and cross-departmental resource integration. The aforementioned indicators are used as an important basis for short-term and long-term incentives and remunerations.





• Recovery Mechanism

To ensure the implementation of the Company's sustainable operation and principle of integrity, the Company has explicitly stipulated that if a material risk event occurs that may damage the Company's reputation, or if significant internal management failure occurs, for the director or employee verified to be involved in misconduct after investigation, the originally approved remuneration or incentive is to be revoked in accordance with the Company's relevant regulations, and bonuses previously issued will be recovered, in order to ensure that the remuneration system aligns with action liability.

• Board Succession and Management Succession Planning

Kindom Development is continuously reinforcing its corporate governance stability and leadership succession planning, with established plans for the Board of Directors and key management roles, integrated into its organizational governance structure and talent development focuses. Regarding the succession of directors, the Company follows a candidate nomination system as stipulated in its Articles of Association. The "Corporate Governance Best Practice Principles" clearly specify that the composition of the Board of Directors must consider the principle of diversity, including professional background, industry experience, gender ratio, and alignment of values. The Company has also established a director candidate database, and proactively identifies individuals with integrity, sound judgment and commitment to sustainability in advance, in order to use the database as a reference for the future nomination of directors.

Regarding key management succession planning, the Company bases its approach on long-term organizational development, and integrates annual objectives, business challenges, and human resources strategy. In addition, we also cultivate high-potential middle and senior managers through functional training, cross-departmental assignments, management development programs, and digital learning resources. The Company regularly assesses potential talent for key positions and strengthens their capabilities and confidence through performance reviews and training arrangements, in order to ensure a smooth handover and successful transition during the change of key job positions.

2.2 Ethical Management and Regulatory Compliance

(GRI 2-23, GRI 2-24, GRI 2-26, GRI 205-1, GRI 205-2, GRI 205-3, GRI 206-1)

● Ethical Management and Anti-Corruption Management Mechanism

To effectively implement the Group's ethical management policy, Kindom Development has established an "Ethical Management Team" composed of personnel from the Audit, HR, and Legal Departments as the dedicated unit. In addition, the "Corporate Governance Team" established under the Sustainable Development Committee also collaborates top promote the Group-wide ethical governance initiatives, covering the aspects of anti-corruption, anti-bribery, and legal compliance, in order to continuously strengthen corporate governance and ethical culture. The Team reports the implementation status to the Board of Directors annually, in order to enhance the Board's supervisory function in sound governance. The Board of Directors of the Company upholds the principles of a prudent administrator, and ensures that the ethical management policy is effectively implemented in business operations.

The Company has established the "Ethical Management Best Practice Principles" approved by the Board of Directors, and relevant polices are also formulated in alignment with the "Ethical Management Best Practice Principles for TWSE/GTSM Listed Companies." Furthermore, the Company has adopted the "Procedures for Ethical Management and Guidelines for Conduct" to explicitly specify preventive mechanisms, remedial actions, and disciplinary procedures for unethical managements, conflicts of interest, and unfair competition, while regulating stakeholder-related risks arising from business operations. The Company has also established an independent supervisory unit responsible for tracking the incident handling progress and improvement status, and enhancing responsible business practices through a dynamic management system.

Through the internal control design, education and training as well as supervision by responsible units, the Company strictly prohibits employees from directly or indirectly soliciting gifts, kickbacks, entertainment or other improper benefits from clients or vendors. Procurement contracts are also required to incorporate provisions specifying suppliers to comply with ethical management standards, maintain confidentiality obligations, and prevent infringement, with violations subject to contract termination and liability for damages. Furthermore, the Audit Office also conducts regular and irregular audits on all departments to proactively mitigate corruption risks. In 2025, no corruption incidents involving the Company's employees or suppliers occurred, and no significant corruption risks were identified during the overall operations (including all operating sites).

● Ethical Management Promotion and Training

To strengthen the implementation of ethical management culture, Kindom Development promotes a series of systems and management measures to assist employees at all business locations and stakeholders to fully understand the Company's ethical management policy. In addition to publishing policy content on the Company's EIP intranet for all employees to access, the Company requires the signing of commitment documents and regularly conducts training and topic seminars, in order to strengthen employees' understanding of and compliance with relevant regulations. Training content covers core ethical management topics, including professional ethics (e.g. trade secrets, intellectual property rights, proper use of information, fair competition, personal data protection, and human rights protection), thereby reducing compliance risks and establishing a prevention-oriented management culture.

Kindom Development's Ethical Management Policy Communication Outcomes

Status		Point in time	Documents requiring signing	2025 Signing Rate
Workers	General employees	At entry	Declaration of Conflict of Interest / Declaration and Letter of Undertaking for Code of Conduct for Practitioners / Fulfillment of Confidentiality Obligations	100%
	Governance and management level	Annually	Integrity Statement / Anti-corruption (prohibition of bribery) / Declaration and Letter of Undertaking for Code of Conduct / Insider Trading Prevention / Fulfillment of Confidentiality Obligations	100%
Business partners	Existing suppliers	At the time of signing the contract	The contents of the signed contract include the Declaration and Letter of Undertaking for Code of Conduct	100%

In 2025, the number of participants and training hours for the Company's ethical management related training courses were as follows:

Project name	Subject	Number of people	Number of hours
New employee training - ethical management and integrity promotion	New employee	25	12.5
Human rights policy and personal data protection	All employees	23	23
Implementation of ethical management promotion	All employees	69	69
Total		117	104.5

The statistics on the types of employees who have participated in the anti-corruption training are as follows:

	Job rank category				Total number of employees
	Top-level managers	Mid-level managers	Entry-level managers	Entry-level personnel	
Number of trainees	2	5	15	63	85
Number of people undergoing training	2	7	16	78	103
Training rate	100%	71.4%	93.8%	80.8%	82.5%

Note: These statistics are based on employees' actual participation in anti-corruption training. If employees are unable to participate in the training due to business or other reasons, they can watch the course videos on the education and training system or ask the course instructors. By doing so, they are able to understand the importance of anti-corruption.

● Ethical Management Complaint Mechanism

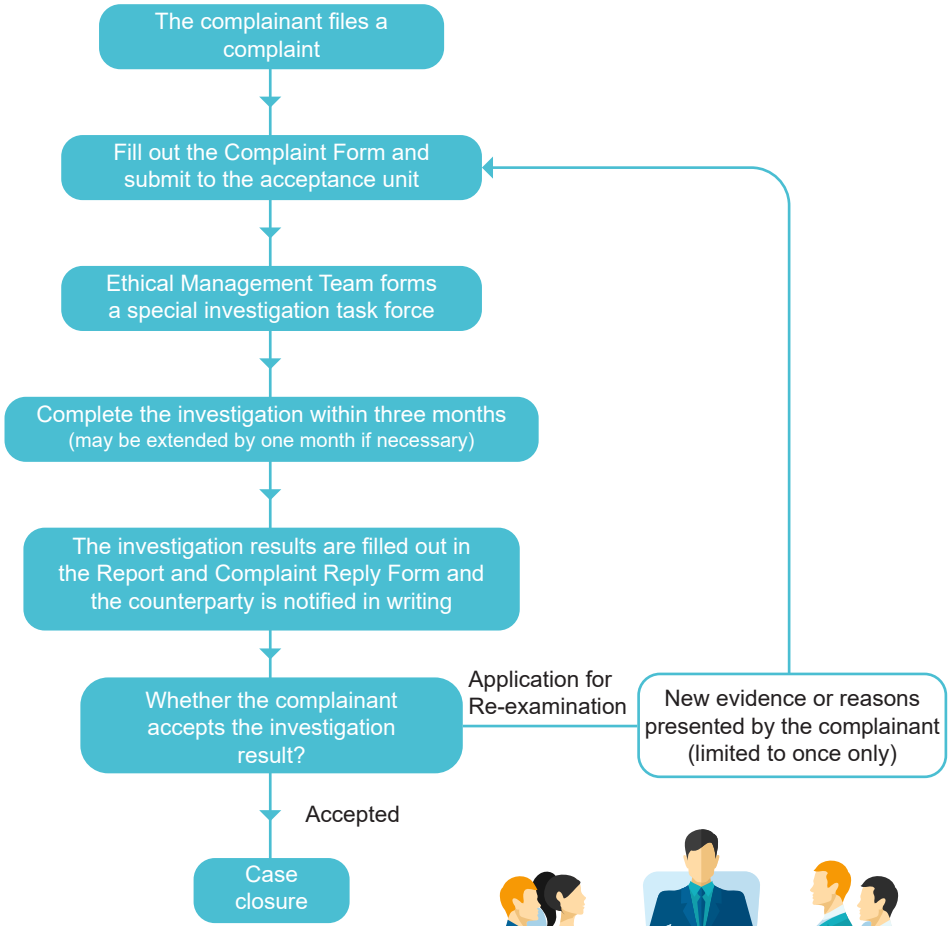
To prevent and mitigate the potential impact of any breaches of ethical management and business ethics, Kindom Development has established relevant whistleblowing and investigation mechanism. Employees may report concerns through the Company's internal whistleblowing system, while suppliers and other stakeholders may use the publicly available contact channels to report any illegal acts or violations of the ethical management policy.

Kindom Development Whistleblowing Channels	
Whistleblowing Hotline	(02) 2378-6789 ext. 15945
Email	whistleblower_kindom@kindom.com.tw
Whistleblower Mailbox	10F, No. 169, Sec. 3, Minquan E. Rd., Songshan Dist., Taipei City, addressed to "Kindom Development Whistleblower Mailbox"

The Company has established the "Regulations for Reporting of Violation of Ethical Management" in accordance with the "Ethical Management Best Practice Principles" and the "Procedures for Ethical Management and Guidelines for Conduct", in order to clearly specify the handling principles and investigation procedures. All reported matters are received and registered by the Human Resource Department, which then notifies the Ethical Management Team to investigate the allegations and relevant evidence. If a case involves any director or managerial officers, it must be reported to the independent directors for handling, in order to ensure the impartiality and independence of the investigation process. The Company requires the dedicated investigation team to maintain strict confidentiality regarding information related to reported cases, including but not limited to the identity of the whistleblower, the grounds for the report and the investigation process. The Company is committed to ensuring that no person shall obstruct or interfere with reporting or investigation procedures in any manner, nor retaliate against whistleblowers or investigation team members in any way. Furthermore, the Company strictly prohibits imposing any improper disciplinary action on whistleblowers for filing reports.

The Ethical Management Team is responsible for monitoring the progress of investigations into reported cases and also includes relevant ethical management guidelines for regular internal audit items. The results are compiled annually and reported to the Board of Directors. Regarding violations, the Team classifies the risks by type (such as corruption, unfair competition, and regulatory violations), followed by proposing recommendations for improvement and assisting the optimization of internal controls and management processes. If the amount involved in a violation exceeds NT$100 thousand, it is considered a major violation and must be tracked and managed accordingly. In 2025, Kindom Development received no reports or complaints of ethical management or corruption, and there was no record of investigation or disciplinary action imposed.

● Complaint Filing Mechanism Process





• Antitrust Regulations

Kindom Development is committed to maintaining a fair and competitive market, enhancing economic efficiency, and strictly complying with fair trade and antitrust regulations in Taiwan and its areas of operation. To prevent illegal activities like price fixing or manipulation of production and sales volumes in coordination with competitors or industry associations, the Company has established a robust internal control system and has formulated the "Ethical Management Best Practice Principles" to serve as a basis for compliance of all employees. Internal audits are conducted to monitor compliance and prevent corruption, monopolies and unfair competition. As of the end of 2025, the Company has not been involved in any anti-competitive behavior, monopoly violations, or antitrust issues.

• Compliance with Laws and Regulations (GRI 2-27)

Kindom Development upholds the legal operation principle, and continuously strengthens its legal compliance and internal controls, in order to ensure that all operations adhere to relevant laws and the regulations of governing authorities. Each unit of the Company regularly reviews relevant laws and regulations based on its business scope and makes necessary adjustments to align with internal policies, in order to mitigate operational risks and to enhance governance quality.

Kindom Development defines a material non-compliance case as one involving a single penalty fine exceeding NT$100,000. In 2025, due to construction project management oversights, Kindom Development was subject to violations of environmental regulations related to noise pollution, air pollution and waste disposal, resulting in cumulative fines of NT$102,400. All relevant cases have been fully rectified, with no material impact on the Company's operations and no material non-monetary sanctions. The Company will continue to strengthen construction site environmental management and pollution control measures, in order to enhance regulatory compliance performance.

Furthermore, in 2024 and 2025, there were no other monetary or non-monetary sanctions imposed by competent authorities under environmental, social or economic laws and regulations, no incidents of non-compliance concerning the health and safety impacts of products and services, and no unresolved material compliance disputes. The Company will continue to implement regulatory compliance operations and strengthen internal audits and risk identification depending upon the needs, in order to ensure that all operating activities comply with statutory requirements.



2.3 Risk Management

Facing global trends and the diverse challenges of environmental change, the Group's risk management capability is key to ensuring operational stability and capitalizing on opportunities for transformation. To strengthen risk identification and response mechanisms, Kindom Development has established the "Risk Management Policy and Procedures" in accordance with the "Regulations Governing the Establishment of Internal Control Systems for Public Companies" and the "Practical Guidelines for Risk Management for Listed Companies", to clearly define the principle, framework and execution responsibilities for risk management, which have been approved for implementation by the Board of Directors in 2022. Upholding the risk management philosophy of "prevention first, full participation, and continuous improvement," the Company systematically integrates operational, regulatory compliance and information security risk management mechanisms into daily operational decision-making and management processes, in order to progressively establish a risk-aware corporate culture and enhance overall operational resilience.

2.3.1 Risk Management Organization

The corporate risk management structure of Kindom Development includes the Board of Directors, the Audit Committee, the Risk Management Team, the Internal Audit Office and all business execution units. The Board of Directors is the highest risk governance body, responsible for supervising overall risk policies and resource allocation. The Risk Management Team is the practical execution unit, responsible for annual risk identification, analysis, control and supervision operations, and also summarizes results for reporting to the Audit Committee and the Board of Directors periodically.

Risk Management Organization	Description of Responsibilities
Board of Directors	The Board of Directors acts as the highest decision-making body for the Company's risk management. It appoints and supervises the Company's management. It is responsible for approving risk management policies and important risk management systems, and supervising the implementation of risk management systems to ensure the effective operation of the risk management mechanism.
Audit Committee	Responsible for supervising the formulation and implementation of risk management system and plan; ensuring that the Company maintains sound policies and procedures to address financial, operational, compliance, and other risks; enhancing the transparency and compliance of risk management mechanisms, in order to facilitate sound operations and sustainable development; and protecting the rights and interests of shareholders and stakeholders.
Risk Management Implementation Team	• The President directs the heads of each department and is responsible for formulating various risk management policies, reviewing the Company's risk management reports, strategies, and improvement plans, supervising the implementation of risk control measures and improvement plans, communicating risk management matters, and reviewing and assessing the effectiveness of risk management measures. • The Company convenes its review meetings once every six months, and submits regular reports to the Board of Directors at least once annually, and reflects the implementation of risk management operations to the Board of Directors in a timely manner.
Operation Management Department	It is the basic risk management and execution unit that is responsible for the work objectives of its business, and promotes, identifies, evaluates and executes daily risk management in accordance with this policy and relevant internal regulations; department heads supervise colleagues' implementation of risk identification. It is also able to determine the level of risk and suggest ways to assume it based on changes in the external environment and internal strategies, and coordinate cross-departmental risk management interactions and communications when necessary.
Audit Department	Subordinate to the Board of Directors and assisting the Board of Directors and managerial officers in examining and reviewing the deficiencies of the internal control system, as well as measuring the effectiveness and efficiency of operations. Each year, the Company formulates an annual audit plan based on the risk assessment results, and regularly reports the audit results to the Audit Committee and the Board of Directors to ensure the continuous and effective implementation of the internal control system and serve as the basis for internal control system review.

The Company's risk management scope covers strategic, operational, financial, environmental, occupational safety, compliance, information security and other relevant risks. We adopt a risk-oriented internal audit approach and establish annual audit plans based on risk assessment results to prioritize high-risk areas. Through audit follow-up and corrective mechanisms, we ensure the continuous and effective operation of our internal control system.

In 2025, in accordance with the Company's risk management procedures, the Risk Management Team conducted a comprehensive risk assessment for all aspects of operation, finance, compliance, strategy, information security, environment, and occupational safety and health. In addition, through integration of internal and external operating conditions, market dynamics, regulatory trends and actual operations, the team identified key risk types and formulated corresponding management countermeasures and tracking mechanisms, in order to guide management in operational decision-making and resource allocation. The results of the relevant risk analysis have been compiled in the "Kindom Development 2025 Risk Report" and reported to the Audit Committee on December 19, 2025, followed by submitting to the Board of Directors for review and resolution.

2.3.2 Risk Identification and Response Measures

To enhance the understanding of potential operational risks, Kindom Development complies with the "Risk Management Policy" and the ISO 31000 risk management principles. The business management departments identify and assess risks within their respective business scopes and operation processes. Through the use of the risk matrix tool, the probability of risk occurrence and impact level are analyzed. In addition, the current management practices and control measures are incorporated as the basis for risk level assessment.

Kindom Development Risk Management Procedure

 Risk Identification	 Risk Analysis	 Risk Assessment	 Risk Response	 Reporting and Disclosure
Analyze the operating environment for all business operations and operating activities to conduct qualitative or quantitative management of various risks.	Utilize diverse information sources to assess the likelihood of risk events, analyze the severity of potential negative impacts, and comprehensively assess risk levels, in order to understand their impact on the Company.	Compare analysis results with predefined risk appetite and tolerance levels to serve as the basis for prioritizing risk controls and selecting appropriate response measures.	After the assessment and consolidation of risks, adopt response strategies of risk avoidance, reduction, transfer or acceptance, in order to maintain risks at the acceptable level.	The Risk Management Executive Team shall report the risk management status to the Board of Directors and the Audit Committee at least once annually to ensure the sound operation of the management framework and risk control functions, and shall disclose relevant information in accordance with competent authority regulations.

In 2025, the Company identified a total of 52 risk topics, and after assessment, these risk topics were classified into 13 high-risk topics, and 18 medium-risk topics, with the remaining topics identified as low to minor risk. After further implementation of control strategies, the number of high risk topics was reduced to 1, with 14 medium-risk topics and the remaining risks being classified as within the acceptable range. Relevant analysis results have been used as the basis for the Company's future risk management and resource adjustment, in order to continuously improve operational resilience and response capability:

Risk aspect	Identification of risk Issues	Impact / mitigation measures
Operation aspect	Cost control and price fluctuation	1. Closely monitor raw material price trends, and perform purchase request in advance when price is expected to increase. 2. Introduce foreign workers to overcome the issue of labor shortage at construction sites. 3. Implement a phased settlement mechanism to ensure budget control flexibility. 4. Strengthen collaboration between cost estimation and engineering design to improve budget accuracy.
Operation aspect	As-built drawings and construction consistency	1. Establish a drawing review meeting system and a drawing discrepancy checklist. 2. The engineering and design departments convene weekly drawing review meetings to clarify discrepancies between design documents and actual construction work. 3. Strictly implement design change application procedure to minimize construction errors and budget overruns.
Legal compliance aspect	Regulatory changes and contractual risks	1. Regularly participate in policy briefings and training provided by relevant competent authorities. 2. Provide a standard contract draft template and submit the document to the legal department for review. 3. Enhance risk alerts and abnormality monitoring of contractual agreement procedures. 4. Retain external counsel to provide advice on responding to changes in laws and regulations.
Legal compliance aspect	Violation of administrative laws and civil liabilities	1. Establish standard operating procedures for legal compliance, requiring legal review and signing approval for all contracts, promotional materials and advertisements. 2. Enhance employee education and training on legal compliance and ethical management. 3. Establish internal control audit mechanisms and conduct regular document audits and regulatory compliance checks.
Data security aspect	Hacker intrusion and leakage of confidential information	1. Establish EDR endpoint protection system and ISE identity access control. 2. Establish social engineering drill and information security awareness training system. 3. Conduct regular vulnerability scans and monitor abnormal login activity annually. 4. Establish remote backups and automated data backup systems to ensure business continuity.

• Sustainability Information Internal Control System

To ensure the consistency, accuracy, and traceability of sustainability information preparation, the Company has established specific sustainability information internal control system procedures according to the organizational governance structure, covering six key aspects of preparation responsibility, data management, quality control, audit verification and information disclosure:

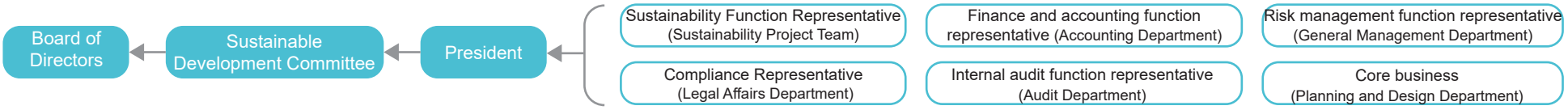
Preparation Framework and delegation of responsibilities	Five main sustainability task forces are established under the Sustainable Development Committee to cover overall carbon reduction, innovative services, a sustainable value chain, employee and community engagement, and corporate governance. In addition, the task forces are assigned with responsibilities according to best practice principles and the risk management policy, in order to coordinate the summarization of sustainability information across departments.
Information management principles	Information necessary for each sustainability project is clearly defined and data screening and summarization are performed according to the principle of materiality and reasonableness. In addition, the responsible supervisor implements change control and review of the reporting format.
Information quality control	Each department is responsible for providing relevant sustainability information based on its operation process, covering the aspects of finance, human resources, procurement, environment, health and safety, and legal compliance. In addition, data source audits and record preservation are also implemented properly.
Information assurance and verification	Through the internal audit mechanism, the Company regularly reviews sustainability information management procedures and operational records, and engages external third parties for reasonable assurance to assess the appropriateness of disclosures whenever necessary.
Information safe-keeping and preservation	All data is filed and managed by a dedicated unit, in order to ensure that information is traceable and accessible while meeting regulatory and audit requirements.
Information approval and announcement	After the information approval process is completed according to the internal document control system, it is published in the report within the designated timeframe in conjunction with relevant announcement and filing operations, in order to ensure the accuracy and timeliness of the information for external disclosure. This system ensures the completeness and credibility of sustainability information disclosure, in order to enhance the decision-making reference value of sustainability reporting, while complying with the information quality and governance requirements of IFRS S1 and S2.

• IFRS S1 and S2 information disclosure preparation process

To align with the disclosure requirements of the International Sustainability Disclosure Standards (IFRS S1 and S2), the Company has established a dedicated project team during Q4 of 2025 in accordance with the competent authority's adoption roadmap and has formulated the implementation plan. The Company plans to complete the difference analysis, financial impact assessment and the establishment of internal control mechanism in 2026, in order to ensure the completeness and consistency of sustainability disclosure, to address investor focus on climate-related risks, financial impacts and sustainability governance, and to align with international standards, thereby continuously enhancing reporting quality and transparency. The timeline and key implementation priorities are outlined in the following:

Phase 1: Analysis and Planning	Phase 2: Design and Execution (Expected to be completed in 2026)	Phase 3: Implementation (Expected to be completed in 2027)	Phase 4: Adjustment and Improvement (Starting from 2028)
• Establish a cross-departmental project team to develop an implementation plan • Conduct inventory on the difference between current sustainability information and standards • Determine applicable reporting entities and impact aspects	• Assess the impact of sustainability-related risks and opportunities on financial information • Establish information processes, integrate financial and non-financial logic, and adjust internal management procedures • Establish necessary information gathering and integration mechanisms	• Prepare a draft for sustainability information chapter • Continue to update the internal control manual and promote education and training	The sustainability chapter in the annual report is expected to be announced and reported during the first quarter of 2028

Project Team Organizational Chart



IFRS Sustainability Disclosure Standards Implementation Work Plan:

	Standards Difference Analysis (including education and training)	Identification of Sustainability-Related Risks and Opportunities	Financial Impact Assessment	Sustainability Information Summarization and Internal Control Mechanism	Sustainability Disclosure Examples	
Key Activities	• Standards Education and Training Courses • Through the use of assessment tool forms, KPMG performs preliminary documentation of the current sustainability disclosure status based on publishes sustainability reports and public information, and verifies the findings with the Company • KPMG provides improvement recommendations based on the gap analysis and scoring results	• Discuss existing risk management processes and procedures for identifying sustainability risks and opportunities • Compile a preliminary list of sustainability risks/ opportunities based on the consideration of relevant SASB industry standards • Assess the impact and likelihood of sustainability risks and opportunities through questionnaires and executive interviews, with the management verifying the corporate sustainability risks and opportunities • Assist the inventory of existing actions addressing these risks/opportunities and required resources	• Assist the assessment of the current and anticipated financial effects of response strategies, including reviewing potentially affected financial statement subjects and the connectivity between financial statement items • Assist the identification of material financial information related to sustainability risks and opportunities	• Provide templates for the preparation and reporting procedures of the dedicated sustainability section in the annual report (including 5 indicators of RCMs), and explain the content and customization methods • Review the adjusted documents described in the preceding paragraph and provide recommendations for improvement	• Provide information collection forms based on reporting standards and templates from the competent authority • Organize education and training to explain reporting standards and disclosure requirements of the competent authority • Provide consultation and recommendations on the Company's preliminary draft for the sustainability chapter and section	
Output Items	✓ Education & training and course materials ✓ Standards difference analysis (including potential impacts) ✓ List of recommendations for improvement	✓ List of corporate sustainability-related risk and opportunity factors ✓ Sustainability risk and opportunity identification result ✓ Sustainability risk and opportunity response action plan inventory table	✓ Assessment and measurement of financial impacts of response strategies ✓ Financial information collection form	✓ Template for the preparation and filing procedures of sustainability chapter of annual report ✓ Disclosure indicator risk and control matrix (RCM) templates (five items) ✓ Review recommendations for the above two documents	✓ Information collection forms and completion guidelines ✓ Education & training and course materials ✓ Initial draft review recommendations	
Estimated timeline	**Q1 2026**	**2026 Q1**	**2026 Q1–Q2**	**2026 Q2–Q4**	**2027 Q1–Q3**	Approximately 18–21 months in total

2.4 Information Security

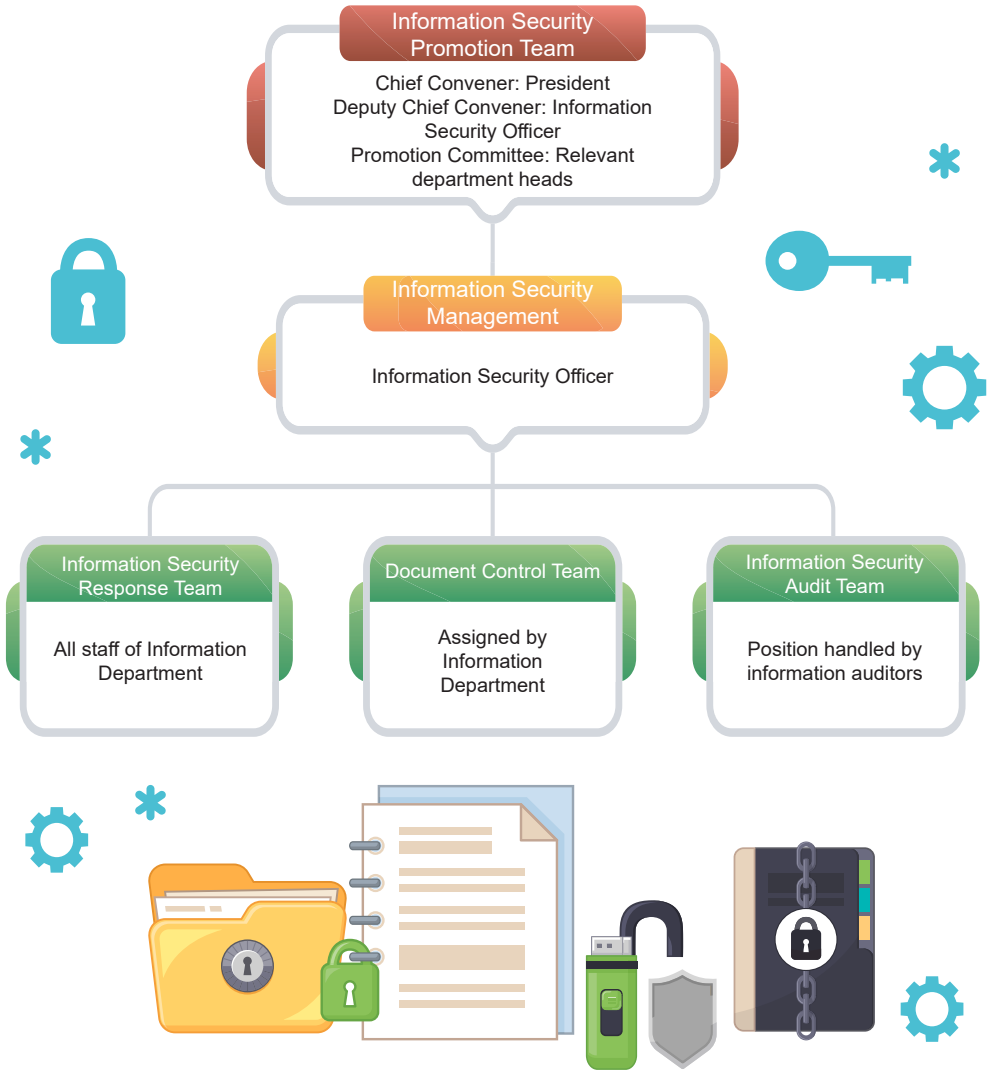
2.4.1 Information Security Policy and Management Framework

To ensure the security of data, information system, equipment and network of the Company as well as its subsidiaries and affiliates, to prevent operational disruptions caused by information security incidents, to ensure business and service continuity, to mitigate operational risks and to maximize investment returns, the Company has established the "Information Security Policy", in order to strengthen information asset protection mechanisms and to ensure the confidentiality, integrity and availability of data, systems, equipment and networks, thereby reducing operational risks and supporting sustainable business operations. Policy core content includes:

- Establish an information security management system in response to both internal and external risks and the needs of stakeholders;
- Strictly comply with relevant laws and regulations, including the "Guidelines for Information Security Control of Listed and OTC Companies", the "Cyber Security Management Act", and the "Personal Data Protection Act";
- Establish information security management goals and performance indicators, and regularly review policy implementation effectiveness;
- Define resource allocation and responsibilities, and enhance system operation effectiveness;
- Require all outsourced vendors to comply with the Company's information security policy. And prohibit any unauthorized use of information assets;
- Require all employees to comply with information security regulations and to jointly protect information security;
- Require each subsidiary's Information Department to establish autonomous management mechanisms, conduct periodic reviews and report to the Board of Directors;
- Adjust information security measures continuously according to legal and technological development, in order to enhance risk response and protection capabilities;
- Implement robust core system resilience design and establish and regularly practice business continuity plans in order to ensure uninterrupted operations.

To strengthen system implementation and resource integration, the "Information Security Promotion Committee" has been established, with the President acting as the convener and the Information Security Officer acting as the management representative. In addition, "Information Security Response Team", "Document Control Team", and "Information Security Audit Team" have also been established and formed by cross-departmental personnel appointed by the convener, in order to be responsible for the planning, execution and supervision of the information security policies, convening meeting once annually, and reporting the implementation status to the Board of Directors on a regular basis. The Company has also established the Information Department to supervise information security-related operations, staffed with dedicated supervisors and engineers who conduct risk assessments and implement protective measures in accordance with the "Information Security Management Procedures" and the "Information Risk Assessment Operating Standards."

Information Security Promotion Team Organizational Chart



2.4.2 Information Security Management Program

In accordance with the "Information Security Management Procedures," the Company systematically promotes information security management in terms of the four main aspects of "Protection," "Response," "Institutional Framework," and "Training," thereby establishing a comprehensive and sustainable information security protection system.

I. Information Security Protection (Protection)

To strengthen the overall security of the information system, the Company has implemented multi-layered technical security measures, including:

- Implement internal network access control, allowing only authorized devices to connect to the internal network;
- Deploy email gateways and content filtering mechanisms to strengthen communication and transmission security;
- Introduce the Data Loss Prevention (DLP) system to prevent unauthorized leakage of sensitive and confidential data;
- Establish a multi-layered network architecture and security defenses to enhance overall information security resilience;
- Deploy endpoint protection, network risk detection and privileged account management systems, and prohibit the use of USB flash drives;
- Implement multi-factor authentication mechanisms comprehensively to reduce the risk of account and password leakage;
- Commission external consultants to conduct regular vulnerability scans and infiltration testing, and reinforce protection based on the test results;
- Strictly control system access rights, regularly review and remove unnecessary permissions;
- Regularly update firewall software and firmware.

II. Information Security Response (Response)

While facing potential information security risks, the Company has established a comprehensive incident response and recovery mechanism, which includes:

- Establish information equipment monitoring and information security incident management systems to accelerate incident identification and handling;
- Implement comprehensive backup plans for all systems and databases, along with remote backup management;
- Maintain the information asset list and update the list regularly. Perform business impact analyses for core systems, clearly define RTO, RPO, and MTPD objectives, and conduct disaster recovery drills periodically.

III. System and Regulations (Governance)

The Company has established comprehensive systems and oversight mechanisms to ensure the effective implementation of information security operations:

- Arrange dedicated information security personnel responsible for policy promotion and implementation, and report results to the Board of Directors annually;
- Establish information security management standards covering risk identification, outsourcing management, protective controls, incident reporting, and performance tracking, and adopt the PDCA cycle for continuous improvement;
- Incorporate information security into internal audit items, and request audited units to promptly remediate any identified deficiencies or potential risks.

IV. Personnel Training (Education)

To enhance overall information security awareness and response capabilities, the Company regularly conducts employee training and irregular information security awareness campaigns:

- Arrange dedicated personnel to participate in information security technology and regulatory training to stay abreast of the latest threat information;
- Design corresponding curricula to integrate information security knowledge into new employee training and on-the-job education course;
- Conduct quarterly social engineering drills, establish annual failure rate reduction targets, and provide targeted training for employees who fail the drills.
- In response to the change of external information security landscape, conduct periodic company-wide information security awareness campaigns via the EIP (enterprise information portal) and Email announcements. In 2025, a total of 4 campaigns were conducted, covering topics of artificial intelligence, personal account management, data loss prevention, and social engineering scams.

2025 Information Security Education and Training Outcomes

Trainees	Training Course	Number of Trainees	Number of Training Hours of Trainees
General Employees	Social Engineering Threats andAI Deception: Practical Skills from Identification to Response	103	1 hr
General Employees	Distinguishing Fact from Fiction: A Comprehensive Overview of Defense Against Modern Social Engineering Attacks	111	1 hr
Information security personnel	Practical Sharing and Education & Training on Corporate Information Security Protection Measures	5	2 hours

2025 Information Security Education and Training Outcomes

Topic	Announcement Date	Description
Announcement of Kindom Group's Regulations Governing the Use of Generative Artificial Intelligence	2025.04.18	Regulations Governing Operating Environment for AI tools and Development of AI Application Systems
Data management for Microsoft 365 personal accounts and handover guidelines upon resignation	2025.04.30	Permanent deletion of key cloud data following employee resignation
Data loss prevention (DLP) software update notice	2025.05.19	Phased automatic updates of DLP (data loss prevention) software for personal computers in departments of the Group
Heightening vigilance to prevent social engineering scams impersonating senior executives	2025.12.10	Upon detecting unauthorized external parties sending emails impersonating senior executives, communications are issued to clarify the Company's exclusive communication channels and protocols for senior management

2.4.3 Resource Allocation

The Company places great importance on information security and personal data protection, with a dedicated data security officer and engineers responsible for overall planning, technology implementation and internal audits. In 2024, the Company has officially obtained the third-party ISO 27001:2022 information security management system certification and has successfully passed the second review in 2025. The certificate is currently valid from November 29, 2025, to December 12, 2027.

To further strengthen information security management capabilities, a budget of approximately NT$3.24 million (an average of NT$27,000 per employee) has been allocated in 2025, specifically provided for information security software and hardware procurement and protective services. Investment items include:

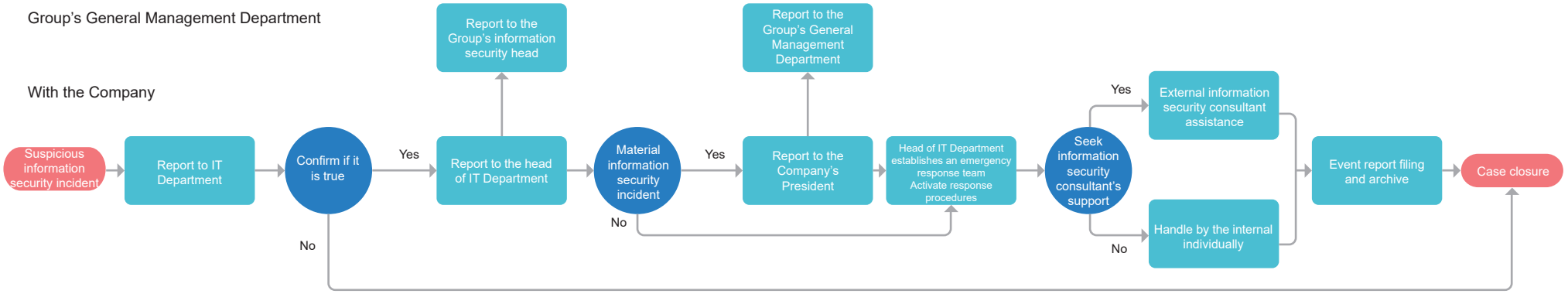
- Computer anti-virus software and endpoint protection system (EDR);
- User access privileges management system;
- Data loss prevention (DLP) software;
- Full implementation of multi-factor authentication mechanism;
- Email security protection system;
- Firewall equipment and firmware updates for the headquarters and operating sites;
- Computer software and hardware asset management system;
- Conduct social engineering exercises quarterly;
- Outsource external vendor to perform vulnerability detection and penetration testing;
- Conduct annual disaster recovery drill for key information services;

Our company will continue to invest resources and technologies progressively strengthen our information security resilience, and to reduce potential security risks while ensuring business continuity and security of customer data.



2.4.4 Information Security Incident Reporting Procedures

The Company manages information security incidents in accordance with the "Information Security Incident and Accident Operating Standards" and the "Information Security Management Operating Procedures." In case where any potential information security incident occurs, the head of the IT Department or their designee serves as the convener of the response team, and is responsible for incident control, damage assessment, acting as the unified reporting window, and commanding information system disaster recovery operations. The Chief Convener also establishes the "Emergency Response Execution Team" to conduct cross-departmental coordination and response. Incidents are classified and assessed in accordance with internal procedures. In addition, notification, response handling and disaster recovery operations are promptly initiated. Subsequent review and improvement mechanisms are also implemented to mitigate operational impacts and prevent recurrence:



As of the end of 2025, the Company has experienced no material information security incidents resulting in financial loss, and there have been any substantiated complaints or breaches concerning customer privacy.

2.5 Sustainable Supply Chain

2.5.1 Industry Overview

(GRI 2-6-a/2-6-b-i/2-6-d)

The Company's headquarters is located in Taipei City, and the scope of operation covers major metropolitan areas of Taipei City, New Taipei City, Taichung City, and Kaohsiung City. In addition, depending upon the construction project promotion progress of each stage, temporary sales centers are constructed in locations like New Taipei City and Taichung City, etc. to demonstrate the construction project and to provide sales service. Sales are primarily concentrated in Taipei City, New Taipei City and Taichung City, collectively accounting for approximately 95% of total revenue.

The industry of Kindom Development is at the upstream of the building materials and construction industry. With the business model focused on technical expertise, we offer comprehensive building products and services covering the process from architectural planning and design to construction and completion of home sales. Our business model spans across the entire construction industry value chain, and typically begins with self-acquisition of land and the proactive management of the entire development process. We engage specialized units at different stages through the division of labor, including the entrustment of engineering consultancy firms and architectural practices for planning and design during the design phase, and relying on construction companies for execution during the construction phase. Subsequently, we integrate specialized contractors in interior design, mechanical and electrical systems, building materials, and sanitary equipment, etc. in order to complete the building project and spatial arrangement. Compared to the previous year, there has been no significant change in the Company's industry, upstream suppliers, downstream customers or other business cooperation relationships.

2.5.2 Supply Chain Structure

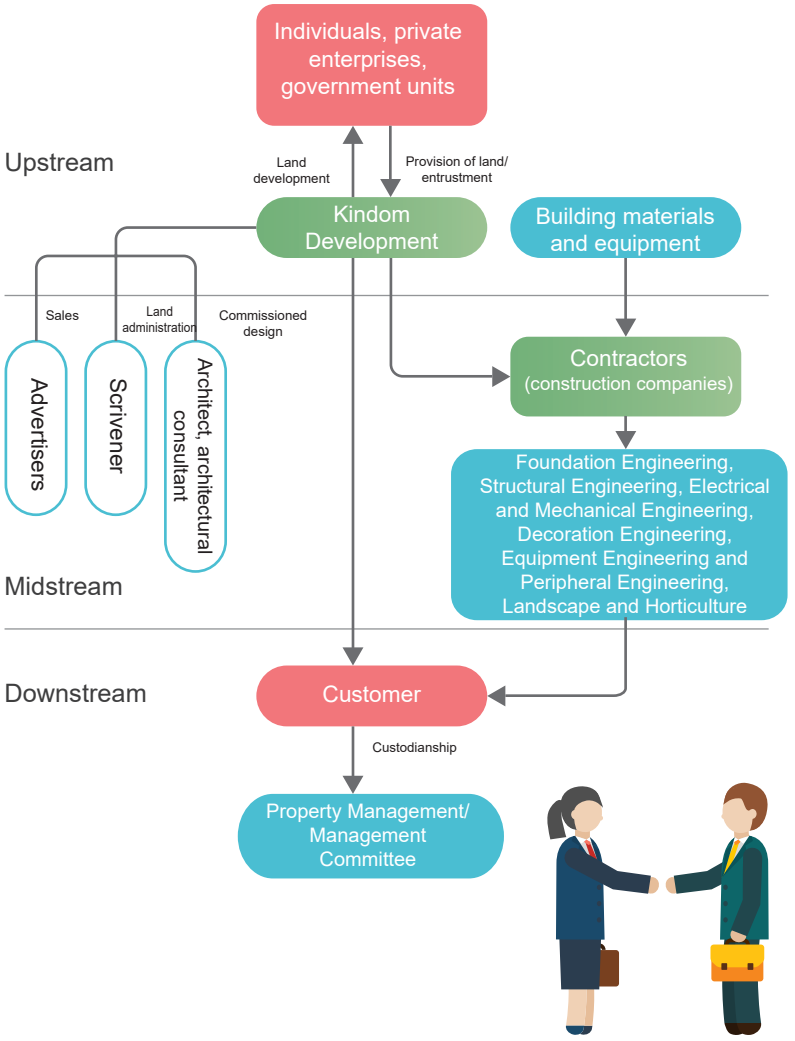
(GRI 2-6-b-ii/2-6-b-iii /2-6-c/2-6-d, 204-1)

For the upstream stage, the source of land is primarily from individuals, private companies, or government agencies. Through land provision or entrustment for development, they engage in cooperation with the Company. After land acquisition, the Company activates the project development procedure and partners with building material and equipment suppliers to obtain raw materials and technical equipment needed for the construction.

The midstream segment represents the Company's core management operations. The Company, in addition to managing the development and sales of construction projects, also subcontracts engineering works to construction companies (contractors), including foundation engineering, structural engineering, mechanical and electrical works, interior decoration, equipment installation, surrounding works and landscaping, thereby creating an engineering system built on division of labor and collaboration. Furthermore, we also entrust architects and construction consultants to perform architectural design, and retain land registry agents for land registration related services. In addition, we also cooperate with advertisers on sales and marketing initiatives, in order to promote the overall project development.

For the downstream, after the construction project is complete, the end-users – customers – become the main entity. Customers at different areas change annually, and this is mainly due to the difference in the homebuyers and the entrusted construction company for each year. Following the purchase of residential properties, owners typically establish a management committee association, and a professional property management company is further entrusted to perform subsequent community management and maintenance.

Kindom Development supply chain



▼Kindom Development Value Chain

Value chain	Business category	Industry type
Upstream	Land providers (individuals/private companies/ government agencies)	-
	Building materials and equipment supplier	Technology-intensive, service
	The Company: Construction Industry	Technology-intensive, service
Midstream	Contractors (construction companies)	Labor-intensive, technology-intensive
	Foundation Engineering, Structural Engineering, Electrical and Mechanical Engineering, Decoration Engineering, Equipment Engineering, Landscape and Horticultural Contractors	Labor-intensive, technology-intensive
	Architects, architectural consultants, clerks, advertisers	Services
Downstream	Customer	-
	Property management companies / Management committees	Services

2.5.3 Supply Chain Management (GRI 2-6-b-ii/2-6-c/2-6-d, 204-1)

To ensure building quality and operation stability, Kindom Development continues to strengthen its supply chain management, recognizing a robust supplier network as a crucial foundation for promoting sustainable development. The building materials, engineering services, and professional design resources provided by suppliers have substantial influence on all phases of the project development. To ensure that cooperating partners uphold the same sustainability principles and quality standards, the Company continuously conducts supplier screening and management in accordance with internal guidelines of the "New Supplier Selection Form," the "Supplier CSR Self-assessment Form," and the "Human Rights and Environmental Sustainability Commitment Letter"

Supplier Overview and Procurement Management

In 2025, the Company engaged in business with a total of 19 suppliers, classified into two main categories of engineering and non-engineering. Among the suppliers, there were 13 engineering suppliers and 6 non-engineering suppliers, and differentiated management models were established based on the supplier type:

- Engineering suppliers: They refer to cooperating partners in design, construction, equipment installation, and interior decoration that are highly related to quality of the construction project.
  - Design team: Design and sales teams are selected through a fair process, with the evaluation committee assessing their sales performance and planning skills to ensure that the project plan aligns with the target market and product positioning.
  - Construction team: The core engineering works are jointly performed by the Company and the subsidiary, Kedge Construction, and through internal vertical integration management, the engineering quality and construction safety are enhanced.
  - Marketing and equipment suppliers: For all external outsourcing and procurement, price comparison and negotiation procedures are conducted according to the internal operation regulations, in order to ensure competitive services and products.
- Non-engineering suppliers: They refer to suppliers providing administrative or professional services, and they are also evaluated and contracted by the requesting unit according to the internal procurement procedures, and subsequent contract and performance management are implemented.

The Company's suppliers are concentrated in its primary operating regions of Taipei City, New Taipei City and Taichung City, with the local procurement rate achieving 100%.

Sustainable Supply Chain Management Practices

To strengthen operational resilience and to fulfill its sustainability responsibilities, Kindom Development has established a supply chain management framework centered on sustainability standards, risk identification and continuous monitoring. Through systematic processes, the Company implements sustainable management across building material selection, contracting operations, and design resources, thereby ensuring that partner suppliers meet its multi-dimensional standards for quality, safety and social responsibility.

Sustainability Standards

The Company has integrated sustainability principles throughout all stages of the procurement process, including balancing cost-effectiveness with sustainability value, selecting suppliers with long-term partnership potential and stability, striving to minimize the negative environmental impacts of product and service procurement, and respecting human rights while actively establish responsible business partnerships. The specific methods include:

- Suppliers' commitments: Kindom Development has established the "Human Rights and Environmental Sustainability Commitment Letter" and the "Supplier CSR Self-assessment Form", such that potential suppliers are required to sign these forms before participating in tender invitation, and existing suppliers must also re-sign the forms annually, in order to demonstrate their commitment to principles of labor law compliance, human rights protection, and environmental preservation, and to conduct self-assessments. In addition, contracts explicitly require cooperating suppliers to commit to business integrity and compliance with applicable social and environmental laws and regulations. In 2025, the signing rate for both new and existing suppliers reached 100%.
- New supplier evaluation: Through the "New Supplier Evaluation Form", suppliers' sustainability performance, including occupational safety and health management, human rights protection, environmental management (e.g., non-use of environmentally hazardous materials), and circular economy application, is incorporated into the cooperation evaluation criteria, in order to actively foster partnerships with environmentally and socially responsible suppliers.
- Supplier performance management: Irregular reviews of supplier contractual performance are conducted. In addition to clarifying and communicating product or service specifications with suppliers according to contracts, the Company ensures ongoing compliance with regulatory requirements and corporate standards through on-site supervision of construction progress and field assessments.

Risk Identification

- New supplier evaluation: In 2025, a total of 4 new suppliers were added, all of which completed risk assessments for the three ESG aspects(ESG) in accordance with the Company's New Supplier Evaluation Form, and the assessment rate reached 100%. All new suppliers are reviewed by their respective unit supervisors and are formally registered on the Company's qualified supplier list and also included in the subsequent procurement and management procedures.
- Existing supplier evaluation: The construction industry supply chain is characterized by specialized division of labor and diverse partnership types. Through the "Supplier Evaluation Form," we require suppliers to conduct evaluations upon project completion for all aspects of environmental protection, green procurement, occupational safety and health, labor practices, basic human rights, ethical management and information security in order to identify potentially high-risk suppliers and to use it as a key basis for ongoing cooperation.

  If a supplier experiences any material event of actual or potential negative environmental, social, or governance impact during operations, the Company will activate the response mechanism, including requesting the supplier to provide clarification immediately and to improve within a specified time. In addition, depending upon the severity of the event, we will implement staged management measures, such as suspension of cooperation, termination of contracts, or cancellation of the qualified supplier status. In 2025, all suppliers evaluated met the Company's evaluation criteria. For general contractors where significant actual or potential negative environmental and social impacts were identified, effective control was implemented through contract management, unannounced on-site inspections and goal review meetings.

Annual Supplier Evaluation Results (unit: number of suppliers)

Evaluation aspect	Environmental aspect	Social aspect	Governance aspect
Description of significant actual or potential negative impacts	Impacts of engineering environmental health management	Human rights topics, safety impacts on migrant workers	Impacts on construction progress due to labor shortages and material shortages
Total number of suppliers	19		
Number of suppliers evaluated	19		
Number of suppliers with significant actual or potential negative impacts	1	1	0

In addition, the Company has obtained theISO 14001 certification in 2024 to systematically manage the environmental performance of both its own operations and its supply chain. The Company also evaluates suppliers' environmental performance. If a supplier fails to meet the standard, guidance is provided to drive improvement, thereby ensuring that supply chain environmental risks remain manageable and subject to continuous improvement.

Green Procurement

Kindom Development integrates environmental sustainability principles into the daily operational procurement decisions by prioritizing products and services related to energy efficiency, low-carbon attributes, recycled materials or environmental certifications. Such products and services include office supplies, construction materials, facilities and equipment, thereby actively supporting the circular economy and resource efficiency through tangible procurement practices.

In terms of implementation performance, in 2025, the Company set a target of NT$5 million for self-contracted green procurement, mainly including building materials used in interior fit-outs of common areas of lounges and libraries selected to comply with green procurement standards as much as possible. Accordingly, green procurement expenditure has continued to grow in recent years, reaching NT$9,633,982 in 2025, an increase of approximately 36% from NT$7,065,536 in 2024, and a growth of nearly 90% compared to NT$5,095,310 in 2021, reflecting the Company's ongoing investment and strong commitment to sustainable procurement.

2025 Green Procurement Expenditure (Unit: NT$)			
2025	2024	2023	2022
9,633,982	7,065,536	5,068,818	5,095,310



Architectural Value and Brand Practice

Enhance Value Through Design, Establish Brand Equity Through Quality

3.1 From Kindom Development 1.0 to Kindom Development 3.0

As a benchmark for transformation in Taiwan's construction industry, Kindom Development's development history demonstrates a profound shift from "building houses" to "enriching lifestyles." The key evolution and future outlook from "Kindom Development 1.0" to "Kindom Development 3.0" are detailed in the following:

● Kindom Development **1.0**: Exquisite Homes and Technical Expertise

In its early stages, Kindom Development was committed to becoming a "role model in the construction industry." The key focus of this stage was engineering quality and integrity in service, leading the industry by pioneering with the commitment of providing "permanent after-sales service." This period established the brand foundation for Kindom Development's high-quality residential properties in prime urban locations.

● Kindom Development **2.0**: Humanistic Communities and Transit-oriented Economy

As consumer demanded upgrades, Kindom Development entered the 2.0 era, and the keywords for this period were "knowledge and transportation."

Humanistic communities: In 2006, the Company partnered with Global Views - Commonwealth Publishing Group to pioneer the concept of "bringing libraries into communities," establishing knowledge as a standard architectural feature, in order to shape Kindom Development's unique cultural DNA.

Transit-oriented economy: The Company actively pursued MRT co-construction development projects and Urban Regeneration. Through the commercial operations of Global Mall, we demonstrated mixed-use development capabilities integrating "residential + shopping mall + station," transitioning from a conventional builder into a comprehensive real estate develo



● Kindom Development **3.0**: Promoter of Sustainable Cities and Lifestyles

Approaching the 47th anniversary, Kindom Development has transitioned to Stage 3.0, focusing centrally on "ESG sustainability and smart cities." In this stage, the Company's focus has expanded beyond physical architectural spaces to integrate green, low-carbon and smart building technologies. For instance, the Company utilizes recyclable shipping containers for on-site house sales centers and embeds SDG indicators across construction and daily operations. Kindom Development 3.0 aspires to be a "promoter of sustainable living," transforming buildings into the driving force for positive social change.

The Kindom Minquan Building, completed and commissioned in 2025, exemplifies the proactive pursuit of sustainable building certifications, and the building not only achieved dual certifications of Taiwan's "Diamond-level Green Building" and "LEED Platinum", but has also applied for "Diamond-level Smart Building" and "WELL Platinum Building" certifications. Designed around user spatial needs, the building delivers smart living and working environments that ensure safety, security and comfort. This project embodies the core vision of Kindom Development 3.0 by integrating ESG principles throughout the entire lifecycle of design, construction and operations. In recognition of these achievements, we received the 5-Star "Best Office Development Taiwan Award" at the 2024 International Property Awards (IPA), setting a new benchmark for sustainable architecture.



Kindom Development 3.0 Concept

3.2 Smart and Sustainable Building Concept

Kindom Development has long integrated sustainable development concepts into building product development, and in 2024, the "Building Product Development ESG Policy" was formally established, and such comprehensive development strategy has balanced environmental, social, and governance (ESG) factors across all stages, from low-carbon buildings and land development to construction management and sustainable procurement. The Company incorporates green building concepts from the architectural design stage, reducing building energy consumption and GHG emissions through passive design, building envelope energy conservation, Low-E glass, natural lighting, and ventilation, while enhancing living comfort and indoor environmental quality. In addition, we have also set the goal of achieving a Silver rating or above under the Taiwan Green Building Label.

In addition, Kindom Development also emphasizes carbon management for the whole building life cycle, incorporating factors of embodied carbon emissions of building materials, equipment energy efficiency, subsequent maintenance, and demolition and disposal into its evaluations. The Company actively adopts low-carbon building materials, recycled materials and environmentally certified products, in order to implement the circular economy. During the construction phase, the Company introduces green construction technologies and building information modeling (BIM) and the Internet of Things (IoT) smart technologies to mitigate the environmental impacts of dust, noise, water pollution, and waste, while strengthening occupational safety and health management, demonstrating its commitment to both construction personnel and the natural environment.

In terms of resource management, Kindom Development continues to promote energy efficiency and water conservation policies, planning rainwater harvesting, water-saving fixtures, and renewable energy applications, while enhancing building operational efficiency and carbon reduction performance through energy management systems and smart monitoring mechanisms. The Company also incorporates sustainable procurement into the supply chain management, and prioritizes cooperation with suppliers meeting the human rights, labor rights and environmental protection standards, in order to create building products integrating environmental protection, health and sustainable value, thereby fulfilling the Company's commitment to low-carbon cities and a sustainable future. Specific design practices are as follows:

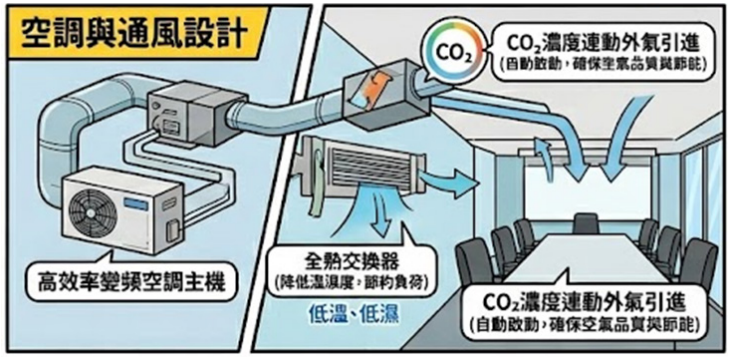


● Passive energy-saving design

During the planning and design stage, Kindom Development incorporates green building design concepts to minimize reliance on active design (i.e., use of air-conditioning equipment) and instead utilizes passive energy-saving design to effectively reduce building energy demand at the source. Key measures include fully utilization of Low-E energy-saving glass for exterior walls to effectively block solar heat gain in summer and to reduce air-conditioning energy consumption, as well as appropriate planning of external shading or balcony structures at window openings to avoid excessive east-west solar exposure, thereby achieving natural cooling and thermal insulation. Furthermore, operable high windows are installed in community public areas to allow natural ventilation during the cooler spring and autumn seasons, in order to prevent stuffiness and reducing air-conditioning use. For rooftops subject to severe solar exposure, features of insulation PS boards and rooftop landscape gardens are planned to absorb summer solar heat and to prevent sharp indoor temperature rises on the floors below.

● Air-Conditioning and Ventilation Design

For the air-conditioning system design and planning, Kindom Development adheres to strict control principles by sizing air-conditioning capacity according to actual spatial requirements, in order to prevent oversized system designs and to reduce waste of energy. In addition, the Company selects high-efficiency air-conditioning units and incorporates variable-frequency control technology to achieve energy conservation and consumption reduction. We also promote the use of energy recovery ventilators, which perform total heat exchange between fresh outdoor air and indoor exhaust air to convert high-temperature, high-humidity outdoor air into cooler, drier air, thereby reducing the cooling load on the air-conditioning system. Furthermore, a CO_2 concentration-inked outdoor air intake system is utilized such that when indoor CO2 concentrations exceed standard thresholds, the system is able to automatically activate fresh air intake, in order to simultaneously protect indoor air quality and to achieve energy efficiency targets.



● Smart Lighting and Daylighting Planning

Regarding lighting energy conservation, Kindom Development emphasizes architectural daylighting to maximize daylighting design in spaces of public areas and elevator lobbies, in order to prevent energy waste caused by excessive indoor artificial lighting. Throughout the building design process, high-efficiency lighting equipment with superior energy-saving performance, such as LED and other energy-efficient luminaires, is widely adopted. Furthermore, we have carefully considered the practical needs of indoor lighting design, rationally planned zoning switch installations, and integrated automatic dimming and daylight sensing control systems, in order to ensure that residents are able to enjoy a comfortable visual environment while achieving energy-saving goals at the same time. For community public area, the occupancy sensing system is utilized. If such area is unoccupied, only minimum-energy basic safety lighting is maintained; on the other hand, when occupants enter the area, the lighting system activates to provide sufficient illumination. Once occupants leave the area, the lighting automatically returns to the baseline safety level.





● Water-Saving Equipment and Water Resource Recycling

Kindom Development emphasizes the sustainable management of water resources. To effectively save and manage water resources and water consumption, all construction projects incorporate specific water-saving measures customized to their individual conditions and needs. First, for domestic water consumption, Kindom insists on the full installation of water-efficient equipment with water-saving labels, including dual-flush water-saving toilets and sensor-flush urinals, in order to actively lower water consumption in the daily living environment. Secondly, Kindom also actively introduces a rainwater retention system. Through careful planning of collection and purification of rainwater, the reclaimed water is reused for non-drinking purposes, such as landscape irrigation, in order to significantly reduce the need for tap water. Furthermore, in terms of the landscape design, Kindom Development prioritizes native plant species adapted to Taiwan's local climate, effectively minimizing landscape irrigation requirements and further enhancing site-wide water efficiency and sustainability.

3.3 Sustainability Labels and Certifications

In recent years, Kindom Development has continuously advanced sustainable building practices. In addition to integrating green, intelligent and low-carbon building design concepts, we actively pursue various domestic and international building marks and certifications. These include the Green Building Label, Intelligent Building Label, Building Energy-Efficiency Rating, carbon footprint label, LEED international green building certification, WELL Building Standard certification, and Earthquake-Resistant Label.

Kindom Development has progressively established a comprehensive sustainable building development framework and has integrated ESG principles for different property types, including residential, office, commercial, and mass rapid transit co-development projects. These certifications not only demonstrate building quality and technical achievements, but also reflect the Company's commitment to environmental protection, energy efficiency, occupant health, and sustainable urban development.

● Green Building Label As Baseline Standard

All current projects under Kindom Development are planned to obtain the Green Building Label for various certification levels, including Silver, Gold and Diamond levels. Among these projects, Minquan A has been awarded the Diamond-level Green Building Label, while the projects of Banqiao Y16, Chenggong Office, Taichung G9-1, Erfu B2 and Kaohsiung Special Zone 4 and 5 are also targeting the Diamond-level Green Building Label, thereby demonstrating Kindom Development's high-standard capabilities in energy conservation, ecology, waste reduction and health. Such comprehensive promotion method demonstrates that the Company has expanded green building practices from flagship demonstration cases to general building developments. With the ongoing promotion of net-zero building policies, the Green Building Label will not be viewed as added market value only, but as a foundational baseline for Kindom Development's property developments.

Green Building Evaluation Indicators

Ecology	Energy Saving	Waste Reduction	Health
Biodiversity Greening	Daily Energy Conservation	CO_2 Reduction	Indoor Environment
Construction Site Water Preservation		Waste Reduction	Water Resource
			Wastewater and Waste Improvements

● Maturing Development of Intelligent Building Label

The Intelligent Building Label primarily evaluates a building's integration capabilities in terms of the aspects of information, communications, automation and energy management, and its core objective is to enhance facility management efficiency, energy efficiency and user convenience. In addition to enhancement of management efficiency, smart building development is closely linked to energy conservation and carbon reduction. For instance, smart HVAC and lighting management can automatically adjust energy output based on occupancy and usage conditions, in order to prevent unnecessary waste of energy. Furthermore, smart buildings improve occupant comfort and safety, including the functions of access control, equipment monitoring and anomaly alerts, such that smart buildings have become essential directions in modern building development.

In recent years, Kindom Development has integrated smart building systems into most of the new projects, incorporating functions of smart lighting, energy monitoring, HVAC management, security surveillance and equipment automation. Among 19 constructions projects, 18 new projects have incorporated smart building designs, including certifications for Gold- and Diamond-level Intelligent Building Labels. In the future, smart buildings will evolve beyond equipment automation to further integrate energy management, carbon emission monitoring, and smart O&M systems, thereby establishing a smart and sustainable building model.

● Low Carbon Building Label Becoming Strategic Focus

The Low Carbon Building Label primarily evaluates carbon emissions across a building's life cycle, including materials, manufacturing, construction, operation, and maintenance, which also serves as a key indicator for net-zero building development. Building life-cycle carbon emissions can be effectively reduced by reducing cement usage, minimizing construction waste and improving construction efficiency. Key carbon-reduction technologies include blast furnace slag concrete, Portland limestone cement low-carbon concrete, precast construction methods and aluminum formwork. Additionally, lightweight structures and high-efficiency equipment systems are able to reduce operational energy consumption, in order to further enhance low-carbon performance.

Minquan A has obtained the highest-level Low-Carbon Building Label (Level 1+), and most other construction projects are planned to obtain low-carbon building certifications. For instance, both the projects of Yumaowu Captain and Taipei E1E2 have achieved Level 1+, demonstrating that the Company emphasizes life-cycle carbon emissions management and has started to implement carbon reduction strategies for building materials and construction phases.

● Building Energy-Efficiency Rating Label

The Building Energy-Efficiency Rating Label system primarily evaluates building energy efficiency. The ratings currently range from Level 1+ to Level 5, with Level 1+ representing optimal energy-saving performance. Building energy efficiency is closely linked to factors of building envelope energy conservation, air-conditioning efficiency, lighting systems and energy management. For instance, Low-E glass, high-efficiency air-conditioning systems and smart control systems are able to effectively reduce building energy consumption. Among 19 relevant construction projects, 10 of the projects are planned to obtain a Level 1+ Building Energy-Efficiency Rating, demonstrating the Company's strong energy-saving performance in office building developments.

● LEED International Green Building Certification

LEED (Leadership in Energy and Environmental Design) is an international green building certification system established by the U.S. Green Building Council and has become one of the most widely recognized green building standards worldwide. Under the trend of global corporate emphasis on ESG and RE100, international corporate tenants' demand for LEED-certified buildings continues to increase. Consequently, LEED certification enhances tenant leasing appeal and the asset value of office buildings. Furthermore, the LEED rating system emphasizes whole life cycle management for buildings, and in the future, it is expected to continue to shape the future direction of sustainable building development globally.

Evaluation categories include Sustainable Sites, Energy and Atmosphere, Water Efficiency, Materials and Resources, Indoor Environmental Quality, and Innovation, with certification levels classified into the levels of Certified, Silver, Gold, and Platinum. Platinum is the LEED highest certification level, indicating that a building meets rigorous international standards in energy efficiency, low-carbon design and environmental quality.

Currently, Minquan A has obtained LEED Platinum certification; Banqiao Y16 and Taipei E1E2 are planned to obtain LEED Platinum certification; and Nangang Office, Taichung G9-1, and Kaohsiung Zhuan 4 and Zhuan 5 are planned to obtain the LEED Gold Label.

● WELL Building Standard Certification

WELL Certification (WELL Building Standard) has emerged as a key international healthy building certification system in recent years, and its core concept is people-centric with the emphasis on the impact of building environment on human health and quality of life. In the post-pandemic era, demand for healthy buildings has increased significantly, making office environment factors of air quality, natural lighting, and ventilation to become important market requirements. Therefore, WELL Certification is expected to become an essential benchmark for high-end commercial offices and international corporate tenants in the future. WELL evaluation categories include Air, Water, Light, Thermal Comfort, Sound, Nourishment, Movement, and Mental Health.

Presently, the WELL Platinum certification for Kindom Development's Minquan A project is under the application process, while the Taipei E1E2 development project is planned to obtain WELL Gold certification, which demonstrates that in addition to energy conservation and low-carbon performance, the Company also starts to value occupant health and the quality of working environment.

● Earthquake-Resistant Label

Taiwan is located in a earthquake zone, making earthquake-resistant performance an important indicator of building safety. The Earthquake-Resistant Label mainly evaluates structural safety and earthquake-resistant capacity to enhance building safety performance during earthquakes. In addition to mitigating disaster risks, earthquake-resistant design is able to enhance building durability and long-term asset value. In terms of the ESG concept, building resilience has increasingly become a vital component of sustainable development; as a result, earthquake-resistant and disaster-prevention design will continue to be viewed as a key focus in the future.

Minquan A and Minquan B projects have obtained the Earthquake-Resistant Label, while other projects, such as Zhixing Section, Nangang Office, Nangang Residential, Banqiao Fuzhong, Chenggong Office, Chenggong Residential, Linyi Section, Child Welfare B2, Taipei E1E2, Kaohsiung Special Zone 4, Special Zone 5, and Commercial Zone 4, are also planned to obtain the Earthquake-Resistant Label.

The outcomes from various sustainable building certifications have revealed that in recent years, as Kindom Development has pursued higher-level sustainability certifications, we have progressively transitioned from traditional green building concepts to an integrated sustainable building development strategy covering the aspects of environmental, social, and governance (ESG). In addition to continuously advancing energy conservation and carbon reduction measures, we also integrate concepts of health and welfare, safety and resilience, smart management, and the circular economy into the building planning and development processes, thereby demonstrating our comprehensive deployment for sustainable development. It is particularly noteworthy that Kindom Development does not merely seek to "obtain certification", but directly targets the highest rating levels in all certification frameworks. Taking the Kindom Group's Headquarters of Minquan Building, as an example, the project has achieved diamond-level green building, Level 1+ low-carbon building, Level 1+ building energy efficiency, and LEED Platinum certifications, while simultaneously promoting applications for diamond-level smart building and WELL Platinum certifications. Pursuing six top-tier certifications for a single project is an exceptionally rare achievement in Taiwan's construction market, which further demonstrates Kindom Development's comprehensive strength and long-term commitment to sustainable building design and engineering execution.

Year of Use Permit	2025		2026		2027	2028				2029	2031				2031	2033	2034		
Project Name / Certification & Label	Minquan A	Minquan B	Taichung G5	Yumaowu Captain	Zhixing Section	Nangang Office	Nangang Residential	Banqiao Fuzhong	Beitou Shilin Technology Park	Banqiao Y16	Chenggong Office	Chenggong Residential	Linyi Section	Taichung G9-1	Child Welfare B2	Taipei E1E2	Kaohsiung Special Zone 4	Kaohsiung Special Zone 5	Kaohsiung Commercial Zone 4
Green Building	Diamond	Silver	Silver	Gold	Silver	Gold	Gold	Gold	Gold	Diamond	Diamond	Gold	Silver	Diamond	Diamond	Diamond	Diamond	Diamond	Gold
Smart Building	Diamond	Silver	Silver	Certified	-	Gold	Gold	Silver	Silver	Diamond	Gold	Certified	Silver	Gold	Gold	Gold	Silver	Silver	Silver
Low-Carbon Building	1+	-	3	1+	3	1+	1	-	2	1	1	2	2	1	-	1+	2	2	2
Building Energy Efficiency	1+	-	-	-	-	1+	-	2	1+	1+	1+	1+	1+	-	2	-	1+	1+	1+
Earthquake-Resistant Label	•	•	-	-	•	•	•	•	-	-	•	•	•	-	•	•	•	•	•
LEED	Platinum	-	-	-	-	Gold	-	-	-	Platinum	-	-	-	Platinum	-	Platinum	Gold	Gold	-
WELL	Platinum	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Gold	-	-	-

Description of Certification Levels

- Green Building: Certification levels are categorized into five levels from basic to optimal in sequence: Certified, Bronze, Silver, Gold, and Diamond.
- Smart Building: Certification levels are categorized into five levels from basic to optimal in sequence: Certified, Bronze, Silver, Gold, and Diamond.
- Low-Carbon Building: Labels are classified into Levels 1 to 7; buildings reaching Level 4 and above are rated as low-carbon buildings, further classification into Low-Carbon Levels 1 to 4. Level 1 buildings with a carbon reduction rate of 20% or more are are classified as ultra-low-carbon buildings and designated as Low-Carbon Level 1+.
- Building Energy Efficiency Rating: Rating levels are classified as Level 1+ to Level 5, with Level 1+ representing the highest building energy efficiency.
- LEED: Certification levels include Certified, Silver, Gold, and Platinum. Platinum is the highest LEED rating, indicating that the building meets rigorous international standards in energy efficiency, low-carbon design, and environmental quality.



• GRESB Assessment

GRESB (Global Real Estate Sustainability Benchmark) is currently the benchmark international ESG rating system for the real estate and infrastructure sectors, primarily evaluating the ESG management performance of real estate companies, REITs, developers, and infrastructure enterprises in the sustainability aspects of ESG management performance. GRESB assessment results are widely utilized by global institutional investors, asset management companies, and financial institutions as an important benchmark for investment decision-making and risk management.

GRESB rating system mainly consists of two main components of Management and Performance / Development. The Management Component focuses on organizational management, such as the company's ESG governance structure, sustainability policies, risk management, information disclosure and stakeholder engagement. The Development Component focuses on operational implementation during building development and operations, including energy efficiency, GHG reduction, water resource management, waste management, green building certifications, occupational safety, and supply chain management.

GRESB rating utilizes a 100-point scoring system and assigns 1 to 5-Star Rating (Star Rating) based on corporate performance. A 5-Star rating recognizes top-tier industry leaders ranking in the top 20% of global peers in the same industry. In addition, GRESB establishes peer groups based on company type, region, market attributes and asset categories, in order to enhance the fairness and benchmark value of the evaluation results.

In the 2025 GRESB Real Estate Development (Development) evaluation, Kindom Development achieved outstanding performance and received the highest rating of "5 Stars" with a perfect score of 100 points. Kindom Development was ranked No. 1 in the Asia / Listed / Mixed Use category and No. 1 globally in the Listed / Mixed Use category and No. 3 globally in the Listed / Mixed Use category, placing the Company to be among the top 3% of global listed peers in the same category. Such achievement fully demonstrates Kindom Development's excellent performance in terms of the aspects of ESG governance, sustainable development management, climate change response, and stakeholder engagement, indicating that the Company's sustainability management capabilities have reached an internationally leading level and are highly recognized by global sustainability rating agencies. Looking at the overall evaluation results, in the Kindom Development GRESB Real Estate Development (Development) evaluation, Kindom Development achieved a perfect score of 100 in the GRESB Real Estate Development evaluation, obtaining a full score of 30 points in the Management Component and a full score of 70 points in the Development Component, demonstrating that the Company has established robust and mature management mechanisms in both sustainability governance framework development and project execution. The overall score was not only significantly above the industry average but also earned the Company the Global Sector Leader designation, fully demonstrating the Company's outstanding sustainability management performance.



Sustainable Building Case Study: Kindom Development × Minquan Building

The Kindom Minquan Building serves as a key flagship project marking Kindom Development's advancement towards "Kindom 3.0" sustainable development. The overall planning centers on low-carbon transportation, energy and water conservation, green ecology, healthy environments, and circular resources. In addition, the project has obtained LEED v4 BD+C: Core and Shell Platinum certification, with a total score of 81 / 110 points,, the highest tier under the LEED rating system, demonstrating the Company's comprehensive achievements in sustainable construction.

Item	Content
Seven Major Sustainability Certifications	Kindom Minquan Building has obtained multiple domestic and international sustainable building certifications, including diamond-level green building, Level 1+ building energy efficiency, Level 1+ low-carbon building, LEED Platinum, Earthquake-Resistant Label, diamond-level smart building, and WELL Platinum (application in progress).
Ecological Sustainability	During the early stage of development, a tree protection plan was submitted in accordance with regulations, and pruning and maintenance were also conducted by arborists certified by the International Society of Arboriculture. During construction, protective measures of root barriers, catch drains and protective fencing were implemented, with construction fences set back an additional 3 meters beyond the canopy drip-line to minimize impact on existing banyan trees and their root systems, in order to fully preserve precious mature trees and create an old-tree plaza and landscape walkway. In addition, approximately 1,543 square meters of ecological habitat were planned for the construction site and rooftop, accounting for 39.7% of the total site area. Open space covered approximately 3,307 square meters (85.1% of the site area), achieving a greening ratio of 46.7%. Through green roofs, open spaces, and high-reflectance paving designs, the project effectively mitigates the urban heat island effect while balancing ecological conservation with environmental quality, demonstrating the sustainable concept of symbiosis between architecture and nature.
Landscape Sustainability	A wide variety of native and butterfly-attracting plant species were utilized to enhance biodiversity and reduce irrigation demands. The construction site achieved a green coverage ratio of 106.9%, thereby improving the microclimate and reducing the heat island effect. Permeable paving was extensively applied across the landscape to enhance rainwater infiltration and reduce surface runoff. Additionally, a 246.33-ton rainwater harvesting tank was installed to collect rainwater for landscape irrigation, balancing water conservation with ecological benefits to create a green space capable of achieving both landscape quality and environmental sustainability at the same time.
Environmental Sustainability	Guided by circular economy and low-carbon building materials concepts, the rooftop utilizes wood-plastic composite decking made from 100% recycled plastic, and such material is weather-resistant, corrosion-resistant, and low-maintenance, while mitigating the environmental impact of plastic waste. In addition, the project uses blast furnace slag concrete, replacing a portion of cement with ground granulated blast-furnace slag and fly ash. While maintaining structural strength and construction quality, the use of such material is able to effectively reduce carbon emissions, thereby implementing resource recycling and low-carbon building development in practice.
Building Sustainability	Through building envelope energy conservation, structural optimization and lightweight design, the project has obtained the Level 1+ low carbon building label while achieving a 26.5% carbon reduction compared to the baseline case, with reduction of emissions by approximately 3,739 tCO_2e (calculated based on the Low Embodied-Carbon Building Rating System (LEBR) baseline case of 19,839 tCO_2e). The building features a regular layout, steel structure, and lightweight partition system to minimize material consumption and to enhance earthquake-resistant performance. Precast construction methods are utilized for stairs and balconies to improve construction quality and efficiency, shorten project schedules, lower labor demand and safety risks, and reduce noise, dust and construction and demolition waste (C&D Waste) at the same time, demonstrating the realization of the vision of low-carbon and sustainable architecture. A whole building life cycle assessment (WBLCA) has been conducted to guide low-carbon material selection and sustainable procurement. Additionally, products with Environmental Product Declarations (EPD), recycled content and material ingredient reporting are also utilized to enhance building material transparency. The construction C&D Waste recycling rate during the construction phase exceeded 75%
Energy Sustainability	The overall energy efficiency is enhanced through energy-efficient design and the adoption of renewable energy. The exterior walls utilize Low-E glass to reduce solar heat gain and lower air-conditioning loads. The air-conditioning system utilizes a high-efficiency water-cooled VRV system in conjunction with floor-by-floor cooling water tanks, in order to enhance the cooling efficiency while reducing energy consumption at the same time. The building's energy use intensity (EUI) is 55.53 kWh/(m^2·yr), outperforming the Building Energy-Efficiency Rating Level 1+ standard and achieving a 52.4% energy reduction compared to the base standard. For an estimated 60-year life cycle, it is estimated to achieve the annual electricity savings of approximately 2.24 million kWh and a cumulative reduction of approximately 63,700 tCO_2e (calculated based on the Building Energy-Efficiency Rating assessment). In addition, rooftop solar panels and purchased green electricity are able to supply approximately 6% of the building's power demand, progressively reducing reliance on conventional energy. Furthermore, refrigerated waste storage equipment and centralized waste management spaces have been installed to enhance environmental hygiene and facility usability, demonstrating the Company's commitment to low-carbon, smart and sustainable energy management. Indoor water consumption utilizes high-efficiency water-saving equipment supplemented by rainwater recovered for toilet flushing, achieving a water consumption reduction of 50.41% in comparison to the LEED standard. Through water quality monitoring and chemical treatment, the cooling tower system is able to recycle the cooling water at least 10 times, significantly reducing makeup water demand and wastewater discharge from the air-conditioning system.


綠建築標章證書
建築物名稱：臺北市松山區敦化段四小段 363-1 地號等 3 筆辦公大樓新建工程
建築物概要：地下 4 層，地上 15 層鋼骨及鋼筋混凝土造辦公廳類建築
建築執照字號：114 使字第 0058 號
建築基地地號：臺北市松山區敦化段四小段 0363-0001 號共 3 筆
建築物門牌：臺北市松山區民權里民權東路三段 167 號等
有效期限：自 114 年 10 月 23 日至 119 年 10 月 22 日
評估版本：基本型（2015 年版）
綠建築等級：鑽石級
內政部 部長 劉世芳


建築能效標示證書
建築物名稱：臺北市松山區敦化段四小段 363-1 地號等 3 筆辦公大樓新建工程
建築物概要：地下 4 層，地上 15 層鋼骨造及鋼筋混凝土造空調型(辦公分區)建築
建築執照字號：114 使字第 0058 號
建築基地地號：臺北市松山區敦化段四小段 0363-0001、0372-0000、0372-0002 號共 3 筆
建築物門牌：臺北市松山區民權里民權東路三段 167、169、171、173 號等
有效期間：自 115 年 1 月 30 日至 120 年 1 月 29 日
建築能效等級：第 1+級（近零碳建築）
內政部 部長 劉世芳


LEED
KINDOM MINQUAN EAST COMMERCIAL BUILDING
Taipei City, Taiwan
LEED v4
BD+C: CORE AND SHELL
PLATINUM
January 2026
PETER TEMPLETON, PRESIDENT & CEO
U.S. GREEN BUILDING COUNCIL & GREEN BUSINESS CERTIFICATION INC.


低碳（低蘊含碳）建築標示
建築物名稱：臺北市松山區敦化段四小段 363-1 地號等 3 筆辦公大樓新建工程
建築物概要：地下 4 層，地上 15 層鋼骨造，鋼筋混凝土造辦公服務類建築
建築執照字號：114 使字第 0058 號
建築基地地號：松山區敦化段四小段 0363-0001 號共 3 筆
建築物門牌：臺北市松山區民權里民權東路三段 167 號共 55 筆
評估版本：2023 年版
低碳建築等級：第 1+級
內政部 部長 劉世芳
LEBR


NTU CEER
耐震標章
耐震標章證書
耐震標章證書字號 CSC - 113009
建築名稱：臺北市松山區敦化段四小段 363-1 等 3 筆地號公辦都更案
建築概要：地上 15 層 SS 造
地下 4 層 RC 造
業主：冠德建設股份有限公司
用途別：住宅區用地
合於耐震標章認證標準
國立臺灣大學地震工程研究中心
中華民國 113 年 11 月 27 日


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in association with
American Standard
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BEST OFFICE DEVELOPMENT TAIWAN
KINDOM Minquan Commerce Building by Kindom Development Co., LTD.
2024-2025

3.4 Sustainable Materials and Construction Methods

Driven by global net-zero carbon emissions and ESG trend, the construction industry is transitioning from a traditional focus on development efficiency and economic returns toward a new model emphasizing the balance among environmental sustainability, resource recycling and low-carbon emissions reduction. In recent years, Kindom Development has actively promoted sustainable building principles by incorporating sustainability thinking into architectural design and operational stages, as well as extending these practices to construction materials, building methods and construction site management, demonstrating the Company's strong commitment to low-carbon transition and the circular economy. Kindom Development's initiatives in promoting sustainable materials and methods can be mainly classified into four main directions of "Recycled Materials," "Low-Carbon Construction Methods," "Low-Carbon Concrete Technology," and "Sustainable Site Offices."

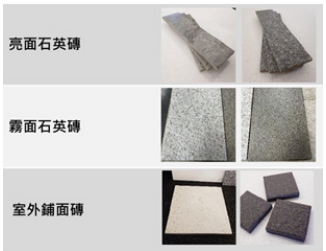
● Recycled Insulator Bricks

In terms of the "recycled and reused materials," Kindom Development promotes the application of "recycled insulator bricks," fully demonstrating the principles of circular economy and waste resource reuse. Insulators are ceramic components used for electrical insulation in power transmission and distribution systems. Despite having a service life of several decades under prolonged outdoor exposure, they still need to be replaced when cracking occurs or insulation performance deteriorates. Traditionally, such discarded insulators were largely regarded as wastes that cannot be treated easily. However, through material re-manufacturing technologies, Kindom Development crushes and grinds such insulators into powder for reintegrating into tile raw materials for firing. Such process is able to produce glossy or matte tiles that can also be applied as outdoor paving materials.

Since insulators are made of high-hardness and wear-resistant ceramic materials, they retain excellent durability after recycling, such that the consumption of natural stone and virgin materials can be reduced and the volume of waste sent to landfills can also be decreased. Such approach means more than just material recycling, and it also serves as a vital practice supporting the construction industry's transition from "linear consumption" to "circular utilization."







● Aluminum Formwork Construction Method

Regarding construction methods, Kindom Development actively promotes the "aluminum formwork construction method," replacing traditional timber formwork with prefabricated aluminum formwork, in order to reduce resource waste and environmental impact during construction. Traditionally, conventional timber formwork construction requires substantial amounts of wood and provides limited reusability, often generating significant wood waste upon project completion, which not only increases the waste disposal burden but also consumes valuable forest resources.

In contrast, aluminum formwork can be reused approximately 100 times, significantly enhancing material efficiency. Even when aluminum formwork reaches the end of its useful lifetime, it can still be recycled and re-manufactured to form a closed-loop circular material system. In addition, aluminum formwork does not absorb water, and therefore, it does not affect the concrete mix ratio, such that the construction quality and stability can be improved. After formwork removal, the concrete surface is smooth and even, reducing subsequent plastering and finishing work while further minimizing material and labor waste at the same time.

Although aluminum formwork demands higher initial costs, these costs can be effectively amortized through multiple reuses, balancing economic and environmental benefits. More importantly, aluminum formwork requires comprehensive planning prior to construction, facilitating standardization and precision on construction sites, thereby enhancing overall operational efficiency. Such industrialized construction method also demonstrates that Kindom Development is steadily advancing towards smart and low-carbon construction methods.

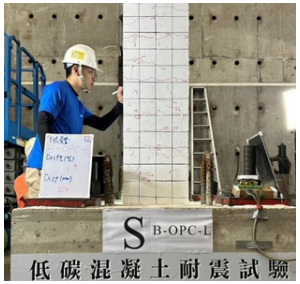


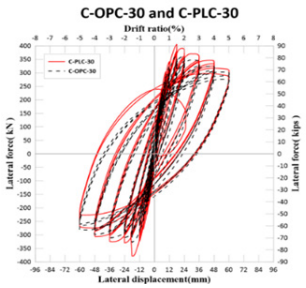


● Portland Limestone Cement Low-Carbon Concrete

In terms of low-carbon material technologies, presently, Kindom Development's most prominent achievement is the adoption of "Portland limestone cement low-carbon concrete." Since cement production is an energy-intensive and high-emission process, reducing cement consumption has become a crucial decarbonization priority for the global construction industry. Kindom Development has introduced PLC (Portland Limestone Cement) low-carbon concrete in 2024 to reduce manufacturing carbon emissions by adding limestone to cement to partially replace conventional cement clinker. The use of 50% PLC mixing ratio can reduce carbon emissions by approximately 30% compared to a conventional 70% cement mixing ratio. Portland limestone cement low-carbon concrete also exhibits the merits of excellent workability, high early strength and superior durability, thereby ensuring that building quality and structural safety are not compromised by carbon reduction efforts.

Starting in 2025, new projects have fully utilized low-carbon concrete, indicating that the Company has elevated low-carbon building materials from pilot demonstration to the Company's standard strategy. This not only reflects Kindom Development's proactive response to carbon reduction policies, but also symbolizes the construction industry's steady progress towards comprehensive decarbonization and net-zero transition. Starting in 2025, 8 new development projects are expected to utilize approximately 643,441 m^3 of low-carbon concrete, achieving the reduction of carbon emissions by approximately 75,000 metric tons of CO_2e (↓34%) compared with conventional concrete.



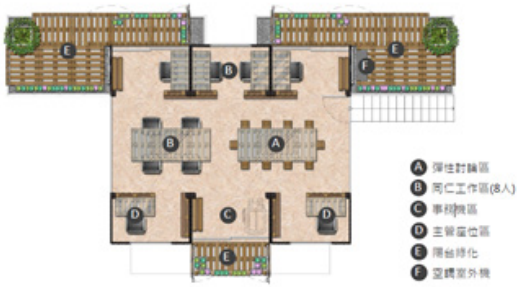


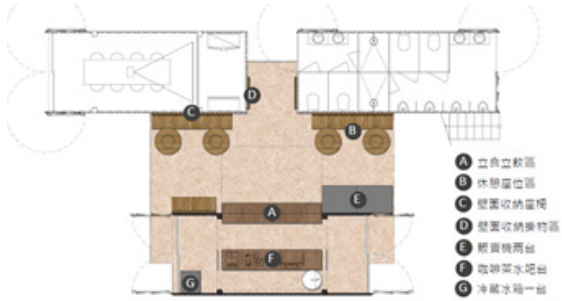


● Sustainable Site Offices

In addition to permanent construction projects, Kindom Development extends sustainability principles to site management by promoting the "Sustainable Site Office" concept. Traditional site offices typically rely on disposable prefabricated structures, which tend to have limited lifespans with generation of substantial wastes upon demolition. Kindom Development replaces traditional prefabricated units with repurposed shipping containers, such that through the modular design method, functional spaces of offices, meeting rooms, pantries and restrooms can be flexibly assembled. Since shipping containers are reusable, such approach is able to effectively minimize material waste associated with temporary site structures.

Furthermore, the roof of the sustainable site office is equipped with a 3.9 kW solar panel system capable of providing both power generation and thermal insulation, and satisfying approximately 80% of office electricity demand, such that energy consumption and carbon emissions can be reduced during the construction phase. In addition, permeable concrete and rainwater harvesting matrix system are installed underground at the construction site to collect rainwater for plant irrigation, thereby establishing a small-scale water resource recycling system. Such approach demonstrates that Kindom Development values not only the sustainability performance of completed buildings, but also energy use and environmental impacts during construction, in order to implement ESG principles in the whole life cycle management.







• Green Building Materials

For the material cost, "calcium silicate board systems" and "green building material coatings" currently account for the largest share of the material cost.

Calcium silicate boards	Green building material coatings
• Primary interior baseboard material used in large volumes • Fire-resistant, low-formaldehyde, moisture-resistant, and durable; eligible for the Green Building Material Label • Due to extensive application areas, it represents a key material within the overall share of green building materials	• Critical material for controlling indoor air quality • Low-VOC and low pollution, improving the indoor health environment

Sustainable and Recycled Building Materials (Green Building Materials) Analysis Table

Project Name / Site	Minquan Site A	Xinhehui A3, A9, A11, A12 Units	Anmuju C8-33F	Zhixing Section Sales Center
Type	Commercial office	Model home	Model home	Model home
Green procurement amount	7,560,360	102,300	33,340	14,850
Green procurement ratio	39.99%	2.83%	1.09%	0.93%
Products used for green building materials	Furniture-grade decorative particleboard, calcium silicate board, KDPP board, and green building coatings	Calcium silicate boards, green building coatings	Calcium silicate boards, green building coatings	Gypsum board, calcium silicate board, green building coatings
Area of construction	423.3 ping	46 ping	42 ping	35.5 ping



3.5 Natural Capital and Sustainable Development

Nature-Related Risk Assessment for Land Development: Application of TNFD Disclosure Framework

Facing the challenges of global natural capital loss and the climate risk of rising temperature, Kindom actively responds to the TNFD (Task Force on Nature-related Financial Disclosures) disclosure framework by integrating nature-related risks and opportunities into the land development and operation management processes. The Company not only conducts environmental impact assessments in compliance with regulations, but also further introduces natural topic management mechanisms into the development processes, in order to construct a prospective and integrated system in response to natural risks from the processes of strategic planning and governance to on-site execution.

I. Governance Aspect

To effectively govern natural risks and impacts, Kindom Development has established "Land Development Management Procedures" to clearly define the operation process and review mechanisms for the development stages of "Cultivation Project", "Execution Project", and "Project Land Delivery Project". The Development Investment Division acts as the responsible unit in charge of consolidating regulatory analysis, conducting site environmental surveys, performing market assessments, and evaluating investments, and then submitting relevant documents and data to the President and Chairman for approval on the execution according to the Company's governance structure. In terms of governance of nature related topics, Kindom not only complies with regulations by conducting environmental impact assessments, but also proactively integrates projects such as forest carbon sink, biodiversity protection, and ESG information disclosure through GRESB strategies, ISO 14001 system and supervision of the Sustainable Development Committee, in order to ensure that natural capital is adequately considered from the initial stage of development decision-making and to implement the risk management principle of prevention in priority.

ISO 14001 System Validity Period	2024/12/25~2027/12/25
Management Review Records	2025/12/04
Internal Audit	2025/10/27, 2025/11/05, 2025/11/24
External Audit	2025/12/09
2025 Key Implementation Focus	Drinking water monitoring, working environment monitoring, emergency response drills, water tower cleaning, HVAC equipment cleaning, sustainable supply chain management, Taiwan Corporate Sustainability Awards

II. Strategy Aspect

In terms of the project development strategy, Kindom actively complies with tree protection requirements from the National Housing and Urban Regeneration Center and local authorities, and plans for the preservation, relocation, and increased green coverage of existing large trees on construction sites. Green building standards with greening indicators, ecological water cycle design, and green space preservation are integrated into the development design, in order to effectively preserve and enhance the site's natural ecological functions. Among the projects, the "Kindom Dazhi Zhan" project specifically preserves a "Carbon Footprint Plaza" spanning over 300 ping (approx. 990 m²); the "Kindom Minquan Building" centers around protected old banyan tree No. 1878 on-site, preserving approximately 300 ping of linear recreational gardens and a heritage tree plaza as open green space within the Urban Regeneration area. In addition to serving as a community cooling and carbon sink adaptation zone, this space is able to achieve public ecological benefits. In addition, we are collaborating with the Forestry and Nature Conservation Agency to promote forest carbon sink projects, and we expect to plant 5,000 native trees with the carbon sink benefits of 31.5 tons, in order to achieve the value of carbon reduction and biodiversity at the same time.

III. Risk and Impact Management

Environmental impact assessments are conducted at the beginning of development or Urban Regeneration projects, and a survey of the surrounding area's existing conditions is also performed, in order to conduct inventory, simulation and analysis of potential natural risks, such as tree health, geological and hydrological factors, and impacts on ecological habitats. The design and planning phase also includes integrated planning on the flood retention capacity under extreme weather conditions, mitigation of the urban heat island effect, and long-term maintenance of community green spaces, thereby reducing financial impacts and the potential for operational disruptions due to natural capital risks.

IV. Metrics and Targets

The Company has established quantitative indicators and long-term goals related to natural capital:

1. All new projects are established with the targets of green building certification above silver grade and energy efficiency labeling. IN addition, smart building technologies and green building materials are also introduced depending upon each individual project's condition.
2. Construction site's natural capital inventory data is integrated into full-cycle development control, in order to track green coverage area, mature tree retention rate, and ecological conservation effectiveness.

TNFD LEAP Methodology Implementation Outcome Overview

LEAP Steps	Implementation Method	Summary of results	Response strategy
Locate	Incorporate on-site land development surveys, current condition survey, and surrounding environment survey	Identify ecologically sensitive areas, natural resource dependence and scope of impact	Reserve high-risk habitats and trees in priority, and plan for relocation and green space allocation
Evaluate	Investment Committee incorporates environmental impact assessments, regulatory analysis, and ecological adaptation requirements	Assess the impact of development on eco-systems, flood control, hydrology, and climate adaptation	Incorporate green space, ecological corridors, and water circulation design during the design stage
Assess (Risk Assessment)	Perform inventory on development of biodiversity, ecological connectivity, and extreme climate risks	Establish a natural capital impact list and management focuses	Introduce detention basins, green building materials, and geological safety design to reduce risks
Prepare (Disclosure Preparation)	Incorporate disclosure framework of ESG reports, GRESB, ISO 14001 environmental management system, and forest carbon sink	Establish a natural capital management database and disclosure mechanism	Gradually align with th TNFD full disclosure framework and enhance cross-departmental collaboration

In addition, in 2025, Kindom Development actively promoted natural carbon sinks and biodiversity conservation by partnering with the Yilan Branch, Forestry and Nature Conservation Agency, National Ilan University and the Songluo indigenous Community to jointly promote the "Songluo Orchid Fragrance Forest Restoration" project. Reforestation was carried out across approximately 3.7 hectares in 70 and 80 forest compartments of the Yilan working circle at a planting density of 1,500 trees per hectare, including native tree species of Formosan sweetgum (Liquidambar formosana), Griffith's ash (Fraxinus griffithii), Taiwan acacia (Acacia confusa), and Japanese ternstroemia (Cleyera japonica). Furthermore, the Company is also committed to a 20-year period of afforestation tending, maintenance, and management to progressively enhance forest carbon sequestration capacity and ecological restoration outcomes.

To establish a foundation for long-term ecological monitoring, the Company has commissioned a project team from National Ilan University to simultaneously set up forest ground plots and animal monitoring plots, continuously tracking forest growth and wildlife activity via drone aerial surveys, infrared camera traps, automated audio recorders and vegetation surveys. Survey results documented a total of 10 mammal species and 13 bird species, including Class II protected species of Swinhoe's pheasant and masked palm civet (Paguma larvata taivana), as well as Class III protected species of Taiwan serow and Taiwan bamboo partridge, which demonstrates the area's rich biodiversity and significant habitat value. The project also established the baseline carbon sink data to serve as the benchmark for future forest carbon sequestration estimates and long-term ecological management.

In addition to ecological restoration, Kindom Development also strengthened the sustainability influence through community engagement and environmental education. Partnering with the Environmental Ethics Foundation of Taiwan at the Luodong Forestry Culture Park, the Company focused on the "One Household, One Tree" planting activities, forest guide tours and low-carbon educational courses. Residents, local community members and children were invited to participate in tree planting and nature observation, in order to enhance the public awareness of forest conservation, carbon sinks and biodiversity topics, thereby implementing the Company’s sustainability philosophy of coexistence and shared prosperity with nature and local communities.







3.6 Quality and Building Safety

"Outstanding construction quality" has always been the constant endeavor of Kindom Development Corp. since its inception. Kindom materializes quality and safety through a three-stage management system and three-level quality control mechanism. To this day, we continue to uphold the core belief. In 2025, the Company had no incidents of non-compliance related to the health and safety impacts of products and services.

● Three-stage management measures

1. Company's self-inspection:

After the building is completed and before it is handed over to the residents, the Company organizes a self-inspection to detect micro flaws using the abundant experience of the inspectors with different professional backgrounds. If flaws are detected, we will demand improvement and conduct another inspection until all flaws are eliminated. Ensure building quality through internal self-inspection, and respond to the customers' expectations toward the house.

2. Home warranty service:

Kindom Development provides warranty coverage exceeding industry standards, extending beyond equipment and waterproofing to include inspection assistance for earthquake-related damage. in addition, the Company also Includes "permanent after-sales service" as a service item while introducing a professional CRM system in conjunction with consultation and construction service. Customer Service Department has been established to help resolve the customers' problems, allowing the customers and the Company to communicate quickly and respond to problems, as well as provide customers with consultation channels such as: LINE@ platform (https://line.me/R/ti/p/@899zdayk), Company's website service email (service@kindom.com.tw), toll-free customer service hotline, consultation service windows, and customer satisfaction surveys. Offer immediate assistance when the residents need it, as well as provide them with a comprehensive warranty and professional service.



Xinhehui property self-inspection

3. Professional unit inspection:

For every community, the Company has commissioned an impartial third party with professional technicians to inspect and certify the public facilities to ensure the construction quality meets the required standards and protects the safety of the residents.

● Three-level quality management

Level One - Voluntary quality management by the construction unit To ensure that construction quality complies with requirements, Kindom Development Corp. performs quality control on all processes of the construction. The construction unit establishes the quality control organization and implements self-inspection and quality control. Its responsibilities include: formulating the overall construction plan, quality management plan, and construction quality management standards according to the construction characteristics, contract illustrations, construction regulations, and descriptions, compiling construction guidelines, construction progress, construction drawings, construction self-checklist, material inspection procedure, flaw rectification, various materials, construction operation procedure and quality control documents, records, quality control personnel rewards, and disciplinary actions regulations, in order to ensure production process quality, safety and health at the construction site, as well as environmental and construction quality demands. In addition, the project personnel of the Planning and Design Department, architects and entrusted technical consultant group also implement supervision and guidance on the quality control of the construction unit, in order to ensure that quality standard complies with the regulations and contract terms.

(1) Geological survey with thorough analysis

(2) Structural safety and emphasis on earthquake-resistant safety

(3) Fire safety, fireproof and escape design

(4) Living quality and comfortable space

Level Two - Construction quality assurance: Kindom is dedicated to the quality control of each construction project and has established a complete construction supervision system. The supervision unit is responsible for quality assurance and establishing relevant quality control organization and plans. Such organization and plans include: review of construction drawings and material equipment inspection, audit of various construction operation inspections and onsite random inspections. In addition, all relevant data is archived for preservation, and contractors are supervised and guided to implement the highest standard of process quality control. Furthermore, to ensure the rigorous implementation of the supervision plan, the (quality assurance) system and quality audit operation are implemented along with nonconformity improvement notice, in order to ensure that each project is able to achieve outstanding quality.

Management and responsible unit: Construction firms, construction plants, architects, and technical consultants will implement the three-level quality management inspection

Level Three - Construction quality oversight: Kindom considers quality as the first priority; therefore, the quality assurance system of the Company is demanded to be complete and perfect. From the proprietor inspection and assessment to the construction material management, field safety, health and environmental protection inspect, we implement rigorous control on each stage and process. All of the quality management works are handled and managed by the constructor's auditors and customer sales service department, in order to ensure that each construction project satisfies the highest quality standard. In addition, Kindom also performs verification on the quality assurance supervision implemented by the proprietor and construction unit along with construction quality control and evaluation operations, in order to improve its own quality standard continuously. Under the quality assurance system of Kindom Development Corp., customers are able to choose our construction projects with security, and customers' security is our greatest achievement.

(1) Commitment to quality assurance with self-inspection

(2) Comprehensive after-sale service

● 3+PLUS Quality Control Mechanism

To further implement rigorous quality control, Kindom has established the "3+PLUS Quality Control Mechanism", with its concept originating from the "Three-level Quality Control" for public constructions. Accordingly, with additional modification, we have further improved the system and mechanism. Our quality control mechanism includes "Construction Quality Control System", "Construction Quality Supervision System" and "Construction Quality Inspection Mechanism". Each stage is essential and implemented properly.

First level of quality control: Constructor is supervised to verify the construction method and material quality.

Second level of quality control: Constructor is audited irregularly and nonconforming items are reported.

Third level of quality control: The supervising architect and entrusted technicians are verified for legal compliance.

Fourth level of quality control: Kindom's Planning and Design Department professional members are responsible for the supervision and random inspection.

Construction Quality Management Key Points

Item		Main Content	Purpose
Formulate construction plan		In following with the contract, the instructions to tenders, or the specifications	After the construction unit fully understands the project's contents, the construction manpower, planning of work methods, construction quality control, progress, safety and health and other operations are prepared in advance
Produce master drawings for construction		In following the contract drawings, specifications, or regulations of the source factory	Enhance construction drawings and specification requirements, and coordinate with one another on map overlays according to actual site conditions and related sub-projects for construction and factory supervision.
Quality control plan	1. Establish a quality control organization and management unit	• Select and assign appropriate personnel to execute the quality control plan • Chief technician and site supervisor are in charge of the quality control plan • Quality control engineers are the main executors of quality control	To prepare quality control manuals and facilitate quality control tasks to ensure that the quality of construction meets specifications and the contract requirements
	2. Establish the key points of the construction	• Establish requirements for each construction item, such as formwork, reinforcement, concrete, rebar, interior decoration, E&M, etc., as necessary (or as required by supervisors or proprietors)	The construction workers fully understand the quality requirements and construction methods of each operation, and are able to understand the key points of their work
	3. Establish inspection procedures	• Specify requirements for each material, finished products, operations, etc., according to the contract diagrams and regulations • Stipulate regulations on the applicable scope of inspection, inspection procedures, inspection methods, equipment, timing and inspection records	Provide the basis for quality control personnel to execute their tasks
	4. Establish construction quality management standards	• Explain what items should be managed and prepared at each stage of the construction; inspection timing, method and frequency, and how to deal with substandard work	As a criterion for performing quality control
	5/ Set up autonomous construction checklist	• According to each operation, the key points of the engineering operation and the methods that are most likely to cause problems are marked	Provide construction foremen or supervisors forms to conduct item-by-item inspections, so that construction defects can be detected early and corrected without omission
	6. Establish document and record management system	• Establish and maintain a management system for project contract specifications, construction diagrams, materials and equipment inspections, project inspection records, and other related documents	Properly keep track of documents and data related to quality control as the basis of quality control performance evaluations
	7. Procedures and standards for equipment function, operation, and inspection	• Test the functions, handling, and operation of equipment and supplies according to the diagrams and specifications of the contract • Specify the scope, methods, instruments, timing and records for testing	Provide the basis for personnel in quality control, operations, and maintenance to execute their tasks and produce operation and maintenance manuals

Improvement of BIM Application Construction Efficiency and Building Quality

Kindom Development has long prioritized engineering quality and information integration. Through its subsidiary, Kedge Construction, the Company has introduced BIM (Building Information Modeling) system in multiple construction projects. By leveraging visualization, parametric modeling and multi-disciplinary data integration, the system is able to achieve construction simulation, clash detection and accurate quantity take-offs, thereby significantly reducing on-site rework, cutting costs and enhancing cross-departmental communication and collaboration efficiency. The application of BIM technology optimizes design and construction processes and establishes an important foundation for the Company's digital transformation and sustainable building management.

● Application strategies: Strengthen information integration of all stages of construction projects

From the owner's perspective, Kindom Development sees BIM as an important tool for construction information governance, and application strategies are promoted collaboratively during the three stages of design, construction, and operations maintenance.

○ Design integration: Utilize architectural, structural and mechanical/electrical modeling software (such as Revit, Tekla) to perform multidisciplinary collaboration, review potential conflict points in advance, and enhance the design constructability.

○ Construction management: Introduce BIM models to integrate with on-site construction process, in order to assist in material quantity estimation, process scheduling and adjustment, and risk management, and integrate with MR applications to increase job site safety.

○ Operation maintenance management: Promote the BIM-FM (Facility Management) platform, integrating mechanical/electrical and energy equipment information, in order to provide comprehensive maintenance data and monitoring basis for the operation stage.

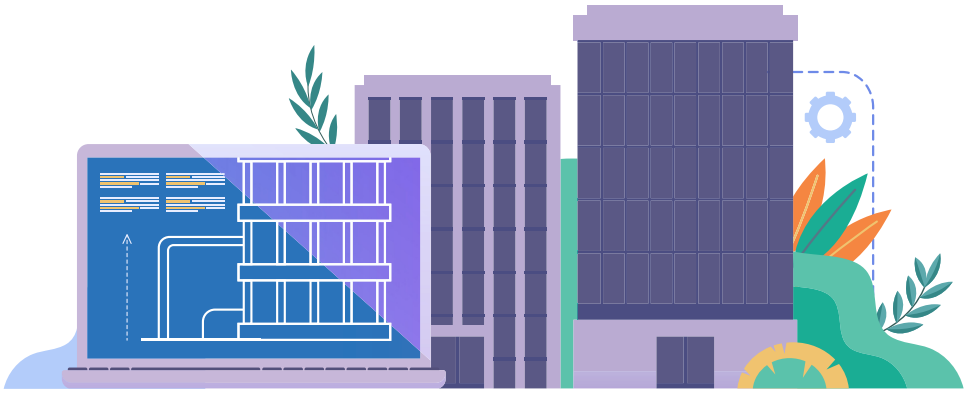
● Technical achievement: Enhance management efficiency and construction quality.

Kindom Development has widely implemented BIM collaboration processes in its construction projects, and has achieved the following outcomes:

○ Enhanced collaboration efficiency: For office and public construction projects, such as Messe Taoyuan and Taishan Social Housing, through the use of the BIM platform for managing construction drawings and on-site feedback, the communication time is reduced and the progress control is enhanced.

○ Optimized construction quality: With automated drawing output, annotation and material simulation, construction errors and rework risks are reduced. In addition, drone photography technology integrated with CIM enabled is able to perform terrain modeling and to enhance job site precision effectively.

○ Enhanced construction safety: Intelligent monitoring can be implemented through the integration of AI and BIM model, and the features of facial recognition access control, construction process simulation, and sensor feedback can be introduced in order to improve early warning and management of high-risk processes.



● Sustainable practices: Foundation for carbon reduction and resource optimization

BIM is also serving as a data carrier for the Company's efforts in environmental sustainability and energy management, and the practical applications include:

○ Assist carbon inventory and assessment: By integrating building material data and carbon emission factors, BIM model can be used as a platform for GHG calculation and prediction, which has been implemented at the Nanmen Market and Messe Taoyuan to estimate carbon emissions and simulate decarbonization solutions.

○ Support building material selection and circularity: Through the integration of the BIM model with building material information and LCA assessment results, we are able to optimize material composition during the design phase and improve the traceability and reuse potential of building materials.

○ Optimize energy and equipment management: By integrating with the FM platform, we are able to understand the building energy consumption, equipment maintenance, and abnormality reporting in real time during the building use period, in order to reduce maintenance resource waste and to extend building lifespan.

Kindom Development will continue to enhance the BIM application level and collaborate with professional teams to promote the following development directions:

○ Integration of BIM 2.0 operations platform to enhance energy consumption monitoring and user interaction features during later stages of construction;

○ Integration of BIM with AI in the application of scheduling, progress and quality management to improve construction efficiency;

○ Promotion of industry-academia collaboration and expansion of BIM integration with innovative applications of MR, carbon disclosure and circular economy.

3.7 Customer Relationship

Consumer Information Transparency and Protection of Rights and Interests

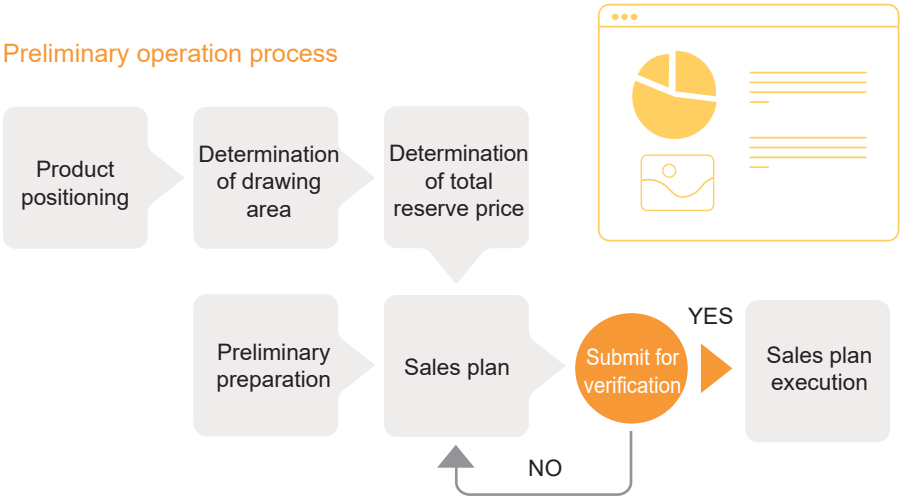
(GRI 417)

Our company prioritizes transparency in product information. We have established a robust information disclosure system before property sales to ensure that prospective buyers have access to clear and accurate product details and terms of use before their decision making. Sales-related activities are carried out according to relevant laws and regulations or the Company's internal standardized operating procedures, as detailed below:

- Marketing material review mechanism: All external marketing materials, including advertisements, sales brochures, DM and online articles, must be reviewed by internal supervisors, in order to ensure content accuracy, regulatory compliance, and to prevent the announcement of misleading information.
- On-site information disclosure: Signage for "House Delivery Standards and Model Home Decoration Instructions" is installed at sales locations to clearly differentiate between standard features and renovation displays, in order to assist consumers to identify the actual delivery content.
- Advance provision of contract documents: "Real Estate Sale and Purchase Contracts" template, exclusive unit floor plans, and building material specifications are provided to potential house buyers for their review, in order to assist customers to make comprehensive assessment before contract signing. Furthermore, all contract terms strictly adhere to the standard form contract promulgated by the Ministry of the Interior, and in accordance with the Consumer Protection Act, buyers are granted a contract review period of at least 5 days to protect consumer rights to information and prudent decision-making.
- Resource efficiency communication: Through the Company's website and sales centers, the Company provide explanation to customers about the energy-saving equipment and spatial design concepts incorporated into each project, including green building practices, material durability, water efficiency, and air conditioning system performance, in order to increase consumer understanding of the building's environmental impact. Concurrently, the Company has established education & training program and sales pitch management mechanism for sales personnel, and has also stipulated internal regulations and control measures that explicitly prohibit exaggerated return-on-investment claims or other misleading sales statements. Furthermore, implementation is enhanced through internal audits and continuous education, in order to ensure the accuracy and consistency of information disclosures, to uphold ethical management and to protect consumer rights.

In 2025, the Company had no incidents of non-compliance with regulations concerning product and service information, labeling or marketing communications.

Preliminary operation process



Establish Resident-Centric Service Mechanism

Kindom Development is committed to the quality of its residential housing, and views each buyer as a long-term partner and continuously improves its service design to minimize post-house purchase uncertainty and potential risks during use. In addition to product delivery, we also value customer experience and follow-up support. We are committed to establishing a responsive and continuous customer service process, and we also ensure our promise of quality living through actual actions.

Since 2019, Kindom Development has implemented the LINE@ digital communication platform to establish a repair reporting system and a one-on-one interactive platform for existing homeowners, which is also integrated with the internal customer relationship management system (CRM) to create a real-time, traceable customer interaction mechanism. Through illustrated updates and proactive push notifications, we periodically provide customers with construction progress reports, in order to assist residents to understand and gain confidence in project execution starting from the pre-sale phase, thereby mitigating uncertainties caused by information asymmetry.



To continuously enhance service efficiency and information accessibility, the Company has further introduced AI-powered smart customer service capabilities, strengthening real-time digital service delivery. Leveraging natural language processing and knowledge base integration technologies, the system identifies customer inquiries in real time to provide prompt responses. An "AI-human collaboration" customer service model has also been established, allowing dedicated personnel to intervene immediately for complicated cases.

Based on the establishment of these digital communication and service mechanisms, the Company also integrates key service processes within a systematic management framework. Through well-defined management priorities and implementation mechanisms, we continuously enhance construction quality control, customer communication transparency, and after-sales service performance, thereby optimizing customer experience and protecting the rights and interests of customers:

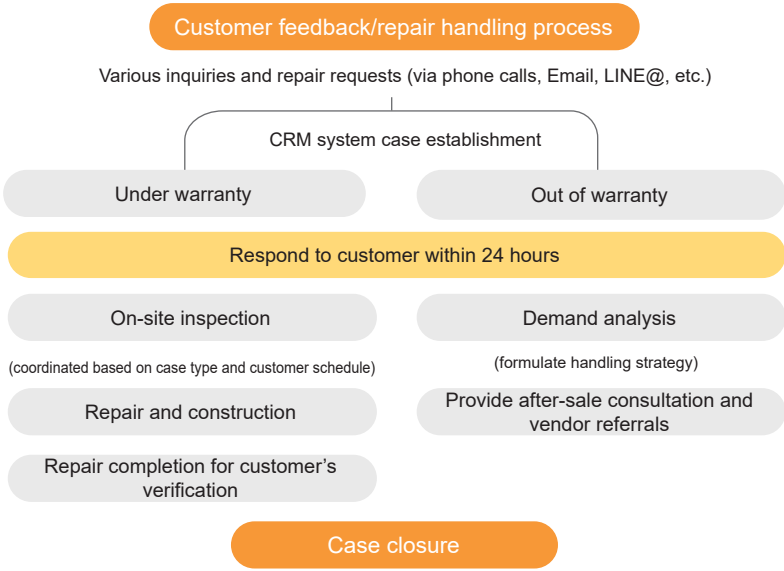
- Standardization of building materials and design: Improving building quality and service reliability through design systematization and consistent building material specifications, in order to minimize future disputes and to enhance the management of customers' expectation.
- Construction Quality Control: Utilize Building Information Modeling (BIM) for construction drawing review and job site inspection process management, in order to improve transparency and quality consistency throughout the construction phase.
- Feedback mechanism: Establish a process for collecting customer feedback, regularly summarize and analyze such feedback, and share the insights with the product planning and design teams to promote cross-functional improvements and to satisfy customer needs.
- Real-time digital services: Introduce AI-powered customer service functions to accelerate information delivery and response efficiency, in order to improve the timeliness of repair requests, inquiries and communication.
- After-sale service commitment: We provide continuous consultation and assistance services without time-limit and emphasize customer-oriented approach, in order to establish long-term trust relationships.

In addition, the Company also focuses on the interaction experience of individual customers throughout their homeownership process, and strengthens relationships through proactive communication and outreach mechanisms (such as birthday/festival push notifications and pre-house-delivery briefings for new communities, etc.), in order to maintain close relationship with customers. This initiative not only enhances customer engagement but also demonstrates the Company's commitment to understanding and responding to customer needs.

Construct a service system satisfying customer needs and meeting corporate responsibility

Kindom Development is committed to the principles of "Integrity, Service, Innovation, and Sustainability", and considers customer service to be an extension of its product value and corporate responsibility. From the stages of project planning, construction, and completion to post-occupancy maintenance, we have established service processes and dedicated teams to ensure that every resident receives prompt and effective support and assistance.

The Company has a dedicated customer service department that handles all types of inquiries and maintenance requests from residents. We have established response time standards, such as providing an initial response to repair requests within 24 hours, completing on-site inspections within 3 days, and coordinating follow-up repairs based on the case type and the customer's schedule. By establishing clear response mechanisms and cross-departmental collaboration processes, we ensure service quality and efficiency, in order to further enhance resident trust and overall satisfaction.



● Improve house delivery processes and information disclosure to strengthen customer trust

▪ Pre-handover self-inspection procedures

To enhance customer living experience and house delivery quality, Kindom Development has established a systematic, traceable house delivery process that includes verification and communication mechanisms throughout the final stages of construction and prior to occupancy. Upon completion of the construction project and obtaining the building use license, the Company begins a pre-delivery inspection process. The Planning and Design Department also summons the construction team to perform a thorough inspection, in order to ensure that all housing equipment, structural elements, and public facilities comply with the standard.

Prior to house delivery, the Company also provides training to the entire on-site team, in order to ensure they are fully aware of the project plans, construction details and common resident concerns, allowing them to provide clear and professional explanations and responses during the house delivery process.

To ensure building materials and construction quality meet health and safety standards, the Company proactively provides several key material inspection reports upon project completion, including a non-radioactive steel reinforcement certificate, concrete chloride content test result, and supporting documents indicating non-use of sea sand. The above inspection data will be provided to the community management committee as supporting documentation for protecting residents' rights and guaranteeing housing quality, thereby demonstrating the Company's commitment to the source and safe application of building materials.

Furthermore, for the acceptance inspection of public facilities, the Company also entrusts a third-party professional technician to conduct inspection and verification, with the community committee jointly participating in the acceptance inspection process, in order to ensure the credibility and transparency of the house delivery process. This system is designed to allow residents to assess the quality of the building's public facilities before moving in, thereby reducing potential future disputes and maintenance costs.

With regard to the communication with landowners, the Company proactively explains project progress and construction arrangements through regular meetings, site visits, and a variety of communication channels throughout the pre-development, development, and post-development phases. We also offer consulting support in areas of land administration, finance, and legal matters, etc., in order to assist landowners make well-informed decisions complying with regulations. During the construction period, landowners were also invited to visit the construction site to enhance their understanding and confidence in the project's quality and progress.

▪ House handover inspection and after-sales service management mechanism

Kindom Development values every customer's overall experience and regards the house handover inspection as an important step in the establishment of strong customer relationship. Dedicated personnel are assigned to guide customers throughout the entire inspection and to provide clearly explanation on the acceptance process step-by-step. The professional construction team also provides detailed overviews of the architectural planning and equipment functions. In addition, the service team provides immediate support to address all customer inquiries.

After the inspection, any identified defects are recorded and scheduled for rectification. Once all improvements are completed and verified by the customer, dedicated personnel assist with the signing of house handover documentation. Furthermore, the Company prioritizes post-handover service continuity and has established comprehensive customer care and after-sales service mechanisms, including repair reporting channels and response processes, in order to ensure functional quality and secure living during customers' initial occupancy. Based on our core values of "Integrity, Service, Innovation, and Sustainability," the overall service process is committed to enhancing customer satisfaction and allowing every resident to begin their new living experience with comfort and happiness.



House inspection

- Send out house inspection notices via mails
- Schedule house inspection appointments with customers

- Customer arrival at the inspection and house handover service center
- Present house inspection and handover informational video
- Kindom Development's Customer Service Department personnel welcome and escort customers to their house units

- Professional construction personnel explain the inspection process and conduct equipment functionality testing
- Kindom Development's Customer Service Department personnel accompany customers and provide response to customers' inquiries in real time

- After completion of house inspection, both parties verify the required improvement content, and Kindom Development's Customer Service Department personnel guide customers through document verification and signing process
- Repair completed and re-inspection scheduled to conclude the house rectification process

House handover

1. Delivery of title deed for land and building
2. Handover of keys and internal equipment of the house unit
3. Explanation of warranty and repair reporting procedures
4. Provision of resident handbook to customer

• Customer Satisfaction Results and Continuous Improvement Actions

Kindom Development consistently values two-way communication with customers. Each year, we conduct both in-person and paper-based satisfaction surveys with customers of projects with house units handed over during that year. The survey covers the aspects of "handover quality," "after-sales service," and "information transparency," and the survey results are used as an important basis for continuous service quality enhancement. In 2025, the customer satisfaction survey achieved an average score above 97 points, surpassing the annual target of 90 points. However, Kindom Development doesn't become complacent with such a high score, but instead sees such it as a basis for further improvement of our services.





In 2025, the Company provided 296 hours of professional training to its customer service team. The training curriculum included topics of customer relationship management (CRM) system operation, service process optimization, communication skills, and customer complaint handling, all designed to systematically improve the professional skills and responsiveness of frontline staff.

	2022	2023	2024	2025
Customer Satisfaction Score	97.4	96.2	95.6	97.1
Number of Satisfaction Surveys	504	265	796	294
Customer Coverage (%)	100	100	100	100



Climate and Environmental Management

Coexisting with Environment - Building Livable Cities

4.1 Response to Climate Change



Climate Change Risks and Opportunities

While facing the increasingly severe operational challenges posed by global warming and extreme climate change, Kindom Development proactively references the Task Force on Climate-related Financial Disclosures (TCFD) framework and systematically discloses information in four main aspects of "Governance", "Strategy", "Risk Management", and "Metrics and Targets". By establishing a risk management framework and cross-departmental scenario planning, we identify the risks and opportunities presented by climate change, and incorporate climate topics into the sustainable development key topics. Furthermore, progress and control outcomes are reported to the Board of Directors periodically.

4.1.1 Climate Governance

Kindom Development is aware of the risks and impacts of climate change and has been continuously identifying climate-related risks and opportunities since 2021. We also promote corresponding strategies, in order to transform potential risks into opportunities of corporate transformation. To demonstrate the responsibilities for mitigating climate change, the Company has formally included GHG emissions and climate change topics within the discussion scope of the "Green Low-Carbon" Team of the Sustainable Development Committee, covering the aspects of green design optimization, climate risk and opportunity assessment, and energy saving and carbon reduction planning. The Team is supervised by the Sustainable Development Committee, and its chairperson reports the GHG management performance and the potential impacts of climate change to the Board of Directors periodically, in order to be used as an important basis for strategy formulation. Simultaneously, Kindom Development has established a comprehensive climate risk management framework, and the Sustainable Development Committee is responsible for the supervision related operations. In addition, the climate risk policies and response strategies are reviewed annually.

Climate change governance	The Sustainable Development Committee, a functional committee, established by the Board of Directors serves as the highest decision-making unit for opportunities and risk management of climate change. The Sustainable Development Committee serves as the executive body for identifying and managing climate-related risks and opportunities, reporting relevant risks to the Governance Committee semi-annually. The relevant procedures are assessed and managed according to the "External Assessment Operation Procedure" established by the Company. Finally, the relevant assessment procedures are reviewed by the internal auditor and the Finance Department will make recommendations on the financial impact.
Climate change strategy	The Company operates in the real estate industry. Opportunities and risks related to climate change can be categorized as physical, transitional, and opportunities. The Governance Committee has formulated relevant strategies for the following different aspects: [Physical]: The main risks are "immediate and long-term". For high-risk fields, the possible forms and probability of risks are inventoried, and commercial insurance or preventive measures are evaluated to reduce the financial impact. [Transition]: The main risks are "policies and regulations, technology, market, and reputation". For related risks, the Sustainable Development Executive Committee develops corresponding strategies and management policies for these risks, and establishes indicators for regular tracking. [Opportunity]: The main opportunities are "resource utilization efficiency, renewable energy development, innovative products and services, market, and operational flexibility". The Sustainable Development Executive Committee develops strategies and management approaches for expanding competitive advantage based on opportunities, and establishes indicators for regular tracking. The Sustainable Development Executive Committee, in collaboration with relevant units, identifies short-, medium- and long-term climate risks and opportunities for different businesses, formulates reasonable scenario assumptions, assesses the degree of impact of climate risks on related businesses, and formulates corresponding management actions or response strategies. When necessary, management indicators and targets will be set to strengthen the Group's control over specific climate risks and grasp the opportunities. For the risk and opportunity indicators and targets that have been set, please refer to the climate change indicators and targets in this chapter for details.
Climate risk management	In accordance with ISO 31000 risk management principles and guidelines, the introduction of the risk system management of the Company has been planned. The identification and assessment of internal risk issues has also been completed according to the scope of Kindom Development's risk management policies and procedures, with the mitigation measures of risk issues implemented. For details on Kindom Development's risk management aspects and topic identification, please refer to the tables provided in Section 4.1.2.
Metric and target	• Kindom Development sets the management goals and indicators for major climate risks and opportunities relevant to itself. • Effectively manage climate indicators and targets - the management performance is included in the performance evaluation and reward procedures of each relevant unit. Each unit performs control, reports, and reviews on a monthly/quarterly/yearly basis whether the target has been achieved. • The Company considers environmental laws and regulations, customer requirements and stakeholder expectations, and external initiatives. Top-level managers review the achievement of various key climate-related indicators every year, and continue to revise and set corporate goals.

4.1.2 Response to Climate Change Risks and Opportunities

Climate Risk and Opportunity Identification

With reference to the Task Force on Climate-Related Financial Disclosures (TCFD) issued by the Financial Stability Board (FSB), the Company analyzes the risks and opportunities in accordance with the disclosure frameworks such as "Governance," "Response Strategy," "Risk Type," "Indicator Description", with corresponding response measures formulated.

- Climate change risk impacts and response opportunities (201-2 a.i & ii & iv)

Main category	Sub-category	Risk and opportunity items	Description	Scope of Impact	Degree of impact	Management approach
Transformation risk	Policy and regulatory risk	Net-zero carbon emissions policies and regulations	Existing building regulations and energy efficiency requirements and supervision, such as building energy efficiency labeling.	a. Direct operations b. Upstream suppliers c. Downstream customers d. Strategic partners	1. Production/service is severely interrupted for more than 1 month or even irreversible 2. Single or specific news exposure that temporarily affects the corporate reputation, involving claims or court proceedings 3. Personnel attendance or health and safety are significantly affected; or manpower must be dispatched at a single location	1. Green building development 2. Reduce carbon emissions of products 3. Reduce the Company's own carbon emissions. 4. Sustainable supply chain management 5. Decarbonization of sales centers
	Technology risk	Increased procurement costs and demand for low-carbon raw materials	Carbon fee (tax) causes the prices of building materials to increase, resulting in increase of cost and decrease of profit	b. Upstream suppliers	1. There will be almost no impact on production/service, or less than one day of interruption. 2. Single or specific news exposure that temporarily affects the corporate reputation, involving claims or court proceedings 3. Hardly affects personnel attendance or health and safety.	1. Increased costs transferred into selling prices 2. Price advantage of a low-carbon supply chain 3. Reduce the loss of construction materials. 4. Increase the use of green energy in construction projects
	Market risk	Changes in customer behavior	The cost of land development has risen due to policies and regulations, and customers have increased demand for buildings to cope with climate change.	a. Direct operations b. Upstream suppliers c. Downstream customers	1. There will be almost no impact on production/service, or less than one day of interruption. 2. Single or specific news exposure that temporarily affects the corporate reputation, involving claims or court proceedings 3. Personnel attendance or health and safety are significantly affected; or manpower must be dispatched at multiple locations	Customer relationship management
Physical risk	Long-term risks	Changes in rainfall patterns and extreme changes in climate patterns	Increased infrastructure costs (e.g., green buildings, waterproofing)	b. Upstream suppliers c. Downstream customers	1. Short-term interruption of production/service refers to interruption within 1 week 2. Single or specific news exposure that temporarily affects the corporate reputation, involving claims or court proceedings 3. Personnel suffer severe injury or death; or manpower cannot be deployed	1. Increase risk aversion design of buildings 2. Strengthen anti-typhoon measures

Main category	Sub-category	Risk and opportunity items	Description	Scope of Impact	Degree of impact	Management approach
Opportunity	Products and services	Develop and/or increase low-carbon goods and services	Improve building design, increase added value of products, and provide consumers with quality residential and commercial properties	a. Direct operations b. Upstream suppliers c. Downstream customers d. Strategic partners	Short-term improvement of corporate reputation due to single or specific news exposure	1. Commit to the development of green buildings 2. Circular economy
	Market opportunities	Increase in green investment and financing	Access to greater green bond financing	a. Direct operations	Short-term improvement of corporate reputation due to single or specific news exposure	Use the funds for supporting green building projects of banks, loans for renewable energy, and green loan projects for pollution prevention and control industries.
	Resilience	Diversification of business activities	Consider off-site or headquarters-based sales (eliminating typhoon preparedness expenses, and ensuring consumer safety), consider entering commercial/ commodity markets to reduce risks (mitigate risks associated with raw land sales), and conduct promotional campaigns via centralized sales centers to minimize operational expenditures, resource consumption, and safety hazards for employees and consumers.	a. Direct operations b. Upstream suppliers c. Downstream customers d. Strategic partners	Short-term improvement of corporate reputation due to single or specific news exposure	Adjust the development method - engage in more bidding for land rather than land development, and invest in green industries to diversify risks.

From the above, it can be concluded that Kindom Development is playing a key role in the transformation of the global low-carbon economy. The impact of climate issues can also be considered when facing various risk issues. Through mechanisms such as identifying climate-related risks and opportunities and setting carbon reduction goals, the management of climate change risks and opportunities can be improved. We also propose various mitigation measures and adjustments for each construction project. For relevant quantified results of financial impacts, please refer to "Climate-Related Financial Disclosures Report, Section V. Financial Quantification - Risks" on Kindom Development's company website, providing information on the quantification of the financial impacts and response costs associated with the three identified major risk factors for estimating the potential financial impact of climate change on Kindom Development.

4.1.3 Climate Change Scenario Analysis and Strategic Response

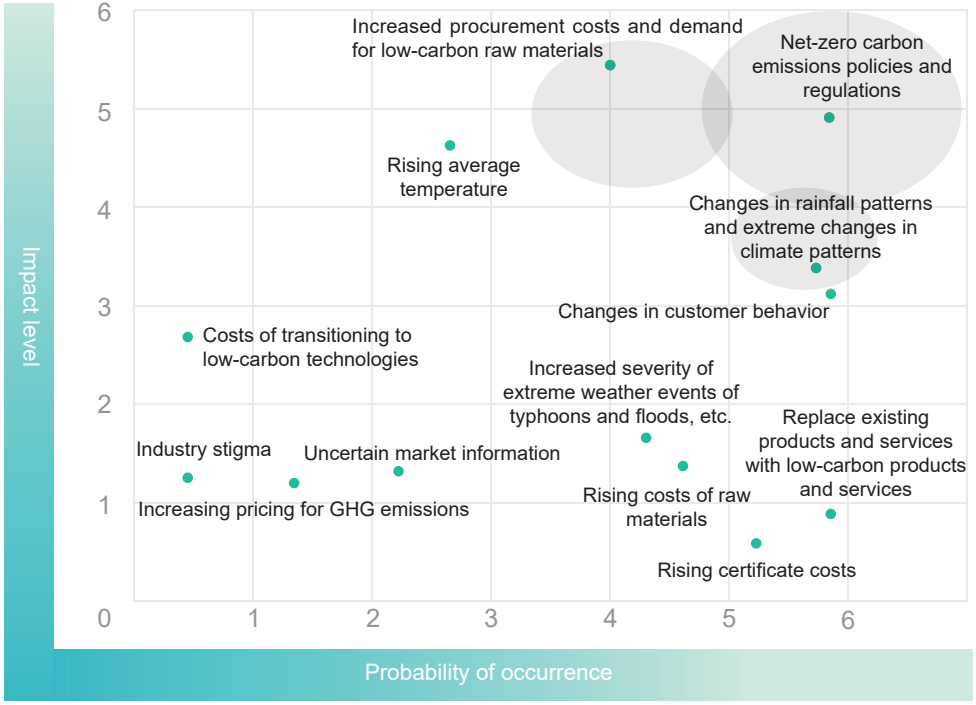
Kindom Development continuously monitors domestic and international industry climate policies and action plans, and regularly assesses the potential impacts of various climate change risks through matrix analysis, including physical impacts resulting directly or indirectly from extreme climate events, transformation impacts due to changes in regulations, technologies or market demand, and other human and social aspects affecting the Company's operations. Based on the analysis results, these factors are incorporated into the Company's risk management plan, estimating management costs and financial impacts. Relevant management mechanisms are also dynamically adjusted, and open and transparent communication channels are further established to allow stakeholders to mitigate climate change risks and to seize business opportunities, thereby implementing the Company's sustainable governance principles.

Based on more than two climate change scenarios, Kindom has identified the risks and opportunities associated with extreme weather and climate change. We proactively monitor relevant regulations and implement preventative measures to address transformation risks and opportunities, including net-zero carbon emissions policies, rising costs and demand for low-carbon raw materials, and business diversification, in order to reduce risks and to seize opportunities. Climate-related physical risks include: Changes in rainfall patterns and extreme climate variations, and budget stipulation to perform relevant disaster prevention action plans.

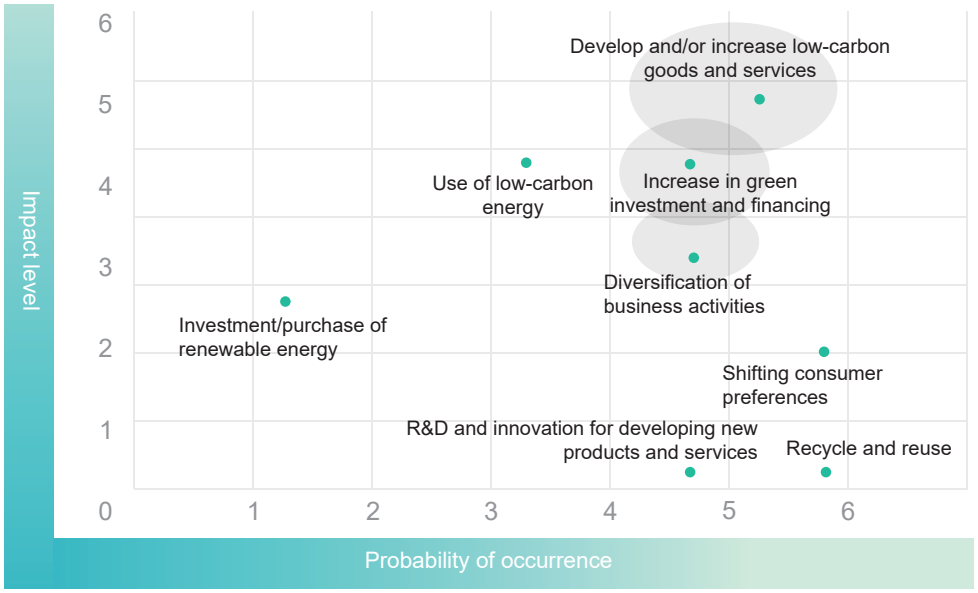
The Sustainable Development Committee members regularly identify climate change risks and opportunities, and through a series of climate change risk and opportunity workshops, researches, discussions and information summarization of climate change are performed along with the assessment of potential risks and opportunities. The specific process for identifying climate-related risks and opportunities is as follows:

A. Set climate change scenarios	B. Assess operational and environmental impacts	C. Identify climate risks and opportunities
Setting of two types of climate change scenarios: SSP5-8.5: Temperature increase by 6°C / SSP1-2.6: Temperature increase by 2°C	Assess the impact of climate change on the operating environment and stakeholders	Establish a risk and opportunity matrix to determine climate change risks and opportunities

Following the completion of climate risk and opportunity identification, we have identified 3 high-risk factors and 3 high-opportunity factors based on the "probability of occurrence" and "level of impact" according to the risks or opportunities. The risk matrix and opportunity matrix of climate change for Kindom Development are shown in the following:



Climate Change Risk Matrix



Climate Change Opportunity Matrix

Analysis of the financial impacts of climate change (GRI 201-2)

In response to climate change, the Company considers risks associated with net-zero carbon emissions policies and regulations, increase of procurement costs and demands for low-carbon raw materials, changing precipitation patterns, and extreme shifts in climate patterns, which not only affect operations to indirectly reduce the capital with increased operating costs, and reduce the demand for certain products and services, but also present opportunities. Climate drivers create prospects for developing and expanding low-carbon products and services, engaging in green investment and financing, and diversifying business activities, thereby enhancing access to capital and unlocking potential investment opportunities.

1. Description of climate change-related risks

Climate change risk identification table

Risk ranking	Risk number	Risk type	Risk	Evaluation of time of occurrence
1	001	Transition risk - policies and regulations	Net-zero carbon emissions policies and regulations	Short-term
2	002	Transition risk - technology	Increased procurement costs and demand for low-carbon raw materials	Short-term
3	003	Physical risk - long-term	Changes in rainfall patterns and extreme changes in climate patterns	Long-term

Note: Definition of time period: short-term: 2023-2026, medium-term: 2027-2030, long-term: 2031-2050

Risk 001 - Net-zero carbon emissions policies and regulations

Impact scenario:

In order to achieve the goal of net-zero carbon emissions, the National Development Council has proposed the 2050 net-zero carbon emissions path and has also proposed short, medium and long-term goals such as "building energy efficiency Class 1" and "near-zero carbon buildings" for the building sector. In order to cope with these policies and regulations, there may be risks such as customer loss and industry stigma, and the design of buildings as green buildings will also need to bear additional manufacturing costs.

Risk 002 - Increased procurement costs and demand for low-carbon raw materials

Impact scenario:

The government's 2026 implementation of a carbon fee in 2021 may lead to an increase in the cost and expense of many raw materials, which in turn leads to the risk of increased costs when purchasing building materials. In addition, the development cost and manufacturing difficulty of low-carbon raw materials are relatively high, so the price will also increase. Higher than ordinary building materials coupled with the above two factors will lead to higher manufacturing costs and lower yields in the future.

Risk 003 - Changes in rainfall patterns and extreme changes in climate patterns

Impact scenario:

Extreme changes in rainfall or climate patterns (such as multiple days of heavy rainfall or persistent high temperatures) will affect operations, including construction suspension due to site flooding, or persistent high temperatures affecting equipment operations or manpower arrangements. Suspension of construction will lead to backward project progress and affect revenue. High temperatures will increase the risk of health hazards and even death of personnel. The above risks will lead to service interruption of enterprises, indirectly resulting in reduced revenue and increased expenses.

Climate Risk Response Strategies

Risk response strategy	Net-zero carbon emissions policy and regulatory response strategies: 1. Constructing green buildings: Kindom is committed to improving the green energy efficiency of its buildings, with the goal of achieving green building and low-carbon building dual certifications for all new construction projects starting in 2025. We will also re-evaluate and adjust the product structure, and invest funds for additional research and development to adapt to the changes brought about by the use of low-carbon raw materials, including structural earthquake resistance and safety tests. This way, we are able to ensure that our products will still be able to meet the requirements under the new standards. 2. Reduce product carbon emissions: Implement building carbon reduction planning with a target of reducing carbon emissions by 20% per unit area by 2030. Kindom Development has started to adopt the precast construction method in several projects in 2023, and all new projects from 2025 onward will fully use the Portland limestone cement low-carbon concrete. 3. Reduce the company's own carbon emissions: Kindom Development will implement carbon reduction according to the SBTi goals. With 2022 being the baseline year, we are committed to reducing emissions by 42% by 2030 and achieve net-zero carbon emissions by 2050. 4. Sustainable supply chain management: Manage suppliers by levels, and prioritize the procurement of raw materials and products with low carbon emissions, request suppliers to provide information on raw materials on a case-by-case basis, and plan carbon reduction. 5. Low-carbon sales centers: Starting in 2025, Kindom will transform all its sales centers to low-carbon sales centers through implementation measures of such as, LED lighting, solar panel installation and energy-saving equipment. Accordingly, it is able to lower carbon emissions from sales centers and convey ESG principles to potential customers, thereby improving the brand image. Strategies for increasing procurement costs and demand for low-carbon raw materials: 1. Factor in cost increases: To address the cost challenges associated with the purchase of low-carbon raw materials, Kindom Development has implemented a group-wide centralized procurement model since 2024 to control costs, and has also established a low-carbon supplier platform to build long-term partnerships and to secure favorable pricing. Furthermore, we partner with low-carbon architectural designers to introduce low-carbon construction methods at the source, thereby reducing material loss and achieving the dual benefits of carbon reduction and cost optimization. 2. Increase renewable energy use in construction projects: Kindom Development has launched a solar panel installation plan in 2024, and the goal is to achieve self-owned renewable energy (photovoltaics) installed capacity accounting for 1% of the total contract capacity of each building project. In 2025, the total installed capacity of photovoltaics has reached 19.8 kW. Strategies to changes in rainfall patterns and extreme changes in climate patterns: 1. Enhance building's risk avoidance design: In response to the potential impacts of climate change, Kindom has strengthened the building's risk avoidance design since 2024 by improving earthquake-resistant performance and installing energy and water storage facilities. The upstream design end proposes the concept of risk aversion, and the downstream construction side proposes specific disaster prevention plans. At the same time, the natural disaster assessment system is strengthened to reduce the probability of the construction project encountering climate impacts in the future. 2. Strengthen typhoon prevention measures: To prevent injuries to employees and damage to the construction site caused by typhoons, we will strengthen the typhoon prevention measures and conduct construction site inspections. During typhoon period, we closely and immediately observe the current site conditions and reduce the number of essential personnel. We also take out insurance against related hazards in order to minimize the related risks.
Risk response cost	v Increase in direct operating costs v Increase in indirect (operating) costs v Increase in capital expenditure v Increase in credit risk The quantitative assessment of the financial impacts resulting from risk response costs is expected to be completed in 2026. For relevant timeline, please refer to the IFRS S1 and S2 Disclosure Preparation, Section 2.3 Risk Management.

Kindom Development has financially quantified the three key risk factors identified, in order to estimate the potential financial impacts of climate change on Kindom.

Risk 1: Net-zero carbon emissions policies and regulations

	Financial impact explanation	Financial Impact calculation
Financial impact	The purchase of renewable energy must comply with the Renewable Energy Development Act.	Financial impact amount is NT$9,558,349.
Response strategy cost	To comply with regulations and market demands, we have obtained relevant building certifications.	If the construction project Xinhehui is used for the cost estimation, the financial impact is NT$7,951,604. If the construction project of Songshan Minquan East Government-led Urban Regeneration Project Site A is used for the cost estimation, the financial impact is NT$112,776,095.

Risk 2: Increased procurement costs and demand for low-carbon raw materials

	Financial impact explanation	Financial Impact calculation
Financial impact	The development cost and manufacturing complexity of low-carbon raw materials are higher, and after the government starts to collect carbon fees, suppliers may also transfer their costs to buyers.	Financial impact amount is NT$109,121,173.

Risk 3: Changes in rainfall patterns and extreme changes in climate patterns

	Financial impact explanation	Financial Impact calculation
Financial impact	Typhoons and extreme heat may lead to negative impacts such as project delays and operational interruptions; therefore, Kindom also needs to improve building designs to mitigate the impact of climate change. This includes designing smart buildings.	Financial impact amounts are calculated based on three scenarios and are presented in the table below.
Response strategy cost	In response to climate change, we enhanced the risk aversion design of buildings.	Financial impact amount is NT$10,630,000.

SSP1-2.6:

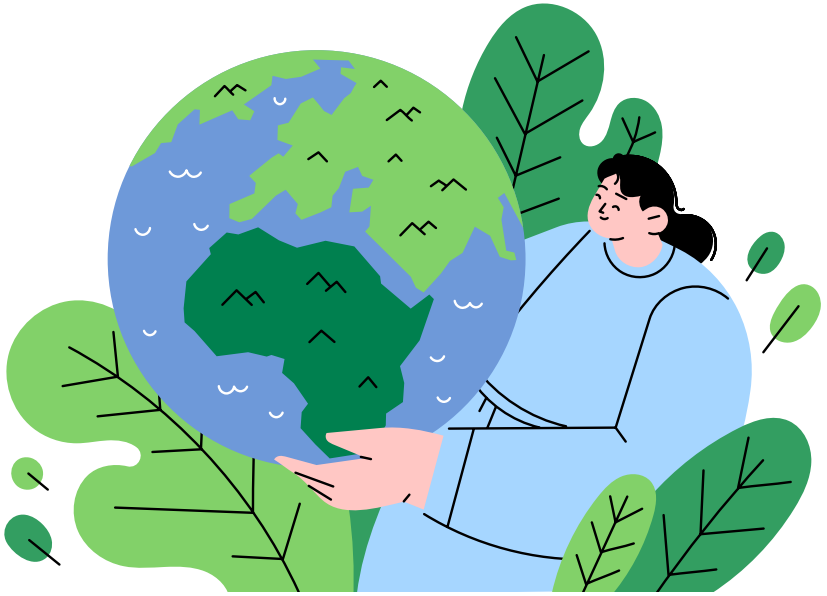
	2025	2030	2050
Impact amount	NT$32,480,000	NT$33,078,000	NT$34,734,000

SSP2-4.5:

	2025	2030	2050
Impact amount	NT$32,480,000	NT$33,124,000	NT$35,056,000

SSP5-8.5:

	2025	2030	2050
Impact amount	NT$32,480,000	NT$33,216,000	NT$35,378,000



1. Description of climate change-related opportunities

Climate change opportunity identification checklist

Ranking of opportunity	Number	Type of opportunity	Opportunity factor	Evaluation of time of occurrence
1	001	Resource efficiency	Develop and/or increase low-carbon goods and services	Short-term
2	002	Resource efficiency	Increase in green investment and financing	Short-term
3	003	Products and services	Diversification of business activities	Long-term

Note: Definition of time period: short-term: 2023-2026, medium-term: 2027-2030, long-term: 2031-2050

Opportunity 001 - Develop and/or increase low-carbon goods and services

Impact scenario:

Since enterprises often set up sales offices in different regions, in order to avoid operation interruption due to extreme weather, such as sales offices having to be closed due to a typhoon, or facilities suffering from damage, etc., in the future, sales offices can be unified to reduce the impact caused by the climate. The development and application of diversified services allows enterprises to enter new markets, increase revenue, and obtain investment opportunities.

Opportunity 002 - Increase in green investment and financing

Impact scenario:

In the process of the world transforming into a low-carbon economy, if enterprises actively move towards the goal of net-zero carbon emissions by building low-energy buildings and implementing measures and strategies to reduce carbon emissions, the industry will be driven to move towards net-zero together. Through transformation, we will obtain many opportunities for green investment and financing, as well as improving corporate reputation and increase revenue.

Opportunity 003 - Diversification of business activities

Impact scenario:

Climate change promotes the reuse of urban space, building transformation, and energy structure adjustment, which also accelerates the increasing demand for green buildings, smart management systems, and carbon asset applications. Under the condition of enhanced sustainability regulations, prevalence of net-zero building standards and expansion of carbon reduction responsibilities for both corporations and the public sector, companies traditionally focusing on development will face the need for transformation. In addition, market demand is growing for diverse business models, low-carbon asset management, and services related to renewable energy. Such change signals a future trend in the construction industry towards business diversification, asset operation-oriented approach and expansion into service-based models. Accordingly, single-market risk can be reduced and new value and long-term revenue source can also be created, thereby fostering climate transition opportunities with growth potential.



Climate opportunity response strategy

Opportunity execution strategy	Develop and/or increase low-carbon goods and services to execute strategies: 1. Commitment to green building construction: Kedge Construction, a downstream company of Kindom Development, has been progressively adopting low-carbon construction methods during building construction since 2023. In the future, low-carbon construction methods will be adopted fully within the scope of technical safety and feasibility. In addition, we will establish Kindom Development's own low-carbon building design standards for application to all construction projects. Kindom Development's projects will incorporate 30 design techniques under the five main aspects of low-carbon design, green energy, healthy living, smart homes and circular sustainability. Low-carbon design includes the use of Low E radiation glass, LED lighting, and air conditioning equipment with energy efficiency rating of Class 1. Green energy includes the installation of solar panels and energy management systems. Healthy living includes the installation of elevator air purifiers, health care stations, and water filtration systems. Smart homes include the installation of facial recognition access control and planning of smart street lighting. Circular sustainability includes green building tiles, recycled building materials, and the preservation of existing old trees on the site. 2. Circular economy: Kindom Development has launched the "circular furniture" initiative for surplus construction materials, and concrete, tiles, sand and gravel are also recycled for reprocessing into large-format quartz slabs for modular meeting tables that can be installed at public areas. Standard Operating Procedures (SOPs) have been established throughout the entire process, from project construction sites and reprocessing plants to the on-site return of finished products, in order to realize the closed-loop management for building material recycling, and such SOPs have been implemented at a Taichung sales project in 2025. Increase the implementation of green investment and financing strategies: Kindom Development expects to follow the "Reference Guidelines for the Recognition of Sustainable Economic Activities" and Green Finance 3.0 issued by the Financial Supervisory Commission (FSC) to formulate a labeling strategy for buildings and use the funds for supporting green loaning projects such as green buildings, renewable energy loans, and pollution prevention industry, etc. The loan project is to be carried out in the construction financing stage in 2025, and we will continue to move towards the dual certifications for "Green Buildings" and "Low-carbon Buildings". Execution strategy for diversification of business activities: In addition to the development of government-led Urban Regeneration projects, the Company will adjust its development approach, engage in more bidding for land rather than land development, and invest in green industries to diversify risks. At the same time, we will be committed to developing a mixed-use urban area combining residential, commercial, and office space to create a unique living scene in the future urban area, leading to the development of the surrounding neighborhoods, so that the city and the living area have more development possibilities.
Opportunity response cost	v Higher demand for products and services resulting in higher revenue v Increase in value of fixed assets The quantitative assessment of the financial impacts resulting from opportunity response costs is expected to be completed in 2026. For relevant timeline, please refer to the IFRS S1 and S2 Disclosure Preparation, Section 2.3 Risk Management.

Climate-related Indicators and Goals

1. Climate Change Risk Indicators:

▪ Establishment of Science-Based Targets initiative (SBTi): The Company uses the Science-Based Targets initiative (SBTi) as the basis for climate-related Indicators and goals, in order to perform tracking, review and implement ion of necessary. To address global trends and Taiwan's 2050 net-zero carbon emissions goal, the Company has incorporated climate change into its key sustainability considerations and adopted its 2030 interim goal to align with a 1.5°C reduction pathway. The goal is to reduce Scope 1 and Scope 2 emissions by 42%, and the SBTi reduction goal review has been approved in 2024.

▪ Obtain relevant marks and labels for buildings: We will obtain low-carbon related marks for all buildings released in the future, and the use ratio of renewable energy will also be increased. We plan to obtain the following marks for future building as the standards:

1.1 100% green building market of silver grade and above

1.2 100% building energy efficiency of Class 1 and above

1.3 100% low-carbon (Low-embodied carbon) building mark LEBR of Class 2 and above

▪ Gradually increase the green procurement ratio: Increase the use of green building materials and raise the proportion of green suppliers contract signing ratio. For 2025 green procurement performance, please refer to content of green procurement of Section 2.5 Sustainable Supply Chain.

2. Climate Change Opportunity Indicators

▪ Sustainability-linked loans: Continue to plan sustainability-linked loans, green time deposits, and other sustainability-related financial products.

In response to the long-term challenges climate change poses to our operations and the environment, Kindom Development will continue to strengthen the carbon reduction actions, and will leverage innovation as a core strategy for driving transformation. In the future, we will promote the following medium to long-term key plans, in order to enhance the Company's overall resilience in climate adaptation and sustainable development:

1. Green innovation and R&D: We actively invest in the research and development of low-carbon building technologies and green innovation solutions to continuously improve the environmental performance of building and operational processes.

2. Expansion of use of renewable energy: Promote the application of renewable energy in building facilities based on installing 1 kW of photovoltaic capacity per 20 square meters, in order to gradually increase the share of renewable energy in overall energy consumption. In addition, for the Minquan Building headquarters, the goal is to achieve 100% of green electricity consumption for the electricity consumption of public areas by2030.



3. Community (customer) participation program: We strengthen communication and collaboration with communities and residents, and promote action plans jointly, in order to enhance public participation and awareness of carbon reduction and environmental topics.

4. Education and training: We establish systematic internal and external training mechanism to improve employees' and partners' understanding of and capabilities in climate change, net-zero trends and sustainable practices.

5. Incentive program: We have designed an internal incentive mechanism to encourage employees to submit innovative carbon reduction ideas and to reward them substantially, in order to promote all employees to participation in sustainability actions.

6. Supplier chain collaboration: We actively participate in industry sustainability initiatives, share practices experience with suppliers and industry partners and promote collaboration in order to expand the influence of carbon reduction efforts.

4.2 GHG Management

4.2.1 GHG Inventory

Kindom Development has adhered to the ISO 14064-1:2018 GHG inventory standard since 2021, and adopts the operational control method to establish organizational boundaries. In addition, we further evaluate the materiality of each emission source based on external reporting requirements, internal strategic planning, quantification methodologies and available emission factors. Furthermore, we also entrust an impartial third-party unit to perform verification operation. However, starting in 2023, following the inclusion of Category 3-employee commuting in the inventory, a reassessment indicated that such addition resulted in a variance of over 3% in total emissions; therefore, in accordance with standard requirements, 2023 was reset to be the base year. Furthermore, in 2025, to align with the IFRS Sustainability Disclosure Standards, the Company changed to adopt the GHG Protocol. Due to changes in the organizational boundary and the inclusion of other indirect Scope 3 emissions across the value chain, a reassessment indicated a variance exceeding 3% in total emissions; consequently, 2025 was reset to be the latest base year and to serve as the baseline for subsequent emissions comparisons and reduction strategy formulation. (GRI 305-1-d,f,g; GRI 305-2-d,f,g; GRI 305-3-e,g)

In 2025, the organizational boundary covered the headquarters buildings (Heping and Minquan) and the Taichung office. The reporting boundary covered Scope 1 (stationary emission sources, mobile emission sources and fugitive emission sources), Scope 2 (purchased electricity) and Scope 3 (Other Indirect GHG Emissions), identifying major potential GHG emission sources within the reporting boundary. The GHGs includes carbon dioxide (CO_2), methane (CH_4), nitrous oxide (N_2O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulfur hexafluoride (SF_6) and nitrogen trifluoride (NF_3), for a total of 7 types of GHGs. (GRI 305-1-b, GRI 305-2-c, GRI 305-3-b)

According to the GHG inventory result, the Company does not use any equipment containing ozone-depleting substances (ODS), and the air conditioning systems have been fully upgraded to use eco-friendly refrigerants, and therefore, there are no emissions of ozone-depleting substances (GRI 305-6). In addition, since our operating activities do not involve any high-temperature combustion or large fixed pollution sources, there are no substantial emissions of nitrogen oxides (NO_x) and sulfur oxides (SO_x).

We adopt the emission factor method, which involves multiplying activity data by an emission factor and global warming potential (GWP) to convert them into carbon dioxide equivalent (CO2e), which is measured in metric tons of carbon dioxide equivalent (tCO2e) as the unit. The source of the emission factors refers to the latest "GHG Emission Factors" published by the Ministry of Environment, and GWP values are adopted from the IPCC Sixth Assessment Report. (GRI 305-1 e, 305-2 e, 305-3 f)



In 2025, Kindom Development's total GHG emissions were 97,184.7436 tCO_2e, with an intensity of 25.11 tCO_2/per NT$ million of revenue. In 2025, total Scope 1 and Scope 2 GHG emissions were 642.7993 tCO_2e, an increase of 259% from the total GHG emissions of 179.0541 tCO_2e in 2024. The main reason was the completion and commissioning of the new headquarters building, along with the inclusion of electricity consumption from unsold housing units and unleased units. Regarding renewable energy use, the Company has relocated to the Minquan headquarters building in July 2025, and the building features a rooftop solar photovoltaic system with an installed capacity of 19.8 kW. Furthermore, green power is also being progressively adopted for the public areas. In 2025, the public area electricity consumption of the headquarters building utilized 6,231.6 kWh of green power, accounting for 2.1% of total office electricity consumption.

GHG Emissions Analysis Table (Excluding Biogenic Carbon Dioxide Emissions) (GRI 305-1 c, 305-3 c, 305-1 a, GRI 305-2 a, 305-3 a, 305-3 d, 305-4)

(Unit: tCO_2e)

GHG Emissions		2023		2024		2025	
		Emissions	Ratio (%)	Emissions	Ratio (%)	Emissions	Ratio (%)
Scope 1 (Category 1)		37.6077	14.0	33.3634	11.4	73.1966	0.08
Scope 2 (Category 2) Note 1		156.0202	58.1	145.6907	50.0	569.6027	0.58
Scope 3 Note 2		75.0075	27.9	112.1888	38.4	96,541.9443	99.34
GHG Total Emissions		268.6354	100	291.2429	100	97,184.7436	100
Emission Intensity (tCO_2e/NT$ million of revenue)	Scope 1 (Category 1)	0.006		0.002		0.0189	
	Scope 2 (Category 2)	0.024		0.009		0.147	
	Scope 3*	0.012		0.007		24.95	
	Total	0.041		0.018		25.11	

Note 1: In 2025, the Company's renewable energy consumption was sourced from purchased green power wheeling, and self-generated and self-consumed electricity from rooftop solar power systems was excluded; green power consumption totaled 6,231.6 kWh. Market-based indirect (Scope 2) GHG emissions totaled 569.6027 tCO_2e.

Note 2: For 2023 and 2024, Scope 3 covered ISO 14064-1 Category 3-(employee commuting) and Category 4-(products and services purchased by the organization). For 2025, Scope 3 covered GHG Protocol Categories 1~15 (of which Category 9-: downstream transportation and distribution, Category 10-processing of sold products, and Category 14-franchises are not applicable to the Company)

2025 Scope 3 Indirect Emission Sources and Emissions

Category		Emission Source Description	Emissions (tCO_2e)
C1	Purchased goods and services	Cradle-to-gate GHG emissions from the life cycle of purchased raw materials and services.	567.5635
C2	Capital goods	Cradle-to-gate GHG emissions from the life cycle of fixed assets purchased in 2025.	22,594.3850
C3	Fuel and energy related activities	Upstream emissions from fuel and energy are used to calculate indirect emissions from gasoline, diesel and electricity. (Scope 1 or Scope 2 excluded)	137.2221
C4	Upstream transportation and distribution	GHG emissions from land transportation of office consumables shipped by suppliers to destination construction sites are calculated based on tonne-kilometers.	0.0027
C5	Waste treatment and disposal	Emissions from the transportation and treatment of domestic waste generated from office operations and outsourced for disposal.	8.4005
C6	Business travel	Transportation emissions generated by employees traveling to various locations for business purposes.	111.3207

Category		Emission Source Description	Emissions (tCO_2e)
C7	Employee commuting	Emissions from transportation used by employees for commuting.	40.2773
C8	Upstream leased assets	Emissions from refrigerant leakage from air-conditioning systems in leased company vehicles.	0.1915
C11	Used of products sold	Emissions generated from electricity consumption over a 60-year life cycle for construction projects completed and handed over during the reporting year.	57,172.8794
C12	End-of-life treatment of products sold	Transportation and treatment emissions from outsourced waste disposal during the demolition phase of construction projects completed and handed over during the reporting year.	412.5720
C13	Downstream leased assets	Emissions from electricity consumption of the Kindom Group Heping Building from July to December 2025 (electricity bills and allocation tables), and electricity consumption by tenants other than Kindom Development / Kedge Construction / Global Mall at the Minquan Building in 2025.	85.9085
C15	Investments	Scope 1 and Scope 2 emissions of Kindom Development's subsidiaries, Kedge Construction and Global Mall.	15,411.2212

All of Kindom Development's building development projects are constructed by its subsidiary, Kedge Construction. To properly identify emission hotspots of all construction projects and to further drive carbon reduction measures, Since 2022, Kindom Development has required Kedge Construction to conduct annual comprehensive GHG inventories from all active construction sites nationwide in accordance with ISO 14064-1:2018 . In addition, the Company also leads the industry to cover Category 4 upstream products and services for the GHG inventory, including emissions from building materials and construction machinery and equipment. According to the inventory results, more than 90% of carbon emissions originate from the building materials used in construction projects (cradle-to-gate carbon footprint). In 2025, total GHG emissions generated from Kindom Development's construction sites were 55,974 tCO_2e. ,

2022~2025 GHG emissions statistics for Kindom Development's construction sites (Unit: tCO_2e)

Emission source	2022 (tCO_2e)	2023 (tCO_2e)	2024 (tCO_2e)	2025 (tCO_2e)
Category 1 Direct Emissions	83.7133	79.2783	77.6955	36.9935
Category 2 Indirect Emissions from Electricity Consumption	560.4303	551.8422	435.2957	397.6920
Category 3 Upstream transportation and distribution of products, employee commuting, business travel, and machinery transportation	559.7889	589.0974	691.1857	853.3045
Category 4 Purchased goods and services, waste treatment and transportation, and upstream energy-related activities	38759.6187	39,999.1642	47,139.2278	54,686.4642
Total	39,963.5512	41,219.3821	50,428.2059	55,974.4542

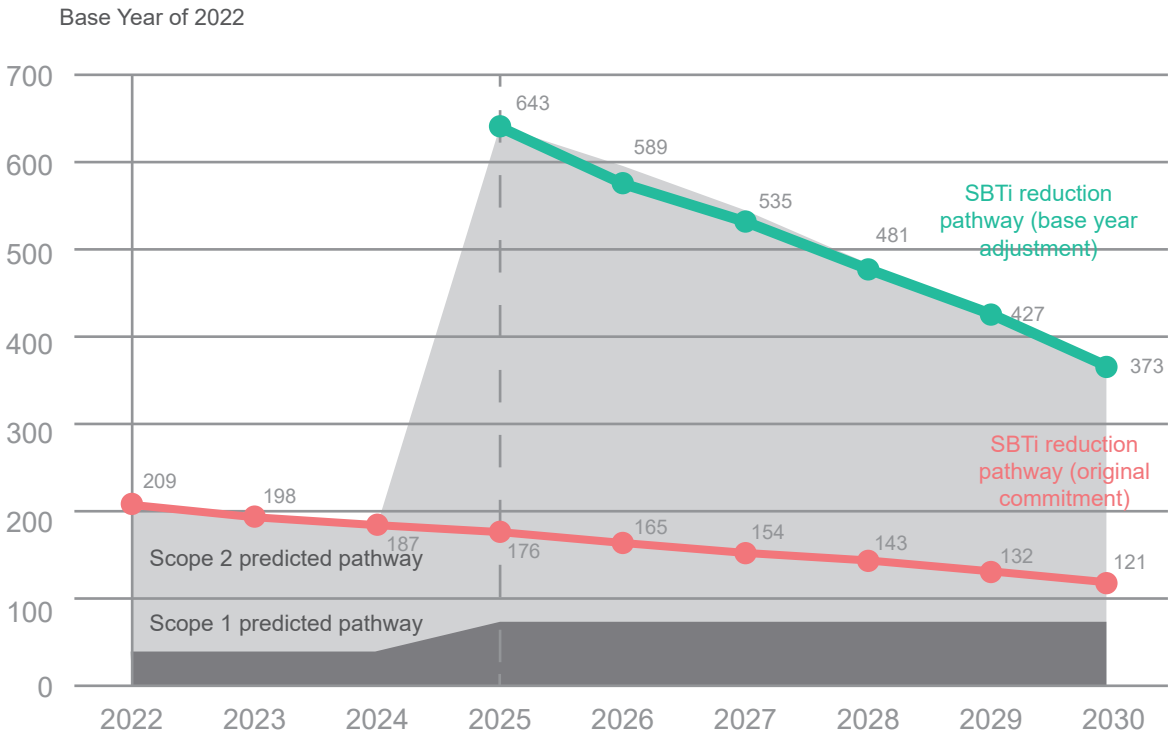
Note 1: Category 4 purchased goods and services include the cradle-to-gate carbon footprint of building materials, machinery and equipment used by subcontractors, as well as acetylene and welding rods.
Note 2: Annual emissions vary depending on the number of ongoing construction projects and their respective stages of construction.
Note 3: Source: Kedge Construction Co., Ltd. 2025 Greenhouse Gas Inventory Report.

4.2.2 GHG Reduction

Kindom Development adopts the methodology and calculation tools developed by the Science Based Targets initiative (SBTi) to evaluate carbon reduction pathways and implementation strategies through estimation, modeling, or direct measurement. In response to the 1.5°C temperature control goal, companies are required to reduce their carbon emissions by 42% by 2030 from the base year. The Company also adopts actions to achieve this goal and regularly monitors our carbon reduction performance, in order to ensure consistent progress towards the goal.

In accordance with the Science Based Targets initiative (SBTi), the Company has set 2022 as its base year, with the scope of reduction goal commitments covering Scope 1 and Scope 2. For the comparison between the data of 2025 and the base year, emissions increased by 433.76 tCO_2e , an increase of 208%, and such increase was mainly due to the completion and commissioning of the new headquarters building and the addition of operating sites; furthermore, the relocation to the Minquan Building, full-load operation for air-conditioning testing and the inclusion of baseline electricity consumption for unleased units from July to December 2025 also resulted in higher electricity consumption, such that the overall carbon reduction performance was affected.

Carbon reduction roadmap:





In response to global supply chain decarbonization trend and domestic net-zero transition policies, in addition to implementation of Scope 1 and Scope 2 GHG eduction goals, the Company also leverages its key influence in sustainable operations and social responsibility to facilitate the promotion of Scope 3 carbon reduction management.

To this end, the Company has established a "shadow carbon pricing" assessment mechanism at NT$1,000 per metric ton of carbon dioxide equivalent, incorporating potential carbon costs upfront into architectural design, material selection, and investment decision-making. This mechanism aims to incorporate the potential external costs of climate change into early-stage project planning, individual project design and value engineering assessment processes. By converting carbon emissions into financial indicators, the mechanism is able to guide the design team to prioritize low-carbon materials, high-efficiency equipment, and energy-saving systems, thereby implementing low-carbon transition strategies and Scope 3 carbon reduction, fulfilling corporate carbon management responsibilities, and jointly heading towards the ultimate goal of net-zero carbon emissions by 2050.

Presently, this system is still under internal evaluation and pilot optimization stage. The Sustainability Project Team will continue to conduct rolling reviews of the assessment mechanism, periodically adjust shadow carbon prices based on policy and market trends, and integrate external consultant advices with internal cross-departmental communication processes, in order to continuously strengthen the Company's climate resilience and green competitiveness.

4.3 Energy Management

4.3.1 Energy Management

Energy shortages, global warming, and climate change are becoming increasingly severe. Energy management and energy transition have become one of the important items of international energy policy, and the selection and consumption of energy are closely associated with the Company's costs, environment, safety, and other issues. Improving energy efficiency and reducing energy consumption will help save costs and mitigate the impact of climate change.

To effectively enhance energy efficiency, Kindom Development conducts energy and resource inventories in accordance with GHG inventory standards and procedures. By tracking energy consumption through direct measurement and estimation, the Company summarizes energy usage data across all operating locations to identify primary energy sources, in order to further formulate energy conservation improvement plans and to set short-term, medium-term and long-term goals. In addition, the Company also regularly monitors the implementation of energy policy and timely adjusts energy management plans, in order to ensure the attainment of energy-saving targets.

The Company also strengthens the promotion of its energy-saving policies and organizes related publicity activities and education and training courses to raise colleagues' awareness of energy-saving and carbon reduction. In addition, for construction project supply chain management, an energy consumption management plan for the upstream and downstream supply chains is formulated and included in the measurement and management.

"Energy Efficiency Requirements for Development Projects"

The energy consumption of development projects is one of the focuses for the implementation of climate action. In order to ensure the power consumption efficiency and increase the proportion of renewable energy, we have formulated the "Energy Efficiency Requirements for Development Projects" to implement corresponding measures in three different aspects to improve the energy efficiency of development projects comprehensively.

Planning and Design	• Adopt integrated design. Integrate teams from different fields, including architects, M&E, air conditioning, external wall structures, lighting, and structures. Sustainability consultants conduct discussion and feasibility studies on building systems in the early design stage. The design process is contiguously being optimized to maximize energy efficiency. • Optimize the energy system design through the 3D energy simulation method and formulate the minimum energy consumption requirements for the building's minimum intensity after occupancy.
Energy Efficiency Measures	• Use air conditioners, electrical appliances, and lighting equipment with energy saving labels or Energy Star certification; • Adopt passive design and take advantage of physical advantages, including seating orientation, openings, and insulation materials to reduce the need for using electrical appliances for cooling, ventilation, and lighting; • Set up personnel sensors to control the lighting in non-normal working areas and non-normal working hours; • Design sub-meters to monitor the energy consumption of different equipment during the operational stage; • Implement functional verification after completion and before users move in to ensure that the performance of energy-related facilities and systems meets the design goals during the operation stage.
Energy efficiency monitoring and promotion during the operational stage	• Adopt automated and smart energy management systems for monitoring, collecting data, and analyzing all energy-related systems, including all mechanical and electrical equipment in the building; • Regularly monitor sub-meters to examine energy-saving efficiency, optimize energy-saving strategies, and quickly improve energy efficiency; • Provide employees and tenants with education and promotion to enhance their energy conservation awareness and efficiency at work and in their daily lives, and work together to reduce carbon emissions from the Company's projects; • Share our energy goals and performance with employees, tenants, customers, and other stakeholders to more effectively achieve goals and deliver positive impacts.

4.3.2 Energy Consumption (GRI 302-1, GRI 302-3)

In 2025, Kindom Development's total energy consumption was 4,513.086 gigajoules (GJ), with an energy intensity of 45.13 (GJ per employee). Purchased electricity accounted for the largest share of the Company's energy consumption at approximately 97.50% of the total energy consumption, while fossil fuels accounted for 2.00% for the rest of the energy consumption. Accordingly, starting in 2025, the Company has initiated the phased replacement of corporate vehicles with electric vehicles and the progressive increase of renewable energy use for public facilities. In 2025, green electricity accounted for 5.06% of total public facility electricity consumption at the headquarters building, and the goal is to achieve 100% of green electricity for public facilities by 2030.

Energy consumption items			Energy consumption (Note)				Energy consumption percentage			
			2022	2023	2024	2025	2022	2023	2024	2025
Purchased non-renewable	Fossil fuels	Diesel	0.345	0.345	0.378	0.531	0.03	0.03	0.03	0.01
		Motor gasoline	65.765 / 65.420	73.944 / 73.599	289.549 / 268.056	90.2874 / 89.756	5.15 / 5.13	6.11 / 6.08	18.95 / 18.92	2.00 / 1.99
	Purchased electricity		1,212.065	1,137.249	1,130.349	4,400.365	94.85	93.89	81.05	97.50
Total renewable energy consumption			0	0	0	22.4338	0	0	0	0.50
Total non-renewable energy consumption			1,277.830	1,211.192	1,398.783	4,490.652	100	100	100	99.50
Total energy consumption			1,277.830	1,211.192	1,398.783	4,513.086				
Energy intensity (GJ/NT$ million of revenue)			0.166	0.187	0.088	1.166				
Energy intensity (GJ/employee)			13.451	11.992	13.58	45.13				

Note 1: Calorific value is calculated by multiplying the amount of energy used by the unit calorific value which is converted to gigajoules (GJ) using the latest energy product unit calorific value table on the website of the Bureau of Energy, Ministry of Economic Affairs.
Note 2: The parameter quoted is the energy use from the GHG inventory, and the energy intensity is calculated based on the operating revenue (in thousands of NTD) in 2.3.1 Economic value and number of employees in 5.1.2 in this report.
Note 3: In 2025, the Company's renewable energy consumption was sourced from purchased green power wheeling, and self-generated and self-consumed electricity from rooftop solar power systems was excluded.
Note 4: The Company’s 2025 energy reporting boundary included the Heping Building, the newly established Minquan headquarters building, and electricity consumption from unsold housing units and vacant units.

4.3.3 Energy-Saving Measures

In July 2025, Kindom Development relocated its headquarters to the newly completed Minquan Building. In addition to installing a rooftop solar photovoltaic system with an installed capacity of 19.8 kW, the building is progressively transitioning to green power for the public areas.In terms of energy management, the deployment of high-efficiency equipment and energy management system is expected to reduce unit electricity consumption by approximately 50% compared to conventional offices, and the key measures are described in the following:

- Installation of ERV energy recovery ventilators and CO_2 sensors to automatically regulate ventilation.
- Implementation of independent sub-metering and circuit management.
- Elevators with high-floor and low-floor zoning controls.
- Integration of air conditioning, lighting, and water systems into a real-time energy monitoring system.
- Use of Class I energy-efficiency appliances of water dispensers, printers, and refrigerators.
- Full transition to low-energy inkjet printers with required user authentication before printing, in order to reduce paper and electricity consumption.

The Company continues to promote energy conservation and carbon reduction management, and employees are encouraged to practice resource-saving behaviors in their daily routines, including the measures of turning off lights and equipment during lunch breaks and idle periods, shutting down computers after work, taking the stairs instead of the elevator where feasible, and utilizing double-sided printing. Furthermore, through diverse energy-saving initiatives, we continue to strengthen the low-carbon office culture, and specific measures adopted are described in the following:

1. Promote 5S management in the office and host energy-saving contests on various floors every month.
2. Support the "Earth Hour" energy-saving and carbon reduction activity by turning off lights for one hour to advocate a low-carbon lifestyle.
3. Promote joint energy conservation, such as encouraging our colleagues to use public electronic appliances (lunch box steamer) at a centralized time.
4. Some elevators are shut off after hours to keep the number of elevators operating to a minimum capacity.



5. Check for computers that have not been switched off every night and remind the colleagues to be careful of such matter, and to avoid unnecessary waste of resources.
6. Adjust the automatic on/off time of the water chiller and the outlet water temperature in response to seasonal changes to reduce the full-load operation time of the chiller.
7. Promote environmental protection and energy conservation, and adjust the water output of toilet and pantry faucets.
8. Operate only a single elevator during weekends and holidays.
9. Publish the electricity consumption and print volume rankings of each floor on a monthly basis to encourage colleagues to maintain energy-saving habits.

4.4 Water Management

4.4.1 Water Withdrawal

(GRI 303-3, CG-HP-140a.1-1~2, EM-CM-140a.1)

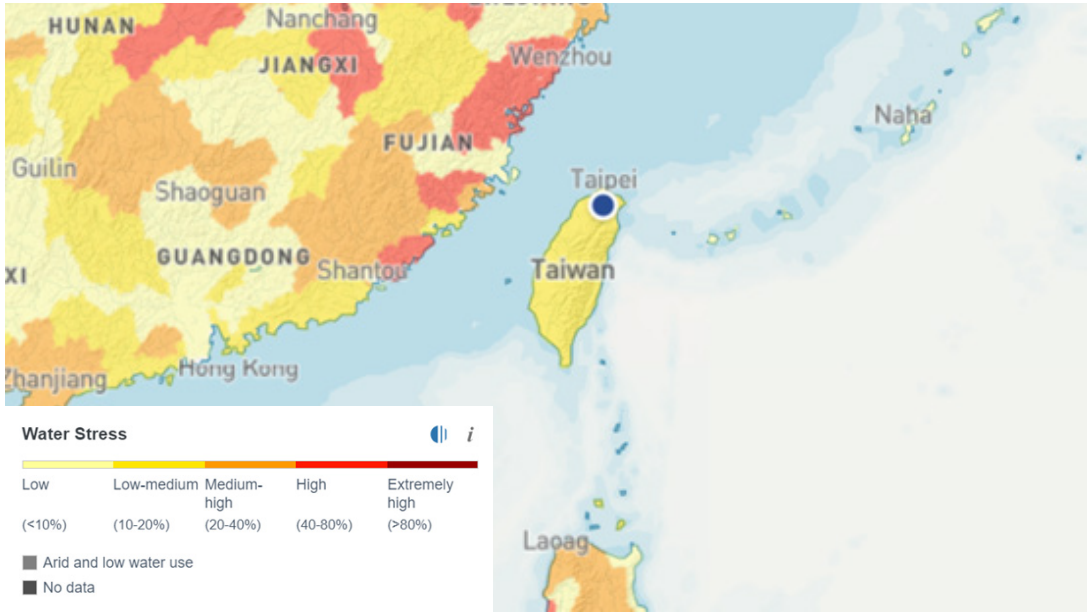
Throughout the entire life cycle of urban development and building operations, water resource utilization spans across multiple fields of office administration, on-site construction and planning and design. Effective water management performance is not only vital to operational stability, but also serves as a cornerstone of social trust. In response to water shortage risks driven by extreme climate events and increasingly stringent environmental regulations, Kindom Development adheres to the precautionary principle and proactively conducts water risk identification.

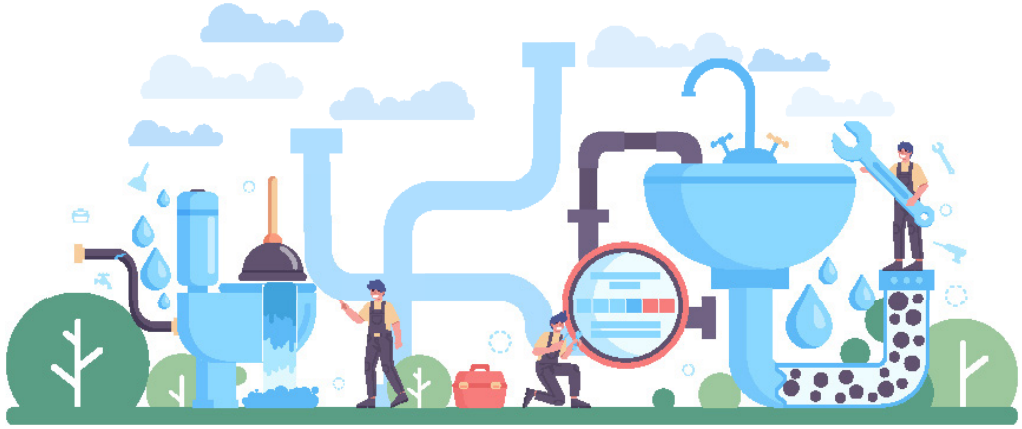
We have implemented the Water Risk Atlas tool released by the World Resources Institute (WRI) to conduct water stress assessments across all our operating sites in Taiwan.The assessment results indicate that while the headquarters and most project sites are currently located in low water-stress areas, Kindom Development recognizes the public nature and scarcity of water resources and continues to enhance the management approach, in order to mitigate potential future risks arising from regulatory changes and indirect operational impacts.

For WRI's Water Risk Atlas tool assessment, please refer to: https://reurl.cc/dXdrNM

In 2025, Kindom Development's total water withdrawal was 14,970 cubic meters, and the annual per capita water consumption at the headquarters was 18.95 m³/person. The increase in water consumption compared to 2024 was primarily due to the allocation of water consumption in the new building based on leased area without a separate sub-meter, as well as the full-load commissioning of the air-conditioning cooling tower after the relocation to the new building, such that the cooling tower water consumption increased. The water source used by Company's operation locations is 100% entirely from Taiwan Water Corporation, and the water withdrawal method does not involve any surface water, groundwater or special water sources; therefore, the Company imposes no significant stress on the local water resources and the natural environment. The building's water consumption is limited to the employees' daily activities (including drinking, washing, and cleaning the workplace). All wastewater generated is processed by the sewage system in accordance with the law, such that there is no direct discharge to the environment.

Kindom Development continues to promote water conservation management measures, including installing water-saving equipment and rainwater recovery system at the headquarters and project site offices, strengthening employee water conservation awareness and education, and conducting regular inspection and maintenance of water facilities, in order to enhance water efficiency and eliminate unnecessary waste. Based on the operational characteristics of different water consumption contexts, Kindom Development implements and governs the water resource management strategy in three primary categories:





1. Internal Water Consumption Management for Offices

- Equipment upgrades and water-saving design: Use water-saving toilets, sensor faucets, and low-flow equipment, in order to reduce daily water consumption.
- Promote proper employee behaviors: Post water-saving slogans and organize water resource education and training in order to increase water-saving awareness.

Water withdrawal (unit: thousand cubic meters (million liters))

Water withdrawal source category	Water quality objectives	Water withdrawal							
		2022		2023		2024		2025	
		All regions	Areas under water stress	All regions	Areas under water stress	All regions	Areas under water stress	All regions	Areas under water stress
Third-party water	Fresh water	1.534	0	1.418	0	1.841	0.000	14.97	0.000
	Other water	0	0	0	0	0	0	0	0
Total water withdrawal		1.534	0	1.418	0	1.841	0.000	14.97	0.000
Percentage of water sources from water stressed regions (%)		0		0		0		0	
Recycled water volume		0		0		0		0	
Recycling rate (%)		0		0		0		0	

Note 1: Recycling percentage = Recycled water volume ÷ Total water withdrawal for all regions

Note 2: The 2025 water consumption statistics include the headquarters offices (Heping and Minquan), the Taichung office, and unsold housing units.



2. Construction site water and discharge control

During construction at each construction site, we follow high-standard operating procedures for wastewater discharge and pollution control, in order to minimize impacts on nearby water bodies and the environment;

- Wastewater from cleaning and the use of mold release agents, among other operational processes, is discharged only after sedimentation or filtration.
- Sedimentation tanks and surrounding drainage ditches at construction sites are desilted periodically, with filter screens installed to prevent waste runoff;
- Vehicle washing facilities are located at designated areas on the construction site to prevent wastewater from overflowing;
- All shoring fluids are fully recycled and properly disposed of to prevent illegal discharge;
- Drainage covers are installed at waste disposal sites to prevent sewer blockages and pollution.

Construction site water consumption

	2022	2023	2024	2025
Total water consumption (million liters)	57.74	83.73	108.97	28.04
Water consumption intensity (Construction sites: m³/NT$ million of revenue)	4.06	5.86	7.66	7.25

3. Water saving and reclamation measures during project design stage

To improve building water efficiency and promote water resource recycling, Kindom Development incorporates water-saving principles into the planning and design stages, and suitable solutions are also adopted based on site-specific conditions, including:

- Fully adopt dual-flush toilets, water-saving showerheads and faucets, in order to reduce domestic water consumption;
- Implement rainwater retention and reclaimed water reuse systems for repetitive use in irrigation and non-drinking purposes;
- Landscaping utilizes drought-resistant native plants and permeable pavement to reduce irrigation water consumption;
- Reserve pipelines and spaces in priority to facilitate future installation of solar power generation and water monitoring
- Incorporate water-saving designs into 100% of new projects to achieve 20% water savings compared with conventional baseline projects, with the goal of achieving water saving by more than 30% compared with conventional baseline projects by 2030.



4.5 Waste Management

4.5.1 Waste Impact Assessment

With reference to domestic and international reports on environmental impacts and sustainability management, the Company uses each stage of the building value chain as the basis to conduct inventory on the waste generated throughout the building life cycle and to assess the potential impacts. Considering that a building's life cycle is approximately 60 years and that the product use stage falls outside the Company's direct operational control, management focuses on waste management for the stages of building demolition, construction, operations offices and product sales. By identifying waste types, flows, treatment methods, and final disposal status across all stages, the Company further assesses possible environmental and social impacts.

The waste generated by the Company is all non-hazardous industrial waste, including construction waste and domestic waste. We have formulated corresponding management measures in response to the potential impact of various types of waste. The waste management unit regularly monitors and evaluates the effectiveness of the implementation of these measures in order to mitigate or avoid negative impacts on the internal or external environment of the organization.

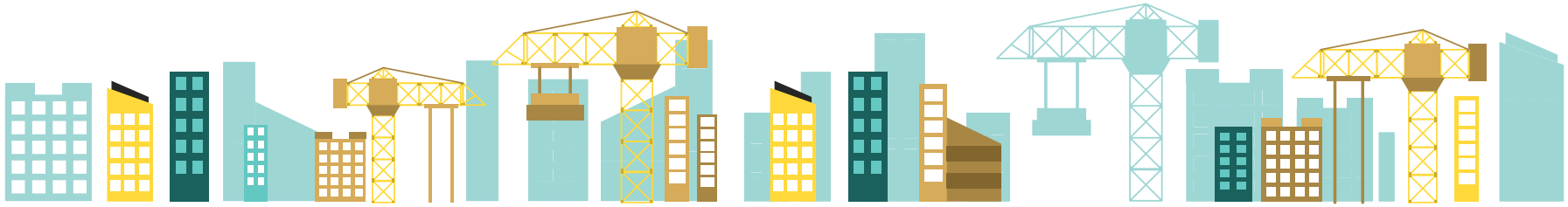






Kindom Development's Value Chain and Potential Impact Diagram

據點	價值鏈階段	活動項目	廢棄物種類	廢棄物類別	處置方式	處置單位	潛在衝擊
工地	建築物拆除	產品報廢或丟棄	建築營造廢棄物	事業廢棄物 / 一般廢棄物	再生利用 / 焚化	外部第三方 / 自行處置	建築物生命週期結束後，大量的營建廢棄物形成。難以處理的問題。有效管理廢棄物，並尋找更可持續的建材和施工方式。
	營造施工	產品建造	施工營造廢棄物	事業廢棄物 / 一般廢棄物	再生利用 / 焚化	外部第三方 / 自行處置	為了實踐循環經濟，我們思考如何減少建築物的資源消耗，有效管理廢棄物。
營運總部 / 銷售據點	營運階段	辦公室日常廢棄物	生活垃圾	一般廢棄物	焚化	外部第三方 / 自行處置	全球有一半以上的原物料被用來建造建築物，而建築物的建造和使用消耗了全球 **36%** 的能源。



4.5.2 Waste Management

In accordance with the "Kindom Group Minquan Building Management Regulations", the Company has established a waste management mechanism, and responsible units have been designated to coordinate the management operations of waste sorting, temporary storage, clearance and transport, recycling and regulatory reporting. General waste, recyclables and food waste generated during operations are systematically sorted and centrally managed in accordance with regulations. For industrial waste and bulky waste, the Company has commissioned qualified waste clearance and disposal vendors to perform waste disposal and treatment in accordance with the "Waste Disposal Act" and relevant environmental regulations. Furthermore, the Company requires renovation and construction contractors to remove construction waste independently and to strictly comply with waste clearance plans and relevant contractual requirements, in order to minimize environmental impacts.

Waste Management Practices for Construction Projects	Prior to commencement of construction projects, waste management planning must be completed for each project in accordance with relevant regulations and contractual requirements. The content of the plan shall cover classification methods for C&D Waste, domestic waste, and recyclables at each construction stage, as well as the setup of temporary storage areas and disposal principles.
	For construction projects, contractors (suppliers) must be supervised to ensure the effective implementation of waste management measures. Responsible executing personnel are assigned to conduct inspections and to provide guidance for improvement. Relevant management matters are as follows: (1) Storage areas for industrial waste (C&D Waste) and general waste (domestic waste) shall be properly planned and distinguished at the construction site. (2) Contractors (suppliers) must sort all types of waste generated during construction in accordance with project waste management requirements, and place them in designated storage areas. In addition, qualified waste disposal contractors must be commissioned to perform periodic disposal and treatment. (3) Waste storage areas, containers and related facilities must be maintained in sound and clean condition to prevent scattering, leakage, ground contamination or odor generation. Necessary measures must also be implemented to prevent surface water, rainwater or groundwater infiltration. (4) All other compliance matters must be handled in accordance with relevant laws, regulations and project contractual requirements.
	During the commissioning of qualified waste disposal contractors to perform disposal of industrial waste, complete records must be maintained, including the disposal date, waste type and quantity, vehicle license plate number, name of the disposal agency, disposal personnel, and treatment facility. In addition, final disposal supporting documents and on-site photos must also be retained for audit and verification purposes. During the transportation of surplus construction soil and gravel and spoil, construction projects must adhere to the "Surplus Construction Soil and Gravel Transportation Plan" and relevant provisions specified n the construction contract. Furthermore, contractors must be supervised to implement vehicle tracking management and maintain transportation records as required.
	Soil and gravel management operations must comply with the following requirements: (1) Earthwork excavation shall be conducted in accordance with the approved excavation plan, and the construction content shall not be altered arbitrarily. (2) The stockpiling, management, disposal and off-site transportation of surplus soil and gravel shall be performed in accordance with the approved plan. (3) Earthwork transport vehicles must be equipped with appropriate truck beds suited to soil conditions, and dust-prevention and leak-prevention measures must be adopted to prevent secondary environmental pollution within and outside construction sites as well as along roadways.

Regarding the reuse of wastes, Kindom Development actively supports government waste reduction and circular economy policies. Through strategies of source design (utilization of recycled green building materials, precast components, and earthwork balance), construction management (BIM precise estimation, waste classification and recycling), and circular reuse from house demolition (crushing into recycled aggregate and manufacturing recycled bricks), and in conjunction with environmental compliance reporting and management, the Company adheres to the principle of "3R" (Reduce, Reuse, Recycle), thereby achieving circular economy and sustainable development goals through source control, process management and end-of-life disposal. During project construction period, the Company requests 100% of contractors to implement construction waste classification at project sites by 2030, and 100% of construction projects to utilize recyclable and recycled green building materials. In addition, the proportion of recycled green building materials used in public spaces must be progressively increased to reach 50% or more.

4.5.3 Waste Removal and Disposal

● Analysis of industrial waste output:

In 2025, the Company generated a total of 2,102.3283 tons of waste (including construction sites) without any hazardous industrial waste; 100% of the total waste was general industrial waste. Domestic waste decreased by 50% compared to 2024, mainly due to changes in the waste measurement methodology.

In addition to reducing the amount of waste at the source, in order to enhance the value of existing waste resources, Kindom Development complies with local regulations and existing feasible technologies, and tries its best to adopt recycling methods such as recycling and reuse, so as to reduce the amount of waste generated. In doing this, the waste resources are able to achieve the most effective use.

Summary table of industrial waste generated, diverted during disposal, and direct disposal (total by site, unit: metric tons)

Year	Item Note		Quantity produced	Quantity transferred at disposal (Recycling and reuse)	Directly disposed quantity (Incineration)	Storage quantity
2025	Hazardous industrial waste		0	0	0	0
	General industrial waste	Construction industrial waste	2,102.3283	2,102.3283	163.04	0
		Domestic waste	24.0	0	24.0	0
	Total amount		2,102.3283	2,102.3283	187.04	0
2024	Hazardous industrial waste		0	0	0	0
	General industrial waste	Construction industrial waste	64,612.6	64,345.71	266.89	0
		Domestic waste	48	0	48	0
	Total amount		64,660.6	64,345.71	314.89	0
2023	Hazardous industrial waste		0	0	0	0
	General industrial waste	Construction industrial waste	96,576.72	96,314.97	261.75	-
		Domestic waste	48*	0	48	
	Total amount		96,580.72	96,314.97	309.75	0
2022	Hazardous industrial waste		-	-	-	-
	General industrial waste	Construction industrial waste	-	-	-	-
		Domestic waste	45.77*	0	26.73	0
	Total amount		45.77	0	26.73	0

Note 1: The classification method of hazardous and non-hazardous products is determined according to the local laws and regulations of each operating site.

Note 2: Calculation method for domestic waste generation: 2022 figures were calculated based on the Ministry of Environment's publicly available per capita waste disposal data, while 2023 and 2024 figures were based on the data provided by contractors. In 2022, the Ministry of Environment's per capita waste generation was 1.179 kg/day for 95 employees, totaling 45.77 tons; 2023 and 2024, monthly disposal was 4 tons, totaling 48 tons per year. Starting in 2025, following the relocation to the new building, domestic waste generation is no longer calculated based on monthly contract volumes, but is instead estimated based on the actual person-days of attendance X Taipei City's average daily domestic waste generation per capita.

Note 3: Calculations for non-hazardous waste began in 2023. In 2022, statistics were only conducted for general waste from the Kindom office and the construction industrial was excluded.

Note 4: General industrial waste statistics include Kindom Development construction sites (R-0503 construction mixture).

• Method of industrial waste disposal and transportation (recycling and reuse) (GRI 301-2)

The Company's waste recycling method mainly includes construction waste (such as earth and stone, bricks, tiles, and concrete blocks). The Procurement Department outsources such treatment work to a professional contractor approved by the owner and signs a contract on excavation, sludge dumping, and backfilling. All such waste is transported to legally established waste disposal sites or earthwork storage sites in accordance with the construction management entity's procedures. In 2025, a total of 2,102.3283 tons of waste were disposed and transported. For the disposal of surplus soil, in the engineering planning stage, the priority is to design the direction in which the soil is balanced within the construction area without being transported externally. The transportation of soil can be reduced through the exchange of use between construction sites, and reusable materials such as metals, plastics, and wood, are to be used as much as possible. After the resources are collected separately, the rest of the construction mixture is entrusted to a qualified recycling organization for cleaning, removal, and treatment, and further undergoes manual primary selection and electromagnetic selection at the treatment plant to sort out the waste that can be reused.

• Method of direct disposal of industrial waste

Except for the aforementioned waste, other waste is directly disposed of via incineration. In 2025, the Company directly disposed of a total of 163.04 tons of waste, all of which was contracted to third parties for final treatment at incineration facilities.

Note: On-site refers to the waste disposed of by the Company in the plant (site) by itself. Off-site is the waste cleared, transported, and disposed of by external third-parties.





Talent and Social Common Good

Achieve Talent Value, Promote Social Common Good

5.1 Talent Attraction

5.1.1 Human Resource Management

Upholding a people-oriented philosophy, Kindom Development has established comprehensive human capital management systems, remuneration and incentive mechanisms and work rules in accordance with labor laws and regulations of local operating locations. The Company regularly reviews and updates these policies in line with regulatory changes to protect employees' legal rights and working conditions. The Company values a diverse, equitable, and inclusive workplace culture, and explicitly specifies regulations to prohibit unlawful conducts of discrimination, workplace sexual harassment and forced labor. Furthermore, complaint and communication channels have been established to ensure a safe, respectful, and fair working environment.

With regard to talent recruitment, Kindom Development upholds the principles of equal employment opportunities, and the criteria of professional competence, integrity and work enthusiasm are used as the key basis for hiring. The Company provides equitable remuneration and benefits, education and training and career development systems regardless of gender, age or nationality. In addition, the Company utilizes a regular performance appraisal system as a key basis for talent development, promotion, salary adjustments and incentive allocation, in order to encourage employees to achieve continuous growth and advance toward sustainable development goals alongside the enterprise.

5.1.2 Talent Recruitment

(GRI 2-7, 2-8, 202-2, 401-1, 402-1, 405-1)

As of the end of 2025, Kindom Development has a total of 100 employees, including 97 permanent employees and 3 temporary employees (two consultants and one masseur). In terms of the employee classification according to the employment type, there are 97 full-time employees and 3 part-time employees. The Company primarily employs local personnel, and 100% of the senior management team consists of local residents. At the end of 2025, there are a total of 12 external workers (7 cleaners and 5 security guards). There has been no major changes to the manpower structure in the last three years.

Note: Local employees are defined as employees with Taiwanese nationality; senior management is defined as the general manager or above; Kindom Development headquarters is the main operating location.

Employee structure as of end of 2025 (unit: persons)

Employment type	Gender	Total
All employees	Male	55
	Female	45
	Subtotal	100
Full-time employees	Male	52
	Female	45
	Subtotal	97
Temporary employees	Male	3
	Female	0
	Subtotal	3
Full-time employees	Male	52
	Female	45
	Subtotal	97
Part-time employees	Male	3
	Female	0
	Subtotal	3
Employees without guaranteed hours	Male	0
	Female	0
	Subtotal	0

Description:
- Permanent employees: Those whose employment contract is for an indefinite term (indefinite contract).
- Temporary employees: Those whose employment contract is for a fixed term (term contract).
- Full-time employees: The number of hours worked per week by the employee meet the definition of full-time employees in local regulations.
- Part-time employees: The number of hours worked per week by the employee do not meet the definition of full-time employees in local regulations.
- Employees without guaranteed hours: Employees whose weekly hours are not fixed, such as on-call personnel.

• Number of employees in last four years (unit: persons)

Year	Number of male employees	Number of female employees	Total number of employees
2022	59	36	95
2023	60	40	100
2024	57	46	103
2025	55	45	100



• Employee diversity structure

The Company's employees are 55% male and 45% female, with 63% of the employees aged 30-50. In addition, 1 person with disabilities was hired in accordance with the law. In order to implement the Company's philosophy of diversity and equality, 1 indigenous person was also hired. The Company's top-level managers are mainly local employees, and 100% of senior management this year were hired locally.

Total number of employees by job rank and diversity indicators at the end of 2025 (unit: persons)

Job rank		Top-level managers	Mid-level managers	Entry-level managers	Entry-level personnel	Total
Total number of employees by rank		2	6	15	77	100
Number of employees of each job rank as a percentage of total number of employees (%)		2%	6%	15%	77%	100%
Indicators						
Gender	Male	2	2	9	42	55
	Female	0	4	6	35	45
Age	Under 29 years old (inclusive)	0	0	0	8	8
	30-50 years old	1	2	10	50	63
	Above 51 years old (inclusive)	1	4	5	19	29
Indigenous identity		0	0	0	0	1
With a disability		0	0	0	0	1
Educational level	Ph.D.	0	0	0	0	0
	Master's degree	1	3	10	18	32
	Higher education	1	3	4	55	63
	Secondary education	0	0	1	4	5
	Elementary education	0	0	0	0	0
Nationality	Taiwanese	2	6	15	75	98
	Foreign nationality	0	0	0	2	2

Note: Top-level managers are defined as those at the level of general manager or above; mid-level managers are defined as general managers or division supervisors; entry-level managers are defined as department supervisors; entry-level personnel are defined as personnel with a status other than the above.

We have a comprehensive recruitment system in place. We look forward to co-prosperity and development between employees and the Company, and respect the career change options of employees. In 2025, the Company recruited a total of 15 new employees, including 8 males and 7 females, mainly 30-50 years old; 27 employees left the Company (including 1 retiree), including 17 males and 10 females. The reasons for leaving the Company included family factors and career planning. In order to protect the rights of employees and improve the recruitment system, the responsible unit supervisors interview all the employees leaving the Company to understand the specific reasons for leaving, which can be used as a reference for subsequent improvement of human resource management.

Total number and percentage of new employees in 2025

Gender	Age	Total	New employment rate (%)
Male	Under 29 years old (inclusive)	0	0%
	30-50 years old	5	4.9%
	Above 51 years old (inclusive)	3	3.0%
	Subtotal	8	7.9%
Female	Under 29 years old (inclusive)	1	1.0%
	30-50 years old	5	4.9%
	Above 51 years old (inclusive)	1	1.0%
	Subtotal	7	6.9%
Total		15	14.8%

Note: New hire rate = Number of new hires in the respective gender and age group ÷ Average number of employees at the beginning and end of the period

Total number and ratio of resigned employees in 2025

Gender	Age	2024		2025	
		Total	Turnover rate	Total	Turnover rate
Male	Under 29 years old (inclusive)	0	-	0	0%
	30-50 years old	10	17.5%	12	11.8%
	Above 51 years old (inclusive)	2	3.5%	5	4.9%
	Subtotal	12	21.0%	17	16.7%
Female	Under 29 years old (inclusive)	0	-	0	0%
	30-50 years old	5	10.9%	9	8.7%
	Above 51 years old (inclusive)	0	-	1	1.0%
	Subtotal	5	10.9%	10	9.9%
Total		17	16.5%	27	26.6%

Note: Turnover rate = Number of employee departures in the respective gender and age group ÷ Average number of employees at the beginning and end of the period

Year	2023	2024	2025
Number of employees at beginning of period	95	100	103
Number of employees at end of period	100	103	100
Number of resigned employees	26	17	27
Turnover rate	26.6%	16.5%	26.6%

Note: Turnover rate = Number of resigned employees ÷ Average number of employees at the beginning and end of the period

● Kindom Development advance notice period for dismissal

When workforce adjustments are required due to organizational restructuring, business development needs, changes in the operating environment, or other statutory reasons, the Company strictly complies with the Labor Standards Act and relevant regulations, and completes the advance notice and severance procedures within the statutory timeframe, in order to ensure that employee rights and interests are fully protected. The minimum advance notice periods based on years of service are as follows:

- Service of at least 3 months but less than 1 year: Notice is provided 10 days in advance.
- Service of at least 1 year but less than 3 years: Notice is provided 20 days in advance.
- Service of 3 years or more: Notice is provided 30 days in advance.

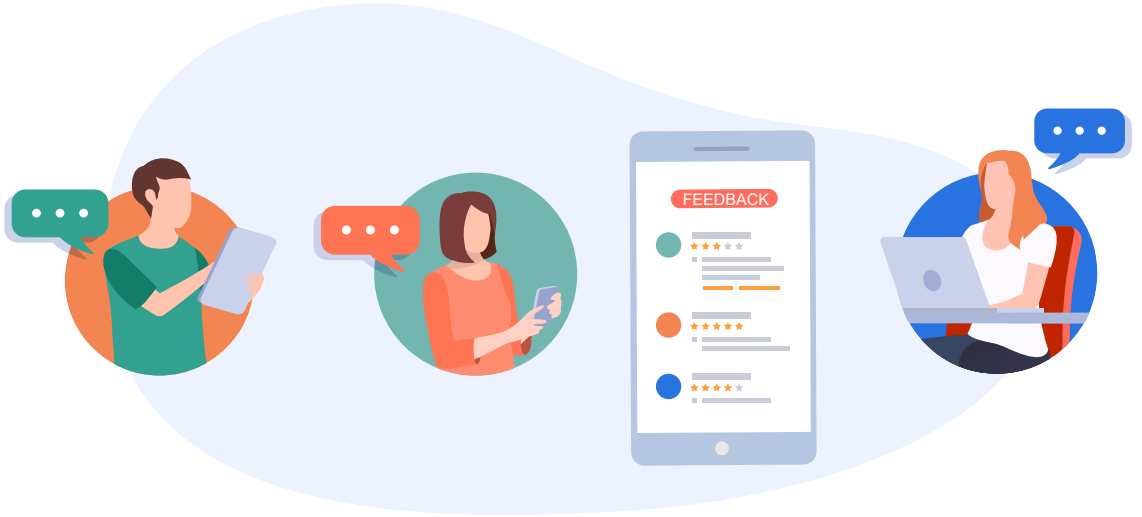
The Company values employee rights and harmonious labor relations, adhering to the principles of legality, fairness, and mutual respect during the implementation of workforce adjustment measures.

● Talent Retention System

Kindom Development values employee rights and harmonious labor relations, adhering to the principles of legality, fairness, and mutual respect during the implementation of workforce adjustment measures. In addition, to prevent skill gap and talent shortage, the Company has institutionalized "internal transfers" and "post-retirement rehire" systems to address employee pain points at different career stages, and the specific methods include:

- Cross-group transfers: When employees face career bottlenecks in the core construction business, they can be evaluated for transfers to Kedge Construction (engineering and construction) or Global Mall (shopping mall operations), revitalizing professional engagement through cross-disciplinary opportunities, thereby preventing talent loss.
- Post-retirement rehiring system: To ensure the transfer of accumulated "mentorship experience" and local networks, the Company rehires senior employees as technical consultants or internal instructors, in order to effectively prevent loss of critical technical know-how due to retirement.

5.1.3 Labor-Management Agreement (GRI 2-30)



Kindom Development values two-way labor-management communication and employee feedback, striving to foster a harmonious, equitable, and trusting workplace. The Company has established diverse and open communication channels, including labor-management meetings, employee welfare committee, employee suggestion boxes, and employee satisfaction surveys, serving as key platforms for communication and feedback. The Company also regularly reviews and enhances working conditions and relevant systems to continuously improve employees' work quality and organizational cohesion.

Furthermore, Kindom Development executes written employment contracts with all employees in accordance with relevant laws and regulations to protect their legal rights and interests. In addition, the Company regularly convenes labor-management meetings according to relevant laws and regulations, and provides robust communication and complaint channels, in order to actively listen to employee needs and suggestions and to promote stable labor-management relationship. In 2025, the Company maintained harmonious labor-management relationship, with no major labor disputes or incidents reported.

Type of Employee Communication Channels

Communication channel	Description
Labor-management meeting	During past labor-management meetings, all employees officially voted for the labor representatives to join the representatives designated by management. A total of four labor-management meetings were held this year.
Employee Welfare Committee	In accordance with the relevant laws and regulations, the Company's Employee Welfare Procedures, and the Welfare Committee Charter, the Company holds meetings from time to time to formulate or amend various employee benefit plans, discuss the contents of activities, and arrange work. A total of four Welfare Committee meetings were held during the year.
Employee feedback mailbox	Internal email inbox is provided to allow employees to express feedback or offer suggestions in a timely manner.
Employee opinion survey	Regularly conduct employee opinion surveys to understand the contribution of employees to the organization's work culture, the Company's core values, supervisors' leadership style, and various suggestions. An anonymous employee satisfaction survey is conducted annually to understand employees' opinions on the working environment, management systems and overall workplace experience, in order to used the survey result as an important basis for continuous improvement in human resource management. In 2025, the employee satisfaction survey response rate reached 100%, with an overall average satisfaction score of 3.8 out of 5. The response rate has remained at 100% for the past two years, demonstrating high employee engagement with feedback mechanisms and allowing the Company to thoroughly understand employee needs and input.

5.2 Remuneration and Benefits

5.2.1 Equal and Favorable Remuneration (GRI 2-21, GRI 405-2, GRI 202-1)

Kindom Development values talent development and retention, and is committed to offering a market-competitive remuneration system and comprehensive welfare measures, in order to foster a working environment with fairness, respect and development potential. The Company's remuneration system is formulated in accordance with relevant laws and regulations, industry standards, and local living conditions, along with the principles of equality and diversity. Differential treatment based on gender, race, age, religion, marital status, or other personal background factors is strictly prohibited, thereby ensuring that all employees enjoy fair and equitable remuneration as well as development opportunities.

In terms of remuneration management, the Company maintains an entry-level salary structure based on equal pay for equal work regardless of gender. Subsequent remuneration adjustments are determined by employees' professional capabilities, work experience, job responsibilities, and performance. The employee remuneration structure includes the base salary, meal allowances, bonuses, and various allowances. Annual salary adjustments and incentive distributions are conducted regularly based on the Company's operating performance and individual achievements, in order to motivate employees to strive for continuous improvement while encouraging talents to grow alongside the enterprise and to share operational success jointly.

In 2025, the highest individual's total annual remuneration was 7.12 times the Company's median total annual remuneration (excluding the highest-paid individuals). The percentage increase in the highest individual's total annual remuneration was 3.17 times the median percentage increase in the Company's average total annual remuneration (excluding the highest-paid individuals).
*The main factor is due to the difference in employee turnover (new recruits and resignations).

Salary ratio of male and female employees by job rank (male : female)

	Top-level managers	Mid-level managers	Entry-level managers	Entry-level personnel
Basic salary	-	1:1	1:1	1:1
Remuneration	-	1:1.02	1:0.46	1:0.64

1: The base salary plus compensation for male employees is set to an index of 1.

2: Top-level managers are defined as executives above the rank of President (inclusive), and since top-level managers are all men, statistics cannot be calculated; mid-level managers are defined as Vice Presidents or division heads; entry-level managers are defined as department heads; entry-level personnel are defined as personnel with a status other than the above.

3: The gender remuneration difference for entry-level management and general staff is calculated based on overall average remuneration of different job ranks. A higher proportion of new hires in 2025 influenced the overall remuneration distribution; however, such difference does not stem from gender-based inequity.

Salary ratio of male and female employees by job function (male : female)

	Managerial position	Front-end personnel (Development/Planning/ Sales)	Staff (Information/Administration/ Finance/Legal)
Basic salary	1:1	1:1	1:1
Remuneration	1:0.47	1:1.01	1:1.01

1: The base salary plus compensation for male employees is set to an index of 1.

2: Differences in managerial remuneration are calculated based on the overall average remuneration across multiple job levels, which leads to variations in the overall remuneration distribution, rather than unfair treatment resulting from gender differences.

The Company strictly abides by the relevant requirements of the labor laws and regulations in the countries where we operate. In Taiwan, our standard starting salary is higher than the basic salary stipulated by the "Labor Standards Act". In other operating regions, we also comply with local minimum wage regulations. In 2025, the average monthly remuneration of entry-level personnel in important operating locations was 1.3 times higher than the statutory basic salary.

Ratio of entry-level personnel salary to statutory minimum wage at important business locations

Key business locations	Country	Male	Female	Other	Average
Kindom Development	Taiwan	1.38	1.22	-	1.3

Note: In 2025, the local statutory monthly minimum wage in Taiwan was NT$28,590.

In accordance with relevant regulatory requirements, the Company discloses full-time employee salary information for those of non-managerial positions. In 2025, the Company had 75 full-time non-managerial employees, with an average annual salary of NT$1,191 thousand and a median annual salary of NT$1,092 thousand.

Item	2024	2025	Difference between the two years (%)
Number of full-time employees of non-managerial positions (persons)	73	75	2.7%
Average annual salary of full-time employees of non-managerial positions (NT$ thousand)	1,561	1,191	-23.7%
Median of annual salary of full-time employees of non-managerial positions (NT$ thousand)	1,461	1,092	-25.2%

5.2.2 Comprehensive Welfare Measures

(GRI Index: 401-2, 201-3)

Upholding its core "people-oriented" philosophy, Kindom Development values the physical and mental health and career development of every employee, and is committed to establishing a workplace environment that integrates care, growth and well-being. The Company continuously optimizes employee welfare measures and incentive systems to ensure colleagues receive substantial rewards and comprehensive care alongside their professional contributions, thereby improving their quality of life and job satisfaction while cultivating a healthy, positive, and stable working atmosphere.

To strengthen employees' sense of identity and belonging, Kindom Development has invested in talent development and employee care mechanisms for a long period of time. The Company continuously refines its welfare systems, career development planning, and education and training resources, while providing subsidies for diverse learning and continuing education to encourage employees to obtain professional certifications and enhance their competencies. Through a comprehensive talent development system and a supportive workplace culture, the Company continues to head towards the goal of becoming an employer of choice, in order to grow together with employees and to achieve a sustainable future jointly.

Kindom Development Benefits

Item	Description
Health Care	Promote proactive care, initiative, and attention to detail and quality. Provide monthly onsite health services, reaching a total of 36 person-times of service throughout the year.
Diverse employee benefits	Provide subsidies for internal and external training, continuing education subsidies for employees, project-based learning subsidies, and home purchase discounts on Kindom Development Corp. properties for Group employees.
Employee insurance	Kindom Development Corp. values our employees' welfare; besides offering them labor insurance and health insurance, we also provide them with employee group insurance to further protect their health and safety at the workplace.
Employee Welfare Committee	"Employee Welfare Committee" has been established in accordance with the law to implement various welfare initiatives. Each year, 0.1% of annual operating revenue is allocated to fund year-end banquets, sports events, travel subsidies and department gatherings.
Employee social club allowance:	The Company has formulated the "Employee Social Club Allowance" program to look after our employees. We have set aside benefits payments to encourage our employees to form various social clubs that are beneficial for their bodies and mind, assisting staff to achieve work-life balance while strengthening interpersonal bonds and workplace synergy.
Employee reading promotion	To cultivate a culture of reading among employees, a library has been established on the first floor of the corporate headquarters, providing a collection of nearly 1,000 books. Furthermore, we update the reading material with domestic/overseas architecture, design, arts, and life-related books, newspapers, and magazines to inspire our employees' creative thinking through reading.

To protect employees' retirement rights and interests, the Company has established a comprehensive retirement system. Retirement eligibility, pension contributions, and payment methods for regular employees are administered in accordance with the "Labor Standards Act", the "Labor Pension Act" and relevant laws and regulations, providing employees with stable and comprehensive retirement protection.

Retirement system		Withdrawal status
Old system	In accordance with Taiwan's Labor Standards Act and the Labor Pension Act, employees in Taiwan who joined the Company on or before June 30, 2005 are entitled to the old pension scheme. Employees joining the Company on or after July 1, 2005 are entitled to the new pension scheme.	In accordance with the "Labor Standards Act", 2% of the employee's total salary is allocated to the "Labor Retirement Fund Account" of the Bank of Taiwan every month. Currently, approximately 2% of employees are covered by the old scheme. At the end of each year, an actuary assesses whether the fund's account balance is sufficient to meet the pension requirements for employees eligible to retire in the following year. Any shortfall is fully funded by the end of March of the subsequent year.
New scheme		In accordance with the "Labor Pension Act", a monthly contribution of 6% based on the employee's insured salary bracket is deposited into the Bureau of Labor Insurance's "individual labor pension account." Currently, approximately 98% of employees are covered by the new scheme. Employees may also make voluntary monthly contributions of 0%~6% according to the "Labor Pension Act".

5.2.3 Family-Friendly Workplace

(GRI Index: 405-2)

We are committed to creating a child-friendly environment. In addition to allowing unpaid parental leave as required by law, to show consideration for the hard work of parents, the Company also provides maternity subsidies and cooperates with enterprises to provide childcare-related discounts. We have established a comfortable lactation room equipped with a refrigerator and a freezer to ensure the peace of mind for female employees who are breastfeeding.

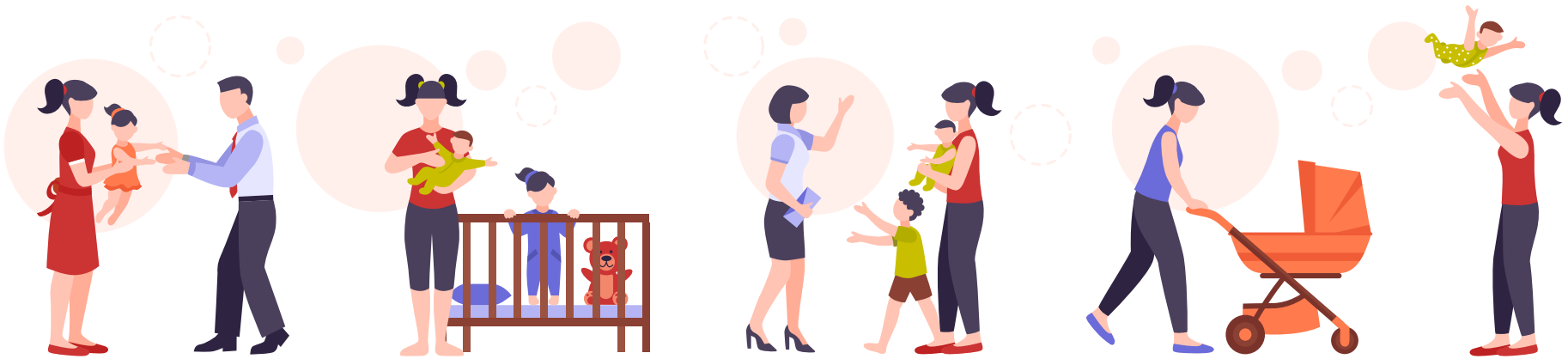
In 2025, the Company had no employees applied for the parental leave without pay; therefore, the parental leave reinstatement rate was 0%.



Parental leave

	2022			2023			2024			2025		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Number of employees qualified for parental leave without pay in the current year (A)	4	1	5	5	1	6	0	0	0	0	0	0
Number of employees who actually applied for parental leave without pay in the current year (B)	0	1	1	0	0	0	0	0	0	0	0	0
Number of employees required to be reinstated after parental leave without pay in the that year (C)	0	1	0	0	0	0	0	0	0	0	0	0
Number of employees actually reinstated after parental leave without pay in that year (D)	0	1	0	0	0	0	0	0	0	0	0	0
Number of employees actually reinstated after parental leave without pay in the previous year (E)	0	0	0	0	1	1	0	0	0	0	0	0
Number of employees still working 12 months after reinstatement from unpaid parental leave in the previous year (F)	0	0	0	0	0	0	0	0	0	0	0	0
Unpaid parental leave application rate (%) (=B/A)	0%	100%	20%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Reinstatement rate (%) (=D/C)	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Retention rate (%) (=F/E)	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Note: Total number of employees entitled to parental leave: Number of people who have applied for maternity benefits based on the statistics provided by Kindom Development Corp.'s Employee Welfare Committee.



5.3 Talent Development

5.3.1 Cultivation and Training

(GRI 404-1, GRI 404-2)

Kindom Development values talent cultivation and sustainable development, and is committed to creating a working environment fostering continuous learning and growth. Through diverse learning mechanisms, including education and training, case studies, quality meetings and knowledge transfer, the Company promotes cross-departmental exchange and knowledge sharing, enhances employees' professional capabilities and operational efficiency, and establishes the organizational culture of positive interaction and continuous improvement.

To implement robust talent team and cultivation of key talents, Kindom Development has promoted a four-year deputy development program during 2022 to 2025, training a cumulative total of 314 individuals. The course focuses on the strengthening of managerial accountability, team leadership and goal management capabilities. The curriculum progressively establishes a succession talent pool through systematic training and practical application, in order to ensure effective transfer of professional expertise and managerial experience, thereby establishing a solid talent foundation for the Company's sustainable operations. Currently, the Company does not provide training programs or career transition assistance to support continued employability for employees ending their careers due to retirement or termination of employment. Relevant programs and frameworks are expected to be developed in 2026.

	2022	2023	2024	2025	Total
Number of people	83	138	70	23	314

For the second year in a row, the Company has collaborated with the digital platform "CWLC" to provide diverse learning channels and courses in conjunction the Enrich Education and Training System. The goal is to reduce space and time restrictions, increase the flexibility of employees' independent learning for them to enhance their capabilities.

Learning channel	Training courses
External education and training (physical/online)	Professional competency courses/lifelong learning plans
Internal education and training (physical/online/ on-the-job training/job rotation)	Employee orientation/general education/management leadership/others (including health seminars, new knowledge on information, system introduction training, etc.)
Internal education and training (CWLC)	CWLC courses (including foreign language intensive courses and other self-study courses)

2025 Kindom Development Education and Training Effectiveness

In 2025, Kindom Development organized various job-related training courses to enhance employees' professional skills and knowledge. Historical training hours are summarized in the following table.

	2023	2024	2025
Average training hours per employee:(hours)	31	23.7	14.3

Course type and hours

Course type	Number of classes	Total number of people	Total man-hours
New employee training	10	18	78.5
Professional competency courses	32	109	681
General studies	13	136	222
Management leadership course	3	44	275
Others (including health seminars/ new knowledge on information/system introduction/CWLC courses)	13	118	178
Total	71	425	1434.5

	Gender		Job rank				Function							
2025 Average training hours (Hours)	Male	Female	Top-level managers	Mid-level managers	Entry-level managers	Entry-level personnel	Management	Development	Planning and Designing	Business	Information	Administration	Finance	Legal affairs
	22.37	28.14	28.18	33.74	34.02	22.41	21.83	21.44	20.06	20.52	43.18	28.24	32.15	27.43

Note 1: Average training hours by gender = Total training hours of each respective gender ÷ Number of employees of each respective gender at the end of the year

Note 2: Average training hours by job rank = Total training hours of each job rank ÷ Total number of employees of each job rank at the end of the year

Note 3: Average training hours by function=Total training hours of each function÷Total number of employees of each function at the end of the year

5.3.2 Performance Evaluation (GRI Index: 404-3)

Kindom Development values employee development and performance management significantly. To motivate employees to continuously improve and achieve organizational goals, the Company has established comprehensive management systems for performance evaluation, promotion, and salary adjustment. The evaluation mechanism covers probationary evaluation for new employees and annual performance evaluation. Through clear evaluation criteria and incentive measures, we encourage employees to realize their potential and enhance their job performance.

All eligible employees must participate in the annual performance evaluation. Department heads conduct comprehensive evaluations based on aspects of competence, goal achievement, professional performance and teamwork. Through performance interviews and feedback mechanisms, the process is able to assist employees to understand their strengths and development directions, thereby promoting personal growth and organizational performance to jointly achieve the Company's business objectives.

In addition, the Company has established employee reward and disciplinary management regulations, carrying out reward or disciplinary procedures in accordance with applicable rules for outstanding performance or violations. Records of rewards, penalties and performance appraisal results serve as key references for employees' job promotions, salary adjustments, bonus distribution and talent development planning, in order to establish a fair, impartial, and motivating talent management system.

In 2025, the performance evaluation completion rate for eligible employees reached 100%. For new employees with less than 3 months of service (accounting for approximately 10%) and part-time employees (accounting for approximately 3%), probationary evaluations are conducted upon the conclusion of the probation period in accordance with the Company's rules, in order to ensure that all employees receive appropriate performance evaluations and development feedback.



Percentage of annual performance evaluated completed - classified by job rank

Job rank	Number of people appraised		Subtotal	Number of eligible employees for evaluation in the current year	Ratio
	Male	Female			
Top-level managers	2	-	2	2	100%
Mid-level managers	2	4	6	6	100%
Entry-level managers	9	6	15	15	100%
Entry-level personnel	32	32	64	64	100%
Total	45	42	87	87	100%

5.4 Occupational Health and Safety

5.4.1 Occupational Safety and Health Management

(GRI Index: 403-3–403-6)

According to the Ministry of Labor (MOL)'s statistics, the occurrence of industrial safety accidents in the construction industry is comparatively higher than that of other industries, often resulting in serious injuries. In light of this, Kindom Development Corp. places great importance on the promotion of occupational safety. To ensure the safety and health of the Company's personnel (including employees, customers, and contractors), Kindom complies with existing occupational health and safety regulations in Taiwan as well as other workplace safety and health regulations and laws in a bid to create a high-quality, healthy, and safe work environment. We rigorously demand our employees and contractors to abide by occupational safety regulations, and in the spirit of total participation, we have reinforced our employees' education and training on occupational safety awareness. Furthermore, we have bolstered oversight, demanding our contractors to implement occupational safety protection education and training to reduce occupational safety-related shortcomings, in the hope of embedding the concept of safety first in our corporate culture.

Kindom abides by occupational safety and health education and training-related regulations; we also regularly host relevant safety and health education and training to strengthen our employees' safety awareness. The safety and health training promotional course includes:

- First aid training course: By simulating different first aid scenarios, our colleagues will be able to respond to various emergencies and accidents methodically
- Fire drill: Emergency fire drills and evacuation training allow our employees to understand how to respond and evacuate in the event of a fire
- Occupational safety and health education and training course: To let our colleagues maintain a high degree of crisis awareness at all times, the Company organizes routine occupational safety promotion and training from time to time to bolster their disaster response ability
- Class occupational safety and health affairs manager: Dedicated personnel training and certification

	Number of people	Number of hours
First Aid Training Course	19	57
Fire Drill	1	3
Occupational Safety and Health Education and Training Courses	12	36
Class A Occupational Safety and Health Affairs Officer for Construction Industry	1	42

Occupational Health Services and Health Promotion Activities

In terms of personal health promotion, we provide full-time employees with a subsidy for a general physical examination once a year, and follow up and manage employees with abnormal physical examination results. We organize activities that promote physical activities, including online walking competitions, marathons, sports meets, stress-relief seminars and health lectures, in order to disseminate the latest wellness insights, encourage employees to develop regular exercise habits, and enhance overall physical and mental health.

Health Promotion Activities Held in 2025

Health promotion projects	Activity description and results
Annual physical examination	A full-body health checkup is provided from July to September every year to ensure the physical and mental health of employees.
Sports club participation	We encourage our employees to join sports clubs (basketball club or badminton club), and we also organize online health walk exercises to train our employees' physical fitness and foster a culture of sports in the Company, because encouraging our employees to keep a healthy habit of exercising is our ultimate goal.
Employee sports day	Except during the pandemic, the Company has organized an employee sports meet every year to look after our employees' physical and mental health. The sports meet fosters team spirit, cohesion, rapport, and a sense of honor.
Online walking	Held every quarter, the total number of steps in 2025 reached 250 million.
Hold stress-relieving and health seminars	To promote employees' physical and mental health, the Company organized six themed seminars in 2025. The seminar contents covered nutrition education, mindfulness-based stress reduction, physical and mental health, dietary education, sexual harassment prevention, and workplace unlawful infringement prevention, in order to enhance employees' health literacy and workplace resilience while realizing the concepts of healthy work and sustainable living in practice.

Occupational Safety and Health Education and Training for New Employees

[Safety Commitment and Philosophy] Kindom Development is committed to providing a safe and secure working environment to employees. We firmly believe that prevention precedes cure, and the first step toward the establishment of preventive awareness is to implement comprehensive occupational safety and health education.

[Compliance and Training Mechanism] In accordance with Article 17 of the "Occupational Safety and Health Education and Training Rules", Kindom Development provides essential safety and health training to all newly recruited employees.Kindom Development has established a standardized onboarding learning process, requiring all new employees to complete designated courses on the "Ministry of Labor Occupational Safety and Health Administration's Occupational Safety and Health Digital Learning Platform".

- Designated courses: General Safety and Health Education and Training (Part 1), General Safety and Health Education and Training (Part 2)
- Training hours: 2 hours in total

[Outcomes and Objectives] Through standardized digital occupational safety courses, we ensure that every new employee has developed foundational hazard identification and protective capabilities prior to assuming their job duties.

- In 2025, the training completion rate for new employees reached 100%, with a cumulative total of 48 training hours.





Certificate of Completion

課程學習時數證明

姓名： 王小明　　身分證字號：

課程名稱	上課期間	課程長度	認證時數	通過日期	通過狀態
【中文】一般職業安全衛生教育訓練課程(上)	即日起～無限期	50 分鐘	1 小時	2023/08/25	通過
【中文】一般職業安全衛生教育訓練課程(下)	即日起～無限期	50 分鐘	1 小時	2023/08/25	通過

職業安全衛生數位學習平台 https://isafeel.osha.gov.tw　　頁數：1 / 1　　總計學習時數 ：2 小時

Physical and Mental Healthcare and Health Promotion for On-the-job Employees

Kindom Development values employees' physical and mental health as the foundation of sustainable corporate operations. In addition to establishing a workplace environment in compliance with regulations and international standards, we further partner with external professional health management consultants to comprehensively protect employees' physical and mental health through onsite health services, four comprehensive prevention plans, regular health risk tracking and diverse health promotion communications.

Four Major Workplace Prevention Plans and Protection Systems

- Maternal Health Protection Program at Workplace (2025rd Edition, latest revision of Version 3): Establish comprehensive mechanisms for hazard assessment, health consultations, risk control banding, and work fitness evaluations to care for and protect employees of childbearing age, during pregnancy and postpartum.
- Plan for preventing diseases caused by abnormal workload: Through regular hazard identification and assessments of high-risk groups, occupational medicine physician consultations and dynamic tracking are conducted for personnel at risk of overwork, in order to prevent cerebrovascular and cardiovascular diseases.
- Ergonomic Hazard Prevention Plan: Musculoskeletal disorders hazard identification is conducted at offices and work sites, accompanied by improvement tracking and health education guidance.
- Prevention plan for unlawful infringement in the performance of job duties: Establish workplace violence risk assessments, facility inspections, grievance channels, and incident handling procedures, in order to ensure employees' psychological safety and dignity.

Onsite Health Services and Dynamic Risk Tracking

To provide comprehensive healthcare for employees, Kindom Development has established a dynamic health risk tracking mechanism that systematically monitors the results of new employees and annual health examinations.

- Number of people covered by the service: Onsite health services covered a total of 105 employees (57 men and 48 women), primarily covering personnel in administrative, sales, and after-sales service roles.
- Professional occupational medicine physician consultation service:In April 2025, contracted physicians conducted 3 individual consultation sessions, providing professional guidance on fitness for work and health improvement based on personalized health assessments.
- Dynamic health case tracking: For cases identified with potential health risks, such as hypertension, hyperlipidemia or abnormal workload burdens, occupational health nurses conduct follow-ups and dynamic health tracking on a semi-annual basis.

Kindom Development Employee Health Tracking and Management Process: Health Checkup Results / Risk Screening → Risk Identification and Classification → Occupational Medicine Physician / Occupational Health Nurse Consultations → Dynamic Care and Follow-up (Semi-annually)

Mental Health Promotion and E-Newsletter Releases:

- In November 2025, the Company published a health e-newsletter titled "Self-Care Perspectives in Career Development," focusing on topics of establishing positive emotions, career self-awareness, self-care practices and work-life balance, in order to enhance employees' stress resilience and self-care capabilities.
- Healthy workplace certification and promotion: The Company actively promotes the "Healthy Workplace Promotion Self-Assessment" and has obtained the healthy workplace self-assessment certificate of compliance, in order to foster a working environment encouraging healthy behaviors.
- Stress management seminar (under planning): The annual plan includes a seminar on "Workplace Interpersonal Relationships and Psychological Stress Management," with plans to continue expanding such initiatives to establish a comprehensive psychological safety network for employees.

Onsite health service outcome	Two outcome reports were provided in August 2025 and September 2025
Physician interview records	A total of 3 interviews conducted in April 2025 and corresponding action table was adopted
Health tracking mechanism	The mechanism includes follow-up tracking on annual health checkups, pre-employment health examinations, ergonomics, workload fatigue, and middle-aged and older workers
Annual health service plan	The plan includes prevention of workplace unlawful infringement, abnormal workload management, ergonomics, maternity protection, and health promotion
Mental health promotion	"Self-Care Perspective on Career Development" health e-newsletter was published in November 2025
Maternal health and protection	3rd edition plan and approval memorandum



In addition, Kindom Development convenes quarterly labor-management meetings to discuss employee occupational safety and health issues. In accordance with the laws and regulations, the Company executes written employment contracts to protect employees' legal labor rights and interests. Furthermore, we also regularly convene labor-management meetings as required by law to provide comprehensive communication and grievance channels, actively listen to employee feedback and suggestions, and promote stable labor-management relationship.In 2025, the Company maintained harmonious labor-management relationship, with no major labor disputes or incidents reported. In response to amendments to the Occupational Safety and Health Act, the Gender Equality in Employment Act, and other relevant regulations, Kindom Development revised its "Prevention Plan for Unlawful Infringement in the Performance of Duties" and the "Complaint and Disciplinary Procedures for Workplace Sexual Harassment Prevention Measures." The former incorporates inspection checklists and enhanced incident handling procedures, while the latter introduces relevant educational training and strengthened workplace sexual harassment prevention mechanisms. Both policies have been published on the EIP-Employee Assistance section, with relevant training sessions expected to be conducted by the end of the year.

5.4.2 Occupational Injuries and Diseases (GRI Index: 404-3)

In 2025, Kindom Development's employees had no occupational accidents and there were no false alarms. In the future, we will continue to supervise and revise the improvement measures in a timely manner.

Statistics on employee occupational injuries and occupational diseases

Statistical item (unit)	2023		2024		2025	
	Employees	Non-employees	Employees	Non-employees	Employees	Non-employees
Occupational injury fatalities (times)	0	0	0	0	0	0
Occupational injury fatality rate	0	0	0	0	0	0
Number of serious occupational injuries Note 1	0	0	0	0	0	0
Serious occupational injury rate	0	0	0	0	0	0
Number of recordable accidents (times) Note 2	0	0	0	0	0	0
Percentage of recordable incidents	0	0	0	0	0	0
Number of occupational diseases (cases)	0	0	0	0	0	0
Occupational disease incidence rate	0	0	0	0	0	0
Total number of working hours	168005	10400	169458	6288	164604	17280

Note 1: Serious occupational injury refers to an occupational injury that makes it impossible or difficult for employees to return to the pre-injury state of health within 6 months, but excludes the number of fatalities.

Note 2: The number of recordable accidents refers to all occupational injuries that occurred in the year, including the number of serious occupational injuries and occupational injury fatalities.

Note 3: Total working hours for non-employees are calculated as the number of working days in the year × 8 hours × number of people.



5.4.3 Construction Safety and Health Management

Fire safety management and self-defense firefighting organization of Kindom Development's building

To ensure the safety of its operating premises, Kindom Development's building implements high-standard fire safety management and disaster prevention mechanisms. Kindom Development's building is classified as a Category B premises under the "Fire Services Act" and fire safety equipment must be installed. The Company conducts equipment maintenance and inspections in accordance with the law, and also commissions a professional inspection agency to perform building-wide fire safety equipment inspections during May of each year. In addition, the inspection results are also submitted to the local fire authority for review and reference within 15 days of completion.

For routine fire and earthquake prevention, we have established a sound "Fire Prevention Team" and a "Self-defense Firefighting Team" based on premises characteristics, fire prevention and evacuation facilities and fire equipment configurations, in order to implement fire prevention and disaster mitigation responsibilities for all employees:

- Fire Prevention Team: With the fire safety manager as the core of the team, "fire safety responsible persons" are appointed for each floor with clearly defined areas of responsibility and designated "fire source responsible persons" to execute daily fire prevention and earthquake protection measures.

- Management Responsibilities and Transition: Fire safety responsible person is responsible for assisting the fire safety manager while guiding and supervising the protective tasks of fire source responsible persons within their designated zones. In the event of personnel change, a well-defined handover mechanism has been established to ensure seamless premises safety management.

In addition, Kindom Development upholds founder Mr. Ma Yu-shan's philosophy of "people-oriented, respect for life, and safe construction," regarding occupational safety and health as a vital foundation for corporate sustainability. The Company has identified that major occupational safety risks are concentrated in the construction phase, primarily due to the changes of on-site environments, frequent high-risk operations, and complex human-machine coordination. Accordingly, the Company has outlined in the construction contracts to explicitly require general contractors and subcontractors to provide a safe and healthy working environment and to strictly comply with relevant regulations of the "Occupational Safety and Health Act" and the "Construction Safety and Health Facility Standards", in order to implement all safety management measures. Furthermore, qualified on-site safety and health personnel must be stationed full-time to conduct safety inspections, risk control and corrective actions, while protecting the safety of personnel and property in the surrounding area of the construction site. Through a comprehensive occupational safety and health management mechanism, the Company ensures that suppliers jointly execute safe construction practices, thereby achieving a safe, healthy and sustainable [illegible] environment.

Contractors' Occupational Safety and Health Management System

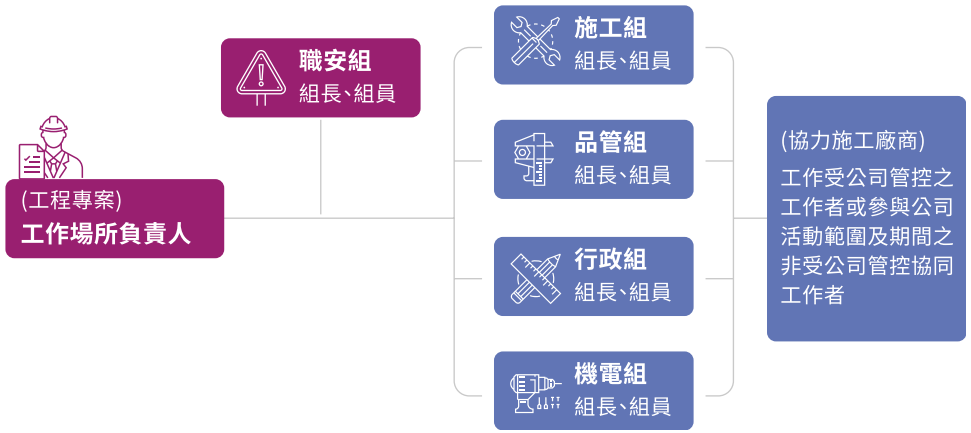
Kedge Construction supervises the construction execution of Kindom Development projects, and the verified scope under the "ISO 45001:2018 Occupational Health and Safety Management System and Taiwan occupational safety and health management System (TOSHMS) CNS 45001:2018" covers company employees, workers controlled by the company (contractors and individuals), non-controlled collaborative workers (joint contractors) participating in company activities within the defined scope and duration, and relevant business stakeholders. However, the scope excludes non-controlled collaborative workers who may be affected by occupational safety and health impacts resulting from the company's operations, products or services.



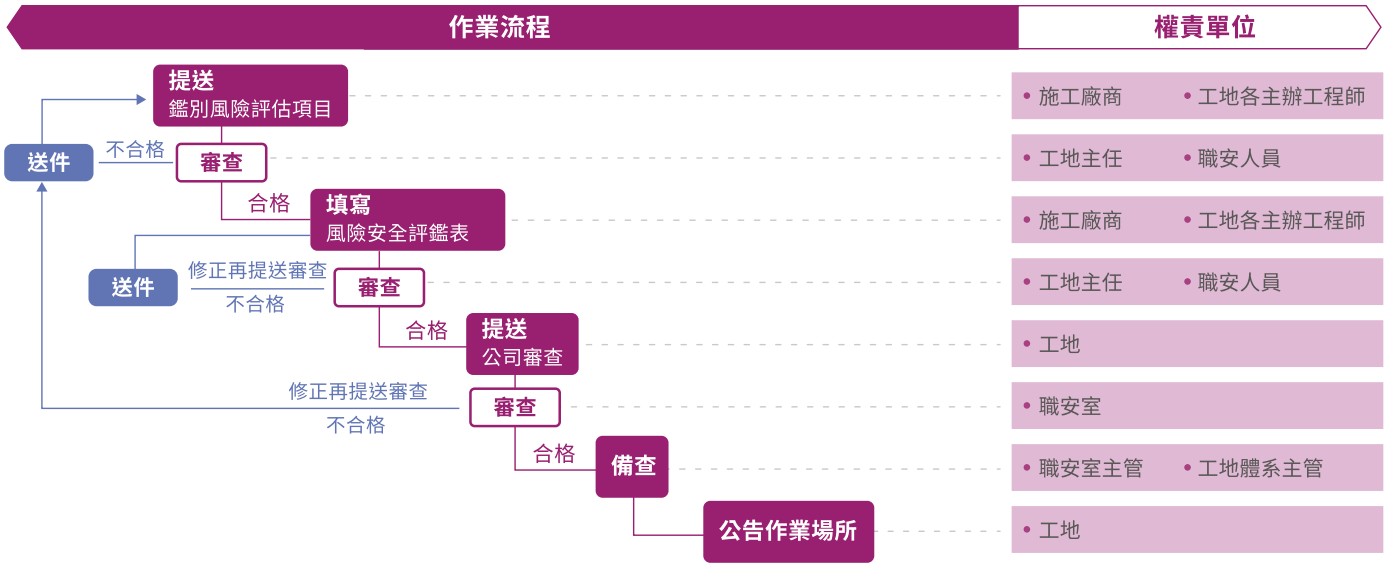
Kedge Construction has established the "Occupational Safety Risk and Opportunity Assessment Procedure" and the "Incident Reporting and Investigation Management Procedure," requiring the Occupational Safety and Health Office, project teams and all departments to conduct hazard identification, risk assessment, and incident investigation related to occupational safety and health. The Occupational Safety Risk and Opportunity Assessment Procedure governs risk assessment operations of all organizational levels, including methodology, context establishment, risk and opportunity identification, risk and opportunity assessment, risk and opportunity treatment and management of change, which clearly defines the identification of hazards and risks, in order to establish criteria for acceptable risk and to determine the qualification requirements for assessment personnel. The Incident Reporting and Investigation Management Procedure defines and classifies occupational safety incidents, disabling injury or illness incidents, major occupational accidents, near misses and traffic incidents, which specifies protocols for emergency response, investigation and corrective action planning for all project sites in case of any incident, thereby mitigating losses and preventing recurrence.

Kedge Construction employs a total of 241 personnel qualified in occupational safety and health management, comprising 158 occupational safety and health affair officers, 69 Class B certified occupational safety and health management personnel, 11 Class A certified Occupational safety management specialists, and 3 Class A certified Occupational health management specialists.

工程專案組組織圖



風險評估流程圖：





風險辨識與危害防範措施

本公司針對作業現場定期實施職業危害風險辨識與評估，辨識結果涵蓋以下五大面向，並制定對應預防及控制措施：

物理性危害

風險類型

噪音、震動、高溫、低溫、不安全機具與設備。

管理措施

設置高噪音區域警示標示、定期監測作業環境、現場設置勞工休息區及風扇降溫設備、提供護目鏡、絕緣手套等個人防護具(PPE)，並落實機具定期保養與檢查。



人因性危害

風險類型

重物搬運、不當作業姿勢、重複性勞動。

管理措施

施行「人因性危害預防計畫」，每年由員工填寫問卷並進行分析，並由臨場醫師定期訪視工地，提出個案健康管理建議與職務調整建議。降低肌肉骨骼傷害發生率。



化學性危害

風險類型

接觸溶劑、油漆、水泥粉塵、黏著劑、易燃氣體(氧氣、乙炔)等。

管理措施

加強局部排氣與通風設備，並提供適當之防護面罩、防化手套等裝備、氣體儲存區需與作業區應分開，並貼上合適之警告標示等。



生物性危害

風險類型

登革熱、肺結核、流感等傳染病。

管理措施

定期進行病媒防治、現場環境清潔與消毒，必要時提供疫苗衛教宣導、接種與健康檢查服務。



社會心理危害

風險類型

長工時、工作壓力、職場人際關係問題。

管理措施

導入員工協助方案(EAP)、提供心理諮詢資源、臨場醫護定期工地關懷，建立友善工作環境。



The Company has established the Incident Reporting and Investigation Management Procedures, which clearly classify incident categories, including occupational safety incidents, disabling injuries or illnesses, major occupational accidents, near misses and traffic incidents, and also define protocols for incident notification, emergency response, investigation and analysis and corrective action implementation for all construction projects. By tracking root causes and implementing follow-up corrective actions, the Company mitigates incident-related losses, prevents recurrence and continuously enhances the effectiveness of the occupational safety and health management.

職災處理流程

職災發生 ▶ 緊急搶救 ▶ 保存現場 ▶ 內外部通報 ▶ 職災調查 ▶ 矯正預防 ▶ 復工評估

Occupational Accident Investigation Procedures and Corrective Actions (Work Resumption Assessment)

In case where an occupational accident occurs, its causes must be thoroughly investigated through objective and professional procedures, rigorous cause analysis (identifying direct, indirect, and root causes), and accident reviews. Improvement measures are further developed and implemented as preventive actions to ensure that all workers are able to carry out their duties with security and return home safely.

Regarding personnel affected by the accident, workplace medical and healthcare professionals provide relevant assistance based on individual physical and mental conditions. When necessary, health examinations, consultations and work resumption and assignment evaluations are conducted to protect employee health and safety.

Management programs are implemented to mitigate high-risk hazards, in order to achieve the goal of zero major occupational accidents.

Kedge Construction Occupational Accident Statistics

	2025	
	Employees	Contractor
Number of Employed Personnel (person-times) Note 1	14,801	27,851
Total number of working days (days) Note 2	325,622	612,722
Total number of working hours experienced (working hours) Note 3	2,612,147	5,291,406
Total number of working hours lost (hours) Notes 4, 5, 6	3,936	312
Occupational injury and fatality rate	0	0
Severe occupational injury rate	0	0
Total recordable injury frequency rate (Number of occupational injuries ÷ Total number of working hours × 1,000,000)	6.12	2.78
Occupational injury	16	6
Death	0	0



5.5 Social Inclusion

5.5.1 Social Participation

Upholding the core philosophy of "taking from society and giving back to society," Kindom Development values corporate social engagement as a key strategy for corporate sustainability. The Company also leverages corporate resources and professional strengths to continuously promote philanthropic initiatives with long-term value. In 2025, the Company invested NT$32.82 million in public welfare, focusing on four key areas: "care for disadvantaged groups, talent cultivation, cultural exchange, and social inclusion", and responded to social needs through diverse collaboration mechanisms to create shared value.

In terms of care for disadvantaged groups, the Company partners with social welfare institutions and charity organizations to strengthen elderly care, disadvantaged family support, and child and youth welfare, in order to enhance the resilience of the social safety net. Regarding talent cultivation, through education support, academic research and sports development, the Company aims to cultivate talents equipped with international perspectives and sustainability mindsets, thereby solidifying societal competitiveness. In addition, the Company actively participates in international exchanges and public affairs, supports cultural development and consumer rights protection, and promotes diversity, inclusion and shared social prosperity. In the future, Kindom Development will continue to strengthen its social investment strategy by integrating corporate core competencies with stakeholder needs, in order to exert positive influence and to collaborate with diverse sectors to co-create sustainable value jointly.

Contractor	Amount
Taiwan-Japan Business Association	80,000
Andrew Charity Association	280,000
Straits Economic & Cultural Interchange Association	148,000
Consumers' Foundation Chinese Taipei	1,200,000
Taipei Private Aiai Nursing Home	100,000
Kindom Yu San Education Foundation	6,250,000
Sports Administration, Ministry of Education	800,000
Columbia University	23,964,563
Total	32,822,563

Establish Social Innovation Platform, Enhance Community Inclusion and Circular Economy Value

Kindom Development positions "Songshan Minquan East government-led Urban Regeneration project" (Kindom Group Minquan Building) as a platform integrating sustainability, innovation and social participation. Approximately 417 ping of public-interest space is planned on the 15th floor of the building for the creation of "Materials Library" and exhibition and forum center, in order to be used as an exchange hub for building material circularity, smart cities, startups and regional revitalization, thereby transforming commercial public space from a mere development outcome into an enduring platform for long-term social value creation.

Materials Library - Upstream and Downstream Circularity and Sustainability Promotion Center for Building Materials

Breaking away from the traditional practice of installation of "Permanent physical sculptures" in government-led Urban Regeneration projects, this project has been approved by the Taipei City Public Art Review Committee as an innovative soft public art program. The entire budget was dedicated to "Environmental education" and "Public participation", creating an innovation hub and exhibition space that provides the public, industry, and academia with a collaborative venue to engage with and experience sustainable materials.

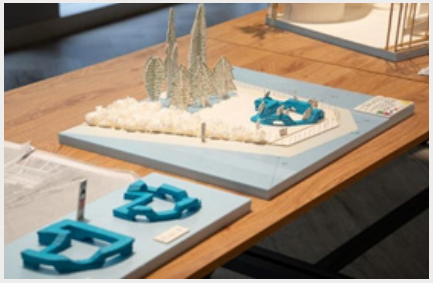




Recycled Materials Street Furniture Workshop

In collaboration with professional teams from Taiwan and Japan as well as local residents, discarded exhibition display plinths were re-fabricated into street furniture and installed in the job site's Old Tree Plaza. This initiative implements circular building material reuse and environmental education into practice, in order to transform development outcomes into shared community resources.





5.5.2 Kindom Yushan Education Foundation

Kindom Group has long been dedicated to knowledge sharing in "Lifestyle aesthetics", aspiring to be a "Professional master" in the construction industry that delivers the value of fortune and happy living to customers. To fulfill the corporate social responsibility, the "Kindom Yushan Education Foundation" was established in 2014 with the mission of "Promoting reading and architecture education". In addition to executing the reading highlights program and organizing diverse cultural, arts, and educational activities, the Foundation allocates educational resources and facility sponsorships to disadvantaged students in remote areas and social welfare organizations. Through such efforts, the Foundation strives to give back to society while guiding the public to appreciate the authenticity of architecture, the benevolence of cities, and the beauty of daily life.

Development Goals of the Kindom Yushan Education Foundation



Kindom Yushan Education Foundation - Education projects sponsored over the years

Year	2025	
Donation Amount (NT$)	2,000,000	500,000
Beneficiary	Taiwan Corp. Sustainable Urban and Rural Care Association	Taiwan Literacy Education Association
Sponsored content	1. Supported the operating expenses of Grass Book House Sanxia Headquarters 2. Supported the operating expenses of Grass Book House Daxi Branch 3. Sponsored Grass Life Skills Academy diverse courses and training program	Supported the 4th Future Literacy Academy Project in 2024, and adopted Ganyuan Junior High School in New Taipei City
Number of beneficiaries	1. 14 students and 13 families benefited from Grass Book House; 2. 14 students and 12 families benefited from Daxi Branch; 3. Grass Life Skills Academy benefited 15 students and 14 households	Sponsored 12 classes of Grades 7~9, benefiting a total of 283 students



I. "Celebrity Study" Reading Project

From 2014 to 2015, the Kindom Yushan Education Foundation collaborated with CTI Television to produce the program "Celebrity Bedside Books," inspiring audiences' interest in reading and promoting the culture of reading through celebrities sharing their reading experiences and life stories. Since 2018, the Foundation has independently produced the reading program "Celebrity Study," inviting cross-disciplinary figures and filming on-location documentaries centered on reading. Hosted by veteran anchor Ching-Ling Chan, the program features in-depth conversations on life perceptions, reading experiences, and the pursuit of dreams.

With great recognitions from the various sectors and audience for the first six seasons of the TV program, Season 7 for 2025 was produced with 13 episodes, and once again guiding audiences into the literary worlds of distinguished figures across various fields. Featured guests included performing artists Hsing-Kuo Wu, Hsiu-Wei Lin, Hsin-Ling Chung, and Yu-Han Lien; literary figures Ke-Hsiang Liu, Te-Ping Feng, Ying-Tai Lung, and Kuo-Chih Shu; legal expert Jih-Tsan Huang; architect Ren-Hsi Yao; medical specialist Yi-Ying Shen; veteran media professionals Kuang-Tou Chang and Tu Yang; artist Paul Chiang (Hsien-Er Chiang); and writer Chin-Hsun Wu. Through keen observation and in-depth dialogue, each interview illustrates how reading shapes their thinking, perspectives and life journeys.

In 2025, YouTube channel has accumulated over 1.26 million views, more than 16.29 million exposures, and 78,600 subscribers, demonstrating the program's tangible reach in the aspects of cross-platform broadcast, cultural promotion and public influence while reflecting the solid outcomes of the Company's dedication to cultural sustainability and social responsibility.



Celebrity Study Project Outcome

"Celebrity Study" YouTube

"Celebrity Study" Podcast

Celebrity Study Season 7 Guests



Paul Chiang, Chin-Hsun Wu
Artist / Author



Ying-Tai Lung
Author



Hsin-Ling Chung
Golden Bell Award-Winning Actress



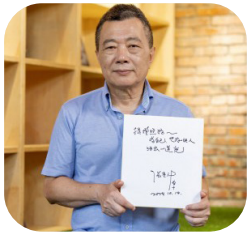
Ke-Hsiang Liu
Author



Jih-Chan Huang
Founder of Taiwan Renaissance Platform



Te-Ping Feng
Editor-in-Chief of "Wen-Hsun Magazine Publishing Co."



Kuang-Tou Chang
Producer of television program "Lighting the Lamp"



Hsing-Kuo Wu, Hsiu-Wei Lin
Artistic Director, Executive Director



Yu-Han Lien
Actress



Tu Yang
Author



Shen Yi-Ying
Traditional Chinese Medicine Practitioner



Kuo-Chih Shu
Author



Jen-Hsi Yao
Founder of KRIS YAO ARTECH



Special Episode: Big Brother (Da Shi Xiong)
Author



Special Episode: Jill Chang (Ching-Jen Chang)
International Philanthropic Consultant



Special Episode: Hsia-Min Chen
Editor-in-Chief of Comma Books



Pocket book by the editor-in-chief of "Celebrity Study" – Titan Publishing



In-person book exhibition for "Celebrity Study" in collaboration with Kingstone Bookstore



Online book exhibition for "Celebrity Study" in collaboration with Kingstone Bookstore



Ching-Ling Chan, host of Celebrity Study, won the 60th Golden Bell Awards

II. Publication of "Kindom Living" Magazine and Annual Issue

Since 2015, the Foundation has published "Kindom Living", covering various facets of life, architecture, design, and taste. Through print media, the Foundation has engaged readers in exploring daily life and inspiring diverse visions of home. In 2019, the publication transitioned to a digital format, launching an online magazine to share perspectives and inspirations on lifestyle trends with the public.

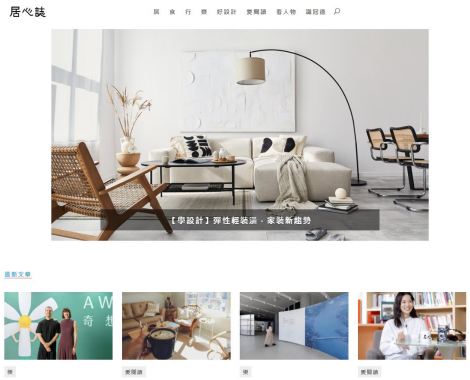
The "Kindom Living" website has adopted "Connection" as its annual theme in 2025, exploring diverse dimensions such as architecture, craftsmanship, culinary culture and travel. Its in-depth and warm content portrays diverse lifestyles across space and time while fostering understanding and connection among people, the environment and culture. The highly acclaimed "Good Design for Daily Use" program invites professionals across various fields to share their perspectives on everyday design and curated selections. Combining text with short-form videos to expand content reach, the program guides the public to appreciate the aesthetic value of design in daily life. In 2025, the website recorded over 250,000 page views, Facebook fan page accumulated 76,000 followers, demonstrating steady performance in digital content management and social media interaction.

In November 2025, the "Kindom Living" No. 23 annual edition was released. Its content curated key feature stories from the website and highlighted the latest developments of Kindom Group, demonstrating the Group's ongoing commitment to sustainable development and innovative practices. The annual edition was produced using FSC-certified paper, soy ink and eco-friendly printing processes, thereby implementing resource sustainability and environmental responsibility into practice. A total of 2,500 complimentary copies of this annual edition were distributed for public interest, and an e-book edition was simultaneously released on the Foundation's website for free public access, such that the information accessibility and public influence were enhanced.

"Kindom Living" Online Magazine

"Kindom Living" Facebook Fan Page

"Kindom Living" No. 23 Online Reading



"Kindom Living" Website Homepage



"Kindom Living" No. 23 Annual Edition Cover



"Kindom Living" Good Design for Daily Use Interview—Mili



"Kindom Living" Good Design for Daily Use Interview—André Chiang



"Kindom Living" No. 23 Annual Edition Special Column



"Kindom Living" No. 23 Annual Edition Special Column



"Kindom Living" No. 23 Annual Edition—Kindom Development Report



"Kindom Living" No. 23 Annual Edition—Kedge Construction Report



"Kindom Living" No. 23 Annual Publication – Global Mall Report



"Kindom Living" No. 23 Annual Edition – Foundation Activity Report

III. Better Life Reading Project

Since 2018, the Foundation has collaborated with Boven Cafe & Library to promote the "Better Life Reading Project." Through this initiative, themed book exhibitions are regularly organized in the corporate headquarters' reading space, featuring curated selections of domestic and international books and magazines available for complimentary employee borrowing and reading.By integrating reading resources into workplace, the Company encourages employees to unwind, broaden their horizons, and spark creative thinking and inspiration during their leisure time, thereby establishing a supportive work environment that promotes continuous learning and well-being.

The 2025 project focused on the topic of "Exploring Sustainable Future: Key Practices for Daily Life," and advocated that individuals could drive environmental protection, energy conservation, and carbon reduction through everyday choices, embedding sustainability into living, dining, and commuting habits. Curated themes included the topics of "Physical and Mental Health and Connection with Nature," "Practicing Circular Consumption," "Green Living and Architecture," "Eco-Friendly Diet: Eating Well While Caring for the Earth," and "Keys to Daily Plastic-Reduced Lifestyle." A total of approximately 550 books and magazines were curated and borrowed for reading, benefiting around 280 employees while demonstrating the Company's actual achievements in employee care, sustainability education and corporate culture development.



Better Life Reading Project – Themed Book Exhibition



Better Life Reading Project – Themed Book Exhibition

IV. "Kindom Book Date" Project

To commemorate Kindom Group founder Ma Yu-Shan, uphold the belief of "knowledge is power", and carry forward the Foundation's core philosophy of "promoting reading and building education", while continuing to take action to promote reading to further embody the founder's belief in the importance of young students' reading education and Taiwan's sustainable development, we continue to join forces with outstanding NPOs to engage in cross-platform collaborations and deliver more resources to underprivileged children in remote townships.

The "Kindom Book Date" initiative aims to promote reading annually through different event formats. From September to October 2025, the project engaged Kindom Development, Kedge Construction, 8 Global Mall locations across Taiwan, 12 Kindom residential communities and the Taichung MRT to host charity book drives, dual-city reading fairs in Taoyuan and Taichung, AI-generated "Dream Library" art competition and micro-libraries. Through cross-enterprise and cross-sector collaboration, the initiative expanded the societal reach of reading promotion. Furthermore, the Foundation collaborated once again with SPBook Secondhand Bookstore to launch a charity book donation campaign under the theme of "Donating Books to Support Education." This initiative encouraged the public to transform idle books into valuable educational resources, in order to assist teachers and students in remote areas access essential reading materials. In 2025, the charity book donation event collected approximately 5,060 books. Since 2020, cumulative donations over the past four years have exceeded 20,000 volumes, effectively promoting resource recycling and reading equality while demonstrating long-term and scalable social impact.

"2025 Kindom Development Book Date" initiative continues to strengthen the Company's positive influence across education and cultural promotion, corporate social engagement and sustainable development, implementing the core spirit of corporate social responsibility in practice.



2025 Kindom Development Book Date Event Key Visual Presentation



Performance at Taoyuan Reading Market



Taichung Reading Market Seminar



Taichung Micro-Library "Book Tour! Wonderful!"



Global Mall participated in charity book donation event



Taichung MRT participated in charity book donation event



Certificate of Appreciation from SPBook Secondhand Bookstore

V. [Kindom Development Architecture Seminar] Project

To implement the concept of "Architecture Education", since 2023, the Foundation has engaged in an industry-academia collaboration project with Ming Chuan University to organize seminars and forums. By inviting domestic and international architects, industry professionals, faculty and students from related fields to share and exchange insights, the program expands its influence and aims to promote architectural expertise from diverse cultural perspectives, thereby broadening horizons for a sustainable future.

In June 2025, domestic architects Sheng-Yuan Huang, Chih-Wei Tseng and En-Kai Kuo were invited for a panel discussion, guiding the public to focus on the vital topic of "coexistence between architecture and nature" through the exchange of professional viewpoints. In November of the same year, Roberto Bannura, a partner at Steven Holl Architects, was invited to share design philosophies and project management experiences from international architectural projects, promoting global professional dialogue.

Additionally, in November, the Foundation co-organized the "2025 International Four-City Forum", inviting representatives from Open House initiatives across four Asian cities of Osaka, Seoul, Hong Kong, and Taipei, to share experiences on localizing global issues, thereby deepening cross-city and inter-cultural professional dialogue. The three seminars and forum events drew a cumulative total of approximately 190 participants, demonstrating the Company's substantial achievements in continuous promotion of professional knowledge exchange, sustainable architectural concepts and discussions on urban public topics.





Kindom Development Architecture Seminar – June Seminar





Kindom Development Architecture Seminar– November Seminar





International Four-City Forum

VI. Public Welfare Collaboration and Social Care

(I) Sponsorship for Rural Education

1. Grass Book House Sanxia Headquarters and Daxi Branch, and Grass Life Skills Academy

The Grass Book House is a community support system built by the Sustainable Urban and Rural Care Association and the Culture Art and Nature for disadvantaged children aged 6 to 18 in Sanxia and Daxi. The Grass Book House links schools, communities, and families to care for children from high-concern and high-risk families to build up their self-confidence and have the power to make a difference in the future through courses such as character education, emotional counseling, and multi-functionality.

To care for disadvantaged groups in remote townships and bridge the rural-urban gap, the Foundation has supported the operating expenses of Grass Book House Sanxia Headquarters for nine consecutive years and Daxi Branch for five consecutive years, demonstrating its support by taking action. In turn, we can endow youths with the confidence and ability to embrace the future.

Furthermore, to ensure stable and continuous learning for youth, the Sustainable Urban and Rural Care Association has further established the Grass Life Skills Academy, offering diverse vocational education in metalworking, beauty, sports injury prevention, and dream-fulfillment programs. Through career counseling provided by vocational counselors and emotional education provided by Grass Book House teachers, the tripartite collaboration supports vulnerable children and youth in transforming their futures, overcoming uncertainty, and discovering their self-worth while aiming to assist more disadvantaged youth to develop technical skills, grow and pursue their dreams within a stable learning environment. In 2025, the Foundation donated NT$2 million, benefiting 14 students and 13 families at the Grass Book House; 14 students and 12 families at the Daxi Branch; and 15 students and 14 families at the Grass Life Skills Academy.



Rural Education Sponsorship: Grass Book House-Sanxia Main Branch



Rural Education Sponsorship: Grass Book House (Daxi Branch - Go Classes)

(II) Sponsorship for Diverse Learning

1. Future Literacy Academy Public Welfare Project

The literacy-centered 2019 curriculum of 12-year basic education was officially launched. From the imparting of knowledge in the past to the acquisition of literacy today, education is no longer the goal of complete teaching, but children's learning. The "Future Literacy Academy Project" launched by the Taiwan Literacy Education Association has invited teachers and teachers of rural schools to form a team to participate in the 24-hour "education loose" since 2021, and jointly polish reading literacy and incorporate it into the school's curriculum. Through the combination of digital game learning platform and reading texts, the school proposes diverse and innovative reading literacy teaching programs that arouse children's interest.



Diverse Learning Sponsorship: Future Literacy Academy Public Welfare Project

In its third consecutive year of supporting the Future Literacy Academy Project, the Foundation donated NT$500,000 in 2025 to sponsor Ganyuan Junior High School in Shulin District, New Taipei City, as a designated "Reading Literacy Model School." Such sponsorship benefited 283 students of 12 classes in Grades 7–9 of the school, and annual digital reading literacy learning materials were provided along with relevant study and training sessions arranged by the school.

2. Hung-Ai Dream-Building Scholarship

The Hung-Ai Dream-Building Scholarship has been established through funding applied by Hungkuang University with the Ministry of Education, combined with active fundraising from external organizations and groups. The objective of the scholarship aims to empower economically or culturally disadvantaged students to proactively plan their future and pursue their dreams during their studies, with the university's comprehensive support. The scholarship seeks to help disadvantaged students replace part-time work with focused learning, in order to achieve self-actualization and transforming their lives. In 2025, the Foundation donated NT$100,000, benefiting 13 students.

(III) Kindom Group Industry-Academia Collaboration Sponsorship with Colleges and Universities

The Foundation sponsored the Department of Architecture at National Cheng Kung University to participate in the 19th Venice Biennale of Architecture. Centered on environmental sustainability and the future of cities, in order to promote knowledge development and professional exchange in architectural fields. This initiative aligns with the Foundation’s commitment to promote architectural education, while enhancing the Kindom Group’s brand recognition and expanding its resource platform.

(IV) Arts and Cultural Education Sponsorships

1. Museum of Contemporary Art, Taipei

British Architect, Sir Peter Cook, founder of "Archigram" and a Fellow of the Royal College of Art, was knighted by the Queen; his works span across Europe and Asia. Inspired by Taiwan's diverse landscapes, he created installation art exploring future architecture and culture, which was showcased at the Museum of Contemporary Art, Taipei in the solo exhibition of [Mountain/City—Peter Cook Solo Exhibition]. By sponsoring arts and cultural exhibitions, the Group is able to strengthen international exchange, encourage forward-looking thinking and cultivate outstanding talents.

2. 2025 OPEN HOUSE TAIPEI

Under the theme of "Heritage · Regeneration," the 2025 OPEN HOUSE TAIPEI invited the public to participate in the co-creation of the future city within 48 hours and to reimagine Taipei's cultural and architectural values. This initiative aimed to promote public understanding of "Urban and Architectural Design", provide opportunities to experience architectural spaces, and facilitate dialogue between "Professionals and Users". It empowered the public to realize that the "City is a shared and co-created space" and that everyone has the power to shape urban development.

3.Charity Book Donation

In 2025, the Foundation engaged with the public by recommending and donating books through the "Celebrity Study" and "Kindom Living" fan pages. The Foundation also distributed complimentary copies of the Kindom Living annual edition to 39 Kindom Development community libraries, corporate clients and partner enterprises, while making it available to Global Mall members and the general public free of charge. In 2025, a total of 2,525 books and publications were donated, demonstrating our commitment to promoting reading and to spreading the seed of reading continuously.



Arts and Cultural Education Sponsorship: 2025 OPEN HOUSE TAIPEI

Appendix



About This Report

Reporting Period

(GRI 2-3 a.–c.)

This ESG report (hereinafter referred to as the "Report") issued by Kindom Development Co., Ltd. (hereinafter referred to as "Kindom Development", the Company, or us), discloses the Company's performance, management policies, and goals for 2025 (from January 1, 2025 to December 31, 2025) in the five major aspects of governance, products, supply chain, environment and society. The Company publishes an ESG report once a year and it is available on the Company's website.

- Release of the previous report: August 2025
- Release of the present report: August 2026
- Expected release of the next report: August 2027

The reporting period of this Report is consistent with the consolidated financial statements. For the completeness and comparability of the report, some chapters will cover the information before January 1, 2025 and after December 31, 2025, with notes provided in the chapter.

Compliance Standards

This Report is prepared in accordance with the GRI Standards announced by the Global Sustainability Standards Board (GSSB), the Real Estate Standards announced by the Sustainability Accounting Standards Board (SASB), and the Task Force on Climate-related Financial Disclosures (TCFD) announced by the Financial Stability Board (FSB).

Report Boundary and Scope

(GRI 2-2 all)

The scope of information disclosed in the Report is based on the Company's important operating sites. The primary reporting entity for 2025 is the headquarters of Kindom Development.

The sustainability performance of some entities in the consolidated financial report is not included in this report, mainly due to the fact that the subsidiaries Kedge Construction and Global Mall release their own ESG reports. Link to the consolidated financial statements of all entities.

Disclosure scope of this Report: With Kindom Development as the main entity of the Report, the disclosure of the economic, social and aspects encompasses selected public welfare performance of the Kindom Yushan Education Foundation, Kedge Construction’s performance regarding energy and resource consumption/GHG emissions/low-carbon construction, and Global Mall’s GHG emissions. Kindom Development Corp. did not exhibit significant changes in the Company’s scale, structure, ownership, and supply chain in 2025. Any restatements of information in the report are denoted in the paragraph.

If the scope of the disclosure in the chapters is different from those previously disclosed, supplementary explanations will be provided in the corresponding chapter. The various statistical data in the report are calculated based on the following:

Financial data	The data in the consolidated financial statements certified by CPAs is used in the economic income distribution table. Unless otherwise stated, financial data are in the unit of "New Taiwan Dollars (NT$)".
Environmental data	The GHG emissions are based on the data inventoried in accordance with ISO14064-1: 2018 and have been verified by an external third party. The water resources statistics are the data reported by each operating site to the local competent authority. Waste calculation has been adjusted to the Ministry of Environment's public data due to insufficient information on the conversion of unit calculations.
Other data	Aggregate statistical data of each operating site.

Internal Control

The Company has established the sustainable development management procedures. The sustainability manager is responsible for the overall planning and communication integration of the annual ESG report. Each year, the five major sustainability functional teams and respective responsible departments are responsible for compiling the information required by the report and writing the report content. After the preparation of the annual ESG report, it is submitted to the Sustainability Task Force for preliminary review, and the Administrative Management Division is responsible for preparing the report. The Division performs an internal audit of the report, and the report is finalized by the Sustainable Development Committee after approval. The Company has established the "Sustainable Information Management Operation Procedure," explicitly specifying that the management of sustainability information shall be incorporated into the annual audit plan.

External Assurance (GRI 2-5 all)

After reviewing the final version of the Report, the management commissions an external independent third-party certification body - British Standards Institution (BSI) to audit the Report, in order to verify that the Report complies with GRI and SASB standards. The verification result of the current year indicates compliance with the principles of AccountAbility 1000 Assurance Standard v3) Type 1 moderate assurance. Please see refer to Appendix for details on the assurance methods and results.

Contact Information (GRI 2-3 d.)

Contact Unit: Sustainability Task Force, Kindom Development Co., Ltd.

Contact Person: Ying Wang

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Global Reporting Initiative Standards (GRI Standards) Comparison Table

Statement of Use: Kindom Development has reported in accordance with the GRI Standards for the period from January 1, 2025 to December 31, 2025.

GRI 1 Used: GRI 1: Foundation 2021

Applicable GRI Sector Standards: No applicable sector standards.

GRI Standards/Other Sources	Disclosure Item		Location	
			Chapter Title	Page number
GRI 2: General Disclosures				
GRI 2: General Disclosures 2021	2-1	Organizational details	1.1 Company Profile	7
	2-2	Entities included in the organization's sustainability reporting	About This Report	120
	2-3	Reporting period, frequency and contact point	About This Report	120
	2-4	Restatements of information	No restatements of information	-
	2-5	External assurance	Appendix-External Assurance Statement	
	2-6	Activities, value chain and other business relationships	1.1 Company Profile	7
	2-7	Employees	5.1 Talent Attraction	93
	2-8	Workers who are not employees	5.1 Talent Attraction	93
	2-9	Governance structure and composition	2.1 Governance Structure	22
	2-10	Nomination and selection of the highest governance body	2.1 Governance Structure	22
	2-11	Chair of the highest governance body	2.1 Governance Structure	22
	2-12	Role of the highest governance body in overseeing the management of impacts	2.1 Governance Structure	27
	2-13	Delegation of responsibility for managing impacts	2.1 Governance Structure	27
	2-14	Role of the highest governance body in sustainability reporting	2.1 Governance Structure	27
	2-15	Conflicts of interest	2.1 Governance Structure	25
	2-16	Communication of critical concerns	2.1 Governance Structure	27
	2-17	Collective knowledge of the highest governance body	2.1 Governance Structure	27
	2-18	Evaluation of the performance of the highest governance body	2.1 Governance Structure	27
	2-19	Remuneration policies	2.1 Governance Structure	28
	2-20	Process to determine remuneration	2.1 Governance Structure	28

GRI Standards/Other Sources	Disclosure Item		Location	
			Chapter Title	Page number
GRI 2: General Disclosures				
GRI 2: General Disclosures 2021	2-21	Annual total compensation ratio	5.2 Remuneration and Benefits	97
	2-22	Statement on sustainable development strategy	Message from the Management	10
	2-23	Policy commitments	2.2 Ethical Management and Regulatory Compliance 2.4 Information Security	30
	2-24	Embedding policy commitments	2.2 Ethical Management and Regulatory Compliance 2.4 Information Security	30
	2-25	Processes to remediate negative impacts	2.2 Ethical Management and Regulatory Compliance 3.7 Customer Relationship	62
	2-26	Mechanisms for seeking advice and raising concerns	2.2 Ethical Management and Regulatory Compliance	30
	2-27	Compliance with laws and regulations	2.2 Ethical Management and Regulatory Compliance	32
	2-28	Membership associations	1.1 Company Profile	7
	2-29	Approach to stakeholder engagement	1.2 Sustainability Topic Management	14
	2-30	Collective bargaining agreements	Although the Company has not established a labor union and has no collective bargaining agreements, the Company convenes quarterly labor-management meetings and maintains transparent communication channels. Furthermore, resolutions adopted at these labor-management meetings apply to all employees.	96
Material Topics				
GRI 3: Material Topics 2021	3-1	Process to determine material topics	1.2 Sustainability Topic Management	16
	3-2	List of material topics	1.2 Sustainability Topic Management	16
Corporate Governance and Ethical Management				
GRI 3: Material Topics 2021	3-3	Management of material topics	1.2 Sustainability Topic Management	16
GRI 205: Anti-corruption	205-1	Operations assessed for risks related to corruption	2.2 Ethical Management and Regulatory Compliance	30
	205-2	Communication and training about anti-corruption policies and procedures	2.2 Ethical Management and Regulatory Compliance	30
	205-3	Confirmed incidents of corruption and actions taken	2.2 Ethical Management and Regulatory Compliance	30

GRI Standards/Other Sources	Disclosure Item		Location	
			Chapter Title	Page number
Information security				
GRI 3: Material Topics 2021	3-3	Management of material topics	1.2 Sustainability Topic Management	16
Specific Topic	-	With the advancement of digitalization and smart buildings, the Company continues to strengthen its information security management system, and has established robust data protection, system security and incident response mechanisms, in order to ensure the security of operational and customer data, to reduce information security risks and to maintain business continuity.	2.4 Information Security	38
Climate change				
GRI 3: Material Topics 2021	3-3	Management of material topics	1.2 Sustainability Topic Management	16
GRI 201	201-2	Financial implications and other risks and opportunities due to climate change	4.1 Response to Climate Change	68
GRI 305: Emissions	305-1	Direct (Scope 1) GHG emissions	4.2 GHG Management	77
	305-2	Energy indirect (Scope 2) GHG emissions	4.2 GHG Management	77
	305-3	Other indirect (Scope 3) greenhouse gas emission	4.2 GHG Management	77
	305-4	GHG emissions intensity	4.2 GHG Management	78
Supply chain sustainability management				
GRI 3: Material Topics 2021	3-3	Management of material topics	1.2 Sustainability Topic Management	16
GRI 204: Procurement Practices	204-1	Proportion of spending on local suppliers	2.5 Sustainable Supply Chain	42
GRI 308: Supplier Environmental Assessment	308-1	New suppliers that were screened using environmental criteria	2.5 Sustainable Supply Chain	43
GRI 414: Supplier Social Assessment	414-1	New Supplier with Use of Social Standard for Screening and Selection	2.5 Sustainable Supply Chain	42
Smart Buildings and Sustainable Innovation				
GRI 3: Material Topics 2021	3-3	Management of material topics	1.2 Sustainability Topic Management	16
Specific Topic	-	Integrate smart technologies and innovative designs, introduce smart building features, energy-saving technologies and low-carbon building materials, and enhance building energy efficiency and living quality	3.2 Smart and Sustainable Building Concept	46

GRI Standards/Other Sources	Disclosure Item		Location	
			Chapter Title	Page number
Building quality and living safety				
GRI 3: Material Topics 2021	3-3	Management of material topics	1.2 Sustainability Topic Management	16
Specific Topic	-	Emphasize building quality and structural safety, and establish rigorous management mechanisms for all stages of design, construction and inspection, in order to ensure earthquake resistance, disaster prevention and safety standards, thereby providing residents with a safe, comfortable and high-quality living environment	3.6 Quality and Building Safety	59
Brand Reputation and Customer Service				
GRI 3: Material Topics 2021	3-3	Management of material topics	1.2 Sustainability Topic Management	16
Specific Topic	-	Establish long-term brand reputation through high-quality building products and comprehensive customer service mechanism, and continuously enhance service quality through customer communication and after-sales service, in order to strengthen customer trust and corporate brand value.	3.7 Customer Relationship	62
Energy and GHG				
GRI 3: Material Topics 2021	3-3	Management of material topics	1.2 Sustainability Topic Management	16
GRI 302: Energy	302-1	Energy consumption within the organization	4.3 Energy Management	81
	302-3	Energy intensity	4.3 Energy Management	81
GRI 305: Emissions	305-1	Direct (Scope 1) GHG emissions	4.2 GHG Management	77
	305-2	Energy indirect (Scope 2) GHG emissions	4.2 GHG Management	77
	305-3	Other indirect (Scope 3) greenhouse gas emission	4.2 GHG Management	77
	305-4	GHG emissions intensity	4.2 GHG Management	77

GRI Standards/Other Sources	Disclosure Item		Location	
			Chapter Title	Page number
Talent Attraction and Retention				
GRI 3: Material Topics 2021	3-3	Management of material topics	1.2 Sustainability Topic Management	16
GRI 202: Market Presence	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	5.2 Remuneration and Benefits	97
GRI 401: Employment	401-1	New employee hires and employee turnover	5.1 Talent Attraction	93
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	5.2 Remuneration and Benefits	98
	401-3	Parental leave	5.2 Remuneration and Benefits	98
Talent Cultivation				
GRI 3: Material Topics 2021	3-3	Management of material topics	1.2 Sustainability Topic Management	16
GRI 404 : Training and Education	404-1	Average hours of training per year per employee	5.3 Talent Development	100
	404-2	Programs for upgrading employee skills and transition assistance programs	5.3 Talent Development	100
	404-3	Percentage of employees receiving regular performance and career development reviews	5.3 Talent Development	100
Occupational Safety and Health				
GRI 3: Material Topics 2021	3-3	Management of material topics	1.2 Sustainability Topic Management	16
GRI 403: Occupational Safety and Health (2018)	403-1	Occupational health and safety management system	5.4 Occupational Health and Safety	102
	403-2	Hazard identification, risk assessment, and incident investigation	5.4 Occupational Health and Safety	102
	403-3	Occupational health services	5.4 Occupational Health and Safety	102
	403-4	Worker participation, consultation, and communication on occupational health and safety	5.4 Occupational Health and Safety	102
	403-5	Worker training on occupational health and safety	5.4 Occupational Health and Safety	102
	403-6	Promotion of worker health	5.4 Occupational Health and Safety	102
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	5.4 Occupational Health and Safety	102
	403-9	Occupational injury	5.4 Occupational Health and Safety	102
	403-10	Work-related ill health	5.4 Occupational Health and Safety	102

GRI 200: Economic Series				
Series	Metric	Description	Corresponding chapter	Page number
GRI 201: Economic Performance	201-1	Direct economic value generated and distributed	1.1 Company Profile	7
	201-3	Defined benefit plan obligations and other retirement plans	5.2 Remuneration and Benefits	98
	201-4	Financial assistance received from government	1.1 Company Profile	7
GRI 206: Anti-competitive Behavior	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	2.2 Ethical Management and Regulatory Compliance	30
GRI 300: Environmental Series				
Series	Metric	Description	Corresponding chapter	Page number
GRI 303: Water and Effluent	303-3	Water withdrawal	4.4 Water Management	84
GRI 306: Waste	306-3	Waste generated	4.5 Waste Management	87
	306-4	Waste diverted from disposal	4.5 Waste Management	87
	306-5	Waste directed to disposal	4.5 Waste Management	87
GRI 400: Social Series				
Series	Metric	Description	Corresponding chapter	Page number
GRI 405: Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	2.1 Governance Structure	22
	405-2	Ratio of basic salary and remuneration of women to men	5.2 Remuneration and Benefits	97
GRI 417: Marketing and Labeling	417-2	Incidents of non-compliance concerning product and service information and labeling	3.7 Customer Relationship	62
	417-3	Incidents of non-compliance concerning marketing communications	3.7 Customer Relationship	62
GRI 418: Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	2.4 Information Security	38

Note: Except that GRI 303 and 403adopt the 2018 version and GRI 306 adopts the 2020 version, the rest of topics adopt the 2016 version of the GRI Standards.

Sustainability Accounting Standards Board (SASB) Standards Description

In accordance with the SASB Standards and based on the Company's business nature, Kindom Development has selected applicable indicators for disclosure under the "Real Estate" category within the "Infrastructure" sector.

Metrics code	Metrics	Measurement unit	2025 Disclosure Content	Page number
Disclosure topic: Energy management				
IF-RE-130a.1	Energy consumption data coverage as a percentage of total floor area, by property subsector	Percentage calculated based on floor area (%)	Excluding the 8.14% of total floor area under Kindom Development's operational management that was leased out as of December 2025 without calculation of the energy data, energy consumption data has been disclosed for the remaining 91.86%.In addition, energy consumption data for unsold housing units currently on the market has been 100% disclosed.	82
IF-RE-130a.2	· Total energy consumed by portfolio area with data coverage	Gigajoule (GJ); Percentage %	Kindom Development Corp.'s energy consumption is approximately 4,513.086GJ;	82
	· Percentage grid electricity		The percentage of electricity purchased from the grid accounted for 97.5% of the total energy.	
	· Percentage renewable, by property subsector		Kindom Development's renewable energy consumption ratio was 5.06%	
IF-RE-130a.3	Like-for-like percentage change in energy consumption for the portfolio area with data coverage, by property subsector	Percentage (%)	Increased by 322% in 2025 compared to 2024.	82
IF-RE-130a.4	Percentage of eligible portfolio that (1) has an energy rating and (2) is certified to ENERGY STAR, by property subsector	Percentage calculated based on floor area (%)	Presently Kindom Development Corp. has not participated in a relevant energy evaluation, and the ENERGY STAR is a certification system adopted in the U.S., which is not applicable in Taiwan.	-
IF-RE-130a.5	Description of how building energy management considerations are integrated into property investment analysis and operational strategy	None	3.2 Smart and Sustainable Building Concept	46
Disclosure topic: Water resources management				
IF-RE-140a.1	Water withdrawal data coverage as a percentage of (1) total floor area and (2) floor area in regions with High or Extremely High Baseline Water Stress, by property subsector	Percentage calculated based on floor area (%)	Kindom Development's water consumption data coverage is 10.22%; the remaining 89.78% is leased out. and therefore, it is excluded from the calculation.Presently, the Company has no locations within areas of high water stress. In addition, energy consumption data for unsold housing units currently on the market has been 100% disclosed.	85
IF-RE-140a.2	· Total water withdrawn by portfolio area with data coverage	Cubic meters; Percentage (%)	Kindom Development Corp.'s water resource consumption is approximately 14.97 million liters.	85
	· Percentage in regions with High or Extremely High Baseline Water Stress, by property subsector		We are not located in areas of high water stress	
IF-RE-140a.3	Like-for-like percentage change in water withdrawn for portfolio area with data coverage, by property subsector	Percentage (%)	Water consumption increased by 813% compared to 2024.	85
IF-RE-140a.4	Description of water management risks and discussion of strategies and practices to mitigate those risks	None	4.4 Water Management	84

Metrics code	Metrics	Measurement unit	2025 Disclosure Content	Page number
Disclosure topic: Customer sustainability impact management				
IF-RE-410a.1	(1) Percentage of new leases that contain a cost recovery clause for resource efficiency related capital improvements and (2) associated leased floor area, by property subsector	Percentage calculated based on floor area (%); square feet	In 2025, the area of new lease contracts was 89,458.377 square feet; the area of existing lease contracts is 89,458.377 square feet	Not disclosed in this report
IF-RE-410a.2	Percentage of tenants that are separately metered or submetered for (1) grid electricity consumption and (2) water withdrawals, by property subsector	Percentage calculated based on floor area (%)	All floor areas (100%) available for lease in the Company's buildings are individually installed with electric meters, allowing residents and commercial tenants to track and pay for their own consumption individually and to manage energy independently. Independent water sub-meters have not yet been installed in certain leased buildings operated by the Company.	82
IF-RE-410a.3	Discussion of approach to measuring, incentivizing, and improving sustainability impacts of tenants	None	3.2 Smart and Sustainable Building Concept	46
Disclosure topic: Adapt to climate change				
IF-RE-450a.1	Area of properties located in 100-year flood zones, by property subsector	square feet	According to the flood potential map announced by the Open Data platform of the government, there is no real property located in the area of a 100-year floodplain	Not disclosed in this report
IF-RE-450a.2	Description of climate change risk exposure analysis, degree of systematic portfolio exposure, and strategies for mitigating risks	None	4.1 Response to Climate Change	67
Activity indicator				
IF-RE-000.A	Number of assets, by property subsector	Quantity/number	Kindom Development owns two office building properties	Not disclosed in this report
IF-RE-000.B	Leasable floor area, by property subsector	square feet	Two office building properties have a total leasable floor area of 361,950.350 square feet.	
IF-RE-000.C	Percentage of indirectly managed assets, by property subsector	Percentage calculated based on floor area (%)	Kindom Development Corp. has no indirectly managed assets	
IF-RE-000.D	Average occupancy rate, by property subsector	Percentage (%)	Average occupancy rate of assets under Kindom Development: 22.19% (excluding unsold housing units)	Not disclosed in this report

Industry Description: Real estate industry entities own, develop and operate income-generating real estate assets. Entities in this industry are typically structured as real estate investment trusts (REITs) and operate across various sectors within the real estate industry, including residential, retail, office, healthcare, industrial and hotel real estate. Real estate investment trusts typically engage in direct ownership of real estate assets, in order to provide investors with exposure to real estate without the need to directly own and manage properties. Although real estate investment trusts often concentrate on specific real estate sectors, a lot of REITs diversify their investments across multiple property types.

TCFD Disclosure Comparison Table

Aspect	TCFD Recommended Disclosure Items	Corresponding Chapter of this Report	Page number
Governance	a) Describe the board's oversight of climate-related risks and opportunities.	4.1 Response to Climate Change	68
	b) Describe management's role in assessing and managing climate-related risks and opportunities.		68
Strategy	a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.		68
	b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.		68
	c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.		68
Risk management	a) Describe the organization's processes for identifying and assessing climate-related risks.		68
	b) Describe the organization's processes for managing climate-related risks.		68
	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.		68
Metric and target	a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.		68
	b) Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.		77
	c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.		68

Sustainable Economic Activity Reference Comparison Table

Measurement Steps \ Key Business Activities	Development, construction, and sales of residential and commercial buildings	Operation and management of leased commercial properties
"General economic activities" or "Supportive economic activities" under applicable economic activity guidelines	General economic activities	General economic activities
Economic activities corresponding to business scope in 2025	New buildings	New buildings
Economic activity applicability	Applicable	Applicable
Compliance with the technical screening criteria of "Substantial contribution to any one of the environmental objectives"	EO1 Climate change mitigation	EO1 Climate change mitigation
Green building with EEWH Silver rating or above	Yes	Yes
Building energy-efficiency rating of Class 1 or above	No	Yes
Low-carbon building label of Class 2 or above, or Intelligent Building Label of Silver grade or above.	Yes	Yes
Use of building materials with Green Building Material Label (renovation area ratio: 75% for indoors, 20% for outdoors)	No	No
Capital expenditure amount meeting the technical screening criteria for substantial contribution	-	12,087,488
Description of condition:	The Company incorporates Green Building Labels and Building Energy-Efficiency Ratings as planning goals during the initial design phase of new buildings. 2025, and up to 73.4% of revenue was derived from sales of construction projects achieving the EEWH Silver rating or above.However, all projects sold in 2025 were designed and planned prior to 2021 ; therefore, achieving the Building Energy-Efficiency Rating of Class 1 was not factored into their design. Only the Minquan Building completed in 2025 (for lease) achieved both the Diamond-level Green Building Label and the Building Energy-Efficiency Rating of Class 1+.	
Compliance with the criterion of "Causing no significant harm to the six environmental objectives"	Compliant	Compliant

Assessment Steps \ Primary Business Activities	Development, construction, and sale of residential and commercial/office buildings	Operations and management of leased commercial/office properties
Description of condition:	In 2025, the Company was not involved in any significant violations or illegal activities concerning pollution prevention, water resource protection, biodiversity, circular economy, or climate change adaptation of the environmental aspect in the course of construction development. Furthermore, in accordance with the Common Applicable Standards in Annex 1 and Annex 2 of the "Reference Guidelines for Identifying Sustainable Economic Activities", the Company has been verified to have no record of penalties imposed by competent authorities in the past year and has established relevant environmental management systems and audit mechanisms, in order to ensure that its economic activities do not cause significant hazards to other environmental objectives.	
Whether it meets the requirement of [Causing no significant hazard to social security]	Compliant	Compliant
Description of condition:	The Company has established the occupational safety and health supervisor and relevant occupational safety mechanisms in accordance with the law. In 2025, the Company experienced no major workplace safety incidents, forced labor, or discrimination, and was not involved in any violation of the Labor Standards Act, the Gender Equality in Employment Act or other relevant social security regulations. In accordance with Appendix 1 of the "Reference Guidelines for Identifying Sustainable Economic Activities", the review indicates that there has been no significant social incident occurred in the past year. Furthermore, we have established the complaint filing procedure and stakeholder communication channels, in order to ensure adequate management of social security related topics.	
Ratio of operating revenue applicable to sustainable economic activities / Total operating revenue	Compliant	0.312%
Compliance with guidelines and sustainability performance assessment results for individually applicable economic activities:	In Transition Starting in 2025, all newly planned and designed construction projects adopt Green Building Silver level (or above) and Building Energy-Efficiency Rating Class 1 as baseline design standards.	Compliant

Climate-Related Information of Publicly Listed Companies

- Risks and opportunities of climate change on the Company and relevant response measures adopted by the Company

Item	Implementation Status
1. Describe the board of directors' and management's oversight and governance of climate-related risks and opportunities.	67
2. Describe how the identified climate risks and opportunities affect the business, strategy, and finances of the business (short, medium, and long term).	67, 68
3. Describe the impact of extreme climate event and transformation action on the finance.	71, 72, 73
4. Describe how the processes for identifying, assessing, and managing climate risks are integrated into the overall risk management system.	33, 67
5. If the scenario analysis is used to assess the resilience against the climate change risk, it is necessary to describe the scenario, parameters, assumptions, analysis factors used and the key financial impact.	70, 73
6. If transformation plan for managing climate-related risk is available, the plan content shall be explained, and the indicators and goals for identifying and managing physical risks and transformation risk shall be described.	18, 20, 68, 72, 76
7. If the Internal Carbon Pricing (ICP) is used as a planning tool, it is necessary to explain the price establishment basis.	13, 80
8. If climate-related goal has been set up, it is necessary to describe the information of activity covered, greenhouse gas emissions scope, plan schedule, annual achievement progress, etc. If carbon offset or renewable energy certificates (RECs) are used to achieve relevant goals, it is necessary to explain the carbon reduction source and quantity for the offset or the quantity of renewable energy certificates (RECs).	11, 20, 72, 76, 77
9. GHG inventory and assurance status (separately filled in the "GHG Inventory and Assurance Status" table below).	Please complete the table below

- Greenhouse Gas Inventory and Assurance Status

Company basic information	Minimum disclosure requirements according to the Sustainable Development Roadmap for TWSE/TPEx Listed Companies
□ Companies with paid-in capital of NT$10 billion or above, steel industry, cement industry	□ Parent company standalone inventory □ Inventory of subsidiaries included in consolidated financial statements
■ Companies with paid-in capital of NT$5 billion or above but less than NT$10 billion	■ Standalone parent company assurance ■ Assurance for subsidiaries in consolidated financial statements
□ Companies with paid-in capital of less than NT$5 billion	

Scope 1	Total emissions (metric tons CO2e)	Intensity (metric tons CO2e/ NT$ thousand)	Assurance institution	Assurance status description
Kindom Development Co., Ltd.	39.0204	1.8900E-05	Taiwan Testing and Certification Center DNV Business Assurance Co., Ltd. TÜV Rheinland Taiwan Ltd.	Reasonable
Kedge Construction Co., Ltd.	833.1462	3.8760E-05		
Global Mall Co., Ltd.	1,336.1112	1.8363E-05		
Total	2208.2778	7.6023E-05		

Scope 2	Total emissions (metric tons CO2e)	Intensity (metric tonsCO2e/NT$ thousand)	Assurance institution	Assurance status description
Kindom Development Co., Ltd.	126.4106	1.4700E-04	Taiwan Testing and Certification Center DNV Business Assurance Co., Ltd. TÜV Rheinland Taiwan Ltd.	Reasonable
Kedge Construction Co., Ltd.	3237.3938	1.5061E-04		
Global Mall Co., Ltd.	15532.0292	2.4813E-03		
Total	18895.8336	0.0028		
Scope 3 (Voluntary Disclosure)	80,604.06	0.02495	Taiwan Testing and Certification Center	Limited

Third-Party Certification Statement

ETC 商檢中心

溫室氣體查證意見書

2025年溫室氣體排放資訊

意見書編號：114-GHG-202

冠德建設股份有限公司

105002臺北市松山區民權東路三段169號10樓

106055臺北市大安區和平東路二段131號B3~B1、1~4樓、8~10樓

404023台中市北區館前路19號13樓

經本中心依據ISO 14064-3:2019完成查核並符合下列標準要求

Greenhouse Gas Protocol/溫室氣體盤查議定書

冠德建設股份有限公司佐證主張的資料與資訊為歷史性質，

本中心依據 ISO 14064-3:2019規範對其相關行政、辦公、營運管理作業活動，

於2025年1月1日至2025年12月31日溫室氣體排放量進行查證，

無尚未解決的發現，符合 GHG Protocol 規範，據此給予的查證意見如下，

◎合理保證等級：

範疇1：直接溫室氣體排放 73.1966 公噸二氧化碳當量

範疇2：電力之間接溫室氣體排放 569.6027 公噸二氧化碳當量

◎有限保證等級：

範疇3：其他間接溫室氣體排放 96541.9443 公噸二氧化碳當量

簽署人 林宗清

執行長 林宗清

簽核日期：2026年08月05日

證書日期：2026年08月05日

財團法人台灣商品檢測驗證中心

桃園市龜山區文明路29巷8號

(03)3280026 www.etc.org.tw

K00-OP-068-10-03(ver01)

本中心為第三者查證機構

本查證意見書不可單頁使用，須2頁共同使用，始具效力。 第1頁，共2頁

冠德建設股份有限公司2025年溫室氣體排放資訊

盤查報告書版本：2025_冠德建設股份有限公司(營運總部)_盤查報告書/第二版/1150709			
盤查清冊版本：2025冠德溫室氣體盤查報告書_排放清冊明細/1150709			
類別		CO_2當量	備註
範疇1：直接溫室氣體排放			
		73.1966 公噸	
範疇2：電力之間接溫室氣體排放			
		569.6027 公噸	
範疇3：其他間接溫室氣體排放			
Cat.1	採購的產品與服務	567.5635 公噸	
Cat.2	資本財	22594.3850 公噸	
Cat.3	燃料與能源的相關活動	137.2221 公噸	
Cat.4	上游運輸與配送	0.0027 公噸	
Cat.5	營運過程產生的廢棄物	8.4005 公噸	
Cat.6	商務旅行	111.3207 公噸	
Cat.7	員工通勤	40.2773 公噸	
Cat.8	上游租賃資產	0.1915 公噸	
Cat.9	下游運輸與配送	N/A	
Cat.10	銷售產品的加工	N/A	
Cat.11	銷售產品的使用	57172.8794 公噸	
Cat.12	銷售產品的最終處理	412.5720 公噸	
Cat.13	下游租賃資產	85.9085 公噸	
Cat.14	加盟	N/A	
Cat.15	投資	15411.2212 公噸	

N.S.：Non significant (非重大)
N/A：Non available (無此項目)

主導查驗員/日期 莊育瑋 115.8.5
黃莉婷 115.8.5

K00-OP-068-10-03(ver01)

本中心為第三者查證機構

本查證意見書不可單頁使用，須2頁共同使用，始具效力。 第2頁，共2頁

INDEPENDENT ASSURANCE OPINION STATEMENT

Kindom Development Co., Ltd. 2025 Sustainability Report

The British Standards Institution is independent to Kindom Development Co., Ltd. (hereafter referred to as Kindom Development in this statement) and has no financial interest in the operation of Kindom Development other than for the assessment and verification of the sustainability statements contained in this report.

This independent assurance opinion statement has been prepared for the stakeholders of Kindom Development only for the purposes of assuring its statements relating to its sustainability report, more particularly described in the Scope below. It was not prepared for any other purpose. The British Standards Institution will not, in providing this independent assurance opinion statement, accept or assume responsibility (legal or otherwise) or accept liability for or in connection with any other purpose for which it may be used, or to any person by whom the independent assurance opinion statement may be read.

This independent assurance opinion statement is prepared on the basis of review by the British Standards Institution of information presented to it by Kindom Development. The review does not extend beyond such information and is solely based on it. In performing such review, the British Standards Institution has assumed that all such information is complete and accurate.

Any queries that may arise by virtue of this independent assurance opinion statement or matters relating to it should be addressed to Kindom Development only.

Scope

The scope of engagement agreed upon with Kindom Development includes the followings:

1. The assurance scope is consistent with the description of Kindom Development Co., Ltd. 2025 Sustainability Report.
2. The evaluation of the nature and extent of the Kindom Development's adherence to AA1000 AccountAbility Principles (2018) in this report as conducted in accordance with type 1 of AA1000AS v3 sustainability assurance engagement and therefore, the information/data disclosed in the report is not verified through the verification process.
3. The assessment of disclosure to be in conformance with the applicable SASB industry standard(s) in this report as conducted in accordance with type 1 of AA1000AS v3 sustainability assurance engagement.

This statement was prepared in English and translated into Chinese for reference only.

Opinion Statement

We conclude that the Kindom Development Co., Ltd. 2025 Sustainability Report provides a fair view of the Kindom Development sustainability programmes and performances during 2025. The sustainability report subject to assurance is free from material misstatement based upon testing within the limitations of the scope of the assurance, the information and data provided by the Kindom Development and the sample taken. We believe that the performance information of Environment, Social and Governance (ESG) are fairly represented. The sustainability performance information disclosed in the report demonstrate Kindom Development's efforts recognized by its stakeholders.

Our work was carried out by a team of sustainability report assurors in accordance with the AA1000AS v3. We planned and performed this part of our work to obtain the necessary information and explanations we considered to provide sufficient evidence that Kindom Development's description of their approach to AA1000AS v3 and their self-declaration in accordance with GRI Standards and SASB Standard(s) were fairly stated.

Methodology

Our work was designed to gather evidence on which to base our conclusion. We undertook the following activities:

- a review of issues raised by external parties that could be relevant to Kindom Development's policies to provide a check on the appropriateness of statements made in the report.
- discussion with managers on approach to stakeholder engagement. However, we had no direct contact with external stakeholders.
- 9 interviews with staffs involved in sustainability management, report preparation and provision of report information were carried out.
- review of key organizational developments.
- review of the findings of internal audits.
- review of supporting evidence for claims made in the reports.
- an assessment of the organization's reporting and management processes concerning this reporting against the principles of Inclusivity, Materiality, Responsiveness, and Impact as described in the AA1000AP (2018).
- an assessment of the organization's use of metrics or targets of SASB Standard(s) to assess and manage topic-related risks and opportunities.

Conclusions

A detailed review against the Inclusivity, Materiality, Responsiveness, and Impact of AA1000AP (2018), GRI Standards and SASB Standard(s) is set out below:

Inclusivity

This report has reflected a fact that Kindom Development has continually sought the engagement of its stakeholders and established material sustainability topics, as the participation of stakeholders has been conducted in developing and achieving an accountable and strategic response to sustainability. There are fair reporting and disclosures for the information of Environment, Social and Governance (ESG) in this report, so that appropriate planning and target-setting can be supported. In our professional opinion the report covers the Kindom Development's inclusivity issues.

Materiality

Kindom Development publishes material topics that will substantively influence and impact the assessments, decisions, actions and performance of Kindom Development and its stakeholders. The sustainability information disclosed enables its stakeholders to make informed judgements about the Kindom Development's management and performance. In our professional opinion the report covers the Kindom Development's material issues.

Responsiveness

Kindom Development has implemented the practice to respond to the expectations and perceptions of its stakeholders. An Ethical Policy for Kindom Development is developed and continually provides the opportunity to further enhance Kindom Development's responsiveness to stakeholder concerns. Topics that stakeholder concern about have been responded timely. In our professional opinion the report covers the Kindom Development's responsiveness issues.

Impact

Kindom Development has identified and fairly represented impacts that were measured and disclosed in probably balanced and effective way. Kindom Development has established processes to monitor, measure, evaluate, and manage impacts that lead to more effective decision-making and results-based management within the organization. In our professional opinion the report covers the Kindom Development's impact issues.

GRI Sustainability Reporting Standards (GRI Standards)

Kindom Development provided us with their self-declaration of in accordance with GRI Standards 2021 (For each material topic covered in the applicable GRI Sector Standard and relevant GRI Topic Standard, comply with all reporting requirements for disclosures). Based on our review, we confirm that sustainable development disclosures with reference to GRI Standards' disclosures are reported, partially reported, or omitted. In our professional opinion the self-declaration covers the Kindom Development's sustainability topics.

SASB Standards

Kindom Development provided us with their self-declaration of in accordance with SASB Standard(s) (Real Estate Sustainability Accounting Standard, version 2023-06). Based on our review, we confirm that the sustainability disclosure topics & accounting metrics of SASB Standard(s) are reported, partially reported, or omitted. In our professional opinion the self-declaration covers disclosure topics, associated accounting metrics and activity metrics for applicable SASB industry standard(s).

Assurance level

The moderate level assurance provided is in accordance with AA1000AS v3 in our review, as defined by the scope and methodology described in this statement.

The moderate level assurance provided is in accordance with AA1000AS v3 in our review of SASB Standard(s).

Responsibility

The sustainability report is the responsibility of the Kindom Development's chairman as declared in his responsibility letter. Our responsibility is to provide an independent assurance opinion statement to stakeholders giving our professional opinion based on the scope and methodology described.

Competency and Independence

The assurance team was composed of auditors experienced in relevant sectors, and trained in a range of sustainability, environmental and social standards including AA1000AS, ISO 14001, ISO 45001, ISO 14064, and ISO 9001. BSI is a leading global standards and assessment body founded in 1901. The assurance is carried out in line with the BSI Fair Trading Code of Practice.

For and on behalf of BSI:

AA1000
Licensed Report
000-4/V3-21017

Joe Hsieh, Managing Director Northeast Asia, APAC Assurance

Statement No: SRA-TW-809343

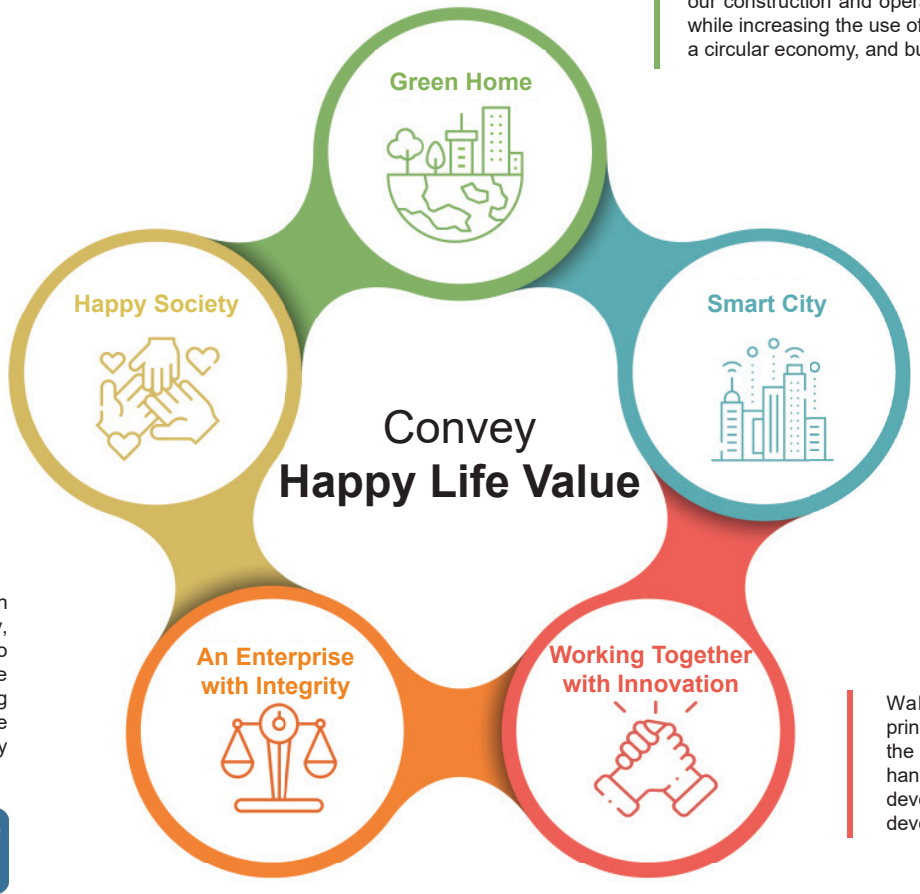
2026-08-12

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United Nations Sustainable Development Goals Reference Table

Report Section Mapping



We use design and technology optimization to reduce the impact of our construction and operations on the environment, reducing carbon while increasing the use of clean energy preserving nature, developing a circular economy, and building a green living environment.

7 可負擔及潔淨能源 4.3 | 12 責任消費與生產 3.4 | 13 氣候行動 4.1

Knowledge is standard equipment for construction, and health is the cornerstone of a happy life. From the home to the workplace, community and society, we aim to grow, prosper, and achieve sustainable development jointly.

3 健康與福祉 5.4 | 4 優質教育 5.3 | 9 工業、創新基礎建設 3.2 | 11 永續城市與社區 3.1

With the development of 5G and the Internet of Things, we will use innovation and digital technology (methods, materials, tools, etc.) to lead trends in the industry and create a city of the future straight from the imagination to reduce carbon emissions and make life more convenient.

8 就業與經濟成長 5.2 | 9 工業、創新基礎建設 3.2 | 11 永續城市與社區 3.1

Our business philosophy, which focuses on integrity, innovation, service, and sustainability, will operate with steadiness. We will continue to evolve and innovate through corporate governance that is balanced with ESG development, providing employees with a happy workplace and sustainable business engagement, and embedding sustainability as an important concept in our corporate DNA.

10 減少不平等 5.1 | 16 和平與正義制度 2.2

Walking down the road to sustainability with the same principles, and being a leader in the industry. In order to meet the demands of the industry and open up markets, we will join hands with more partners to further innovate sustainable urban development, exert a positive influence, and keep sustainable development and partnerships active.

12 責任消費與生產 3.4 | 17 永續發展夥伴關係 2.5