

CTCI Corporation
The 1st Investor
Conference, 2026

2026.03.11



Disclaimer

- The consolidated financial statement is hereby based on International Financial Reporting Standards (IFRS) and reviewed/audited by CPA.
- This presentation may include forward-looking statements with respect to the operations and business of the company other than the historical results. The actual results may differ from those indicated forward-looking statements due to unknown risks and uncertainties. Investors should make their own judgement and control the investment risk.

Agenda

- Operation Review
- Financial Highlights
- Business Outlook

Operation Review

Honors and Awards

S&P Global

The Sustainability Yearbook 2025

CTCI – Top 1% Highest Honor – 4 Consecutive Years

ECOVE – Sustainability Yearbook Member –
2 Consecutive Years



S&P Dow Jones Indices

CTCI – DJSI Index Constituent –
10 Consecutive Years

No. 1 in Global Construction & Engineering –
4 Consecutive Years



ENR Top-100 Global Engineering Company

International Contractors ranked 53th

Global Contractors ranked 119th

International Design Firm ranked 95th



Taiwan and Global Corporate Sustainability Awards

Taiwan's Top 10 Sustainable Service Businesses –
9 Consecutive Years

Global Corporate Sustainability Awards (Best Practice Award) – 3 Consecutive Years



Taiwan Alliance for Net Zero Emission

Gold-Level Net Zero Certification



Best Taiwan Global Brands

Best Taiwan Global Brands –
3 Consecutive Years

The only engineering company selected in Taiwan
Brand Value: US\$143M



4Q 2025 and Full-Year Review (1/2)



Business Highlights

- New Contracts Exceeded **NT\$180B** and Backlog Surpassed **NT\$450B**, both Reaching Record Highs
- Major Project Wins in 2025
 - Continued Momentum in Large-Scale Projects in Energy & Power Sectors
 - Taipower Tungxiao Combined Cycle Power Plant Phase II EPC Project
 - Taipower Talin Combined Cycle Power Plant EPC Project
 - Mailiao LNG Receiving Terminal EPC Project
 - CPC Intercontinental LNG Receiving Terminal EPC Project
 - High-Tech & Data Center Demand Remains Strong
 - Data Center Project for a Major Domestic Telecom Operator
 - Zero-Waste Center and MEP Project in a Science Park
 - Overseas & Low-Carbon Energy Expansion
 - Thailand LNG Cold Energy Utilization Project
 - Public Infrastructure & Sustainable Development
 - Taichung Metro Blue Line E&M System EPC Project
 - Waste Incineration Plant O&M, Social Housing and Urban Infrastructure Projects



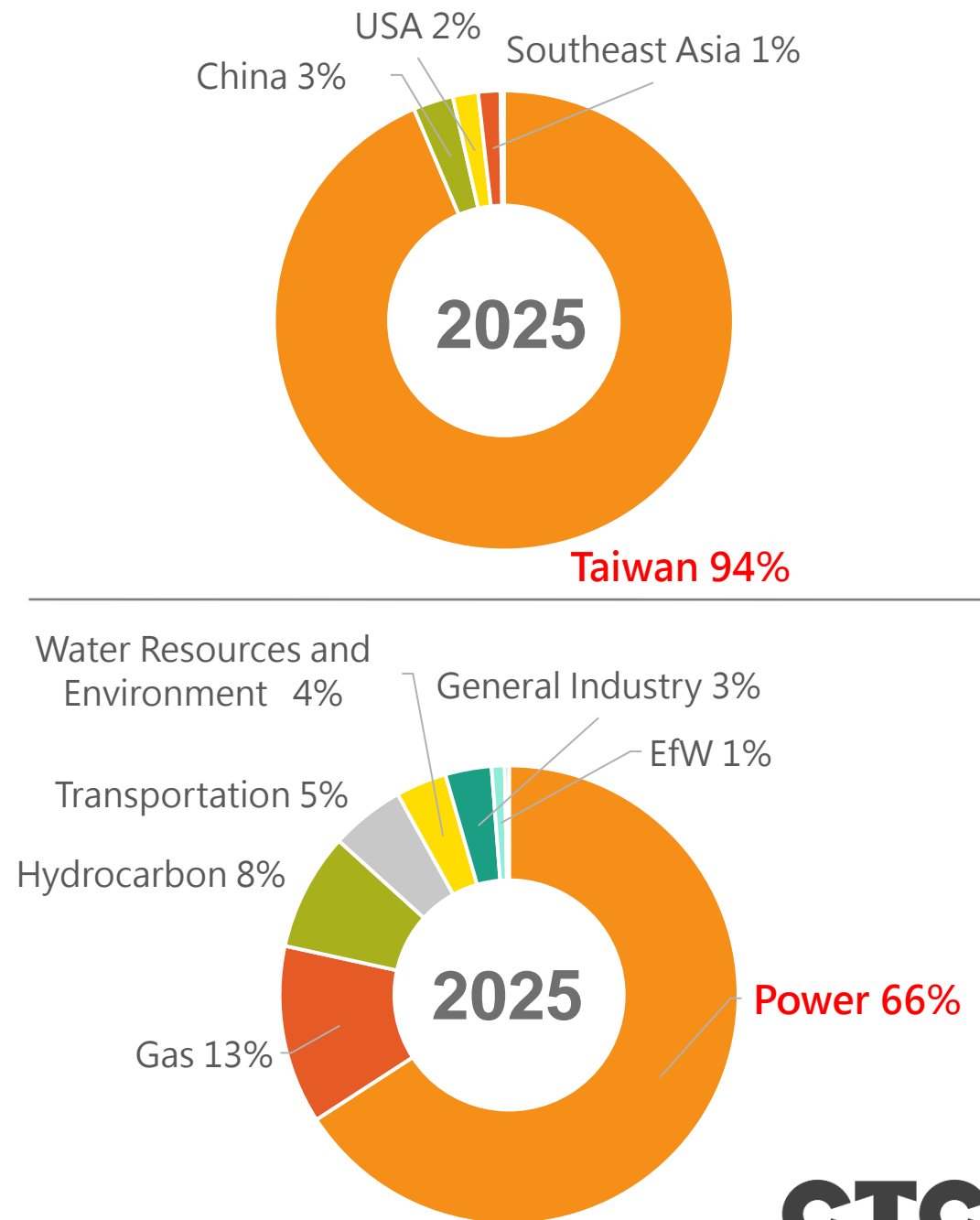
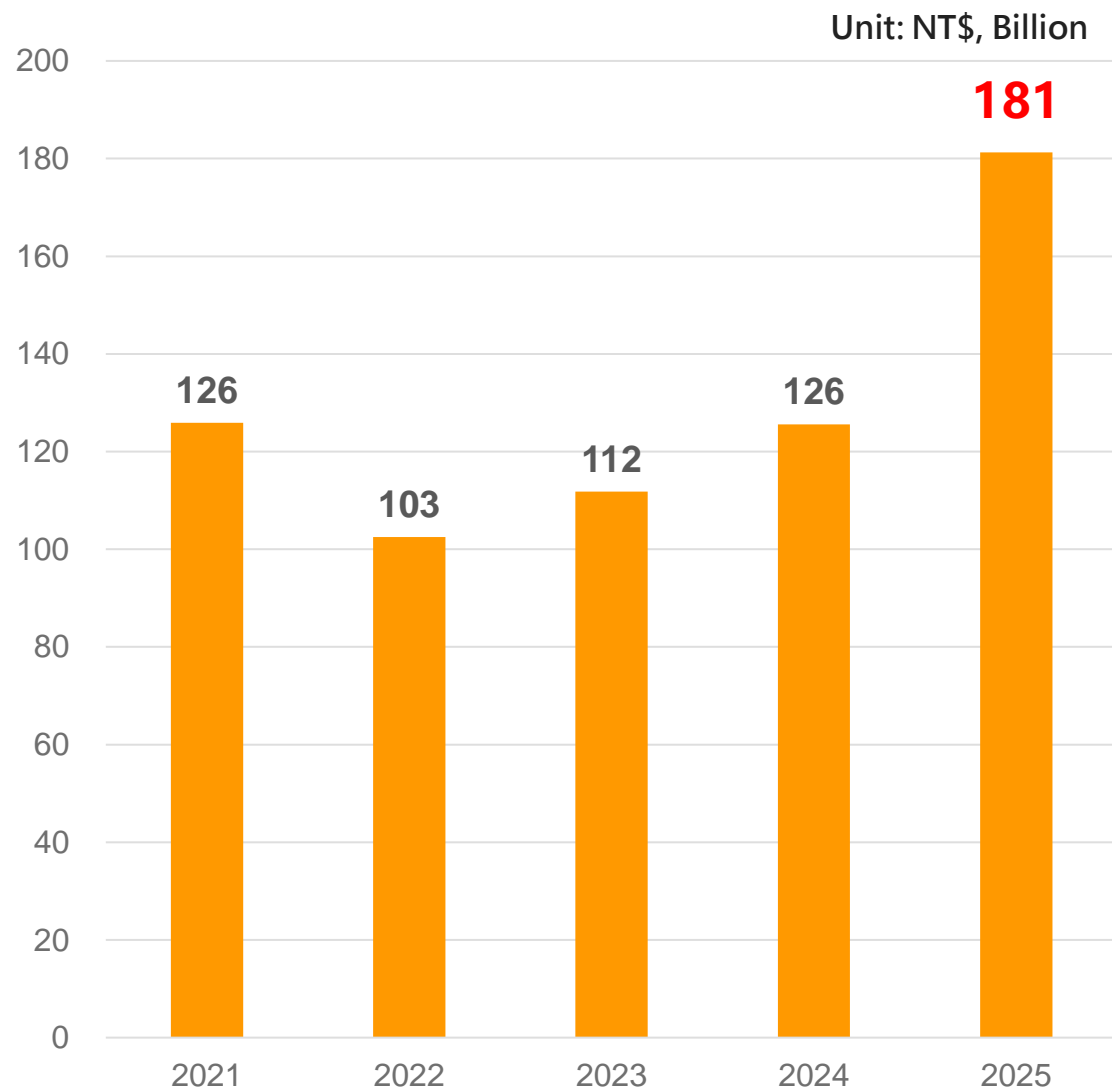
4Q 2025 and Full-Year Review (2/2)

✓ AI Opportunities Emerging - Growing Compute Demand Driving High-Tech Infrastructure

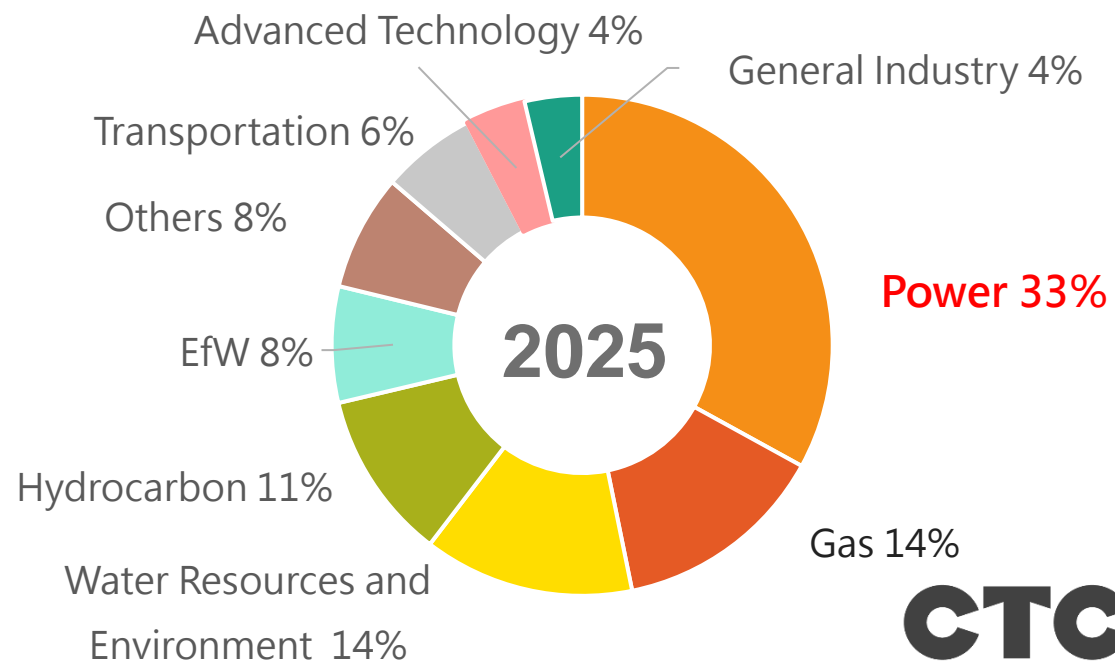
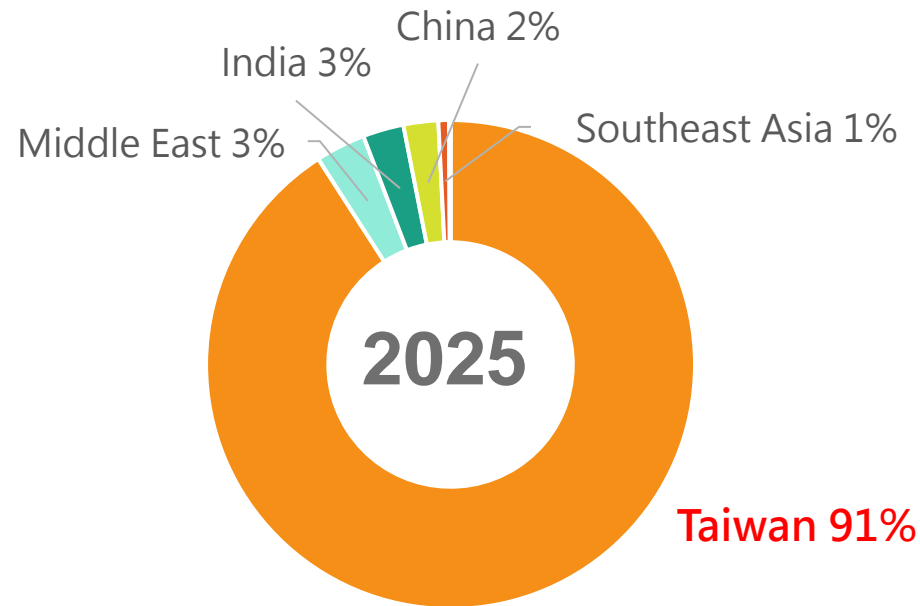
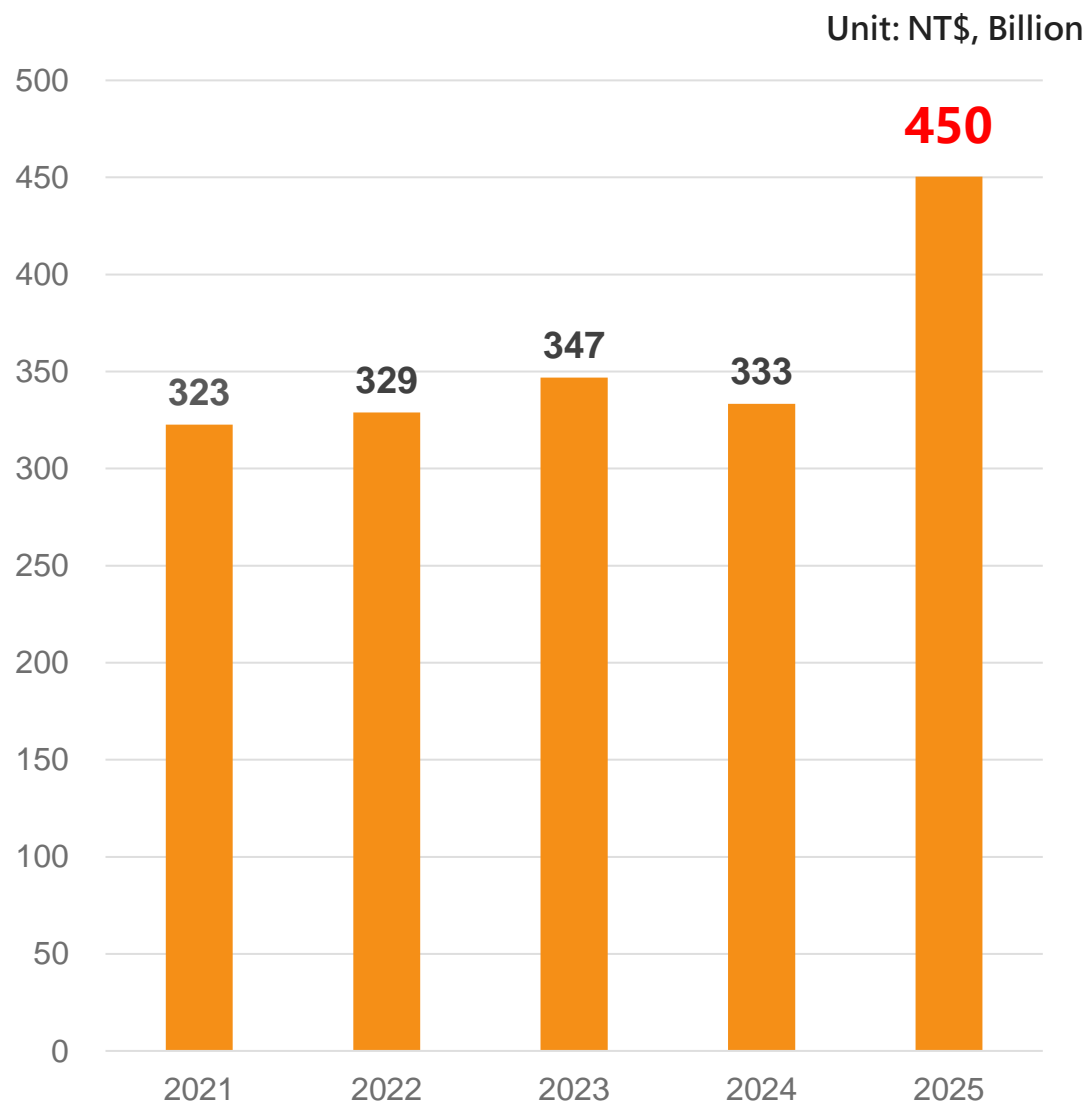
- Semiconductors: Sustained Demand for AI Chips and Advanced Processes
 - System-Level Integration Engineering: Power, HVAC, and Process Utility Integration
 - Energy & Circular Solutions: Wastewater Recycling and Waste Heat Reuse
- Data Centers: AI Workload Surge Driving Data Center Construction
 - Modular Construction and Rapid Deployment
 - Smart Power Systems and Microgrids
- AI Server Assembly
 - Global Supply Chain Restructuring, Deepening Overseas Expansion (e.g., the United States)



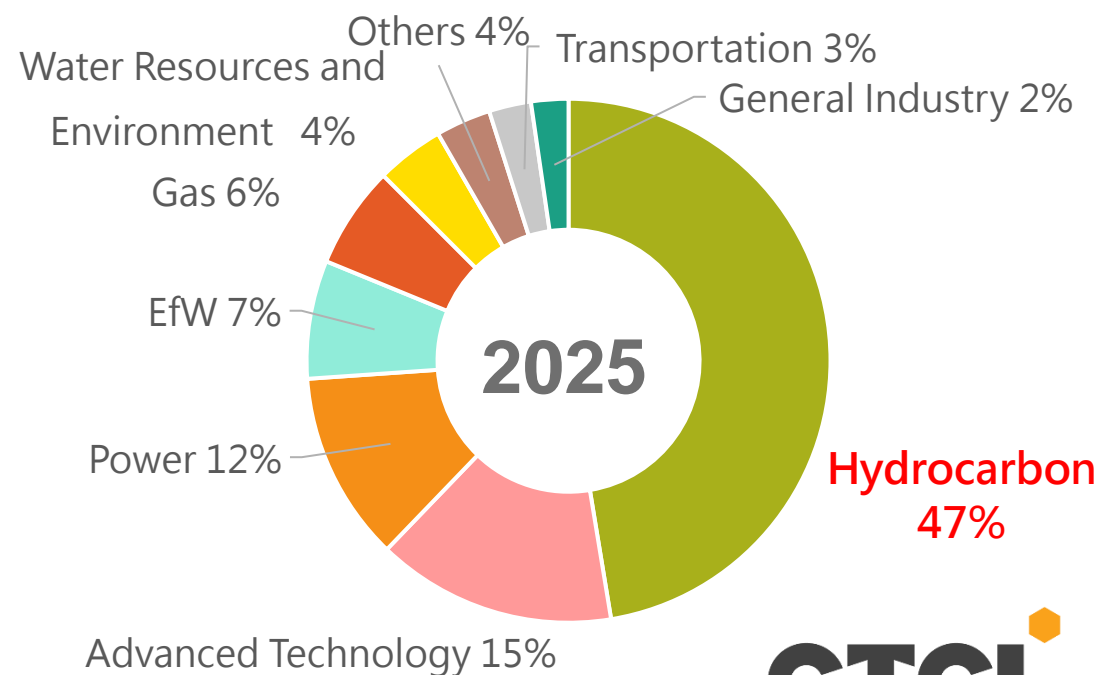
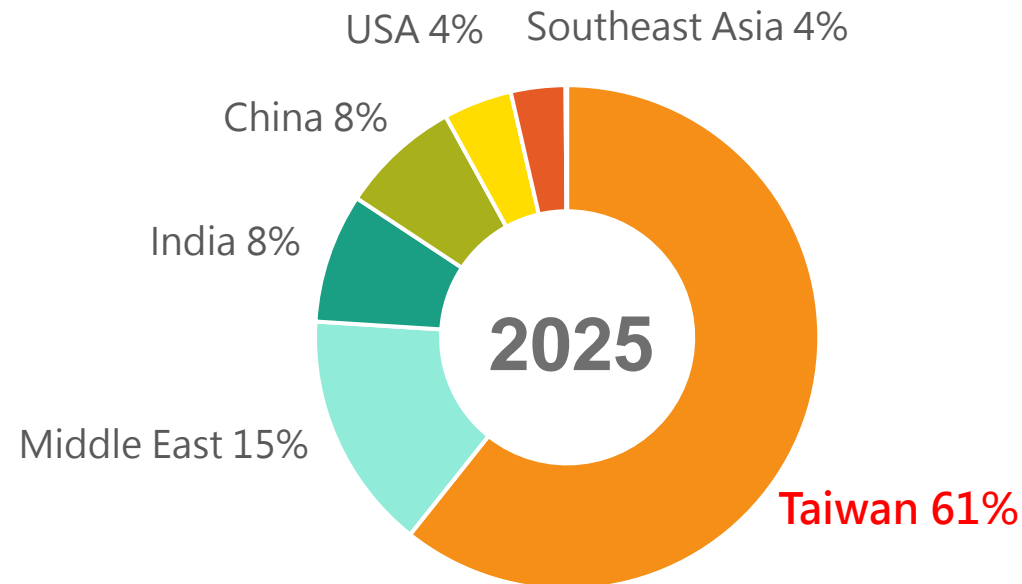
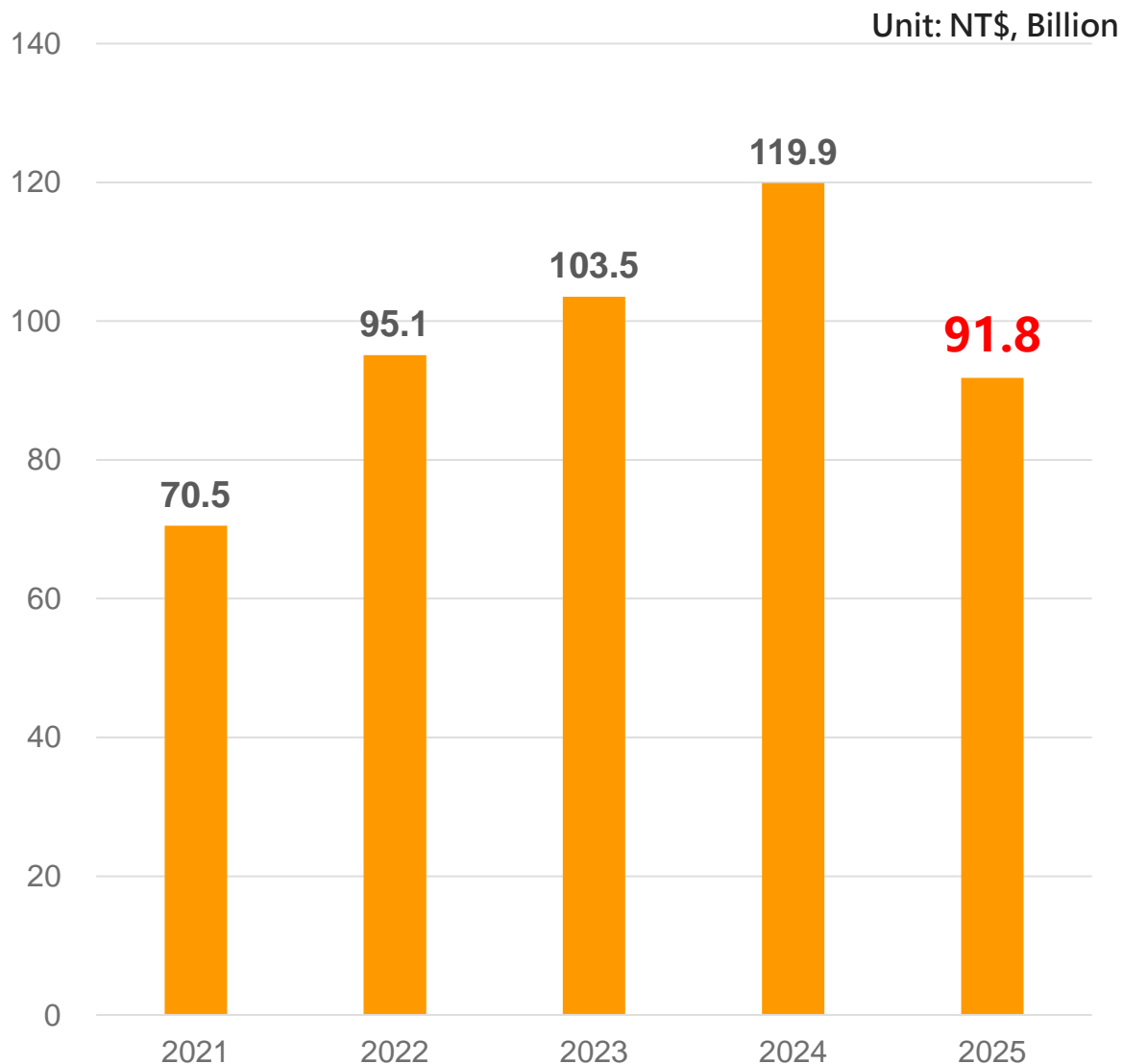
New Contracts and Distribution



Backlog and Distribution



Revenue and Distribution



Financial Highlights

2025 Consolidated Income Statement

Unit: NT\$, Thousand

	2025/1/1~12/31		2024/1/1~12/31		YOY
	Amount	%	Amount	%	%
Sales Revenues	91,848,234	100%	119,924,617	100%	-23%
Operating costs	(82,472,567)	-90%	(113,326,658)	-94%	-27%
Gross Profit	9,375,667	10%	6,597,959	6%	42%
Operating expenses	(5,325,084)	-6%	(2,267,450)	-2%	135%
Operating Income	4,050,583	4%	4,330,509	4%	-6%
Total non-operating income and expenses	32,353	0%	49,131	0%	-34%
Profit before income tax	4,082,936	4%	4,379,640	4%	-7%
Income Tax Expense	(1,325,677)	-1%	(1,444,724)	-1%	-8%
Profit (Loss) for the period	2,757,259	3%	2,934,916	3%	-6%
Profit (Loss) attributable to Owners of the parent	1,691,361	2%	1,942,383	2%	-13%
Total basic earnings (Loss) per share	1.91		2.21		-14%

* Q4 Financials (single quarter): EPS of 2.14

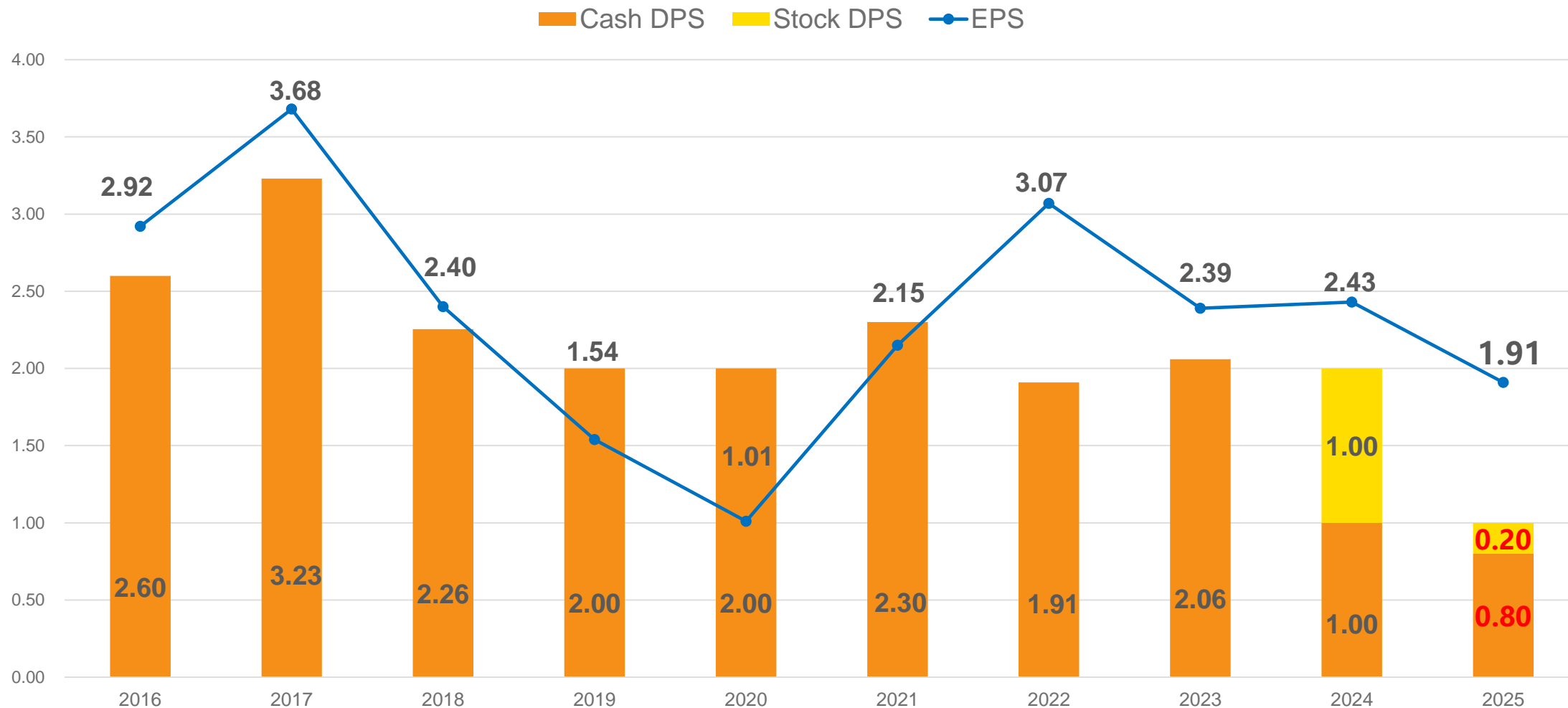
2025 Consolidated Balance Sheet

Unit: NT\$, Thousand

	2025/12/31		2024/12/31	
	Amount	%	Amount	%
Current assets*	86,321,951	62%	75,619,528	60%
Non-current assets	53,738,510	38%	49,613,363	40%
Total assets	140,060,461	100%	125,232,891	100%
Current liabilities	83,438,168	60%	74,912,652	60%
Non-current liabilities	31,105,903	22%	25,651,870	20%
Total Liabilities	114,544,071	82%	100,564,522	80%
Equity attributable to owners of The parent	20,274,025	14%	19,646,302	16%
Non-controlling interests	5,242,365	4%	5,022,067	4%
Total equity	25,516,390	18%	24,668,369	20%
Total liabilities and equity	140,060,461	100%	125,232,891	100%

*Cash and cash equivalents in current assets are NT\$36.19 billion

Dividend Payout



Business Outlook

Project Execution Capability (1/2)

Key Ongoing Projects	
LNG (Receiving Terminal and Tank)	Mailiao Cogeneration LNG Receiving Terminal EPC Project
	CPC Intercontinental LNG Receiving Terminal EPC Project
	CPC Guantang LNG Receiving Terminal EPC Project
Gas-Fired Power Plant	Taipower Tungxiao Combined Cycle Power Plant Phase II EPC Project
	Taipower Talin Combined Cycle Power Plant EPC Project
	Taipower Hsinta Combined Cycle Power Plant EPC Project
	Taipower Taichung Combined Cycle Power Plant EPC Project
	Kuokuang Combined Cycle Power Plant Phase II EPC Project
Refining & Petrochemical Transformation	CPC Talin Refinery Storage Tanks and Loading Terminal EPC Project
	RLPP Ethylene Cracker EPC Project, Qatar
	Adani Coal-to-PVC Project Engineering Design, India
	SASREF Ethane Cracker Project Engineering Design, Saudi Arabia

Representative Projects



✓ **18 Natural Gas Storage Tanks:
3.155 Million m³**



✓ **21 Gas-Fired Power Plants:
Total Capacity of 26,795 MW**



✓ **Multiple Large Ethylene Cracker
Projects in the Middle East –
Total Capacity: 5.4 MMTA**

✓ **PTA Projects Worldwide –
Total Capacity: 81 MMTA**

Project Execution Capability (2/2)

Key Ongoing Projects	
Circular Economy and Zero Waste	Chiayi City Green Energy Circular Economy Center BOT Project
	Tainan Science Park Resource Recycling Center Expansion EPC Project
Water Resources	Southern Taiwan Science Park Reclaimed Water Plant Expansion & O&M Project
Green Energy	Haixia Offshore Wind Farm / Fengmiao No.1 Offshore Wind Farm – Substructure Design
	Formosa 3 Offshore Wind Farm Phase 1 Onshore Substation Preliminary Works
	Solar Power: Project Development & Investment (148 MW) / Operations & Maintenance (467 MW)
	Taipower Frequency Regulation Reserve Ancillary Services (5 MW)
Rail Transportation	Taipei MRT Wanda Line Phase 1 E&M Systems Project
	Taipei MRT Wanda Line Phase 2 E&M Systems Project
	Taipei MRT Circular Line Phase 2 E&M Systems Project
	Taichung MRT Blue Line – E&M Systems, Depot and Main Substation EPC Project
New Technologies	CPC Miaoli Carbon Storage Pilot Project
	High-Tech Plant Zero-Waste Center Carbon Capture Pilot Project

Representative Projects



✓ Waste Treatment Design Capacity: 16,109 tons/day



✓ Wastewater Treatment Capacity: 276,000 tons/day
 ✓ Reclaimed Water Treatment Capacity: 146,000 tons/day
 ✓ Seawater Desalination Supply: 100,000 tons/day



✓ Rail Transportation Projects: 18 Projects, Totaling 683.03 km

Focusing Potential Markets



High-Tech and AI Opportunities

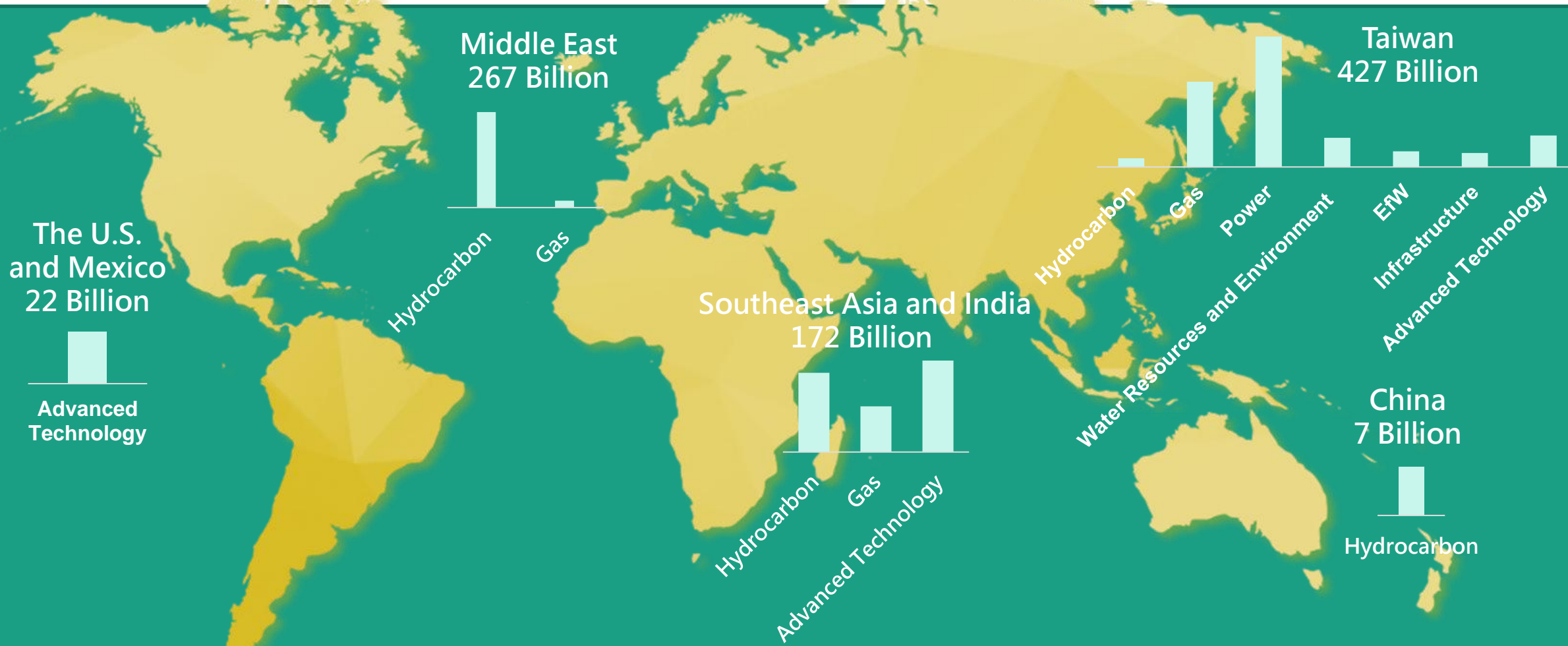
- ✓ Semiconductor
- ✓ Data Center
- ✓ Electronic Component
- ✓ Automobile / EV / Battery

ESG Opportunities

- ✓ LNG (Receiving Terminal and Tank)
- ✓ Gas-Fired Power Plant
- ✓ Green Energy
- ✓ Water Resources
- ✓ Circular Economy and Zero Waste
- ✓ Refining and Petrochemical Transformation
- ✓ Rail Transportation
- ✓ New Technologies (Carbon Capture/Injection, Hydrogen)

Potential Opportunities in the Coming 12 Months

Potential Opportunities in the Coming 12 months: NT\$895 billion



High-Tech & AI Opportunities (1/2)

✓ Advantages:

Differentiated Advantages

- **Total Solution** → EPC Projects
 - E: Deep involvement in early-stage design
 - P: Extensive global supply chain resources
 - C: Facility construction – Cleanrooms
- **Providing Global Services** → Combining Overseas Subsidiaries to Exploring Global Business Opportunities
 - Rapid response to customer needs with localized services

🎯 Business Opportunity:

- Trump 2.0: America First Policy
→ Electronics manufacturing/assembly continues relocating, accelerating supply chain restructuring
- Growing focus on semiconductor self-sufficiency
→ Overseas semiconductor and packaging & testing facility opportunities
- AI development – Computing power as national strength
→ AI computing and data center opportunities

Semiconductor (Wafer Fab, Packaging & Test)



200+bn

Data center



50+bn

Electronic Component (3C, Server, PCB, CCL)



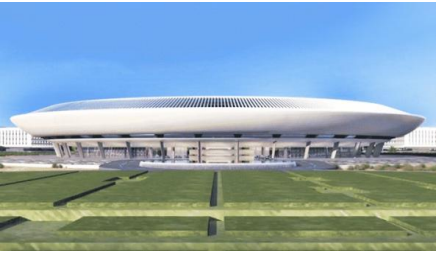
56+bn

Automobile / EV / Battery



9+bn

High-Tech & AI Opportunities (2/2)



Taiwanese Semiconductor Factory Construction Project
(Arizona)



Electronics Assembly Plant Projects in India



U.S. Data Center Building Project in Taoyuan, Taiwan



Guangzhou TFT-LCD Panel Plant Cleanroom Construction Project



EMC Copper Foil Substrate Factory Construction Project
(Penang)



Hofa Industrial Park Lithium Battery Project
(Kaohsiung)



Establish benchmark projects to further expand overseas opportunities

Recent Major Achievements

- U.S. Memory Company Factory Building Project in Taiwan
- U.S. Data Center Building Project in Taiwan
- Hofa Industrial Park Lithium Battery Project in Kaohsiung
- Construction works for Taiwan companies overseas factories (India, Vietnam, Malaysia, the United States)

Opportunities – LNG (Receiving Terminal and Tank)

Market Opportunities: NT\$420bn

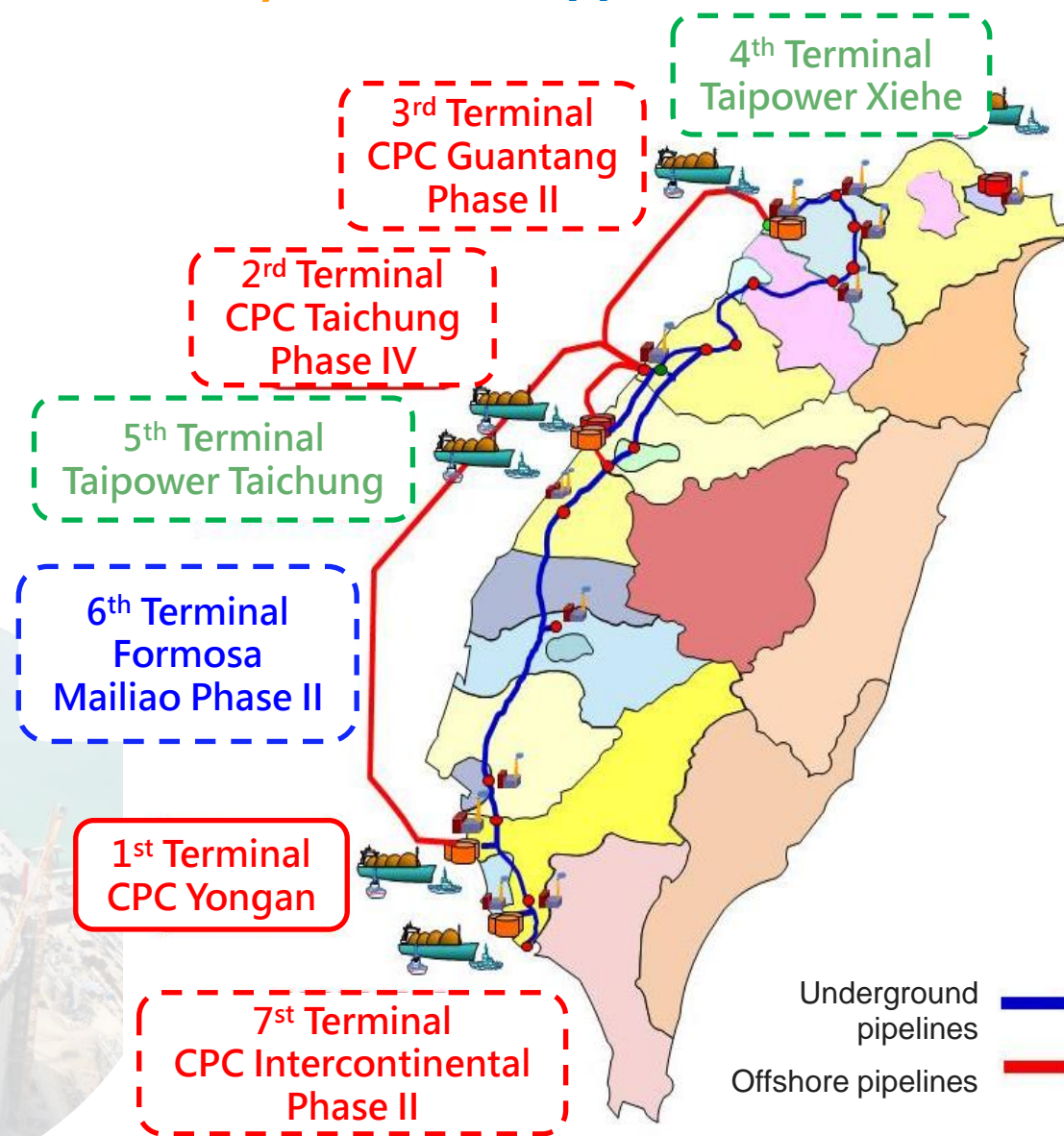
✓ Advantages:

- The only company in Taiwan capable of delivering large-scale LNG regasification and storage tank projects exceeding NT\$10 billion
- The CPC Dalin LNG receiving terminal tank project under construction will provide the largest LNG storage capacity in Taiwan
- Expanding into the LNG export market and pursuing natural gas opportunities across Asia

🎯 Business Opportunity:

- New LNG receiving terminal projects by Taipower and CPC
- Natural gas opportunities across Asia (India, Thailand, Vietnam)
- LNG export market opportunities

Domestic Natural Gas Opportunities



ESG Opportunities – Gas-Fired Power Plants

Market Opportunities: NT\$300bn

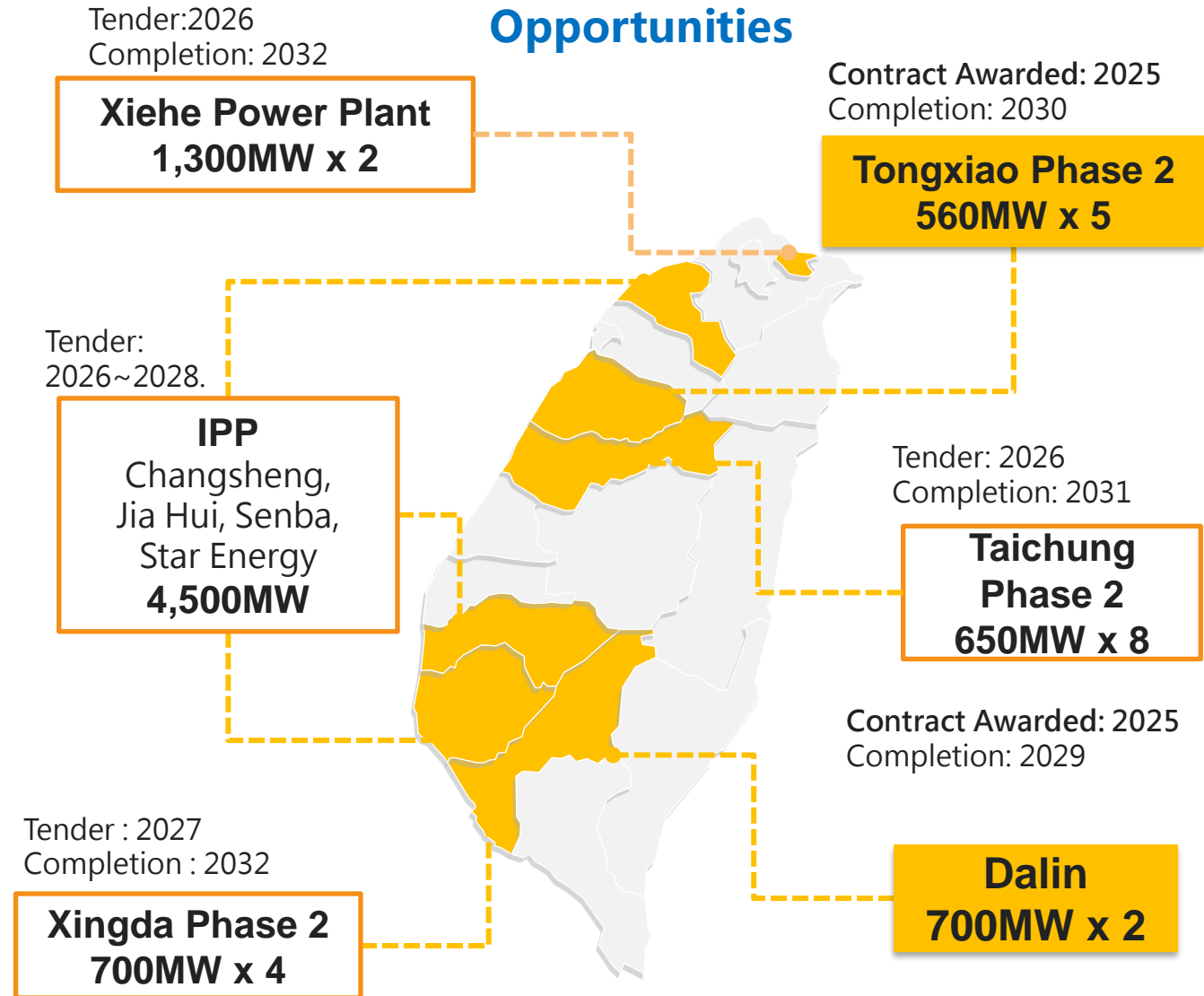
✓ Advantages:

- 70% market share in Taiwan's gas-fired power plants, with expansion into gas-fired power opportunities across Asia.

🎯 Business Opportunity:

- Taiwan power plant opportunities → New projects by Taipower and Independent Power Producers (IPP)
- AI-driven technology demand → Net addition of 12.2 GW of gas-fired capacity expected between 2025 ~ 2034
- Rapidly rising power demand from U.S. AI infrastructure → Partnering with global equipment suppliers to pursue U.S. power plant projects
- Energy transition in Southeast Asia expected to mature over the next three years → Actively pursuing IPP investment projects with international developers

Domestic Power Plant Opportunities



ESG Opportunities - Green Energy

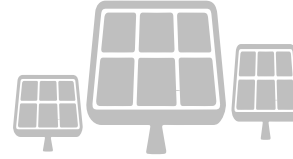
Offshore Wind



Business Opportunity:

- Future Targets: 2026- 5.6 GW ; 2030- 10.9 GW 2032- 13.9 GW ; 2035- 18.4 GW
- Phase III Block Development : Cumulative release of 15 GW from 2026 ~ 2035
- Onshore substations EPC project and design of offshore substations
- New business opportunities for floating offshore wind power

Solar Photovoltaic and Energy Storage



Business Opportunity:

- Renewable energy to account for 30% by 2030
- Future Targets: 2030- 31.2 GW ; 2032- 32.7 GW
- Green power procurement for large electricity consumers
- Global markets with mature policies and green energy incentives

ESG Opportunities – Water Resources

Market Opportunities: NT\$150bn



TSMC Tainan Science Park Reclaimed Water Plant



Hsinchu Desalination Plant Construction and Operation Maintenance



Construction of sewage sewer system in Zhongli area



Kaohsiung Fengshan Creek Reclaimed Water Plant



Kaohsiung Linhai Sewage Treatment and Reclaimed Water Plant



Taoyuan North District Water Recycling Center Reclaimed Water Plant

✓ Advantages:

- With the most water resources life cycle performance and technology
- The only professional company with municipal wastewater, industrial wastewater treatment and seawater desalination strength
- Gradually enter the overseas market

🎯 Business Opportunity:

- Planned reclaimed water plants process total 628,100CMD in Taiwan.
- Planned capacity of desalination plants is approximately 1,080,000CMD. Chiayi, North Kaohsiung, and South Kaohsiung (in the feasibility assessment Phase II), Taichung and Pingtung (in the planning).
- Leveraging the experience from the Southern Taiwan Science Park Reclaimed Water Plant to expand into international high-tech markets
 - Pursuing a reclaimed water project for a U.S. memory manufacturer's Singapore facility (20,000 tons/day)
 - Targeting a reclaimed water project in Arizona, USA (28,000 tons/day)

ESG Opportunities - Circular Economy and Zero Waste

Group Indicative Performance



Chiayi City The Green Energy Sustainable Circulation Center



Changbin Low Carbon Carbon Recycling and Disposal Center



Taoyuan Waste Solvent Recycling Plant



Taoyuan Biomass Energy Center



Macau EfW Center

✓ Advantages:

- The only professional company in Taiwan with the track records and technology covering the entire life cycle of investment, construction and operation of the EfW industry.
- Scope covering waste treatment for science parks, industrial, and commercial sectors.
- Operate 11 of Taiwan's 23 private large-scale EfW centers.
- The first company in Taiwan to export to overseas.

🎯 Business Opportunity:

- Replacement or expansion of 6 EfW centers in the next five years
- Science park/industrial/commercial waste treatment
- Opportunities for Taiwan companies energy resource and zero-waste centers in overseas
- The energy resource center market in Southeast Asia is expected to gradually mature over the next three years → Actively pursuing investment projects by international developers.

ESG Opportunities - Refining & Petrochemical Transformation



**Market Opportunities:
NT\$500 bn**

Business Opportunity:

- Global energy transition policies creating opportunities in large-scale natural gas projects and sustainable energy development
- Opportunities in Liquids to Chemicals (LTC), chemical recycling, low-carbon products, and related technologies
- Revamp and upgrade programs for existing refinery and petrochemical complexes in the Middle East, promoting integration and value-added strategies while strengthening natural gas and downstream petrochemical development
- Opportunities in high value-added and specialty chemicals to support demand from the semiconductor, electronics, and advanced manufacturing industries

Advantages:

- Flagship products with global competitiveness, continuing to expand into international markets
- Extensive experience and proven track record in major petrochemical and refining projects both domestically and internationally
- Strong and well-established partnerships with international technology providers
- Long-standing collaborative relationships with major international project owners through years of project execution

ESG Opportunities - Rail Transportation

✓ Advantages:

- Taiwan's mechanical and electrical system turnkey manufacturer, with the highest market share
- One of the representative manufacturers of rail industry localization.

🎯 Business Opportunity:

- Planned to launch 10 track construction plans, with a total length of approximately 110 kilometers, and a total budget of more than NT\$200 bn for electromechanical systems from 2025 to 2028
- Localize the rail industry and support domestic light rail manufacturers.
- Southeast Asia (such as Thailand) MRT projects.



Market Opportunities: NT\$100 bn

Market	Opportunity	Bidding year
Public Transportation & Rapid Transit System Office of Taichung City	MRT Blue Line Extension to Taiping	2027
	MRT Green Line Dakeng–Changhua Extension	2027
	MRT Airport Line (Orange Line)	2027
Tainan Rapid Transit Office	Advanced Transportation System Phase1 Blue Line	2026

ESG Opportunities - New Technologies

(Carbon Capture/Injection, Hydrogen)



Domestic owners invest in carbon capture and carbon storage (CCS) initiatives

Business Opportunity:

- Carbon capture devices in Taoyuan, Dalin, and Linyuan refineries.
- Carbon storage pilot program in central Taiwan.
- Million-tons scaled offshore carbon storage in Taiwan, and the long-term marine storage sites to be evaluated.
- Growth in Taiwan's low-carbon power generation is driving related opportunities in carbon capture.
- Malaysia Carbon storage

Global developers focus on hydrogen energy and its value chain

Business Opportunity:

- Policy Target: 7.3~9.5 GW of hydrogen energy installations by 2050
- CPC establishes hydrogen refueling stations and liquid hydrogen receiving terminals; Taiwan Fertilizer Corp. develops liquid ammonia facilities.
- Sarbic Blue Hydrogen Project in Saudi Arabia



