

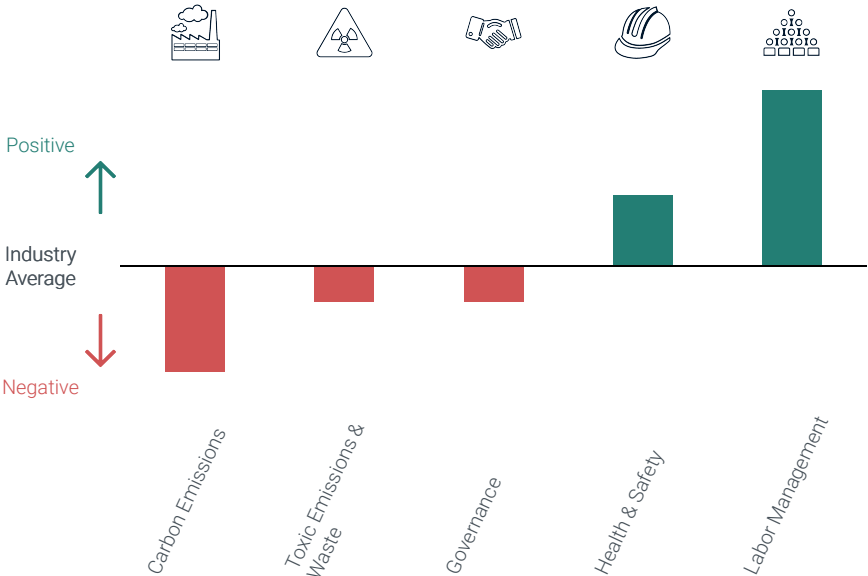
# TCC Group Holdings CO., LTD. (1101)

## Construction Materials | TW

Leads peers in labor management and employee safety efforts; lags in corporate governance practices

### Score attribution by key issue

This chart highlights the company's positioning relative to the industry average for each Key Issue that contributed to its ESG Rating as of August 14, 2024.



### Last ESG Rating action

Rating action date: November 24, 2023

Taiwan Cement's rating is unchanged at 'A'.

Cement manufacturing is generally labor intensive. Taiwan Cement maintains strong labor management practices relative to industry peers. The company has practices such as provision of stock options and non-pay benefits to all employees. Taiwan Cement's workplace safety efforts include certification to ISO 45001 for all manufacturing plants and regular safety audits. The company's corporate governance practices continue to trail those of global and home market peers.

- ▶ Cement manufacturers may face occupational safety risks. Taiwan Cement leads peers on employee safety management. It reduced fatalities to zero in FY 2022, after reporting one contractor fatality each over the last two years. Moreover, its total recordable injury rate, which increased to 1.95 per million hours in FY 2022 from 0.50 in FY 2021, continued to be lower than the industry average of 8.73 as of January 2023.
- ▶ Manufacture of cement typically entails high carbon emissions. Taiwan Cement's carbon mitigation programs are on par with those of peers. The company's Scope 1+2 GHG intensity of 7,042.2 tCO<sub>2</sub>e/USD in FY 2022 was higher than the industry average of 4,809.1 tCO<sub>2</sub>e/USD million sales as of January 2023.
- ▶ While Taiwan Cement's board is majority independent of management, it is potentially entrenched: 5 (of 15) members have served the company for over 15 years as of FY 2022. Long tenures may impede the directors' independence in board deliberations. Furthermore, as of May 2023, we found limited disclosures on executive pay.

Analyst: Ajay Lobo

# MSCI

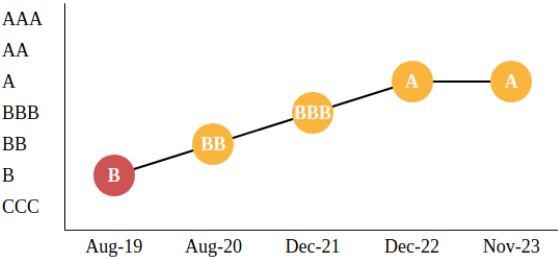
## ESG RATINGS



CCC	B	BB	BBB	A	AA	AAA
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RATING ACTION DATE: November 24, 2023  
LAST REPORT UPDATE: August 14, 2024

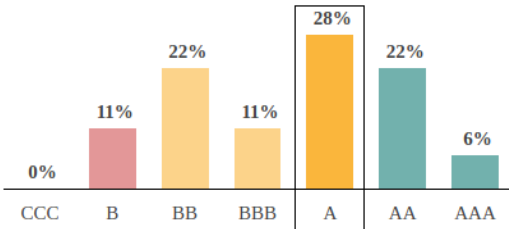
### ESG Rating history



ESG Rating history shows five most recent rating actions

### ESG Rating distribution

Universe: MSCI ACWI Index constituents, Construction Materials, n=18



### Key scores

	Weight	Score (0-10)
Industry-Adjusted Score (Last Updated: November 24, 2023)		6.5
Weighted-Average Key Issue Score (Last updated: August 02, 2024)		5.0
Environmental Pillar Score	39%	3.6
Social Pillar Score	28%	7.6
Governance Pillar Score	33%	4.3

### Report table of contents

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What is an ESG Rating? MSCI ESG Ratings aim to measure a company's resilience to long-term ESG risks. Companies are scored on an industry-relative AAA-CCC scale across the most relevant Key Issues based on a company's business model.

ESG Rating scorecard

As of August 14, 2024

KEY ISSUE	WEIGHT	INDUSTRY AVERAGE	SCORE (0-10)	CHANGE	EXPLANATION
Weighted-Average Key Issue Score		4.8	5.0		
> ENVIRONMENT	39%	3.4	3.6		
Carbon Emissions	20%	3.9	3.6		● 94% of revenues from more carbon-intensive business lines relative to peers
Toxic Emissions & Waste	19%	2.8	3.6		● 94% of revenues from business lines with relatively high toxic emissions and waste intensities
> SOCIAL	28%	4.3	7.6		
Health & Safety	14%	3.8	6.3		● Strong safety performance relative to peers
Labor Management	14%	4.7	9.0		● Limited risk of operational disruptions, employment litigation or reduced productivity relative to peers ● Robust compensation practices compared to peers, including stock-based awards
> GOVERNANCE	33%	4.6	4.3		
Corporate Governance		5.7	4.0		● The company falls into the lower scoring range relative to global peers, reflecting key areas of concern related to the board.
Corporate Behavior		5.0	7.3		● Evidence of detailed policies on business ethics and corruption

\* denotes company-specific Key Issue  
This table shows the Key Issue scores and weights contributing to the company's ESG Rating and any changes to those scores since the last ESG Rating action. The range of possible scores is 0-10, where 10 is best and 0 is worst.

Rating model details

Taiwan Cement was rated based on a standard version of the Construction Materials Industry ESG Rating Model.

MODEL VERSION: 4.2.2

Represents the MSCI ESG Ratings model version used to assess the company. Please refer to the "ESG Ratings Methodology" document for more details on the model versions.

Company Data Feedback response

Data feedback in last 12 months? \_\_\_\_\_ Yes  
Date of last feedback \_\_\_\_\_ Sep 2023

This section only captures inputs provided by companies through our online issuer portal that may have an impact on the weighted Key Issues for the company

Key documents used for updates, as of August 14, 2024

Company Filing	Fiscal Year	Filing Release Date	Incorporated in data and scores	Incorporated in ESG Rating
AR Filing	FY-2023	30 Apr. 2024	Partially Incorporated	Pending
CSR Filing	FY-2023	21 Nov. 2023	Pending	Pending
AR Filing	FY-2022	16 May. 2023	Fully Incorporated	24 Nov. 2023
CSR Filing	FY-2022	13 Jun. 2023	Fully Incorporated	24 Nov. 2023

Key document types reflected here include Annual Reports (AR), CSR, Sustainability or ESG reports. Partially Incorporated = some but not all of the underlying data and related scores reflect the latest filing; Pending = Not yet incorporated; Fully Incorporated = All relevant data from filing has been incorporated into the underlying data and scores. Updates related to Carbon data are not included here. Please refer to "Recent developments affecting ESG scores" for more information.

Recent developments affecting ESG scores

This table shows the last 10 score changes\* and rating actions that have occurred in the past 12 months.

Date ▲	Type	Score (0-10)	Change	Explanation
	Current Weighted-Average Key Issue Score	5.0		
Aug 02, 2024	Data Update: Corporate Governance		▲0.1	Flags Added: Pay Linked to Sustainability, Risk Management Expertise, Say on Pay Policy Flags Removed: CEO Equity Policy, Leadership Concerns Governance Score changed based on the listed Key Metric(s): Cross Shareholdings
Jul 12, 2024	Data Update: Corporate Governance		▼0.1	Governance Score changed based on the listed Key Metric(s): Entrenched Board
Nov 24, 2023	ESG Rating action	5.0	▲0.3	Taiwan Cement's rating is unchanged at 'A'.
Nov 24, 2023	Data Update: Carbon			Decrease in performance score, management score
Oct 10, 2023	Data Update: Carbon		▲0.1	Decrease in exposure score
Oct 05, 2023	Data Update: Exposure		▲0.1	Change in exposure score for the following Key Issue(s): Corporate Behavior, Health & Safety, Labor Management, Toxic Emissions & Waste,
Jul 21, 2023	Data Update: Corporate Governance		▼0.2	Flags Added: Entrenched Board Flags Removed: Risk Management Expertise
Mar 21, 2023	Data Update: Carbon		▼0.1	Decrease in performance score, management score
Dec 05, 2022	ESG Rating action	4.8	▲0.2	Taiwan Cement has been upgraded to 'A' from 'BBB'.
Dec 05, 2022	Data Update: Carbon			Decrease in performance score, management score

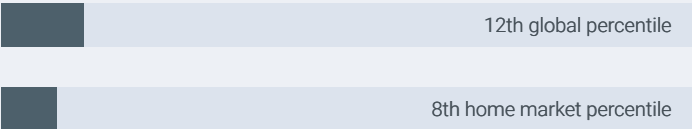
This table outlines the latest changes to specific data points that have occurred, the trigger for change (e.g. issuer feedback, data update or methodology enhancements) and the overall impact on the company's Weighted Average Key Issue Score.

[View additional recent developments affecting the ESG score](#)

Most recent controversies

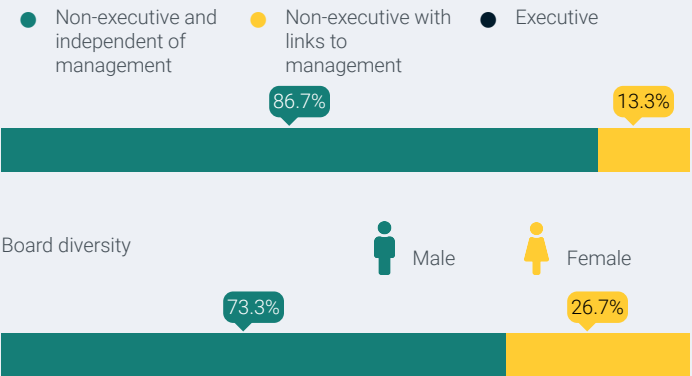
There are no recent new controversies or updates to ongoing controversies for this company.

Corporate governance summary



Board of directors

Board type: Unitary Board



Ownership summary

Capital structure	Multiple Equity Classes	Top shareholders Koo Family and Chang Family - 11.02% (CCTBC Investments Co., Ltd - 2.74% via Tian-Yi Huo - Chia Hsin Cement Corporation-3.35% via Kang-Lung Chang, Chia Hsin International -1.63% via Kang-Lung Chang International CSRC Investment Holdings Co - 1.59%, via Kung-Yi Koo - 0.01 Heng Qiang Investment Co., Ltd.- 1.57% via Tian-Yi Huo-0.13%)
Ownership classification	Principal Shareholder	
Key Owner Types	Family Firm	
Complex Ownership Structures	Cross Shareholdings	
CEO		
Name: Cheng Roman		Total realized pay*:USD .00
Tenure: 1 Year		Total summary pay*:USD .00

\*CEO pay figures are sourced from listed company annual reports and proxy filings. When a new CEO is named the pay figures for the previous CEO will be displayed until this information has been updated for the new CEO

Peer benchmarking

	Carbon Emissions	Toxic Emissions & Waste	Health & Safety	Labor Management	Corporate Governance	Corporate Behaviour	Rating & Trend
TCC Group Holdings CO., LTD.	●●●●	●●●●	●●●●●	●●●●●	●	●●●●●	A ◀▶
Beijing Oriental Yuhong Waterproof Technology Co., Ltd.	●●●●	●●●●	●●●	●●●●●	●●●	●	A
CHINA JUSHI CO., LTD	●●●	●●●●●	●●●●●	●●●●●	●	●●	BBB ◀▶
Asia Cement Corporation	●●●	●●	●●	●●●●●	●	●●●	BB ▲
SHREE CEMENT LIMITED	●●	●●●	●	●●	●●	●●	BB ◀▶
ACC LIMITED	●●●	●●	●	●●	●	●●	B ◀▶

QUARTILE KEY : Bottom Quartile ● Top Quartile ●●●●●

RATING TREND KEY : Maintain ◀▶ Upgrade ▲ Upgrade by two or more notches ▲▲ Downgrade ▼ Downgrade by two or more notches ▼▼

The five industry peers are companies in the Construction Materials ESG Rating Industry, as of August 14, 2024, selected based on similarities in four attributes (ESG Key Issue weights, industry classification, region, and size), sorted by ESG Rating (best to worst).



## ESG Rating drill down

Description	As of prior rating action date: Dec 05, 2022		As of last rating action date: Nov 24, 2023		As of last report update date: Aug 14, 2024		Difference	
	Score	Weight	Score	Weight	Score	Weight	Score	Weight
ESG Rating Letter Grade	A		A		A		-	-
Industry Adjusted Score	6.3		6.5		6.5		-	-
Industry Minimum Score	1.5		1.4		1.4		-	-
Industry Maximum Score	6.7		6.9		6.9		-	-
Weighted Average Key Issue Score	4.8		5.0		5.0		-	-
Environmental Pillar Score	3.8	39.0%	3.6	39.0%	3.6	39.0%	-	-
Carbon Emissions Key Issue Score	4.2	20.0%	3.6	20.0%	3.6	20.0%	-	-
Exposure Score	10.0		9.9		9.9		-	-
Business Segment Exposure Score	9.5		9.1		9.1		-	-
Geographic Exposure Score	5.9		5.9		5.9		-	-
Management Score	7.2		6.5		6.5		-	-
Management Score - Excluding Controversies	7.2		6.5		6.5		-	-
Practices Score	8.5		8.5		8.5		-	-
Performance Score	4.5		2.5		2.5		-	-
Toxic Emissions & Waste Key Issue Score	3.3	19.0%	3.6	19.0%	3.6	19.0%	-	-
Exposure Score	9.4		9.2		9.2		-	-
Business Segment Exposure Score	9.4		9.2		9.2		-	-
Management Score	5.7		5.8		5.8		-	-
Management Score - Excluding Controversies	5.7		5.8		5.8		-	-
Practices Score	6.5		6.5		6.5		-	-
Performance Score	4.1		4.4		4.4		-	-
Controversy Deduction	0.0		0.0		0.0		-	-
Social Pillar Score	6.5	28.0%	7.6	28.0%	7.6	28.0%	-	-
Health & Safety Key Issue Score	4.7	14.0%	6.3	14.0%	6.3	14.0%	-	-
Exposure Score	8.3		7.7		7.7		-	-
Business Segment Exposure Score	7.2		6.7		6.7		-	-
Geographic Exposure Score	6.5		6.5		6.5		-	-
Management Score	6.0		7.0		7.0		-	-
Management Score - Excluding Controversies	6.0		7.0		7.0		-	-
Practices Score	6.5		6.5		6.5		-	-
Performance Score	5.0		7.9		7.9		-	-
Controversy Deduction	0.0		0.0		0.0		-	-
Labor Management Key Issue Score	8.3	14.0%	9.0	14.0%	9.0	14.0%	-	-
Exposure Score	6.2		6.2		6.2		-	-
Business Segment Exposure Score	7.2		7.0		7.0		-	-
Geographic Exposure Score	6.3		6.3		6.3		-	-
Company-Specific Exposure Score	3.8		3.9		3.9		-	-
Management Score	7.5		8.2		8.2		-	-
Management Score - Excluding Controversies	7.5		8.2		8.2		-	-

Description	As of prior rating action date: Dec 05, 2022		As of last rating action date: Nov 24, 2023		As of last report update date: Aug 14, 2024		Difference	
	Score	Weight	Score	Weight	Score	Weight	Score	Weight
Practices Score	7.5		8.2		8.2		-	-
Controversy Deduction	0.0		0.0		0.0		-	-
Governance Pillar Score*	4.5	33.0%	4.3	33.0%	4.3	33.0%	-	-
Governance Pillar Deductions**	-5.5		-5.7		-5.7		-	-
Corporate Governance Deductions	-4.2		-4.7		-4.7		-	-
Board	-1.8		-2.3		-2.4		-0.1	-
Pay	-1.3		-1.3		-1.3		-	-
Ownership & Control	-1.0		-0.9		-0.9		0.1	-
Accounting	-0.1		-0.1		-0.1		-	-
Corporate Behavior Deductions	-1.3		-1.1		-1.1		-	-
Business Ethics	-1.3		-1.1		-1.1		-	-
Tax Transparency	0.0		0.0		0.0		-	-

\*\*Beginning November 2020, the Environmental Pillar Score and Social Pillar Score are calculated based on the weighted average of underlying Key Issue Scores, while the Governance Pillar Score is calculated based on 10 minus the sum of Corporate Governance and Corporate Behavior deductions. In the ESG Rating drill-down, deductions are scaled to indicate impact on the overall Governance Pillar Score. In subsequent sections of the report, deductions are scaled to show impact on the Corporate Behavior and Corporate Governance Theme Scores.

Overflow table: Recent developments affecting ESG scores

Date ▲	Type	Score (0-10)	Change	Explanation
	Current Weighted-Average Key Issue Score	5.0		
Aug 02, 2024	Data Update: Corporate Governance		▲0.1	<b>Flags Added:</b> Pay Linked to Sustainability, Risk Management Expertise, Say on Pay Policy <b>Flags Removed:</b> CEO Equity Policy, Leadership Concerns <b>Governance Score changed</b> based on the listed Key Metric(s): Cross Shareholdings
Jul 12, 2024	Data Update: Corporate Governance		▼0.1	<b>Governance Score changed</b> based on the listed Key Metric(s): Entrenched Board
Nov 24, 2023	ESG Rating action	5.0	▲0.3	Taiwan Cement's rating is unchanged at 'A'.
Nov 24, 2023	Data Update: Carbon			Decrease in performance score, management score
Oct 10, 2023	Data Update: Carbon		▲0.1	Decrease in exposure score
Oct 05, 2023	Data Update: Exposure		▲0.1	Change in exposure score for the following Key Issue(s): Corporate Behavior, Health & Safety, Labor Management, Toxic Emissions & Waste,
Jul 21, 2023	Data Update: Corporate Governance		▼0.2	<b>Flags Added:</b> Entrenched Board <b>Flags Removed:</b> Risk Management Expertise
Mar 21, 2023	Data Update: Carbon		▼0.1	Decrease in performance score, management score
Dec 05, 2022	ESG Rating action	4.8	▲0.2	Taiwan Cement has been upgraded to 'A' from 'BBB'.
Dec 05, 2022	Data Update: Carbon			Decrease in performance score, management score
Jul 08, 2022	Data Update: Corporate Governance		▲0.1	<b>Flags Removed:</b> No Nomination Committee
Jun 13, 2022	Methodology Update: ESG Ratings	4.5	▲0.1	Methodology Enhancements: scores recalculated to reflect enhancements to the ESG Ratings model.
Apr 29, 2022	Data Update: Corporate Governance		▲0.2	<b>Flags Removed:</b> Overboarded Exec Directors
Apr 26, 2022	Data Update: Exposure		▼0.1	Change in exposure score for the following Key Issue(s): Corporate Behavior, Labor Management,
Mar 11, 2022	Data Update: Corporate Governance		▼0.1	<b>Governance Score changed</b> based on the listed Key Metric(s): Cross Shareholdings
Mar 04, 2022	Data Update: Corporate Governance		▲0.1	<b>Governance Score changed</b> based on the listed Key Metric(s): Asset-Liability Valuation, Expense Recognition, Cross Shareholdings
Dec 17, 2021	ESG Rating action	4.3	▲0.1	Taiwan Cement has been upgraded to 'BBB' from 'BB'.



Dec 07, 2021	Data Update: Carbon		▼0.1	Decrease in performance score, management score
Nov 19, 2021	Data Update: Corporate Governance		▼0.1	<b>Governance Score changed</b> based on the listed Key Metric(s): Asset-Liability Valuation, Expense Recognition, Revenue Recognition
Oct 22, 2021	Data Update: Corporate Governance		▼0.1	<b>Flags Added:</b> CEO Equity Policy, Combined CEO/Chair
Oct 20, 2021	Data Update: Controversies		▲0.2	Minor controversy case(s): (1) China: CNY 300,000 SAMR penalty for the alleged failure to declare joint venture with OYAK
Sep 28, 2021	Issuer Verification: ESG		▲0.3	Feedback provided on Health & Safety, Labor Management and Toxic Emissions & Waste
Aug 10, 2021	Data Update: Corporate Governance		▼0.2	<b>Governance Score changed</b> based on the listed Key Metric(s): Revenue Recognition, Asset-Liability Valuation, Entrenched Board
Jun 18, 2021	Data Update: Corporate Governance		▲0.2	<b>Flags Removed:</b> Multiple Equity Classes with Different Voting Rights <b>Governance Score changed</b> based on the listed Key Metric(s): Related Party Transactions
Jun 11, 2021	Data Update: Corporate Governance		▼0.2	<b>Flags Added:</b> Multiple Equity Classes with Different Voting Rights <b>Flags Removed:</b> Business Combination Provision <b>Governance Score changed</b> based on the listed Key Metric(s): Asset-Liability Valuation, Expense Recognition, Revenue Recognition, Cross Shareholdings
Mar 05, 2021	Data Update: Corporate Governance		▼0.1	<b>Flags Added:</b> Overboarded Exec Directors
Feb 10, 2021	Issuer Verification: ESG		▲0.1	Feedback provided on Health & Safety and Toxic Emissions & Waste
Nov 05, 2020	Methodology Update: ESG Ratings	3.6	▼0.4	Methodology Enhancements: scores recalculated to reflect enhancements to the ESG Ratings model.
Oct 23, 2020	Data Update: Governance		▲0.1	<b>Governance Score changed</b> based on the listed Key Metric(s): Asset-Liability Valuation, Expense Recognition, Revenue Recognition
Aug 31, 2020	ESG Rating action	3.9	▲0.1	Taiwan Cement has been upgraded to 'BB' from 'B'.
Aug 31, 2020	Data Update: Governance			<b>Flags Added:</b> Revenue Recognition <b>Governance Score changed</b> based on the listed Key Metric(s): Asset-Liability Valuation, Expense Recognition
Aug 18, 2020	Data Update: Carbon		▲0.3	Increase in practices score, management score, exposure score
Aug 14, 2020	Data Update: Governance		▲0.2	<b>Flags Removed:</b> Revenue Recognition <b>Governance Score changed</b> based on the listed Key Metric(s): Asset-Liability Valuation, Expense Recognition



Jun 26, 2020	Data Update: Governance	▼0.1	Flags Removed: Asset-Liability Valuation, Expense Recognition Governance Score changed based on the listed Key Metric(s): Revenue Recognition
Jun 23, 2020	Data Update: Governance	▲0.2	Flags Added: Asset-Liability Valuation, Expense Recognition Flags Removed: Leadership Concerns Governance Score changed based on the listed Key Metric(s): Revenue Recognition
Jun 19, 2020	Data Update: Governance	▼0.1	Flags Added: Leadership Concerns
Jun 16, 2020	Data Update: Governance	▲0.1	Flags Added: Audit Committee Industry Expert, Business Combination Provision, Combined CEO/Chair Flags Removed: Director Removal Without Cause, Leadership Concerns Governance Score changed based on the listed Key Metric(s): Cross Shareholdings, Asset-Liability Valuation, Expense Recognition, Revenue Recognition
Dec 20, 2019	Data Update: Governance	▼0.3	Flags Added: Overboarded Audit Committee Members, Overboarded Non-Exec Directors Governance Score changed based on the listed Key Metric(s): Related Party Transactions
Aug 05, 2019	ESG Rating action	3.1	Taiwan Cement has been upgraded to 'B' from 'CCC'.



# Corporate Governance

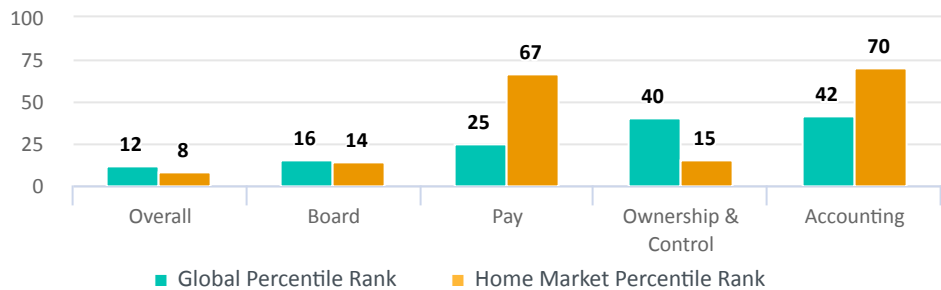
Score	Change (since rating)	Quartile	Last score change date
4.0	0.0	<div></div>	Jul 24, 2024

Market Cap:8,012,635,096 USD

Home Market: Taiwan

Last Data Update: Jul 24, 2024

## GOVERNANCE THEMES AND RANKINGS



## KEY DATES

Financial Year End	December 31
Annual Filing Date	Apr 30, 2024
AGM Date	May 21, 2024

## WEBSITE

<https://www.taiwancement.com/>

## SUMMARY

TCC Group Holdings falls into the lower scoring range for all the companies we assess relative to global peers, indicating the presence of significant risks in one or more areas. The key areas of concern relate to: the board.

*\*Key areas of concern include flagged key metrics within the three sub-issues that represent the largest scoring deductions. Please review the full report to see the complete set of flagged key metrics.*

## KEY AREAS OF CONCERN\*

## SCORING DEDUCTIONS

<b>Board Skills &amp; Diversity</b>	(-1.30)
<div>Entrenched Board</div>	
<div>Risk Management Expertise</div>	
<div>Not 30% Female Directors</div>	
<b>Pay Figures</b>	(-1.20)
<div>Executive Pay Disclosure</div>	
<b>Ownership Structure</b>	(-0.80)
<div>Cross Shareholdings</div>	

CORPORATE GOVERNANCE SCORE HISTORY



CHANGES TO FLAGGED KEY METRICS (SINCE APRIL 2023)

Key Metric	Key Metric Change	Date	Score Change	Change Notes
Say on Pay Policy	Flag Added	Aug 02, 2024	-0.10	
Risk Management Expertise	Flag Added	Aug 02, 2024	-0.20	
Pay Linked to Sustainability	Flag Added	Aug 02, 2024	-0.20	
Leadership Concerns	Flag Removed	Aug 02, 2024	0.30	
CEO Equity Policy	Flag Removed	Aug 02, 2024	0.20	
Say on Pay Policy	Flag Removed	Oct 02, 2023	0.10	
Leadership Concerns	Flag Added	Oct 02, 2023	-0.30	
Combined CEO/Chair	Flag Removed	Oct 02, 2023	0.20	
Risk Management Expertise	Flag Removed	Jul 18, 2023	0.20	
Entrenched Board	Flag Added	Jul 18, 2023	-0.80	

Note: A full list of score changes (including where there is no Key Metric Change) is included in the Appendix.

BOARD OVERVIEW

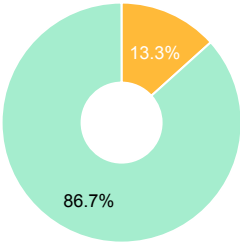
Board Type: Unitary Board

Board of Directors

Chair

An Ping (Nelson) Chang

Since: Jun 22, 2018



Executive Leadership

CEO

Cheng Roman

Since: Nov 21, 2022

CFO

Randy Yu

Since: Sep 13, 2022

■ Executive

■ Links to Management

■ Independent of Management

BOARD

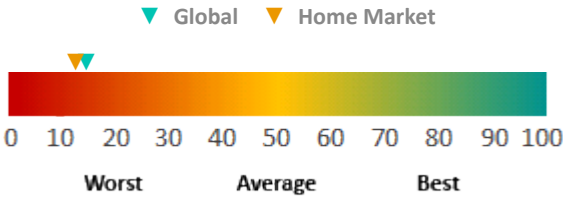
Certain aspects of the TCC Group Holdings board may not be well aligned with sustainable shareholder interests. We have flagged this board for potential concerns regarding the presence of certain related party transactions, possible board entrenchment and some non-executives may have too many other public board commitments.

0-10 Score	Global Percentile Rank	Home Market Percentile Rank
4.7	16 <sup>th</sup> (Below Average)	14 <sup>th</sup> (Below Average)

KEY METRICS SCORING

	Deduction
AUDIT OVERSIGHT	
⚑ Audit Committee Industry Expert	-0.10
⚑ Overboarded Audit Committee Members	-0.10
BOARD EFFECTIVENESS	
⚑ Overboarded Non-Exec Directors	-0.50
BOARD INDEPENDENCE	
⚑ Related Party Transactions	-0.20
⚑ Board Majority Independent of Other Interests	-0.30
BOARD LEADERSHIP	
⚑ Independent Chair	-0.10
⚑ Chair not Independent & No Independent Lead Director	-0.10
BOARD SKILLS & DIVERSITY	
⚑ Entrenched Board	-1.00
⚑ Risk Management Expertise	-0.20
⚑ Not 30% Female Directors	-0.10
NOMINATION PROCESS OVERSIGHT	
⚑ Nomination Committee Chair Independence	-0.10
PAY OVERSIGHT	
⚑ Pay Committee Concerns	-0.30

BOARD PERFORMANCE VS.



LEADERSHIP

CHIEF EXECUTIVE OFFICER

History	CEO Since	Until	Name	Gender	Age
Current	Nov 2022		Cheng Roman	M	

CHIEF FINANCIAL OFFICER

History	CFO Since	Until	Name	Gender	Age
Current	Sep 2022		Randy Yu	M	

CHAIR

History	Chair Since	Until	Name	Gender	Age
Current	Jun 2018		An Ping (Nelson) Chang	M	

BOARD OF DIRECTORS

The TCC Group Holdings board currently has an independent majority, which enables it to more effectively fulfill its critical function of overseeing management on behalf of shareholders.

Number of Board Meetings: 15

Non-executives meet in absence of Executives: No

Name	M/F	Age	Tenure (Years)	Boards	Independent of Mgmt	Independent of Other Interests	Management Link/ Designation Reason	Nationality
An Ping (Nelson) Chang COB I \$	M		6	2	Yes	No	Family Firm Director	Taiwan
Chi Chia Hsieh	M		21	2	Yes	No	Special Shareholder Representative	Taiwan
Chi-Te Chen	M		12	2	Yes	No	Special Shareholder Representative	Taiwan
Chien (James) Wen \$	M		21	1	Yes	No	Special Shareholder Representative	Taiwan
Chun Ying Liu	F		21	1	Yes	No	Special Shareholder Representative	Taiwan
Kang Lung (Jason) Chang I	M		12	1	No	No	Family relationship; Family Firm Director	Taiwan
Kenneth C.M. Lo \$	M		22	1	Yes	No	Special Shareholder Representative	Taiwan
Kung Yi Koo	M		6	1	No	No	Non-Executive Employee; Family relationship; Family Firm Director	Taiwan
Ling Tai (Lynette) Chou \$	F		6	1	Yes	Yes		Taiwan
Mei-Hwa Lin \$	F		3	1	Yes	Yes		Taiwan
Por-Yuan Wang \$	M		21	1	Yes	No	Special Shareholder Representative	Taiwan
Shiou-Ling (Sherry) Lin	F		3	1	Yes	Yes		Taiwan
Sun-Te (Eric) Chen \$	M	69	8	3	Yes	No	Special Shareholder Representative	China
Victor Wang \$	M		11	1	Yes	Yes		Taiwan
Yu-Cheng (Arthur) Chiao	M		12	5	Yes	Yes		Taiwan
	F	# >= 70	# >= 15 yrs	# >= 4				
Total (of 15)	4	0	5	1	13	5		
Percentage	26.7%	0%	33.3%	6.7%	86.7%	33.3%		

Note: Board count includes the membership of this board.

\$ - Financial Expert (8) I - Industry Expert (2) COB - Chair of the Board

RELATED PARTY TRANSACTIONS

The risk to minority shareholders arising from related party transactions is a function of the nature of the related party, the relative size of the transaction and the pricing of the transaction. The board, and in particular the independent directors or audit committee, play a key role in the protection of minority shareholders’ interests, and monitoring and managing potential conflicts of interest of management, board members and shareholders.



Reported Transactions

RPT with affiliated companies, major investors, merged company with significant influence includes operating income and expenses and interest expenses.

For the two most recently reported fiscal years, these value of these transactions can be summarised as follows :

Fiscal Year	Related Party Types	Aggregate Transaction Value		Type
		Value (CUR)	% of Total	
Dec 31, 2023	Other	30,658,000 TWD	0.028% of Total Revenue	Recurring income from related party
		38,410,000 TWD	0.038% of Expenses	Recurring purchases from related party
Dec 31, 2022	Other	2,724,527 TWD	0.002% of Total Revenue	Recurring income from related party
		1,967,069 TWD	0.002% of Expenses	Recurring purchases from related party

Sources : 2023 AR pg-162, 2022 AR PG 236

BOARD EFFECTIVENESS

There appears to be director overboarding on this board, with at least one non-executive director sitting on too many boards. MSCI ESG Research considers a non-executive director to be overboarded when they sit on three or more additional boards (i.e. four total boards, including the rated company) in MSCI ESG Research’s corporate governance research universe. For CEOs and other executive directors, we have established a limit of two additional boards (i.e. three boards including the rated company).

Nomination Committee - Number Of Meetings: 2

Name	M/F	Age	Board Tenure (Years)	Independent of Mgmt	Independent of Other Interests	Committee Status
An Ping (Nelson) Chang	M		6	Yes	No	Chair
Kenneth C.M. Lo	M		22	Yes	No	Member
Ling Tai (Lynette) Chou	F		6	Yes	Yes	Member
Shiou-Ling (Sherry) Lin	F		3	Yes	Yes	Member
Yu-Cheng (Arthur) Chiao	M		12	Yes	Yes	Member

- Financial Expert (3) - Industry Expert

BOARD SKILLS & DIVERSITY

MSCI ESG Research has flagged the board as potentially entrenched due to a number of long-serving directors. An entrenched board may be detrimental to sustainable shareholder interests during periods of extended underperformance and we do see the potential for such entrenchment at this firm due to a significant number of long-serving directors. Additional factors, e.g. all board members do not stand for annual re-elections and the lack of an independent chairman together with the high number of long-tenured directors, may raise some investors’ concerns about the board’s ability to provide an effective counterbalance to management. We note that 31% in Taiwan have been flagged for having an entrenched board.

We have flagged the TCC Group Holdings board for gender diversity concerns.




A board with one or more active CEOs and overboarded directors may not be able to provide effective oversight of management. Their other roles may limit the time and attention required to fulfill their fiduciary duties. The company's 'Below Average' rating for pay may be an indication of a management-friendly board because of the presence of one or more active CEO's on the board, a concern magnified by the apparent entrenchment of the board.



AUDIT OVERSIGHT



Audit Committee - Number Of Meetings: 16

The TCC Group Holdings board of directors includes a fully independent audit committee and at least one member of that committee meets our standards for financial expertise.

Name	M/F	Age	Board Tenure (Years)	Boards	Independent of Mgmt	Independent of Other Interests	Committee Status
Ling Tai (Lynette) Chou 	F		6	1	Yes	Yes	Member
Mei-Hwa Lin 	F		3	1	Yes	Yes	Member
Shiou-Ling (Sherry) Lin	F		3	1	Yes	Yes	Member
Victor Wang 	M		11	1	Yes	Yes	Chair
Yu-Cheng (Arthur) Chiao	M		12	5	Yes	Yes	Member

 - Financial Expert (3)

Risk Committee - Number Of Meetings: 2




Name	M/F	Age	Board Tenure (Years)	Independent of Mgmt	Independent of Other Interests	Committee Status
Ling Tai (Lynette) Chou 	F		6	Yes	Yes	Member
Shiou-Ling (Sherry) Lin	F		3	Yes	Yes	Chair
Victor Wang 	M		11	Yes	Yes	Member

 - Financial Expert (2)

PAY OVERSIGHT

Pay Committee - Number Of Meetings: 9

The TCC Group Holdings board includes an independent pay committee, which is considered best practice for oversight of executive pay according to international corporate governance standards.

Name	M/F	Age	Board Tenure (Years)	Independent of Mgmt	Independent of Other Interests	CEO Role?	Committee Status
Ling Tai (Lynette) Chou 	F		6	Yes	Yes		Member
Mei-Hwa Lin 	F		3	Yes	Yes		Member
Shiou-Ling (Sherry) Lin	F		3	Yes	Yes		Member
Victor Wang 	M		11	Yes	Yes		Member
Yu-Cheng (Arthur) Chiao	M		12	Yes	Yes	Active	Chair

 - Financial Expert (3)

CONTROVERSIES & EVENTS

No major relevant controversies have been uncovered.

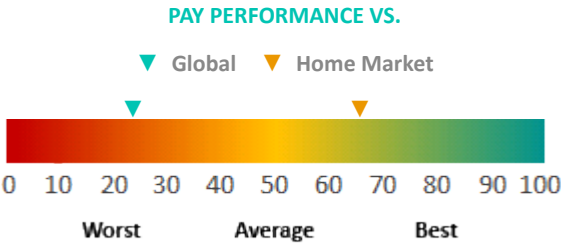
PAY

Executive pay practices at TCC Group Holdings include one or more areas of concern regarding the alignment of management interests with those of the company's shareholders. Areas of particular concern include poor disclosure in relation to executive pay.

0-10 Score	Global Percentile Rank	Home Market Percentile Rank
2.3	25 <sup>th</sup> (Below Average)	67 <sup>th</sup> (Average)

KEY METRICS SCORING

	Deduction
NON-EXECUTIVE DIRECTOR PAY	
Director Equity Policy	-0.10
PAY FIGURES	
Executive Pay Disclosure	-1.20
PAY PERFORMANCE ALIGNMENT	
Clawbacks & Malus	-0.20
Pay Linked to Sustainability	-0.20







PAY FIGURES

DISCLOSURE

Disclosure should include, at minimum, pay for each executive member of the Board of Directors (or Management Board for companies with a two-tier board structure) on an individualized basis or in cases where there are no executive members, the CEO. The individualized disclosure should include separate information on the amount of each of the following (where such a component is provided): salary, short-term Incentives, long-term Incentives, pensions, benefits, and any one-off payments (such as recruitment or retention awards).

EXECUTIVE PAY - 2023

Executive	Title	Tenure (Years)	Total Awarded Pay (USD)	Total Realized Pay (USD)
Cheng Roman  	CEO	1	0	0
Randy Yu  	CFO	1	0	0

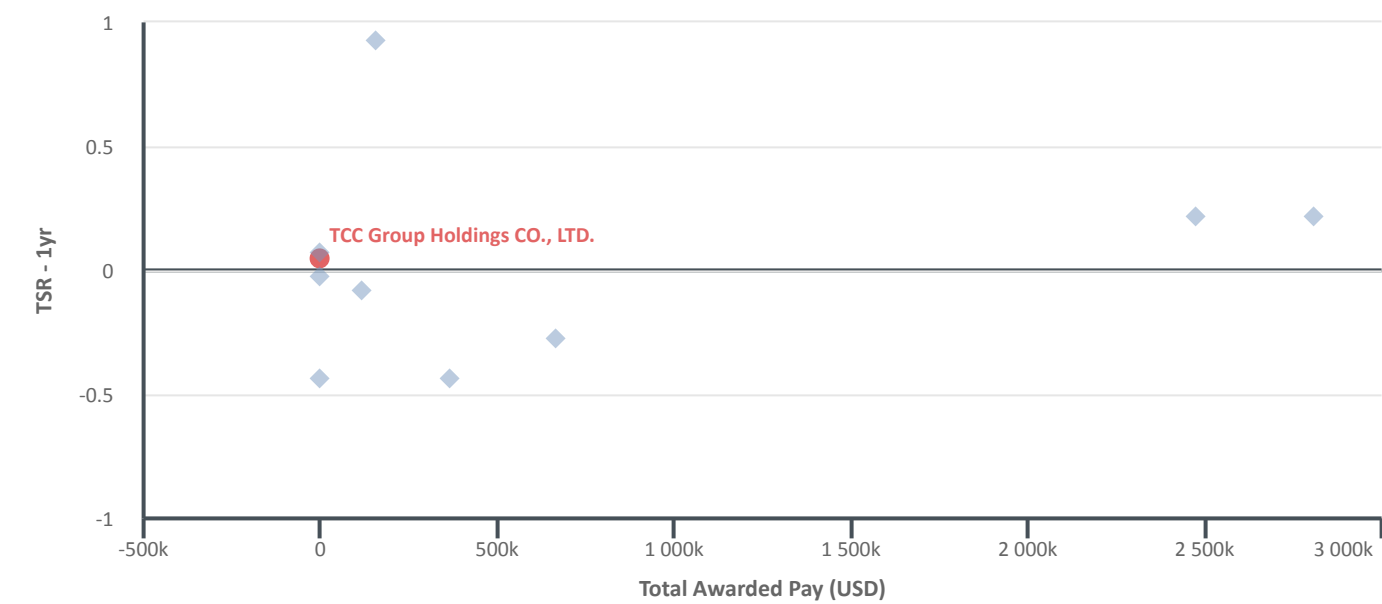
 - Financial Expert (2)  - Industry Expert (2)

PAY PEER GROUP

MIDCAP - EMERGING - CONSTRUCTION MATERIALS (10 COMPANIES)

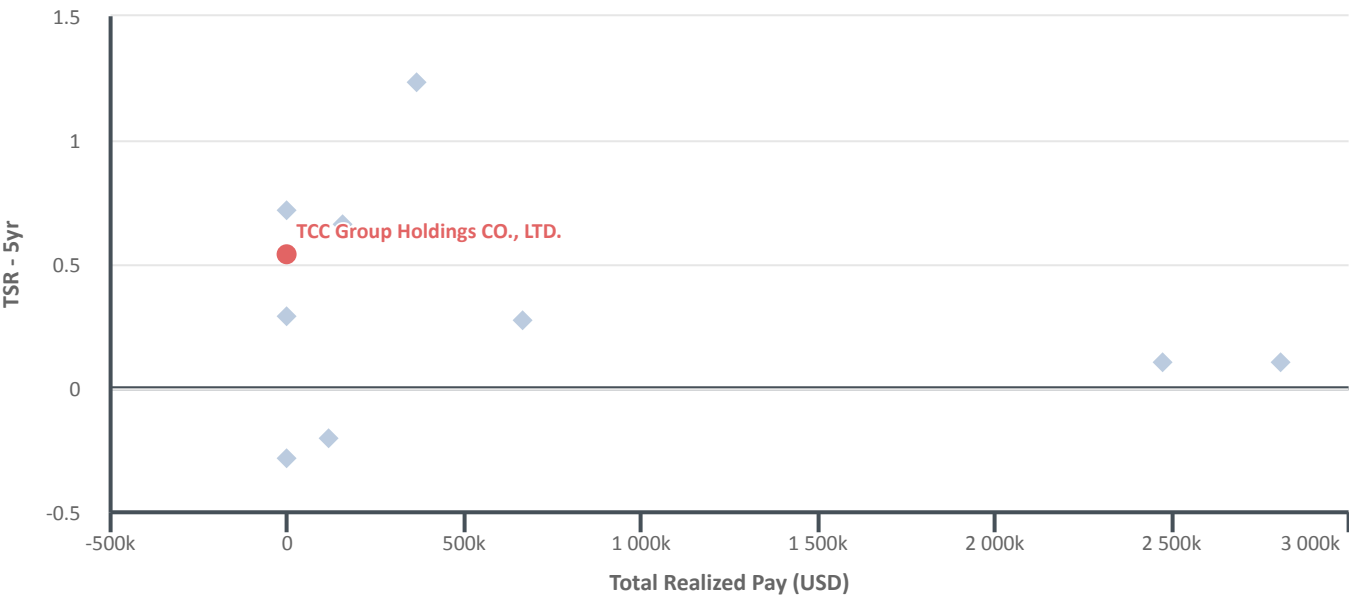
Company	Home Market	Market Cap (USD m)	Pay Year	1 Yr TSR	Total CEO Annual Pay (USD)	CEO Name	CEO Since
DALMIA BHARAT LIMITED	India	4,388	2023	0.22%	2,808,430	Dalmia	Oct 2018
DALMIA BHARAT LIMITED	India	4,388	2023	0.22%	2,479,158	Dalmia	Oct 2018
CHINA JUSHI CO., LTD	China	6,352	2023	-0.27%	670,018	Zhang	Mar 2005
Beijing Oriental Yuhong Waterproof Technology Co., Ltd.	China	4,245	2023	-0.44%	366,600	Zhang	Jan 2019
CEMEX, S.A.B. de C.V.	Mexico	9,199	2023	0.93%	160,619	González Olivieri	May 2014
The Siam Cement Public Company Limited	Thailand	7,414	2023	-0.08%	121,957	Rangsiyopash	Jan 2016
TCC Group Holdings CO., LTD.	Taiwan	7,856	2023	0.05%	0	Roman	Nov 2022
LAFARGEHOLCIM MAROC SAS	Frontier	4,665	2022	-0.44%		Antonio	Sep 2021
DANGOTE CEMENT PLC	Frontier	7,038	2022	-0.02%		Puchercos	Feb 2020
Asia Cement Corporation	Taiwan	4,450	2023	0.07%		Lee	Aug 2000

CEO TOTAL AWARDED PAY VERSUS PAY PEER GROUP



Pay Peers (♦) are used in the calculation of the Key Metric CEO Pay Total Summary and selected as set out in the MSCI Governance Metrics Methodology Document.

CEO TOTAL REALIZED PAY VERSUS PAY PEER GROUP




Pay Peers (♦) are used in the calculation of the Key Metric CEO Pay Total Summary and selected as set out in the MSCI Governance Metrics Methodology Document.

PAY PERFORMANCE ALIGNMENT

CEO & EXECUTIVE EQUITY

No effective stock ownership guidelines have been identified.

Executive	Tenure (Years)	Shares Held	YoY % Change	Shareholding As % of Salary
Cheng Roman  	1	0		
Randy Yu  	1	10,000		

 - Financial Expert (2)  - Industry Expert (2)

PAY LINKED TO SUSTAINABILITY

The company has failed to incorporate links to sustainability performance in its current incentive pay policies.





CLAWBACK & MALUS

No clawback or malus provisions have been identified.



NON-EXECUTIVE DIRECTOR PAY

NON-EXECUTIVE EQUITY

Director	Tenure (Years)	Shares Held
An Ping (Nelson) Chang  	6	2,408,351
Chi Chia Hsieh	21	543,801
Chi-Te Chen	12	74,691
Kung Yi Koo	6	700,451
Ling Tai (Lynette) Chou 	6	200,000
Sun-Te (Eric) Chen 	8	230,984

 - Financial Expert (3)  - Industry Expert

NON-EXECUTIVE PAY TABLES

Director	Tenure (Years)	Cash Fees	Other Comp	Total Pay	Total Pay (USD)
An Ping (Nelson) Chang  	6	35,262,000 TWD	85,000 TWD	35,347,000 TWD	1,151,724
Chi Chia Hsieh	21	1,200,000 TWD	71,000 TWD	1,271,000 TWD	41,413
Chi-Te Chen	12	1,200,000 TWD	78,000 TWD	1,278,000 TWD	41,642
Chien (James) Wen 	21	1,200,000 TWD	85,000 TWD	1,285,000 TWD	41,870
Chun Ying Liu	21	1,200,000 TWD	65,000 TWD	1,265,000 TWD	41,218
Kang Lung (Jason) Chang 	12	1,200,000 TWD	71,000 TWD	1,271,000 TWD	41,413
Kenneth C.M. Lo 	22	1,200,000 TWD	71,000 TWD	1,271,000 TWD	41,413
Kung Yi Koo	6	3,466,000 TWD	85,000 TWD	3,613,000 TWD	117,724
Ling Tai (Lynette) Chou 	6	2,640,000 TWD	85,000 TWD	2,725,000 TWD	88,790
Mei-Hwa Lin 	3	2,400,000 TWD	85,000 TWD	2,485,000 TWD	80,970
Por-Yuan Wang 	21	1,200,000 TWD	52,000 TWD	1,252,000 TWD	40,794
Shiou-Ling (Sherry) Lin	3	2,400,000 TWD	71,000 TWD	2,471,000 TWD	80,514
Sun-Te (Eric) Chen 	8	1,200,000 TWD	78,000 TWD	1,278,000 TWD	41,642
Victor Wang 	11	3,000,000 TWD	85,000 TWD	3,085,000 TWD	100,520
Yu-Cheng (Arthur) Chiao	12	3,000,000 TWD	58,000 TWD	3,058,000 TWD	99,640

 - Financial Expert (8)  - Industry Expert (2)

CONTROVERSIES & EVENTS

No major relevant controversies have been uncovered.

OWNERSHIP & CONTROL

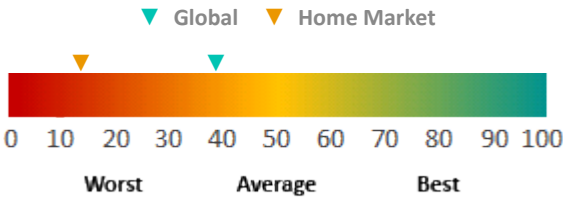
The company's ownership structure and shareholder rights at TCC Group Holdings fall within the average scoring relative to global peers.

0-10 Score	Global Percentile Rank	Home Market Percentile Rank
6.2	40th (Average)	15th (Below Average)

KEY METRICS SCORING

	Deduction
DIRECTOR ELECTIONS	
Annual Director Elections	-0.10
Majority Voting	-0.10
OWNERSHIP STRUCTURE	
Cross Shareholdings	-0.80
SHAREHOLDER RIGHTS	
Say on Pay Policy	-0.10

OWNERSHIP & CONTROL PERFORMANCE VS.



CORPORATE STRUCTURE

Public Company

CAPITAL STRUCTURE

Capital Type	Votes Per Share	Shares Outstanding
Ordinary shares	1.0	7,156,181,742
Preferred shares	0.0	200,000,000

Ordinary shares and Preferred shares

OWNERSHIP STRUCTURE

OWNERSHIP CATEGORIES

- Principal Shareholder
- Family Firm

NOTABLE SHAREHOLDERS

Koo Family and Chang Family - 11.02% (CCTBC Investments Co., Ltd - 2.74% 11% via Tian-Yi Huo - Chia Hsin Cement Corporation-3.35% via Kang-Lung Chang, Chia Hsin International -1.63% via Kang-Lung Chang International CSRC Investment Holdings Co - 1.59%, via Kung-Yi Koo - 0.01 Heng Qiang Investment Co., Ltd.- 1.57% via Tian-Yi Huo-0.13%) 0%  
5%+ shareholders - Aggregate Voting Power

Insider Voting Power11.2%

We note that despite being classified as a family firm/founder firm, the company does not have a controlling shareholder. The company does not have a special capital structure, thus one vote right is afforded per common share. This principle of 'one share one vote' helps align economic and voting power and ensures that no class of shareholders has more voting power than economic exposure.

CROSS SHAREHOLDINGS

The company has been flagged for being involved in a series of cross-shareholdings with other (related or unrelated) companies. Cross shareholdings can lead to double counting, whereby the equity of each company is counted twice when determining value. Cross-shareholdings are rare in the Taiwan markets, with only 8% of the companies being flagged for this.

Chia Hsin Cement Corp. holds 3.35% of the total voting rights in 'TCC Group Holdings CO., LTD.' as part of a cross-shareholding arrangement. Some 0.19% of the market cap of 'TCC Group Holdings CO., LTD.' is invested in shares of Chia Hsin Cement Corp. as part of this arrangement.

Chinatrust Investment Co., Ltd. holds 2.74% of the total voting rights in 'TCC Group Holdings CO., LTD.' as part of a cross-shareholding arrangement. Some 25.14% of the market cap of 'TCC Group Holdings CO., LTD.' is invested in shares of Chinatrust Investment Co., Ltd. as part of this arrangement.

CROSS-SHAREHOLDINGS

	Percentage of Voting Rights	Value of Cross Holding in Other Party As % of Market Cap
Chia Hsin Cement Corp. holds 3.35% of the total voting rights in 'TCC Group Holdings CO., LTD.' as part of a cross-shareholding arrangement. Some 0.2% of the market cap of 'TCC Group Holdings CO., LTD.' is invested in shares of Chia Hsin Cement Corp. as part of this arrangement.	<p>Votes Held by Chia Hsin Cement Corp.</p> <p>Voting Rights: 3.4 % Others: 96.7 %</p>	<p>Investment by Chia Hsin Cement Corp.</p> <p>Market Cap: 0.2 % Others: 99.8 %</p>
CTBC Investments Co., Ltd holds 2.74% of the total voting rights in 'TCC Group Holdings CO., LTD.' as part of a cross-shareholding arrangement. Some 27.2% of the market cap of 'TCC Group Holdings CO., LTD.' is invested in shares of CTBC Investments Co., Ltd as part of this arrangement.	<p>Votes Held by CTBC Investments Co., Ltd</p> <p>Voting Rights: 2.7 % Others: 97.3 %</p>	<p>Investment by CTBC Investments Co., Ltd</p> <p>Market Cap: 27.2... Others: 72.8 %</p>

FAMILY FIRM

Koo family collectively holds11.02% of company shares through direct and indirect holdings

TAKEOVER PROVISIONS

Fair Price Provision	Mandatory Bid Provision	Mandatory Bid Ownership Threshold
Yes	Yes	20.0





GOVERNING DOCUMENTS

MAJORITY REQUIREMENTS

	Bylaws	Charter
Default percentage of votes required to amend a provision		67%

The following matters shall be passed by a special resolution at the general meeting of shareholders. Amendment of the company's articles of association

A special resolution made by the shareholders' general meeting shall be passed by more than 2/3 of the voting rights held by the shareholders (including shareholders' proxies) present at the shareholders' general meeting

SHAREHOLDER RIGHTS

SHAREHOLDER MEETINGS & RESOLUTIONS

	Call Special Meeting	Requisition a Resolution at AGM	Act by Written Consent
Percentage of shares required	3%		51%

RESTRICTIONS ON LEGAL ACTION BY SHAREHOLDERS

No exclusive forum provision has been identified.

SAY ON PAY

Despite a global trend towards providing shareholders with the ability to review and approve executive pay practices, the company does not operate in a market which requires regular 'say on pay' votes nor has it extended this right to shareholders.

DIRECTOR ELECTIONS

BOARD RE-ELECTION PROVISIONS

Not all board members are subject to annual re-election. While considered by some governance experts as a means of ensuring board continuity, a classified board structure may limit the ability of shareholders to hold directors accountable and serve as a takeover defense.

Board Re-election Provisions	
Board Re-election Frequency (Years)	3
% of Board subject to re-election	100%

DIRECTOR ELECTION STANDARD

Director Election Rules	
Vote Standard	Plurality
Immediate Binding Resignation	Yes

In the election of directors of this Company, candidates who acquire more votes should win the seats of directors. If two or more persons acquire the same number of votes and the number of such persons exceeds the specified seats available, such persons acquiring the same votes shall draw lots to decide who should win the seats available, and the Chairman shall draw lots on behalf of the candidate who is not present

ACCOUNTING

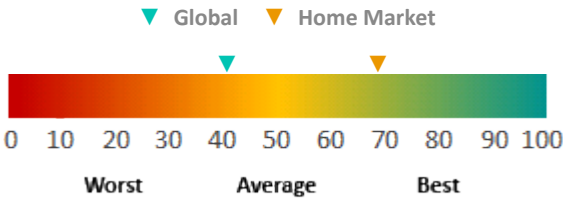
Based on the company's disclosures and other public information, accounting and financial reporting practices at TCC Group Holdings appear to be generally appropriate and effective relative to global peers.

0-10 Score	Global Percentile Rank	Home Market Percentile Rank
9.4	42nd (Average)	70th (Average)

KEY METRICS SCORING

	Deduction
AUDITOR INDEPENDENCE	
Auditor Tenure	-0.10

ACCOUNTING PERFORMANCE VS.



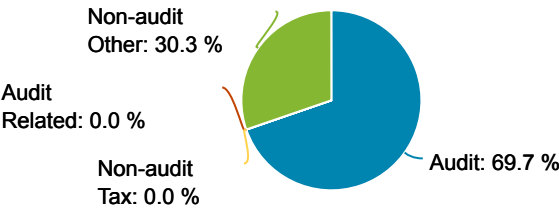
EXTERNAL AUDITORS

Type	Since	Firm	Most Recent Fiscal Year End Signed Off
Primary		Deloitte & Touche	2023

AUDITOR FEES

Fees paid to: Deloitte & Touche (Primary)

Fee	Dec 31, 2023 (TWD)	Dec 31, 2022 (TWD)	Dec 31, 2021 (TWD)
Audit	39,543,000	39,543,000	34,652,000
Audit Related			
Total Audit + Audit Related	39,543,000	39,543,000	34,652,000
Tax Compliance/Advice			
Other Non-audit Services	17,163,000	17,163,000	19,185,000
Total Non-audit Fees	17,163,000	17,163,000	19,185,000
Total Fees	56,706,000	56,706,000	53,837,000



AUDITOR'S REPORT

	Dec 31, 2023	Dec 31, 2022	Dec 31, 2021
Report Disclosed	Yes	Yes	Yes
Opinion	Unqualified Opinion	Unqualified Opinion	Unqualified Opinion
Emphasis of Matter	No	No	No

CONTROVERSIES & EVENTS

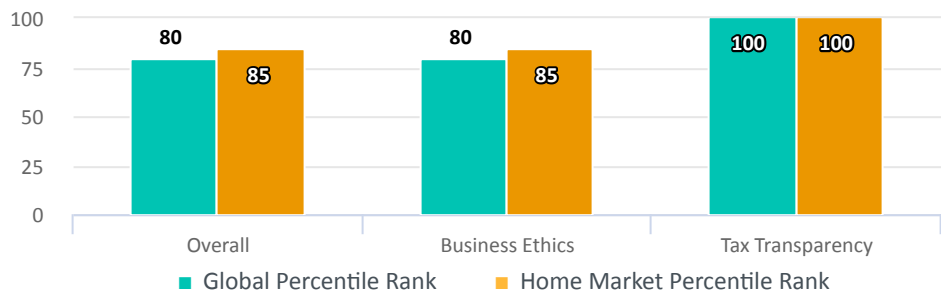
No major relevant controversies have been uncovered.



# Corporate Behavior

0-10 Score	Change (since rating)	Quartile	Last score change date
7.3	0.0	●●●●	Nov 16, 2023

## CORPORATE BEHAVIOR THEME AND KEY ISSUE RANKINGS



## METHODOLOGY NOTE

This theme evaluates the extent to which companies may face ethics issues such as fraud, executive misconduct, corruption scandals, money laundering, anti-trust violations, or tax-related controversies.

\* [ For symbols and terms used in this report, refer to the Glossary section at the end of the report ]

## KEY AREAS OF CONCERN\*

## SCORING DEDUCTIONS

Business Ethics Policies & Practices	(-0.70)
Oversight for Ethics Issues	
Business Ethics Risk & Controversies	(-2.00)
Corruption Risk Exposure & Controversies	

\*Key areas of concern include flagged key metrics that represent the largest scoring deductions. Please review the full report to see a complete set of flagged key metrics.

## CORPORATE BEHAVIOR SCORE HISTORY



BUSINESS ETHICS

KEY METRICS SCORING

	Deduction
BUSINESS ETHICS POLICIES & PRACTICES	-0.70
Oversight for Ethics Issues	-0.70
BUSINESS ETHICS RISK & CONTROVERSIES	-2.00
Corruption Risk Exposure & Controversies	-2.00

Note: Business Ethics Policies & Practices deductions as well as Business Ethics Risk & Controversies are capped at a maximum of -7.0. Cumulative deductions are capped at 10.

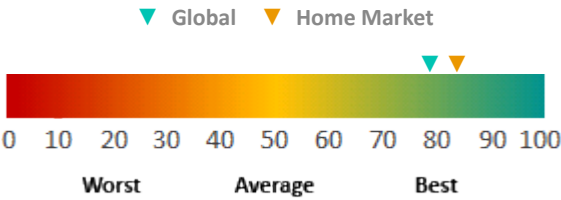
0-10 Score	Change (since rating)	Global Percentile Rank	Home Market Percentile Rank
7.2	0.0	80th (Above Average)	85th (Above Average)

METHODOLOGY NOTE

Companies are evaluated on their oversight and management of business ethics issues such as fraud, executive misconduct, corrupt practices, money laundering, or anti-trust violations.

\*[ For symbols and terms used in this report, refer to the Glossary section at the end of the report ]

BUSINESS ETHICS VS.



BUSINESS ETHICS POLICIES & PRACTICES

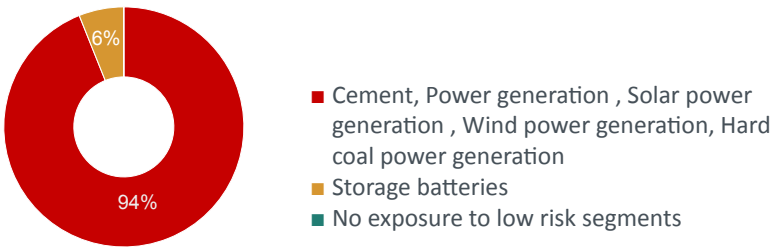
Indicators	Company Practice	Best Practice	Deduction
Responsibility for ethics issues	Special task force or risk officer	Board-level committee or C-suite or Executive committee	-0.70
Policy against bribery and corruption	Detailed formal policy on bribery and anti-corruption	Detailed formal policy on bribery and anti-corruption	0.00
Regular Audits of Ethical Standards	Audits of all operations at least once every three years	Audits of all operations at least once every three years	0.00
Whistleblower protection	Policy provides whistleblowers with protection from retaliation	Policy provides whistleblowers with protection from retaliation	0.00
Employee training on ethical standards	Programs covering all employees (including part-time) and contractors	Programs covering all employees (including part-time) and contractors	0.00
Policy against bribery and corruption for suppliers	NA	All suppliers are required to have anti-corruption policies and programs to verify compliance	0.00
Anti-money laundering policy	NA	Policy and implementation strategy articulated	0.00

\*Business Ethics Policies & Practices deductions are capped at a maximum of -7.0.

CORRUPTION RISK EXPOSURE

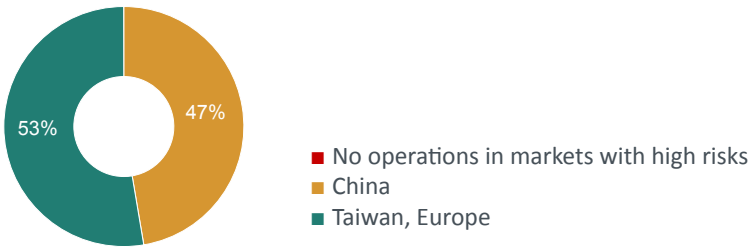
**Exposure to:** Regulatory risks or lost market access due to corruption scandals or political and social instability  
**Business Types :** Percentage of operations in business segments perceived most likely to pay or receive bribes

■ High Risk   ■ Medium Risk   ■ Low Risk



Source: *Bribe Payers Index (Transparency International); State Capture Index (Transparency International); Refinitiv; MSCI ESG Research; company disclosures*

**Business Locations :** Percentage of operations in countries with high/moderate/low level of corruption and political instability, violence or terrorism



Source: *Corruption Perceptions Index (Transparency International); World Governance Indicators (World Bank); Refinitiv; MSCI ESG Research; company disclosures*

CORRUPTION RISK EXPOSURE SCORING DEDUCTION KEY

% of operations in medium and high risk geographies	% of operations in high risk business segments	>=20% government ownership	<20% government ownership	No evidence of government ownership
20% or more	50% or more	-4.00	-2.60	-2.00
	Less than 50%	-1.20	-1.20	-1.20
Less than 20%	50% or more	-0.60	-0.60	-0.60
	Less than 50%	0.00	0.00	0.00

\*The Corruption Risk and Controversies Deduction is based on the maximum of deductions from the corruption risk exposure and corruption controversies category listed below

BUSINESS ETHICS CONTROVERSIES

Controversy Cases					
Category	Assessment	Headline	Status	Last Updated	Deduction
Business Ethics & Fraud	--	No ongoing controversies.	--	--	--
Anticompetitive Practices	--	No ongoing controversies.	--	--	--
Corruption	--	No ongoing controversies.	--	--	--

\*The maximum deductions from the Anticompetitive Practices and Business Ethics & Fraud categories are summed to arrive at the overall Business Ethics Controversies deduction, which is capped at a maximum of -7.0.



TAX TRANSPARENCY

TAX GAP ASSESSMENT

Indicators	
Tax Gap	
Estimated Effective Tax Rate	25.8%
Estimated Corporate Income Tax Rate	22.3%
Estimated Tax Gap	(-3.5%)
Tax Gap Assessment	Low Gap
Revenue	
Foreign Revenue	47.3%
Confidence	
Confidence Level of Estimation	High
Involvement in Controversies	
	NO

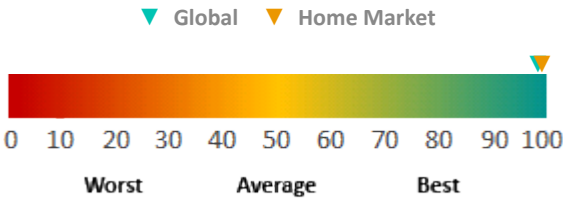
0-10 score	Change (since rating)	Global Percentile Rank	Home Market Percentile Rank
10.0	0.0	100th (Best In Class)	100th (Best In Class)

METHODOLOGY NOTE

Companies are evaluated on their estimated corporate tax gap (i.e. gap between estimated effective tax rate and estimated corporate income tax rate) and their involvement in tax-related controversies.

\*[ For symbols and terms used in this report, refer to the Glossary section at the end of the report ]

TAX TRANSPARENCY VS.



TAX CONTROVERSIES

Controversy Cases					
Category	Assessment	Headline	Status	Last Updated	Deduction
Tax Transparency	--	No ongoing controversies.	--	--	--

TAX CONTROVERSIES SCORING DEDUCTION KEY

Involvement in tax controversies	Estimated tax gap	Tax gap assessment	Deduction
Yes	Below 5%	Low	-0.80
	5-10%	Moderate	-1.40
	Above 10%	High	-2.00
No	Below 5%	Low	0.00
	5-10%	Moderate	0.00
	Above 10%	High	0.00

Tax related controversies are not considered for companies in Real Estate Management services or Mortgage REITs industries. Tax gap assessment is effectively low for companies with less than 5% of total revenue categorized as foreign.

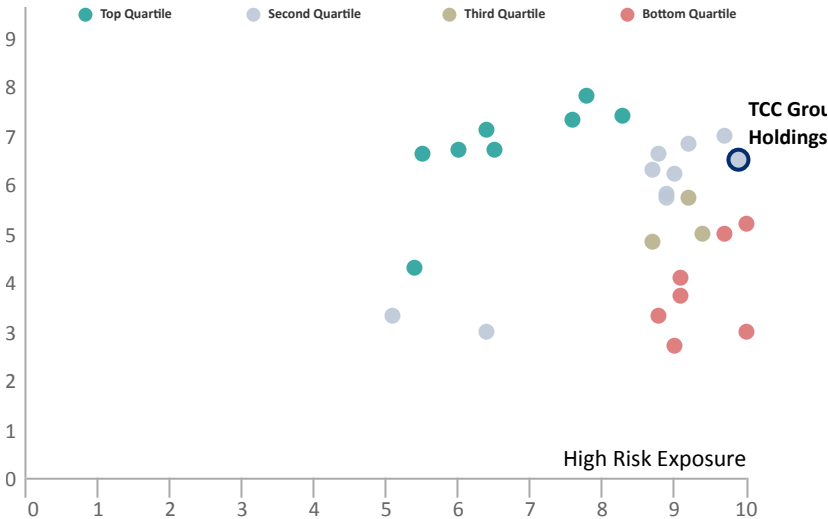




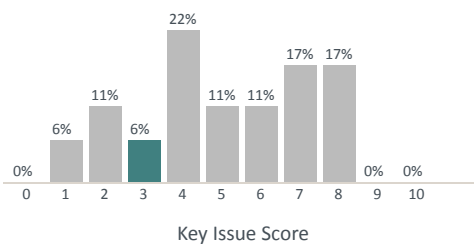
Carbon Emissions

Score	Change (since rating)	Quartile	Weight	Last score change date
3.6	0.0	●●●	20.0%	Nov 24, 2023

Strong Risk Management



KEY ISSUE SCORE DISTRIBUTION\*



TOP 5 INDUSTRY LEADERS

The Siam Cement Public Company Limited	8.1
CRH PUBLIC LIMITED COMPANY	7.7
JAMES HARDIE INDUSTRIES PUBLIC LIMITED COMPANY	7.7
GRASIM INDUSTRIES LTD	7.2
MARTIN MARIETTA MATERIALS, INC.	7.0

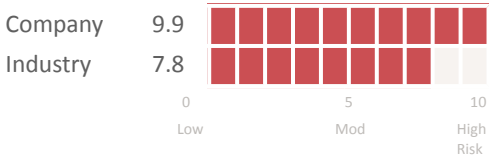
BOTTOM 5 INDUSTRY LAGGARDS

ULTRATECH CEMENT LIMITED	3.5
SHREE CEMENT LIMITED	2.6
ANHUI CONCH CEMENT COMPANY LIMITED	2.2
AMBUJA CEMENTS LIMITED	2.0
China National Building Material Company Limited	0.7

KEY ISSUE ASSESSMENT



RISK EXPOSURE ASSESSMENT



Drivers of Risk Exposure



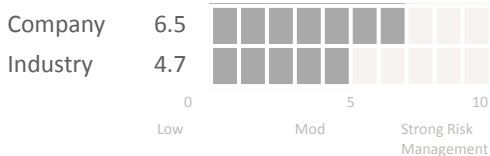
Business Types



Business Locations



RISK MANAGEMENT ASSESSMENT



Drivers of Risk Management



Performance Score

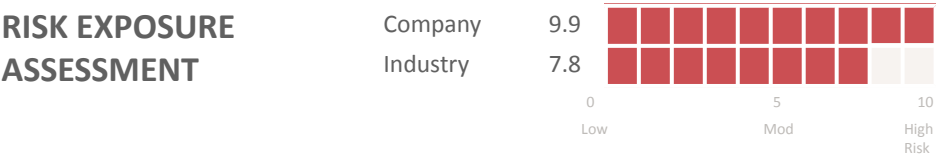


METHODOLOGY NOTE

Companies are evaluated on the carbon intensity of their operations and their efforts to manage climate-related risks and opportunities.

\* [ For symbols and terms used in this report, refer to the Glossary section at the end of the report ]

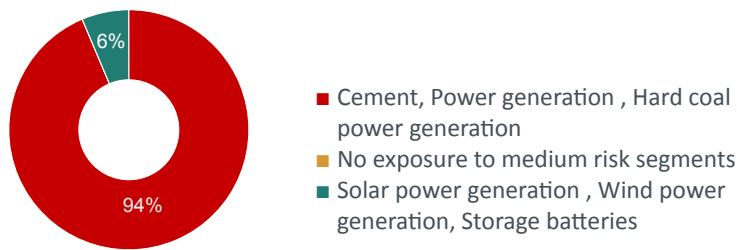
EXPOSURE



Key Drivers of Risk Exposure

**Exposure to:** Risks of having to pay increased compliance costs tied to carbon emissions regulations

**Business Types :** Percentage of operations in business segments with high/moderate/low carbon intensity



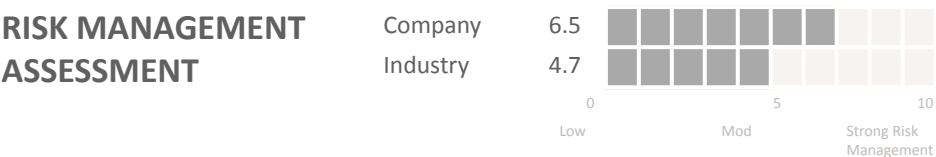
Source: IERS' Comprehensive Environmental Data Archive (CEDA); Air Emissions Accounts (Eurostat); Refinitiv; MSCI ESG Research; company disclosures

**Business Locations :** Percentage of operations in countries with strengthening or pending carbon emissions regulation



Source: MSCI ESG Research; Refinitiv; company disclosures

MANAGEMENT



Description	Company Practice	Best Practice	Practices Score <sup>2</sup>
Targets			
Aggressiveness of the company's reduction target in the context of its current performance	Aggressive target with a low base	Aggressive target with a low base	<div>-LOWMIDTOP</div>

Carbon Improvement Targets

Baseline Year	Target Year	Target Description	Target Reduction (%)
	2030	Target of a net-zero emissions in Operation Headquarters and offices by 2030	100.00%
	2050	Target of a net-zero emissions in production sites by 2050.	100.00%
	2030	Supply chain carbon reduction by 2030 50%	50.00%
	2023	Increase 190 MW renewable energy source by 2023	
	2025	Increase 570MW renewable energy source by 2025	
	2030	Increase 700MW renewable energy source by 2030	
	2050	Increase 1GW renewable energy source by 2050	
	2050	Target to achieve net zero carbon by 2050	100.00%
	2030	Cut carbon emissions by 25 percent by 2030.	25.00%
2016	2025	Reduce 32% of Scope 2 carbon emission intensity in Taiwan by 2025	32.00%
2016	2030	Reduce 31% of carbon emission intensity in Taiwan by 2030	31.00%
2016	2025	Taiwan cement manufacturer Taiwan Cement Corp TCC commits to reduce scope 1 GHG emissions 11 percent per ton of cementitious materials by 2025 from a 2016 base year	11.00%
2016	2025	Taiwan Cement also commits to reduce scope 2 GHG emissions 32 percent per ton of cementitious materials within the 2016 to 2025	32.00%
2016	2025	Reduce 11 percent tCO2 per Metric Ton of Cementitious Materials by 2025 from 2016 in mainland China	11.00%
2016	2030	Reduce 31 percent tCO2 per Metric Ton of Cementitious Materials in Taiwan by 2030 compared to 2016	31.00%
2016	2030	Reduce 20 percent tCO2 per Metric Ton of Cementitious Materials in Mainland China by 2030 compared to 2016	20.00%
2016	2021	Reduce carbon emission intensity by 2% of the 2016-2020 accumulative average in 2021	2.00%
2016	2020	Reduce energy consumption by over 5% of the 2016-2020 accumulative consumption in 2021	5.00%
2016	2050	Carbon neutral concrete products by 2050	
2016	2025	Reduce 11% of Scope 1 carbon emission intensity in Taiwan by 2025	11.00%
2016	2030	Reduce 20% of carbon emission intensity in Mainland China by 2030	20.00%
2013	2030	Reduce emissions by 30% by 2030.	30.00%

Mitigation

Strength of Greenhouse Gas Mitigation Strategy (0-10 Score, 0=worst, 10=best) 7.00

Programs or actions to reduce the emissions intensity of core operations

Use of cleaner sources of energy	Some efforts	Aggressive efforts	-	LOW	MID	TOP
Capture GHG emissions	Aggressive efforts	Aggressive efforts	-	LOW	MID	TOP
Energy consumption management and operational efficiency enhancements	Some efforts	Aggressive efforts	-	LOW	MID	TOP
CDP disclosure	Yes	Yes	-	LOW		TOP

Performance

Carbon Emissions Performance Relative to Peers (0-10 Score, 0=worst, 10=best) 2.50

GHG Emissions - metric tons CO2e

Year	Scope 1 Disclosed	Scope 1 Estimate Key	Scope 2 Disclosed	Scope 2 Estimate Key	Scope 1+2 Disclosed	Scope 3 (upstream)	Scope 3 (downstream)	Scope 3 (undefined)	Scope 1 Estimated	Scope 2 Estimated	Scope 1+2 Estimated	Scope 1+2 Estimate Key	GHG Emissions Details
2022	25,032,432.0	Reported	1,071,541.0	Reported	26,103,973.0	16,709.0		719.0				Reported	
2021	30,666,623.0	Reported	1,314,789.0	Reported	31,981,412.0	28,761.0		814.0				Reported	
2020	35,668,384.0	Reported	1,468,494.0	Reported	37,136,878.0	22,427.0		907.0				Reported	
2019	35,630,691.0	Reported	1,543,312.0	Reported	37,174,003.0	21,083.0		942.0				Reported	
2018	4,230,680.0	Reported	256,018.0	Reported	4,486,698.0	15,041.0						Reported	
2017	4,144,669.0	Reported	241,691.0	Reported	4,386,360.0	8,873.0						Reported	
2016	4,396,724.0	Reported	253,768.0	Reported	4,650,492.0							Reported	
2015	4,614,890.0	Reported	281,352.0	Reported	4,896,242.0							Reported	
2014	5,097,453.0	Reported	284,379.0	Reported	5,381,832.0							Reported	
2013	6,545,197.0	Reported	306,790.0	Reported	6,851,987.0							Reported	
2012		E.CSI		E.CSI					6,318,540.0	351,160.0		E.CSI	April 2018 Estimations
2011		E.CSI		E.CSI					6,012,913.0	334,174.0		E.CSI	April 2018 Estimations
2010		E.CSI		E.CSI					5,594,964.0	310,946.0		E.CSI	April 2018 Estimations
2009		E.CSI		E.CSI					4,169,956.0	231,750.0		E.CSI	April 2018 Estimations
2008		E.CSI		E.CSI					3,674,763.0	204,229.0		E.CSI	April 2018 Estimations

GHG Emissions Intensity - metric tons CO2e / USD million sales

Year	GHG Intensity	GHG Intensity Details	GHG Intensity - Reported	GHG Intensity - Reported Details
2022	7,042.20		0.80	tCO2e/metric ton of cementitious materials
2021	8,266.20		0.72	tCO2e/metric ton of cementitious materials
2020	9,123.90		0.81	tons of CO2e per metric ton of cementitious material
2019	9,075.90			
2018	1,106.90			
2017	1,325.70			
2016	1,673.40			
2015	1,715.90			

Year	GHG Intensity	GHG Intensity Details	GHG Intensity - Reported	GHG Intensity - Reported Details
2014	1,437.30			
2013	1,760.70			
2012	1,622.20			
2011	1,622.20			
2010	1,622.20			
2009	1,622.20			
2008	1,622.20			

Energy Consumption

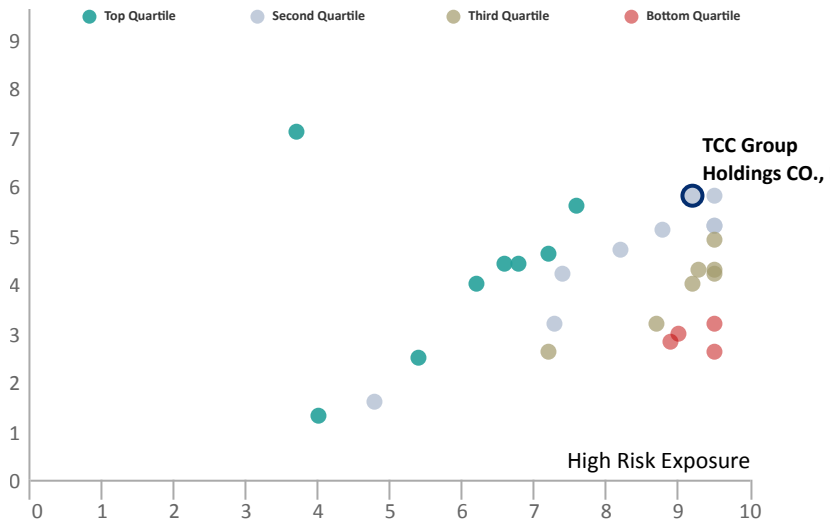
Year	Total energy consumption (reported)	Total energy consumption (MWh)	Energy intensity (reported)	Reported intensity details	Total energy consumption intensity	Energy consumption details
2022	29,220,222.25	29,220,222.25			7,882.91	Coal, Diesel, Gas, Electricity and Natural Gas.
2021	39,081,361.42	39,081,361.42			10,101.36	Energy Consumption of Taiwan and Mainland China
2020	45,907,747.26	45,907,747.26			11,278.71	Energy Consumption of Taiwan and Mainland China
2019	46,660,855.04	46,660,855.04			11,392.06	Energy Consumption of Taiwan and Mainland China
2018	4,860,469.73	4,860,469.73			1,199.06	Annual energy consumption (plants and HQ): coal, diesel and electricity
2017	5,231,866.67	5,231,866.67			1,581.28	Annual energy consumption (plants and HQ): coal, diesel and electricity
2016	5,574,619.73	5,574,619.73			2,005.98	Annual energy consumption (plants and HQ): coal, diesel and electricity
2015	9,524,741.95	9,524,741.95			3,337.96	Annual energy consumption (plants and HQ): coal, diesel and electricity
2014	10,290,800.01	10,290,800.01			2,748.39	Annual Energy Consumption
2013	12,603,016.40	12,603,016.40			3,238.48	Annual Energy Consumption



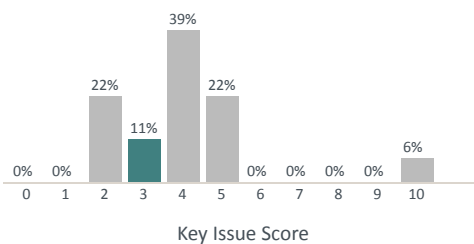
Toxic Emissions & Waste

Score	Change (since rating)	Quartile	Weight	Last score change date
3.6	0.0	●●●	19.0%	Nov 06, 2023

Strong Risk Management



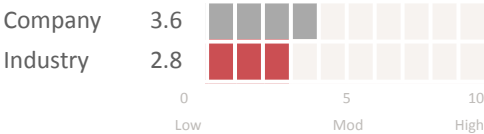
KEY ISSUE SCORE DISTRIBUTION\*



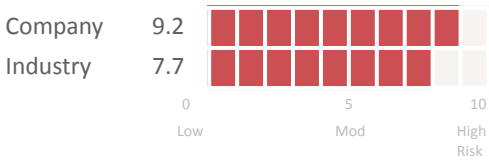
TOP 5 INDUSTRY LEADERS

CRH PUBLIC LIMITED COMPANY	10.0
China National Building Material Company Limited	5.0
CEMEX, S.A.B. de C.V.	4.8
Heidelberg Materials AG	4.8
CHINA JUSHI CO., LTD	4.6

KEY ISSUE ASSESSMENT



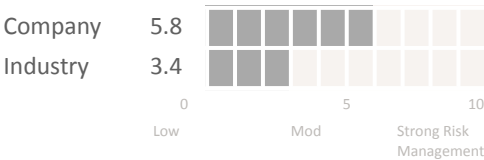
RISK EXPOSURE ASSESSMENT



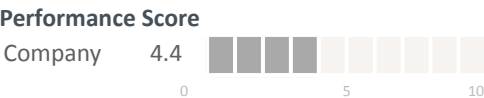
Drivers of Risk Exposure



RISK MANAGEMENT ASSESSMENT



Drivers of Risk Management



BOTTOM 5 INDUSTRY LAGGARDS

SHREE CEMENT LIMITED	2.7
AMBUJA CEMENTS LIMITED	2.4
JAMES HARDIE INDUSTRIES PUBLIC LIMITED COMPANY	2.4
ULTRATECH CEMENT LIMITED	1.8
Asia Cement Corporation	1.5

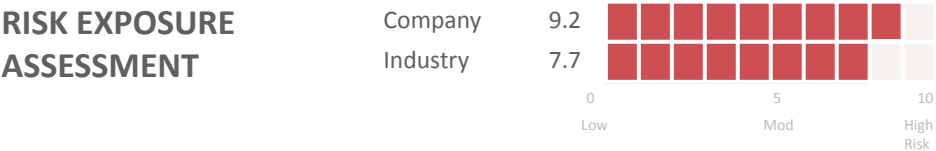
METHODOLOGY NOTE

Companies are evaluated on the potential environmental contamination and toxic or carcinogenic emissions arising from their operations and the strength of their environmental management systems.

\* [ For symbols and terms used in this report, refer to the Glossary section at the end of the report ]



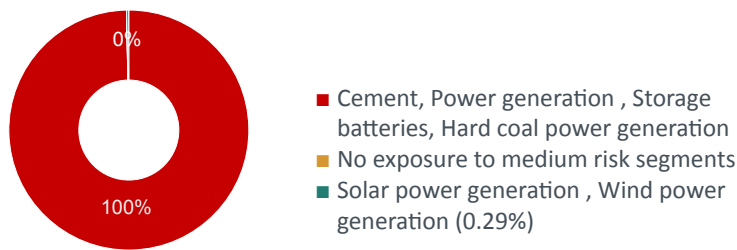
EXPOSURE



Key Drivers of Risk Exposure

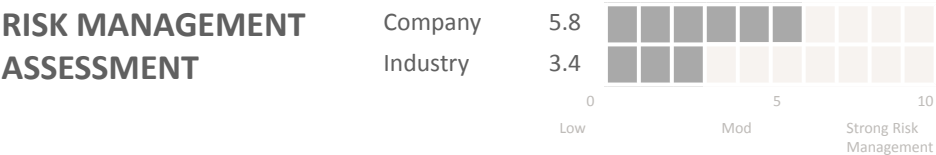
**Exposure to:** Risk of increased compliance costs and liabilities associated with damaging health, property; risk of losing access to markets due to community opposition or heightened regulatory hurdles

**Business Types :** This represents the portion of the company's revenues derived from lines of business that are High Risk (typically generate large amounts of toxic emissions), Medium Risk (typically generate moderate amounts of toxic emissions), and Low Risk (typically generate low amounts of toxic emissions).



Source: Toxics Release Inventory (US Environmental Protection Agency); National Emissions Inventory (US Environmental Protection Agency); Risk-Screening Environmental Indicators (US Environmental Protection Agency); US Economic Census; Refinitiv; MSCI ESG Research; company disclosures

MANAGEMENT



Description	Company Practice	Best Practice	Practices Score <sup>2</sup>			
Governance and Strategy						
Existence of Environmental Management System (EMS)	ISO 14001 or equivalent	ISO 14001 or equivalent	-	LOW	MID	TOP
Percentage of sites with an environmental management system certified to ISO 14001 or similar	100.00%					
Disclosure around the number or percentage of sites with HAZWOPER or ISO 14001 certification	Disclosed	Disclosed	-	LOW	MID	TOP
Evidence of regular environmental impact audits	Yes	Yes	-	LOW	MID	TOP
Evidence of audits across all locations of operations	Yes	Yes	-	LOW	MID	TOP
Evidence of annual environmental impact audits	Yes	Yes	-	LOW	MID	TOP

Targets

Aggressiveness of toxic emissions and waste reduction target	8					
Track record of achieving toxic emissions targets	Mixed record of meeting previous targets	Met previous targets	-	LOW	MID	TOP

Toxic Emissions and Waste Reduction Targets

Baseline Year	Target Year	Target Description	Target Reduction (%)
	2030	Assist in processing 1.57 million tonnes of waste by 2030.	
2016	2025	Reduce SOx emissions by 30% vs. 2016 baseline.	30.00%
2016	2025	Reduce NOx emissions by 50% vs. 2016 baseline.	50.00%
2016	2025	Reduce TSP (total suspended particles) emissions by 50% vs. 2016 baseline.	30.00%
2016	2025	Air Pollution Emission Intensity Target (g/t clinker) Base year 2016 NOx	50.00%
2016	2025	Air Pollution Emission Intensity Target (g/t clinker) Base year 2016 SOx Taiwan 30%	30.00%
2016	2025	Air Pollution Emission Intensity Target (g/t clinker) Base year 2016 TSP 50%	50.00%
2013	2030	Lower 2030 air pollution emissions by 20% compared to the base year.	20.00%

Performance

Toxic releases performance relative to peers4.40

Air Emissions: NOx Performance

3 Year Average Intensity	4.13
Average Annual % Change in Intensity	-10.91%



Air Emissions: NOx Performance

Year	NOx Emissions	NOx Emissions Intensity (tons/ USD million sales)
2022	13,634	3.68
2021	16,381	4.23
2020	18,253	4.48
2019	21,361	5.22
2018	6,744	1.66
2017	7,035	2.13
2016	7,331	2.64
2015	7,896	2.77

Air Emissions: SOx Performance

3 Year Average Intensity	0.31
Average Annual % Change in Intensity	-8.36%

Air Emissions: SOx Performance

Year	SOx Emissions	SOx Emissions Intensity (tons/ USD million sales)
2022	1,161	0.31
2021	1,110	0.29
2020	1,399	0.34
2019	1,711	0.42
2018	85	0.02
2017	82	0.02
2016	111	0.04
2015	117	0.04

Air Emissions: Mercury Performance

3 Year Average Intensity	0
Average Annual % Change in Intensity	6.34%

Air Emissions: Mercury Performance

Year	Quantities	Intensity
2022	0.23	0
2021	0.28	0
2020	0.28	0
2019	0.22	0

Air Emissions: Ozone Depleting Substances Performance

3 Year Average Intensity	0
--------------------------	---

Air Emissions: Particulate Matter Performance

3 Year Average Intensity	0.20
Average Annual % Change in Intensity	-26.76%

Air Emissions: Particulate Matter Performance

Year	Quantities	Intensity
2022	475	0.13
2021	783	0.20
2020	1,076	0.26
2019	1,356	0.33
2018	643	0.16
2017	587	0.18
2016	433	0.16
2015	655	0.23

Air Emissions: VOC Performance

3 Year Average Intensity	0
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Air Emissions: VOC Performance

Year	VOC Emissions	VOC Emissions Intensity (tons/ USD million sales)
2022	0	0
2021		0

Air Emissions: Dioxins Performance

3 Year Average Intensity	0
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Air Emissions: Dioxins Performance

Year	Quantities	Intensity
2022	0.76	0

Air Emissions: Metals (Ni,Cr,VI,Pb,Co) Performance

3 Year Average Intensity	0
--------------------------	---

Releases to Water: Water Effluents Performance

3 Year Average Intensity	0
--------------------------	---

Releases to Land: Non-hazardous Waste Performance

3 Year Average Intensity	0.05
--------------------------	------

Releases to Land: Non-hazardous Waste Performance

Year	Non-hazardous Waste Quantities	Non-hazardous Waste Intensity (tons/ USD million sales)
2022	177.36	0.05

Releases to Land: High-level Radioactive Waste Performance

3 Year Average Intensity	0
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Releases to Land: High-level Radioactive Waste Performance

Year	Quantities	Intensity
2022	0	0

CONTROVERSIES

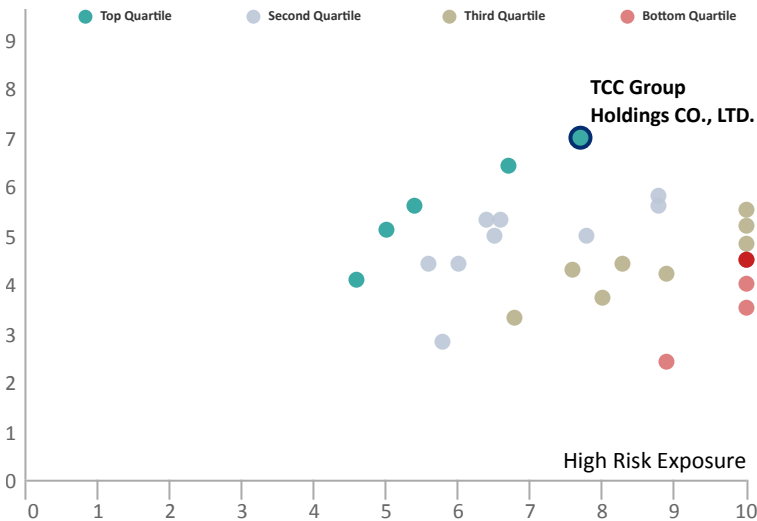
All controversies are assessed as part of the annual review of a company's ESG rating. MSCI ESG Research tracks controversies for all companies on a regular basis. There is no evidence of the Taiwan Cement's current involvement in prominent controversial events or alleged misconduct.



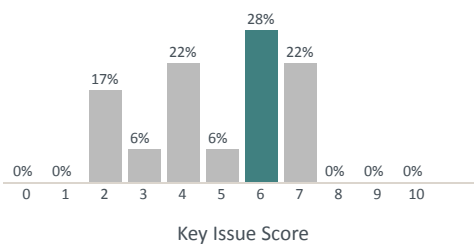
Health & Safety

Score	Change (since rating)	Quartile	Weight	Last score change date
6.3	0.0	●●●●	14.0%	Nov 16, 2023

Strong Risk Management



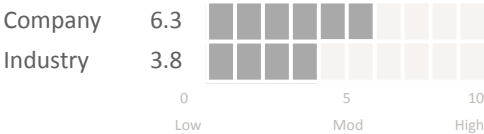
KEY ISSUE SCORE DISTRIBUTION\*



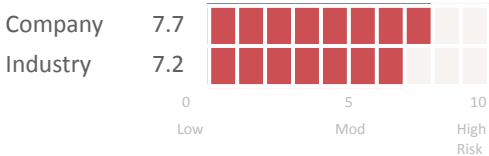
TOP 5 INDUSTRY LEADERS

CRH PUBLIC LIMITED COMPANY	7.2
The Siam Cement Public Company Limited	7.1
CEMEX, S.A.B. de C.V.	6.7
CHINA JUSHI CO., LTD	6.5
TCC Group Holdings CO., LTD.	6.3

KEY ISSUE ASSESSMENT



RISK EXPOSURE ASSESSMENT



Drivers of Risk Exposure

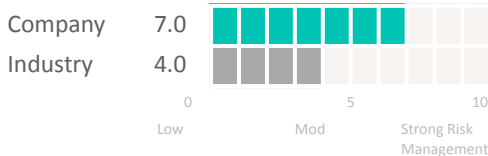
Business Types



Business Locations



RISK MANAGEMENT ASSESSMENT



Drivers of Risk Management

Practices Score



Performance Score



BOTTOM 5 INDUSTRY LAGGARDS

China National Building Material Company Limited	3.7
Asia Cement Corporation	2.7
ULTRATECH CEMENT LIMITED	2.2
AMBUJA CEMENTS LIMITED	1.5
SHREE CEMENT LIMITED	1.5

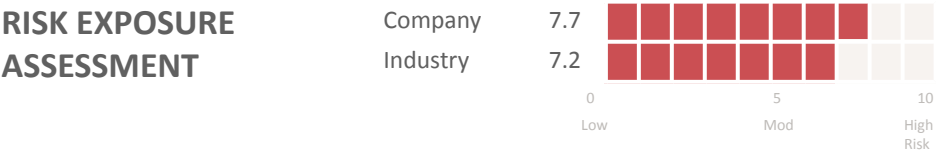
METHODOLOGY NOTE

Companies are evaluated on their management of workplace safety and the workplace safety standards in the industries and regions in which they operate.

\* [ For symbols and terms used in this report, refer to the Glossary section at the end of the report ]



EXPOSURE



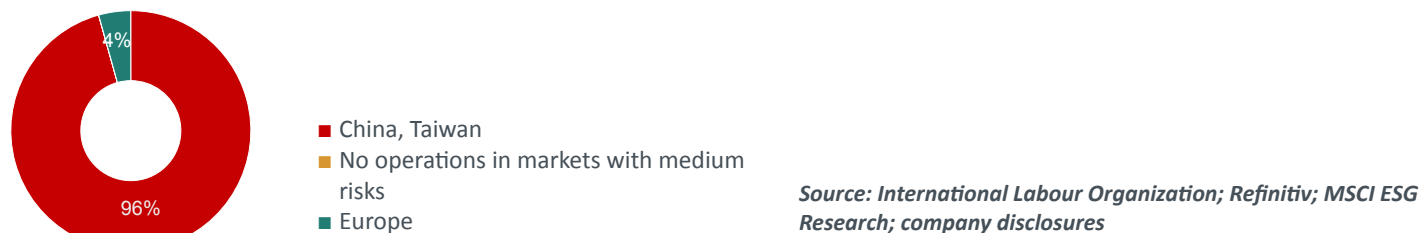
Key Drivers of Risk Exposure

**Exposure to:** Risk of accidents that can lead to production disruptions, litigation, and liabilities

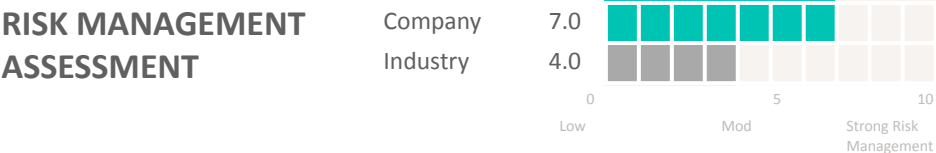
**Business Types :** Percentage of operations in business segments with high/moderate/low level of fatalities and industrial injuries



**Business Locations :** Percentage of operations in countries with high/moderate/low employee fatality rates (total fatalities per 100,000 employees)



MANAGEMENT



Description	Company Practice	Best Practice	Practices Score <sup>2</sup>			
Governance and Strategy						
Percentage of operations having health and safety management systems certified to recognized standard	100.00%					
Evidence of health and safety management system certified to recognized standard	Yes	Yes	-	LOW		TOP
What executive body is responsible for H&S strategy and performance?						
Board-level committee is responsible for health and safety strategy	Yes	Yes	-	LOW	MID	TOP
Health & safety policy						
Scope of health and safety policy	Yes	Yes	-	LOW	MID	TOP
Applicability of health and safety policy to contractors	Yes	Yes	-	LOW	MID	TOP
Targets						
Target to improve health and safety performance	Non-zero target (contractors included)	Non-zero target (contractors included)	-	LOW	MID	TOP

Other H&S Metric

Year (YYYY)	Other Health & Safety Metric Description	Other Health & Safety Metric Value	Details
2022	Lost Day Rate (LDR)	18.50	
2022	Work-related Injury Rate	0.16	Mainland China
2022	Work-related Injury Rate	0.00	mainland China - Contractors
2022	Work-related Injury Rate	0.32	taiwan - Contractors
2022	Recordable Incident Rate	0.16	Mainland China - Employees
2022	Recordable Incident Rate	0.32	taiwan - Contractors
2022	Recordable Incident Rate	0.00	mainland China - Contractors
2021	Lost Day Rate (LDR)	1.79	
2020	Lost Day Rate (LDR)	5.08	
2019	Lost Day Rate (LDR)	17.37	
2018	Lost Day Rate (LDR)	4.40	
2017	Lost Day Rate (LDR)	6.23	

Operations

Health & safety performance relative to peers

7.85

Lost Time Incident Rate

Year	Lost Time Incident Rate	Lost Time Incident Rate (per million hours)	Lost Time Incident Rate Unit	Details
2022	0.23	1.15	per 200,000 hours	only for Taiwan employees
2021	0.10	0.50	per 200,000 hours	
2020	0.11	0.55	per 200,000 hours	
2019	0.24	1.20	per 200,000 hours	only for Taiwan employees
2018	0.40	2.00	per 200,000 hours	only for Taiwan employees
2017	0.35	1.75	per 200,000 hours	only for Taiwan employees

Total Recordable Injury Rate

Year	Total Recordable Injury Rate	Total Recordable Injury Unit	Total Recordable Injury Rate (per million hours)	Details
2022	0.39	per 200,000 hours	1.95	Taiwan
2021	0.10	per 200,000 hours	0.50	
2020	0.11	per 200,000 hours	0.55	
2014	0.11	per 200,000 hours	0.55	only for Taiwan employees
2013	0.76	per 200,000 hours	3.80	only for Taiwan employees
2012	0.10	per 200,000 hours	0.50	only for Taiwan employees

Fatalities

Year	Contractor Fatalities	Employee Fatalities	Fatalities	Details
2022	0	0	0	
2021	1	0	1	
2020	1	0	1	
2019			0	
2018			0	
2017			0	
2016			0	

CONTROVERSIES

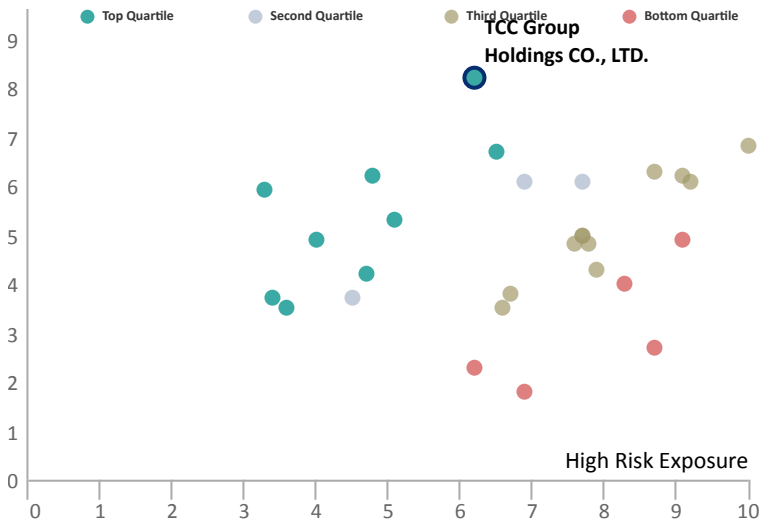
All controversies are assessed as part of the annual review of a company's ESG rating. MSCI ESG Research tracks controversies for all companies on a regular basis. There is no evidence of the Taiwan Cement's current involvement in prominent controversial events or alleged misconduct.



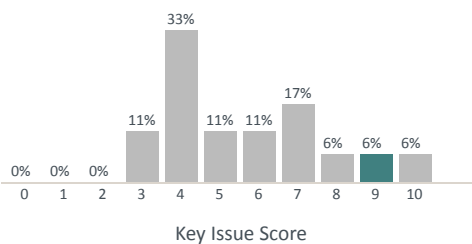
Labor Management

Score	Change (since rating)	Quartile	Weight	Last score change date
9.0	0.0	●●●●	14.0%	Nov 06, 2023

Strong Risk Management



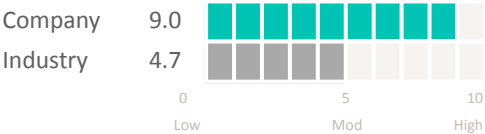
KEY ISSUE SCORE DISTRIBUTION\*



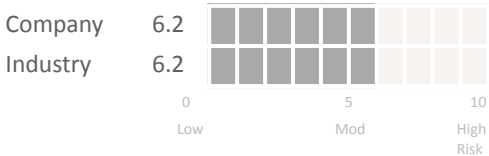
TOP 5 INDUSTRY LEADERS

Beijing Oriental Yuhong Waterproof Technology Co., Ltd.	9.6
TCC Group Holdings CO., LTD.	9.0
The Siam Cement Public Company Limited	8.4
Asia Cement Corporation	7.2
CHINA JUSHI CO., LTD	7.2

KEY ISSUE ASSESSMENT



RISK EXPOSURE ASSESSMENT



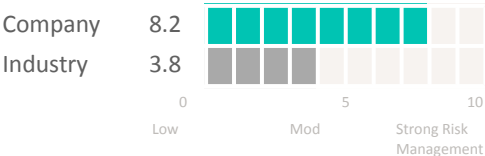
Drivers of Risk Exposure



Business Locations



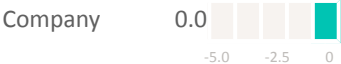
RISK MANAGEMENT ASSESSMENT



Drivers of Risk Management



Controversy Deduction



BOTTOM 5 INDUSTRY LAGGARDS

ANHUI CONCH CEMENT COMPANY LIMITED	4.0
GRASIM INDUSTRIES LTD	3.9
ULTRATECH CEMENT LIMITED	3.8
JAMES HARDIE INDUSTRIES PUBLIC LIMITED COMPANY	3.1
China National Building Material Company Limited	2.8

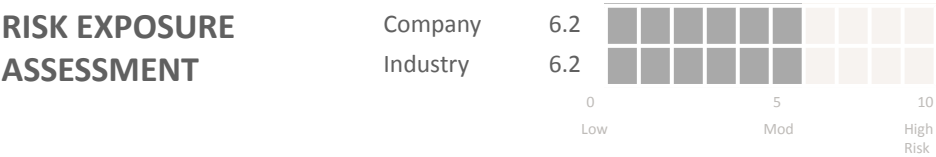
METHODOLOGY NOTE

Companies are evaluated on the complexity of their workforce (size, labor intensity, and regions of operation), employee relations, strength of worker protections, and employee engagement efforts.



\* [ For symbols and terms used in this report, refer to the Glossary section at the end of the report ]

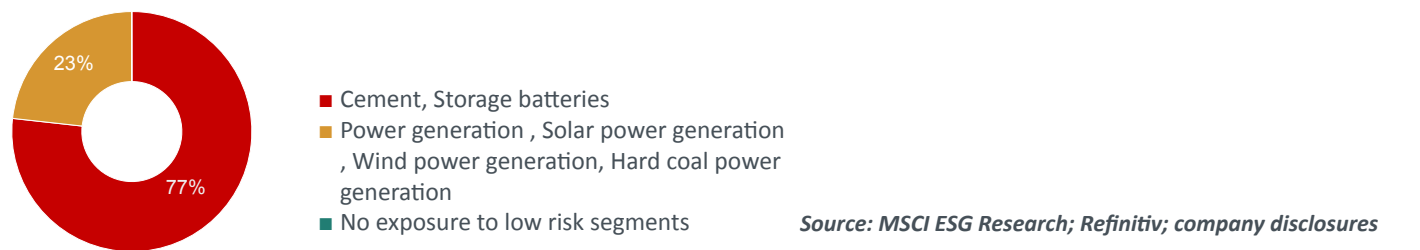
EXPOSURE



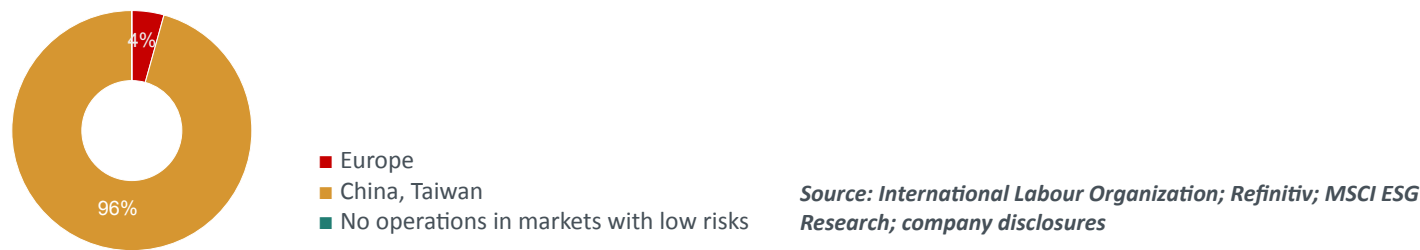
Key Drivers of Risk Exposure

**Exposure to:** Risk of workflow disruptions due to labor unrest, or reduced productivity due to poor job satisfaction

**Business Types :** Percentage of operations in business segments with high/moderate/low labor intensities, as measured by average sales per employee of industries



**Business Locations :** Percentage of operations in countries with high/moderate/low likelihood of labor unrest (based on historic precedent)



Additional Drivers of Exposure

Collective bargaining negotiation expected in next 12 months: Not Disclosed

Layoffs Events

Major Layoffs: No

Size and Composition of Workforce

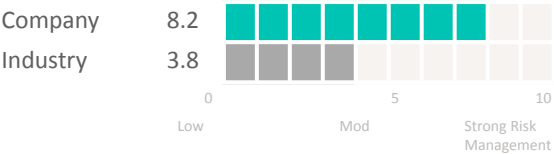
Number of employees: 12,188

Number of Employees

Year	Number of employees	Part time workers (%)	Contract or temporary workers (%)	Estimated Part time/contract %
2022	12,188			
2021	11,931			
2020	10,623			
2019	10,618			
2018	9,325			
2017	9,356			
2016	9,609			
2015	9,822			
2014	8,890			
2013	8,448			
2012	10,409			
2011	9,777			
2010	7,129			
2009	4,780			
2008	4,864			

MANAGEMENT

RISK MANAGEMENT  
ASSESSMENT



Description	Company Practice	Best Practice	Practices Score <sup>2</sup>			
Strategy						
Percentage of workforce covered by trade unions/ collective agreements	96.36%					
Estimate Key: Percentage of workforce covered by trade unions/ collective agreements	Reported	Reported	-	LOW	MID	TOP
Evidence of collective agreements	Yes	Yes	-	LOW		TOP
Employee stock ownership plan (ESOP) or employee stock purchase plan (ESPP)	Sector-leading number of employees eligible for ESOP and/or ESPP	Sector-leading number of employees eligible for ESOP and/or ESPP	-	LOW	MID	TOP
Scope of workforce eligibility for variable performance-based component to pay	Strong performance-based incentive pay structure covers all employees	Strong performance-based incentive pay structure covers all employees	-	LOW	MID	TOP
Non-compensation benefits including pension and retirement	Benefits cover all employees	Benefits cover all employees	-	LOW	MID	TOP

Performance						
External recognition as employer of choice (last three years)		Not Disclosed				
Company witnessed strikes / lock-outs in the last three years		No				

External recognition - details

Year	Awarding authority name	Title of the Award
2022	HR Magazine	HR Asia 2022 Best Companies to Work for in Asia
2021	HR Magazine	HR Asia Best Companies To Work For In Asia

Employee turnover

Year	Annual employee turnover (%)	Details
2022	8.05%	
2021	8.20%	
2020	6.48%	
2019	9.28%	
2018	11.03%	
2017		

Employee Productivity	
Year	Profit per employee (USD '000)
2022	
2021	

Year	Profit per employee (USD '000)
2020	82
2019	76
2018	73
2017	27

CONTROVERSIES

All controversies are assessed as part of the annual review of a company's ESG rating. MSCI ESG Research tracks controversies for all companies on a regular basis. There is no evidence of the Taiwan Cement's current involvement in prominent controversial events or alleged misconduct.

APPENDIX

CONTENTS

CONTROVERSIES DETAIL

ADDITIONAL CORPORATE GOVERNANCE CONTENT

KEY METRIC & SCORE CHANGES

CEO PAY CHARTS

SHAREHOLDER/MANAGEMENT PROPOSALS

GOVERNANCE STANDARDS

DIRECTOR PROFILES

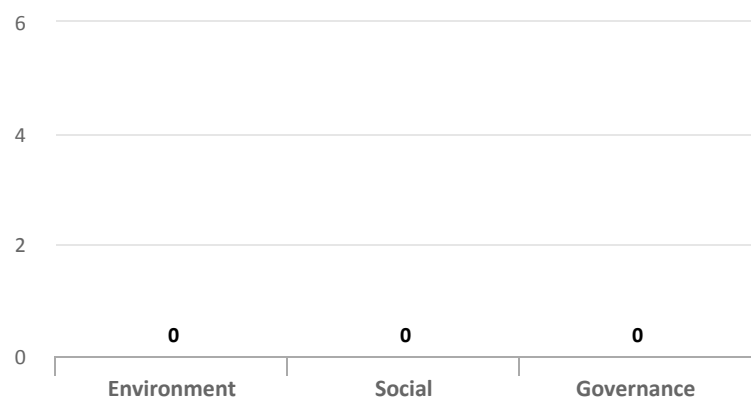
CONTROVERSIES DETAIL

Here you will find the narratives for all controversies relevant to the ESG Ratings issues covered for the company in addition to those controversies that do not map to the ESG Ratings issues.

CONTROVERSY CARD

	MOST SEVERE CONTROVERSY	CONTROVERSY COUNT
Environment		
Carbon Emissions	None	0
Toxic Emissions & Waste	None	0
Social		
Labor Management	None	0
Health & Safety	None	0
Governance		
Corporate Governance	None	0
Corporate Behavior	None	0

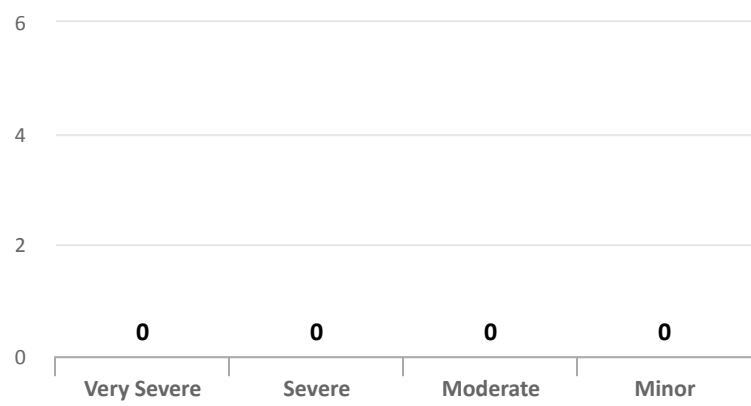
NUMBER OF CONTROVERSIES BY PILLAR



CONTROVERSIES

- **Very Severe:** Indicates an action by a company that results in a very large impact on society and/or the environment.
- **Severe:** Indicates an action by a company that results in a large impact on society and/or the environment.
- **Moderate:** Indicates an action by a company that results in a moderate impact on society and/or the environment.
- **Minor:** Indicates an action by a company that results in a low impact on society and/or the environment.
- **None:** There is no evidence that a company is involved in any controversy.

NUMBER OF CONTROVERSIES BY ASSESSMENT



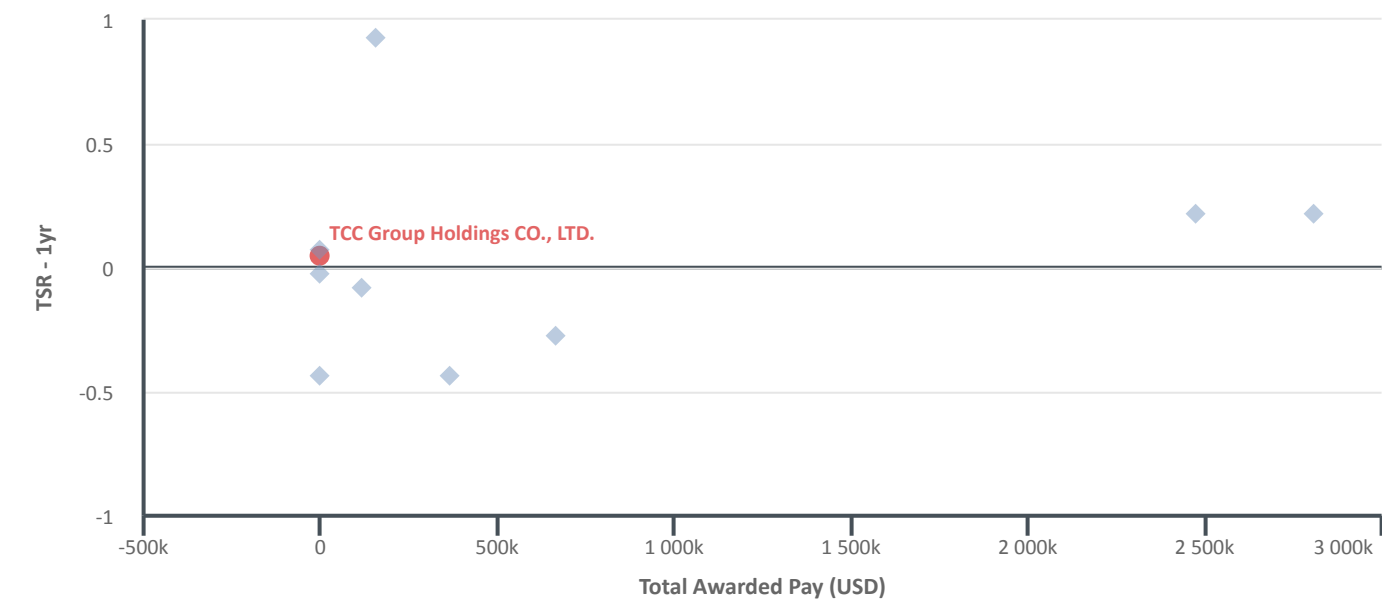
KEY METRIC & SCORE CHANGES

ALL KEY METRIC & SCORE CHANGES (SINCE APRIL 2023)

Key Metric	Key Metric Change	Date	Score Change	Change Notes
Say on Pay Policy	Flag Added	Aug 02, 2024	-0.10	
Risk Management Expertise	Flag Added	Aug 02, 2024	-0.20	
Pay Linked to Sustainability	Flag Added	Aug 02, 2024	-0.20	
Leadership Concerns	Flag Removed	Aug 02, 2024	0.30	
Cross Shareholdings	Score Change	Aug 02, 2024	0.20	
CEO Equity Policy	Flag Removed	Aug 02, 2024	0.20	
Entrenched Board	Score Change	Jul 11, 2024	-0.20	
Say on Pay Policy	Flag Removed	Oct 02, 2023	0.10	
Leadership Concerns	Flag Added	Oct 02, 2023	-0.30	
Combined CEO/Chair	Flag Removed	Oct 02, 2023	0.20	
Risk Management Expertise	Flag Removed	Jul 18, 2023	0.20	
Entrenched Board	Flag Added	Jul 18, 2023	-0.80	

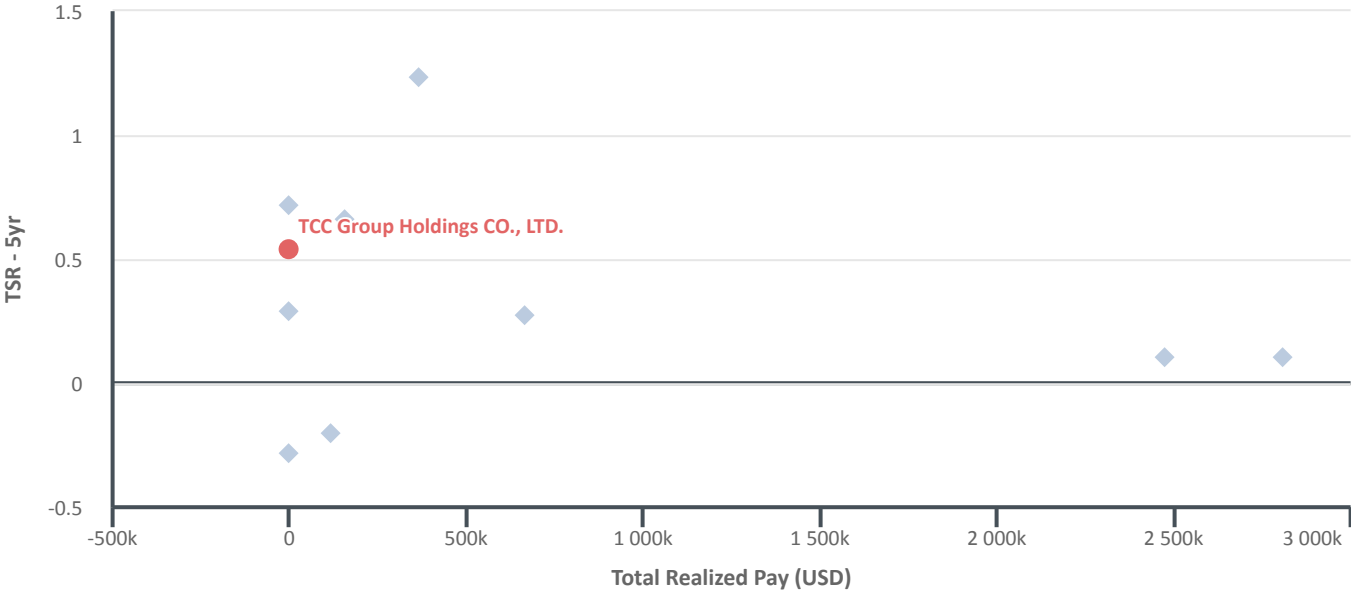
CEO PAY CHARTS

CEO TOTAL AWARDED PAY VERSUS PAY PEER GROUP



Pay Peers (♦) are used in the calculation of the Key Metric CEO Pay Total Summary and selected as set out in the MSCI Governance Metrics Methodology Document.

CEO TOTAL REALIZED PAY VERSUS PAY PEER GROUP



Pay Peers (♦) are used in the calculation of the Key Metric CEO Pay Total Summary and selected as set out in the MSCI Governance Metrics Methodology Document.



## SHAREHOLDER/MANAGEMENT PROPOSALS

## MANAGEMENT PROPOSALS

Proxy Year	Proposal	Proposal Summary	Outcome	Votes For	Votes Against	Abstain/ Withheld%
2023	Other	(1) Business Report and Financial Statements of 2022	Approved	91.7%	0.1%	8.2%
2023	Other	(2) Proposal for Distribution of Profits of 2022.	Approved	91.9%	0%	8.1%
2023	Other	(1) Proposal for long-term capital raising plan.	Approved	89.8%	0.2%	10%
2023	Amend Certificate of Incorporation	(2) Amendments on part of Articles of Incorporation	Approved	89.8%	0.1%	10.1%
2022	Other	1 The 110th Annual Business Report and Financial Statements are hereby acknowledged.	Approved	93.7%	0.6%	5.7%
2022	Other	2 The 110th Annual Surplus Distribution Proposal, please acknowledge it.	Approved	94.5%	0%	5.5%
2022	Stock Issuance	3 The Company's annual ? annual surplus is converted into capital to issue new shares, which is hereby submitted to a referendum.	Approved	92.6%	0%	7.4%
2022	Stock Issuance	4 The company plans to handle the cash capital increase and the issuance of ordinary shares to participate in the issuance of overseas depositary receipts	Approved	92.4%	0.2%	7.4%
2022	Amend Certificate of Incorporation	5 Amendments to some of the articles of the Company's "Articles of Association" are hereby submitted to a referendum.	Approved	90.9%	1.6%	7.5%
2022	Other	6 Amend some of the provisions of the company's "Acquisition or Disposal of Assets Handling Procedures	Approved	92.6%	0%	7.4%
2021	Other	(I) To approve 2020 Annual Business Report and Financial Statements.	Approved	93.2%	0.1%	6.7%
2021	Other	(II) The proposal for distribution of 2020 profits	Approved	93.3%	0.1%	6.6%
2021	Other	(I) To approve the amendments on part of "Rules of Procedures for the Acquisition and Disposal of Assets".	Approved	86.1%	0%	13.9%
2021	Other	(II) To approve the amendments on part of Rules of Procedure for Annual Shareholders' Meeting.	Approved	91.9%	0%	8.1%
2021	Other	(III) Proposal to release the newly-elected Directors from non- competition restrictions.	Approved	85.1%	0.1%	14.8%

\*For Management Proposals at AGM's held more than three years ago, please refer to the Screener tool on ESG Manager.

TAIWAN



CURRENCY: TAIWAN NEW DOLLAR (TWD)

The main regulatory and legislative framework for corporate governance in Taiwan is the Company Act, Securities and Exchange Act and the TWSE/TPEX listing rules for relevant companies. There is the Taiwan Corporate Governance for Best Practice Principles, which follows a “comply or explain” approach and the Corporate Governance 3.0: Sustainable Development Roadmap.

There are two types of corporate structures available for public companies in Taiwan: (i) a supervisory system consisting of annual general meeting (AGM), board of directors and a supervisor and (ii) an audit committee system consisting of AGM, board of directors and audit committee. Most companies in Taiwan adopt the two-tier board structure of a supervisory board and a management board (acting as the board of directors).

The board of directors must have at least five members. The number of independent directors must be at least two and no less than one-fifth of the total number of directors. Independent directors cannot concurrently serve as directors in more than five TWSE/TPEX listed companies. The audit committee must consist of at least three members and comprise entirely independent directors. The listing rules require establishing pay and nomination committees and internal risk management mechanisms. There are no board gender diversity requirements.

Related party transactions (RPTs) that reaches 10% or more of the company’s total assets must obtain an appraisal report from a professional appraiser or the opinion of a certified public accountant. The law and regulations governing procedure for board directors’ meetings of public companies stipulate that interested directors must disclose their interest to the board and must abstain from voting on the issue of the matter.

Company law states that pay of directors and supervisors is determined by the annual general meeting. The Taiwan Corporate Governance Best Practice Principles for public companies requires companies to disclose the directors’ pay as well as the pay of supervisors, general managers, and vice general managers for the most recent fiscal year.

Controlled and principal ownership dominates in Taiwan, and families are the most common owner type.

Cross-shareholdings are a common control-maintaining mechanism used by Taiwanese companies. Multiple share classes with unequal voting rights are not permitted, but foreign ownership limits are present in strategic sectors such as telecommunications, shipping and aviation.

The Companies Act provides shareholders with the right to vote, elect and discharge directors and supervisors, determine the pay of directors and supervisors, amending the articles of incorporation, and approving certain transactions. Companies in Taiwan do not generally hold annual elections, since directors are typically elected for a three-year term. Shareholders with at least 1% of outstanding shares can propose agenda items to the annual general meeting. Shareholders owning 3% of the shares can request in writing for the supervisor to initiate an action against a director on behalf of the company.

A mandatory takeover bid is triggered if a bidder intends to purchase 20% or more shares within a period of 50 days.

Public companies must provide their disclosure information subject to both the Company Act and the Securities and Exchange Act. Companies are further required to appoint external auditors. External auditors are subject to a mandatory five-year rotation.

DIRECTOR PROFILES

AN PING (NELSON) CHANG

Age:

Gender: M

Nationality: Taiwan

Financial: Yes

Risk: No

Industry: Materials - Construction Materials,Consumer Services - Hotels, Restaurants & Leisure

BIOGRAPHICAL INFORMATION

Synnex Technology International Corp., Source Date:

Zhang Anping has been Independent Director in Synnex Technology International Corp. since June 13, 2012. Zhang is also Chairman of the Board and Director in five other companies. Zhang holds a Master of Business Administration from New York University and a Bachelor's degree in Economics from Princeton University.

Taiwan Cement Corp., Source Date:

Mr. Zhang Anping has been Managing Director in Taiwan Cement Corporation since November 1, 2011. He was Vice Chairman of the Board in the Company. He is also Chairman of the Board, Independent Director and Director in other companies. He holds a Master of Business Administration (MBA) from New York University, the United States. He was Vice Chairman of the Board in another cement company.

CORPORATE BOARDS

Company	Role	Tenure	Appointed	Resigned	Independent of Management	Independent of Other Interests	Attendance
CTCI Corporation	Board Member	4	May 28, 2020		Yes	No	
TCC Group Holdings CO., LTD.	Board Member, Chairman	6	Jun 22, 2018		Yes	No	

BOARD COMMITTEES

Company	Committee Type	Position
TCC Group Holdings CO., LTD.	Nomination	Chair

DIRECTOR PAY (all values USD)

Company	Role	Tenure	Pay Year	Cash Fees	Total Awarded Pay	Shares Held
CTCI Corporation	Non-Executive	4	2023	78,200	84,065	0
TCC Group Holdings CO., LTD.	Chair	6	2023	1,148,955	1,151,724	2,408,351

CHI CHIA HSIEH

Age:

Gender: M

Nationality: Taiwan

Financial: No

Risk: No

Industry:

BIOGRAPHICAL INFORMATION

Taiwan Cement Corp., Source Date:

Xie Qijia is Director in Taiwan Cement Corporation. Xie is Vice Chairman of the Board, Chairman of the Board, Independent Director and Director in four other companies. Xie holds a Ph.D in Electrical Engineering from Santa Clara University, the United States.

CORPORATE BOARDS

Company	Role	Tenure	Appointed	Resigned	Independent of Management	Independent of Other Interests	Attendance
Innolux Corporation	Board Member	11	Jun 19, 2013		Yes	Yes	
TCC Group Holdings CO., LTD.	Board Member	21	Jun 26, 2003		Yes	No	

BOARD COMMITTEES

Company	Committee Type	Position
Innolux Corporation	Audit	Chair
Innolux Corporation	Pay	Chair

DIRECTOR PAY (all values USD)

Company	Role	Tenure	Pay Year	Cash Fees	Total Awarded Pay	Shares Held
Innolux Corporation	Non-Executive	11	2023	78,200	78,200	0
TCC Group Holdings CO., LTD.	Non-Executive	21	2023	39,100	41,413	543,801

CHI-TE CHEN

Age:  
Gender: M  
Nationality: Taiwan

Financial: No  
Risk: No  
Industry:

BIOGRAPHICAL INFORMATION

TCC Group Holdings CO., LTD. - Board Member Source Date: 04/30/2024

Mr.Chi-Te Chen is the Director of the Taiwan Cement Corp.

MBA, University of California Santa Clara Vice Chairman, Chien Kuo Construction Co., Ltd.; Director, Chia Hsin Cement Corporation; Director, Chia Hsin Property Management and Development Corporation; Chairman, Chien Hwei Investment Co., Ltd.; Chairman, Rock Publishing International; Chairman, Golden Canyon Venture Capital Investment Co., Ltd.; Chairman, Golden Canyon II Venture Capital Investment Co., Ltd.; Director, Silver Shadow Holdings Co., Ltd.; Director, Golden Canyon Co., Ltd.; Director, Chien Kuo Asia Co., Ltd.; Director, China Real Estate Management Corporation; Chairman, Chien Kuo Building Co., Ltd.; Chairman, Chien Huei Cultural & Educational Foundation; Chairman, Chien Kuo Foundation for Arts and Culture and more

CHIA HSIN CEMENT CORPORATION - Board Member Source Date: 05/11/2023

Mr. Chi-Te Chen is a Director at Chia-Hsin Cement Corporation and Vice Chairman of Chien Kuo Construction Co. Ltd.MBA, University of California, Santa Clara Chairman of: • Chien Kuo Development Co., Ltd. • Chien Hwei Investment Co. Ltd. • Golden Canyon Venture Capital Investment Co., Ltd • Golden Canyon II Venture Capital Investment Co., Ltd • Rock Publishing International • Chien Huei Cultural & Educational Foundation • Chien Kuo Foundation for Arts And Culture. Vice Chairman of: • Chien Kuo Construction Co., Ltd. Director of: • Chia Hsin property Management & Development Corp, (JPR) • China Real Estate Management Co., Ltd • Taiwan Cement Corp. (JPR) • Silver Shadow Holdings Co., Ltd. • Golden Canyon Co., Ltd. • Chien Kuo Asia Co., Ltd

CORPORATE BOARDS

Company	Role	Tenure	Appointed	Resigned	Independent of Management	Independent of Other Interests	Attendance
CHIA HSIN CEMENT CORPORATION	Board Member	2	Jun 14, 2022		No	Yes	
TCC Group Holdings CO., LTD.	Board Member	12	Jun 21, 2012		Yes	No	

DIRECTOR PAY (all values USD)

Company	Role	Tenure	Pay Year	Cash Fees	Total Awarded Pay	Shares Held
CHIA HSIN CEMENT CORPORATION	Non-Executive	2	2022	454,816	454,816	692,955
TCC Group Holdings CO., LTD.	Non-Executive	12	2023	39,100	41,642	74,691

CHIEN (JAMES) WEN

Age:

Gender: M

Nationality: Taiwan

Financial: Yes

Risk: No

Industry: Semiconductors & Semiconductor Equipment - Semiconductors & Semiconductor Equipment

BIOGRAPHICAL INFORMATION

TCC Group Holdings CO., LTD. - Board Member Source Date: 04/30/2024

Mr.Chien, Wen is director of Taiwan Cement Corp.

MBA, The Wharton Business School, University of Pennsylvania; Director, International CSRC Investment Holdings Co., Ltd.; Supervisor, Winbond Electronics Corp.; CFO, Winbond Electronics Corp.; President, Cathay Securities Investment Trust Director, Chinatrust Investment Co., Ltd.; Supervisor, Ta-Ho Maritime Corporation and more.

CORPORATE BOARDS

Company	Role	Tenure	Appointed	Resigned	Independent of Management	Independent of Other Interests	Attendance
TCC Group Holdings CO., LTD.	Board Member	21	Jun 26, 2003		Yes	No	

DIRECTOR PAY (all values USD)

Company	Role	Tenure	Pay Year	Cash Fees	Total Awarded Pay	Shares Held
TCC Group Holdings CO., LTD.	Non-Executive	21	2023	39,100	41,870	0

CHUN YING LIU

Age:

Gender: F

Nationality: Taiwan

Financial: No

Risk: No

Industry:

BIOGRAPHICAL INFORMATION

TCC Group Holdings CO., LTD. - Board Member Source Date: 04/30/2024

Ms.Chun-Ying, Liu is director of Taiwan Cement Corp.

EMBA, College of Management, National Taiwan University; LLM, Northwestern University; LLB, National Taiwan University Partner, Tsar and Tsai Law Firm; Director, Chinatrust Investment Co., Ltd.; Independent Director, Jarlly Technology Co., Ltd. and more.

CORPORATE BOARDS

Company	Role	Tenure	Appointed	Resigned	Independent of Management	Independent of Other Interests	Attendance
TCC Group Holdings CO., LTD.	Board Member	21	Jun 26, 2003		Yes	No	

DIRECTOR PAY (all values USD)

Company	Role	Tenure	Pay Year	Cash Fees	Total Awarded Pay	Shares Held
TCC Group Holdings CO., LTD.	Non-Executive	21	2023	39,100	41,218	0

KANG LUNG (JASON) CHANG

Age:

Gender: M

Nationality: Taiwan

Financial: No

Risk: No

Industry: Materials - Construction Materials

BIOGRAPHICAL INFORMATION

TCC Group Holdings CO., LTD. - Board Member Source Date: 04/30/2024

Mr.Kang Lung (Jason) Chang is the director of Taiwan Cement Corp.

MS in Management Studies, Sloan School of Management, Massachusetts Institute of Technology; President, Chia Hsin Cement Corporation.

CORPORATE BOARDS

Company	Role	Tenure	Appointed	Resigned	Independent of Management	Independent of Other Interests	Attendance
TCC Group Holdings CO., LTD.	Board Member	12	Jun 21, 2012		No	No	

DIRECTOR PAY (all values USD)

Company	Role	Tenure	Pay Year	Cash Fees	Total Awarded Pay	Shares Held
TCC Group Holdings CO., LTD.	Non-Executive	12	2023	39,100	41,413	0



KENNETH C.M. LO

Age:

Gender: M

Nationality: Taiwan

Financial: Yes

Risk: No

Industry: Banks - Banks

BIOGRAPHICAL INFORMATION

TCC Group Holdings CO., LTD. - Board Member Source Date: 04/30/2024

Kenneth C.M. Lo is a director of Taiwan Cement Corp.

MS in Finance, Manderson School of Business, The University of Alabama Managing Director, O-Bank.

CORPORATE BOARDS

Company	Role	Tenure	Appointed	Resigned	Independent of Management	Independent of Other Interests	Attendance
TCC Group Holdings CO., LTD.	Board Member	22	Jun 18, 2002		Yes	No	

BOARD COMMITTEES

Company	Committee Type	Position
TCC Group Holdings CO., LTD.	Nomination	Member

DIRECTOR PAY (all values USD)

Company	Role	Tenure	Pay Year	Cash Fees	Total Awarded Pay	Shares Held
TCC Group Holdings CO., LTD.	Non-Executive	22	2023	39,100	41,413	0

KUNG YI KOO

Age:

Gender: M

Nationality: Taiwan

Financial: No

Risk: No

Industry: Materials - Metals & Mining

BIOGRAPHICAL INFORMATION

TCC Group Holdings CO., LTD. - Board Member Source Date: 04/30/2024

Mr.Kung Yi Koo is the director of the Taiwan Cement Corp.

MBA, The Wharton School of University of Pennsylvania; Vice President, Morgan Stanley Investment Banking Department; Vice Chairman, Taiwan Cement Corporation Chairman, International CSRC Investment Holdings Co., Ltd.; Chairman, Linyuan Advanced Materials Technology Co., Ltd.; Chairman, Circular Commitment Company; Chairman, Yun Cheng Investment Corporation; Chairman, Chung Cheng Development Investment Co., Ltd.; Chairman, Consolidated Resource Company; Chairman, Taiwan Transport & Storage Corp.; Chairman, Synpac (North Carolina), Inc.; Chairman, Synpac GP Corporation; Chairman, CCC USA Corp.; Chairman, Continental Carbon Company; Director, CSRC (BVI) Ltd.; Director, CSRC (Singapore) Pte. Ltd.; Director, SYPAC Ltd.; Director, Continental Carbon Nanotechnologies, Inc.; Director, E-One Moli Energy Corp.; Director, TCC Recycle Energy Technology Company; Director, Ho-Ping Power Company; Director, China Steel Chemical Corporation; Director, Yingde Dragon Mountain Cement Co., Ltd.; Director, TCC International Holdings Limited; Director, TCC International Limited; Director, Chiefolk Company Limited; Director, Hong Kong Cement Company Limited; Director, Kong On Cement Holdings Ltd.; Supervisor, TCC New (Hangzhou) Management Company Limited; Manager, Synpac Venture Capital L.P.; Manager, SVC Management, LLC; Manager, SVC Services, LLC and more

CORPORATE BOARDS

Company	Role	Tenure	Appointed	Resigned	Independent of Management	Independent of Other Interests	Attendance
TCC Group Holdings CO., LTD.	Board Member	6	Jun 22, 2018		No	No	

DIRECTOR PAY (all values USD)

Company	Role	Tenure	Pay Year	Cash Fees	Total Awarded Pay	Shares Held
TCC Group Holdings CO., LTD.	Non-Executive	6	2023	112,934	117,724	700,451

LING TAI (LYNETTE) CHOU

Age:

Gender: F

Nationality: Taiwan

Financial: Yes

Risk: No

Industry:

BIOGRAPHICAL INFORMATION

TCC Group Holdings CO., LTD. - Board Member Source Date: 04/30/2024

Ms.Lynette Ling-Tai, Chou is an independent director of Taiwan Cement Corp.

Ph.D. of Accounting, University of Houston; Master of Accounting, University of Houston; BS in International Business, Department of Commerce, National Taiwan University; Chief of Student Affairs, National Cheng Chi University; Dean, Department of Accounting, National Cheng Chi University; Professor, Guanghua School of Management; Managing Supervisor, Taiwan Public Television Services; Independent Director, F-MStar Co., Ltd. Independent Director, Chief Telecom Co., Ltd.; Emeritus and Tenure Professor Department of Accounting, National Cheng Chi University and more.

CORPORATE BOARDS

Company	Role	Tenure	Appointed	Resigned	Independent of Management	Independent of Other Interests	Attendance
TCC Group Holdings CO., LTD.	Board Member	6	Jun 22, 2018		Yes	Yes	

BOARD COMMITTEES

Company	Committee Type	Position
TCC Group Holdings CO., LTD.	Audit	Member
TCC Group Holdings CO., LTD.	Pay	Member
TCC Group Holdings CO., LTD.	Nomination	Member
TCC Group Holdings CO., LTD.	Risk	Member

DIRECTOR PAY (all values USD)

Company	Role	Tenure	Pay Year	Cash Fees	Total Awarded Pay	Shares Held
TCC Group Holdings CO., LTD.	Non-Executive	6	2023	86,020	88,790	200,000

MEI-HWA LIN

Age:

Gender: F

Nationality: Taiwan

Financial: Yes

Risk: No

Industry:

BIOGRAPHICAL INFORMATION

TCC Group Holdings CO., LTD. - Board Member Source Date: 04/30/2024

Ms. Mei-Hwa Lin is independent director of Taiwan Cement Corp.

Ph.D. of Accounting, Drexel University; Dean and Professor, Department of Accounting, National Cheng Chi University Independent Director, Shin Kong Financial Holding Co., Ltd

CORPORATE BOARDS

Company	Role	Tenure	Appointed	Resigned	Independent of Management	Independent of Other Interests	Attendance
TCC Group Holdings CO., LTD.	Board Member	3	Jul 05, 2021		Yes	Yes	

BOARD COMMITTEES

Company	Committee Type	Position
TCC Group Holdings CO., LTD.	Audit	Member
TCC Group Holdings CO., LTD.	Pay	Member

DIRECTOR PAY (all values USD)

Company	Role	Tenure	Pay Year	Cash Fees	Total Awarded Pay	Shares Held
TCC Group Holdings CO., LTD.	Non-Executive	3	2023	78,200	80,970	0

POR-YUAN WANG

Age:

Gender: M

Nationality: Taiwan

Financial: Yes

Risk: No

Industry:

BIOGRAPHICAL INFORMATION

TCC Group Holdings CO., LTD. - Board Member Source Date: 04/30/2024

Wang Por-Yuan is director of Taiwan Cement Corp.

Ph.D., Carnegie Mellon University; Chairman, Taiwan Venture Capital Association; Chairman, Monte Jade Science & Technology Association of Taiwan Chairman, Sercomm Corporation; Chairman, Pacific Venture Partners; Director, Prosperity Dielectrics Co., Ltd.; Independent Director, UPC Technology Corporation; Chairman, K.T. Li Foundation Development of Science and Technology; Vice Chairman, Fairs Winds Foundation and more.

CORPORATE BOARDS

Company	Role	Tenure	Appointed	Resigned	Independent of Management	Independent of Other Interests	Attendance
TCC Group Holdings CO., LTD.	Board Member	21	Jun 26, 2003		Yes	No	

DIRECTOR PAY (all values USD)

Company	Role	Tenure	Pay Year	Cash Fees	Total Awarded Pay	Shares Held
TCC Group Holdings CO., LTD.	Non-Executive	21	2023	39,100	40,794	0

SHIOU-LING (SHERRY) LIN

Age:

Gender: F

Nationality: Taiwan

Financial: No

Risk: No

Industry:

BIOGRAPHICAL INFORMATION

TCC Group Holdings CO., LTD. - Board Member Source Date: 04/30/2024

Ms. Lin Shiou Ling is the independent director of Taiwan Cement Corp.

LLB, National Taiwan University; Director, Cathay Financial Holding Co., Ltd.; Director, Tong Lung Metal Industry Co., Ltd.; Independent Director, Accton Technology Corporation; Senior Consultant, Lee and Li, Attorneys-atLaw Special Senior Consultant, Lee and Li, Attorneys-at-Law; Chairman, Bar Koo Investment Corporation; Chairman, Bar Koo Consultation Corporation; Chairman, Cheng Yu Investment Corporation; Chairman, Cheng Yu Financial Consultation Corporation; Chairman, Cheng Yu Sheng Investment Corporation; Independence Director, Cathay Real Estate Development Co., Ltd.; Convener of Risk Management Committee and more.

CORPORATE BOARDS

Company	Role	Tenure	Appointed	Resigned	Independent of Management	Independent of Other Interests	Attendance
TCC Group Holdings CO., LTD.	Board Member	3	Jul 05, 2021		Yes	Yes	

BOARD COMMITTEES

Company	Committee Type	Position
TCC Group Holdings CO., LTD.	Audit	Member
TCC Group Holdings CO., LTD.	Pay	Member
TCC Group Holdings CO., LTD.	Nomination	Member
TCC Group Holdings CO., LTD.	Risk	Chair

DIRECTOR PAY (all values USD)

Company	Role	Tenure	Pay Year	Cash Fees	Total Awarded Pay	Shares Held
TCC Group Holdings CO., LTD.	Non-Executive	3	2023	78,200	80,514	0

SUN-TE (ERIC) CHEN

Age:

69

Gender:

M

Nationality:

China

Financial:

Yes

Risk:

No

Industry:

Financial Services - Financial Services

BIOGRAPHICAL INFORMATION

TCC Group Holdings CO., LTD. - Board Member Source Date: 04/30/2024

Mr.Sun-Te Chen is director of Taiwan Cement Corp.

M.B.A., University of Missouri (U.S.A.) B.A., National Chengchi University Experience: Director, Zoyi Capital Ltd., President of North Asia and Greater China, Fullerton Financial Holdings Pte. Ltd., CEO of Corporate Banking and President, Chinatrust Financial Holding Co., Ltd., Country Officer and Country Head of Corporate Bank in Taiwan, Citigroup

UNI-PRESIDENT CHINA HOLDINGS LTD. - Board Member Source Date: 04/25/2024

Chen Sun-Te, was appointed as an independent non-executive director of the Company in August 2007. Mr. Chen has over 41 years of experience in the banking and financial industry. He is currently an independent director of Lion Travel Services Co., Ltd., a director of Taiwan Cement Ltd., and an independent director of USI Corporation. Prior to that, Mr. Chen was the chairman of Taipei Fubon Commercial Bank during the period from October 2016 to June 2023, an independent director of China Telecom Corporation from March 2012 to July 2019, the president of Fullerton Financial Holdings Pte. Ltd. (North Asia and Greater China regions) between 2005 and 2012, the president of Chinatrust Financial Holdings Co., Ltd. (now known as CTBC Financial Holding Co., Ltd) in 2005, the chairman of Chinatrust Securities Co., Ltd. between 2003 and 2005, the country officer and country head of the corporate bank in Taiwan of Citigroup between 2001 and 2003 and the regional head of financial markets in Asia Pacific of Citigroup between 1998 and 2001. He gained extensive financial management experience from various positions held with finance related companies and has acquired general knowledge about the food and beverage industry through dealing with clients in such industry. Mr. Chen holds his MBA degree from University of Missouri, the U.S.A. and BA degree from National Chengchi University, Taiwan.

USI CORPORATION - Board Member Source Date: 05/12/2023

Mr. Sun-Te Chen is the Independent Director of USI CORPORATION

Chairman, Taipei Fubon Commercial Bank Co., Ltd.

CORPORATE BOARDS

Company	Role	Tenure	Appointed	Resigned	Independent of Management	Independent of Other Interests	Attendance
USI CORPORATION	Board Member	1	May 31, 2023		Yes	Yes	
TCC Group Holdings CO., LTD.	Board Member	8	Jun 22, 2016		Yes	No	
UNI-PRESIDENT CHINA HOLDINGS LTD.	Board Member	16	Aug 09, 2007		Yes	Yes	

BOARD COMMITTEES

Company	Committee Type	Position
UNI-PRESIDENT CHINA HOLDINGS LTD.	Audit	Member
UNI-PRESIDENT CHINA HOLDINGS LTD.	Pay	Chair
UNI-PRESIDENT CHINA HOLDINGS LTD.	Risk	Member
USI CORPORATION	Audit	Member
USI CORPORATION	Pay	Member

VOTING RESULTS

Company	Year	For %	Against, Withheld and / or Abstained %
UNI-PRESIDENT CHINA HOLDINGS LTD.	2024	97.6%	2.4%

DIRECTOR PAY (all values USD)

Company	Role	Tenure	Pay Year	Cash Fees	Total Awarded Pay	Shares Held
TCC Group Holdings CO., LTD.	Non-Executive	8	2023	39,100	41,642	230,984
UNI-PRESIDENT CHINA HOLDINGS LTD.	Non-Executive	16	2023	35,955	40,608	0



VICTOR WANG

Age:

Gender: M

Nationality: Taiwan

Financial: Yes

Risk: No

Industry: Commercial & Professional Services - Professional Services

BIOGRAPHICAL INFORMATION

TCC Group Holdings CO., LTD. - Board Member Source Date: 04/30/2024

Mr.Victor Wang is an independent director of Taiwan Cement Corp.

BA in Accounting, Soochow University; EMBA, National Taiwan University; Vice Chairman of Auditing Service Division, Deloitte Taiwan Director, Yageo Corporation; Director, YFY Investment Holding Co., Ltd.; Independent Director, Fulin Plastic Industry (Cayman) Holding Co., Ltd.; Independent Director, Taiwan Navigation Co., Ltd.; Independent Director, DACIN Construction Co., Ltd.; Convener of Audit Committee and more.

CORPORATE BOARDS

Company	Role	Tenure	Appointed	Resigned	Independent of Management	Independent of Other Interests	Attendance
TCC Group Holdings CO., LTD.	Board Member	11	Jun 21, 2013		Yes	Yes	

BOARD COMMITTEES

Company	Committee Type	Position
TCC Group Holdings CO., LTD.	Audit	Chair
TCC Group Holdings CO., LTD.	Pay	Member
TCC Group Holdings CO., LTD.	Risk	Member

DIRECTOR PAY (all values USD)

Company	Role	Tenure	Pay Year	Cash Fees	Total Awarded Pay	Shares Held
TCC Group Holdings CO., LTD.	Non-Executive	11	2023	97,750	100,520	0

YU-CHENG (ARTHUR) CHIAO

Age:

Gender: M

Nationality: Taiwan

Financial: No

Risk: No

Industry: Semiconductors & Semiconductor Equipment - Semiconductors & Semiconductor Equipment

BIOGRAPHICAL INFORMATION

Walsin Lihwa Corp., Source Date:

Mr. Jiao Youjun has been Vice Chairman of the Board and Deputy Chief Executive Officer in Walsin Lihwa Corporation since May 31, 2005. He used to be Chairman of the Board in the Company. He holds a Master's degree in Electrical Engineering from Washington University, the United States. He also serves as Chairman of the Board and Director in other companies, including Baystar Holding Ltd., Marketplace Management Limited, Newfound Asia Corporation and Peaceful River Corporation.

CORPORATE BOARDS

Company	Role	Tenure	Appointed	Resigned	Independent of Management	Independent of Other Interests	Attendance
WALSIN TECHNOLOGY CORPORATION	Board Member	8	Jun 22, 2016		No	No	
TCC Group Holdings CO., LTD.	Board Member	12	Jun 21, 2012		Yes	Yes	
Nuvoton Technology Corporation	Board Member	16	Mar 14, 2008		No	No	
Winbond Electronics Corporation	Executive, Board Member, Chairman, CEO	36	Sep 04, 1987		No	No	
WALSIN LIHWA CORPORATION	Board Member	43	Apr 10, 1981		No	No	

BOARD COMMITTEES

Company	Committee Type	Position
TCC Group Holdings CO., LTD.	Audit	Member
TCC Group Holdings CO., LTD.	Pay	Chair
TCC Group Holdings CO., LTD.	Nomination	Member

EXECUTIVE PAY (all values USD)

Company	Role	Tenure	Pay Year	Total Annual Pay	Total Awarded Pay	Total Realized Pay	Shares Held
Winbond Electronics Corporation	CEO,Chair	36	2023	911,259	911,259	911,259	68,506,673

DIRECTOR PAY (all values USD)

Company	Role	Tenure	Pay Year	Cash Fees	Total Awarded Pay	Shares Held
TCC Group Holdings CO., LTD.	Non-Executive	12	2023	97,750	99,640	0

# GLOSSARY

## MSCI ESG RATINGS AND SCORES

### FINAL ESG RATING

- Letter ratings are relative within each MSCI ESG Ratings industry. Each Final Industry-Adjusted Company Score is converted to an equivalent rating on the AAA-CCC scale.

### ESG PILLARS

- the **Environment Score** represents the weighted average of all Key Issues that fall under the Environment Pillar
- the **Social Score** represents the weighted average of all Key Issues that fall under the Social Pillar
- the **Governance Score** represents the sum of score deductions derived from Key Metrics included in Corporate Governance (including Board, Pay, Ownership & Control, and Accounting) and Corporate Behavior (including Business Ethics and Tax Transparency)
- the **Environment Weight** represents the sum of the weights of all Key Issues that fall under the Environment Pillar
- the **Social Weight** represents the sum of the weights of all Key Issues that fall under the Social Pillar
- the **Governance Weight** represents the sum of the weights of Corporate Governance and Corporate Behavior, with a minimum weight set at 33% for all rated issuers

### KEY ISSUES

For each industry and Company-Specific Key Issue that contributes to the final rating:

- Weight** contribution to the final rating
- Exposure Score** (available for companies published since June 2011; excluding Raw Material Sourcing – Environmental)
- Management Score** (available for companies published since June 2011; excluding Raw Material Sourcing – Environmental)
- Overall **Key Issue Score**

### WEIGHTED-AVERAGE KEY ISSUE SCORE VS. INDUSTRY RELATIVE SCORE

- the **Weighted-Average Key Issue Score** is dynamic, reflecting changes in any underlying scores as of the Last Update date, while the **Industry Relative Score** is more static and corresponds to the Rating Date. Issues that we determine do not present material risks or opportunities to companies in a given industry receive 0% weight and do not impact the overall ESG rating.

## SCORES AND CALCULATION OF AVERAGE, PERCENTILE AND RATING DISTRIBUTION

All averages, percentiles, and rating distributions found in the report are based on companies in the relevant MSCI ESG Ratings Industry that are constituents of the MSCI ACWI and are calculated based on industry scores as of the date of publication of this report.

## ESTIMATED CARBON EMISSIONS

Carbon estimates are based on carbon intensity (carbon emissions/sales). The Estimate Key represents the source of the estimated carbon emissions data. E.CSI represents Company-Specific Intensity estimates based on previously disclosed data. E.GICSSI represents estimates based on the GICS Sub-Industry average. For E.GICSSI we set five levels of confidence (High, Moderately High, Moderate, Moderately Low, and Low). The Carbon Estimation Methodology document, available on ESG Manager, describes the estimation model in greater detail.

GOVERNMENT SUPPORT RATING

We calculate the 'government support rating' for Supranationals and Development Banks based on the weighted average of member countries' Governance scores using the MSCI ESG Government Ratings methodology. These scores are based on measures of political governance (strength of institutions, corruption control, civil liberties, and human rights) and financial accountability.

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