

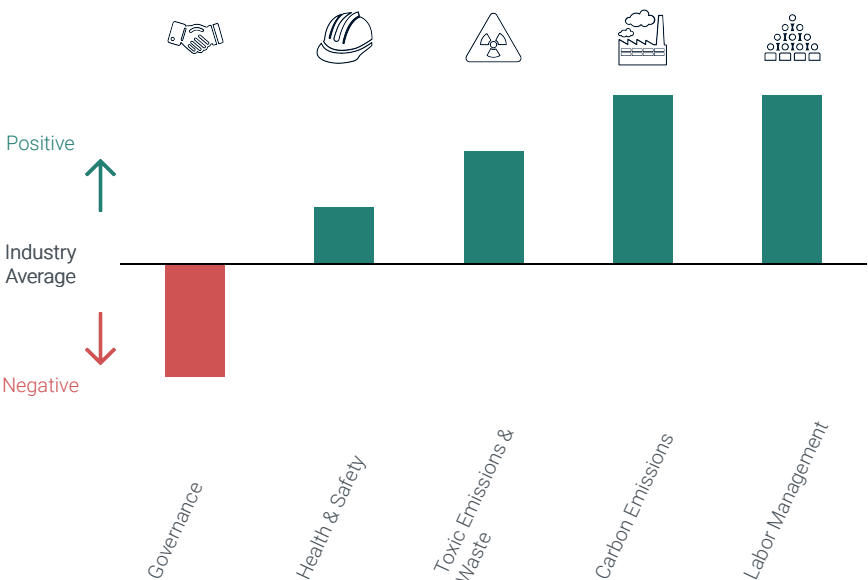
# Taiwan Cement Corp. (1101)

## Construction Materials | TW

Increasing investments in carbon mitigation to support stronger emissions reduction target

### 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 November 19, 2021.



### Last ESG Rating action

Rating action date: August 31, 2020

Taiwan Cement has been upgraded to 'BB' from 'B'.

In 2019, TCC formally adopted TCFD recommendations and set an SBTi-verified GHG emissions target of 10.8% reduction by 2025 vs. 2016 levels. For FY 2019, TCC reduced its GHG emissions by 34% against a 2013 baseline, meeting its 2030 target ahead of schedule. In addition to equipment upgrades and renewable energy sourcing, its emissions management is supported by life cycle modeling, R&D and programs in carbon capture, fuel-efficient shipping vessels, and product carbon footprint surveys.

- TCC has also refreshed its reduction targets for NOx (-50%), SOx (-30%), and particulate matter (-30%) come 2025 over 2016 figures. With its erstwhile target of 20% air emissions reduction by 2030 vs. 2013 levels, it recorded significant decreases for NOx (-13%), SOx (-29%), and particulate matter (-25%) as of 2019. Its waste strategy, certified to BS 8001 circular economy standard, is driven by co-processing of industrial by-products as alternative materials and fuels for manufacturing cement.
- In 2019, TCC broadened its labor management efforts to include engagement surveys and stock option plans. Further, with additional safety risks posed by COVID-19, it established a pandemic response center and enacted protocols, including shift staggering and deep-cleaning, across its sites.
- Even as a family firm, TCC has an independent-majority board, and neither has a controlling shareholder nor a special capital structure. However, potential board entrenchment and limited executive pay disclosures place it behind leading global peers.

Analyst: Kathryn Eunice Salonga

# MSCI

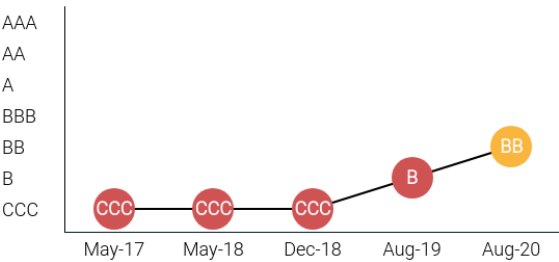
## ESG RATINGS



|     |   |    |     |   |    |     |
|-----|---|----|-----|---|----|-----|
| CCC | B | BB | BBB | A | AA | AAA |
|-----|---|----|-----|---|----|-----|

LAST UPDATE: November 19, 2021

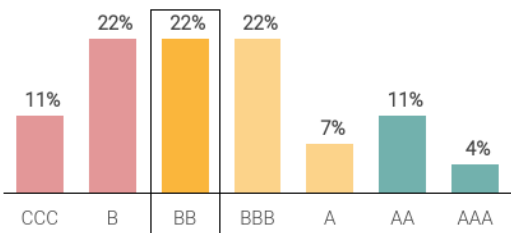
### ESG Rating history



ESG Rating history shows five most recent rating actions

### ESG Rating distribution

Universe: MSCI ACWI Index constituents, Construction Materials, n=27



### Key scores

|                                  | Weight | Score (0-10) |
|----------------------------------|--------|--------------|
| Industry-Adjusted Score          |        | 4.0          |
| Weighted-Average Key Issue Score |        | 4.3          |
| Environmental Pillar Score       | 39%    | 4.6          |
| Social Pillar Score              | 28%    | 5.3          |
| Governance Pillar Score          | 33%    | 3.1          |

### 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 November 19, 2021

| KEY ISSUE                               | WEIGHT     | INDUSTRY AVERAGE | SCORE (0-10) | CHANGE       | EXPLANATION   |
|---|------------|------------------|--------------|--------------|---|
| <b>Weighted-Average Key Issue Score</b> |            | <b>3.7</b>       | <b>4.3</b>   |              |   |
| ➤ <b>ENVIRONMENT</b>                    | <b>39%</b> | <b>3.5</b>       | <b>4.6</b>   | <b>▲ 0.9</b> |   |
| <u>Carbon Emissions</u>                 | 20%        | 3.6              | 5.0          | ▲ 0.9        | • Carbon Intensity 74% lower than industry average  |
| <u>Toxic Emissions &amp; Waste</u>      | 19%        | 3.2              | 4.2          | ▲ 0.9        | • Initiatives to reduce toxic emissions and waste include aggressive targets  |
| ➤ <b>SOCIAL</b>                         | <b>28%</b> | <b>4.0</b>       | <b>5.3</b>   | <b>▲ 0.8</b> |   |
| <u>Health &amp; Safety</u>              | 14%        | 3.6              | 4.2          | ▲ 1.0        | • Strong safety performance relative to peers   |
| <u>Labor Management</u>                 | 14%        | 4.5              | 6.3          | ▲ 0.5        | • Evidence of employee engagement programs and initiatives including regular engagement surveys   |
| ➤ <b>GOVERNANCE</b>                     | <b>33%</b> | <b>3.6</b>       | <b>3.1</b>   | <b>▼ 0.2</b> |   |
| <u>Corporate Governance</u>             |            | 4.8              | 3.6          | ▲ 0.3        | • The company falls into the lower scoring range relative to global peers, reflecting key areas of concern related to the board and accounting practices. |
| <u>Corporate Behavior</u>               |            | 4.0              | 5.2          | ▲ 0.1        | • 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.

## Company response

Response in last 12 months? \_\_\_\_\_ Yes

Date of last interaction \_\_\_\_\_ Oct 2021

Frequency of interactions\* \_\_\_\_\_ High

All companies are provided the opportunity to review their data. For details, see [Appendix](#) in full ESG Rating report.

\*Frequency of interactions represents interactions over the past two years: High = Ten or more incoming communications; Medium = Between 3 and 9 incoming communications; Low = Between 1 and 2 incoming communications

## 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 | 4.3          |        |   |
| 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):<br>(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  |
| 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<br><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<br><b>Flags Removed:</b> Business Combination Provision<br><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  |

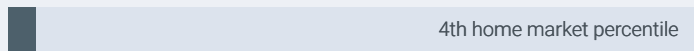
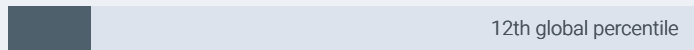
This table outlines the latest changes to specific data points that have occurred, the trigger for change (e.g. issuer feedback, data update or methodology enhancements) and the overall impact on the company's Weighted Average Key Issue Score. Companies are monitored on a continuous basis and significant score changes may trigger an ESG Rating action.

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

## Most recent controversies

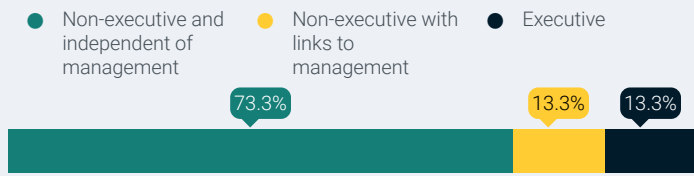
There are no recent new controversies or updates to ongoing controversies for this company.

## Corporate governance summary

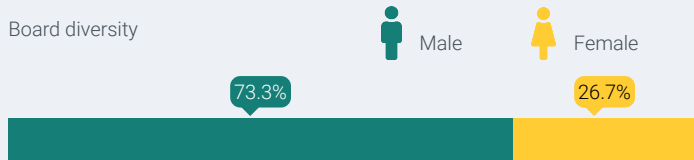


## Board of directors

Board type: Unitary Board



## Board diversity



## Ownership summary

Capital structure Multiple Equity Classes

Ownership classification Principal Shareholder

Key Owner Types Family Firm

Complex Ownership Structures Cross Shareholdings

## Top shareholders

Koo Family and Chang Family - 11.21% (Chinatrust Investment Co., Ltd. -4.00% via Tian-Yi Huo - 0.14% Chia Hsin Cement Corporation-3.60% via Kang-Lung Chang, Chia Hsin International -1.75 via Kang-Lung Chang International CSRC Investment Holdings Co - 1.71%, via Kung-Yi Koo - 0.01% )

## CEO

Name: An Ping Chang

Tenure: 2 Years

Total realized pay\*:N/A

Total summary pay\*:N/A

\*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

| LARGEST 5 INDUSTRY PEERS (CONSTRUCTION MATERIALS) | Carbon Emissions | Toxic Emissions & Waste | Health & Safety | Labor Management | Corporate Governance | Corporate Behaviour | Rating & Trend |
|---|------------------|-------------------------|-----------------|------------------|----------------------|---------------------|----------------|
| CRH PUBLIC LIMITED COMPANY                        | ● ● ●            | ● ● ● ●                 | ● ● ● ●         | ● ● ●            | ● ● ● ●              | ● ● ●               | AAA ◀ ▶        |
| Holcim AG   | ● ● ●            | ● ●                     | ● ● ●           | ●                | ● ● ● ●              | ● ●                 | A ▲            |
| VULCAN MATERIALS COMPANY                          | ● ● ●            | ● ● ● ●                 | ● ● ● ●         | ● ● ●            | ● ● ●                | ● ● ●               | BBB ▲          |
| Taiwan Cement Corp.                               | ● ● ●            | ● ● ● ●                 | ● ● ●           | ● ● ● ●          | ● ●                  | ● ● ●               | BB ▲           |
| ULTRATECH CEMENT LIMITED                          | ● ●              | ●                       | ● ● ● ●         | ● ●              | ●                    | ●                   | B ◀ ▶          |
| ANHUI CONCH CEMENT COMPANY 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 ▼▼

This table shows the company's positioning relative to five of its 27 industry peers. Industry peers are constituents of the MSCI ACWI Index in the ESG Ratings Industry classified as Construction Materials, as of November 19, 2021. The selection of five industry peers in this distribution is based on market capitalization, sorted by ESG Ratings (best to worst).

## Analyst insights

With Engie EPS acquisition, Taiwan Cement Corporation positions for entry into battery storage opportunities

August 02, 2021  
Mathew Lee

Engie finalized the sale of its 60.5% stake in subsidiary Engie EPS to Taiwan Cement Corporation (TCC) in a deal worth EUR 132 million at EUR 17.10 per share (July 2021). Engie EPS will rebrand as New Horizons Ahead (NHOA). NHOA's portfolio of storage solutions positions the company well to capitalize on opportunities related to transport electrification and renewable energy.

TCC subsidiary TCC Green Energy Corp has developed both the first large-scale Battery Energy Storage System (BESS) and combined solar and wind power plant in Taiwan, where regulatory requirements set a 10% minimum of renewables consumption for heavy industry. NHOA's project development experience with storage solutions (300 MWh installed and 600 MWh under development globally) could help increase the viability of renewables to supply TCC's heavy industry operations in cement production and chemicals that our research indicates account for over 85% of its business revenue. As other heavy industries in Taiwan seek to comply with regulatory requirements, TCC could be tapping into a growing market that recently saw Taiwan Semiconductor Manufacturing Company (TSMC) sign the world's largest corporate Power Purchase Agreement (PPA) for 920 MW of wind energy in June 2020.

TCC subsidiary E-One Moli Energy Corp (Modicel), the largest lithium battery manufacturer in Taiwan announced a USD 350 million dollar investment to build a battery factory that can supply 24,000 electric vehicles a year in April 2021. NHOA's joint venture Atlante with automotive manufacturer Stellantis aims to build 35,000 fast chargers over 9,000 locations throughout Southern Europe by 2030, hoping to capitalize on the European Commission's proposed Fit for 55 emissions reduction policies calling for 100% zero emission cars by 2035 and regular electric charging intervals every 60km of highway. Modicel and NHOA thus give TCC exposure to rising demand for both electric vehicles and charging infrastructure.

Brother-in-law holds onto chairmanship until Koo's successors are named

October 19, 2020  
Sophia Cheng

In 2017, Leslie Koo, the third-generation Taiwanese cement scion, passed away from injuries sustained from a fall at age of 62. Following his sudden death, his brother-in-law Nelson Chang was appointed to be the acting chairman of Taiwan Cement Corp (TCC), the island's top cement maker founded by Koo's family. The family controls Taiwan Cement Group and its 17 affiliate companies across various sectors, including construction, biotech and chemical products. TCC is the group's flagship company, in which the family holds 9.8% voting rights.

The family has delegated Leslie Koo's responsibilities to other family members but a succession plan is still not apparent. Chang officially became the chairman and CEO of TCC, while Koo's nephew Koo Kung-yi, from the family's fourth generation, became the deputy chairman after the company's annual general meeting in June 2018. Koo Kung-yi was also appointed as chairman of two other affiliated companies in the TCC Group, China Synthetic Rubber Corp. and Taiwan Prosperity Chemical Corp. While it appears that some of the family's fourth generation has been given key roles in the companies, Koo's family has not announced a succession plan for TCC yet. (Leslie Koo's son Koo Gung-kai and daughter Koo Hsuan-hui, both in their 30s, do not hold any positions at TCC.)

Besides, TCC has an entrenched board, based on MSCI's definition, with 26% of the board directors' tenure over 15 years and six out of 19 board members over age 70. TCC has the most directors older than 70 among the MSCI ACWI Taiwan Index constituents. In January 2020, the younger-generation Koo Kung-yi resigned as deputy chairman of TCC, citing too many work commitments. This led to speculation that this potential succession candidate would rather focus on the other two TCC Group companies where he serves. As a result of his resignation, his uncle, Chang, who has served on TCC's board for more than 26 years, is expected to continue to lead the board for the foreseeable future.

## ESG Rating drill down

| Description                                | As of last rating action date: Aug 31, 2020 |        | As of last update date: Nov 19, 2021 |        | Difference |        |
|--|---|--------|--------------------------------------|--------|------------|--------|
|  | Score                                       | Weight | Score                                | Weight | Score      | Weight |
| ESG Rating Letter Grade                    | BB  |        | BB                                   |        | -          | -      |
| Industry Adjusted Score                    | 4.0   |        | 4.0                                  |        | -          | -      |
| Industry Minimum Score                     | 2.1   |        | 1.5                                  |        | -0.6       | -      |
| Industry Maximum Score                     | 6.6   |        | 6.4                                  |        | -0.2       | -      |
| Weighted Average Key Issue Score           | 3.9   |        | 4.3                                  |        | 0.4        | -      |
| Environmental Pillar Score                 | 3.7   | 44.0%  | 4.6                                  | 39.0%  | 0.9        | -5.0%  |
| Carbon Emissions Key Issue Score           | 4.1   | 22.0%  | 5.0                                  | 20.0%  | 0.9        | -2.0%  |
| Exposure Score                             | 9.9   |        | 10.0                                 |        | 0.1        | -      |
| Business Segment Exposure Score            | 9.1   |        | 9.2                                  |        | -          | -      |
| Geographic Exposure Score                  | 5.9   |        | 5.9                                  |        | -          | -      |
| Management Score                           | 7.0   |        | 8.0                                  |        | 1.0        | -      |
| Management Score - Excluding Controversies | 7.0   |        | 8.0                                  |        | 1.0        | -      |
| Practices Score                            | 7.0   |        | 8.5                                  |        | 1.5        | -      |
| Performance Score                          | 7.0   |        | 7.0                                  |        | -          | -      |
| Toxic Emissions & Waste Key Issue Score    | 3.3   | 22.0%  | 4.2                                  | 19.0%  | 0.9        | -3.0%  |
| Exposure Score                             | 9.4   |        | 9.4                                  |        | -          | -      |
| Business Segment Exposure Score            | 9.4   |        | 9.4                                  |        | -          | -      |
| Management Score                           | 5.7   |        | 6.6                                  |        | 0.9        | -      |
| Management Score - Excluding Controversies | 5.7   |        | 6.6                                  |        | 0.9        | -      |
| Practices Score                            | 6.0   |        | 7.4                                  |        | 1.4        | -      |
| Performance Score                          | 5.0   |        | 5.0                                  |        | -          | -      |
| Controversy Deduction                      | 0.0   |        | 0.0                                  |        | -          | -      |
| Social Pillar Score                        | 4.5   | 34.0%  | 5.3                                  | 28.0%  | 0.8        | -6.0%  |
| Health & Safety Key Issue Score            | 3.2   | 17.0%  | 4.2                                  | 14.0%  | 1.0        | -3.0%  |
| Exposure Score                             | 8.3   |        | 8.3                                  |        | -          | -      |
| Business Segment Exposure Score            | 7.1   |        | 7.1                                  |        | -          | -      |
| Geographic Exposure Score                  | 6.7   |        | 6.7                                  |        | -          | -      |
| Management Score                           | 4.5   |        | 5.5                                  |        | 1.0        | -      |
| Management Score - Excluding Controversies | 4.5   |        | 5.5                                  |        | 1.0        | -      |
| Practices Score                            | 4.3   |        | 5.8                                  |        | 1.5        | -      |
| Performance Score                          | 5.0   |        | 5.0                                  |        | -          | -      |
| Controversy Deduction                      | 0.0   |        | 0.0                                  |        | -          | -      |
| Labor Management Key Issue Score           | 5.8   | 17.0%  | 6.3                                  | 14.0%  | 0.5        | -3.0%  |
| Exposure Score                             | 6.1   |        | 6.1                                  |        | -          | -      |
| Business Segment Exposure Score            | 7.1   |        | 7.1                                  |        | -          | -      |
| Geographic Exposure Score                  | 6.2   |        | 6.2                                  |        | -          | -      |
| Company-Specific Exposure Score            | 3.8   |        | 3.8                                  |        | -          | -      |
| Management Score                           | 4.9   |        | 5.4                                  |        | 0.5        | -      |
| Management Score - Excluding Controversies | 4.9   |        | 5.4                                  |        | 0.5        | -      |
| Practices Score                            | 4.9   |        | 5.4                                  |        | 0.5        | -      |
| Controversy Deduction                      | 0.0   |        | 0.0                                  |        | -          | -      |

| Description                                 | As of last rating action date: Aug 31, 2020 |              | As of last update date: Nov 19, 2021 |              | Difference  |              |
|---|---|--------------|--------------------------------------|--------------|-------------|--------------|
|   | Score                                       | Weight       | Score                                | Weight       | Score       | Weight       |
| <b>Governance Pillar Score*</b>             | <b>3.3</b>                                  | <b>22.0%</b> | <b>3.1</b>                           | <b>33.0%</b> | <b>-0.2</b> | <b>11.0%</b> |
| <b>Corporate Governance Key Issue Score</b> | <b>3.3</b>                                  | <b>22.0%</b> | <b>3.6</b>                           |              | <b>0.3</b>  | <b>-</b>     |
| Board                                       | 4.1   |              |                                      |              | -           | -            |
| Pay   | 2.3   |              |                                      |              | -           | -            |
| Ownership & Control                         | 7.2   |              |                                      |              | -           | -            |
| Accounting                                  | 5.5   |              |                                      |              | -           | -            |
| <b>Governance Pillar Deductions**</b>       |   |              | <b>-6.9</b>                          |              | <b>-</b>    | <b>-</b>     |
| <b>Corporate Governance Deductions</b>      |   |              | <b>-5.0</b>                          |              | <b>-</b>    | <b>-</b>     |
| Board                                       |   |              | -2.2                                 |              | -           | -            |
| Pay   |   |              | -1.3                                 |              | -           | -            |
| Ownership & Control                         |   |              | -0.9                                 |              | -           | -            |
| Accounting                                  |   |              | -0.7                                 |              | -           | -            |
| <b>Corporate Behavior Deductions</b>        |   |              | <b>-1.9</b>                          |              | <b>-</b>    | <b>-</b>     |
| Business Ethics                             |   |              | -1.9                                 |              | -           | -            |
| Tax Transparency                            |   |              | 0.0                                  |              | -           | -            |

\*Companies last rated prior to November 2020 will continue to show legacy Governance Key Issues (Corruption & Instability, Financial System Instability, Business Ethics & Fraud, and Anticompetitive Practices) in the ESG Rating drill down. These key issues will be removed from the drill down and replaced with Corporate Behavior and Corporate Governance Deductions at the next re-rating.

\*\*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 | 4.3          |        |   |
| 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):<br>(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  |
| 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<br><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<br><b>Flags Removed:</b> Business Combination Provision<br><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<br><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<br><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 | <b>Flags Removed:</b> Asset-Liability Valuation, Expense Recognition<br><b>Governance Score changed</b> based on the listed Key Metric(s): Revenue Recognition  |
| Jun 23, 2020 | Data Update: Governance | ▲0.2 | <b>Flags Added:</b> Asset-Liability Valuation, Expense Recognition<br><b>Flags Removed:</b> Leadership Concerns<br><b>Governance Score changed</b> based on the listed Key Metric(s): Revenue Recognition   |
| Jun 19, 2020 | Data Update: Governance | ▼0.1 | <b>Flags Added:</b> Leadership Concerns   |
| Jun 16, 2020 | Data Update: Governance | ▲0.1 | <b>Flags Added:</b> Audit Committee Industry Expert, Business Combination Provision, Combined CEO/Chair<br><b>Flags Removed:</b> Director Removal Without Cause, Leadership Concerns<br><b>Governance Score changed</b> based on the listed Key Metric(s): Cross Shareholdings, Asset-Liability Valuation, Expense Recognition, Revenue Recognition |
| Dec 20, 2019 | Data Update: Governance | ▼0.3 | <b>Flags Added:</b> Overboarded Audit Committee Members, Overboarded Non-Exec Directors<br><b>Governance Score changed</b> 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 | As of        |
|-------|-----------------------|----------|--------------|
| 3.6   | ▲ 0.3                 | ●●       | Nov 18, 2021 |

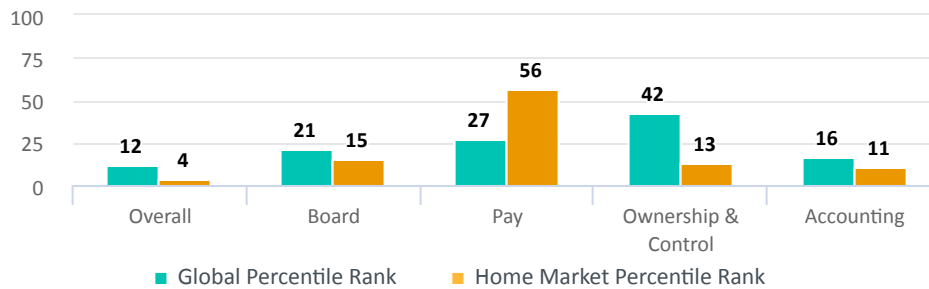
Market Cap: 10,690,706,259 USD

Home Market: Taiwan

Last Data Update:

Nov 18, 2021

## GOVERNANCE THEMES AND RANKINGS



## SUMMARY

Taiwan Cement 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 and accounting and financial reporting practices.

## KEY AREAS OF CONCERN\*

## Pay Figures

(-1.19)

Executive Pay Disclosure

## Board Effectiveness

(-1.00)

Overboarded Non-Exec Directors

Overboarded Exec Directors

## Accounting Variance

(-0.84)

Revenue Recognition

Expense Recognition

Asset-Liability Valuation

## SCORING DEDUCTIONS

## KEY DATES

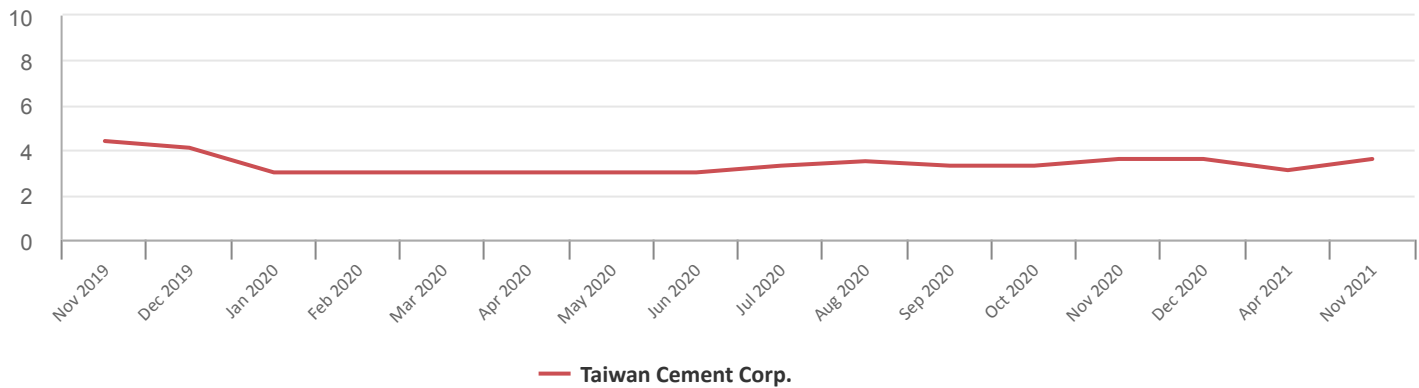
|                    |              |
|--------------------|--------------|
| Financial Year End | December 31  |
| Annual Filing Date | May 10, 2021 |
| AGM Date           | Jul 05, 2021 |

## WEBSITE

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

\*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.

## CORPORATE GOVERNANCE SCORE HISTORY



## CHANGES TO FLAGGED KEY METRICS (SINCE JULY 2020)

| Key Metric   | Key Metric Change | Date         | Score Change* | Change Notes  |
|--|-------------------|--------------|---------------|---|
| Combined CEO/Chair                                   | Flag Added        | Oct 18, 2021 | -0.20         |   |
| CEO Equity Policy                                    | Flag Added        | Oct 18, 2021 | -0.20         |   |
| Significant Votes Against Directors                  | Flag Removed      | Aug 31, 2021 | 0.50          | Following issuer feedback, subsequently verified    |
| Entrenched Board                                     | Flag Removed      | Aug 31, 2021 | 0.80          | Following issuer feedback, subsequently verified    |
| Combined CEO/Chair                                   | Flag Removed      | Aug 31, 2021 | 0.20          | Following issuer feedback, subsequently verified    |
| CEO Equity Policy                                    | Flag Removed      | Aug 31, 2021 | 0.20          | Following issuer feedback, subsequently verified    |
| Significant Votes Against Directors                  | Flag Added        | Aug 03, 2021 | -0.50         |   |
| Multiple Equity Classes with Different Voting Rights | Flag Removed      | Jun 15, 2021 | 0.45          |   |
| Multiple Equity Classes with Different Voting Rights | Flag Added        | Jun 10, 2021 | -0.45         |   |
| Business Combination Provision                       | Flag Removed      | Jun 10, 2021 | 0.10          |   |
| Overboarded Exec Directors                           | Flag Added        | Feb 26, 2021 | -0.50         |   |
| Revenue Recognition                                  | Flag Added        | Aug 24, 2020 | -0.60         | Updates to data for accounting peer group member(s) |
| Revenue Recognition                                  | Flag Removed      | Aug 13, 2020 | 0.43          | Updates to data for accounting peer group member(s) |

Note: A full list of score changes (including where there is no Key Metric Change) is included in the Appendix.  
 \*Score change available in respect of changes dated on or after 13 December 2017.

BOARD OVERVIEW

Board Type: Unitary Board

Board of Directors

Chair

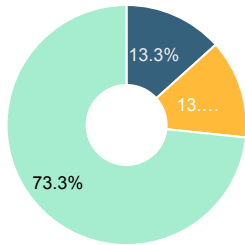
CEO

An Ping (Nelson) Chang

An Ping (Nelson) Chang

Since: Jan 24, 2017

Since: Jul 17, 2019



Executive

Links to Management

Independent of Management

## BOARD

Certain aspects of the Taiwan Cement 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, some non-executives may have too many other public board commitments and executives who serve on too many other boards of public companies.

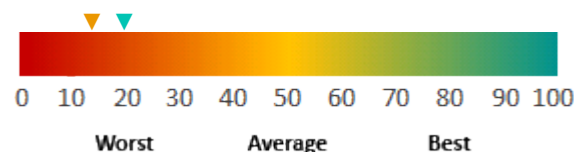
| 0-10 Score | Global Percentile Rank           | Home Market Percentile Rank      |
|------------|----------------------------------|----------------------------------|
| 5.2        | 21 <sup>st</sup> (Below Average) | 15 <sup>th</sup> (Below Average) |

## KEY METRICS SCORING

|  | Deduction |
|--|-----------|
| <b>AUDIT OVERSIGHT</b>                                 |           |
| 🚩 Audit Committee Industry Expert                      | -0.10     |
| 🚩 Overboarded Audit Committee Members                  | -0.10     |
| Auditor Tenure   | -0.10     |
| <b>BOARD EFFECTIVENESS</b>                             |           |
| 🚩 Overboarded Non-Exec Directors                       | -0.50     |
| 🚩 Overboarded Exec Directors                           | -0.50     |
| <b>BOARD INDEPENDENCE</b>                              |           |
| 🚩 Related Party Transactions                           | -0.50     |
| <b>BOARD LEADERSHIP</b>                                |           |
| 🚩 Combined CEO/Chair                                   | -0.20     |
| 🚩 Independent Chair                                    | -0.10     |
| 🚩 Chair not Independent & No Independent Lead Director | -0.10     |
| <b>BOARD SKILLS &amp; DIVERSITY</b>                    |           |
| 🚩 Risk Management Expertise                            | -0.20     |
| 🚩 Not 30% Female Directors                             | -0.10     |
| <b>PAY OVERSIGHT</b>                                   |           |
| 🚩 Pay Committee Concerns                               | -0.30     |
| <b>STRATEGIC OVERSIGHT</b>                             |           |

### BOARD PERFORMANCE VS.

▼ Global ▼ Home Market



LEADERSHIP

CHIEF EXECUTIVE OFFICER

| History | CEO Since | Until    | Name                   | Gender | Age |
|---------|-----------|----------|------------------------|--------|-----|
| Current | Jul 2019  |          | An Ping (Nelson) Chang | M      |     |
| Former  | Jul 1998  | Jan 2017 | Cheng-Yun Koo          | M      |     |

CHAIR

| History | Chair Since | Until    | Name                   | Gender | Age |
|---------|-------------|----------|------------------------|--------|-----|
| Current | Jan 2017    |          | An Ping (Nelson) Chang | M      |     |
| Former  | Apr 1988    | Jan 2017 | Cheng-Yun Koo          | M      |     |

## BOARD OF DIRECTORS

The Taiwan Cement 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: 11

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<br>COB CEO   | M     |         | 27             | 3      | No                  | No                             | Family Firm Director; Executive                                   | Taiwan        |
| Chi Chia Hsieh  | M     |         | 5              | 2      | Yes                 | No                             | Special Shareholder Representative                                | Taiwan        |
| Chi-Te Chen   | M     |         | < 1            | 1      | Yes                 | Yes                            |   | Not Disclosed |
| Chien (James) Wen    | M     |         | 3              | 1      | Yes                 | No                             | Special Shareholder Representative                                | Taiwan        |
| Chun Ying Liu   | F     | 46      | 3              | 1      | Yes                 | No                             | Special Shareholder Representative                                | Taiwan        |
| Jong-Peir (John) Li    | M     |         | 3              | 1      | No                  | No                             | Special Shareholder Representative; Executive                     | Taiwan        |
| Kang Lung (Jason) Chang   | M     |         | 9              | 1      | No                  | No                             | Family relationship; Family Firm Director                         | Taiwan        |
| Kenneth C.M. Lo    | M     |         | 16             | 1      | Yes                 | No                             | Special Shareholder Representative                                | Taiwan        |
| Kung Yi Koo   | M     |         | 3              | 1      | No                  | No                             | Non-Executive Employee; Family relationship; Family Firm Director | Hong Kong     |
| Ling Tai (Lynette) Chou    | F     |         | 3              | 1      | Yes                 | Yes                            |   | Taiwan        |
| Mei-Hwa Lin   | F     |         | < 1            | 1      | Yes                 | Yes                            |   | Not Disclosed |
| Por-yuan Wang   | M     |         | 12             | 1      | Yes                 | No                             | Special Shareholder Representative                                | Taiwan        |
| Shiou-Ling Lin   | F     |         | < 1            | 2      | Yes                 | Yes                            |   | Taiwan        |
| Victor Wang    | M     |         | 9              | 1      | Yes                 | Yes                            |   | Taiwan        |
| Yu-Cheng (Arthur) Chiao   | M     |         | 9              | 5      | Yes                 | Yes                            |   | Taiwan        |
|   | F     | # >= 70 | # >= 15 yrs    | # >= 4 |                     |                                |   |               |
| Total (of 15)   | 4     | 0       | 2              | 1      | 11                  | 6                              |   |               |
| Percentage  | 26.7% | 0%      | 13.3%          | 6.7%   | 73.3%               | 40%                            |   |               |

Note: Board count includes the membership of this board.

 - Financial Expert (6)  - Industry Expert (2)  - Chief Executive Officer  - 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, 2020 | Other               | 2,629,691 TWD               | 0.002% of Total Revenue | Recurring income from related party    |
|              |                     | 4,939,026 TWD               | 0.006% of Expenses      | Recurring purchases from related party |
| Dec 31, 2019 | Other               | 2,574,739 TWD               | 0.002% of Total Revenue | Recurring income from related party    |
|              |                     | 4,797,365 TWD               | 0.005% of Expenses      | Recurring purchases from related party |

Sources : AR 2020 p. 155-158, 2019 AR p.70

## BOARD EFFECTIVENESS

There appears to be director overboarding on this board, with both executive and non-executive directors sitting on too many boards. This may impact the company's audit committee's ability to provide effective oversight as a result. 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

No details on this committee has been identified




## BOARD SKILLS &amp; DIVERSITY

We have flagged the Taiwan Cement 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.

## AUDIT OVERSIGHT




## Audit Committee - Number Of Meetings: 11

| Name  | M/F | Age | Board Tenure (Years) | Boards | Independent of Mgmt | Independent of Other Interests | Committee Status |
|---|-----|-----|----------------------|--------|---------------------|--------------------------------|------------------|
| Ling Tai (Lynette) Chou  | F   |     | 3                    | 1      | Yes                 | Yes                            | Member           |
| Mei-Hwa Lin   | F   |     | < 1                  | 1      | Yes                 | Yes                            | Member           |
| Shiou-Ling Lin           | F   |     | < 1                  | 2      | Yes                 | Yes                            | Member           |
| Victor Wang              | M   |     | 9                    | 1      | Yes                 | Yes                            | Chair            |
| Yu-Cheng (Arthur) Chiao   | M   |     | 9                    | 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   |     | 3                    | Yes                 | Yes                            | Member           |
| Shiou-Ling Lin           | F   |     | < 1                  | Yes                 | Yes                            | Chair            |
| Victor Wang              | M   |     | 9                    | Yes                 | Yes                            | Member           |

 - Financial Expert (3)

## PAY OVERSIGHT

## Pay Committee - Number Of Meetings: 6

The Taiwan Cement 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   |     | 3                    | Yes                 | Yes                            |           | Member           |
| Mei-Hwa Lin   | F   |     | < 1                  | Yes                 | Yes                            |           | Member           |
| Shiou-Ling Lin         | F   |     | < 1                  | Yes                 | Yes                            |           | Member           |
| Victor Wang            | M   |     | 9                    | Yes                 | Yes                            |           | Member           |
| Yu-Cheng (Arthur) Chiao   | M   |     | 9                    | Yes                 | Yes                            | Active    | Chair            |

 - Financial Expert (3)

## CONTROVERSIES &amp; EVENTS

No major relevant controversies have been uncovered.

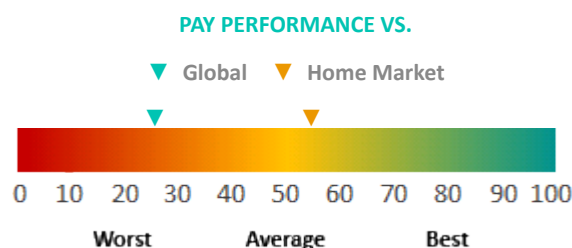
## PAY

Executive pay practices at Taiwan Cement fall into the average scoring range relative to global peers. Areas of particular concern include poor disclosure in relation to executive pay.

| 0-10 Score | Global Percentile Rank | Home Market Percentile Rank |
|------------|------------------------|-----------------------------|
| 2.3        | 27th (Average)         | 56th (Average)              |

## KEY METRICS SCORING

|                                   | Deduction |
|-----------------------------------|-----------|
| <b>NON-EXECUTIVE DIRECTOR PAY</b> |           |
| Director Equity Policy            | -0.10     |
| <b>PAY FIGURES</b>                |           |
| Executive Pay Disclosure          | -1.19     |
| <b>PAY PERFORMANCE ALIGNMENT</b>  |           |
| CEO Equity Policy                 | -0.20     |
| Clawbacks & Malus                 | -0.20     |



## PAY FIGURES

## DISCLOSURE

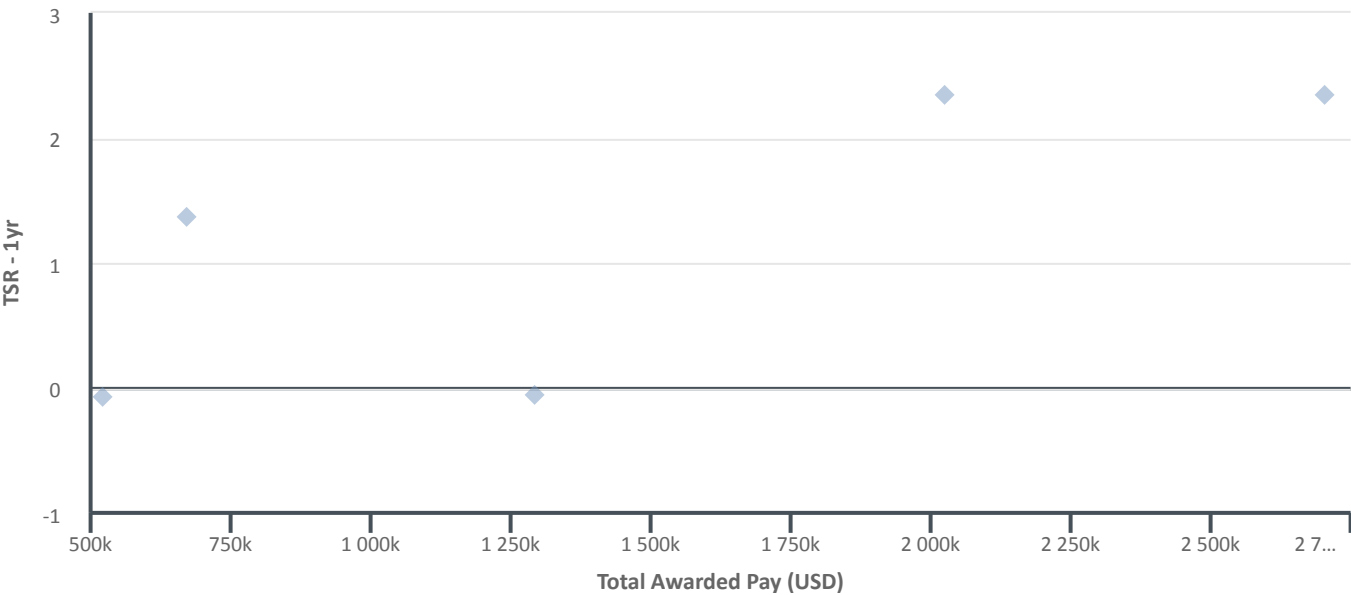
Disclosure should include, at minimum, pay for each executive member of the Board of Directors (or Management Board for companies with a two-tier board structure) on an individualized basis or in cases where there are no executive members, the CEO. The individualized disclosure should include separate 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).

## PAY PEER GROUP

## MIDCAP - EMERGING - CONSTRUCTION MATERIALS (10 COMPANIES)

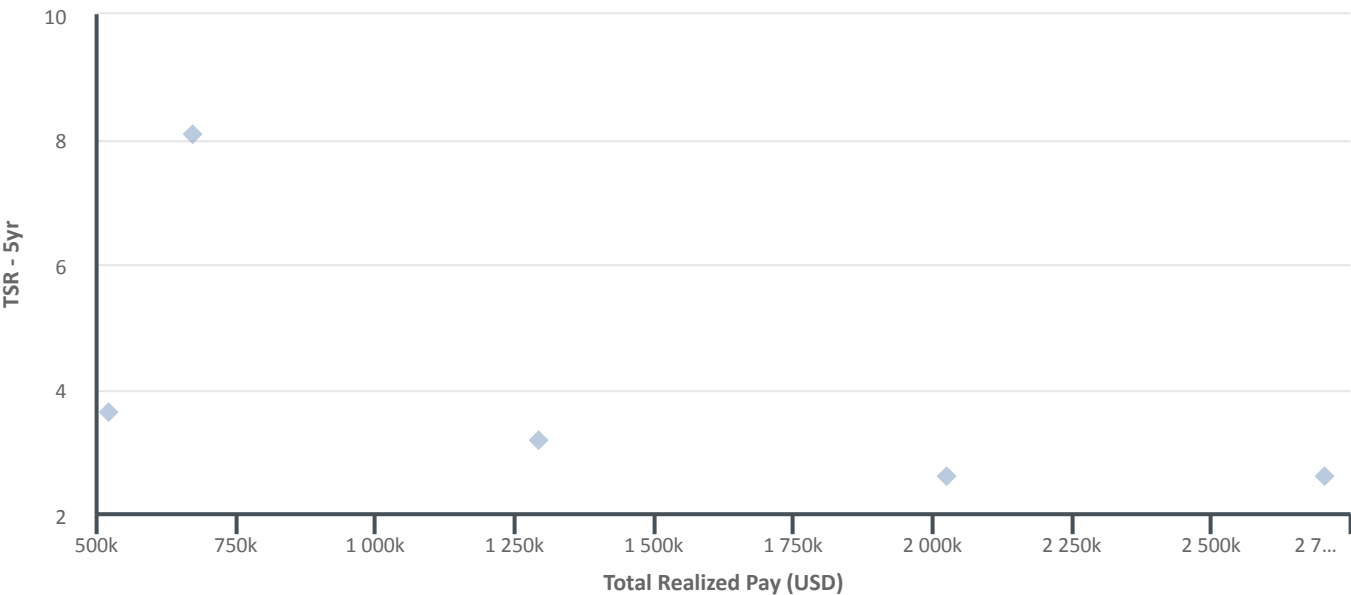
| Company  | Home Market   | Market Cap (USD m) | Pay Year    | 1 Yr TSR     | Total CEO Annual Pay (USD) | CEO Name          | CEO Since       |
|--|---------------|--------------------|-------------|--------------|----------------------------|-------------------|-----------------|
| DALMIA BHARAT LIMITED                                | India         | 5,475              | 2021        | 2.35%        | 2,704,904                  | Dalmia            | Oct 2018        |
| DALMIA BHARAT LIMITED                                | India         | 5,475              | 2021        | 2.35%        | 2,026,322                  | Dalmia            | Oct 2018        |
| Huaxin Cement Co., Ltd.                              | China         | 5,297              | 2020        | -0.06%       | 1,293,358                  | Li                | Apr 2003        |
| POSCO CHEMICAL CO., LTD.                             | Korea         | 9,772              | 2020        | 1.37%        | 672,466                    | Min               | Mar 2019        |
| CHINA RESOURCES CEMENT HOLDINGS LIMITED              | China         | 6,625              | 2020        | -0.07%       | 522,321                    | Ji                | Sep 2016        |
| BUA Cement PLC                                       | Frontier      | 5,593              | 2020        | 3.10%        |                            | Binji             | Dec 2019        |
| LAFARGEHOLCIM MAROC SAS                              | Frontier      | 5,596              | 2020        | -0.05%       |                            | Michos            | May 2018        |
| Asia Cement Corporation                              | Taiwan        | 5,616              | 2020        | 0.03%        |                            | Lee               | Aug 2000        |
| <b>Taiwan Cement Corp.</b>                           | <b>Taiwan</b> | <b>10,446</b>      | <b>2020</b> | <b>0.17%</b> |                            | <b>Chang</b>      | <b>Jul 2019</b> |
| CEMEX, Sociedad Anonima Bursatil de Capital Variable | Mexico        | 9,771              | 2020        | 0.37%        |                            | Gonzalez Olivieri | May 2014        |

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.

No CEO equity policy found.

| Executive  | Tenure (Years) | Shares Held | YoY % Change | Shareholding As % of Salary |
|--|----------------|-------------|--------------|-----------------------------|
| An Ping (Nelson) Chang   | 27             | 2,188,553   |              |                             |
| Jong-Peir (John) Li   | 3              | 786,542     |              |                             |



 - Financial Expert  - Industry Expert (2)

## CLAWBACK & MALUS

No clawback or malus provisions have been identified.

## NON-EXECUTIVE DIRECTOR PAY

### NON-EXECUTIVE EQUITY

| Director  | Tenure (Years) | Shares Held |
|---|----------------|-------------|
| Chi Chia Hsieh  | 5              | 494,397     |
| Chi-Wen Chang              | N/A (Resigned) | 3,376,895   |
| Chin Jen Sheng  | N/A (Resigned) | 2,100       |
| Kung Yi Koo   | 3              | 561,815     |
| Ling Tai (Lynette) Chou  | 3              | 200,001     |
| Nan-Chou Lin  | N/A (Resigned) | 2,897,442   |
| Tung Sheng (Eric) Wu  | N/A (Resigned) | 74,686      |

 - Financial Expert (2)

### NON-EXECUTIVE PAY TABLES

There are insufficient disclosures available to present non-executive pay data.

## CONTROVERSIES & EVENTS

No major relevant controversies have been uncovered.

## OWNERSHIP & CONTROL

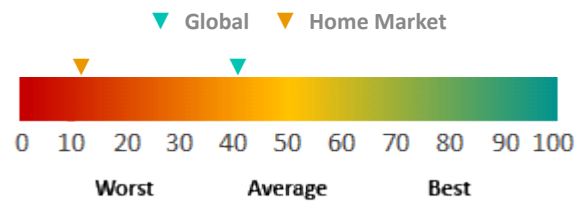
The company's ownership structure and shareholder rights at Taiwan Cement fall within the average scoring relative to global peers.

| 0-10 Score | Global Percentile Rank     | Home Market Percentile Rank      |
|------------|----------------------------|----------------------------------|
| 6.2        | 42 <sup>nd</sup> (Average) | 13 <sup>th</sup> (Below Average) |

### KEY METRICS SCORING

|                            | Deduction |
|----------------------------|-----------|
| <b>DIRECTOR ELECTIONS</b>  |           |
| Annual Director Elections  | -0.10     |
| Majority Voting            | -0.10     |
| <b>OWNERSHIP STRUCTURE</b> |           |
| Cross Shareholdings        | -0.79     |
| <b>SHAREHOLDER RIGHTS</b>  |           |
| 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             | 5,810,243,360      |
| preferred shares | 0.0             | 200,000,000        |

Two types of shares, Ordinary shares and preferred shares

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## OWNERSHIP STRUCTURE

### OWNERSHIP CATEGORIES

- Principal Shareholder
- Family Firm

### NOTABLE SHAREHOLDERS

Koo Family and Chang Family - 11.21% (Chinatrust Investment Co., Ltd. 11.2%  
 -4.00% via Tian-Yi Huo - 0.14% Chia Hsin Cement Corporation-3.60% via  
 Kang-Lung Chang, Chia Hsin International -1.75 via Kang-Lung Chang  
 International CSRC Investment Holdings Co - 1.71%, via Kung-Yi Koo - 0.01%  
 )

5%+ shareholders - Aggregate Voting Power  
Insider Voting Power

0%  
11.2%

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 9% of the companies being flagged for this.

Chinatrust Investment Co., Ltd. holds 4.00% of Taiwan Cement Corp., Taiwan Cement Corp holds 9.36% of Chinatrust Investment Co., Ltd.

Chia Hsin Cement Corp. holds 3.6% of Taiwan Cement Corp, Taiwan Cement Corp holds 3.54% of Chia Hsin Cement Corp.

## CROSS-SHAREHOLDINGS

|  | Percentage of Voting Rights  | Value of Cross Holding in Other Party As % of Market Cap   |
|--|--|--|
| Chia Hsin Cement Corp. holds 3.6% of the total voting rights in 'Taiwan Cement Corp.' as part of a cross-shareholding arrangement. Some 0.17% of the market cap of 'Taiwan Cement Corp.' 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: 3.6 %</p> <p>Others: 96.4 %</p>           | <p>Investment by Chia Hsin Cement Corp.</p>  <p>Market Cap: 0.2 %</p> <p>Others: 99.8 %</p>            |
| Chinatrust Investment Co., Ltd. holds 4.0% of the total voting rights in 'Taiwan Cement Corp.' as part of a cross-shareholding arrangement. Some 13.95% of the market cap of 'Taiwan Cement Corp.' is invested in shares of Chinatrust Investment Co., Ltd. as part of this arrangement. | <p>Votes Held by Chinatrust Investment Co., Ltd.</p>  <p>Voting Rights: 4.0 %</p> <p>Others: 96.0 %</p> | <p>Investment by Chinatrust Investment Co., Ltd.</p>  <p>Market Cap: 14.0 %</p> <p>Others: 86.1 %</p> |

## FAMILY FIRM

Koo family collectively holds 11.21% of company shares through direct and indirect holdings

## TAKEOVER PROVISIONS

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

## % of Votes to Approve a Merger

67%

## 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

There may be governance risks for investors in relation to shareholder rights and management-controlled takeover defense mechanisms at Taiwan Cement including:

- Limits on the right of shareholders to take action by written consent

## SHAREHOLDER MEETINGS &amp; RESOLUTIONS

|                               | Call Special Meeting | Requisition a Resolution at AGM | Act by Written Consent |
|-------------------------------|----------------------|---------------------------------|------------------------|
| Percentage of shares required | 3%                   |                                 | 100%                   |

## 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

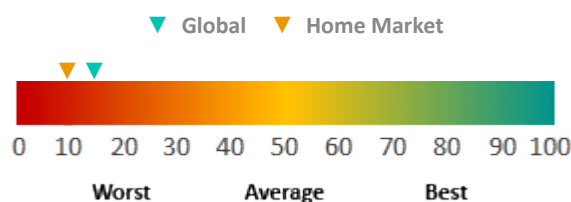
Based on the company's disclosures and other public information, accounting and financial reporting practices at Taiwan Cement may warrant close attention from shareholders. We have flagged this company for potential concerns regarding revenue recognition ratios (based on our quantitative assessment).

| 0-10 Score | Global Percentile Rank | Home Market Percentile Rank |
|------------|------------------------|-----------------------------|
| 5.0        | 16th (Below Average)   | 11th (Below Average)        |

## KEY METRICS SCORING

|                           | Deduction |
|---------------------------|-----------|
| ACCOUNTING VARIANCE       |           |
| Revenue Recognition       | -0.53     |
| Expense Recognition       | -0.15     |
| Asset-Liability Valuation | -0.16     |

## ACCOUNTING PERFORMANCE VS.



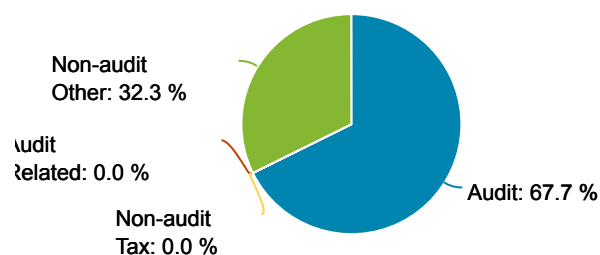
## EXTERNAL AUDITORS

| Type    | Since | Firm              | Most Recent Fiscal Year End Signed Off |
|---------|-------|-------------------|--|
| Primary |       | Deloitte & Touche | 2020                                   |

## AUDITOR FEES

## Fees paid to: Deloitte &amp; Touche (Primary)

| Fee                                | Dec 31, 2020 (TWD) | Dec 31, 2019 (TWD) | Dec 31, 2018 (TWD) |
|------------------------------------|--------------------|--------------------|--------------------|
| Audit                              | 24,655,000         | 24,425,000         | 19,560,000         |
| Audit Related                      |                    |                    |                    |
| <b>Total Audit + Audit Related</b> | <b>24,655,000</b>  | <b>24,425,000</b>  | <b>19,560,000</b>  |
| Tax Compliance/Advice              |                    |                    |                    |
| Other Non-audit Services           | 11,767,000         | 8,269,000          | 3,430,000          |
| <b>Total Non-audit Fees</b>        | <b>11,767,000</b>  | <b>8,269,000</b>   | <b>3,430,000</b>   |
| <b>Total Fees</b>                  | <b>36,422,000</b>  | <b>32,694,000</b>  | <b>22,990,000</b>  |



## AUDITOR REPORT

|                    | Dec 31, 2020        | Dec 31, 2019        | Dec 31, 2018        |
|--------------------|---------------------|---------------------|---------------------|
| Report Disclosed   | Yes                 | Yes                 | Yes                 |
| Opinion            | Unqualified Opinion | Unqualified Opinion | Unqualified Opinion |
| Emphasis of Matter | No                  | No                  | No                  |

## CONTROVERSIES & EVENTS

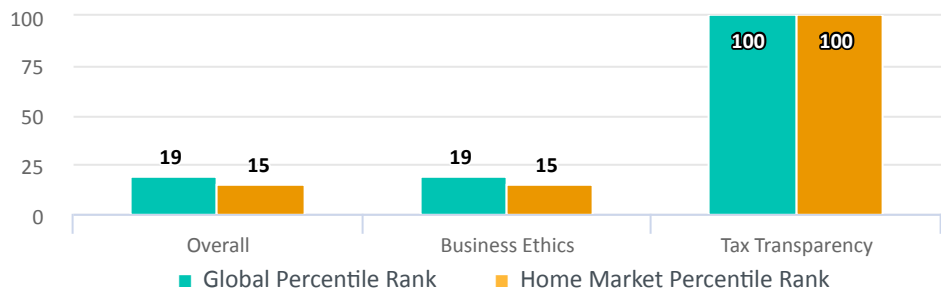
No major relevant controversies have been uncovered.



# Corporate Behavior

| 0-10 Score | Change (since rating) | Quartile | As of        |
|------------|-----------------------|----------|--------------|
| 5.2        | ▲ 0.1                 | ...      | Oct 20, 2021 |

## 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 ]

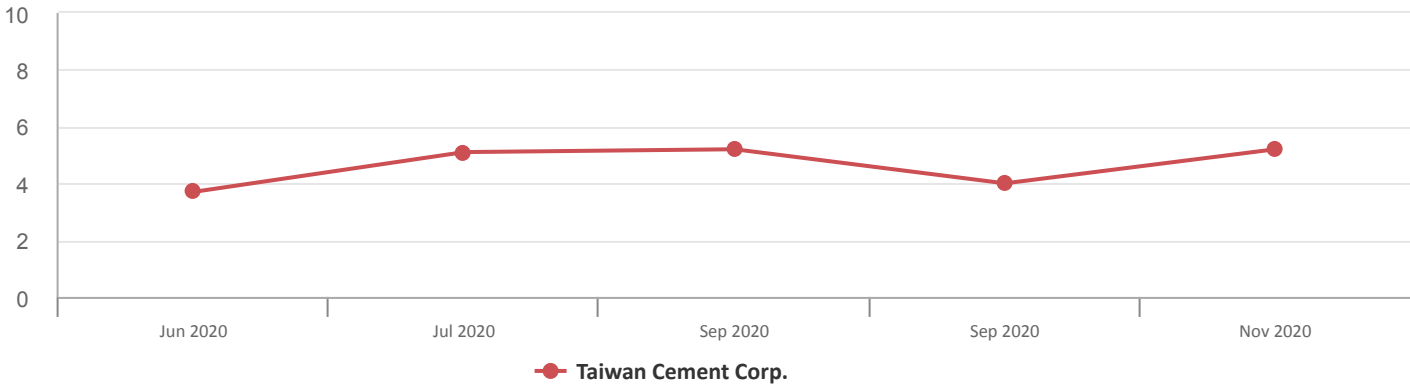
## KEY AREAS OF CONCERN\*

## SCORING DEDUCTIONS

|   |                |
|---|----------------|
| <b>Business Ethics Policies &amp; Practices</b> | <b>(-2.80)</b> |
| Regular Audits of Ethical Standards             |                |
| Whistleblower Protection                        |                |
| Employee Training on Ethical Standards          |                |
| <b>Business Ethics Risk &amp; Controversies</b> | <b>(-2.00)</b> |
| 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     | -2.80     |
| Regular Audits of Ethical Standards      | -1.40     |
| Whistleblower Protection                 | -0.70     |
| Employee Training on Ethical Standards   | -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.

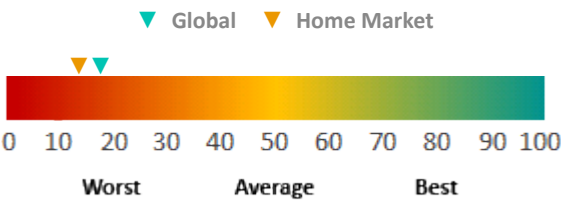
| 0-10 Score | Change (since rating) | Global Percentile Rank | Home Market Percentile Rank |
|------------|-----------------------|------------------------|-----------------------------|
| 5.1        | ▲ 5.1                 | 19th (Below Average)   | 15th (Below Average)        |

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 |
|---|---|---|-----------|
| Oversight for Ethics Issues               | C-suite or Executive committee  | Board-level committee or C-suite or Executive committee                                       | 0.00      |
| Bribery and Anti-Corruption Policy        | Detailed formal policy on bribery and anti-corruption                           | Detailed formal policy on bribery and anti-corruption   | 0.00      |
| Regular Audits of Ethical Standards       | No evidence   | Audits of all operations at least once every three years                                      | -1.40     |
| Whistleblower Protection                  | Whistleblower protection with no details on system or legal protection          | Formal anonymous whistleblower system with legal protection                                   | -0.70     |
| Employee Training on Ethical Standards    | Programs covering all permanent employees (excluding part-time and contractors) | Programs covering all employees (including part-time) and contractors                         | -0.70     |
| Anti-Corruption Policy for Suppliers      | NA  | All suppliers are required to have anti-corruption policies and programs to verify compliance | 0.00      |
| Policies Related to Anti-Money Laundering | NA  | Policy and implementation strategy articulated  | 0.00      |

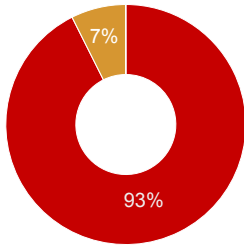
\*Business Ethics Policies & Practices deductions are capped at a maximum of -7.0.

## 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

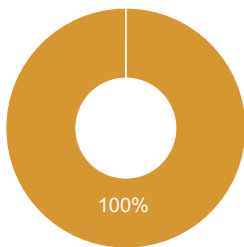
■ High Risk ■ Medium Risk ■ Low Risk



- Cement, Power generation
- Chemicals and chemical preparations
- No exposure to low risk segments

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

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



- No operations in markets with high risks
- China, Taiwan
- No operations in markets with low risks

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

## 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 | Minor      | China: CNY 300,000 SAMR penalty for the alleged failure to declare joint venture with OYAK | Concluded | September 2020 | 0.0       |
| 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        | 23.4%   |
| Estimated Corporate Income Tax Rate | 22.8%   |
| Estimated Tax Gap                   | (-0.6%) |
| Tax Gap Assessment                  | Low Gap |
| Revenue                             |         |
| Foreign Revenue                     | 56.9%   |
| Confidence                          |         |
| Confidence Level of Estimation      | High    |
| Involvement in Controversies        |         |
| Tax Gap Score*                      |         |
| 8.0                                 |         |

\*The Tax Gap Score is based on the estimated tax gap, country revenue transparency, foreign revenues, controversies and whether a company is classified as a tax-favored structure such as a REIT. The score is derived on a 0-10 scale and can be used for cross-company comparisons but does not contribute to a company's overall ESG Rating.

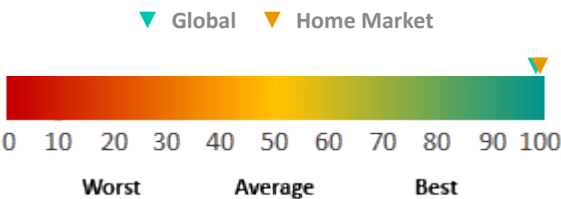
| 0-10 score | Change (since rating) | Global Percentile Rank | Home Market Percentile Rank |
|------------|-----------------------|------------------------|-----------------------------|
| 10.0       | ▲ 8.0                 | 100th (Best In Class)  | 100th (Best In Class)       |

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      |

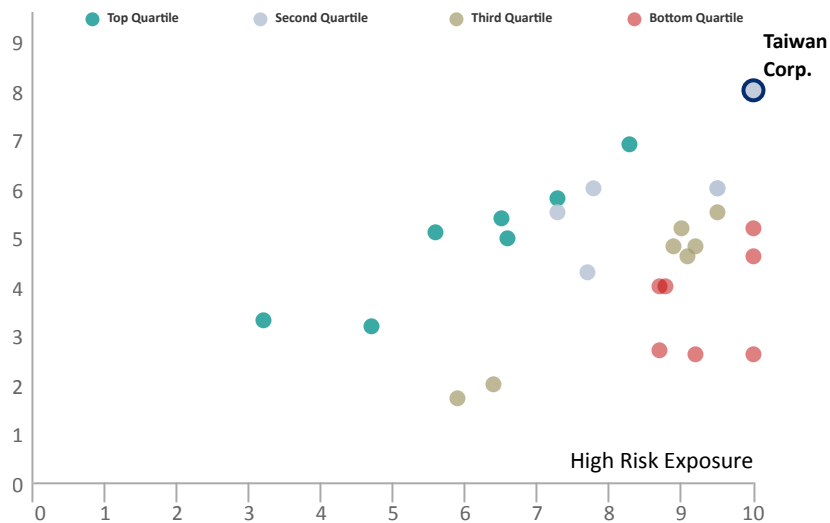
Tax related controversies are not considered for companies in Real Estate Management services or Mortgage REITs industries. Tax gap assessment is effectively low for companies with less than 5% of total revenue categorized as foreign.



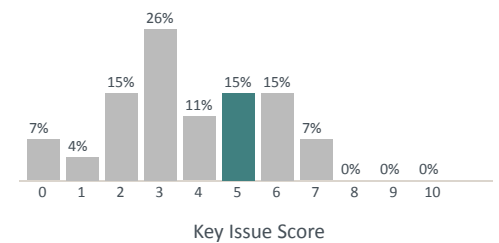
## Carbon Emissions

| Score | Change (since rating) | Quartile | Weight | As of        |
|-------|-----------------------|----------|--------|--------------|
| 5.0   | ▲ 0.9                 | ●●●      | 20.0%  | Jun 28, 2021 |

### Strong Risk Management



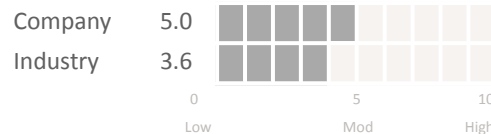
### KEY ISSUE SCORE DISTRIBUTION\*



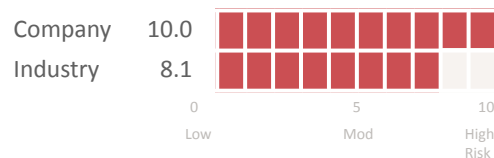
### TOP 5 INDUSTRY LEADERS

|  |     |
|--|-----|
| LUCKY CEMENT LIMITED                           | 7.1 |
| The Siam Cement Public Company Limited         | 6.5 |
| JAMES HARDIE INDUSTRIES PUBLIC LIMITED COMPANY | 5.9 |
| HeidelbergCement AG                            | 5.6 |
| BBMG Corporation                               | 5.5 |

### KEY ISSUE ASSESSMENT



### RISK EXPOSURE ASSESSMENT



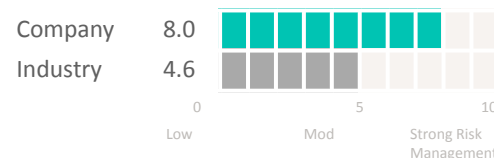
### Drivers of Risk Exposure



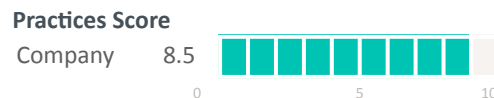
### Business Locations



### RISK MANAGEMENT ASSESSMENT



### Drivers of Risk Management



### Performance Score



### BOTTOM 5 INDUSTRY LAGGARDS

|  |     |
|--|-----|
| PT Semen Indonesia (Persero) Tbk                 | 2.2 |
| CHINA RESOURCES CEMENT HOLDINGS LIMITED          | 1.6 |
| China National Building Material Company Limited | 1.0 |
| Huaxin Cement Co., Ltd.                          | 0.4 |
| TANGSHAN JIDONG CEMENT CO.,LTD.                  | 0.0 |

### 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 ]

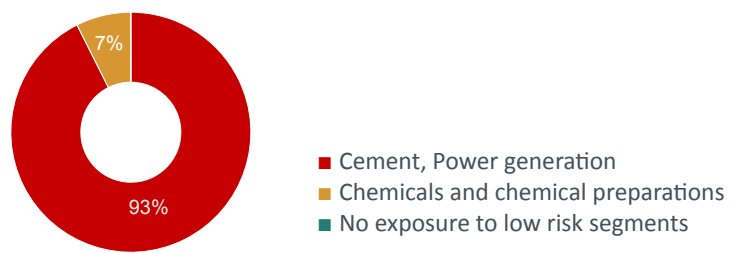
EXPOSURE



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



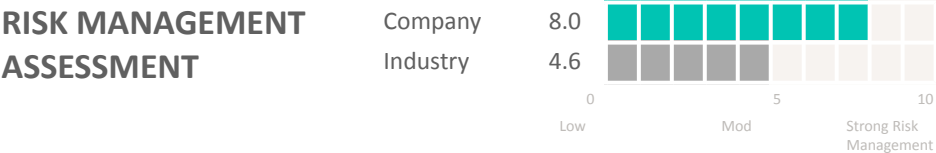
Source: IERS' Comprehensive Environmental Data Archive (CEDA); Air Emissions Accounts (Eurostat); Refinitiv; MSCI ESG Research; company disclosure

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



Source: MSCI ESG Research; Refinitiv; company disclosure

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 | -LOWMIDTOP |
|--|-----------------------------------|-----------------------------------|------------|

Carbon Improvement Targets

| Baseline Year | Target Year | Target Description   | Target Reduction (%) |
|---------------|-------------|--|----------------------|
| 2020          | 2025        | Reduce Scope 1 GHG emissions 11% per ton of cementitious materials by 2025 from a 2016 base year | 11.00%               |
| 2016          | 2030        | Reduction in carbon emissions intensity (Mainland China)   | 20.00%               |
| 2016          | 2025        | 10.8% reduction in our total GHG emissions   | 10.80%               |
| 2016          | 2021        | Reduce carbon emission intensity by 2% of the 2016-2020 accumulative average in 2021             | 2.00%                |
| 2016          | 2025        | Taiwan Cement also commits to reduce scope 2 GHG emissions 32% per ton of cementitious materials | 32.00%               |
| 2016          | 2020        | Reduce energy consumption by over 5% of the 2016-2020 accumulative consumption in 2021           | 5.00%                |
| 2016          | 2030        | Reduction in carbon emissions intensity (Taiwan)   | 31.00%               |
| 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 | -LOWMIDTOP |
| Capture GHG emissions   | Aggressive efforts | Aggressive efforts | -LOWMIDTOP |
| Energy consumption management and operational efficiency enhancements | Some efforts       | Aggressive efforts | -LOWMIDTOP |
| CDP disclosure  | Yes                | Yes                | -LOWTOP    |

Performance

|   |      |
|---|------|
| Carbon Emissions Performance Relative to Peers (0-10 Score, 0=worst, 10=best) | 7.00 |
|---|------|

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 |
|------|-------------------|----------------------|-------------------|----------------------|---------------------|--------------------|----------------------|---------------------|-------------------|-------------------|---------------------|------------------------|-----------------------|
| 2019 | 4,267,805.0       | Reported             | 230,040.0         | Reported             | 4,497,845.0         | 21,083.0           |                      |                     |                   |                   |                     | Reported               |                       |
| 2018 | 4,230,680.0       | Reported             | 255,802.0         | Reported             | 4,486,482.0         | 15,041.0           |                      |                     |                   |                   |                     | Reported               |                       |
| 2017 | 4,144,669.0       | Reported             | 241,691.0         | Reported             | 4,386,360.0         | 8,873.0            |                      |                     |                   |                   |                     | Reported               |                       |

| 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  |
|------|-------------------|----------------------|-------------------|----------------------|---------------------|--------------------|----------------------|---------------------|-------------------|-------------------|---------------------|------------------------|------------------------|
| 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         | 6,669,700.0         | E.CSI                  | April 2018 Estimations |
| 2011 |                   | E.CSI                |                   | E.CSI                |                     |                    |                      |                     | 6,012,913.0       | 334,174.0         | 6,347,087.0         | E.CSI                  | April 2018 Estimations |
| 2010 |                   | E.CSI                |                   | E.CSI                |                     |                    |                      |                     | 5,594,964.0       | 310,946.0         | 5,905,910.0         | E.CSI                  | April 2018 Estimations |
| 2009 |                   | E.CSI                |                   | E.CSI                |                     |                    |                      |                     | 4,169,956.0       | 231,750.0         | 4,401,706.0         | E.CSI                  | April 2018 Estimations |
| 2008 |                   | E.CSI                |                   | E.CSI                |                     |                    |                      |                     | 3,674,763.0       | 204,229.0         | 3,878,992.0         | E.CSI                  | April 2018 Estimations |

GHG Emissions Intensity - metric tons CO<sub>2</sub>e / USD million sales

| Year | GHG Intensity | GHG Intensity Details | GHG Intensity - Reported | GHG Intensity - Reported Details |
|------|---------------|-----------------------|--------------------------|----------------------------------|
| 2019 | 1,098.10      |                       |                          |                                  |
| 2018 | 1,106.80      |                       |                          |                                  |
| 2017 | 1,325.70      |                       |                          |                                  |
| 2016 | 1,673.40      |                       |                          |                                  |
| 2015 | 1,715.90      |                       |                          |                                  |
| 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  |
|------|-------------------------------------|--------------------------------|-----------------------------|----------------------------|------------------------------------|---|
| 2019 | 4,951,266.39                        | 4,951,266.39                   |                             |                            | 1,208.83                           | Annual energy consumption (plants and HQ): coal, diesel and electricity |
| 2018 | 4,860,081.67                        | 4,860,081.67                   |                             |                            | 1,198.96                           | 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   |

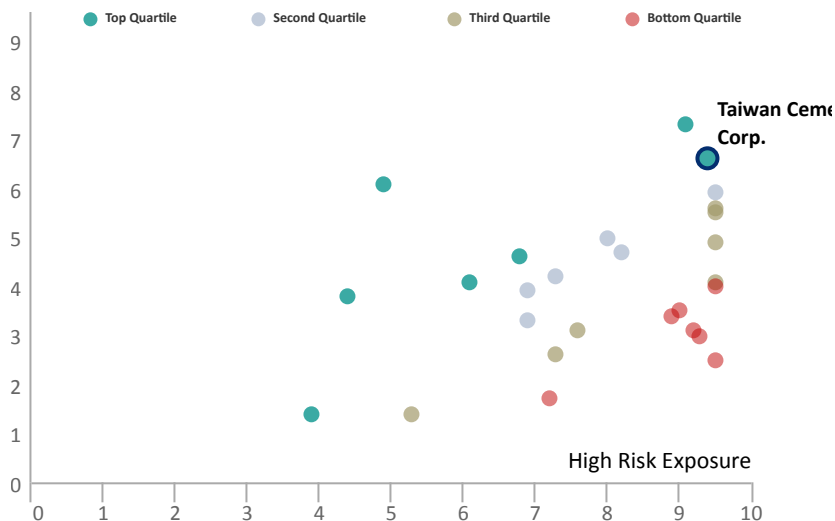
| Year | Total energy consumption (reported) | Total energy consumption (MWh) | Energy intensity (reported) | Reported intensity details | Total energy consumption intensity | Energy consumption details |
|------|-------------------------------------|--------------------------------|-----------------------------|----------------------------|------------------------------------|----------------------------|
| 2013 | 12,603,016.40                       | 12,603,016.40                  |                             |                            | 3,238.48                           | Annual Energy Consumption  |



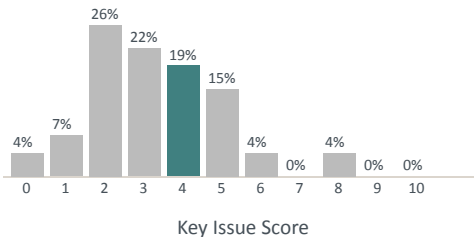
Toxic Emissions & Waste

| Score | Change (since rating) | Quartile | Weight | As of        |
|-------|-----------------------|----------|--------|--------------|
| 4.2   | ▲ 0.9                 | ●●●●     | 19.0%  | Sep 28, 2021 |

Strong Risk Management



KEY ISSUE SCORE DISTRIBUTION\*



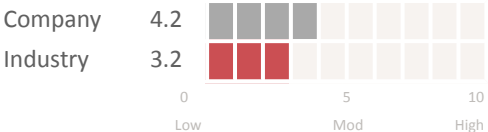
TOP 5 INDUSTRY LEADERS

|   |     |
|---|-----|
| CRH PUBLIC LIMITED COMPANY              | 8.2 |
| BBMG Corporation                        | 6.4 |
| CHINA RESOURCES CEMENT HOLDINGS LIMITED | 5.2 |
| HeidelbergCement AG                     | 5.0 |
| CHINA JUSHI CO., LTD                    | 4.8 |

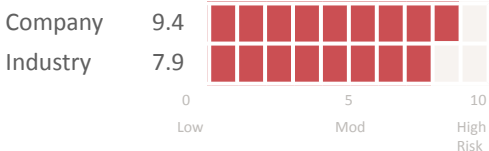
BOTTOM 5 INDUSTRY LAGGARDS

|  |     |
|--|-----|
| JAMES HARDIE INDUSTRIES PUBLIC LIMITED COMPANY | 1.5 |
| ULTRATECH CEMENT LIMITED                       | 1.5 |
| PT Indocement Tunggak Prakarsa Tbk             | 0.9 |
| ACC LIMITED                                    | 0.7 |
| Saudi Cement Company SJSC                      | 0.0 |

KEY ISSUE ASSESSMENT



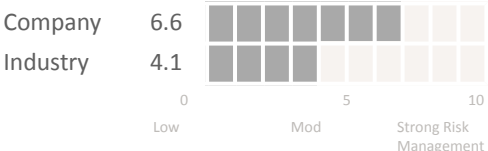
RISK EXPOSURE ASSESSMENT



Drivers of Risk Exposure



RISK MANAGEMENT ASSESSMENT



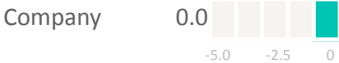
Drivers of Risk Management



Performance Score



Controversy Deduction

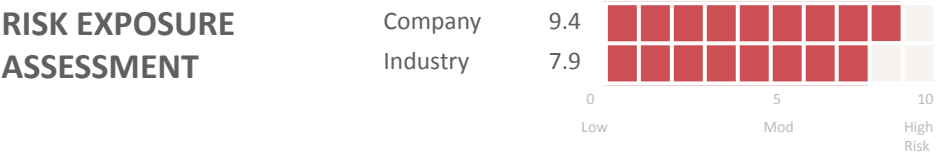


METHODOLOGY NOTE

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 ]

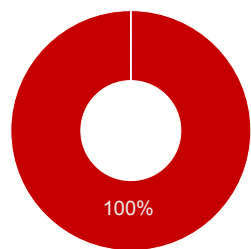
EXPOSURE



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

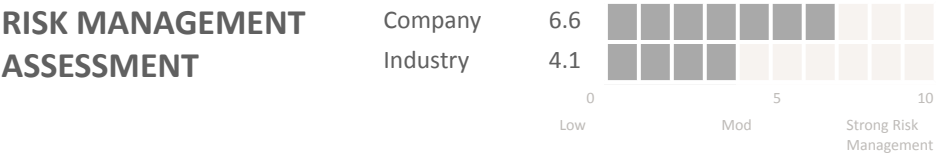
**Business Types :** This represents the portion of the company's revenues derived from lines of business that are High Risk (typically generate large amounts of toxic emissions), Medium Risk (typically generate moderate amounts of toxic emissions), and Low Risk (typically generate low amounts of toxic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



- Cement, Power generation , Chemicals and chemical preparations
- No exposure to medium risk segments
- No exposure to low risk segments

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 disclosure

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 hazardous waste guidance that achieved HAZWOPER certification or follow ISO 14001 for waste management | 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 |     | TOP |
| Evidence of audits across all locations of operations   | Yes                     | Yes                     | -                            | LOW |     | TOP |
| Evidence of annual compliance audits  | Yes                     | Yes                     | -                            | LOW |     | TOP |

**Targets**

|   |                      |                      |   |     |     |     |
|---|----------------------|----------------------|---|-----|-----|-----|
| Aggressiveness of Toxic Emissions Reduction Target (0-10 Score, 0=worst, 10=best) | 8                    |                      |   |     |     |     |
| Demonstrated track record of achieving its toxic emissions targets                | Met 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 157 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 30% vs. 2016 baseline. | 30.00%               |
| 2013          | 2030        | Lower 2030 air pollution emissions by 20% compared to the base year.       | 20.00%               |

**Performance**

Toxic Releases Performance Relative to Peers (0-10 Score, 0=worst, 10=best) 5.00

**Air Emissions: NOx Performance**

|                                      |         |
|--------------------------------------|---------|
| 3 Year Average Intensity             | 1.58    |
| Average Annual % Change in Intensity | -10.30% |

## Air Emissions: NOx Performance

| Year | NOx Emissions | NOx Emissions Intensity (tons/ USD million sales) |
|------|---------------|---|
| 2020 | 6,164         | 1.51  |
| 2019 | 6,388         | 1.56  |
| 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             | 0.02  |
| Average Annual % Change in Intensity | 3.87% |

## Air Emissions: SOx Performance

| Year | SOx Emissions | SOx Emissions Intensity (tons/ USD million sales) |
|------|---------------|---|
| 2020 | 106           | 0.03  |
| 2019 | 79            | 0.02  |
| 2018 | 85            | 0.02  |
| 2017 | 82            | 0.02  |
| 2016 | 111           | 0.04  |
| 2015 | 117           | 0.04  |

## Air Emissions: Particulate Matter Performance

|                                      |         |
|--------------------------------------|---------|
| 3 Year Average Intensity             | 0.10    |
| Average Annual % Change in Intensity | -27.16% |

## Air Emissions: Particulate Matter Performance

| Year | Quantities | Intensity |
|------|------------|-----------|
| 2020 | 249        | 0.06      |
| 2019 | 305        | 0.07      |
| 2018 | 643        | 0.16      |
| 2017 | 587        | 0.18      |
| 2016 | 433        | 0.16      |
| 2015 | 655        | 0.23      |

## CONTROVERSIES

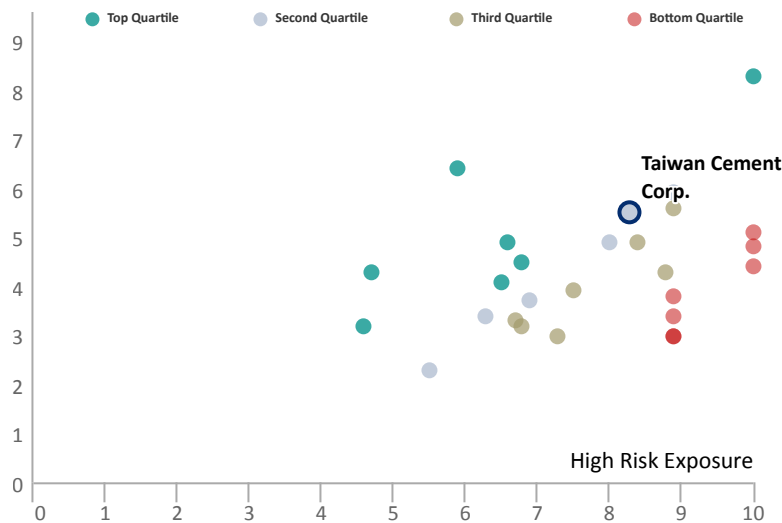
All controversies are assessed as part of the annual review of a company's ESG rating. MSCI ESG Research tracks controversies for all companies on a regular basis. There is no evidence of the Taiwan Cement's current involvement in prominent controversial events or alleged misconduct.



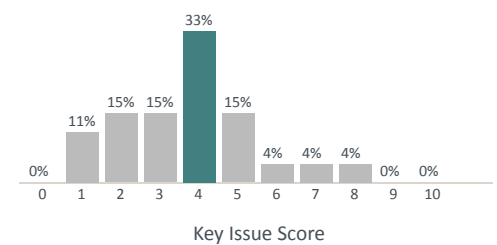
## Health &amp; Safety

| Score | Change (since rating) | Quartile | Weight | As of        |
|-------|-----------------------|----------|--------|--------------|
| 4.2   | ▲ 1.0                 | ●●●      | 14.0%  | Sep 28, 2021 |

## Strong Risk Management



## KEY ISSUE SCORE DISTRIBUTION\*



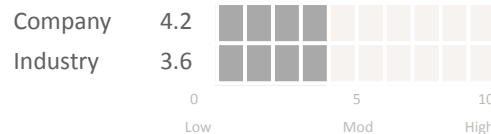
## TOP 5 INDUSTRY LEADERS

|  |     |
|--|-----|
| CRH PUBLIC LIMITED COMPANY             | 7.5 |
| The Siam Cement Public Company Limited | 6.6 |
| CHINA JUSHI CO., LTD                   | 5.6 |
| LUCKY CEMENT LIMITED                   | 5.3 |
| ULTRATECH CEMENT LIMITED               | 5.3 |

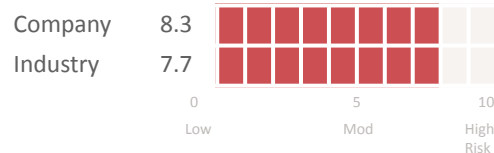
## BOTTOM 5 INDUSTRY LAGGARDS

|                                    |     |
|------------------------------------|-----|
| AMBUJA CEMENTS LIMITED             | 1.8 |
| PT Indocement Tunggul Prakarsa Tbk | 1.5 |
| SHREE CEMENT LIMITED               | 1.4 |
| Saudi Cement Company SJSC          | 1.1 |
| TANGSHAN JIDONG CEMENT CO.,LTD.    | 1.1 |

## KEY ISSUE ASSESSMENT



## RISK EXPOSURE ASSESSMENT



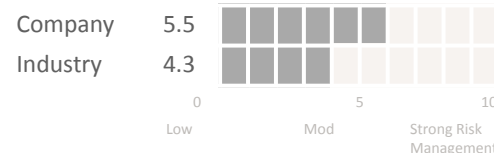
## Drivers of Risk Exposure



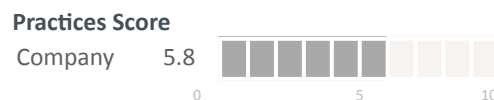
## Business Locations



## RISK MANAGEMENT ASSESSMENT



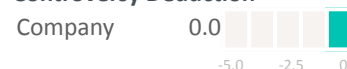
## Drivers of Risk Management



## Performance Score



## Controversy Deduction



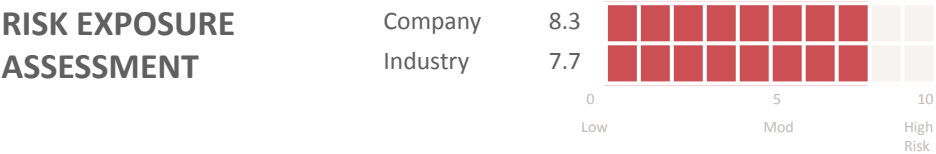
## METHODOLOGY NOTE

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



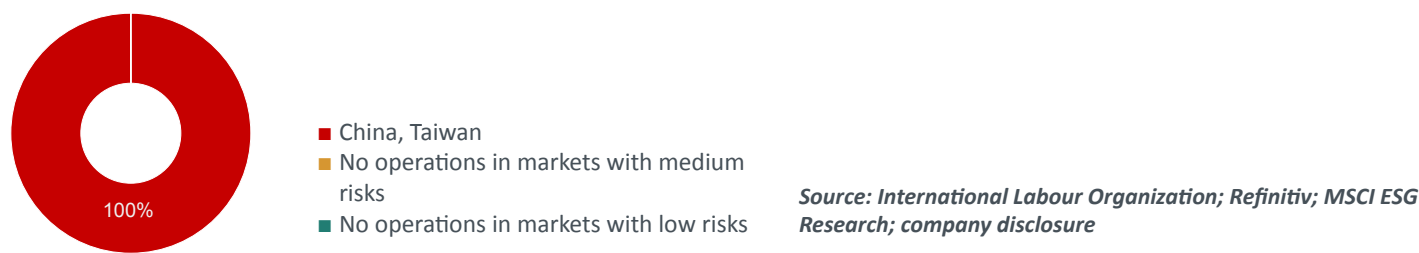
Key Drivers of Risk Exposure

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

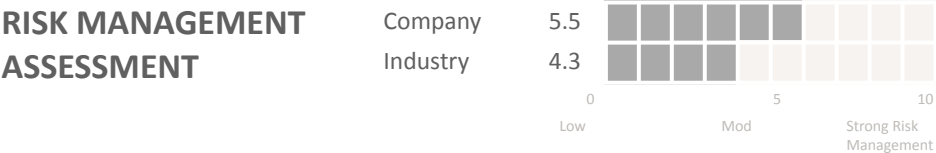
**Business Types :** Percentage of operations in business segments with high/moderate/low level of fatalities and industrial injuries



**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 the company's health & safety system certified to OHSAS 18001 | 100.00% |     |   |     |     |
| Evidence of Recognized Certification  | Yes     | Yes | - | LOW | TOP |

## What executive body is responsible for H&amp;S strategy and performance?

|   |     |     |   |     |     |
|---|-----|-----|---|-----|-----|
| H&S strategy and performance is managed by Sustainability Committee, H&S task force or risk officer | Yes | Yes | - | LOW | TOP |
|---|-----|-----|---|-----|-----|

## Health &amp; safety policy

|                                   |     |     |   |     |     |
|-----------------------------------|-----|-----|---|-----|-----|
| H&S policy is group-wide          | Yes | Yes | - | LOW | TOP |
| H&S policy applies to contractors | Yes | Yes | - | LOW | TOP |

## Targets

|                                   |  |  |   |     |     |     |
|-----------------------------------|--|--|---|-----|-----|-----|
| Target to improve H&S performance | Non-zero target (contractors included) | Non-zero target (contractors included) | - | LOW | MID | TOP |
|-----------------------------------|--|--|---|-----|-----|-----|

## Other H&amp;S Metric

| Year (YYYY) | Other Health & Safety Metric Description | Other Health & Safety Metric Value | Details |
|-------------|--|------------------------------------|---------|
| 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

|   |      |
|---|------|
| Performance on Health & Safety Metrics Relative to Peers (0-10 Score, 0=worst, 10=best) | 5.00 |
|---|------|

## Lost Time Incident Rate

| Year | Lost Time Incident Rate | Lost Time Incident Rate (per million hours) | Lost Time Incident Rate Unit | Details                   |
|------|-------------------------|---|------------------------------|---------------------------|
| 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                   |
|------|------------------------------|------------------------------|--|---------------------------|
| 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 |
|------|-----------------------|---------------------|------------|---------|
| 2020 |                       |                     | 0          |         |
| 2019 |                       |                     | 0          |         |
| 2018 |                       |                     | 0          |         |
| 2017 |                       |                     | 0          |         |
| 2016 |                       |                     | 0          |         |

## CONTROVERSIES

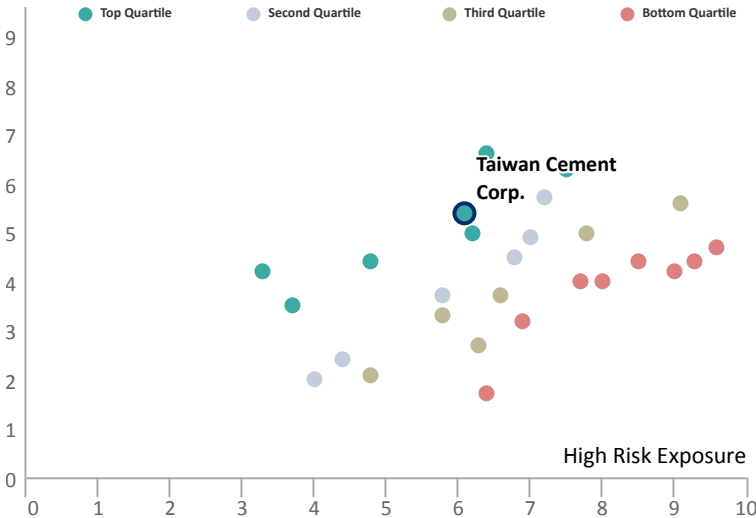
All controversies are assessed as part of the annual review of a company's ESG rating. MSCI ESG Research tracks controversies for all companies on a regular basis. There is no evidence of the Taiwan Cement's current involvement in prominent controversial events or alleged misconduct.



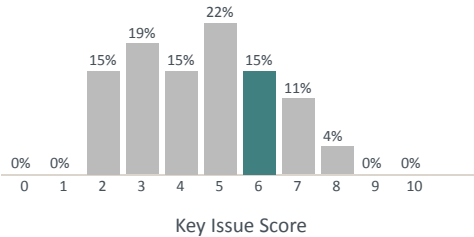
# Labor Management

| Score | Change (since rating) | Quartile | Weight | As of        |
|-------|-----------------------|----------|--------|--------------|
| 6.3   | ▲ 0.5                 | ●●●●     | 14.0%  | Sep 28, 2021 |

Strong Risk Management



## KEY ISSUE SCORE DISTRIBUTION\*



## TOP 5 INDUSTRY LEADERS

|  |     |
|--|-----|
| LUCKY CEMENT LIMITED                   | 7.9 |
| CHINA JUSHI CO., LTD                   | 7.2 |
| PT Indocement Tunggak Prakarsa Tbk     | 6.8 |
| The Siam Cement Public Company Limited | 6.6 |
| Taiwan Cement Corp.                    | 6.3 |

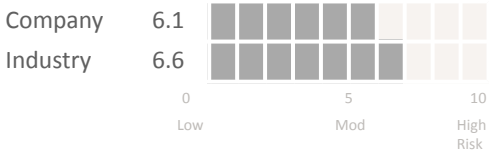
## BOTTOM 5 INDUSTRY LAGGARDS

|  |     |
|--|-----|
| GRASIM INDUSTRIES LTD                            | 2.9 |
| Saudi Cement Company SJSC                        | 2.3 |
| HeidelbergCement AG                              | 2.2 |
| China National Building Material Company Limited | 2.1 |
| Holcim AG  | 2.1 |

## KEY ISSUE ASSESSMENT



## RISK EXPOSURE ASSESSMENT



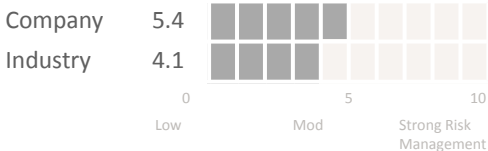
## Drivers of Risk Exposure



## Business Locations



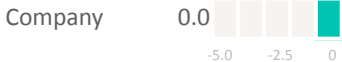
## RISK MANAGEMENT ASSESSMENT



## Drivers of Risk Management



## Controversy Deduction

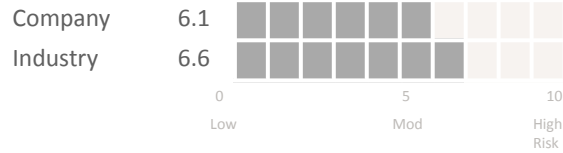


## METHODOLOGY NOTE

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 ]

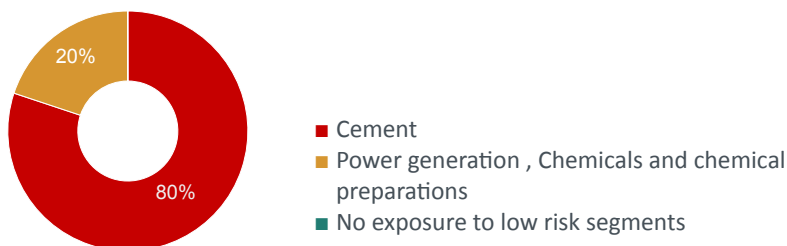
## EXPOSURE

RISK EXPOSURE  
ASSESSMENT

## 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



Source: MSCI ESG Research; Refinitiv; company disclosure

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



Source: International Labour Organization; Refinitiv; MSCI ESG Research; company disclosure

## Additional Drivers of Exposure

Collective bargaining negotiation expected in next 12 months: **Not Disclosed**

## Layoffs Events

Major Layoffs: **No**

## Size and Composition of Workforce

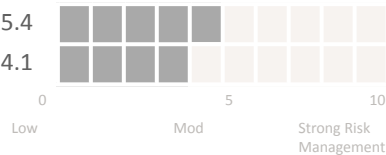
Number of employees: **10,858**

## Number of Employees

| Year | Number of employees | Part time workers (%) | Contract or temporary workers (%) | Estimated Part time/contract % |
|------|---------------------|-----------------------|-----------------------------------|--------------------------------|
| 2020 | 10,858              |                       |                                   |                                |
| 2019 | 10,618              |                       |                                   |                                |

| Year | Number of employees | Part time workers (%) | Contract or temporary workers (%) | Estimated Part time/contract % |
|------|---------------------|-----------------------|-----------------------------------|--------------------------------|
| 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  
ASSESSMENTCompany  
Industry5.4  
4.1

| Description  | Company Practice  | Best Practice   | Practices Score <sup>2</sup> |
|--|---|---|------------------------------|
| <b>Strategy</b>  |   |   |                              |
| Percentage of workforce covered by trade unions/ collective agreements               | 96.20%  |   |                              |
| 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)          | Only select number of employees eligible for ESOP and/or ESPP   | Sector-leading number of employees eligible for ESOP and/or ESPP      | - LOW MID TOP                |
| Variable performance-based component to pay  | Selective performance-based incentive pay for non-officer staff | Strong performance-based incentive pay structure covers all employees | - LOW MID TOP                |
| Non-compensation benefits including pension and retirement                           | Scope not determinable  | 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            |

## Employee turnover

| Year | Annual employee turnover (%) | Details |
|------|------------------------------|---------|
| 2020 | 4.10%                        |         |
| 2019 | 9.28%                        |         |
| 2018 | 11.03%                       |         |
| 2017 |                              |         |

## Employee Productivity

| Year | Profit per employee (USD '000) |
|------|--------------------------------|
| 2018 | 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.

# APPENDIX

## CONTENTS

ISSUER COMMUNICATION

CONTROVERSIES DETAIL

ADDITIONAL CORPORATE GOVERNANCE CONTENT

KEY METRIC & SCORE CHANGES

CEO PAY CHARTS

SHAREHOLDER/MANAGEMENT PROPOSALS

GOVERNANCE STANDARDS

DIRECTOR PROFILES



## ISSUER COMMUNICATION SUMMARY

## COMPANY COMMUNICATION PAST 15 MONTHS

| Direction | Method                      | Category                        | Research Product      | Date         |
|-----------|-----------------------------|---------------------------------|-----------------------|--------------|
| Outgoing  | E-mail                      | Data Review - Feedback Provided | ESG GovernanceMetrics | Oct 08, 2021 |
| Incoming  | E-mail                      | Data Review - Feedback Provided | ESG GovernanceMetrics | Oct 08, 2021 |
| Outgoing  | E-mail                      | Feedback Notice                 | ESG Ratings           | Sep 28, 2021 |
| Incoming  | Issuer Communication Portal | Data Review - Feedback Provided | ESG Ratings           | Aug 25, 2021 |
| Outgoing  | E-mail                      | Data Review - Feedback Provided | ESG Ratings           | Aug 24, 2021 |
| Incoming  | E-mail                      | Data Review - Feedback Provided | ESG Ratings           | Aug 24, 2021 |
| Incoming  | Issuer Communication Portal | Data Review - Feedback Provided | ESG Ratings           | Aug 23, 2021 |
| Outgoing  | E-mail                      | Engagement Process related      | ESG Ratings           | Aug 16, 2021 |
| Outgoing  | E-mail                      | Other                           | ESG Ratings           | Aug 09, 2021 |
| Outgoing  | E-mail                      | Engagement Process related      | ESG Ratings           | Aug 04, 2021 |
| Outgoing  | E-mail                      | Other report clarification      | ESG Ratings           | Jun 22, 2021 |
| Outgoing  | E-mail                      | Other                           | ESG Ratings           | May 11, 2021 |
| Outgoing  | E-mail                      | Other                           | ESG Ratings           | May 11, 2021 |
| Outgoing  | E-mail                      | Updated ESG Rating              | ESG Ratings           | May 07, 2021 |
| Outgoing  | E-mail                      | Updated ESG Rating              | ESG Ratings           | May 07, 2021 |
| Incoming  | Issuer Communication Portal | Data Review - Feedback Provided | ESG Ratings           | Apr 15, 2021 |
| Incoming  | E-mail                      | Other report clarification      | ESG Ratings           | Apr 09, 2021 |
| Incoming  | Issuer Communication Portal | Data Review - Feedback Provided | ESG Ratings           | Jan 18, 2021 |
| Incoming  | Issuer Communication Portal | Data Review - Feedback Provided | ESG Ratings           | Jan 18, 2021 |
| Outgoing  | E-mail                      | Data Review - Feedback Provided | ESG Ratings           | Jan 08, 2021 |
| Incoming  | E-mail                      | Data Review - Feedback Provided | ESG Ratings           | Dec 31, 2020 |
| Outgoing  | E-mail                      | Data Review - Feedback Provided | ESG Ratings           | Sep 29, 2020 |
| Incoming  | E-mail                      | Data Review - Feedback Provided | ESG Ratings           | Sep 29, 2020 |
| Outgoing  | E-mail                      | Updated ESG Rating              | ESG Ratings           | Aug 31, 2020 |

LEGEND

| Direction                                    | Category  |
|--|---|
| Outgoing: MSCI ESG Research contacts issuer. | <b>Data Review - Alert:</b> Notification of pending annual update of ESG Rating, and invitation to engage MSCI.                       |
| Incoming: Query by corporate issuer.         | <b>Data Review - Report:</b> MSCI ESG Research delivers report of updated ESG data  |
|  | <b>Data Review - Feedback Provided:</b> Feedback provided to MSCI ESG Research.   |
|  | <b>Request for Information:</b> Issuer inquiries; MSCI ESG Research queries.  |
|  | <b>Published Report Sent:</b> MSCI ESG Research delivers issuers' ESG product report that is posted to the MSCI ESG Manager platform. |
|  | <b>Other:</b> Issuer notified of custom projects; Miscellaneous queries.  |

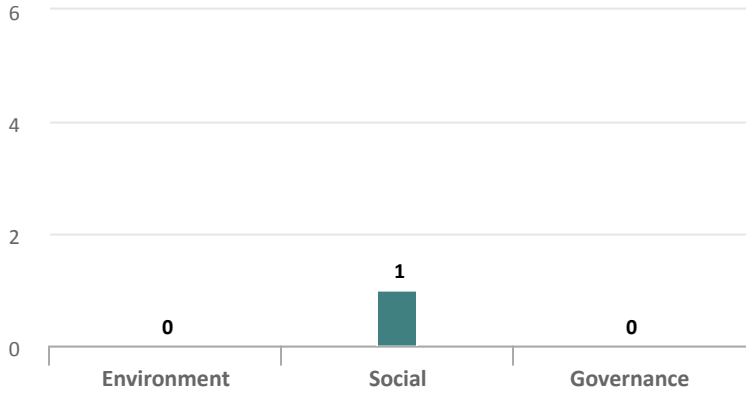
CONTROVERSIES DETAIL

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<br>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      | Minor                      | 1                 |

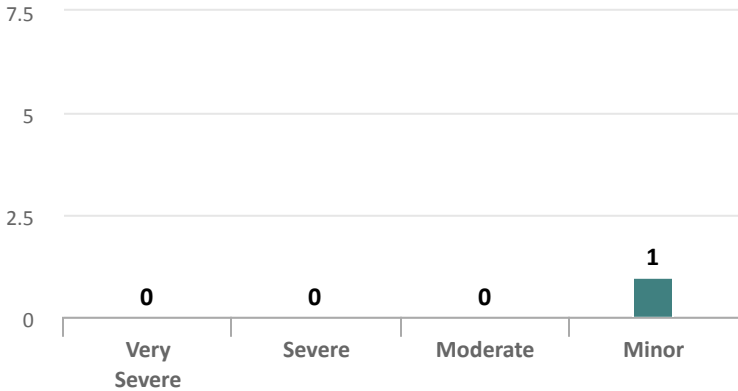
NUMBER OF CONTROVERSIES BY PILLAR



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 &amp; SCORE CHANGES

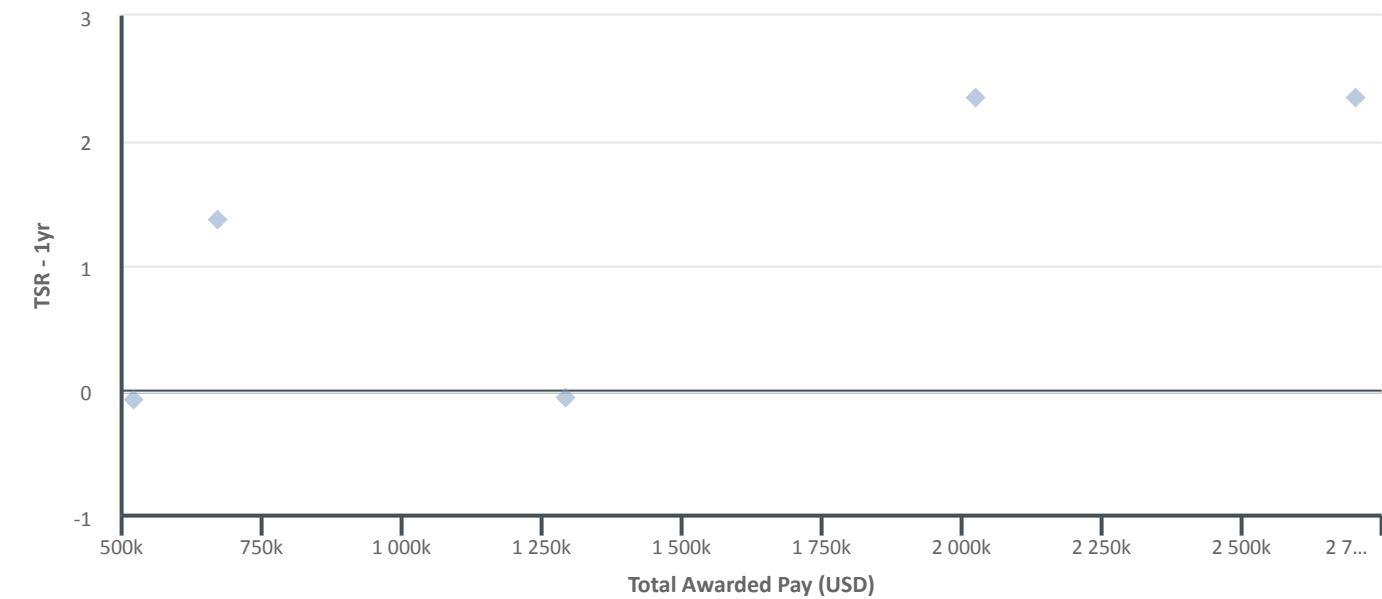
## ALL KEY METRIC &amp; SCORE CHANGES (SINCE JULY 2020)

| Key Metric   | Key Metric Change | Date         | Score Change* | Change Notes  |
|--|-------------------|--------------|---------------|---|
| Revenue Recognition                                  | Score Change      | Nov 19, 2021 | -0.09         | Updates to data for accounting peer group member(s) |
| Expense Recognition                                  | Score Change      | Nov 19, 2021 | 0.01          | Updates to data for accounting peer group member(s) |
| Asset-Liability Valuation                            | Score Change      | Nov 19, 2021 | -0.16         | Updates to data for accounting peer group member(s) |
| Combined CEO/Chair                                   | Flag Added        | Oct 18, 2021 | -0.20         |   |
| CEO Equity Policy                                    | Flag Added        | Oct 18, 2021 | -0.20         |   |
| Significant Votes Against Directors                  | Flag Removed      | Aug 31, 2021 | 0.50          | Following issuer feedback, subsequently verified    |
| Entrenched Board                                     | Flag Removed      | Aug 31, 2021 | 0.80          | Following issuer feedback, subsequently verified    |
| Combined CEO/Chair                                   | Flag Removed      | Aug 31, 2021 | 0.20          | Following issuer feedback, subsequently verified    |
| CEO Equity Policy                                    | Flag Removed      | Aug 31, 2021 | 0.20          | Following issuer feedback, subsequently verified    |
| Asset-Liability Valuation                            | Score Change      | Aug 20, 2021 | 0.02          | Updates to data for accounting peer group member(s) |
| Significant Votes Against Directors                  | Flag Added        | Aug 03, 2021 | -0.50         |   |
| Entrenched Board                                     | Score Change      | Aug 03, 2021 | 0.20          |   |
| Revenue Recognition                                  | Score Change      | Jul 15, 2021 | -0.14         | Updates to data for accounting peer group member(s) |
| Asset-Liability Valuation                            | Score Change      | Jul 15, 2021 | -0.02         | Updates to data for accounting peer group member(s) |
| Entrenched Board                                     | Score Change      | Jun 25, 2021 | -0.41         |   |
| Multiple Equity Classes with Different Voting Rights | Flag Removed      | Jun 15, 2021 | 0.45          |   |
| Multiple Equity Classes with Different Voting Rights | Flag Added        | Jun 10, 2021 | -0.45         |   |
| Cross Shareholdings                                  | Score Change      | Jun 10, 2021 | -0.40         |   |
| Business Combination Provision                       | Flag Removed      | Jun 10, 2021 | 0.10          |   |
| Asset-Liability Valuation                            | Score Change      | Apr 08, 2021 | 0.02          | Updates to data for accounting peer group member(s) |
| Overboarded Exec Directors                           | Flag Added        | Feb 26, 2021 | -0.50         |   |
| Revenue Recognition                                  | Score Change      | Oct 23, 2020 | 0.30          | Updates to data for accounting peer group member(s) |
| Expense Recognition                                  | Score Change      | Oct 23, 2020 | 0.01          | Updates to data for accounting peer group member(s) |
| Asset-Liability Valuation                            | Score Change      | Oct 23, 2020 | -0.02         | Updates to data for accounting peer group member(s) |
| Revenue Recognition                                  | Flag Added        | Aug 24, 2020 | -0.60         | Updates to data for accounting peer group member(s) |
| Expense Recognition                                  | Score Change      | Aug 24, 2020 | -0.17         | Updates to data for accounting peer group member(s) |
| Asset-Liability Valuation                            | Score Change      | Aug 24, 2020 | 0.00          | Updates to data for accounting peer group member(s) |
| Revenue Recognition                                  | Flag Removed      | Aug 13, 2020 | 0.43          | Updates to data for accounting peer group member(s) |
| Expense Recognition                                  | Score Change      | Aug 13, 2020 | 0.16          | Updates to data for accounting peer group member(s) |
| Asset-Liability Valuation                            | Score Change      | Aug 13, 2020 | 0.05          | Updates to data for accounting peer group member(s) |

\*Score change available in respect of changes dated on or after 13 December 2017.

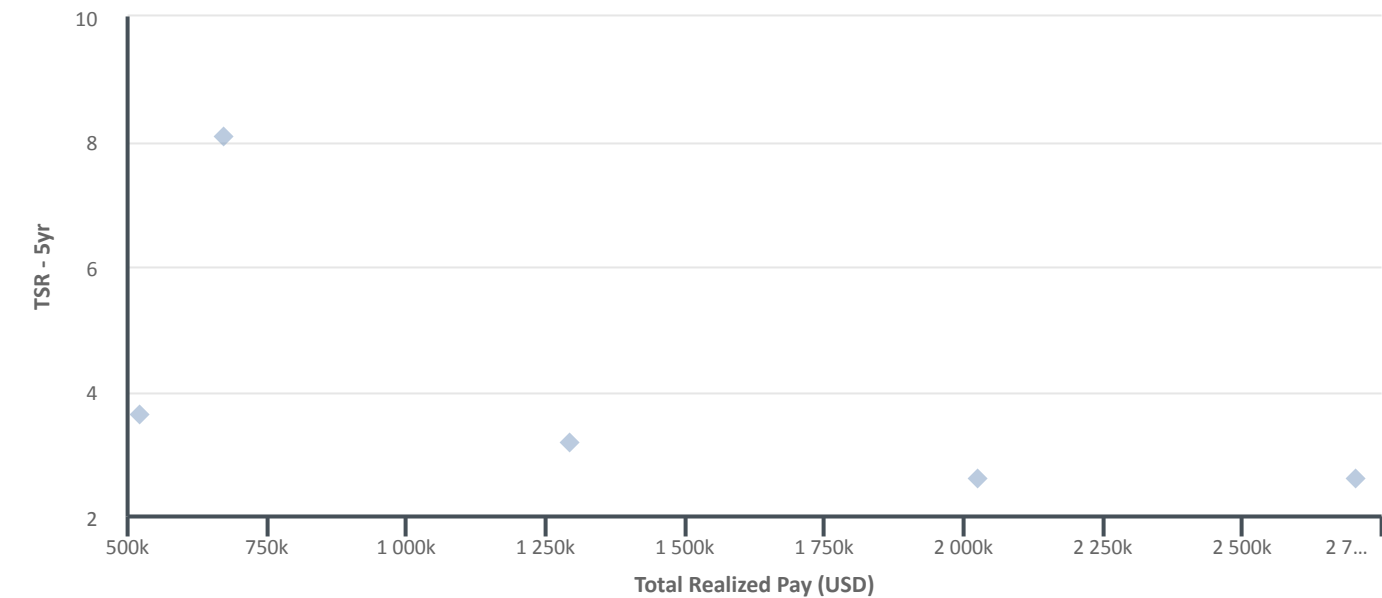
CEO PAY CHARTS

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% |
|------------|------------------------------------|--|----------|-----------|---------------|--------------------|
| 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%              |
| 2020       | Other                              | (III) To approve the amendments on part of Rules of Procedure for Annual Shareholders' Meeting   | Approved | 89.5%     | 0%            | 10.5%              |
| 2020       | Amend Certificate of Incorporation | (II)To approve the amendments on part of Article of Incorporation.   | Approved | 89.5%     | 0%            | 10.5%              |
| 2020       | Stock Issuance                     | (I) Proposal for a new share issue through capitalization of earnings.   | Approved | 89.5%     | 0%            | 10.5%              |
| 2020       | Other                              | (II) The proposal for distribution of 2019 profits   | Approved | 91.1%     | 0%            | 8.9%               |
| 2020       | Other                              | (I) To approve 2019 Annual Business Report and Financial Statements.   | Approved | 90.5%     | 0.2%          | 9.3%               |
| 2019       | Other                              | 3 Approval Items (I) To approve 2018 Annual Business Report and Financial Statements.  | Approved | 90.4%     | 0%            | 9.6%               |
| 2019       | Other                              | 3 Approval Items (II) The proposal for distribution of 2018 profits (Proposed by the Board of Directors)   | Approved | 90.8%     | 0%            | 9.2%               |
| 2019       | Other                              | 4. Discussion Items (I) Proposal for a new share issue through capitalization of earnings. (Proposed by the Board of Directors)                            | Approved | 89.3%     | 0.2%          | 10.5%              |
| 2019       | Amend Certificate of Incorporation | 4. Discussion Items (II)To approve the amendments on part of Article of Incorporation. (Proposed by the Board of Directors)                                | Approved | 89%       | 0%            | 11%                |
| 2019       | Other                              | 4. Discussion Items (III)To approve the amendments on part of Procedures for Acquisition or Disposal of Fixed Assets. (Proposed by the Board of Directors) | Approved | 89%       | 0%            | 11%                |
| 2019       | Other                              | 5. To approve the amendments on part of Procedures for Handling Endorsement/Guarantee. (Proposed by the Board of Directors)                                | Approved | 89%       | 0%            | 11%                |

\*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:         |        | Financial: | Yes                                |
| Gender:      | M      | Risk:      | No                                 |
| Nationality: | Taiwan | Industry:  | Materials - Construction Materials |

## 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      | Jun 28, 2017 |          | Yes                       | No                             |            |
| O-Bank Co., Ltd.    | Board Member                           | 4      | Feb 22, 2017 |          | No                        | No                             |            |
| Taiwan Cement Corp. | Executive, Board Member, Chairman, CEO | 27     | Apr 21, 1994 |          | No                        | No                             |            |



## 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 |
|---------------------|--------------|--------|--------------|----------|---------------------------|--------------------------------|------------|
| Taiwan Cement Corp. | Board Member | 5      | Jun 22, 2016 |          | Yes                       | No                             |            |
| Innolux Corporation | Board Member | 8      | Jun 19, 2013 |          | Yes                       | Yes                            |            |

## BOARD COMMITTEES

| Company             | Committee Type | Position |
|---------------------|----------------|----------|
| Innolux Corporation | Audit          | Member   |
| 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 | 8      | 2020     |           | 35,590            | 0           |

CHI-TE CHEN

Age:

Gender:

Nationality:

M

Not Disclosed

Financial:

Risk:

Industry:

No

No

BIOGRAPHICAL INFORMATION

Taiwan Cement Corp. - Board Member Source Date: 05/10/2021

Director, Chia Hsin Cement Corp.

Vice Chairman, Chien Kuo Construction Co. Ltd.

Director, Chia Hsin Property Management and Development Corp.

CORPORATE BOARDS

| Company             | Role         | Tenure | Appointed    | Resigned | Independent of Management | Independent of Other Interests | Attendance |
|---------------------|--------------|--------|--------------|----------|---------------------------|--------------------------------|------------|
| Taiwan Cement Corp. | Board Member |        | Jul 05, 2021 |          | Yes                       | Yes                            |            |

CHIEN (JAMES) WEN

|              |        |            |  |
|--------------|--------|------------|--|
| Age:         |        | Financial: | Yes  |
| Gender:      | M      | Risk:      | No   |
| Nationality: | Taiwan | Industry:  | Semiconductors & Semiconductor Equipment -<br>Semiconductors & Semiconductor Equipment |

BIOGRAPHICAL INFORMATION

Taiwan Cement Corp. - Board Member Source Date: 05/10/2021

Chien, Wen is a member of our board of directors. Prior to joining our company, Mr. Wen was the CFO of Winbond Electronics Corp. He also worked as a supervisor of Winbond Electronics Corp. and a general manager of Cathay Securities Investment Trust. Currently, Mr. Wen is also a director of Jiantan Temple Foundation and a supervisor of Chi Cheng Investment Corp., Chinatrust Investment Co., Ltd, and Ta-Ho. He received a master 's degree in business administration from Wharton School of the University of Pennsylvania.

WINBOND ELECTRONICS CORP. - Audit Board Member Source Date: 06/04/2021

MBA, Wharton School in University of Pennsylvania President of Cathay Securities Investment Trust Co., Ltd.

CFO at Winbond Electronics Corp.

CORPORATE BOARDS

| Company             | Role         | Tenure | Appointed    | Resigned | Independent of Management | Independent of Other Interests | Attendance |
|---------------------|--------------|--------|--------------|----------|---------------------------|--------------------------------|------------|
| Taiwan Cement Corp. | Board Member | 3      | Jun 22, 2018 |          | Yes                       | No                             |            |

CHUN YING LIU

Age:

46

Gender:

F

Nationality:

Taiwan

Financial:

No

Risk:

No

Industry:

Commercial & Professional Services - Professional Services

BIOGRAPHICAL INFORMATION

Taiwan Cement Corp. - Board Member Source Date: 05/10/2021

Chun-Ying, Liu is a member of our board of directors. She is a partner at Tsar & Tsai Law Firm. Ms. Liu graduated from the EMBA program of National Taiwan University.

CORPORATE BOARDS

| Company             | Role         | Tenure | Appointed    | Resigned | Independent of Management | Independent of Other Interests | Attendance |
|---------------------|--------------|--------|--------------|----------|---------------------------|--------------------------------|------------|
| Taiwan Cement Corp. | Board Member | 3      | Jun 22, 2018 |          | Yes                       | No                             |            |

JONG-PEIR (JOHN) LI

Age:  
Gender: M  
Nationality: Taiwan

Financial: No  
Risk: No  
Industry: Materials - Construction Materials,Banks - Banks

BIOGRAPHICAL INFORMATION

Taiwan Cement Corp. - Executive, Board Member Source Date: 05/10/2021

Mr. Zhongpei (John) Li M.B.A., School of Business Administration, New York University ;Chairman, Taiwan Cement Corp. ;Chairman, Chia Hsin Cement Corp. ;Chairman, International CSRC Investment Holdings Co., Ltd. ;Chairman, Taiwan Prosperity Chemical Corporation

CORPORATE BOARDS

| Company             | Role                    | Tenure | Appointed    | Resigned | Independent of Management | Independent of Other Interests | Attendance |
|---------------------|-------------------------|--------|--------------|----------|---------------------------|--------------------------------|------------|
| Taiwan Cement Corp. | Executive, Board Member | 3      | Jun 22, 2018 |          | No                        | No                             |            |

KANG LUNG (JASON) CHANG

Age:  
Gender: M  
Nationality: Taiwan

Financial: No  
Risk: No  
Industry:

BIOGRAPHICAL INFORMATION

Taiwan Cement Corp. - Board Member Source Date: 05/10/2021

Koo Jason Kung-Yi is the vice chairman of our board of directors. Prior to joining our company, Mr. Koo was a vice president at the Investment Banking Department of Morgan Stanley. He is also the chairman of TPCC, China Synthetic Rubber Corporation and E-ONE Moli Energy Corp., managing director of TCCIH and director of Ho-Ping Power. Mr. Koo received a bachelor’s degree in economics from the National Central University and a master’s degree in business administration from Wharton School of the University of Pennsylvania. Mr. Koo is the nephew of Mr. Chang An-Ping, Nelson

CORPORATE BOARDS

| Company             | Role         | Tenure | Appointed    | Resigned | Independent of Management | Independent of Other Interests | Attendance |
|---------------------|--------------|--------|--------------|----------|---------------------------|--------------------------------|------------|
| Taiwan Cement Corp. | Board Member | 9      | Jun 21, 2012 |          | No                        | No                             |            |

KENNETH C.M. LO

Age:

Gender: M

Nationality: Taiwan

Financial: Yes

Risk: No

Industry: Banks - Banks

BIOGRAPHICAL INFORMATION

Taiwan Cement Corp. - Board Member Source Date: 05/10/2021

Kenneth C.M. Lo is a member of our board of directors. He is also the chairman of O-Bank Co., Ltd., and a director of Industrial Bank of Taiwan II VC Corp. He received a bachelor’s degree in business from the University of Alabama

CORPORATE BOARDS

| Company             | Role         | Tenure | Appointed    | Resigned | Independent of Management | Independent of Other Interests | Attendance |
|---------------------|--------------|--------|--------------|----------|---------------------------|--------------------------------|------------|
| Taiwan Cement Corp. | Board Member | 16     | Feb 24, 2005 |          | Yes                       | No                             |            |

## KUNG YI KOO

Age:   
Gender: M  
Nationality: Hong Kong

Financial: No  
Risk: No  
Industry: Diversified Financials - Diversified Financial Services

## BIOGRAPHICAL INFORMATION

Taiwan Cement Corp. - Board Member Source Date: 05/10/2021

Koo Jason Kung-Yi is the vice chairman of our board of directors. Prior to joining our company, Mr. Koo was a vice president at the Investment Banking Department of Morgan Stanley. He is also the chairman of TPCC, China Synthetic Rubber Corporation and E-ONE Moli Energy Corp., managing director of TCCIH and director of Ho-Ping Power. Mr. Koo received a bachelor's degree in economics from the National Central University and a master's degree in business administration from Wharton School of the University of Pennsylvania. Mr. Koo is the nephew of Mr. Chang An-Ping, Nelson

## CORPORATE BOARDS

| Company             | Role         | Tenure | Appointed    | Resigned | Independent of Management | Independent of Other Interests | Attendance |
|---------------------|--------------|--------|--------------|----------|---------------------------|--------------------------------|------------|
| Taiwan Cement Corp. | Board Member | 3      | Jun 22, 2018 |          | No                        | No                             |            |



LING TAI (LYNETTE) CHOU

Age:  
Gender: F  
Nationality: Taiwan

Financial: Yes  
Risk: No  
Industry:

BIOGRAPHICAL INFORMATION

Taiwan Cement Corp. - Board Member Source Date: 05/10/2021

Lynette Ling-Tai, Chou is an independent director of our company. Before joining the company, she was the dean of student affairs and vice dean of College of Commerce, National Chengchi University. She also worked as a supervisor in the Department of Accounting of National Chengchi University. Currently, she is also a professor of accounting at National Chengchi University. She received a doctor’s degree in accounting from the University of Houston

CORPORATE BOARDS

| Company             | Role         | Tenure | Appointed    | Resigned | Independent of Management | Independent of Other Interests | Attendance |
|---------------------|--------------|--------|--------------|----------|---------------------------|--------------------------------|------------|
| Taiwan Cement Corp. | Board Member | 3      | Jun 22, 2018 |          | Yes                       | Yes                            |            |

BOARD COMMITTEES

| Company             | Committee Type | Position |
|---------------------|----------------|----------|
| Taiwan Cement Corp. | Audit          | Member   |
| Taiwan Cement Corp. | Pay            | Member   |
| Taiwan Cement Corp. | Risk           | Member   |

## MEI-HWA LIN

Age: Financial: No  
Gender: F Risk: No  
Nationality: Not Disclosed Industry:

## BIOGRAPHICAL INFORMATION

Taiwan Cement Corp. - Board Member Source Date: 05/10/2021

Mei-Hwa Lin is appointed as director of the company

## CORPORATE BOARDS

| Company             | Role         | Tenure | Appointed    | Resigned | Independent of Management | Independent of Other Interests | Attendance |
|---------------------|--------------|--------|--------------|----------|---------------------------|--------------------------------|------------|
| Taiwan Cement Corp. | Board Member |        | Jul 05, 2021 |          | Yes                       | Yes                            |            |

## BOARD COMMITTEES

| Company             | Committee Type | Position |
|---------------------|----------------|----------|
| Taiwan Cement Corp. | Audit          | Member   |
| Taiwan Cement Corp. | Pay            | Member   |

POR-YUAN WANG

Age:

Gender: M

Nationality: Taiwan

Financial: No

Risk: No

Industry:

BIOGRAPHICAL INFORMATION

Taiwan Cement Corp. - Board Member Source Date: 05/10/2021

Wang Por-Yuan is a member of our board of directors. He is also the chairman of SerComm Corporation, a director of Prosperity Dielectrics Corporation, independent director of UPC Technology Corporation and Taishin Holdings. He was the chairman of Pacific Venture Partners and Monte Jade Association. Mr. Wang received a doctor’s degree from Carnegie-Mellon University

CORPORATE BOARDS

| Company             | Role         | Tenure | Appointed    | Resigned | Independent of Management | Independent of Other Interests | Attendance |
|---------------------|--------------|--------|--------------|----------|---------------------------|--------------------------------|------------|
| Taiwan Cement Corp. | Board Member | 12     | Jun 19, 2009 |          | Yes                       | No                             |            |

## SHIOU-LING LIN

Age:  
Gender: F  
Nationality: Taiwan

Financial: Yes  
Risk: No  
Industry: Diversified Financials - Diversified Financial Services, Commercial & Professional Services - Professional Services

## BIOGRAPHICAL INFORMATION

Accton Technology Corp. - Board Member Source Date: 05/31/2021

Mr. Lin is Independent Director and the Supervisor of Accton Technology Corp.

CATHAY REAL ESTATE DEVELOPMENT CO.,LTD. - Board Member Source Date: 05/25/2021

Ms. Shiou-Ling Lin is the Independent director of Cathay Real Estate Development Co Ltd.

## CORPORATE BOARDS

| Company                                 | Role         | Tenure | Appointed    | Resigned | Independent of Management | Independent of Other Interests | Attendance |
|---|--------------|--------|--------------|----------|---------------------------|--------------------------------|------------|
| Taiwan Cement Corp.                     | Board Member |        | Jul 05, 2021 |          | Yes                       | Yes                            |            |
| CATHAY REAL ESTATE DEVELOPMENT CO.,LTD. | Board Member | 7      | Jun 06, 2014 |          | Yes                       | Yes                            |            |

## BOARD COMMITTEES

| Company                                 | Committee Type | Position |
|---|----------------|----------|
| CATHAY REAL ESTATE DEVELOPMENT CO.,LTD. | Audit          | Chair    |
| CATHAY REAL ESTATE DEVELOPMENT CO.,LTD. | Pay            | Chair    |
| Taiwan Cement Corp.                     | Audit          | Member   |
| Taiwan Cement Corp.                     | Pay            | Member   |
| Taiwan Cement Corp.                     | Risk           | Chair    |

## VICTOR WANG

Age:   
 Gender: M   
 Nationality: Taiwan

Financial: Yes   
 Risk: No   
 Industry: Diversified Financials - Diversified Financial Services

## BIOGRAPHICAL INFORMATION

Taiwan Cement Corp. - Board Member Source Date: 05/10/2021

Victor Wang is an independent director of our company. Before joining our company, he was the vice chairman of Deloitte Taiwan. He is also a director of Chilisun Electronics Corp. and YAGEO Corporation, a supervisor of DIVA Laboratories, Ltd., and independent director of Taiwan Navigation Co., Ltd. Mr. Wang has a bachelor's degree in accounting from Soochow University and was graduated from the EMBA program in National Taiwan University.

## CORPORATE BOARDS

| Company             | Role         | Tenure | Appointed    | Resigned | Independent of Management | Independent of Other Interests | Attendance |
|---------------------|--------------|--------|--------------|----------|---------------------------|--------------------------------|------------|
| Taiwan Cement Corp. | Board Member | 9      | Jun 21, 2012 |          | Yes                       | Yes                            |            |

## BOARD COMMITTEES

| Company             | Committee Type | Position |
|---------------------|----------------|----------|
| Taiwan Cement Corp. | Audit          | Chair    |
| Taiwan Cement Corp. | Pay            | Member   |
| Taiwan Cement Corp. | Risk           | Member   |

YU-CHENG (ARTHUR) CHIAO

Age:

Gender: M

Nationality: Taiwan

Financial: No

Risk: No

Industry: Capital Goods - Electrical 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                           | 5      | Jun 22, 2016 |          | No                        | No                             |            |
| Taiwan Cement Corp.            | Board Member                           | 9      | Jun 21, 2012 |          | Yes                       | Yes                            |            |
| Nuvoton Technology Corporation | Board Member                           | 13     | Mar 14, 2008 |          | No                        | No                             |            |
| WINBOND ELECTRONICS CORP.      | Executive, Board Member, Chairman, CEO | 34     | Sep 04, 1987 |          | No                        | No                             |            |
| WALSIN LIHWA CORPORATION       | Board Member                           | 40     | Apr 10, 1981 |          | No                        | No                             |            |

BOARD COMMITTEES

| Company             | Committee Type | Position |
|---------------------|----------------|----------|
| Taiwan Cement Corp. | Audit          | Member   |
| Taiwan Cement Corp. | Pay            | Chair    |

# 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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