

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

## Construction Materials | TW

Robust employee safety and labor management practices;  
lagging corporate governance practices

### Score attribution by key issue

This chart highlights the company's positioning relative to the industry average for each Key Issue that contributed to its ESG Rating as of November 04, 2025.



### Last ESG Rating action

Rating action date: August 25, 2025

TCC Group Holdings (TCC)'s rating is unchanged at 'A'.

Cement manufacturing activities typically expose the workforce to health and safety risks, per our model. TCC leads peers in health and safety management. It appears to link safety performance to executive pay and has 100% of its operations certified to the ISO 45001 standard. Moreover, the company leads peers in implementing strong labor management and incentive programs. On the downside, TCC's corporate governance practices lag those of most global peers.

- ▶ Cement manufacturing and thermal power generation are typically high carbon emission-intensive businesses, per our model. TCC has installed multi-stage cyclone calcium loop technology as a carbon capture initiative. Yet, its Scope 1 and 2 GHG intensity of 9,210 tCO<sub>2</sub>e/USD million sales in FY 2024 was higher than the industry average of 4,354, as of January 2025.
- ▶ Cement manufacturing is generally labor intensive, per our model. TCC leads peers in implementing strong labor programs. Its labor management policies are generally in line with international standards, such as the ILO. Moreover, it conducts annual engagement surveys to gauge workforce satisfaction.
- ▶ TCC's business ethics practices are average relative to global peers, per our model. While it has a detailed anti-corruption policy, it appears to lack ethics audits for all operations. Its board is not majority independent of other interests. Moreover, we note significant votes against the election of a director at the 2025 AGM, indicating some shareholder dissatisfaction.

Analysts: Apeksha Patil, Margarita Grabert

# MSCI

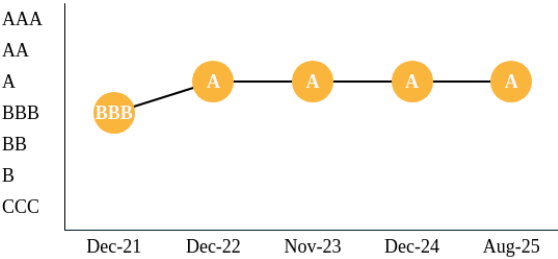
## ESG RATINGS



CCC	B	BB	BBB	A	AA	AAA
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RATING ACTION DATE: August 25, 2025  
LAST REPORT UPDATE: November 04, 2025

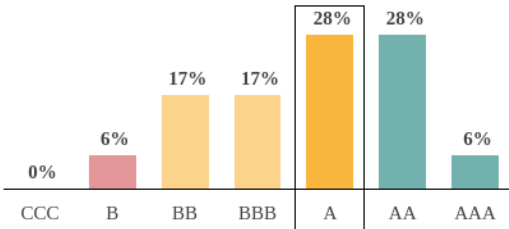
### ESG Rating history



ESG Rating history shows five most recent rating actions

### ESG Rating distribution

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



### Key scores

	Weight	Score (0-10)
Industry-Adjusted Score (Last Updated: August 25, 2025)		5.9
Weighted-Average Key Issue Score (Last updated: October 31, 2025)		4.9
Environmental Pillar Score	39%	3.4
Social Pillar Score	28%	7.6
Governance Pillar Score	33%	4.2

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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 04, 2025

KEY ISSUE	WEIGHT	INDUSTRY AVERAGE	SCORE (0-10)	CHANGE	EXPLANATION
Weighted-Average Key Issue Score		5.0	4.9		
> ENVIRONMENT	39%	3.9	3.4		
Carbon Emissions	20%	4.7	3.0		<ul style="list-style-type: none"><li>96% of revenues from more carbon-intensive business lines relative to peers</li><li>Limited evidence of efforts to reduce carbon emissions compared to peers</li></ul>
Toxic Emissions & Waste	19%	3.0	3.9		<ul style="list-style-type: none"><li>96% of revenues from business lines with relatively high toxic emissions and waste intensities</li></ul>
> SOCIAL	28%	4.2	7.6		
Health & Safety	14%	4.1	7.1		<ul style="list-style-type: none"><li>Strong safety performance relative to peers</li></ul>
Labor Management	14%	4.3	8.2		<ul style="list-style-type: none"><li>Robust compensation practices compared to peers, including stock-based awards</li></ul>
> GOVERNANCE	33%	4.8	4.2	▲ 0.2	
Corporate Governance		5.7	4.3	▲ 0.3	<ul style="list-style-type: none"><li>The company falls into the lower scoring range relative to global peers, reflecting key areas of concern related to executive pay.</li></ul>
Corporate Behavior		5.1	6.6		<ul style="list-style-type: none"><li>Evidence of detailed policies on business ethics and corruption</li></ul>

\* 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

TCC Group Holdings (TCC) was rated based on a standard version of the Construction Materials Industry ESG Rating Model.

MODEL VERSION: 4.3.4

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

Company Data Feedback response

Data feedback in last 12 months? \_\_\_\_\_ Yes  
Date of last feedback \_\_\_\_\_ Nov 2024  
This section only captures inputs provided by companies through our online issuer portal that may have an impact on the weighted Key Issues for the company

Key documents used for updates, as of November 04, 2025

Company Filing	Fiscal Year	Filing Release Date	Incorporated in data and scores	Incorporated in ESG Rating
AR Filing	FY-2024	05 May. 2025	Fully Incorporated	25 Aug. 2025
AR Filing	FY-2023	21 Aug. 2024	Partially Incorporated	04 Dec. 2024
CSR Filing	FY-2023	29 Aug. 2024	Fully Incorporated	04 Dec. 2024

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

Recent developments affecting ESG scores

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

Date ▲	Type	Score (0-10)	Change	Explanation
	Current Weighted-Average Key Issue Score	4.9		
Aug 25, 2025	ESG Rating action	4.8	▼0.1	TCC Group Holdings (TCC)'s rating is unchanged at 'A'.
Jul 04, 2025	Data Update: Corporate Governance		▼0.1	Flags Added: Significant Votes Against Directors
Jun 20, 2025	Data Update: Corporate Governance		▼0.1	Flags Removed: Majority Voting, Nomination Committee Chair Independence, Not 30% Female Directors Governance Score changed based on the listed Key Metric(s): Board Majority Independent of Other Interests, Related Party Transactions
Jun 06, 2025	Data Update: Corporate Governance		▼0.1	Governance Score changed based on the listed Key Metric(s): Cross Shareholdings
May 16, 2025	Data Update: Corporate Governance		▲0.1	Governance Score changed based on the listed Key Metric(s): Cross Shareholdings
Apr 11, 2025	Data Update: Corporate Governance		▼0.1	Governance Score changed based on the listed Key Metric(s): Cross Shareholdings
Jan 31, 2025	Data Update: Corporate Governance		▲0.1	Governance Score changed based on the listed Key Metric(s): Cross Shareholdings
Jan 17, 2025	Data Update: Corporate Governance		▼0.1	Governance Score changed based on the listed Key Metric(s): Cross Shareholdings
Dec 04, 2024	ESG Rating action	5.3		TCC Group Holdings (TCC)'s rating is unchanged at 'A'.
Sep 17, 2024	Data Update: Exposure		▲0.1	Change in exposure score for the following Key Issue(s): Corporate Behavior, Health & Safety, Labor Management,

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

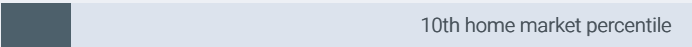
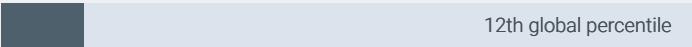
[View additional recent developments affecting the ESG score](#)

Most recent controversies

Last update	Headline	Assessment	Type
Jul-25	<u>Taiwan: Explosion and toxic gas leak battery plant, 15 people injured and residents demand relocation</u>	Minor	Health & Safety

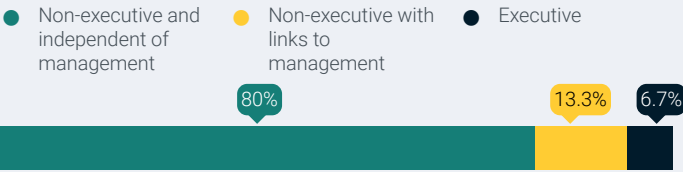
This table shows the most recently updated controversies facing the company. Controversies are considered alongside other factors when assessing a company and may or may not impact the company's ESG Rating. For further details, See Controversies Detail section in full ESG Rating report appendix.

Corporate governance summary



Board of directors

Board type: Unitary Board



Board diversity



Ownership summary

Capital structure	Multiple Equity Classes	Top shareholders Koo Family and Chang Family - 10.33% (CTBC Investments Co., Ltd - 2.47% via Tian-Yi Huo - Chia Hsin Cement Corporation-3.17% via Kang-Lung Chang, Tong Yang Chia Hsin International Co., Ltd. - 1.55% via Kang-Lung Chang International CSRC Investment Holdings Co - 1.51%, via Kung-Yi Koo - 0.01 Heng Qiang Investment Co., Ltd.- 1.49% via Tian-Yi Huo-0.13%)
Ownership classification	Principal Shareholder	
Key Owner Types	Family Firm	
Complex Ownership Structures	Cross Shareholdings	
CEO		
Name: An Ping Chang		Total realized pay*:N/A
Tenure: 6 Years		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

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

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

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

The five industry peers are companies in the Construction Materials ESG Rating Industry, as of November 04, 2025, selected based on similarities in four attributes (ESG Key Issue weights, industry classification, region, and size), sorted by ESG Rating (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 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 (Molicel), the largest lithium battery manufacturer in Taiwan announced in April 2021 a USD 350 million dollar investment towards building a battery factory that can supply the equivalent of long-distances batters for the production of 24,000 electric vehicles a year. NHOA's joint venture Free2Move eSolutions 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. Molicel 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

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 prior rating action date: Dec 04, 2024		As of last rating action date: Aug 25, 2025		As of last report update date: Nov 04, 2025		Difference	
	Score	Weight	Score	Weight	Score	Weight	Score	Weight
ESG Rating Letter Grade	A		A		A		-	-
Industry Adjusted Score	7.1		5.9		5.9		-	-
Industry Minimum Score	1.4		1.4		1.4		-	-
Industry Maximum Score	6.9		7.2		7.2		-	-
Weighted Average Key Issue Score	5.3		4.8		4.9		0.1	-
Environmental Pillar Score	4.0	39.0%	3.4	39.0%	3.4	39.0%	-	-
Carbon Emissions Key Issue Score	3.6	20.0%	3.0	20.0%	3.0	20.0%	-	-
Exposure Score	10.0		10.0		10.0		-	-
Business Segment Exposure Score	9.1		9.2		9.2		-	-
Geographic Exposure Score	5.9		6.0		6.0		-	-
Management Score	6.5		6.0		6.0		-	-
Management Score - Excluding Controversies	6.5		6.0		6.0		-	-
Practices Score	8.5		9.0		9.0		-	-
Performance Score	2.5		0.0		0.0		-	-
Toxic Emissions & Waste Key Issue Score	4.5	19.0%	3.9	19.0%	3.9	19.0%	-	-
Exposure Score	9.2		9.3		9.3		-	-
Business Segment Exposure Score	9.2		9.3		9.3		-	-
Management Score	6.7		6.2		6.2		-	-
Management Score - Excluding Controversies	6.7		6.2		6.2		-	-
Practices Score	6.1		5.4		5.4		-	-
Performance Score	7.8		7.8		7.8		-	-
Controversy Deduction	0.0		0.0		0.0		-	-
Social Pillar Score	7.7	28.0%	7.6	28.0%	7.6	28.0%	-	-
Health & Safety Key Issue Score	7.0	14.0%	7.1	14.0%	7.1	14.0%	-	-
Exposure Score	7.5		7.1		7.1		-	-
Business Segment Exposure Score	6.6		7.0		7.0		-	-
Geographic Exposure Score	6.5		5.2		5.2		-	-
Management Score	7.5		7.2		7.2		-	-
Management Score - Excluding Controversies	7.5		7.2		7.2		-	-
Practices Score	7.0		6.5		6.5		-	-
Performance Score	8.6		8.6		8.6		-	-
Controversy Deduction	0.0		0.0		0.0		-	-
Labor Management Key Issue Score	8.3	14.0%	8.2	14.0%	8.2	14.0%	-	-
Exposure Score	6.0		6.7		6.7		-	-
Business Segment Exposure Score	6.9		7.1		7.1		-	-
Geographic Exposure Score	6.3		6.9		6.9		-	-
Company-Specific Exposure Score	3.7		4.1		4.1		-	-
Management Score	7.3		7.9		7.9		-	-
Management Score - Excluding Controversies	7.3		7.9		7.9		-	-

Description	As of prior rating action date: Dec 04, 2024		As of last rating action date: Aug 25, 2025		As of last report update date: Nov 04, 2025		Difference	
	Score	Weight	Score	Weight	Score	Weight	Score	Weight
Practices Score	7.3		7.9		7.9		-	-
Controversy Deduction	0.0		0.0		0.0		-	-
Governance Pillar Score*	4.9	33.0%	4.0	33.0%	4.2	33.0%	0.2	-
Governance Pillar Deductions**	-5.1		-6.0		-5.8		0.2	-
Corporate Governance Deductions	-3.8		-4.7		-4.5		0.2	-
Board	-1.5		-2.2		-2.0		0.2	-
Pay	-1.3		-1.3		-1.3		-	-
Ownership & Control	-0.9		-1.1		-1.1		-	-
Accounting	-0.1		-0.1		-0.1		-	-
Corporate Behavior Deductions	-1.3		-1.3		-1.3		-	-
Business Ethics	-1.3		-1.3		-1.3		-	-
Tax Transparency	0.0		0.0		0.0		-	-

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

Overflow table: Recent developments affecting ESG scores

Date ▲	Type	Score (0-10)	Change	Explanation
	Current Weighted-Average Key Issue Score	4.9		
Aug 25, 2025	ESG Rating action	4.8	▼0.1	TCC Group Holdings (TCC)'s rating is unchanged at 'A'.
Jul 04, 2025	Data Update: Corporate Governance		▼0.1	Flags Added: Significant Votes Against Directors
Jun 20, 2025	Data Update: Corporate Governance		▼0.1	Flags Removed: Majority Voting, Nomination Committee Chair Independence, Not 30% Female Directors Governance Score changed based on the listed Key Metric(s): Board Majority Independent of Other Interests, Related Party Transactions
Jun 06, 2025	Data Update: Corporate Governance		▼0.1	Governance Score changed based on the listed Key Metric(s): Cross Shareholdings
May 16, 2025	Data Update: Corporate Governance		▲0.1	Governance Score changed based on the listed Key Metric(s): Cross Shareholdings
Apr 11, 2025	Data Update: Corporate Governance		▼0.1	Governance Score changed based on the listed Key Metric(s): Cross Shareholdings
Jan 31, 2025	Data Update: Corporate Governance		▲0.1	Governance Score changed based on the listed Key Metric(s): Cross Shareholdings
Jan 17, 2025	Data Update: Corporate Governance		▼0.1	Governance Score changed based on the listed Key Metric(s): Cross Shareholdings
Dec 04, 2024	ESG Rating action	5.3		TCC Group Holdings (TCC)'s rating is unchanged at 'A'.
Sep 17, 2024	Data Update: Exposure		▲0.1	Change in exposure score for the following Key Issue(s): Corporate Behavior, Health & Safety, Labor Management,
Aug 23, 2024	Data Update: Corporate Governance		▼0.2	Flags Added: Significant Votes Against Directors
Aug 02, 2024	Data Update: Corporate Governance		▲0.1	Flags Added: Pay Linked to Sustainability, Risk Management Expertise, Say on Pay Policy Flags Removed: CEO Equity Policy, Leadership Concerns Governance Score changed based on the listed Key Metric(s): Cross Shareholdings
Jul 12, 2024	Data Update: Corporate Governance		▼0.1	Governance Score changed based on the listed Key Metric(s): Entrenched Board
Nov 24, 2023	ESG Rating action	5.0	▲0.3	Taiwan Cement's rating is unchanged at 'A'.
Nov 24, 2023	Data Update: Carbon			Decrease in performance score, management score
Oct 10, 2023	Data Update: Carbon		▲0.1	Decrease in exposure score





Oct 05, 2023	Data Update: Exposure		▲0.1	Change in exposure score for the following Key Issue(s): Corporate Behavior, Health & Safety, Labor Management, Toxic Emissions & Waste,
Jul 21, 2023	Data Update: Corporate Governance		▼0.2	<b>Flags Added:</b> Entrenched Board <b>Flags Removed:</b> Risk Management Expertise
Mar 21, 2023	Data Update: Carbon		▼0.1	Decrease in performance score, management score
Dec 05, 2022	ESG Rating action	4.8	▲0.2	Taiwan Cement has been upgraded to 'A' from 'BBB'.
Dec 05, 2022	Data Update: Carbon			Decrease in performance score, management score
Jul 08, 2022	Data Update: Corporate Governance		▲0.1	<b>Flags Removed:</b> No Nomination Committee
Jun 13, 2022	Methodology Update: ESG Ratings	4.5	▲0.1	Methodology Enhancements: scores recalculated to reflect enhancements to the ESG Ratings model.
Apr 29, 2022	Data Update: Corporate Governance		▲0.2	<b>Flags Removed:</b> Overboarded Exec Directors
Apr 26, 2022	Data Update: Exposure		▼0.1	Change in exposure score for the following Key Issue(s): Corporate Behavior, Labor Management,
Mar 11, 2022	Data Update: Corporate Governance		▼0.1	<b>Governance Score changed</b> based on the listed Key Metric(s): Cross Shareholdings
Mar 04, 2022	Data Update: Corporate Governance		▲0.1	<b>Governance Score changed</b> based on the listed Key Metric(s): Asset-Liability Valuation, Expense Recognition, Cross Shareholdings
Dec 17, 2021	ESG Rating action	4.3	▲0.1	Taiwan Cement has been upgraded to 'BBB' from 'BB'.
Dec 07, 2021	Data Update: Carbon		▼0.1	Decrease in performance score, management score
Nov 19, 2021	Data Update: Corporate Governance		▼0.1	<b>Governance Score changed</b> based on the listed Key Metric(s): Asset-Liability Valuation, Expense Recognition, Revenue Recognition
Oct 22, 2021	Data Update: Corporate Governance		▼0.1	<b>Flags Added:</b> CEO Equity Policy, Combined CEO/Chair
Oct 20, 2021	Data Update: Controversies		▲0.2	Minor controversy case(s): (1) China: CNY 300,000 SAMR penalty for the alleged failure to declare joint venture with OYAK
Sep 28, 2021	Issuer Verification: ESG		▲0.3	Feedback provided on Health & Safety, Labor Management and Toxic Emissions & Waste
Aug 10, 2021	Data Update: Corporate Governance		▼0.2	<b>Governance Score changed</b> based on the listed Key Metric(s): Revenue Recognition, Asset-Liability Valuation, Entrenched Board
Jun 18, 2021	Data Update: Corporate Governance		▲0.2	<b>Flags Removed:</b> Multiple Equity Classes with Different Voting Rights



				Governance Score changed based on the listed Key Metric(s): Related Party Transactions
Jun 11, 2021	Data Update: Corporate Governance		▼0.2	Flags Added: Multiple Equity Classes with Different Voting Rights Flags Removed: Business Combination Provision Governance Score changed 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	Flags Added: 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	Governance Score changed 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			Flags Added: Revenue Recognition Governance Score changed 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	Flags Removed: Revenue Recognition Governance Score changed based on the listed Key Metric(s): Asset-Liability Valuation, Expense Recognition
Jun 26, 2020	Data Update: Governance		▼0.1	Flags Removed: Asset-Liability Valuation, Expense Recognition Governance Score changed based on the listed Key Metric(s): Revenue Recognition
Jun 23, 2020	Data Update: Governance		▲0.2	Flags Added: Asset-Liability Valuation, Expense Recognition Flags Removed: Leadership Concerns Governance Score changed based on the listed Key Metric(s): Revenue Recognition
Jun 19, 2020	Data Update: Governance		▼0.1	Flags Added: Leadership Concerns
Jun 16, 2020	Data Update: Governance		▲0.1	Flags Added: Audit Committee Industry Expert, Business Combination Provision, Combined CEO/Chair Flags Removed: Director Removal Without Cause, Leadership Concerns Governance Score changed based on the listed Key Metric(s): Cross Shareholdings, Asset-Liability Valuation, Expense Recognition, Revenue Recognition
Dec 20, 2019	Data Update: Governance		▼0.3	Flags Added: Overboarded Audit Committee Members, Overboarded Non-Exec Directors Governance Score changed based on the listed Key Metric(s): Related Party Transactions

Aug 05, 2019	ESG Rating action	3.1	Taiwan Cement has been upgraded to 'B' from 'CCC'.
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Corporate Governance

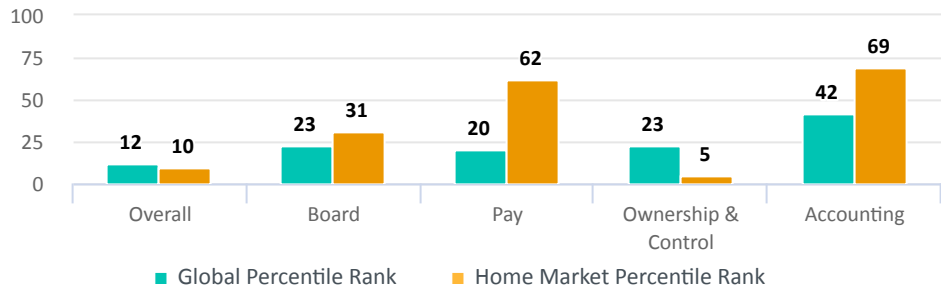
Score	Change (since rating)	Quartile	Last score change date
4.3	▼ -0.9	•	Oct 24, 2025

Market Cap:5,265,817,114 USD

Home Market: Taiwan

Last Data Update: Oct 24, 2025

GOVERNANCE THEMES AND RANKINGS



KEY DATES

Financial Year End	December 31
Annual Filing Date	May 03, 2025
AGM Date	May 27, 2025

WEBSITE

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

SUMMARY

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

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

KEY AREAS OF CONCERN\*

SCORING DEDUCTIONS

Board Independence	(-1.21)
Related Party Transactions	
Board Majority Independent of Other Interests	
Pay Figures	(-1.20)
Executive Pay Disclosure	
Ownership Structure	(-1.20)
Cross Shareholdings	

CORPORATE GOVERNANCE SCORE HISTORY



CHANGES TO FLAGGED KEY METRICS (SINCE JULY 2024)

Key Metric	Key Metric Change	Date	Score Change	Change Notes
Significant Votes Against Directors	Flag Removed	Oct 27, 2025	0.25	
Significant Votes Against Directors	Flag Added	Jul 02, 2025	-0.25	AGM voting results updated
Not 30% Female Directors	Flag Removed	Jun 19, 2025	0.10	
Nomination Committee Chair Independence	Flag Removed	Jun 19, 2025	0.10	Independent nomination committee chair identified
Majority Voting	Flag Removed	Jun 19, 2025	0.10	
Nomination Committee Independence	Flag Added	Dec 09, 2024	-0.10	Nomination committee assessed as not independent of management and/or other interests
Significant Votes Against Directors	Flag Removed	Oct 22, 2024	0.50	AGM voting results updated
Combined CEO/Chair	Flag Added	Oct 22, 2024	-0.20	
CEO Equity Policy	Flag Added	Oct 22, 2024	-0.20	
Pay Linked to Sustainability	Flag Removed	Sep 05, 2024	0.20	
Pay Committee Concerns	Flag Removed	Sep 05, 2024	0.30	
Overboarded Audit Committee Members	Flag Removed	Sep 05, 2024	0.10	
Entrenched Board	Flag Removed	Sep 05, 2024	1.00	
Significant Votes Against Directors	Flag Added	Aug 22, 2024	-0.50	AGM voting results updated
Say on Pay Policy	Flag Added	Aug 02, 2024	-0.10	
Risk Management Expertise	Flag Added	Aug 02, 2024	-0.20	
Pay Linked to Sustainability	Flag Added	Aug 02, 2024	-0.20	
Leadership Concerns	Flag Removed	Aug 02, 2024	0.30	
CEO Equity Policy	Flag Removed	Aug 02, 2024	0.20	

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

BOARD OVERVIEW

Board Type: Unitary Board

Board of Directors

Chair

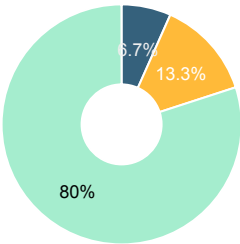
An Ping (Nelson) Chang

Since: Jun 22, 2018

CEO

An Ping (Nelson) Chang

Since: Jul 17, 2019



Executive Leadership

CFO

Randy Yu

Since: Sep 13, 2022

Executive

Links to Management

Independent of Management

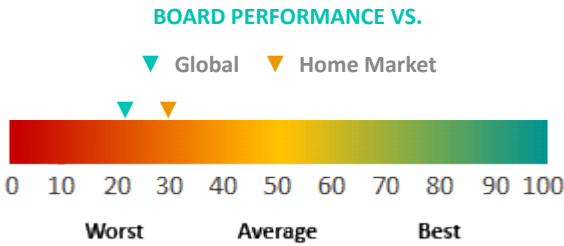
BOARD

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

0-10 Score	Global Percentile Rank	Home Market Percentile Rank
5.7	23rd (Below Average)	31st (Average)

KEY METRICS SCORING

	Deduction
AUDIT OVERSIGHT	
🚩 Audit Committee Industry Expert	-0.10
BOARD EFFECTIVENESS	
🚩 Overboarded Non-Exec Directors	-0.50
BOARD INDEPENDENCE	
🚩 Related Party Transactions	-0.91
🚩 Board Majority Independent of Other Interests	-0.30
BOARD LEADERSHIP	
🚩 Combined CEO/Chair	-0.20
🚩 Independent Chair	-0.10
🚩 Chair not Independent & No Independent Lead Director	-0.10
BOARD SKILLS & DIVERSITY	
🚩 Risk Management Expertise	-0.20
NOMINATION PROCESS OVERSIGHT	
🚩 Nomination Committee Independence	-0.10



LEADERSHIP

CHIEF EXECUTIVE OFFICER

History	CEO Since	Until	Name	Gender	Age
Current	Jul 2019		An Ping (Nelson) Chang	M	

CHIEF FINANCIAL OFFICER

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

CHAIR

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



BOARD OF DIRECTORS

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

Number of Board Meetings: 10

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 CEO COB  	M		7	1	No	No	Family Firm Director; Executive	Taiwan
Chien (James) Wen 	M		22	1	Yes	No	Special Shareholder Representative	Taiwan
Kang Lung (Jason) Chang 	M		13	1	No	No	Family relationship; Family Firm Director	Taiwan
Kenneth C.M. Lo 	M		23	1	Yes	No	Special Shareholder Representative	Taiwan
Kung Yi Koo	M		7	1	No	No	Non-Executive Employee; Family relationship; Family Firm Director	Taiwan
Li-Hsin Wang 	F		1	2	Yes	No	Special Shareholder Representative	Taiwan
Ling Tai (Lynette) Chou 	F		7	1	Yes	Yes		Taiwan
Man-Jung Chan	F		< 1	1	Yes	Yes		Taiwan
Por-Yuan Wang 	M		22	1	Yes	No	Special Shareholder Representative	Taiwan
Ruu- Tian Chang	F		1	1	Yes	Yes		Taiwan
Shiou-Ling (Sherry) Lin	F		4	1	Yes	Yes		Taiwan
Sun-Te (Eric) Chen 	M	70	9	1	Yes	No	Special Shareholder Representative	Taiwan
Victor Wang 	M		12	1	Yes	Yes		Taiwan
Yao-Hui Cheng	M		1	1	Yes	No	Special Shareholder Representative	Taiwan
Yu-Cheng (Arthur) Chiao	M		13	5	Yes	No	Special Shareholder Representative	Taiwan
	F	# >= 70	# >= 15 yrs	# >= 4				
Total (of 15)	5	1	3	1	12	5		
Percentage	33.3%	6.7%	20%	6.7%	80%	33.3%		

Note: Board count includes the membership of this board.

 - Financial Expert (7)  - Industry Expert (3)  - 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

In FY 2023-2024 the company had transactions with the Related party in substance, Same key management personnel, The Group acts as key management personnel which included Purchases of goods, Operating expense, Acquisition of right-of-use assets, Acquisition of plant, Property & equipment etc.

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, 2024	Other	2,850,355,000 TWD	1.844% of Total Revenue	Recurring income from related party
		517,495,000 TWD	0.361% of Expenses	Purchases from related party
		3,958,503,000 TWD	2.761% of Expenses	Recurring purchases from related party
		2,343,742,000 TWD	0.396% of Total Assets	Purchase of assets from related party
Dec 31, 2023	Other	1,455,371,000 TWD	1.331% of Total Revenue	Recurring income from related party
		2,356,968,000 TWD	2.326% of Expenses	Recurring purchases from related party
		2,446,342,000 TWD	0.521% of Total Assets	Purchase of assets from related party

Sources : 2024 FS, pg 104, Note 35, 2023 AR pg 79 (202/264) Note 34

BOARD EFFECTIVENESS

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

Nomination Committee - Number Of Meetings: 5

Name	M/F	Age	Board Tenure (Years)	Independent of Mgmt	of Other Interests	Committee Status
An Ping (Nelson) Chang  	M		7	No	No	Member
Kenneth C.M. Lo 	M		23	Yes	No	Member
Ling Tai (Lynette) Chou 	F		7	Yes	Yes	Member
Shiou-Ling (Sherry) Lin	F		4	Yes	Yes	Member
Victor Wang 	M		12	Yes	Yes	Chair
Yu-Cheng (Arthur) Chiao	M		13	Yes	No	Member

 - Financial Expert (4)  - Industry Expert

BOARD SKILLS & DIVERSITY

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

AUDIT OVERSIGHT

Audit Committee - Number Of Meetings: 12

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

Name	M/F	Age	Board Tenure (Years)	Boards	Independent of Mgmt of Other Interests		Committee Status
Ling Tai (Lynette) Chou <div>\$</div>	F		7	1	Yes	Yes	Member
Ruu- Tian Chang	F		1	1	Yes	Yes	Member
Shiou-Ling (Sherry) Lin	F		4	1	Yes	Yes	Member
Victor Wang <div>\$</div>	M		12	1	Yes	Yes	Chair

\$

 - Financial Expert (2)

Risk Committee - Number Of Meetings: 2

Name	M/F	Age	Board Tenure (Years)	Independent of Mgmt of Other Interests		Committee Status
Li-Hsin Wang <div>I</div>	F		1	Yes	No	Member
Ling Tai (Lynette) Chou <div>\$</div>	F		7	Yes	Yes	Member
Ruu- Tian Chang	F		1	Yes	Yes	Member
Shiou-Ling (Sherry) Lin	F		4	Yes	Yes	Chair
Victor Wang <div>\$</div>	M		12	Yes	Yes	Member

\$

 - Financial Expert (2) 

I

 - Industry Expert

PAY OVERSIGHT

Pay Committee - Number Of Meetings: 8

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

Name	M/F	Age	Board Tenure (Years)	Independent of Mgmt of Other Interests		CEO Role?	Committee Status
Ling Tai (Lynette) Chou <div>\$</div>	F		7	Yes	Yes		Chair
Ruu- Tian Chang	F		1	Yes	Yes		Member
Shiou-Ling (Sherry) Lin	F		4	Yes	Yes		Member
Victor Wang <div>\$</div>	M		12	Yes	Yes		Member

\$

 - Financial Expert (2)

CONTROVERSIES & EVENTS

No major relevant controversies have been uncovered.

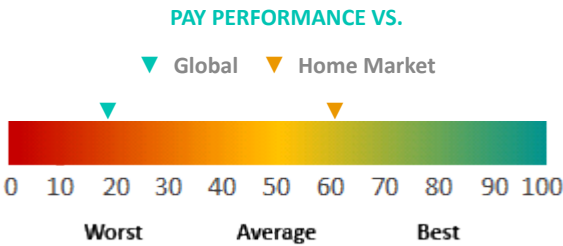
PAY

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

0-10 Score	Global Percentile Rank	Home Market Percentile Rank
2.3	20 <sup>th</sup> (Below Average)	62 <sup>nd</sup> (Average)

KEY METRICS SCORING

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



PAY FIGURES

DISCLOSURE

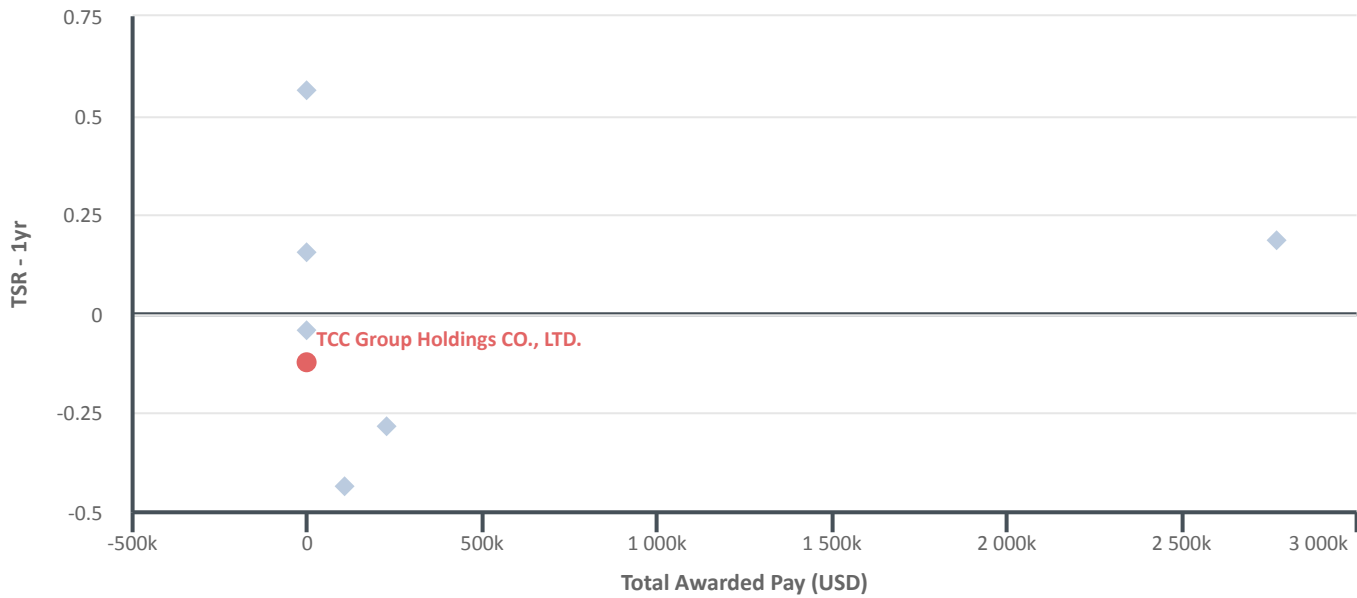
Disclosure should include, at minimum, pay for each executive member of the Board of Directors (or Management Board for companies with a two-tier board structure) on an individualized basis or in cases where there are no executive members, the CEO. The individualized disclosure should include separate 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 (7 COMPANIES)

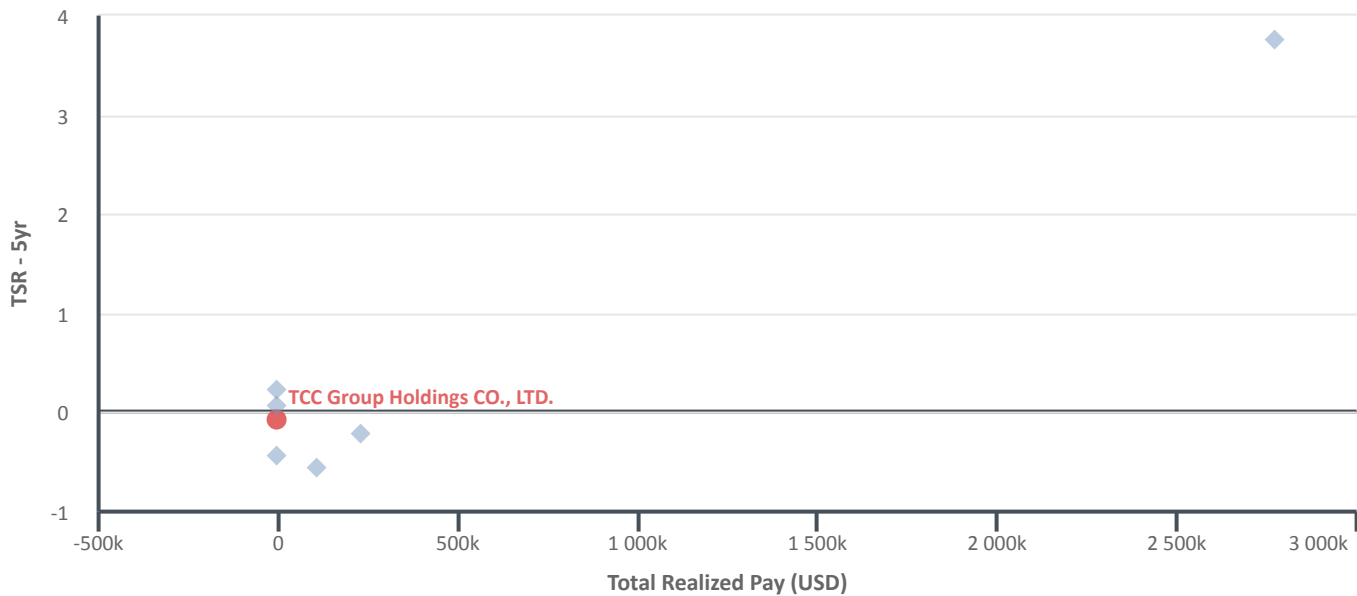
Company	Home Market	Market Cap (USD m)	Pay Year	1 Yr TSR	Total CEO Annual Pay (USD)	CEO Name	CEO Since
J. K. CEMENT LIMITED.	India	5,950	2025	0.19%	2,773,927	Singhania	Aug 2020
Beijing Oriental Yuhong Waterproof Technology Co., Ltd.	China	4,269	2024	-0.28%	230,161	Zhang	Jan 2019
The Siam Cement Public Company Limited	Thailand	8,087	2024	-0.44%	108,993	Sethaudom	Jan 2024
China National Building Material Company Limited	China	5,593	2024	0.16%	0	Wei	Dec 2022
Asia Cement Corporation	Taiwan	4,228	2024	-0.04%		Lee	Aug 2000
TCC Group Holdings CO., LTD.	Taiwan	5,485	2024	-0.12%		Chang	Jul 2019
LAFARGEHOLCIM MAROC SAS	Frontier	4,532	2023	0.56%		Antonio Primo	Sep 2021

CEO TOTAL AWARDED PAY VERSUS PAY PEER GROUP



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

CEO TOTAL REALIZED PAY VERSUS PAY PEER GROUP



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

PAY PERFORMANCE ALIGNMENT

CEO & EXECUTIVE EQUITY

No effective stock ownership guidelines have been identified.



Executive	Tenure (Years)	Shares Held	YoY % Change	Shareholding As % of Salary
An Ping (Nelson) Chang <span>I</span> <span>\$</span>	7	3,333,151	38.40%	
Randy Yu <span>I</span> <span>\$</span>	3	49,000		
Roman (Yaohui) Cheng <span>I</span> <span>\$</span>		105,000		

\$ - Financial Expert (3) I - Industry Expert (3)

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	N/A (Resigned)	543,801
Chi-Te Chen	N/A (Resigned)	74,691
Kung Yi Koo	7	760,947
Ling Tai (Lynette) Chou <span>\$</span>	7	200,000
Sun-Te (Eric) Chen <span>\$</span>	9	230,984

\$ - 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

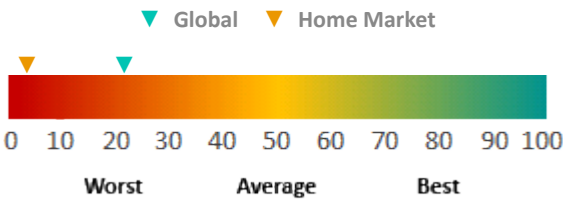
When reviewing the company's ownership structure and shareholder rights relative to global peers, we flag issues relating to the existence of cross-shareholding ties.

0-10 Score	Global Percentile Rank	Home Market Percentile Rank
5.2	23rd (Below Average)	5th (Worst In Class)

KEY METRICS SCORING

	Deduction
DIRECTOR ELECTIONS	
Annual Director Elections	-0.10
OWNERSHIP STRUCTURE	
Cross Shareholdings	-1.20
SHAREHOLDER RIGHTS	
Say on Pay Policy	-0.10

OWNERSHIP & CONTROL PERFORMANCE VS.



CORPORATE STRUCTURE

Public Company

CAPITAL STRUCTURE

Capital Type	Votes Per Share	Shares Outstanding
Registered Common Stocks	1.0	7,531,181,742
Preferred Stocks	0.0	180,000,000

Ordinary shares and Preferred shares

OWNERSHIP STRUCTURE

OWNERSHIP CATEGORIES

- Principal Shareholder
- Family Firm

NOTABLE SHAREHOLDERS

Koo Family and Chang Family - 10.33% (CTBC Investments Co., Ltd - 2.47% via Tian-Yi Huo - Chia Hsin Cement Corporation-3.17% via Kang-Lung Chang, Tong Yang Chia Hsin International Co., Ltd. - 1.55% via Kang-Lung Chang International CSRC Investment Holdings Co - 1.51%, via Kung-Yi Koo - 0.01 Heng Qiang Investment Co., Ltd.- 1.49% via Tian-Yi Huo-0.13%)	10.3%
5%+ shareholders - Aggregate Voting Power	0%
Insider Voting Power	10.5%



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 7% of the companies being flagged for this.

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

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

CROSS-SHAREHOLDINGS

	Percentage of Voting Rights	Value of Cross Holding in Other Party As % of Market Cap
Chia Hsin Cement Corp. holds 3.35% of the total voting rights in 'TCC Group Holdings CO., LTD.' as part of a cross-shareholding arrangement. Some 0.27% of the market cap of 'TCC Group Holdings CO., LTD.' is invested in shares of Chia Hsin Cement Corp. as part of this arrangement.	<p>Votes Held by Chia Hsin Cement Corp.</p> <p><b>Voting Rights: 3.4 %</b></p> <p><b>Others: 96.7 %</b></p>	<p>Investment by Chia Hsin Cement Corp.</p> <p><b>Market Cap: 0.3 %</b></p> <p><b>Others: 99.7 %</b></p>
CTBC Investments Co., Ltd holds 2.74% of the total voting rights in 'TCC Group Holdings CO., LTD.' as part of a cross-shareholding arrangement. Some 37.56% of the market cap of 'TCC Group Holdings CO., LTD.' is invested in shares of CTBC Investments Co., Ltd as part of this arrangement.	<p>Votes Held by CTBC Investments Co., Ltd</p> <p><b>Voting Rights: 2.7 %</b></p> <p><b>Others: 97.3 %</b></p>	<p>Investment by CTBC Investments Co., Ltd</p> <p><b>Market Cap: 37.6...</b></p> <p><b>Others: 62.4 %</b></p>

FAMILY FIRM

Koo family collectively holds 10.33% 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

SHAREHOLDER MEETINGS & RESOLUTIONS

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

RESTRICTIONS ON LEGAL ACTION BY SHAREHOLDERS

No exclusive forum provision has been identified.

SAY ON PAY

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

DIRECTOR ELECTIONS

BOARD RE-ELECTION PROVISIONS

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

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

DIRECTOR ELECTION STANDARD

The company has a majority standard for director elections (with immediate resignation if the director does not receive a majority of the votes cast), which enables shareholders to hold directors accountable in uncontested elections.

Director Election Rules	
Vote Standard	Majority
Immediate Binding Resignation	Yes

Election of directors is being submitted for shareholder approval as an ordinary resolution. An ordinary resolution is carried out by a majority of votes.

ACCOUNTING

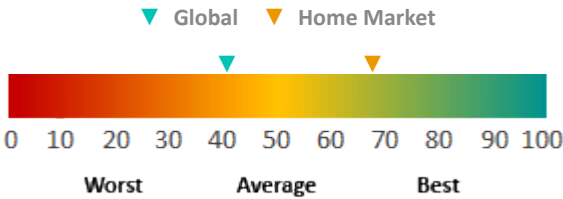
Based on the company's disclosures and other public information, accounting and financial reporting practices at TCC Group Holdings appear to be generally appropriate and effective relative to global peers.

0-10 Score	Global Percentile Rank	Home Market Percentile Rank
9.4	42nd (Average)	69th (Average)

KEY METRICS SCORING

	Deduction
AUDITOR INDEPENDENCE	
Auditor Tenure	-0.10

ACCOUNTING PERFORMANCE VS.



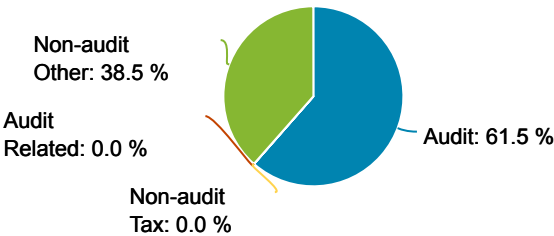
EXTERNAL AUDITORS

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

AUDITOR FEES

Fees paid to: Deloitte & Touche (Primary)

Fee	Dec 31, 2023 (TWD)	Dec 31, 2023 (TWD)	Dec 31, 2022 (TWD)
Audit	40,640,000	42,980,000	39,543,000
Audit Related			
Total Audit + Audit Related	40,640,000	42,980,000	39,543,000
Tax Compliance/Advice			
Other Non-audit Services	25,443,000	23,172,000	17,163,000
Total Non-audit Fees	25,443,000	23,172,000	17,163,000
Total Fees	66,083,000	66,152,000	56,706,000



AUDITOR'S REPORT

	Dec 31, 2024	Dec 31, 2023	Dec 31, 2022
Report Disclosed	Yes	Yes	Yes
Opinion	Unqualified Opinion	Unqualified Opinion	Unqualified Opinion
Emphasis of Matter	No	No	No

CONTROVERSIES & EVENTS

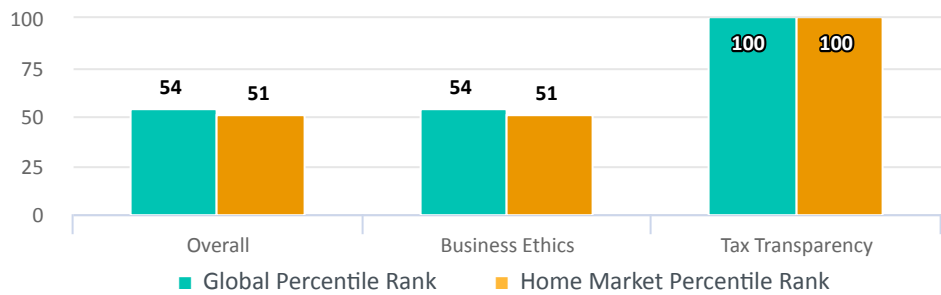
No major relevant controversies have been uncovered.



# Corporate Behavior

0-10 Score	Change (since rating)	Quartile	Last score change date
6.6	0.0	...	Oct 09, 2024

## 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>(-1.40)</b>
Regular Audits of Ethical Standards	
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	-1.40
Regular Audits of Ethical Standards	-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.

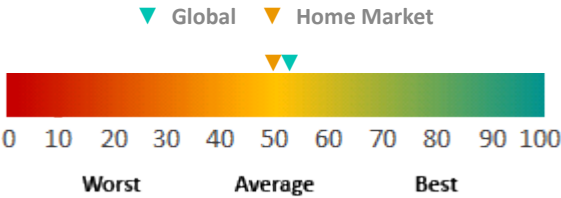
0-10 Score	Change (since rating)	Global Percentile Rank	Home Market Percentile Rank
6.5	0.0	54th (Average)	51st (Average)

METHODOLOGY NOTE

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

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

BUSINESS ETHICS VS.



BUSINESS ETHICS POLICIES & PRACTICES

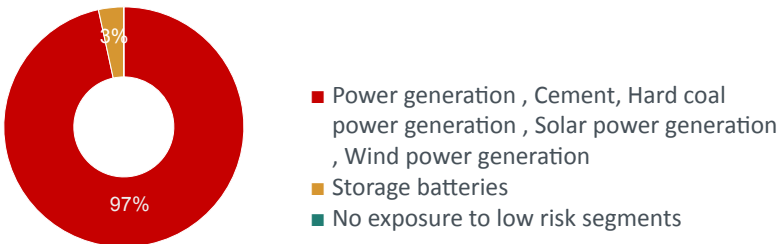
Indicators	Company Practice	Best Practice	Deduction
Responsibility for ethics issues	Board-level committee	Board-level committee or C-suite or Executive committee	0.00
Policy against bribery and corruption	Detailed formal policy on bribery and anti-corruption	Detailed formal policy on bribery and anti-corruption	0.00
Regular Audits of Ethical Standards	Evidence of audits but no specific details / Audits conducted but not on a regular schedule	Audits of all operations at least once every three years	-0.70
Whistleblower protection	Policy provides whistleblowers with protection from retaliation	Policy provides whistleblowers with protection from retaliation	0.00
Employee training on ethical standards	Programs covering all permanent employees (excluding part-time and contractors)	Programs covering all employees (including part-time) and contractors	-0.70
Policy against bribery and corruption for suppliers	NA	All suppliers are required to have anti-corruption policies and programs to verify compliance	0.00
Anti-money laundering policy	NA	Policy and implementation strategy articulated	0.00

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

CORRUPTION RISK EXPOSURE

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

■ High Risk   ■ Medium Risk   ■ Low Risk



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

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



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

CORRUPTION RISK EXPOSURE SCORING DEDUCTION KEY

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

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

BUSINESS ETHICS CONTROVERSIES

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

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



TAX TRANSPARENCY

TAX GAP ASSESSMENT

Indicators	
Tax Gap	
Estimated Effective Tax Rate	28.6%
Estimated Corporate Income Tax Rate	22.3%
Estimated Tax Gap	(-6.3%)
Tax Gap Assessment	Low Gap
Revenue	
Foreign Revenue	62.6%
Confidence	
Confidence Level of Estimation	Low
Involvement in Controversies	
NO	

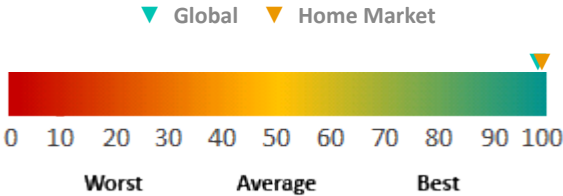
0-10 score	Change (since rating)	Global Percentile Rank	Home Market Percentile Rank
10.0	0.0	100th (Best In Class)	100th (Best In Class)

METHODOLOGY NOTE

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

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

TAX TRANSPARENCY VS.



TAX CONTROVERSIES

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

TAX CONTROVERSIES SCORING DEDUCTION KEY

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

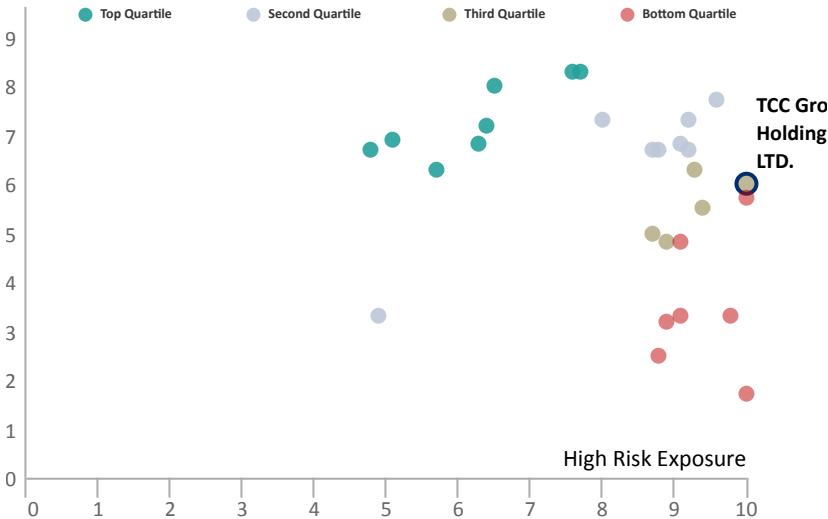
Tax related controversies are not considered for companies in Real Estate Management services or Mortgage REITs industries. Tax gap assessment is effectively low for companies with less than 5% of total revenue categorized as foreign.



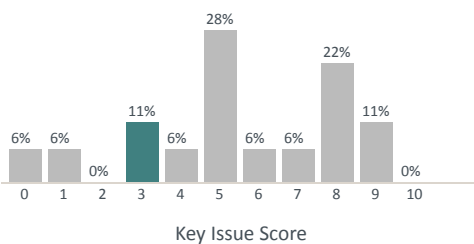
Carbon Emissions

Score	Change (since rating)	Quartile	Weight	Last score change date
3.0	0.0	●●	20.0%	Aug 26, 2025

Strong Risk Management



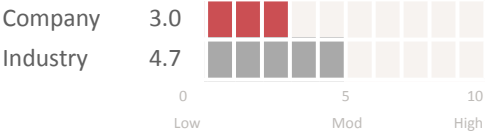
KEY ISSUE SCORE DISTRIBUTION\*



TOP 5 INDUSTRY LEADERS

CRH PUBLIC LIMITED COMPANY	8.9
JAMES HARDIE INDUSTRIES PUBLIC LIMITED COMPANY	8.6
The Siam Cement Public Company Limited	8.4
CHINA JUSHI CO., LTD	7.8
VULCAN MATERIALS COMPANY	7.7

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

SHREE CEMENT LIMITED	4.0
TCC Group Holdings CO., LTD.	3.0
ANHUI CONCH CEMENT COMPANY LIMITED	2.7
China National Building Material Company Limited	1.3
Amrize AG	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 ]

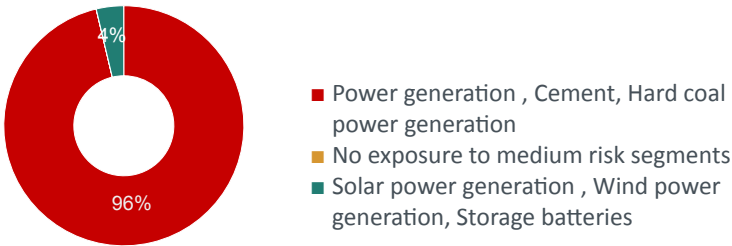
EXPOSURE



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



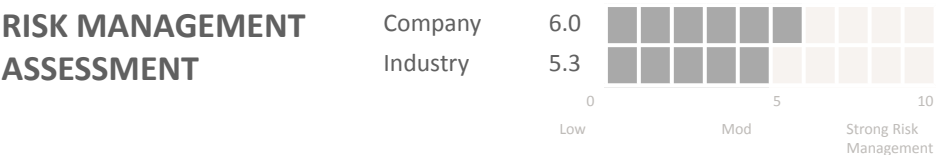
Source: IERS' Comprehensive Environmental Data Archive (CEDA); Air Emissions Accounts (Eurostat); Refinitiv; MSCI ESG Research; company disclosures

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



Source: MSCI ESG Research; Refinitiv; company disclosures

MANAGEMENT



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

Carbon Improvement Targets

Baseline Year	Target Year	Target Description	Target Reduction (%)
	2030	Supply chain carbon reduction by 2030	50.00%
	2050	Target of a net-zero emissions in production sites by 2050.	100.00%
	2030	Target of a net-zero emissions in Operation Headquarters and offices by 2030	100.00%
	2025	Increase 570MW renewable energy source by 2025	
	2050	Increase 1GW renewable energy source by 2050	
	2030	Cut carbon emissions by 25 percent by 2030.	25.00%
	2030	Increase 700MW renewable energy source by 2030	
	2050	Achieve net zero by 2050	100.00%
	2023	Increase 190 MW renewable energy source by 2023	
	2025	Increase 235MW renewable energy by 2025 in Taiwan and Mainland China	
	2030	Increase 400MW renewable energy by 2030 in Taiwan and Mainland China	
	2050	Increase 750MW renewable energy by 2050 in Taiwan and Mainland China	
2016	2050	Achieve Carbon neutral in cement and concrete products by 2050	
2016	2021	Reduce carbon emission intensity by 2% of the 2016-2020 accumulative average in 2021	2.00%
2016	2020	Reduce energy consumption by over 5% of the 2016-2020 accumulative consumption in 2021	5.00%
2016	2025	Reduce 32% of Scope 2 carbon emission intensity in Taiwan by 2025	32.00%
2016	2025	Taiwan cement manufacturer Taiwan Cement Corp TCC commits to reduce scope 1 GHG emissions 11 percent per ton of cementitious materials by 2025 from a 2016 base year	11.00%
2016	2030	Reduce 20 percent tCO2 per Metric Ton of Cementitious Materials in Mainland China by 2030 compared to 2016	20.00%
2016	2025	Taiwan Cement also commits to reduce scope 2 GHG emissions 32 percent per ton of cementitious materials within the 2016 to 2025	32.00%
2016	2030	Reduce 31 percent tCO2 per Metric Ton of Cementitious Materials in Taiwan by 2030 compared to 2016	31.00%
2016	2030	Reduce 20% of carbon emission intensity in Mainland China by 2030	20.00%
2016	2030	Reduce 31% of carbon emission intensity in Taiwan by 2030	31.00%
2016	2025	Reduce 11% of Scope 1 carbon emission intensity in Taiwan by 2025	11.00%
2016	2025	Reduce 11 percent tCO2 per Metric Ton of Cementitious Materials by 2025 from 2016 in mainland China	11.00%
2016	2030	Commits to reduce gross scope 1 and 2 GHG emissions 26.8% per ton of cementitious materials by 2030 from a 2016 base year	26.80%

Baseline Year	Target Year	Target Description	Target Reduction (%)
2016	2030	Commits to reduce gross scope 1 GHG emissions 23.9% per ton of cementitious materials by 2030 in taiwan and Mainland china from a 2016 base year	23.90%
2016	2030	Commits to reduce gross scope 2 GHG emissions 64.4% per ton of cementitious materials in Taiwan and Mainland china by 2030 from a 2016 base year	64.40%
2016	2025	Reduce 11% tCO2 per Metric Ton of Cementitious Materials emissions intensity in Mainland China to 0.651 by 2025 compared to 2016	11.00%
2016	2025	Reduce 11% CO2 per Metric Ton of Cementitious Materials emissions intensity in Taiwan to 0.758 by 2025 compared to 2016	11.00%
2016	2025	Reduce to 0.675 tCO2 per Metric Ton of Cementitious Materials emissions intensity in Taiwan and mainland China by 2025 compared to 2016	
2016	2030	Reduce to 0.585 tCO2 per Metric Ton of Cementitious Materials emissions intensity by 2030 compared to 2016	
2016	2025	Reduce greenhouse gas (GHG) emission in Scope 1 by 11% by the target year 2025, compared to 2016 base year	11.00%
2016	2025	Reduce greenhouse gas (GHG) emission in Scope 2 by 32% by the target year 2025, compared to 2016 base year	32.00%
2013	2030	Reduce emissions by 30% by 2030.	30.00%

Mitigation

Strength of Greenhouse Gas Mitigation      8.00  
Strategy (0-10 Score, 0=worst, 10=best)

Programs or actions to reduce the emissions intensity of core operations

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

Performance

Carbon Emissions Performance Relative to Peers (0-10 Score, 0=worst, 10=best)      0.00

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
2024	41,848,591.0	Reported	1,584,632.0	Reported	43,433,223.0			9,303,526.0				Reported	
2023	20,868,742.0	Reported	837,928.0	Reported	21,706,670.0	559,601.0	5,758,289.0					Reported	
2022	25,032,432.0	Reported	1,071,541.0	Reported	26,103,973.0	16,709.0		719.0				Reported	
2021	30,666,623.0	Reported	1,314,789.0	Reported	31,981,412.0	28,761.0		814.0				Reported	
2020	35,668,384.0	Reported	1,468,494.0	Reported	37,136,878.0	22,427.0		907.0				Reported	
2019	35,630,691.0	Reported	1,543,312.0	Reported	37,174,003.0	21,083.0		942.0				Reported	

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
2018	4,230,680.0	Reported	256,018.0	Reported	4,486,698.0	15,041.0						Reported	
2017	4,144,669.0	Reported	241,691.0	Reported	4,386,360.0	8,873.0						Reported	
2016	4,396,724.0	Reported	253,768.0	Reported	4,650,492.0							Reported	
2015	4,614,890.0	Reported	281,352.0	Reported	4,896,242.0							Reported	
2014	5,097,453.0	Reported	284,379.0	Reported	5,381,832.0							Reported	
2013	6,545,197.0	Reported	306,790.0	Reported	6,851,987.0							Reported	
2012		E.CSI		E.CSI					6,086,298.776098633	339,054.112137146	6,425,352.8882357795	E.CSI	Aug 2025 Emissions Estimation Model Update
2011		E.CSI		E.CSI					6,067,469.933027344	333,394.4247778321	6,400,864.357805176	E.CSI	Aug 2025 Emissions Estimation Model Update
2010		E.CSI		E.CSI					5,608,581.885385742	303,453.3688981629	5,912,035.254283905	E.CSI	Aug 2025 Emissions Estimation Model Update
2009		E.CSI		E.CSI					4,083,144.0935668945	209,928.8658828735	4,293,072.959449768	E.CSI	Aug 2025 Emissions Estimation Model Update
2008		E.CSI		E.CSI					4,021,774.404493027	188,510.7870159497	4,210,285.191508977	E.CSI	Aug 2025 Emissions Estimation Model Update

GHG Emissions Intensity - metric tons CO2e / USD million sales

Year	GHG Intensity	GHG Intensity Details	GHG Intensity - Reported	GHG Intensity - Reported Details
2024	9,210.07		756.70	tons CO e/NT\$ millions
2023	6,094.25		661.00	kgCO2 / t cementitious material - kilograms of CO2 per metric tonne of cementitious material produced
2022	7,042.22		679.00	kgCO2 / t cementitious material - kilograms of CO2 per metric tonne of cementitious material produced
2021	8,266.24		693.00	kgCO2 / t cementitious material - kilograms of CO2 per metric tonne of cementitious material produced
2020	9,123.87		705.00	kgCO2 / t cementitious material - kilograms of CO2 per metric tonne of cementitious material produced
2019	9,075.88			
2018	1,106.85			
2017	1,325.74			
2016	1,673.44			
2015	1,715.90			
2014	1,437.34			
2013	1,760.69			
2012	1,562.72			
2011	1,635.89			

Year	GHG Intensity	GHG Intensity Details	GHG Intensity - Reported	GHG Intensity - Reported Details
2010	1,623.83			
2009	1,582.12			
2008	1,760.69			

Energy Consumption

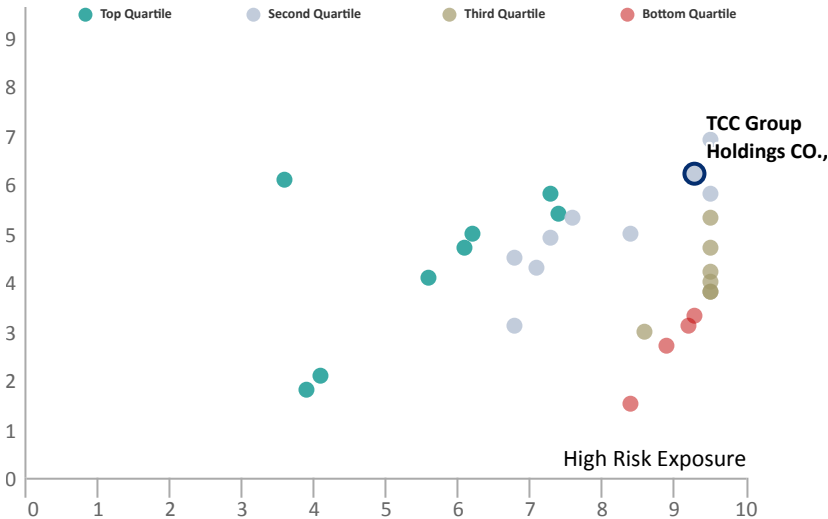
Year	Total energy consumption (reported)	Total energy consumption (MWh)	Energy intensity (reported)	Reported intensity details	Total energy consumption intensity	Energy consumption details
2023	26,132,823.08	26,132,823.08	0.48	Thousand NTD/GJ	7,336.91	Coal, Diesel, Gasoline, Purchased electricity, natural gas, power generation by waste heat recovery
2022	29,220,222.25	29,220,222.25	0.00		7,882.91	Coal, Diesel, Gas, Electricity and Natural Gas.
2021	39,081,361.42	39,081,361.42	0.00		10,101.36	Energy Consumption of Taiwan and Mainland China
2020	45,907,747.26	45,907,747.26	0.00		11,278.71	Energy Consumption of Taiwan and Mainland China
2019	46,660,855.04	46,660,855.04	0.00		11,392.06	Energy Consumption of Taiwan and Mainland China
2018	4,860,469.73	4,860,469.73	0.00		1,199.06	Annual energy consumption (plants and HQ): coal, diesel and electricity
2017	5,231,866.67	5,231,866.67	0.00		1,581.28	Annual energy consumption (plants and HQ): coal, diesel and electricity
2016	5,574,619.73	5,574,619.73	0.00		2,005.98	Annual energy consumption (plants and HQ): coal, diesel and electricity
2015	9,524,741.95	9,524,741.95	0.00		3,337.96	Annual energy consumption (plants and HQ): coal, diesel and electricity
2014	10,290,800.01	10,290,800.01	0.00		2,748.39	Annual Energy Consumption
2013	12,603,016.40	12,603,016.40	0.00		3,238.48	Annual Energy Consumption



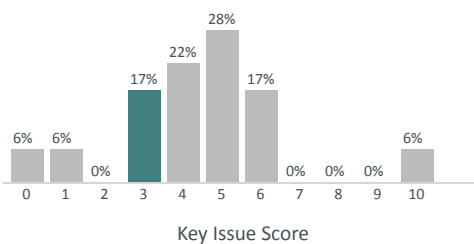
Toxic Emissions & Waste

Score	Change (since rating)	Quartile	Weight	Last score change date
3.9	0.0	●●●	19.0%	Jul 25, 2025

Strong Risk Management



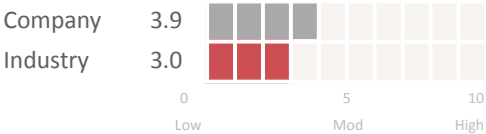
KEY ISSUE SCORE DISTRIBUTION\*



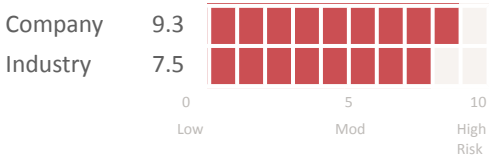
TOP 5 INDUSTRY LEADERS

CRH PUBLIC LIMITED COMPANY	9.5
Heidelberg Materials AG	5.8
Cemex, S.A.B. de C.V.	5.6
China National Building Material Company Limited	5.5
MARTIN MARIETTA MATERIALS, INC.	5.0

KEY ISSUE ASSESSMENT



RISK EXPOSURE ASSESSMENT

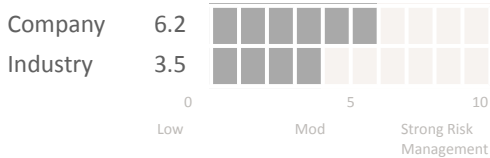


Drivers of Risk Exposure

Business Types



RISK MANAGEMENT ASSESSMENT



Drivers of Risk Management

Practices Score



Performance Score



BOTTOM 5 INDUSTRY LAGGARDS

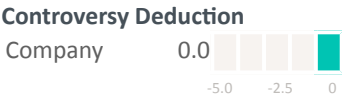
AMBUJA CEMENTS LIMITED	3.3
JAMES HARDIE INDUSTRIES PUBLIC LIMITED COMPANY	3.3
SHREE CEMENT LIMITED	2.8
ULTRATECH CEMENT LIMITED	1.3
Amrize AG	0.1

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 ]





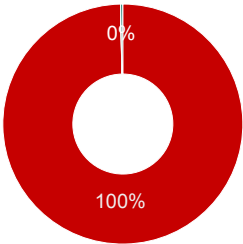
EXPOSURE



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).



- Power generation , Cement, Hard coal power generation , Storage batteries
- No exposure to medium risk segments
- Solar power generation , Wind power generation (0.30000000000000004%)

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

MANAGEMENT



Description	Company Practice	Best Practice	Practices Score <sup>2</sup>			
Governance and Strategy						
Existence of Environmental Management System (EMS)	ISO 14001 or equivalent	ISO 14001 or equivalent	-	LOW	MID	TOP
Percentage of sites with an environmental management system certified to ISO 14001 or similar	100.00%					
Disclosure around the number or percentage of sites with HAZWOPER or ISO 14001 certification	Disclosed	Disclosed	-	LOW	MID	TOP
Evidence of regular environmental impact audits	Yes	Yes	-	LOW	MID	TOP
Evidence of audits across all locations of operations	Yes	Yes	-	LOW	MID	TOP
Evidence of annual environmental impact audits	Not Disclosed	Yes	-	LOW	MID	TOP

Targets

Aggressiveness of toxic emissions and waste reduction target	8					
Track record of achieving toxic emissions targets	No previous targets	Met previous targets	-	LOW	MID	TOP

Toxic Emissions and Waste Reduction Targets

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

Performance

Toxic releases performance relative to peers7.80

Air Emissions: NOx Performance

3 Year Average Intensity	3.63
Average Annual % Change in Intensity	-12.54%



## Air Emissions: NOx Performance

Year	NOx Emissions	NOx Emissions Intensity (tons/ USD million sales)
2023	10,622	2.98
2022	13,634	3.68
2021	16,381	4.23
2020	18,253	4.48
2019	21,361	5.22
2018	6,744	1.66
2017	7,035	2.13
2016	7,331	2.64
2015	7,896	2.77

## Air Emissions: SOx Performance

3 Year Average Intensity	0.30
Average Annual % Change in Intensity	-3.28%

## Air Emissions: SOx Performance

Year	SOx Emissions	SOx Emissions Intensity (tons/ USD million sales)
2023	1,088	0.31
2022	1,161	0.31
2021	1,110	0.29
2020	1,399	0.34
2019	1,711	0.42
2018	85	0.02
2017	82	0.02
2016	111	0.04
2015	117	0.04

## Air Emissions: Mercury Performance

3 Year Average Intensity	0
Average Annual % Change in Intensity	-7.70%

## Air Emissions: Mercury Performance

Year	Quantities	Intensity
2023	0.19	0
2022	0.23	0
2021	0.28	0



Year	Quantities	Intensity
2020	0.28	0
2019	0.22	0

Air Emissions: Particulate Matter Performance

3 Year Average Intensity	0.17
Average Annual % Change in Intensity	-10.07%

Air Emissions: Particulate Matter Performance

Year	Quantities	Intensity
2023	593	0.17
2022	475	0.13
2021	783	0.20
2020	1,076	0.26
2019	1,356	0.33
2018	643	0.16
2017	587	0.18
2016	433	0.16
2015	655	0.23

Air Emissions: VOC Performance

Year	VOC Emissions	VOC Emissions Intensity (tons/ USD million sales)
2023	0.76	0
2022	0	0
2021		

Air Emissions: Dioxins Performance

3 Year Average Intensity	0
Average Annual % Change in Intensity	-95.89%

Air Emissions: Dioxins Performance

Year	Quantities	Intensity
2023	0.03	0
2022	0.76	0

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

3 Year Average Intensity	0
Average Annual % Change in Intensity	-17.84%

Releases to Water: Water Effluents Performance

3 Year Average Intensity	0
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Releases to Land: Non-hazardous Waste Performance

3 Year Average Intensity	0.05
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Releases to Land: Non-hazardous Waste Performance

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

CONTROVERSIES

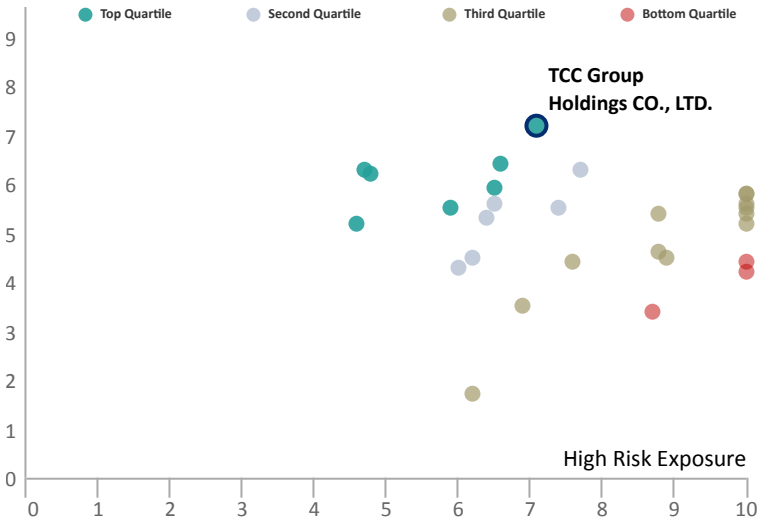
All controversies are assessed as part of the annual review of a company's ESG rating. MSCI ESG Research tracks controversies for all companies on a regular basis. There is no evidence of the TCC Group Holdings (TCC)'s current involvement in prominent controversial events or alleged misconduct.



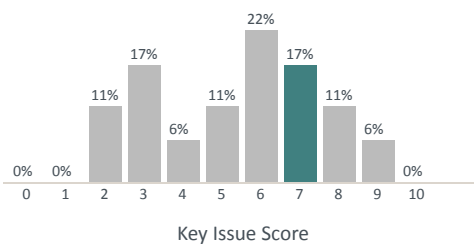
Health & Safety

Score	Change (since rating)	Quartile	Weight	Last score change date
7.1	0.0	●●●●	14.0%	Aug 07, 2025

Strong Risk Management



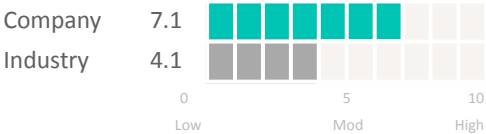
KEY ISSUE SCORE DISTRIBUTION\*



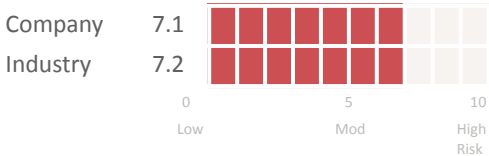
TOP 5 INDUSTRY LEADERS

CRH PUBLIC LIMITED COMPANY	8.6
The Siam Cement Public Company Limited	8.4
CHINA JUSHI CO., LTD	7.6
TCC Group Holdings CO., LTD.	7.1
Cemex, S.A.B. de C.V.	6.8

KEY ISSUE ASSESSMENT



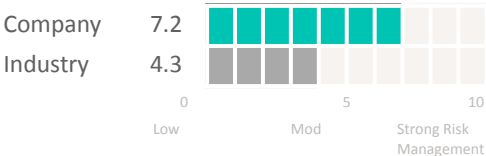
RISK EXPOSURE ASSESSMENT



Drivers of Risk Exposure



RISK MANAGEMENT ASSESSMENT



Drivers of Risk Management



BOTTOM 5 INDUSTRY LAGGARDS

ANHUI CONCH CEMENT COMPANY LIMITED	2.8
Amrize AG	2.5
ULTRATECH CEMENT LIMITED	2.5
SHREE CEMENT LIMITED	2.4
AMBUJA CEMENTS LIMITED	2.2

METHODOLOGY NOTE

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

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



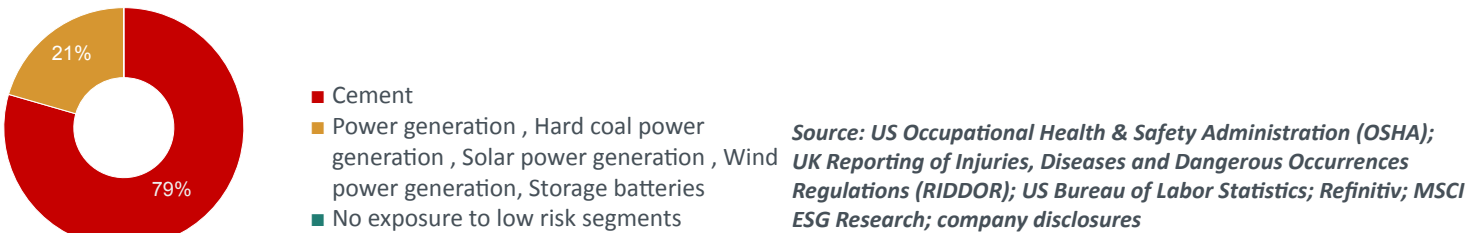
EXPOSURE



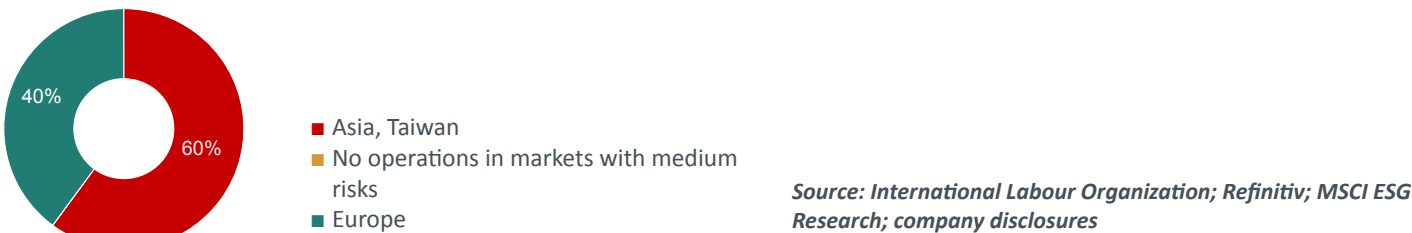
Key Drivers of Risk Exposure

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

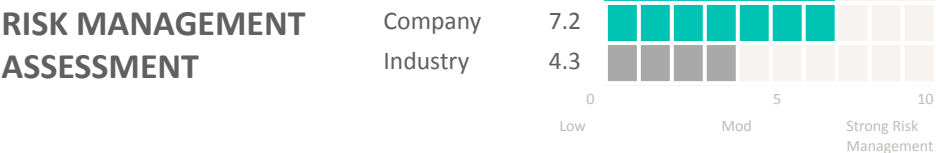
**Business Types :** Percentage of operations in business segments with high/moderate/low level of fatalities and industrial injuries



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



MANAGEMENT



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

Other H&S Metric

Year (YYYY)	Other Health & Safety Metric Description	Other Health & Safety Metric Value	Details
2023	Disabling Injury Frequency Rate (FR) Per 1 Million Hours Worked	2.51	Taiwan employees and contrcators
2023	FrequencySeverity Index (FSI)	3.54	Taiwan employees and contractors
2022	Lost Day Rate LDR	18.50	
2022	Work-related Injury Rate	0.16	Mainland China
2022	Work-related Injury Rate	0.00	mainland China - Contractors
2022	Work-related Injury Rate	0.32	taiwan - Contractors
2022	Recordable Incident Rate	0.16	Mainland China - Employees
2022	Recordable Incident Rate	0.32	taiwan - Contractors
2022	Recordable Incident Rate	0.00	mainland China - Contractors
2021	Lost Day Rate LDR	1.79	
2020	Lost Day Rate LDR	5.08	



Year (YYYY)	Other Health & Safety Metric Description	Other Health & Safety Metric Value	Details
2019	Lost Day Rate LDR	17.37	
2018	Lost Day Rate LDR	4.40	
2017	Lost Day Rate LDR	6.23	

Operations

Health & safety performance relative to peers	8.58
---	------

Lost Time Incident Rate

Year	Lost Time Incident Rate	Lost Time Incident Rate (per million hours)	Lost Time Incident Rate Unit	Details
2023	0.16	0.80	per 200,000 hours	
2022	0.23	1.15	per 200,000 hours	only for Taiwan employees
2021	0.10	0.50	per 200,000 hours	
2020	0.11	0.55	per 200,000 hours	
2019	0.24	1.20	per 200,000 hours	only for Taiwan employees
2018	0.40	2.00	per 200,000 hours	only for Taiwan employees
2017	0.35	1.75	per 200,000 hours	only for Taiwan employees

Total Recordable Injury Rate

Year	Total Recordable Injury Rate	Total Recordable Injury Unit	Total Recordable Injury Rate (per million hours)	Details
2023	0.16	per 200,000 hours	0.80	
2022	0.39	per 200,000 hours	1.95	Taiwan
2021	0.10	per 200,000 hours	0.50	
2020	0.11	per 200,000 hours	0.55	
2014	0.11	per 200,000 hours	0.55	only for Taiwan employees
2013	0.76	per 200,000 hours	3.80	only for Taiwan employees
2012	0.10	per 200,000 hours	0.50	only for Taiwan employees

Fatalities

Year	Contractor Fatalities	Employee Fatalities	Fatalities	Details
2023	1	0	1	Contractor & Sub Contractor fatalities (Indirectly employed): 1
2022	0	0	0	
2021	1	0	1	
2020	1	0	1	
2019			0	

Year	Contractor Fatalities	Employee Fatalities	Fatalities	Details
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. The TCC Group Holdings (TCC) has been flagged for involvement in controversial events or alleged misconduct.

Controversy Cases

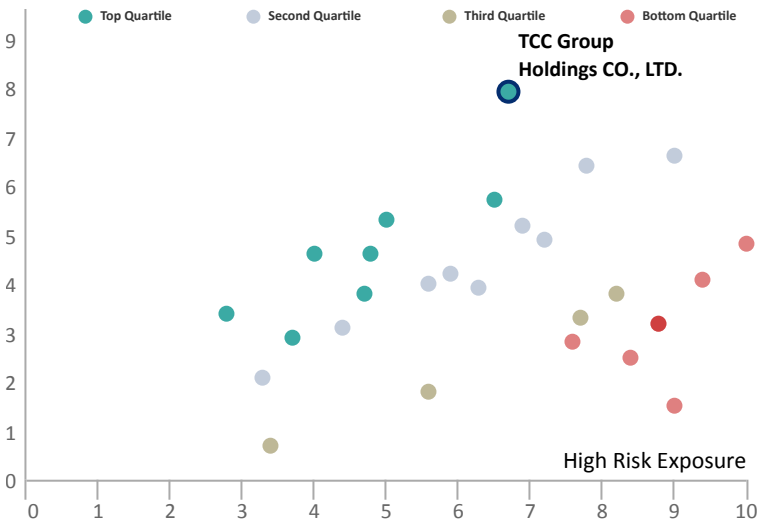
Assessment	Headline	Status	Last Updated
Minor	Taiwan: Explosion and toxic gas leak battery plant, 15 people injured and residents demand relocation	Ongoing	July 2025



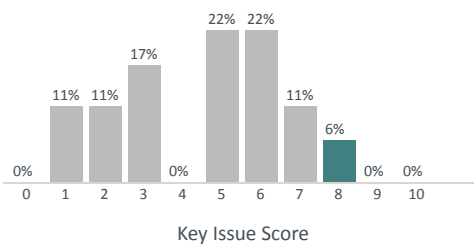
Labor Management

Score	Change (since rating)	Quartile	Weight	Last score change date
8.2	0.0	●●●●	14.0%	Aug 07, 2025

Strong Risk Management



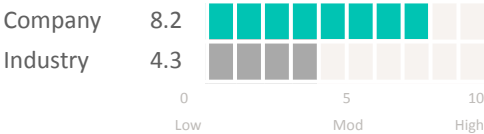
KEY ISSUE SCORE DISTRIBUTION\*



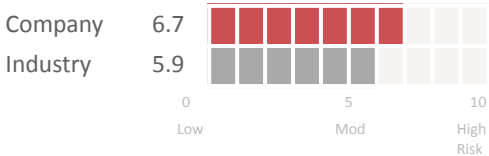
TOP 5 INDUSTRY LEADERS

TCC Group Holdings CO., LTD.	8.2
Asia Cement Corporation	7.3
The Siam Cement Public Company Limited	6.8
CHINA JUSHI CO., LTD	6.2
VULCAN MATERIALS COMPANY	6.1

KEY ISSUE ASSESSMENT



RISK EXPOSURE ASSESSMENT



Drivers of Risk Exposure

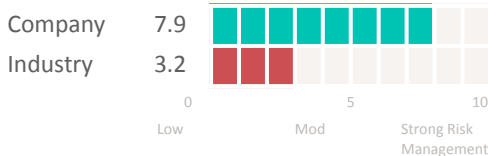
Business Types



Business Locations



RISK MANAGEMENT ASSESSMENT

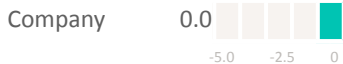


Drivers of Risk Management

Practices Score



Controversy Deduction



BOTTOM 5 INDUSTRY LAGGARDS

Holcim AG	2.6
ULTRATECH CEMENT LIMITED	1.8
GRASIM INDUSTRIES LTD	1.7
Heidelberg Materials AG	1.4
SHREE CEMENT LIMITED	1.4

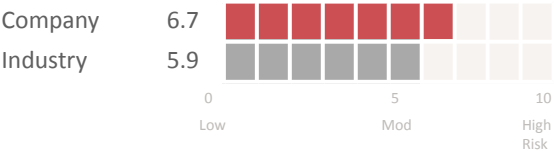
METHODOLOGY NOTE

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

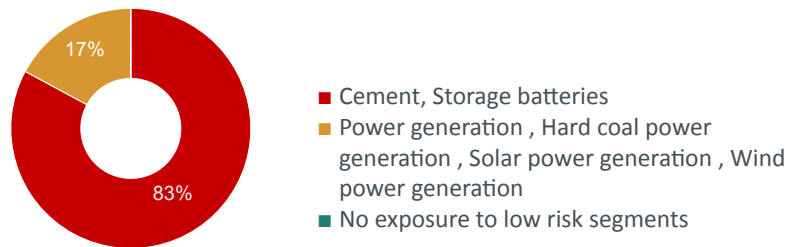
RISK EXPOSURE  
ASSESSMENT



Key Drivers of Risk Exposure

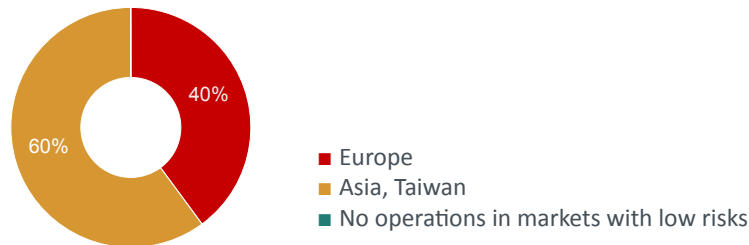
**Exposure to:** Risk of workflow disruptions due to labor unrest, or reduced productivity due to poor job satisfaction

**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 disclosures

**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 disclosures

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: 13,772

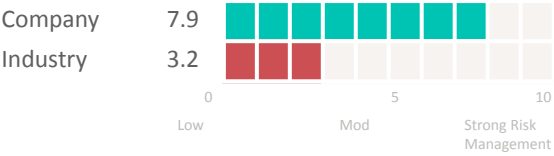
Number of Employees

Year	Number of employees	Part time workers (%)	Contract or temporary workers (%)	Estimated Part time/contract %
2024	13,772			
2023	9,984			

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

MANAGEMENT

RISK MANAGEMENT  
ASSESSMENT



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

External recognition - details

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

Employee turnover

Year	Annual employee turnover (%)	Details
2024		
2023	6.68%	
2022	8.05%	
2021	8.20%	
2020	6.48%	
2019	9.28%	
2018	11.03%	
2017		

Employee Productivity

Year	Profit per employee (USD '000)
2024	
2023	
2022	
2021	
2020	82
2019	76
2018	73
2017	27

CONTROVERSIES

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

APPENDIX

CONTENTS

CONTROVERSIES DETAIL

ADDITIONAL CORPORATE GOVERNANCE CONTENT

KEY METRIC & SCORE CHANGES

CEO PAY CHARTS

SHAREHOLDER/MANAGEMENT PROPOSALS

GOVERNANCE STANDARDS

DIRECTOR PROFILES



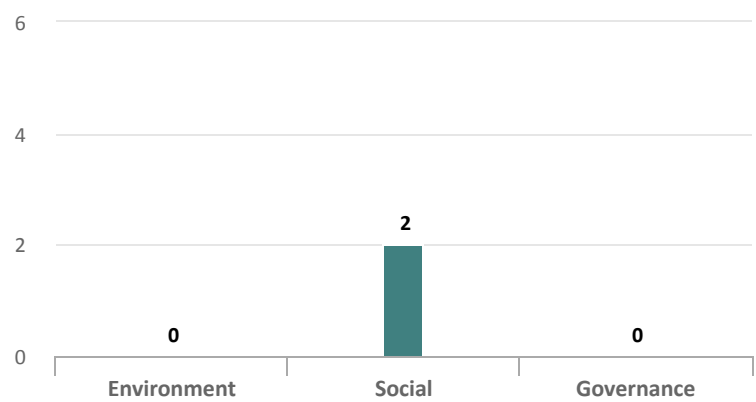
CONTROVERSIES DETAIL

Here you will find the narratives for all controversies relevant to the company. Please note while every controversy case may signal reputational risk, not every controversy is judged to pose material risks; therefore, not every controversy affects the company's overall rating.

CONTROVERSY CARD

	ASSESSMENT				CONTROVERSY COUNT
	VERY SEVERE	SEVERE	MODERATE	MINOR	
Environment					
Carbon Emissions	0	0	0	0	0
Toxic Emissions & Waste	0	0	0	0	0
Social					
Labor Management	0	0	0	0	0
Health & Safety	0	0	0	1	1
Governance					
Corporate Governance	0	0	0	0	0
Corporate Behavior	0	0	0	0	0

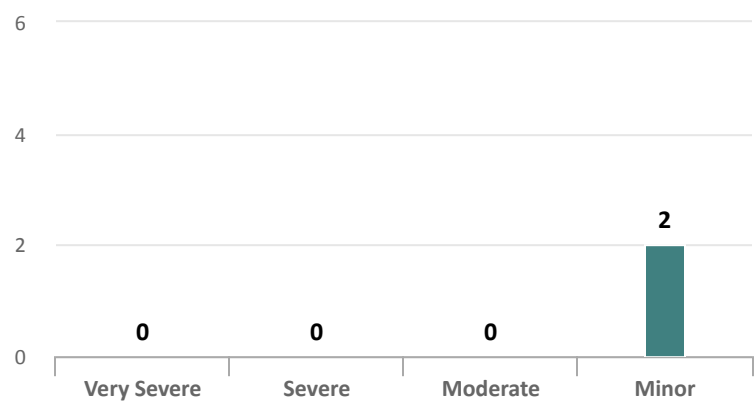
NUMBER OF CONTROVERSIES BY PILLAR



CONTROVERSIES

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

NUMBER OF CONTROVERSIES BY ASSESSMENT



KEY METRIC & SCORE CHANGES

ALL KEY METRIC & SCORE CHANGES (SINCE JULY 2024)

Key Metric	Key Metric Change	Date	Score Change	Change Notes
Significant Votes Against Directors	Flag Removed	Oct 27, 2025	0.25	
Significant Votes Against Directors	Flag Added	Jul 02, 2025	-0.25	AGM voting results updated
Related Party Transactions	Score Change	Jun 19, 2025	-0.71	
Not 30% Female Directors	Flag Removed	Jun 19, 2025	0.10	
Nomination Committee Chair Independence	Flag Removed	Jun 19, 2025	0.10	Independent nomination committee chair identified
Majority Voting	Flag Removed	Jun 19, 2025	0.10	
Board Majority Independent of Other Interests	Score Change	Jun 19, 2025	0.20	
Cross Shareholdings	Score Change	Jun 05, 2025	-0.40	
Cross Shareholdings	Score Change	May 08, 2025	0.40	
Cross Shareholdings	Score Change	Apr 10, 2025	-0.40	
Cross Shareholdings	Score Change	Jan 23, 2025	0.40	
Cross Shareholdings	Score Change	Jan 16, 2025	-0.40	
Nomination Committee Independence	Flag Added	Dec 09, 2024	-0.10	Nomination committee assessed as not independent of management and/or other interests
Board Majority Independent of Other Interests	Score Change	Dec 09, 2024	-0.20	
Significant Votes Against Directors	Flag Removed	Oct 22, 2024	0.50	AGM voting results updated
Combined CEO/Chair	Flag Added	Oct 22, 2024	-0.20	
CEO Equity Policy	Flag Added	Oct 22, 2024	-0.20	
Pay Linked to Sustainability	Flag Removed	Sep 05, 2024	0.20	
Pay Committee Concerns	Flag Removed	Sep 05, 2024	0.30	
Overboarded Audit Committee Members	Flag Removed	Sep 05, 2024	0.10	
Entrenched Board	Flag Removed	Sep 05, 2024	1.00	
Significant Votes Against Directors	Flag Added	Aug 22, 2024	-0.50	AGM voting results updated
Say on Pay Policy	Flag Added	Aug 02, 2024	-0.10	
Risk Management Expertise	Flag Added	Aug 02, 2024	-0.20	
Pay Linked to Sustainability	Flag Added	Aug 02, 2024	-0.20	
Leadership Concerns	Flag Removed	Aug 02, 2024	0.30	
Cross Shareholdings	Score Change	Aug 02, 2024	0.20	
CEO Equity Policy	Flag Removed	Aug 02, 2024	0.20	
Entrenched Board	Score Change	Jul 11, 2024	-0.20	

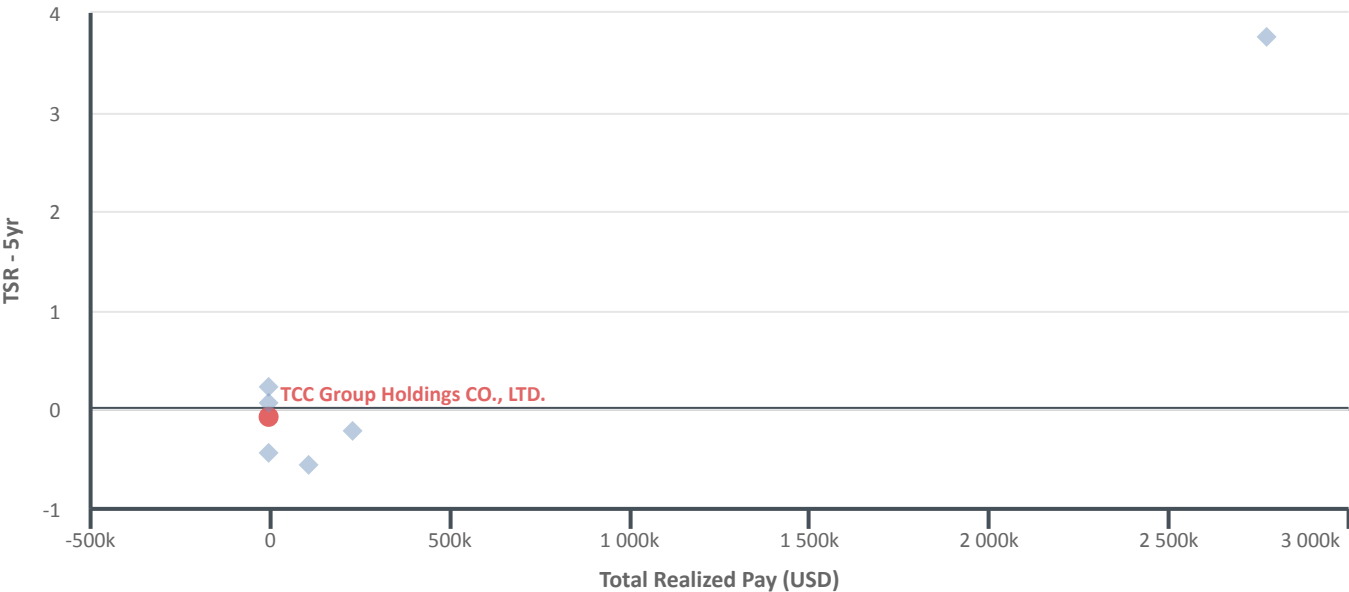
CEO PAY CHARTS

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%
2025	Other	III. Approval Items (II) Proposal for the Distribution of Profits for the 2024 Fiscal Year.	Approved	93%	0.1%	6.9%
2025	Amend Certificate of Incorporation	IV. Discussion Items (I) To approve the amendments to the Articles of Incorporation.	Approved	91.1%	0%	8.9%
2025	Other	III. Approval Items (I) The Annual Business Report and Financial Statements for the 2024 fiscal year. (Proposed by the Board of Directors)	Approved	92.1%	0.9%	7%
2024	Other	III. Approval Items (I) Acceptance of the 2023 Business Report and Financial Statements.	Approved	93.4%	0.4%	6.3%
2024	Other	III. Approval Items (II) Proposal for Distribution of 2023 Profits.	Approved	93.8%	0%	6.1%
2024	Other	V. Discussion Items (I) Plans to undertake a long-term capital fundraising project and we would like to put it to a vote.	Approved	89.6%	0.7%	9.8%
2024	Amend Certificate of Incorporation	V. Discussion Items (II) To approve the amendments to the Articles of Incorporation.	Approved	92%	0.1%	8%
2024	Other	V. Discussion Items (III) Removal of non-compete restrictions for new directors.	Approved	82.5%	4.8%	12.7%
2023	Other	(1) Business Report and Financial Statements of 2022	Approved	91.7%	0.1%	8.2%
2023	Other	(2) Proposal for Distribution of Profits of 2022.	Approved	91.9%	0%	8.1%
2023	Other	(1) Proposal for long-term capital raising plan.	Approved	89.8%	0.2%	10%
2023	Amend Certificate of Incorporation	(2) Amendments on part of Articles of Incorporation	Approved	89.8%	0.1%	10.1%

\*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,Consumer Services - Hotels, Restaurants & Leisure

BIOGRAPHICAL INFORMATION

Synnex Technology International Corp., Source Date:

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

Taiwan Cement Corp., Source Date:

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

CORPORATE BOARDS

Company	Role	Tenure	Appointed	Resigned	Independent of Management	Independent of Other Interests	Attendance
TCC Group Holdings CO., LTD.	Executive, Board Member, Chairman, CEO	7	Jun 22, 2018		No	No	

BOARD COMMITTEES

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

CHIEN (JAMES) WEN

Age:

Gender: M

Nationality: Taiwan

Financial: Yes

Risk: No

Industry: Semiconductors & Semiconductor Equipment - Semiconductors & Semiconductor Equipment

BIOGRAPHICAL INFORMATION

TCC Group Holdings CO., LTD. - Board Member Source Date: 05/03/2025

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

CORPORATE BOARDS

Company	Role	Tenure	Appointed	Resigned	Independent of Management	Independent of Other Interests	Attendance
TCC Group Holdings CO., LTD.	Board Member	22	Jun 26, 2003		Yes	No	

KANG LUNG (JASON) CHANG

Age:

Gender: M

Nationality: Taiwan

Financial: No

Risk: No

Industry: Materials - Construction Materials

BIOGRAPHICAL INFORMATION

TCC Group Holdings CO., LTD. - Board Member Source Date: 05/03/2025

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

CORPORATE BOARDS

Company	Role	Tenure	Appointed	Resigned	Independent of Management	Independent of Other Interests	Attendance
TCC Group Holdings CO., LTD.	Board Member	13	Jun 21, 2012		No	No	



KENNETH C.M. LO

Age:

Gender: M

Nationality: Taiwan

Financial: Yes

Risk: No

Industry: Banks - Banks

BIOGRAPHICAL INFORMATION

TCC Group Holdings CO., LTD. - Board Member Source Date: 05/03/2025

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

CORPORATE BOARDS

Company	Role	Tenure	Appointed	Resigned	Independent of Management	Independent of Other Interests	Attendance
TCC Group Holdings CO., LTD.	Board Member	23	Jun 18, 2002		Yes	No	

BOARD COMMITTEES

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

KUNG YI KOO

Age:

Gender: M

Nationality: Taiwan

Financial: No

Risk: No

Industry: Materials - Metals & Mining

BIOGRAPHICAL INFORMATION

TCC Group Holdings CO., LTD. - Board Member Source Date: 05/03/2025

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

CORPORATE BOARDS

Company	Role	Tenure	Appointed	Resigned	Independent of Management	Independent of Other Interests	Attendance
TCC Group Holdings CO., LTD.	Board Member	7	Jun 22, 2018		No	No	

LI-HSIN WANG

Age:

Gender: F

Nationality: Taiwan

Financial: No

Risk: No

Industry: Materials - Construction Materials

BIOGRAPHICAL INFORMATION

TCC Group Holdings CO., LTD. - Board Member Source Date: 05/03/2025

Ms. Wang Li Hsin is the director of TCC Group Holding Co., Ltd.

Nuvoton Technology Corporation - Board Member Source Date: 05/06/2025

Ms. Li-Hsin Wang is an independent director of Nuvoton Technology Corporation nominated in AGM

CORPORATE BOARDS

Company	Role	Tenure	Appointed	Resigned	Independent of Management	Independent of Other Interests	Attendance
Nuvoton Technology Corporation	Board Member		May 26, 2025		Yes	Yes	
TCC Group Holdings CO., LTD.	Board Member	1	May 21, 2024		Yes	No	

BOARD COMMITTEES

Company	Committee Type	Position
Nuvoton Technology Corporation	Audit	Member
Nuvoton Technology Corporation	Risk	Member
TCC Group Holdings CO., LTD.	Risk	Member

LING TAI (LYNETTE) CHOU

Age:

Gender: F

Nationality: Taiwan

Financial: Yes

Risk: No

Industry:

BIOGRAPHICAL INFORMATION

TCC Group Holdings CO., LTD. - Board Member Source Date: 05/03/2025

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

CORPORATE BOARDS

Company	Role	Tenure	Appointed	Resigned	Independent of Management	Independent of Other Interests	Attendance
TCC Group Holdings CO., LTD.	Board Member	7	Jun 22, 2018		Yes	Yes	

BOARD COMMITTEES

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

MAN-JUNG CHAN

Age:

Gender: F

Nationality: Taiwan

Financial: No

Risk: No

Industry:

BIOGRAPHICAL INFORMATION

TCC Group Holdings CO., LTD. - Board Member Source Date: 05/03/2025

Man-Jung Chan is appointed as director of TCC group holdings co ltd.

CORPORATE BOARDS

Company	Role	Tenure	Appointed	Resigned	Independent of Management	Independent of Other Interests	Attendance
TCC Group Holdings CO., LTD.	Board Member		May 27, 2025		Yes	Yes	

POR-YUAN WANG

Age:

Gender: M

Nationality: Taiwan

Financial: Yes

Risk: No

Industry:

BIOGRAPHICAL INFORMATION

TCC Group Holdings CO., LTD. - Board Member Source Date: 05/03/2025

Wang Por-Yuan is director of Taiwan Cement Corp.

CORPORATE BOARDS

Company	Role	Tenure	Appointed	Resigned	Independent of Management	Independent of Other Interests	Attendance
TCC Group Holdings CO., LTD.	Board Member	22	Jun 26, 2003		Yes	No	

RUU- TIAN CHANG

Age:

Gender: F

Nationality: Taiwan

Financial: No

Risk: No

Industry: Commercial & Professional Services - Professional Services

BIOGRAPHICAL INFORMATION

TCC Group Holdings CO., LTD. - Board Member Source Date: 05/03/2025

Ms. Chang Ruu Tian is the independent director of TCC Group Co., Ltd.

CORPORATE BOARDS

Company	Role	Tenure	Appointed	Resigned	Independent of Management	Independent of Other Interests	Attendance
TCC Group Holdings CO., LTD.	Board Member	1	May 21, 2024		Yes	Yes	

BOARD COMMITTEES

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

SHIOU-LING (SHERRY) LIN

Age:

Gender: F

Nationality: Taiwan

Financial: No

Risk: No

Industry:

BIOGRAPHICAL INFORMATION

TCC Group Holdings CO., LTD. - Board Member Source Date: 05/03/2025

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

CORPORATE BOARDS

Company	Role	Tenure	Appointed	Resigned	Independent of Management	Independent of Other Interests	Attendance
TCC Group Holdings CO., LTD.	Board Member	4	Jul 05, 2021		Yes	Yes	

BOARD COMMITTEES

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



SUN-TE (ERIC) CHEN

Age:

70

Gender:

M

Nationality:

Taiwan

Financial:

Yes

Risk:

No

Industry:

Financial Services - Financial Services

BIOGRAPHICAL INFORMATION

TCC Group Holdings CO., LTD. - Board Member Source Date: 05/03/2025

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

USI CORPORATION - Board Member Source Date: 05/10/2024

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

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Chairman, Taipei Fubon Commercial Bank Co., Ltd.

CORPORATE BOARDS

Company	Role	Tenure	Appointed	Resigned	Independent of Management	Independent of Other Interests	Attendance
TCC Group Holdings CO., LTD.	Board Member	9	Jun 22, 2016		Yes	No	

VICTOR WANG

Age:

Gender: M

Nationality: Taiwan

Financial: Yes

Risk: No

Industry: Commercial & Professional Services - Professional Services

BIOGRAPHICAL INFORMATION

TCC Group Holdings CO., LTD. - Board Member Source Date: 05/03/2025

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

CORPORATE BOARDS

Company	Role	Tenure	Appointed	Resigned	Independent of Management	Independent of Other Interests	Attendance
TCC Group Holdings CO., LTD.	Board Member	12	Jun 21, 2013		Yes	Yes	

BOARD COMMITTEES

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

YAO-HUI CHENG

Age:

Gender: M

Nationality: Taiwan

Financial: No

Risk: No

Industry:

BIOGRAPHICAL INFORMATION

TCC Group Holdings CO., LTD. - Board Member Source Date: 05/03/2025

Mr. Cheng Yao Hui is the director of TCC Group Holdings Co., Ltd.

CORPORATE BOARDS

Company	Role	Tenure	Appointed	Resigned	Independent of Management	Independent of Other Interests	Attendance
TCC Group Holdings CO., LTD.	Board Member	1	May 21, 2024		Yes	No	

YU-CHENG (ARTHUR) CHIAO

Age:

Gender: M

Nationality: Taiwan

Financial:

Risk:

Industry:

No

No

Semiconductors & Semiconductor Equipment -  
Semiconductors & Semiconductor Equipment

BIOGRAPHICAL INFORMATION

Walsin Lihwa Corp., Source Date:

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

CORPORATE BOARDS

Company	Role	Tenure	Appointed	Resigned	Independent of Management	Independent of Other Interests	Attendance
WALSIN TECHNOLOGY CORPORATION	Board Member	9	Jun 22, 2016		No	No	
TCC Group Holdings CO., LTD.	Board Member	13	Jun 21, 2012		Yes	No	
Nuvoton Technology Corporation	Board Member	17	Mar 14, 2008		No	No	
Winbond Electronics Corporation	Executive, Board Member, Chairman, CEO	38	Sep 04, 1987		No	No	
WALSIN LIHWA CORPORATION	Board Member	44	Apr 10, 1981		No	No	

BOARD COMMITTEES

Company	Committee Type	Position
TCC Group Holdings CO., LTD.	Nomination	Member
Winbond Electronics Corporation	Corporate Governance	Chair
Winbond Electronics Corporation	Risk	Chair

VOTING RESULTS

Company	Year	For %	Against, Withheld and / or Abstained %
WALSIN TECHNOLOGY CORPORATION	2025	81.2%	18.8%

# 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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