

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

## Construction Materials | TW

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

**MSCI**  
ESG RATINGS



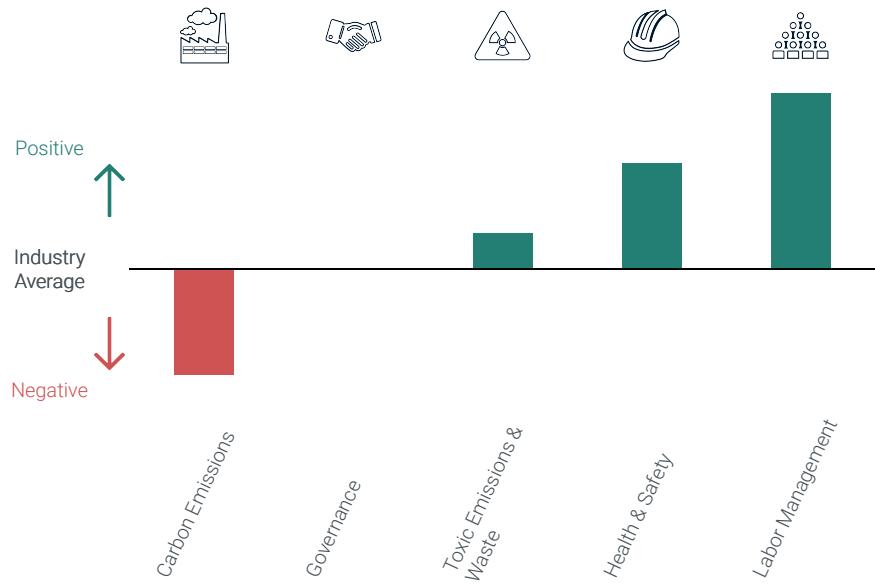
CCC B BB BBB A AA AAA

RATING ACTION DATE: December 04, 2024

LAST REPORT UPDATE: February 04, 2025

### 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 February 04, 2025.



### Last ESG Rating action

Rating action date: December 04, 2024

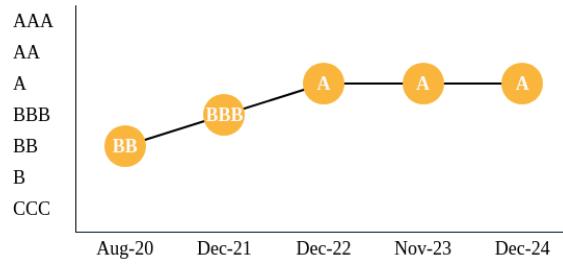
TCC Group Holdings (TCC)'s rating is unchanged at 'A'.

Cement manufacturing and thermal power generation are typically high carbon emission-intensive businesses, per our model. Our research indicates TCC leads peers in carbon mitigation programs. We note its Scope 1 and 2 GHG intensity of 3,602 tCO<sub>2</sub>e/USD million sales in FY 2023 was lower than the industry average of 4,373, as of January 2024. TCC leads peers in employee safety and labor management practices. TCC's corporate governance practices are average compared with those of global peers.

- Cement manufacturing activities typically expose the workforce to health and safety risks, per our model. TCC leads peers in health and safety management with certification to the ISO 45001 standard, periodic audits, and safety-related training. It reported a lost time injury rate of 0.8 per million hours in FY 2023—lower than the industry average of 2.31, as of January 2024. However, we note one fatality in FY 2023 among its indirectly employed workforce.
- Cement manufacturing is generally labor intensive, per our model. TCC leads peers in implementing strong labor management and incentive programs. For instance, it conducts annual engagement surveys to gauge workforce satisfaction.
- TCC's board—though majority independent of management—is not majority independent of other interests. Furthermore, limited executive pay disclosures impede comparison with peers. However, we no longer flag the company for having a potentially entrenched board.

Analysts: Ajay Lobo, Margarita Grabert

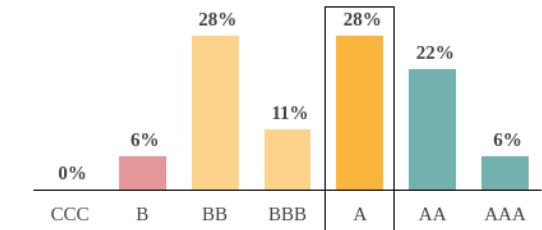
### ESG Rating history



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: December 04, 2024)		7.1
Weighted-Average Key Issue Score (Last updated: January 31, 2025)		5.3
Environmental Pillar Score	39%	4.0
Social Pillar Score	28%	7.7
Governance Pillar Score	33%	4.7

### Report table of contents

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



## ESG Rating scorecard

As of February 04, 2025

KEY ISSUE	WEIGHT	INDUSTRY AVERAGE	SCORE (0-10)	CHANGE	EXPLANATION
<b>Weighted-Average Key Issue Score</b>		<b>4.8</b>	<b>5.3</b>		
<b>&gt; ENVIRONMENT</b>	<b>39%</b>	<b>3.5</b>	<b>4.0</b>		
<u>Carbon Emissions</u>	20%	4.2	<b>3.6</b>		<ul style="list-style-type: none"> <li>94% 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>
<u>Toxic Emissions &amp; Waste</u>	19%	2.9	<b>4.5</b>		<ul style="list-style-type: none"> <li>Initiatives to reduce toxic emissions and waste include aggressive targets</li> </ul>
<b>&gt; SOCIAL</b>	<b>28%</b>	<b>4.2</b>	<b>7.7</b>		
<u>Health &amp; Safety</u>	14%	3.9	<b>7.0</b>		<ul style="list-style-type: none"> <li>Strong safety performance relative to peers</li> </ul>
<u>Labor Management</u>	14%	4.4	<b>8.3</b>		<ul style="list-style-type: none"> <li>Limited risk of operational disruptions, employment litigation or reduced productivity relative to peers</li> <li>Robust compensation practices compared to peers, including stock-based awards</li> </ul>
<b>&gt; GOVERNANCE</b>	<b>33%</b>	<b>4.6</b>	<b>4.7</b>	<b>▼0.2</b>	
<u>Corporate Governance</u>		5.6	<b>4.9</b>	<b>▼0.3</b>	<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>
<u>Corporate Behavior</u>		5.0	<b>6.6</b>		<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: 4.3.2

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

## Company Data Feedback response

Data feedback in last 12 months? Yes

Date of last feedback 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 February 04, 2025

Company Filing	Fiscal Year	Filing Release Date	Incorporated in data and scores	Incorporated in ESG Rating
AR Filing	FY-2023	21 Aug. 2024	Partially Incorporated	04 Dec. 2024
CSR Filing	FY-2023	29 Aug. 2024	Fully Incorporated	04 Dec. 2024
AR Filing	FY-2022	16 May. 2023	Fully Incorporated	24 Nov. 2023
CSR Filing	FY-2022	13 Jun. 2023	Fully Incorporated	24 Nov. 2023

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



## Recent developments affecting ESG scores

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

Date ▲	Type	Score (0-10)	Change	Explanation
	Current Weighted-Average Key Issue Score	5.3		
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

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

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

## Most recent controversies

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



## Corporate governance summary

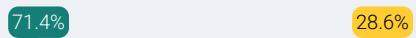


### Board of directors

Board type: Unitary Board



### Board diversity



### Ownership summary

Capital structure      Multiple Equity Classes

Ownership classification      Principal Shareholder

Key Owner Types      Family Firm

Complex Ownership Structures      Cross Shareholdings

### Top shareholders

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

### CEO

Name: An Ping Chang

Total realized pay\*:

USD 1,407,732.03

Tenure: 5 Years

Total summary pay\*:

USD 1,407,732.03

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

## Peer benchmarking

	Carbon Emissions	Toxic Emissions & Waste	Health & Safety	Labor Management	Corporate Governance	Corporate Behaviour	Rating & Trend
TCC Group Holdings CO., LTD.	• •	• • •	• • • •	• • • •	• •	• • •	A ▲ ▲
Beijing Oriental Yuhong Waterproof Technology Co., Ltd.	• • •	• • • •	• • •	• • • •	• •	•	A ▲ ▲
CHINA JUSHI CO., LTD	• •	• • •	• • • •	• • • •	•	• •	BBB ▲ ▲
Asia Cement Corporation	• • •	• •	• •	• • • •	•	• •	BB ▲
SHREE CEMENT LIMITED	• •	• •	•	• •	• • •	• •	BB ▲ ▲
AMBUJA CEMENTS 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 February 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 (Modicel), 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 batteries 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. Modicel and NHOA thus give TCC exposure to rising demand for both electric vehicles and charging infrastructure.

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

October 19, 2020

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: Nov 24, 2023		As of last rating action date: Dec 04, 2024		As of last report update date: Feb 04, 2025		Difference	
	Score	Weight	Score	Weight	Score	Weight	Score	Weight
<b>ESG Rating Letter Grade</b>	A		A		A		-	-
<b>Industry Adjusted Score</b>	6.5		7.1		7.1		-	-
Industry Minimum Score	1.4		1.4		1.4		-	-
Industry Maximum Score	6.9		6.9		6.9		-	-
<b>Weighted Average Key Issue Score</b>	5.0		5.3		5.3		-	-
<b>Environmental Pillar Score</b>	3.6	39.0%	4.0	39.0%	4.0	39.0%	-	-
<b>Carbon Emissions Key Issue Score</b>	3.6	20.0%	3.6	20.0%	3.6	20.0%	-	-
Exposure Score	9.9		10.0		10.0		-	-
Business Segment Exposure Score	9.1		9.1		9.1		-	-
Geographic Exposure Score	5.9		5.9		5.9		-	-
Management Score	6.5		6.5		6.5		-	-
Management Score - Excluding Controversies	6.5		6.5		6.5		-	-
Practices Score	8.5		8.5		8.5		-	-
Performance Score	2.5		2.5		2.5		-	-
<b>Toxic Emissions &amp; Waste Key Issue Score</b>	3.6	19.0%	4.5	19.0%	4.5	19.0%	-	-
Exposure Score	9.2		9.2		9.2		-	-
Business Segment Exposure Score	9.2		9.2		9.2		-	-
Management Score	5.8		6.7		6.7		-	-
Management Score - Excluding Controversies	5.8		6.7		6.7		-	-
Practices Score	6.5		6.1		6.1		-	-
Performance Score	4.4		7.8		7.8		-	-
Controversy Deduction	0.0		0.0		0.0		-	-
<b>Social Pillar Score</b>	7.6	28.0%	7.7	28.0%	7.7	28.0%	-	-
<b>Health &amp; Safety Key Issue Score</b>	6.3	14.0%	7.0	14.0%	7.0	14.0%	-	-
Exposure Score	7.7		7.5		7.5		-	-
Business Segment Exposure Score	6.7		6.6		6.6		-	-
Geographic Exposure Score	6.5		6.5		6.5		-	-
Management Score	7.0		7.5		7.5		-	-
Management Score - Excluding Controversies	7.0		7.5		7.5		-	-
Practices Score	6.5		7.0		7.0		-	-
Performance Score	7.9		8.6		8.6		-	-
Controversy Deduction	0.0		0.0		0.0		-	-
<b>Labor Management Key Issue Score</b>	9.0	14.0%	8.3	14.0%	8.3	14.0%	-	-
Exposure Score	6.2		6.0		6.0		-	-
Business Segment Exposure Score	7.0		6.9		6.9		-	-
Geographic Exposure Score	6.3		6.3		6.3		-	-
Company-Specific Exposure Score	3.9		3.7		3.7		-	-
Management Score	8.2		7.3		7.3		-	-
Management Score - Excluding Controversies	8.2		7.3		7.3		-	-



CCC B BB BBB AA AAA

RATING ACTION DATE: December 04, 2024  
LAST REPORT UPDATE: February 04, 2025

Description	As of prior rating action date: Nov 24, 2023		As of last rating action date: Dec 04, 2024		As of last report update date: Feb 04, 2025		Difference	
	Score	Weight	Score	Weight	Score	Weight	Score	Weight
Practices Score	8.2		7.3		7.3		-	
Controversy Deduction	0.0		0.0		0.0		-	
<b>Governance Pillar Score*</b>	<b>4.3</b>	<b>33.0%</b>	<b>4.9</b>	<b>33.0%</b>	<b>4.7</b>	<b>33.0%</b>	<b>-0.2</b>	<b>-</b>
<b>Governance Pillar Deductions**</b>	<b>-5.7</b>		<b>-5.1</b>		<b>-5.3</b>		<b>-0.2</b>	<b>-</b>
Corporate Governance Deductions	-4.7		-3.8		-4.0		-0.2	
Board	-2.3		-1.5		-1.7		-0.2	
Pay	-1.3		-1.3		-1.3		-	
Ownership & Control	-0.9		-0.9		-0.9		-	
Accounting	-0.1		-0.1		-0.1		-	
<b>Corporate Behavior Deductions</b>	<b>-1.1</b>		<b>-1.3</b>		<b>-1.3</b>		<b>-</b>	<b>-</b>
Business Ethics	-1.1		-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	5.3		
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	Flags Added: Entrenched Board Flags Removed: Risk Management Expertise
Mar 21, 2023	Data Update: Carbon		▼ 0.1	Decrease in performance score, management score
Dec 05, 2022	ESG Rating action	4.8	▲ 0.2	Taiwan Cement has been upgraded to 'A' from 'BBB'.
Dec 05, 2022	Data Update: Carbon			Decrease in performance score, management score
Jul 08, 2022	Data Update: Corporate Governance		▲ 0.1	Flags Removed: 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	Flags Removed: 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	Governance Score changed based on the listed Key Metric(s): Cross Shareholdings
Mar 04, 2022	Data Update: Corporate Governance	▲ 0.1	Governance Score changed 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	Governance Score changed based on the listed Key Metric(s): Asset-Liability Valuation, Expense Recognition, Revenue Recognition
Oct 22, 2021	Data Update: Corporate Governance	▼ 0.1	Flags Added: 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	Governance Score changed based on the listed Key Metric(s): Revenue Recognition, Asset-Liability Valuation, Entrenched Board
Jun 18, 2021	Data Update: Corporate Governance	▲ 0.2	Flags Removed: 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'.



## Corporate Governance



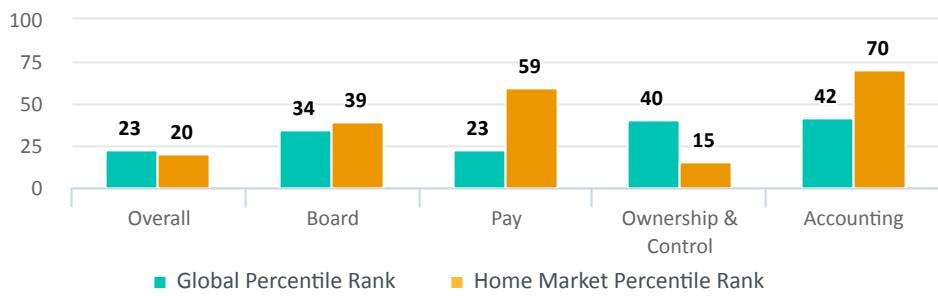
Market Cap: 7,348,604,818 USD

Home Market: Taiwan

Score	Change (since rating)	Quartile	Last score change date
4.9	▼ -0.3	••	Jan 23, 2025

Last Data Update: Jan 23, 2025

### GOVERNANCE THEMES AND RANKINGS



### 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 DATES

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

### WEBSITE

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

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

### KEY AREAS OF CONCERN\*

### SCORING DEDUCTIONS

#### Pay Figures

(-1.20)

🚩 Executive Pay Disclosure

#### Ownership Structure

(-0.80)

🚩 Cross Shareholdings

#### Board Independence

(-0.70)

🚩 Related Party Transactions

🚩 Board Majority Independent of Other Interests

## CORPORATE GOVERNANCE SCORE HISTORY



## CHANGES TO FLAGGED KEY METRICS (SINCE OCTOBER 2023)

Key Metric	Key Metric Change	Date	Score Change	Change Notes
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.

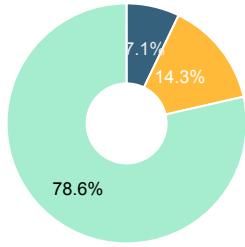


## BOARD OVERVIEW

### Board Type: Unitary Board

#### Board of Directors

**Chair** An Ping (Nelson) Chang  
**CEO** An Ping (Nelson) Chang



Since: Jun 22, 2018  
Since: Jul 17, 2019

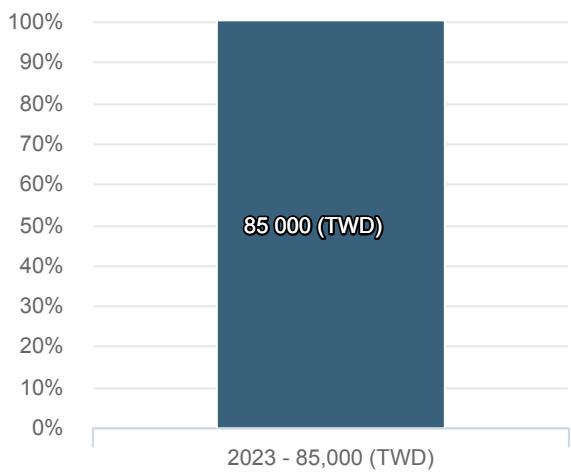
#### Executive Leadership

**CFO** Randy Yu Since: Sep 13, 2022

■Executive ■Links to Management ■Independent of Management

## PAY OVERVIEW

### Highest Paid Executive - An Ping (Nelson) Chang



■ Long Term Incentives Awarded 0 (TWD)  
 ■ Short Term Incentives Awarded 0 (TWD)  
 ■ Fixed Pay 85,000 (TWD)



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

RATING ACTION DATE: December 04, 2024  
LAST REPORT UPDATE: February 04, 2025

## BOARD

The policies and practices of the TCC Group Holdings board fall within the average scoring range relative to global peers. 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.

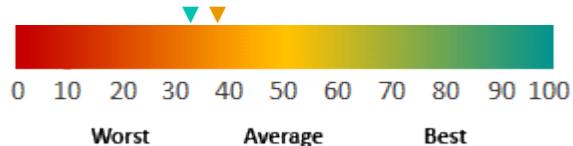
0-10 Score	Global Percentile Rank	Home Market Percentile Rank
6.2	34th (Average)	39th (Average)

### KEY METRICS SCORING

	Deduction
<b>AUDIT OVERSIGHT</b>	
☒ Audit Committee Industry Expert	-0.10
<b>BOARD EFFECTIVENESS</b>	
☒ Overboarded Non-Exec Directors	-0.50
<b>BOARD INDEPENDENCE</b>	
☒ Related Party Transactions	-0.20
☒ Board Majority Independent of Other Interests	-0.50
<b>BOARD LEADERSHIP</b>	
☒ Combined CEO/Chair	-0.20
☒ Independent Chair	-0.10
☒ Chair not Independent & No Independent Lead Director	-0.10
<b>BOARD SKILLS &amp; DIVERSITY</b>	
☒ Risk Management Expertise	-0.20
☒ Not 30% Female Directors	-0.10
<b>NOMINATION PROCESS OVERSIGHT</b>	
☒ Nomination Committee Chair Independence	-0.10
☒ Nomination Committee Independence	-0.10

### BOARD PERFORMANCE VS.

▼ Global    ▼ Home Market





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

RATING ACTION DATE: December 04, 2024  
LAST REPORT UPDATE: February 04, 2025

## LEADERSHIP

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### 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: 15**

**Non-executives meet in absence of Executives: No**

Name	M/F	Age	Tenure (Years)	Boards	Independent of Mgmt	Independent of Other Interests	Management Link/Designation Reason	Nationality
An Ping (Nelson) Chang <small>CEO COB I \$</small>	M		6	2	No	No	Family Firm Director; Executive	Taiwan
Chien (James) Wen <small>\$</small>	M		21	1	Yes	No	Special Shareholder Representative	Taiwan
Kang Lung (Jason) Chang <small>I</small>	M		12	1	No	No	Family relationship; Family Firm Director	Taiwan
Kenneth C.M. Lo <small>\$</small>	M		22	1	Yes	No	Special Shareholder Representative	Taiwan
Kung Yi Koo	M		6	1	No	No	Non-Executive Employee; Family relationship; Family Firm Director	Taiwan
Li-Hsin Wang <small>I</small>	F		< 1	1	Yes	No	Special Shareholder Representative	Taiwan
Ling Tai (Lynette) Chou <small>\$</small>	F		6	1	Yes	Yes		Taiwan
Por-Yuan Wang <small>\$</small>	M		21	1	Yes	No	Special Shareholder Representative	Taiwan
Ruu-Tian Chang	F		< 1	1	Yes	Yes		Taiwan
Shiou-Ling (Sherry) Lin	F		3	1	Yes	Yes		Taiwan
Sun-Te (Eric) Chen <small>\$</small>	M	69	8	2	Yes	No	Special Shareholder Representative	Taiwan
Victor Wang <small>\$</small>	M		11	1	Yes	Yes		Taiwan
Yao-Hui Cheng	M		< 1	1	Yes	No	Special Shareholder Representative	Taiwan
Yu-Cheng (Arthur) Chiao	M		12	5	Yes	No	Special Shareholder Representative	Taiwan
	F	# >= 70	# >= 15 yrs	# >= 4				
<b>Total (of 14)</b>	4	0	3	1	11	4		
<b>Percentage</b>	28.6%	0%	21.4%	7.1%	78.6%	28.6%		

Note: Board count includes the membership of this board.

\$ - Financial Expert (7) I - Industry Expert (3) CEO - Chief Executive Officer COB - Chair of the Board

## RELATED PARTY TRANSACTIONS

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



## Reported Transactions

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

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

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

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

## BOARD EFFECTIVENESS

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

### Nomination Committee - Number Of Meetings: 2

Name	M/F	Age	Board Tenure (Years)	Independent of Mgmt	of Other Interests	Committee Status
An Ping (Nelson) Chang <span style="color: green;">\$</span> <span style="color: blue;">I</span>	M		6	No	No	Chair
Kenneth C.M. Lo <span style="color: green;">\$</span>	M		22	Yes	No	Member
Ling Tai (Lynette) Chou <span style="color: green;">\$</span>	F		6	Yes	Yes	Member
Shiou-Ling (Sherry) Lin	F		3	Yes	Yes	Member
Victor Wang <span style="color: green;">\$</span>	M		11	Yes	Yes	Member
Yu-Cheng (Arthur) Chiao	M		12	Yes	No	Member

\$ - Financial Expert (4) I - Industry Expert

## BOARD SKILLS & DIVERSITY

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

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



## AUDIT OVERSIGHT

### Audit Committee - Number Of Meetings: 16

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

Name	M/F	Age	Board Tenure (Years)	Boards	Independent of Mgmt	Independent of Other Interests	Committee Status
Ling Tai (Lynette) Chou <span style="background-color: green; color: white; padding: 2px;">\$</span>	F		6	1	Yes	Yes	Member
Ruu-Tian Chang	F		< 1	1	Yes	Yes	Member
Shiou-Ling (Sherry) Lin	F		3	1	Yes	Yes	Member
Victor Wang <span style="background-color: green; color: white; padding: 2px;">\$</span>	M		11	1	Yes	Yes	Chair

\$ - Financial Expert (2)

### Risk Committee - Number Of Meetings: 2

Name	M/F	Age	Board Tenure (Years)	Independent of Mgmt	Independent of Other Interests	Committee Status
Li-Hsin Wang <span style="background-color: blue; color: white; padding: 2px;">I</span>	F		< 1	Yes	No	Chair
Ling Tai (Lynette) Chou <span style="background-color: green; color: white; padding: 2px;">\$</span>	F		6	Yes	Yes	Member
Ruu-Tian Chang	F		< 1	Yes	Yes	Member
Shiou-Ling (Sherry) Lin	F		3	Yes	Yes	Member
Victor Wang <span style="background-color: green; color: white; padding: 2px;">\$</span>	M		11	Yes	Yes	Member

\$ - Financial Expert (2) I - Industry Expert

## PAY OVERSIGHT

### Pay Committee - Number Of Meetings: 9

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

Name	M/F	Age	Board Tenure (Years)	Independent of Mgmt	Independent of Other Interests	CEO Role?	Committee Status
Ling Tai (Lynette) Chou <span style="background-color: green; color: white; padding: 2px;">\$</span>	F		6	Yes	Yes		Member
Ruu-Tian Chang	F		< 1	Yes	Yes		Member
Shiou-Ling (Sherry) Lin	F		3	Yes	Yes		Member
Victor Wang <span style="background-color: green; color: white; padding: 2px;">\$</span>	M		11	Yes	Yes		Chair

\$ - Financial Expert (2)



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

RATING ACTION DATE: December 04, 2024  
LAST REPORT UPDATE: February 04, 2025

## CONTROVERSIES & EVENTS

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No major relevant controversies have been uncovered.



CCC B BB BBB AA AAA

RATING ACTION DATE: December 04, 2024  
LAST REPORT UPDATE: February 04, 2025

## 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	23rd (Below Average)	59th (Average)

### KEY METRICS SCORING

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

### PAY FIGURES

#### DISCLOSURE

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

#### EXECUTIVE PAY - 2023

Executive	Title	Tenure (Years)	Total Awarded Pay (USD)	Total Realized Pay (USD)
An Ping (Nelson) Chang <span style="color: blue;">I</span> <span style="color: green;">\$</span>	Chair & CEO	6	1,407,732	1,407,732
Randy Yu <span style="color: blue;">I</span> <span style="color: green;">\$</span>	CFO	2	0	0
Roman (Yaohui) Cheng <span style="color: blue;">I</span> <span style="color: green;">\$</span>	Executive		0	0

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

## CEO PAY DETAILS - An Ping (Nelson) Chang

Pay Awarded		2023
Fixed Pay		
Salary		
Fees		35,262,000 TWD
Pension		
Perks & Other Pay		85,000 TWD
Variable Pay		
Short-term incentives		
Annual Bonus		
Other Non-equity Incentive Plan		
Long-term incentives		
Grant date value of Stock Options		
Grant date value of Stock Awards		
Total Awarded Pay		43,204,000 TWD

Pay Realized	
Fixed Pay	
Salary	
Fees	35,262,000 TWD
Pension	
Perks & Other Pay	85,000 TWD
Variable Pay	
Short-term incentives	
Annual Bonus	
Other Non-equity Incentive Plan	
Long-term incentives	
Options Exercised	
Stock Awards Vested	
Total Realized Pay	43,204,000 TWD

## PAY PEER GROUP

### MIDCAP - EMERGING - CONSTRUCTION MATERIALS (12 COMPANIES)

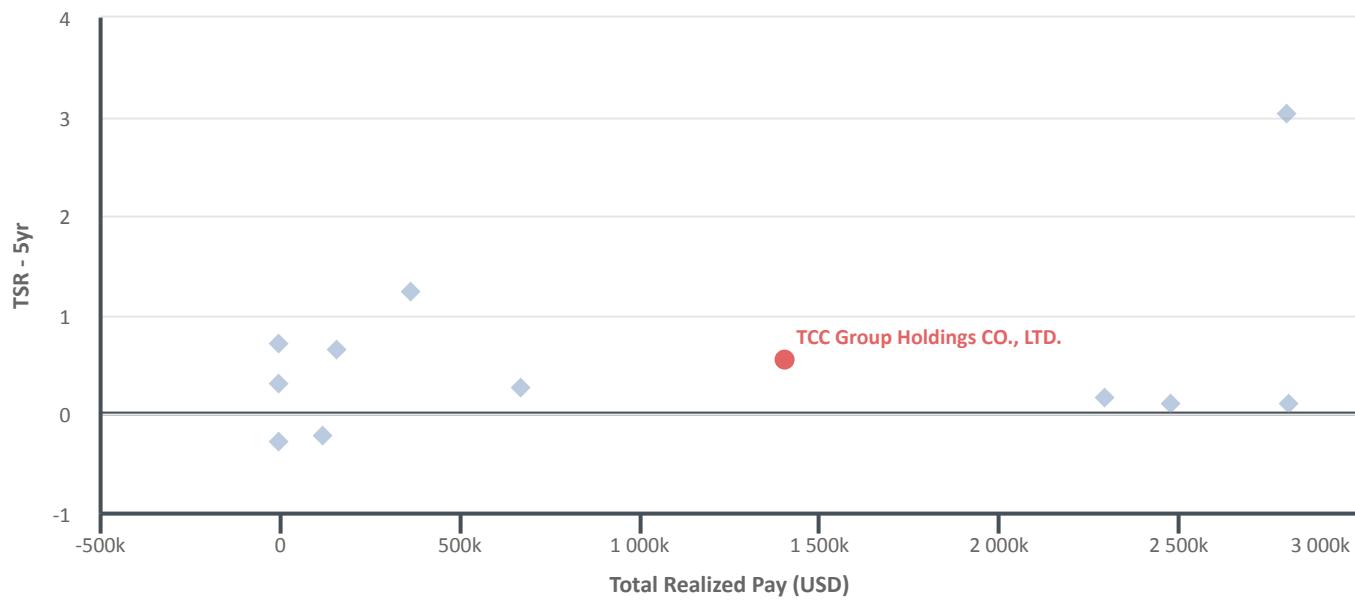
Company	Home Market	Market Cap (USD m)	Pay Year	1 Yr TSR	Total CEO Annual Pay (USD)	CEO Name	CEO Since
DALMIA BHARAT LIMITED	India	4,169	2023	0.22%	2,808,430	Dalmia	Oct 2018
J. K. CEMENT LIMITED.	India	4,093	2024	0.38%	2,799,784	Singhania	Aug 2020
DALMIA BHARAT LIMITED	India	4,169	2023	0.22%	2,479,158	Dalmia	Oct 2018
SHREE CEMENT LIMITED	India	10,587	2024	-0.03%	2,297,867	Akhouri	Oct 2022
<b>TCC Group Holdings CO., LTD.</b>	<b>Taiwan</b>	<b>7,820</b>	<b>2023</b>	<b>0.05%</b>	<b>1,407,732</b>	<b>Chang</b>	<b>Jul 2019</b>
CHINA JUSHI CO., LTD	China	6,227	2023	-0.27%	670,018	Zhang	Mar 2005
Beijing Oriental Yuhong Waterproof Technology Co., Ltd.	China	4,482	2023	-0.44%	366,600	Zhang	Jan 2019
Cemex, S.A.B. de C.V.	Mexico	8,026	2023	0.93%	160,619	González Olivieri	May 2014
The Siam Cement Public Company Limited	Thailand	5,432	2023	-0.08%	121,957	Rangsiyopash	Jan 2016
ACC LIMITED	India	5,025	2024	0.48%	0	Kapur	Dec 2022
Asia Cement Corporation	Taiwan	4,454	2023	0.07%		Lee	Aug 2000
LAFARGEHOLCIM MAROC SAS	Frontier	4,433	2022	-0.44%		Antonio	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 style="color: blue;">I</span> <span style="color: green;">\$</span>	6	2,408,351	10.04%	
Randy Yu <span style="color: blue;">I</span> <span style="color: green;">\$</span>	2	10,000		
Roman (Yaohui) Cheng <span style="color: blue;">I</span> <span style="color: green;">\$</span>		0		

\$ - 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	6	700,451
Ling Tai (Lynette) Chou <span style="color: green;">\$</span>	6	200,000
Sun-Te (Eric) Chen <span style="color: green;">\$</span>	8	230,984

\$ - Financial Expert (2)

## NON-EXECUTIVE PAY TABLES

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

 - Financial Expert (7)  - Industry Expert

## CONTROVERSIES & EVENTS

No major relevant controversies have been uncovered.



## OWNERSHIP & CONTROL

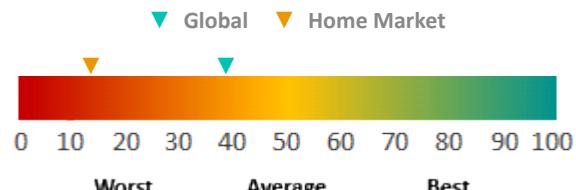
The company's ownership structure and shareholder rights at TCC Group Holdings fall within the average scoring relative to global peers.

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

### KEY METRICS SCORING

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

### OWNERSHIP & CONTROL PERFORMANCE VS.



## CORPORATE STRUCTURE

Public Company

## CAPITAL STRUCTURE

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

Ordinary shares and Preferred shares

## OWNERSHIP STRUCTURE

### OWNERSHIP CATEGORIES

- Principal Shareholder
- Family Firm

### NOTABLE SHAREHOLDERS

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



## Insider Voting Power

**11.2%**

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

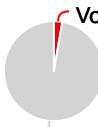
## CROSS SHAREHOLDINGS

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

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

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

## CROSS-SHAREHOLDINGS

	Percentage of Voting Rights	Value of Cross Holding in Other Party As % of Market Cap
Chia Hsin Cement Corp. holds 3.35% of the total voting rights in 'TCC Group Holdings CO., LTD.' as part of a cross-shareholding arrangement. Some 0.21% of the market cap of 'TCC Group Holdings CO., LTD.' is invested in shares of Chia Hsin Cement Corp. as part of this arrangement.	Votes Held by Chia Hsin Cement Corp.  <b>Voting Rights: 3.4 %</b> Others: 96.7 %	Investment by Chia Hsin Cement Corp.  <b>Market Cap: 0.2 %</b> Others: 99.8 %
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 28.88% of the market cap of 'TCC Group Holdings CO., LTD.' is invested in shares of CTBC Investments Co., Ltd as part of this arrangement.	Votes Held by CTBC Investments Co., Ltd  <b>Voting Rights: 2.7 %</b> Others: 97.3 %	Investment by CTBC Investments Co., Ltd  <b>Market Cap: 28.88 %</b> Others: 71.1 %

## FAMILY FIRM

Koo family collectively holds 11.02% of company shares through direct and indirect holdings

## TAKEOVER PROVISIONS

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



CCC B BB BBB AA AAA

RATING ACTION DATE: December 04, 2024  
LAST REPORT UPDATE: February 04, 2025

## % 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%



CCC B BB BBB AA AAA

RATING ACTION DATE: December 04, 2024  
LAST REPORT UPDATE: February 04, 2025

## DIRECTOR ELECTION STANDARD

Director Election Rules	
Vote Standard	Plurality
Immediate Binding Resignation	Yes

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



## ACCOUNTING

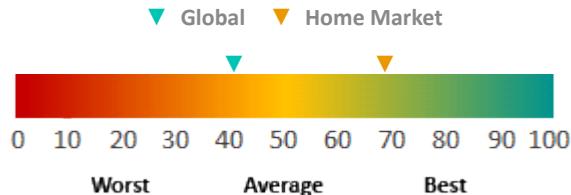
Based on the company's disclosures and other public information, accounting and financial reporting practices at TCC Group Holdings appear to be generally appropriate and effective relative to global peers.

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

## KEY METRICS SCORING

Deduction	
<b>AUDITOR INDEPENDENCE</b>	
Auditor Tenure	-0.10

## ACCOUNTING PERFORMANCE VS.



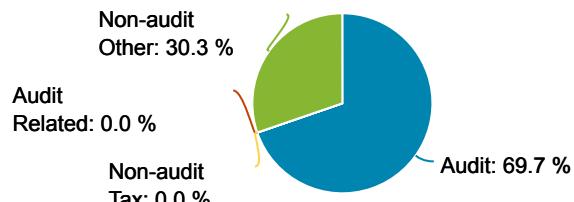
## EXTERNAL AUDITORS

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

## AUDITOR FEES

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

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





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

RATING ACTION DATE: December 04, 2024  
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## AUDITOR'S REPORT

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

## CONTROVERSIES & EVENTS

No major relevant controversies have been uncovered.

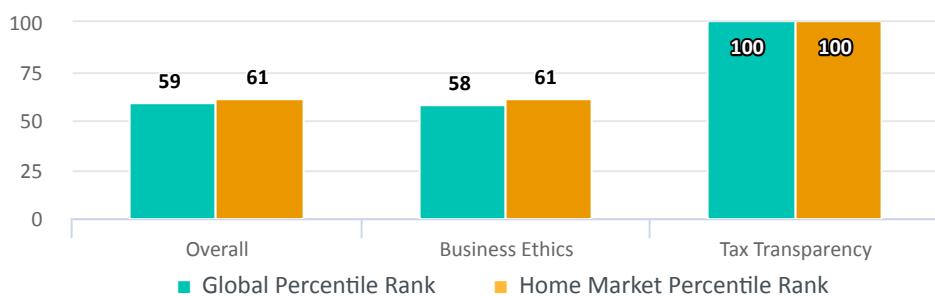


## Corporate Behavior



0-10 Score	Change (since rating)	Quartile	Last score change date
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

#### Business Ethics Policies & Practices

(-1.40)

Regular Audits of Ethical Standards

Employee Training on Ethical Standards

#### Business Ethics Risk & Controversies

(-2.00)

Corruption Risk Exposure & Controversies

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

### CORPORATE BEHAVIOR SCORE HISTORY





## BUSINESS ETHICS

### KEY METRICS SCORING

	Deduction
<b>BUSINESS ETHICS POLICIES &amp; PRACTICES</b>	<b>-1.40</b>
Regular Audits of Ethical Standards	-0.70
Employee Training on Ethical Standards	-0.70
<b>BUSINESS ETHICS RISK &amp; CONTROVERSIES</b>	<b>-2.00</b>
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	58th (Average)	61st (Average)

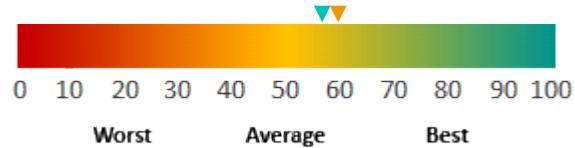
### METHODOLOGY NOTE

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.

▼ Global ▼ Home Market



### 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.



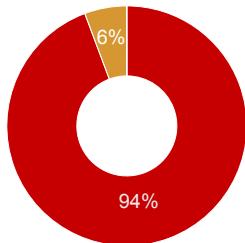
CCC B BB BBB A AA AAA

RATING ACTION DATE: December 04, 2024  
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## CORRUPTION RISK EXPOSURE

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

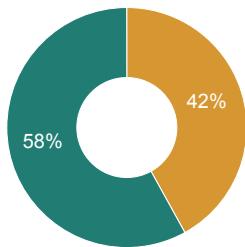
■ High Risk ■ Medium Risk ■ Low Risk



- Cement, Power generation , Hard coal power generation , Solar power generation , Wind power generation
- Storage batteries
- No exposure to low risk segments

*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



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

*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.



CCC B BB BBB A AA AAA

RATING ACTION DATE: December 04, 2024  
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## TAX TRANSPARENCY

### TAX GAP ASSESSMENT

#### Indicators

##### Tax Gap

Estimated Effective Tax Rate	26.7%
Estimated Corporate Income Tax Rate	22.0%
Estimated Tax Gap	(-4.7%)
Tax Gap Assessment	Low Gap

##### Revenue

Foreign Revenue	41.5%
-----------------	-------

##### Confidence

Confidence Level of Estimation	High
--------------------------------	------

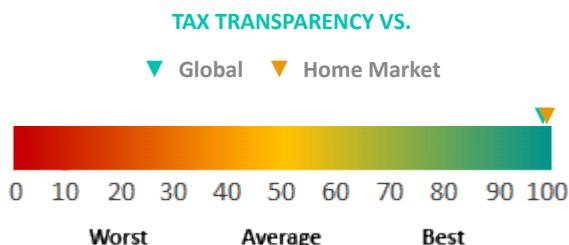
##### Involvement in Controversies

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 CONTROVERSIES

### Controversy Cases

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

### TAX CONTROVERSIES SCORING DEDUCTION KEY

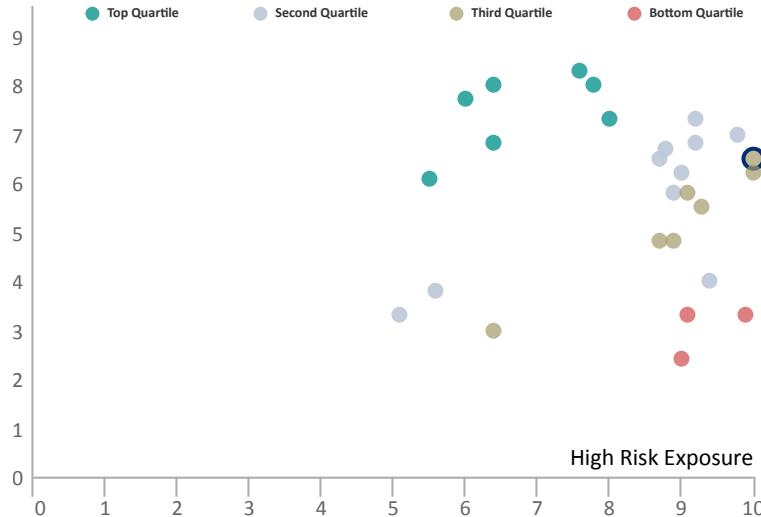
Involvement in tax controversies	Estimated tax gap	Tax gap assessment	Deduction
Yes	Below 5%	Low	-0.80
	5-10%	Moderate	-1.40
	Above 10%	High	-2.00
No	Below 5%	Low	0.00
	5-10%	Moderate	0.00
	Above 10%	High	0.00

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

Strong Risk Management



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

### KEY ISSUE SCORE DISTRIBUTION \*



### TOP 5 INDUSTRY LEADERS

CRH PUBLIC LIMITED COMPANY	8.7
JAMES HARDIE INDUSTRIES PUBLIC LIMITED COMPANY	8.6
VULCAN MATERIALS COMPANY	7.7
The Siam Cement Public Company Limited	7.6
GRASIM INDUSTRIES LTD	7.4

### BOTTOM 5 INDUSTRY LAGGARDS

CHINA JUSHI CO., LTD	3.6
TCC Group Holdings CO., LTD.	3.6
ANHUI CONCH CEMENT COMPANY LIMITED	3.2
SHREE CEMENT LIMITED	3.1
China National Building Material Company Limited	0.4

### METHODOLOGY NOTE

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



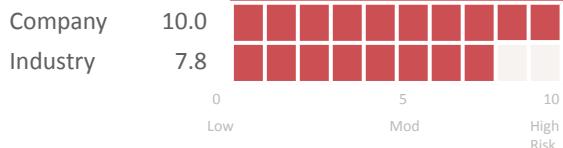
CCC B BB BBB A AA AAA

RATING ACTION DATE: December 04, 2024  
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\* [ For symbols and terms used in this report, refer to the Glossary section at the end of the report ]

## EXPOSURE

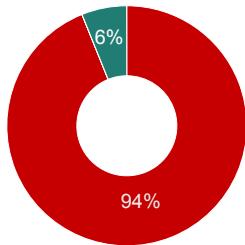
### RISK EXPOSURE ASSESSMENT



#### Key Drivers of Risk Exposure

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

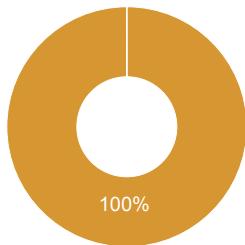
**Business Types :** Percentage of operations in business segments with high/moderate/low carbon intensity



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

*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

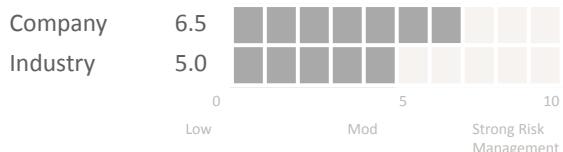


- No operations in markets with high risks
- China, Taiwan, Europe
- No operations in markets with low risks

*Source: MSCI ESG Research; Refinitiv; company disclosures*

## MANAGEMENT

### RISK MANAGEMENT ASSESSMENT



Description	Company Practice	Best Practice	Practices Score <sup>2</sup>
<b>Targets</b>			
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	- LOW MID TOP
<b>Carbon Improvement Targets</b>			
Baseline Year	Target Year	Target Description	Target Reduction (%)
	2030	Supply chain carbon reduction by 2030 50%	50.00%
	2030	Target of a net-zero emissions in Operation Headquarters and offices by 2030	100.00%
	2050	Target of a net-zero emissions in production sites by 2050.	100.00%
	2030	Cut carbon emissions by 25 percent by 2030.	25.00%
	2023	Increase 190 MW renewable energy source by 2023	
	2030	Increase 700MW renewable energy source by 2030	
	2050	Target to achieve net zero carbon by 2050	100.00%
	2025	Increase 570MW renewable energy source by 2025	
	2050	Increase 1GW renewable energy source 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	2050	Carbon neutral concrete products by 2050	
2016	2025	Reduce 11% of Scope 1 carbon emission intensity in Taiwan by 2025	11.00%
2016	2030	Reduce 20% of carbon emission intensity in Mainland China by 2030	20.00%
2016	2025	Reduce 32% of Scope 2 carbon emission intensity in Taiwan by 2025	32.00%
2016	2030	Reduce 31% of carbon emission intensity in Taiwan by 2030	31.00%
2016	2025	Reduce 11 percent tCO2 per Metric Ton of Cementitious Materials by 2025 from 2016 in mainland China	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	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%
2013	2030	Reduce emissions by 30% by 2030.	30.00%

## Mitigation

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

## Programs or actions to reduce the emissions intensity of core operations

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

## Performance

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

## GHG Emissions - metric tons CO2e

Year	Scope 1 Disclosed	Scope 1 Estimate Key	Scope 2 Disclosed	Scope 2 Estimate Key	Scope 1+2 Disclosed	Scope 3 (upstream)	Scope 3 (downstream)	Scope 3 (undefined)	Scope 1 Estimated	Scope 2 Estimated	Scope 1+2 Estimated	Scope 1+2 Estimate Key	GHG Emissions Details
2023		E.CSI		E.CSI				530,904.0	12,185,978.13	643,841.1	12,829,819.23	E.CSI	Sep 2024 Emissions Estimation Model Update
2022	25,032,432.0	Reported	1,071,541.0	Reported	26,103,973.0			719.0				Reported	
2021	30,666,623.0	Reported	1,314,789.0	Reported	31,981,412.0			814.0				Reported	
2020	35,668,384.0	Reported	1,468,494.0	Reported	37,136,878.0			907.0				Reported	
2019	35,630,691.0	Reported	1,543,312.0	Reported	37,174,003.0			942.0				Reported	
2018	4,230,680.0	Reported	256,018.0	Reported	4,486,698.0							Reported	
2017	4,144,669.0	Reported	241,691.0	Reported	4,386,360.0							Reported	
2016	4,396,724.0	Reported	253,768.0	Reported	4,650,492.0							Reported	
2015	4,614,890.0	Reported	281,352.0	Reported	4,896,242.0							Reported	
2014	5,097,453.0	Reported	284,379.0	Reported	5,381,832.0							Reported	
2013	6,545,197.0	Reported	306,790.0	Reported	6,851,987.0							Reported	
2012		E.CSI		E.CSI				6,318,540.0	351,160.0	6,669,700.0	E.CSI	April 2018 Estimations	
2011		E.CSI		E.CSI				6,012,913.0	334,174.0	6,347,087.0	E.CSI	April 2018 Estimations	
2010		E.CSI		E.CSI				5,594,964.0	310,946.0	5,905,910.0	E.CSI	April 2018 Estimations	
2009		E.CSI		E.CSI				4,169,956.0	231,750.0	4,401,706.0	E.CSI	April 2018 Estimations	
2008		E.CSI		E.CSI				3,674,763.0	204,229.0	3,878,992.0	E.CSI	April 2018 Estimations	

## GHG Emissions Intensity - metric tons CO2e / USD million sales

Year	GHG Intensity	GHG Intensity Details	GHG Intensity - Reported	GHG Intensity - Reported Details
2023	3,602.03			
2022	7,042.22		0.80	tCO2e/metric ton of cementitious materials
2021	8,266.24		0.72	tCO2e/metric ton of cementitious materials
2020	9,123.87		0.81	tons of CO2e per metric ton of cementitious material
2019	9,075.88			
2018	1,106.85			
2017	1,325.74			
2016	1,673.44			
2015	1,715.90			

Year	GHG Intensity	GHG Intensity Details	GHG Intensity - Reported	GHG Intensity - Reported Details
2014	1,437.34			
2013	1,760.69			
2012	1,622.15			
2011	1,622.15			
2010	1,622.15			
2009	1,622.15			
2008	1,622.15			

## Energy Consumption

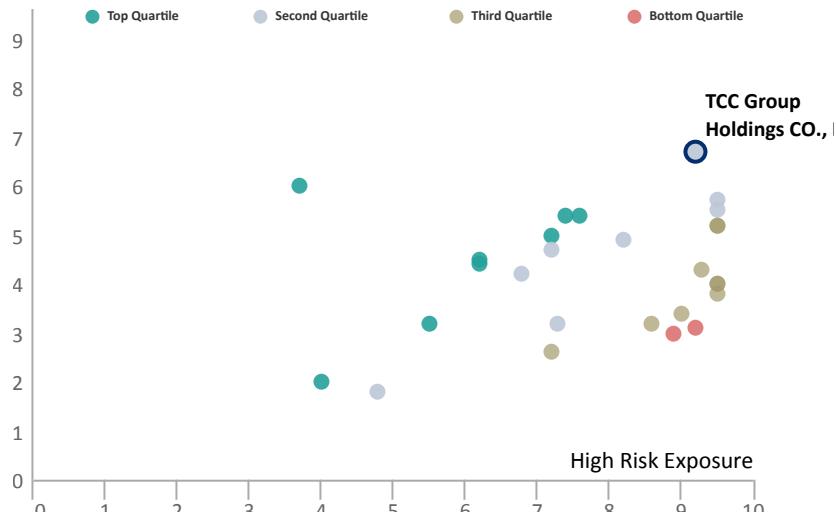
Year	Total energy consumption (reported)	Total energy consumption (MWh)	Energy intensity (reported)	Reported intensity details	Total energy consumption intensity	Energy consumption details
2022	29,220,222.25	29,220,222.25	0.00		7,882.91	Coal, Diesel, Gas, Electricity and Natural Gas.
2021	39,081,361.42	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



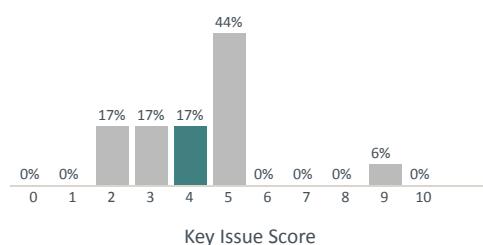
## Toxic Emissions & Waste

Score	Change (since rating)	Quartile	Weight	Last score change date
4.5	0.0	•••	19.0%	Nov 28, 2024

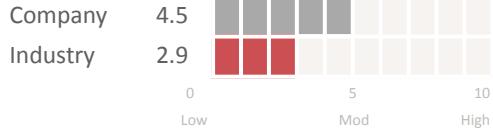
### Strong Risk Management



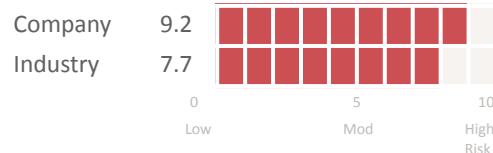
### KEY ISSUE SCORE DISTRIBUTION \*



### KEY ISSUE ASSESSMENT

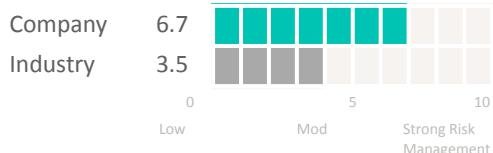


### RISK EXPOSURE ASSESSMENT



### Drivers of Risk Exposure

### RISK MANAGEMENT ASSESSMENT



### Drivers of Risk Management

### Business Types



### Practices Score



### Performance Score



### TOP 5 INDUSTRY LEADERS

CRH PUBLIC LIMITED COMPANY	9.3
Heidelberg Materials AG	5.3
Cemex, S.A.B. de C.V.	5.2
VULCAN MATERIALS COMPANY	5.0
China National Building Material Company Limited	4.8

### BOTTOM 5 INDUSTRY LAGGARDS

AMBUJA CEMENTS LIMITED	3.0
SHREE CEMENT LIMITED	2.7
JAMES HARDIE INDUSTRIES PUBLIC LIMITED COMPANY	2.4
Asia Cement Corporation	1.6
ULTRATECH CEMENT LIMITED	1.5

### METHODOLOGY NOTE

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

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



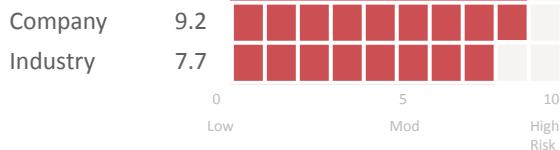
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RATING ACTION DATE: December 04, 2024  
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## EXPOSURE

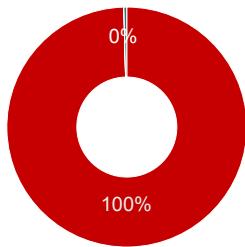
### RISK EXPOSURE ASSESSMENT



#### Key Drivers of Risk Exposure

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

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

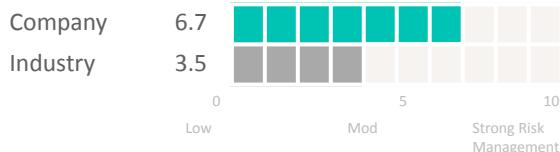


- Cement, Power generation , Hard coal power generation , Storage batteries
- No exposure to medium risk segments
- Solar power generation , Wind power generation (0.39%)

*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

### RISK MANAGEMENT ASSESSMENT



Description	Company Practice	Best Practice	Practices Score <sup>2</sup>
<b>Governance and Strategy</b>			
Existence of Environmental Management System (EMS)	ISO 14001 or equivalent	ISO 14001 or equivalent	- LOW MID TOP
Percentage of sites with an environmental management system certified to ISO 14001 or similar	100.00%		
Disclosure around the number or percentage of sites with HAZWOPER or ISO 14001 certification	Disclosed	Disclosed	- LOW MID TOP
Evidence of regular environmental impact audits	Yes	Yes	- LOW MID TOP
Evidence of audits across all locations of operations	Yes	Yes	- LOW MID TOP
Evidence of annual environmental impact audits	Yes	Yes	- LOW MID TOP
<b>Targets</b>			
Aggressiveness of toxic emissions and waste reduction target	8		
Track record of achieving toxic emissions targets	Mixed record of meeting previous targets	Met previous targets	- LOW MID TOP
<b>Toxic Emissions and Waste Reduction Targets</b>			
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 peers 7.80

## 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



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Year	Quantities	Intensity
2020	0.28	0
2019	0.22	0

## Air Emissions: Ozone Depleting Substances Performance

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

## Air Emissions: Particulate Matter Performance

3 Year Average Intensity	0.17
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	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



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

3 Year Average Intensity	0
Average Annual % Change in Intensity	9.93%

## Releases to Water: Water Effluents Performance

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

## Releases to Land: Non-hazardous Waste Performance

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

## Releases to Land: Non-hazardous Waste Performance

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

## Releases to Land: High-level Radioactive Waste Performance

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

## Releases to Land: High-level Radioactive Waste Performance

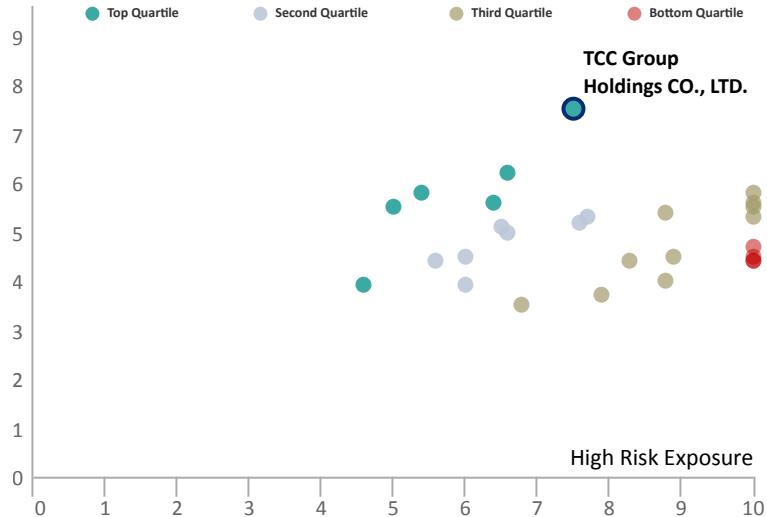
Year	Quantities	Intensity
2023	0	0
2022	0	0

## CONTROVERSIES

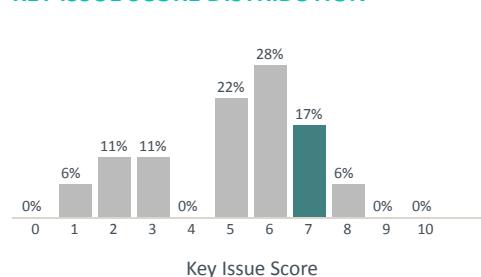
All controversies are assessed as part of the annual review of a company's ESG rating. MSCI ESG Research tracks controversies for all companies on a regular basis. There is no evidence of the TCC Group Holdings (TCC)'s current involvement in prominent controversial events or alleged misconduct.



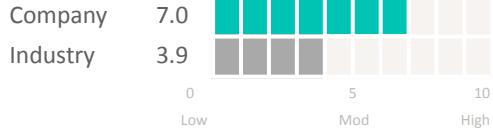
### Strong Risk Management



### KEY ISSUE SCORE DISTRIBUTION \*



### KEY ISSUE ASSESSMENT



### RISK EXPOSURE ASSESSMENT



### Drivers of Risk Exposure

### RISK MANAGEMENT ASSESSMENT

### Drivers of Risk Management



### Business Types

### Practices Score



### Business Locations

### Performance Score



### TOP 5 INDUSTRY LEADERS

The Siam Cement Public Company Limited	7.5
CRH PUBLIC LIMITED COMPANY	7.4
TCC Group Holdings CO., LTD.	7.0
Cemex, S.A.B. de C.V.	6.6
CHINA JUSHI CO., LTD	6.3

### BOTTOM 5 INDUSTRY LAGGARDS

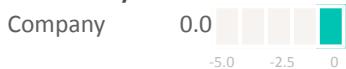
Asia Cement Corporation	2.8
ULTRATECH CEMENT LIMITED	2.6
ANHUI CONCH CEMENT COMPANY LIMITED	2.2
SHREE CEMENT LIMITED	1.5
AMBUJA CEMENTS LIMITED	1.4

### 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.

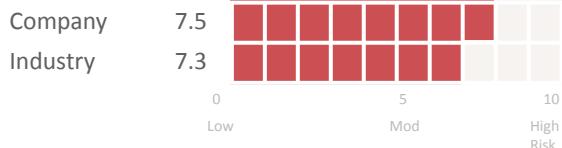
\* [ For symbols and terms used in this report, refer to the Glossary section at the end of the report ]

### Controversy Deduction



## EXPOSURE

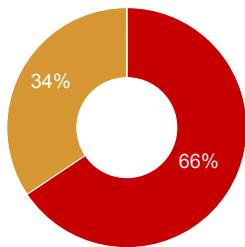
### RISK EXPOSURE ASSESSMENT



### Key Drivers of Risk Exposure

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

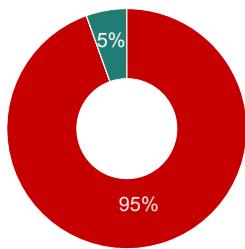
**Business Types :** Percentage of operations in business segments with high/moderate/low level of fatalities and industrial injuries



- Cement
- Power generation , Hard coal power generation , Solar power generation , Wind power generation, Storage batteries
- No exposure to low risk segments

*Source: US Occupational Health & Safety Administration (OSHA); UK Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR); US Bureau of Labor Statistics; Refinitiv; MSCI ESG Research; company disclosures*

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

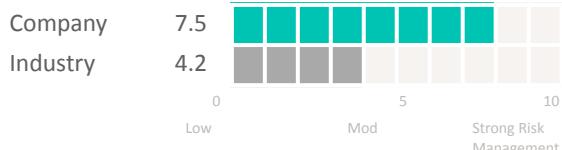


- China, Taiwan
- No operations in markets with medium risks
- Europe

*Source: International Labour Organization; Refinitiv; MSCI ESG Research; company disclosures*

## MANAGEMENT

### RISK MANAGEMENT ASSESSMENT





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RATING ACTION DATE: December 04, 2024  
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Description	Company Practice	Best Practice	Practices Score <sup>2</sup>
<b>Governance and Strategy</b>			
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
<b>What executive body is responsible for H&amp;S strategy and performance?</b>			
Board-level committee is responsible for health and safety strategy	Yes	Yes	- LOW MID TOP
<b>Health &amp; safety policy</b>			
Scope of health and safety policy	Yes	Yes	- LOW MID TOP
Applicability of health and safety policy to contractors	Yes	Yes	- LOW MID TOP
<b>Targets</b>			
Target to improve health and safety performance	Non-zero target (contractors included)	Non-zero target (contractors included)	- LOW MID TOP
<b>Other H&amp;S Metric</b>			
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 contractors
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		Details
		Value		
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	



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Year	Contractor Fatalities	Employee Fatalities	Fatalities	Details
2018			0	
2017			0	
2016			0	

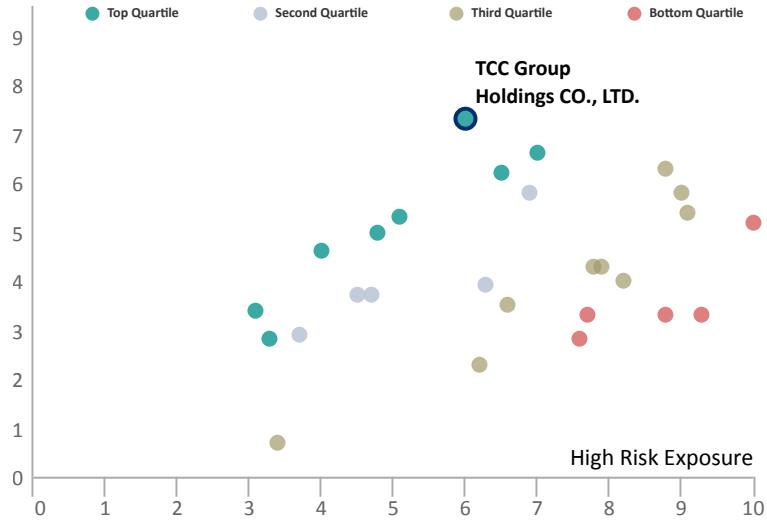
## CONTROVERSIES

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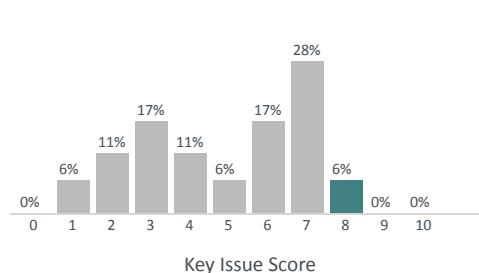
## Labor Management



Strong Risk Management



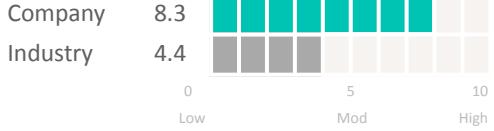
### KEY ISSUE SCORE DISTRIBUTION \*



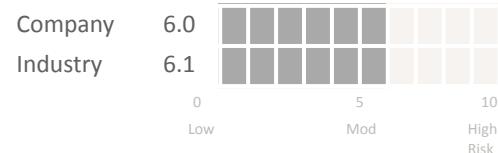
### TOP 5 INDUSTRY LEADERS

TCC Group Holdings CO., LTD.	8.3
Beijing Oriental Yuhong Waterproof Technology Co., Ltd.	7.3
Asia Cement Corporation	7.2
The Siam Cement Public Company Limited	7.2
CHINA JUSHI CO., LTD	6.7

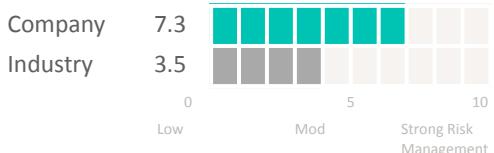
### KEY ISSUE ASSESSMENT



### RISK EXPOSURE ASSESSMENT



### RISK MANAGEMENT ASSESSMENT



### Drivers of Risk Exposure

### Drivers of Risk Management

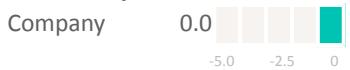
### Business Types

### Practices Score



### Business Locations

### Controversy Deduction



### BOTTOM 5 INDUSTRY LAGGARDS

JAMES HARDIE INDUSTRIES PUBLIC LIMITED COMPANY	3.1
AMBUJA CEMENTS LIMITED	2.6
ULTRATECH CEMENT LIMITED	2.2
Heidelberg Materials AG	1.5
GRASIM INDUSTRIES LTD	1.0

### 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.



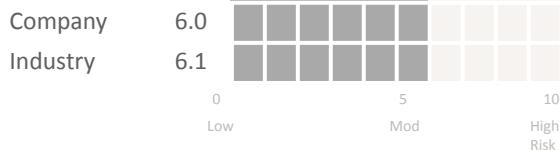
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## EXPOSURE

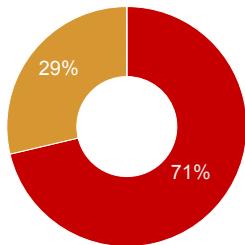
### RISK EXPOSURE ASSESSMENT



#### Key Drivers of Risk Exposure

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

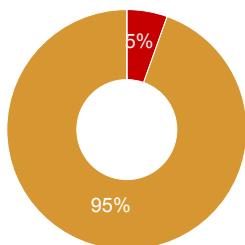
**Business Types :** Percentage of operations in business segments with high/moderate/low labor intensities, as measured by average sales per employee of industries



- Cement, Storage batteries
- Power generation , Hard coal power generation , Solar power generation , Wind power generation
- No exposure to low risk segments

*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)



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

*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:

**9,984**



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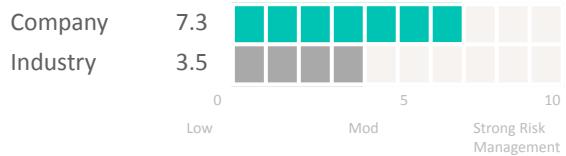
RATING ACTION DATE: December 04, 2024  
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## Number of Employees

Year	Number of employees	Part time workers (%)	Contract or temporary workers (%)	Estimated Part time/contract %
2023	9,984			
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>
<b>Strategy</b>			
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
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)
2023	



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## Year Profit per employee (USD '000)

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



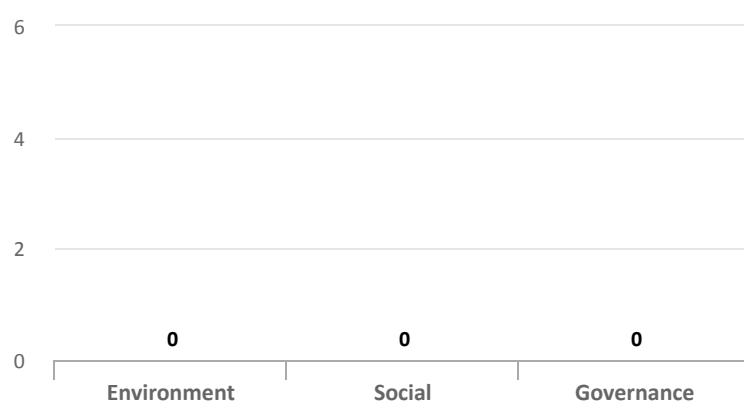
## CONTROVERSIES DETAIL

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	
<b>Environment</b>					
Carbon Emissions	0	0	0	0	0
Toxic Emissions & Waste	0	0	0	0	0
<b>Social</b>					
Labor Management	0	0	0	0	0
Health & Safety	0	0	0	0	0
<b>Governance</b>					
Corporate Governance	0	0	0	0	0
Corporate Behavior	0	0	0	0	0

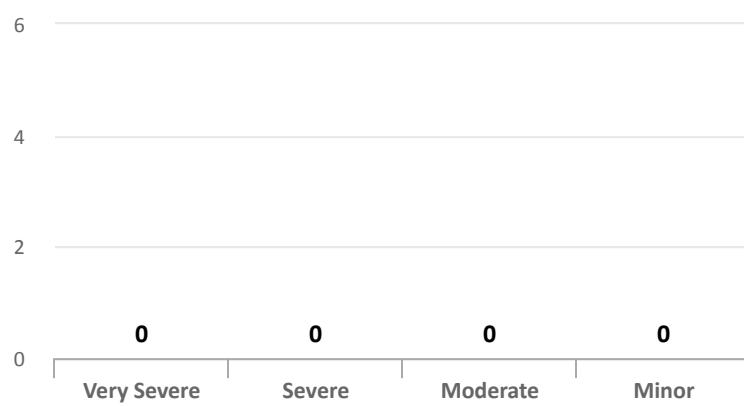
### NUMBER OF CONTROVERSIES BY PILLAR



### 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





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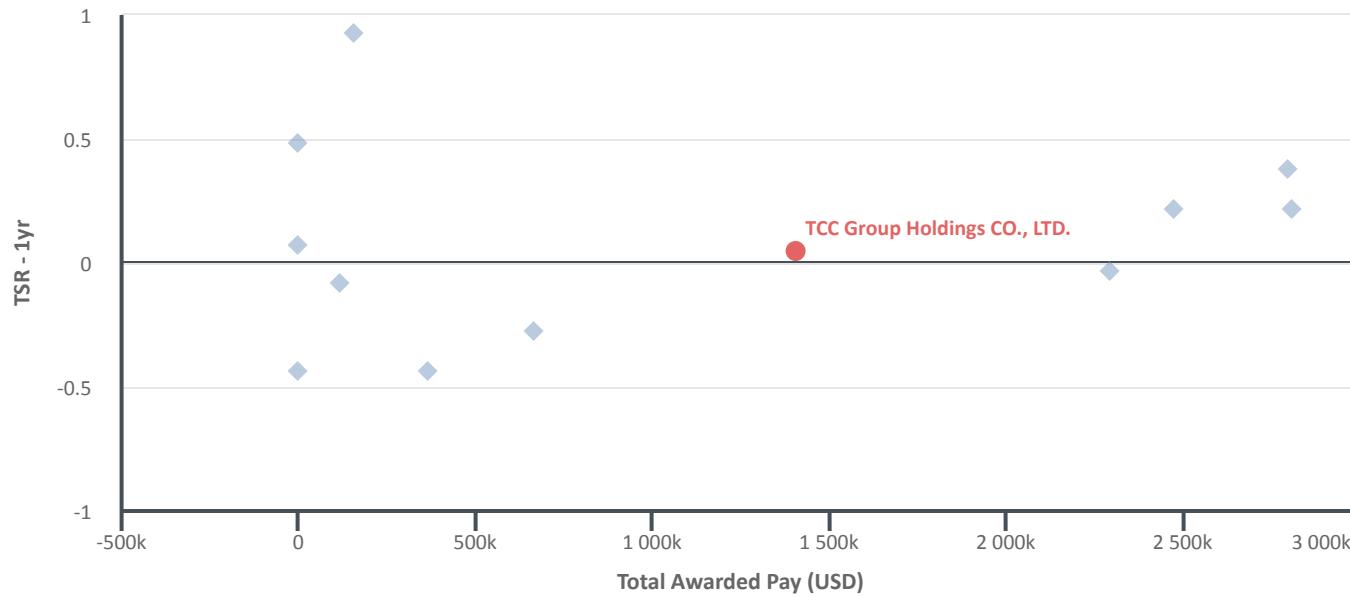
## KEY METRIC & SCORE CHANGES

### ALL KEY METRIC & SCORE CHANGES (SINCE OCTOBER 2023)

Key Metric	Key Metric Change	Date	Score Change	Change Notes
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 (diamonds) 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 (diamonds) 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%
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%
2022	Other	1 The 110th Annual Business Report and Financial Statements are hereby acknowledged.	Approved	93.7%	0.6%	5.7%
2022	Other	2 The 110th Annual Surplus Distribution Proposal, please acknowledge it.	Approved	94.5%	0%	5.5%
2022	Stock Issuance	3 The Company's annual ? annual surplus is converted into capital to issue new shares, which is hereby submitted to a referendum.	Approved	92.6%	0%	7.4%
2022	Stock Issuance	4 The company plans to handle the cash capital increase and the issuance of ordinary shares to participate in the issuance of overseas depository receipts	Approved	92.4%	0.2%	7.4%
2022	Amend Certificate of Incorporation	5 Amendments to some of the articles of the Company's "Articles of Association" are hereby submitted to a referendum.	Approved	90.9%	1.6%	7.5%
2022	Other	6 Amend some of the provisions of the company's "Acquisition or Disposal of Assets Handling Procedures	Approved	92.6%	0%	7.4%

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



CCC B BB BBB A AA AAA

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## 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
CTCI Corporation	Board Member	4	May 28, 2020		Yes	No	
TCC Group Holdings CO., LTD.	Executive, Board Member, Chairman, CEO	6	Jun 22, 2018		No	No	

#### BOARD COMMITTEES

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

#### EXECUTIVE PAY (all values USD)

Company	Role	Tenure	Pay Year	Total Annual Pay	Total Awarded Pay	Total Realized Pay	Shares Held
TCC Group Holdings CO., LTD.	CEO,Chair	6	2023	1,407,732	1,407,732	1,407,732	2,408,351

#### DIRECTOR PAY (all values USD)

Company	Role	Tenure	Pay Year	Cash Fees	Total Awarded Pay	Shares Held
CTCI Corporation	Non-Executive	4	2023	78,200	84,065	0



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## CHIEN (JAMES) WEN

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

### BIOGRAPHICAL INFORMATION

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

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

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

### CORPORATE BOARDS

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

### DIRECTOR PAY (all values USD)

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



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

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## KANG LUNG (JASON) CHANG

Age: \_\_\_\_\_  
 Gender: M  
 Nationality: Taiwan

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

### BIOGRAPHICAL INFORMATION

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

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

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

### CORPORATE BOARDS

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

### DIRECTOR PAY (all values USD)

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



## KENNETH C.M. LO

Age: \_\_\_\_\_  
 Gender: M  
 Nationality: Taiwan

Financial: Yes  
 Risk: No  
 Industry: Banks - Banks

### BIOGRAPHICAL INFORMATION

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

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

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

### CORPORATE BOARDS

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

### BOARD COMMITTEES

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

### DIRECTOR PAY (all values USD)

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



CCC B BB BBB A AA AAA

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## KUNG YI KOO

Age: \_\_\_\_\_  
 Gender: M  
 Nationality: Taiwan

Financial: No  
 Risk: No  
 Industry: Materials - Metals & Mining

### BIOGRAPHICAL INFORMATION

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

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

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

### CORPORATE BOARDS

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

### DIRECTOR PAY (all values USD)

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



CCC B BB BBB AA AAA

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## LI-HSIN WANG

Age: \_\_\_\_\_  
Gender: F  
Nationality: Taiwan

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

## BIOGRAPHICAL INFORMATION

### CORPORATE BOARDS

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

### BOARD COMMITTEES

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



## LING TAI (LYNETTE) CHOU

Age: \_\_\_\_\_  
 Gender: F  
 Nationality: Taiwan

Financial: Yes  
 Risk: No  
 Industry:

### BIOGRAPHICAL INFORMATION

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

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

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

### CORPORATE BOARDS

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

### BOARD COMMITTEES

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

### DIRECTOR PAY (all values USD)

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



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## POR-YUAN WANG

Age: Yes  
 Gender: M  
 Nationality: Taiwan

Financial: Yes  
 Risk: No  
 Industry:

### BIOGRAPHICAL INFORMATION

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

Wang Por-Yuan is director of Taiwan Cement Corp.

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

### CORPORATE BOARDS

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

### DIRECTOR PAY (all values USD)

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



CCC B BB BBB A AA AAA

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## RUU- TIAN CHANG

Age: \_\_\_\_\_  
Gender: F  
Nationality: Taiwan

Financial: No  
Risk: No  
Industry: \_\_\_\_\_

### BIOGRAPHICAL INFORMATION

#### CORPORATE BOARDS

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



CCC B BB BBB A AA AAA

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## SHIOU-LING (SHERRY) LIN

Age: \_\_\_\_\_  
Gender: F  
Nationality: Taiwan

Financial: No  
Risk: No  
Industry:

### BIOGRAPHICAL INFORMATION

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

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

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

### CORPORATE BOARDS

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

### BOARD COMMITTEES

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

### DIRECTOR PAY (all values USD)

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



CCC B BB BBB AA AAA

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## SUN-TE (ERIC) CHEN

Age: 69  
Gender: M  
Nationality: Taiwan

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

### BIOGRAPHICAL INFORMATION

#### CORPORATE BOARDS

Company	Role	Tenure	Appointed	Resigned	Independent of Management	Independent of Other Interests	Attendance
USI CORPORATION	Board Member	1	May 31, 2023		Yes	Yes	
TCC Group Holdings CO., LTD.	Board Member	8	Jun 22, 2016		Yes	No	

#### BOARD COMMITTEES

Company	Committee Type	Position
USI CORPORATION	Audit	Member
USI CORPORATION	Pay	Member

#### DIRECTOR PAY (all values USD)

Company	Role	Tenure	Pay Year	Cash Fees	Total Awarded Pay	Shares Held
TCC Group Holdings CO., LTD.	Non-Executive	8	2023	39,100	41,642	230,984
USI CORPORATION	Non-Executive	1	2023	24,438	27,500	0



CCC B BB BBB A AA AAA

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## VICTOR WANG

Age: \_\_\_\_\_  
 Gender: M  
 Nationality: Taiwan

Financial: Yes  
 Risk: No  
 Industry: Commercial & Professional Services - Professional Services

### BIOGRAPHICAL INFORMATION

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

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

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

### CORPORATE BOARDS

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

### BOARD COMMITTEES

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

### DIRECTOR PAY (all values USD)

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



CCC B BB BBB A AA AAA

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## YAO-HUI CHENG

Age: \_\_\_\_\_  
Gender: M  
Nationality: Taiwan

Financial: No  
Risk: No  
Industry: \_\_\_\_\_

### BIOGRAPHICAL INFORMATION

#### CORPORATE BOARDS

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



## YU-CHENG (ARTHUR) CHIAO

Age: **56**  
 Gender: M  
 Nationality: Taiwan

Financial: No  
 Risk: No  
 Industry: Semiconductors & Semiconductor Equipment - Semiconductors & Semiconductor Equipment

## BIOGRAPHICAL INFORMATION

Walsin Lihwa Corp., Source Date:

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

## CORPORATE BOARDS

Company	Role	Tenure	Appointed	Resigned	Independent of Management	Independent of Other Interests	Attendance
WALSIN TECHNOLOGY CORPORATION	Board Member	8	Jun 22, 2016		No	No	
TCC Group Holdings CO., LTD.	Board Member	12	Jun 21, 2012		Yes	No	
Nuvoton Technology Corporation	Board Member	16	Mar 14, 2008		No	No	
Winbond Electronics Corporation	Executive, Board Member, Chairman, CEO	37	Sep 04, 1987		No	No	
WALSIN LIHWA CORPORATION	Board Member	43	Apr 10, 1981		No	No	

## BOARD COMMITTEES

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

## EXECUTIVE PAY (all values USD)

Company	Role	Tenure	Pay Year	Total Annual Pay	Total Awarded Pay	Total Realized Pay	Shares Held
Winbond Electronics Corporation	CEO,Chair	37	2023	911,259	911,259	911,259	68,506,673

## DIRECTOR PAY (all values USD)

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



## GLOSSARY

### MSCI ESG RATINGS AND SCORES

#### FINAL ESG RATING

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

#### ESG PILLARS

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

#### KEY ISSUES

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

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

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

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

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

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

### ESTIMATED CARBON EMISSIONS

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



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

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## 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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