



# Universal Cement Corporation 2021 Sustainability Report



## Introduction

This is the sustainability report of Universal Cement Corporation (hereinafter referred to as “UCCTW”), pursuant to the Global Reporting Initiative Sustainability Reporting Standards (GRI Standards) issued by the Global Sustainability Standards Board (GSSB) in 2016 and complied to the guidelines and framework of GRI and the economic, environmental, and social developments and strategies of Sustainability Accounting Standard Board (SASB), which provides UCCTW’s accurate and detailed progress and achievements in sustainable development to shareholders. Information regarding this report is as follows:

### Reporting Period

The main period of the published data in this report is from January 1<sup>st</sup>, 2021 to December 31<sup>st</sup>, 2021. The scope and boundary of reporting consist of economic, social, and environmental performances of UCCTW and its investment businesses, including Huanchung Cement International Corporation, Universal Concrete Industrial Corporation, and Kaohsiung Pier Transportation Company. Any information with different scope and boundary of disclosure regarding other investment companies will be otherwise specified. Currently, besides Head Office in Taipei, other UCCTW’s location of operations are Hai-Fu Gypsum Board Plant in Taoyuan City, Alian Cement Plant in Kaohsiung City, and seven ready-mixed concrete plants, including Yeung Kung, Tainan, Ta-Fu, Nantz, Fengshan, Xiaogang, and Chaozhou plants. Location of operations for investment companies, Huanchung Cement International Corporation and Universal Concrete Industrial Corporation’s Hsinchu and Wuri plants and Kaohsiung Pier Transportation Inc., won’t be specified further in this reporting. Considering the comparability of information provided, other than information regarding performances that has not been officially collected, this reporting will disclose data from 2021, with part of the data tracing back to related performances for the past three years. This report is the sixth reporting, issued in September 2022, and the previous one was issued in June 2021. The next is scheduled to be issued in September 2023.

### Information Disclosure and Inspection

**Internal Inspection:** The financial information provided in this report, denominated in NTD, has been audited by the CPA and is published in the annual report for the general shareholder’s meeting. Each number is represented in the most common decimal numeral system, rounded. Other non-financial data is provided by relevant internal departments, reviewed and approved by the Chairman and published on UCCTW’s official website and Market Observation Post System website.

**External Certification:** UCCTW has engaged Legendary & Steadfast Accountancy to conduct independent limited assurance on the information of this report in accordance with Statement of Assurance Engagements Standard No.1 “Assurance Engagements Other than Audits or Reviews of Historical Financial Information” issued by the Accounting Research and Development Foundation of the Republic of China, which is based on ISAE 3000. Please refer to the Appendix for relevant assurance methodology and results.

**Contact Information**

If you have any opinion or question about the content of this report, please feel free to submit your valuable recommendations via the following methods:

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## Chairman's Statement

Since Universal Cement Corporation's establishment 60 years ago, we have always adhered to four core principles: good quality, good service, good credit, and fair price. Fulfilling the needs of employees, suppliers, partners, and customers as our responsibility, we enhance our production process, create a circular economy, and strive for the sustainable growth of enterprises, society, and the environment.

Committed to promote the use of green building materials, we set up the first domestic gypsum board plant, built a research team that constantly improves the functional performances of gypsum boards, such as moisture resistance, fire-resistance, sound insulation, and convenience in construction, and invented the first gypsum board recycling system, creating a circular economy. In recent years, the use of green building materials has become prevalent, and our gypsum board has earned recognition. Our Taoyuan Hai-Fu Gypsum Board Plant's production capacity has exceeded 95%, and our Kaohsiung Luzhu Gypsum Board is estimated to be put into operation in the third quarter of 2022 to expand production capacity and create job opportunities for local areas.

We also adhere to our goal of corporate sustainability, strictly managing the quality of our products, regularly tracking customer opinions to develop better functions and product ratios, actively collaborating with both public and private construction projects in order to strengthen the competitiveness of our products.

Other than the field of building materials, to satisfy customers' needs, we established our microelectronics division to create a better future filled with convenience and happiness. Our subsidiary company, Uneo Inc., with the technology of micro-deformable piezoresistive sensor, has received international recognitions and made remarkable progress in consumer electronics, stylus, industrial and semiconductor equipment, smart health, and smart warehouses. Uneo Inc. also collaborated with world-renowned corporates and as a pioneer in film type pressure sensor industry, aims to provide defining innovations that enhance user experience.

We are sincerely grateful for all the hard work from our colleagues and the support and trust from the public. In the future, continuing the principles from our founder Mr. Hou Yu-Li, we strive to maintain ethical corporate management and social responsibility for the next one hundred years.



Hou, Bo- Yi

Chairman

## Key Achievements in 2021

### **Sustainable Operation and Management**

- The only domestic gypsum board provider - from R&D to product design, we incorporated the element of “green” and obtained various environmental safety certifications.
- Recycled gypsum boards have reached 3,250 tons.

### **Excellent Customer Service**

- Produces gypsum boards that are domestically and internationally certified, obtained the healthy and recycling green building materials label, quality and fire-resistance certifications, with annual production of 15 million square meters.
- The average customer satisfaction rating of each division is over 90 points.

### **Continuous Growing Returns**

- In 2021, continue to invest in research and development, with a total R&D expenditure of NTD 78,683 thousand.
- Charity donations have reached NTD 840 thousand.

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# 1 Sustainable Operation and Management

## 1.1 Company Overview

Established in 1960, UCCTW was founded by Mr. Wu, Shan-Lien and Mr. Hou, Yu-Li, with UUTW Cement as its main product, and listed officially listed in 1971. Our total capital in 2021 is NTD 6.536 billion, consolidated revenue is NTD 6.08 billion, total number of employees is 497, and currently have four divisions:

<b>Cement Division</b>	Selected Kaohsiung Dagang Mt. as mining area, established Ta-fu Cement Plant; Due to an increased demand for cement, established Kaohsiung's Alian Cement Plant. In the early 2000s, invested in building materials corporates in China, the Philippines, and Vietnam. In 2010, decided to change operational strategies and concentrated on domestic markets. In the same year, stopped the production of cement clinkers in Alian Cement Plant and focused on processed cement products.
<b>Ready-mixed Concrete Division</b>	Established ready-mixed concrete division in 1988 and built Ta-fu Ready-Mixed Concrete Plant; Now there are seven operating ready-mixed concrete plants and one investment company.
<b>Building Materials Division</b>	Established the first domestic gypsum board plant in 1991, has the highest market share for fire-resistant gypsum board; Utilizing reuse and recycling to create a circular economy for green building materials. In 2020, became a retailer for architectural wall panels of Japanese company Nichiha, providing customers a variety of options.
<b>Microelectronics Division</b>	In 2010, awarded patent of Micro-Deformable Piezoresistive Sensor from Industrial Technology Research Institute and established microelectronics division. In 2013, established subsidiary company Uneo Inc.

## **Investment Company**

To integrate our products and provide better customer service, we established relations with various affiliated companies in the building materials sector to reduce the risk of concentrated revenue. We also diversify our investment in different business sectors, including finance, auto parts, and microelectronics companies.

<b>Investee Company</b>	<b>Main Business and Products</b>
UCC Investment Corporation	Investment activities
Uneo Incorporated	Marketing of electronics products
Lioho Machine Works Ltd.	Manufacturing and marketing of metal parts and automotive components
Huanchung Cement International Corporation	Import, export, and sale of cement, cement material, fuel, and production
Universal Concrete Industrial Corporation	Manufacturing and marketing of ready-mixed concrete
Chiayi Concrete Industrial Corporation	Manufacturing and marketing of ready-mixed concrete
Tainan Concrete Industrial Corporation	Manufacturing and marketing of ready-mixed concrete
Kaohsiung Pier Transportation Company	Trucking operation
UNEO Development Inc.	Investment activities, trading for real estate and leasing business

## **Goals and Strategies**

Continuing the principles from our founder Mr. Hou Yu-Li: good quality, good service, good credit, and fair price, we strive to fulfill corporate social responsibility. For sustainable development, we carefully supervise the sources of raw materials, continue to optimize our production process, innovate R&D, and promote green building materials to generate a circular economy; we respect every partner of UCCTW, create a friendly workplace for employees, establish good relationships with collaborators, and give back to local communities. Inheriting the foundations of past workers, we plant new seeds of innovation in order to face new challenges and share our fruitful successes to the public.



## Timeline

- Sept., 1959 Founded by distinguished Mr. Wu, Shan-Lien, Mr. Hou, Yu-Li, Mr. Wu, Hiu-Chi and Mr. Wu, Tsun-Hsien.
- Mar., 1960 Company established. Paid-in capital of NTD100 Million.
- Feb., 1963 Establishment of Ta-Fu Cement Plant. Annual production capacity of 0.2 million (0.3Mta) mt and occupying land of 19.4 hectare for the plant.
- Feb., 1971 Publicly listed on TWSE.
- May, 1976 Establishment of Alian Cement Plant with annual capacity of 0.8 million mt(0.8Mta).
- May, 1983 In order to reduce consumption of energy, Alian Cement Plant replace its oil-burning system with coal burning system.
- June, 1985 One of the two production line in Ta-Fu plant converted into latest NSP production system and increase annual capacity to 0.7 million mt.
- Sept., 1988 Establishment of Ta-Fu Ready-Mixed Concrete (RMC) Plant, hourly production capacity of 120 m<sup>3</sup>.
- Dec., 1990 Pre-heating system at Alian Cement Plant was converted from semi-N.S.P. system to R.S.P. system.
- Jan., 1991 Establishment of Ta-Fu gypsum board plant, annual capacity of 7.5 million m<sup>2</sup>, which was later increased to 9 million m<sup>2</sup> due to expansion of capacity.
- May, 1992 Completion of expansion of second production system in Ta-Fu RMC plan, hourly production capacity of 180 m<sup>3</sup>.
- Jan., 1993 Evaluation of establishment of Hai-Fu gypsum plant.
- Oct., 1994 Establishment of Nantz RMC Plant, hourly production capacity of 270 m<sup>3</sup>.
- Apr., 1995 Establishment of Ling-feng-ying RMC plant, hourly production capacity of 180m<sup>3</sup>.
- Sept., 1995 Both Ta-Fu gypsum board plant and cement plant were awarded the certificate of ISO 9002 by Bureau of Standards, Metrology and Inspection, Ministry of Economic Affairs, BSMI of MOEA.
- Oct., 1995 Alian Cement plant was awarded the certificate of ISO 9002 by BSMI of MOEA.
- Apr., 1996 Hai-Fu gypsum plant was awarded the certificate of ISO 9002 by BSMI of MOEA.
- Aug., 1996 Huan-ni Investment, subsidiary of UCC, invested in Ilocos Norte Mining, Philippines.
- May, 1998 Suspension of Ta-Fu Cement plant.
- Apr., 1999 Ta-fu and Nantz Ready-mixed Concrete Plant obtained ISO 9002 certificate
- June, 2001 Suspension of production at Ta-Fu gypsum board plant.
- July., 2001 Hai-Fu gypsum plant received certification from Underwriters Laboratories Inc, U.S.A..
- Mar., 2002 Establishment of Ning-Bo, the Yings' & Universal Building Material Company and its RMC plant in Bei-lun, Ning-bo, Zhe-jiang province, China.
- Sept., 2002 Hai-Fu gypsum board plant received Green Mark from EPA.
- Nov., 2002 Investment in cement grinding facility in Der-qing County, Guangdong province by contribution of idle grinding facility from Ta-Fu Cement Plant.
- Mar., 2003 Establishment of integrated cement plant in Ping-ling Township, Long-men County, Hui-zhou City, Guangdong Province, China.

Feb., 2004	Establishment of Feng-hua Universal Building Material Company and its RMC plant in Feng-hua, Zhe-jiang province, China.
Aug., 2004	Establishment of Ning-Bo, Bei-lun, the Yings' & Universal Building Material Company and its RMC plant in Bei-lun, Ning-bo, Zhe-jiang province, China.
Mar., 2005	Establishment of Hui-zhou RMC Inc., in Hui-cheng Dist., Hui-zhou city, Guangdong Province, China.
Aug., 2005	Ta-Fu gypsum board plant relocated to Ho-Chi-minh, Vietnam. Establishment of Yong-hsiang Joint Venture Company.
Apr., 2006	Obtained healthy and safety green building materials certificate.
Nov., 2006	Establishment of Ning-Bo Universal Building Material Company and its RMC plant in Jiang-Bei District, Ning-bo, Zhe-jiang province, China.
Apr., 2007	Establishment of Hui-zhou Universal Building Material Company.
June, 2007	Divestment all shares in Yong-hsiang Joint Venture Company.
Sept., 2007	Suspension of Ling-feng-ying RMC plant.
Mar., 2009	Acquire sole ownership of Ning-bo, Ying's & Universal Building Material Company and Ning-Bo, Bei-lun, the Yings' & Universal Building Material Company. Divestment of complete ownership in Ning-bo Universal Building Ready-mixed Concrete Company, Ning-bo Universal Cement Product Company, Ning-bo Universal Building Material Company, Feng-hua Universal Building Material Company.
June, 2009	Addition of fabrication plant of Hai-Fu Gypsum Board Plant.
July., 2009	Merger of Kao-hsiung RMC Industrial Company into the company.
Jan., 2010	Awarded patent of Micro-Deformable Piezoresistive Sensor from Industrial Technology Research Institute and technological cooperation development therewith.
July., 2010	Entering an agreement of divestment of Iloco Norte Mining Company, Philippines.
Aug., 2010	Divestment of shares in six subsidiaries in Hui-zhou and Ning-bo area in China.
Aug., 2010	Setting up of office of Microelectronics Division and its plant.
Aug., 2010	Expansion of RMC network by leasing of Fengshan RMC plant.
Nov., 2011	Obtained green building materials certificate.
Aug., 2012	Founding of Uneo Incorporated.
Aug., 2014	Planning the construction of new plant and equipment of Luzhu Gypsum Board Plant, Kaohsiung.
Aug., 2017	Full re-election of directors and establishment of an audit committee.
Apr., 2019	Obtained the first domestic sound insulation certificate from Construction and Planning Agency Ministry of the Interior
Dec., 2019	Addition of second production system in Ta-Fu RMC plant.
Nov., 2020	Expansion of RMC network by leasing of Hsin-Chu RMC plant.

## **Foundations and Associations**

UCCTW actively participates in relevant cement, ready-mixed concrete, fire-resistant building materials, architecture, and tourism industrial associations. We hold events and attend meetings to exchange ideas, promote professional knowledge, such as the functions of different gypsum boards, and educational training. As a pioneer in fire-resistant building materials, we hope to promulgate the concept of residential safety and drive the development of domestic architectural design. UCCTW also joins membership activities of stock and business associations to realize the corporate social responsibility of sustainable development.

<b>Name of Association</b>		<b>Board of Directors and Supervisors</b>	<b>Membership</b>
Taiwan Cement Manufacturers' Association		○	○
Taiwan Ready-mixed Concrete Industry Association		○	○
Kaohsiung Judicious Creative Architecture Association		○	○
Taiwan Stock Affairs Association			○
Taiwan Institute of Directors			○
Northern Taiwan	Taiwan Fire Safety & Material Association		○
	Taipei City Interior Design and Decoration Business Association		○
	New Taipei City Interior Design Decoration Association of Commerce		○
	Taoyuan Association of Interior Design and Decoration		○
	Architecture Association of the R.O.C.		○
Central Taiwan	Taichung Architecture Development Association		○
	Taichung Construct Quality Control Association		○
	Taichung Real Estate Development Association		Partner
	Taiwan Society of Dry Wall System Construction		○
	The Taichung Association of Interior Design and Decoration		○
Southern Taiwan	Tainan Association of Interior Design and Decoration		○
	Tainan Judicious Creative Architecture Association		○
	Tainan Association of Interior Design and Decoration		○

## 1.2 Product Overview

### Product Profile

Building materials are UCCTW's main products, including cement, ready-mixed concrete, and gypsum board. Starting from "UCCTW Cement", we played a main role in the industrial development of our country.

Entering the ready-mixed concrete industry, we expanded our service and continue to supply construction projects and residential buildings in central and southern Taiwan. In order to provide full-range services, we have produced gypsum boards for nearly thirty years and promoted the product's circular economy as it has already become an internationally recognized green building material. In recent years, we introduced the top one exterior wall panel in the Japanese market to our customers, creating a system of diverse application for building materials by offering a variety of choices.

To continue the production of high-quality building material, we established our gypsum board R&D team in 1998 that experimented on different functions and developed various fire-resistant walls, roofs, covered materials and sound-insulation systems, which obtained the first domestic sound insulation certificate from Ministry of the Interior, in order to satisfy customer's need for serenity in their living space. Other than fire-resistance and sound insulation, we also developed water-resistant gypsum board and gypsum sheathing board that are suitable for Taiwan's humid weather, which can be utilized in living spaces such as bathrooms, restrooms, and kitchens.

From R&D to product design, creating green products has always been our core principle: Using non-toxic raw materials, incorporating CNS, UL, and BS safety certifications, and adopting "dry construction method" to make construction processes easier, faster, and cleaner. In addition, construction wastes can be recycled to create new gypsum boards, reflecting our effort in sustainable development.

Product Type	Description
Cement	Type I Portland Cement, mainly sold in southern Taiwan, and also has markets in Taichung and northern area.
Ready-Mixed Concrete	Mainly supply for Hsinchu, Taichung, Tainan, Kaohsiung, and Pingtung
Gypsum Board	Mainly for domestic market, some for exports

#### Percentage of Main Product Sales Revenue

2021: RMC 65%, Cement 21%, Gypsum board 13%

2020: RMC 62%, Cement 24%, Gypsum board 14%

2019: RMC 63%, Cement 16%, Gypsum board 21%

## Market Share

Market Share of Cement (%)	2021	2020	2019
	2.95	3.39	3.5

Market Share of Ready- Mixed Concrete (%)	2021			2020			2019		
	Tainan	Kaohsiung	Pingtung	Tainan	Kaohsiung	Pingtung	Tainan	Kaohsiung	Pingtung
	17.64	13.01	26.23	19.95	19.1	32.66	22.8	13.39	27.78

Market Share of Gypsum Board (%)	2021	2020	2019
	91.3	90.01	90.62

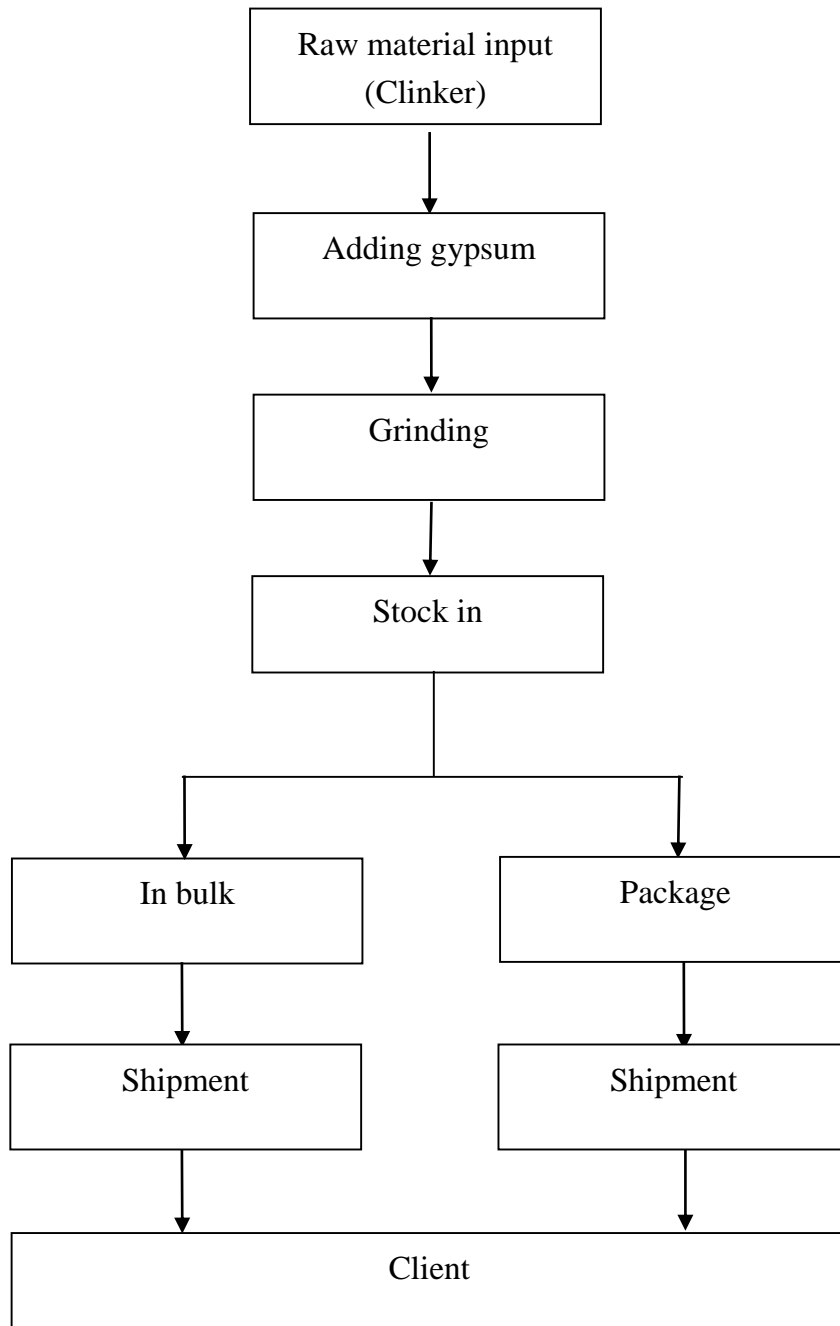
Note: UCCTW is the only domestic producer of gypsum board. From 2019 to 2021, other sources were all exports; Since we haven't received the full sales data for ready-mixed concrete, only sales from southern regions (Tainan, Kaohsiung, Pingtung) are included; Data for cement sales is from TCMA (Taiwan Cement Manufacturers' Association).

Production of Main Products			
Product	2021	2020	2019
Cement (ton)	369,100	411,700	400,400
Ready-Mixed Concrete (m <sup>3</sup> )	1,546,268	1,577,266	1,541,255
Gypsum Board (m <sup>2</sup> )	15,004,180	13,957,821	16,990,149

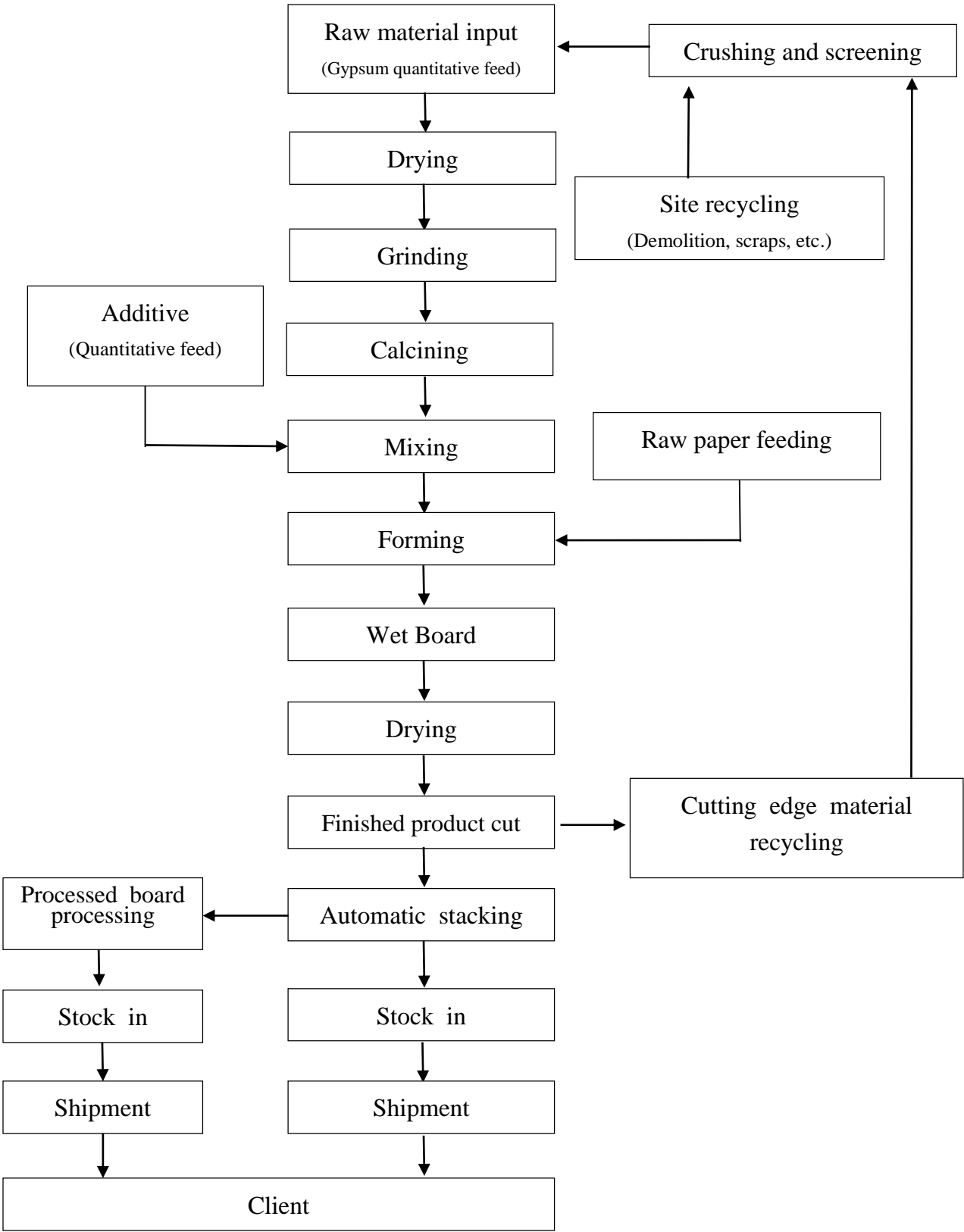
Note: Includes Universal Concrete Industrial Corporation, doesn't include Huanchung Cement International Corporation and Kaohsiung Pier Transportation Company.

## Product Manufacturing Processes

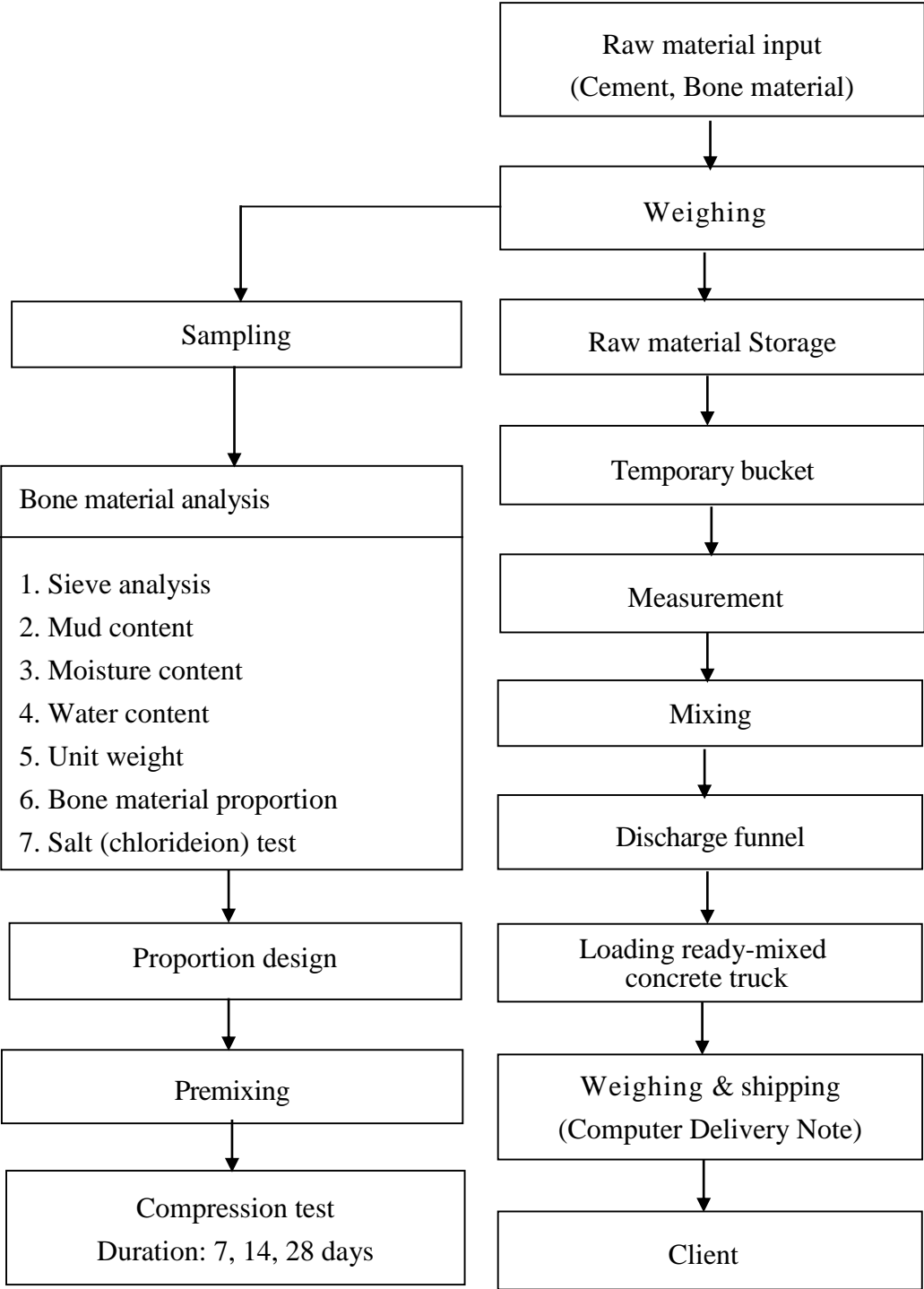
### CEMENT PRODUCTION



Gypsum Board Production



Ready-Mixed Concrete Production





## 1.3 Stakeholder Engagement

### **Stakeholder Analysis**

In response to corporate social responsibility, in accordance with GRI reporting standards, we conduct stakeholder identification and negotiation with stakeholders. We maintain excellent relationships through daily business activities, collect relevant information, and prioritize handling and responding to material topics to meet the stakeholders' expectations through the results of discussions, representing important considerations and standards for business operations.

#### **Stakeholder and Material Topic Analysis and Assessment:**

- Identify stakeholders: Each division manager fills out stakeholder assessment questionnaire to identify significant stakeholders.
- Analyze the degree of concern around sustainability topics: According to the result of stakeholder's assessment, understand their degree of concern around sustainability topics through questionnaires, interviews, or self-evaluations.
- Analyze the degree of impact of sustainability topics: Company managers analyze each sustainability topic and assess their degree of impact.
- Confirmation of material topics: According to stakeholder's degree of concern and impact on company's sustainability development, create a graph that displays the assessment of each material topic as reference.

Stakeholder Communication

Consulting the five major principles of the AA1000 Stakeholder Engagement Standard (SES) (Dependence, Accountability, Influence, Multiple Perspectives, and Degree of Concern), UCCTW has identified the seven main stakeholder groups, established a variety of smooth communication channels with the stakeholders according to the nature of each department to learn more about their issues of concern and obtain their feedback. This will be reported during the board meeting each year and used as reference for the company’s sustainable management and operation, assisting each department in understanding market trends, evaluate business performances, achieve environmental protection and social exchanges so that the company can continue to grow and maintain good relationships with stakeholders. Other than the published information from board meetings, company website, and sustainability reports, we also welcome stakeholders to provide us feedback via the following methods:

TEL: (02)2507-7801      EMAIL: CSR@UCCTW.COM

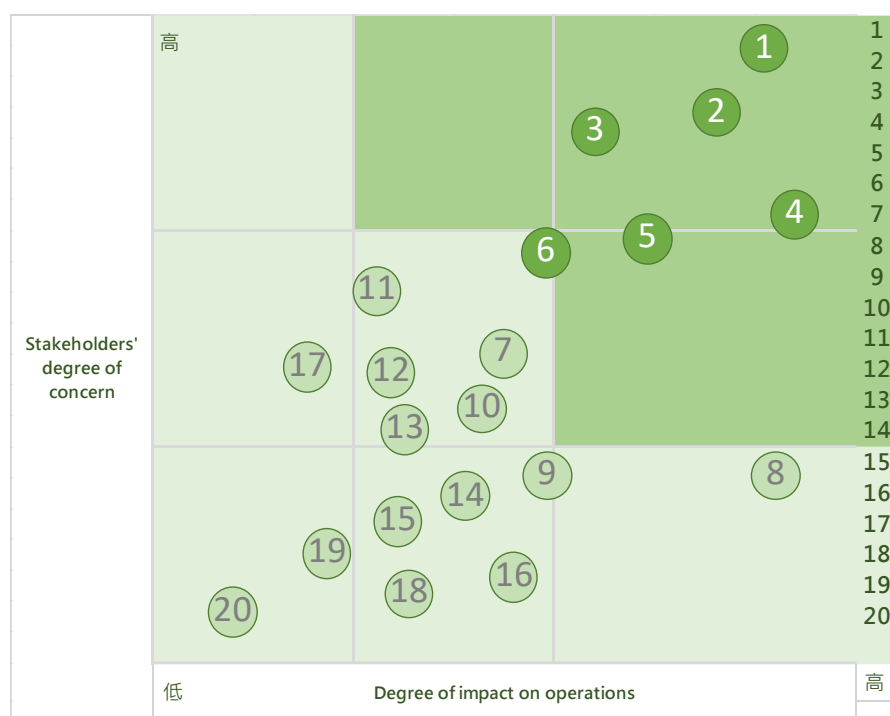
Stakeholder	Importance to UCCTW	Concerned Sustainability Topics	Responsible Department	Communication Channel, Response Method, and Frequency	2021 Communication Frequency and Method	Corresponding Chapter
Government Agencies	UCCTW complies with the laws of government agencies, adjusts its business strategy in response to policies, and cooperates with the government to establish good communication to yield sustainable social, economic, and industrial development.	1. Regulatory compliance 2. Company operations and ethical management 3. Risk management 4. Competent authority communication	1. Supervisors of the management department 2. Supervisors of each plant/location of operations	1. Attend policy meetings and seminars held by competent authorities: occasional 2. Conduct supervision and inspection of competent authorities accordingly: occasional 3. Meet up with competent authorities, maintain communication: occasional 4. Disclose important information on Market Observation Post System: occasional 5. Communicate via meetings, telephone, email, official documents and letters: at all times	1. Disclose important information according to requirements 2. Complete information reports according to requirements	1.2 2.1 2.6 4.2 5.2
Employees	Employees are UCCTW’s human capital. We strive to maintain a safe and secure working environment and improve their skills through educational and training courses, turning them into key stakeholders who are competitive and grow together with the company.	1. Employee compensation and benefits 2. Workplace safety and health 3. Operational and financial performance 4. Industrial relations and grievance mechanism 5. Talent recruitment and cultivation	Supervisors of the management department	1. Establish compensation committee, employee welfare committee, and supervisory committee of labor retirement reserve 2. Performance evaluation: once per year 3. Trade union meeting: once per season 4. Employee training: occasional 5. Post information on company’s electronic bulletin board: occasional 6. Employee suggestions and communication: at all times, via telephone, email, meetings 7. Newcomer interview and website announcements: occasional	1. Hold compensation meeting: 2 times 2. Hold employee welfare meeting: 1 time 3. Hold labor retirement reserve supervisor meeting: 1 time 4. Attend trade union meeting: once per season 5. Average time of employee training: 10.8 hours 6. Campus recruitment: 3 times; National Taiwan University of Science and Technology, National Chung Hsing University, Cheng Shiu University	1.1 2.1 2.2 5.2 5.3 5.4
Shareholders and Investors	The trust and supervision from each shareholder and investor for our management team is a main driving force for us to continue to make profits. UCCTW adheres to the governance principles of transparency and integrity, pursues sustainable development, and returns our operational success to public investors.	1. Company operations and ethical management 2. Operational and financial performance 3. Sustainable strategy and practice 4. Investment companies and diversification	Spokespersons	1. Hold shareholders meetings: once per year 2. Update investor section on company website and disclosed information on Market Observation Post System: occasional 3. Hold earnings call: at least once per year 4. Reply shareholders via telephone and email: at all times	1. Hold shareholders meeting: one time 2. Hold Board of Directors meeting: 9 times 3. Disclose important information: 22 4. Invited to attend earnings call: Hosted by Yuanta Securities (2021/4/19), President Securities Corp. (2021/11/16)	1.1 2.1 2.2 5.4
Customers	Customer’s support allows UCCTW to earn more profit. To maintain good relationships, we continue to offer high-quality products and services to satisfy customers.	1. Product quality and customer satisfaction 2. Product sales and transportation 3. Regulatory compliance 4. Company operations and ethical management 5. Human rights and equality	Supervisors of each division	1. Attend Taiwan Trade Shows: at least once per year 2. Hold product/construction presentations: occasional 3. Survey customer satisfaction: once per year 4. Telephone/visits, reply customers: at all times	1. Attend the 33rd Taipei Building Show: 2021/12/9~12 2. Customer satisfaction: average above 90	2.1 3.1 3.2 5.2
Suppliers	Suppliers are UCCTW’s partners. We collaborate and supervise each process of production to create a win-win situation.	1. Regulatory compliance 2. Product quality and customer satisfaction 3. Company operations and ethical management 4. Sustainable strategy and practice 5. Supply chain management	Supervisors of the procurement department	1. Require suppliers to sign a letter of commitment to "expect to abide by the company's integrity clause, confidentiality clause, human rights policy and integrity management policy" 2. Require suppliers to comply to governmental regulations 3. Offer suppliers communication channels (telephone/email) 4. Establish a raw material management system, regularly collect information, and evaluate their sources	1. Suppliers are in compliance with ISO quality management system standards 2. 52 new and existing suppliers were audited, audit pass rate: 100% 3. Supplier corporate social responsibility self-assessment questionnaire: 100% 4. Signing rate of supplier corporate social responsibility commitment letter: 100%	1.1 2.1 2.6 3.1 3.2

<b>Industry Associations, Scholars, Academic units</b>	<p>Communicate with industry associations, scholars, and various academic units and establish channels for industry-academia cooperation.</p>	<p>1. Company operations and ethical management</p> <p>2. Regulatory compliance</p> <p>3. Employee compensation and benefits</p> <p>4. Product quality and customer satisfaction</p>	<p>Supervisors of each division</p>	<p>1. Communicate via telephone, official documents, email: occasional</p>	<p>1. Attend industry associations: 19</p> <p>2. Offer scholarships: 840 thousand; Harvard Club of the Republic of China, National Taiwan University of Science and Technology, National Taiwan Sport University, Southern Taiwan University of Science and Technology, Wu San-Lien Foundation</p> <p>3. Donation to sports events: 2.45 million; sponsor Uni-President 7-Eleven Lions baseball team, Taoyuan Pilots basketball team, Hsinchu JKO Lioneers basketball team</p> <p>4. Sponsor the 51th National Skills Competition – gypsum board category</p> <p>5. Ready-mixed concrete division’s industry-academia evet – summer internship program: 2 civil engineering majors from National Cheng Kung University</p>	<p>2.1</p> <p>3.1</p> <p>3.2</p> <p>5.2</p>
<b>Residents in the Operation Area</b>	<p>Residents near location of operations are closely related to our operational productions. We will continue to strengthen our relationships and increase interactions to create a prosperous future.</p>	<p>1. Waste management</p> <p>2. Material recycling management</p> <p>3. Community welfare and participation</p> <p>4. Risk management</p> <p>5. Regulatory compliance</p>	<p>Supervisors of each plant/location of operations</p>	<p>1. Visit local groups/communities/schools: occasional</p> <p>2. Communication via telephone and email: at all times</p> <p>3. Disclose information on company website: occasional</p>	<p>Visit local representatives near location of operations, understand local needs: occasional</p>	<p>1.5</p> <p>2.1</p> <p>4.2</p>

## 1.4 Analysis of Material Topic

### Analysis of Sustainability Issues

After the identification of significant stakeholders, we sent out surveys and received 127 surveys back to investigate their degree of concern on 20 sustainability topics. Then, 8 UCCTW managers assessed each sustainability topic's degree of impact on economy, environment, and society, plotted the results on a graph, and selected 6 sustainability topics from the sections with the highest impact (high-high, high-medium, medium-high) as this reporting's prioritized material topics. In addition, considering conditions within the same industry and the information collected by various divisions, we will include employee compensation and benefits in our disclosure boundary. Therefore, we listed a total of 8 main material topics.



Topic:

1. Company operations and ethical management
2. Product quality and customer satisfaction
3. Regulatory compliance
4. Operational and financial performance
5. Sustainable strategy and practice
6. Energy consumption and management
7. Human rights and equality
8. Product sales and transportation
9. Risk management
10. Supply chain management
11. Climate change response
12. Workplace health and safety

13. Employee compensation and benefits
14. Wastewater, air, waste pollution and prevention
15. Material recycling management
16. Waste management
17. Talent recruitment and cultivation
18. Industrial relations and grievance mechanism
19. Community welfare and participation
20. Investment companies and diversification

## Material Topics Management

In accordance with GRI Sustainability Reporting Standards, each division confirms the indicators, management policies, and performance results that is disclosed within the scope of this report. Relevant issues, their corresponding GRI topics, and management policies are listed in the table below:

Issues	Material Topic	Management Approach	Evaluation Mechanism	Corresponding chapter
Company operations and ethical management	General disclosures	<ul style="list-style-type: none"> <li>- Comply to the rules governing listed companies, Board of Directors meeting is held regularly to discuss and resolve proposals, strictly abide by relevant laws and regulations, striving towards the goal of zero violations</li> </ul>	<ul style="list-style-type: none"> <li>✓ The number of cases punished for violating laws and regulations</li> </ul>	2.1
Product quality and customer satisfaction	Customer health and safety (Ready-mixed concrete)	<ul style="list-style-type: none"> <li>- Provide stable, high-quality ready-mixed concrete</li> <li>- Conduct annual customer satisfaction survey</li> <li>- Good reputation among customers, expand market sales</li> </ul>	<ul style="list-style-type: none"> <li>✓ Use the latest computer control system, accurate memory storage and ration measurement</li> <li>✓ Produced by mixing raw materials that have passed inspections and testing: cement, coarse/fine aggregates, cementitious materials, fly ash, and clean water</li> </ul>	3.1 3.2
	Customer health and safety (Cement)	<ul style="list-style-type: none"> <li>- Product quality meets Portland I national standards</li> <li>- Conduct annual customer satisfaction survey</li> </ul>	<ul style="list-style-type: none"> <li>✓ Evaluate and improve quality according to CNS12681/ISO9001 quality control regulations</li> </ul>	3.1 3.2
	Customer health and safety (gypsum board)	<ul style="list-style-type: none"> <li>- Product quality meets national standards</li> <li>- Use non-toxic raw materials</li> <li>- Conduct annual customer satisfaction survey</li> </ul>	<ul style="list-style-type: none"> <li>✓ Evaluate and improve quality according to ISO9002 quality control regulations</li> </ul>	3.1 3.2
	Marketing and labeling (Ready-mixed concrete)	<ul style="list-style-type: none"> <li>- Full-range quality control, strive for excellent quality</li> </ul>	<ul style="list-style-type: none"> <li>✓ ISO 9001 internal and external audit system</li> </ul>	3.1
	Marketing and labeling (Cement)	<ul style="list-style-type: none"> <li>- Publish company website, display quality management certificate</li> <li>- Products are reviewed in accordance with the</li> </ul>	<ul style="list-style-type: none"> <li>✓ Evaluate and improve quality according to CNS12681/ISO9001 quality control regulations</li> </ul>	3.1

Issues	Material Topic	Management Approach	Evaluation Mechanism	Corresponding chapter
		regulations of the Ministry of Economic Affairs Bureau of Standards; the use of CNS mark is approved, as well as the registration certificate of domestic sales inspection commodities		
	Marketing and labeling (Gypsum board)	<ul style="list-style-type: none"> <li>- Promote the use of fire-resistant and green building materials</li> <li>- Create product catalogues and specification sheets</li> </ul>	<ul style="list-style-type: none"> <li>✓ Design gypsum board logo, spread awareness and raise recognition</li> <li>✓ Update product catalogues and specification sheets on company website</li> </ul>	3.1
Regulatory compliance	Socioeconomic Compliance	<ul style="list-style-type: none"> <li>- Each division responds to changes in regulations</li> </ul>	✓ Each division must comply to laws and regulations	2.1
	Environmental Compliance	<ul style="list-style-type: none"> <li>- Each division responds to changes in regulations</li> </ul>	✓ Each division must comply to laws and regulations	2.1
Operational and financial performance	Economic Performance	<ul style="list-style-type: none"> <li>- Regularly hold financial performance meetings to review non-compliance items and discuss ways of improvement</li> </ul>	✓ Important annual financial indicators	2.2
Sustainable strategy and practice	Environmental Management	<ul style="list-style-type: none"> <li>- Plan and implement internal management policies related to energy conservation and carbon reduction</li> </ul>	✓ Planning to introduce ISO14064 Greenhouse Gas Inventory and Verification	4.1
Energy consumption management	Energy Management	<ul style="list-style-type: none"> <li>- Continue to increase energy use efficiency</li> </ul>	✓ Calculate carbon density and set reduction targets each year	4.2
Workplace health and safety	Occupational Health and Safety	<ul style="list-style-type: none"> <li>- Implement the management principles of "three cares and five techniques": self-care, mutual care, supervision, pay attention with eyes, mouths, ears, hands, hearts</li> </ul>	✓ Regular safety and health evaluations, strict control of deficiencies and active tracking of improvement status	5.4
	Market Presence	<ul style="list-style-type: none"> <li>- Collect information from salary comparisons and adjust</li> </ul>	✓ Adjust salary according to market conditions	5.2

Issues	Material Topic	Management Approach	Evaluation Mechanism	Corresponding chapter
Employee compensation and benefits		accordingly		
	Diversity and Equal Opportunity	- Implement corresponding management measures according to laws and regulations	✓ Employees, regardless of religion, gender, or sexual orientation, have the same position and promotion opportunities	5.1 5.2
	Employment	- Hold labor and employment meetings, offer occupational training	✓ Formulate employee professional training plan and hold labor-management meeting each year	5.2 5.3
	Training and Education			

### Topic Boundaries

Material Topic	Internal	External					
	UCCTW	Government Agencies	Customers	Suppliers	Shareholders and Investors	Residents in the Operation Area	Industry Associations, Scholars, Academic units
Economic Performance	•			•	•		
Market Presence	•				•		
Environmental Compliance	•	•			•	•	
Sustainable strategy and practice	•	•		•		•	
Energy Consumption Management	•			•		•	
Employment	•			•			
Occupational Health and Safety	•	•		•			•
Training and Education	•						•
Diversity and Equal Opportunity	•						•
Customer Health and Safety	•		•				
Marketing and Labeling	•	•	•				
Socioeconomic Compliance	•	•			•	•	



## 1.5 Local Communities

Besides business goals, we also actively implement corporate social responsibility, care for minorities and disadvantaged groups, and deepen community relations by participating in community activities and donations, promoting sustainable development with the public.

Event Type	Event Description
Neighborhood	<ul style="list-style-type: none"> <li>• Visit representatives, understand local needs</li> </ul>
Industry-Academia Cooperation	<ul style="list-style-type: none"> <li>• Ready-mixed concrete division and National Cheng Kung University (NCKU) Civil Engineering Major Summer Internship Program</li> <li>• Attend NCKU's GE courses</li> <li>• Participate in Seed Talent Program (STP)</li> <li>• Sponsor the 51<sup>st</sup> National Skills Competition – Gypsum Board</li> <li>• Academic collaboration with National Pingtung University of Science and Technology, research and develop sound performance test on green building materials</li> <li>• Welcome college and university students to attend plant tours, foster interest in building materials</li> </ul>





## Donations

We actively participate in social welfare events, mainly providing scholarships, sponsoring sports events, supporting minority groups, and giving back to nearby local communities. Here are the main events in 2021:

Event Type	Description
<b>Scholarship</b>	National Taiwan Sport University: NTD 200 thousand Southern Taiwan University of Science and Technology: NTD 200 thousand National Taiwan University of Science and Technology: NTD 100 thousand Scholarship Foundation of the Harvard Club of the R.O.C: NTD 50 thousand
<b>Support Art and Cultural Activities</b>	Wu San-lien Award Foundation: NTD 200 thousand
<b>Participate in Industrial Development</b>	Chinese National Federation of Industries: NTD 60 thousand Taoyuan Enterprise Chamber: NTD 30 thousand
<b>Support Minority Groups</b>	During major disasters, we have provided funds to assist victims in overcoming difficulties
<b>Giving Back to Local Communities</b>	We spare no effort in providing funds for nearby temples and local communities every year

Year	2019	2020	2021
<b>Participate d Projects</b>	-Southern Taiwan University of Science and Technology -Taipei Medical University -Wu San-lien Award Foundation -FGS Basketball Tournament -Yuan Ye Awards -Fo Guang Shan Foundation for Buddhist Culture & Education	-Southern Taiwan University of Science and Technology -Scholarship Foundation of the Harvard Club of the R.O.C -National Taiwan University of Science and Technology -National Taiwan Sport University -Yuan Ye Awards	-Southern Taiwan University of Science and Technology -National Taiwan Sport University -National Taiwan University of Science and Technology -Wu San-lien Award Foundation -Scholarship Foundation of the Harvard Club of the R.O.C -Chinese National Federation of Industries -Taoyuan Enterprise Chamber
<b>Total (NTD)</b>	701 thousand	700 thousand	840 thousand



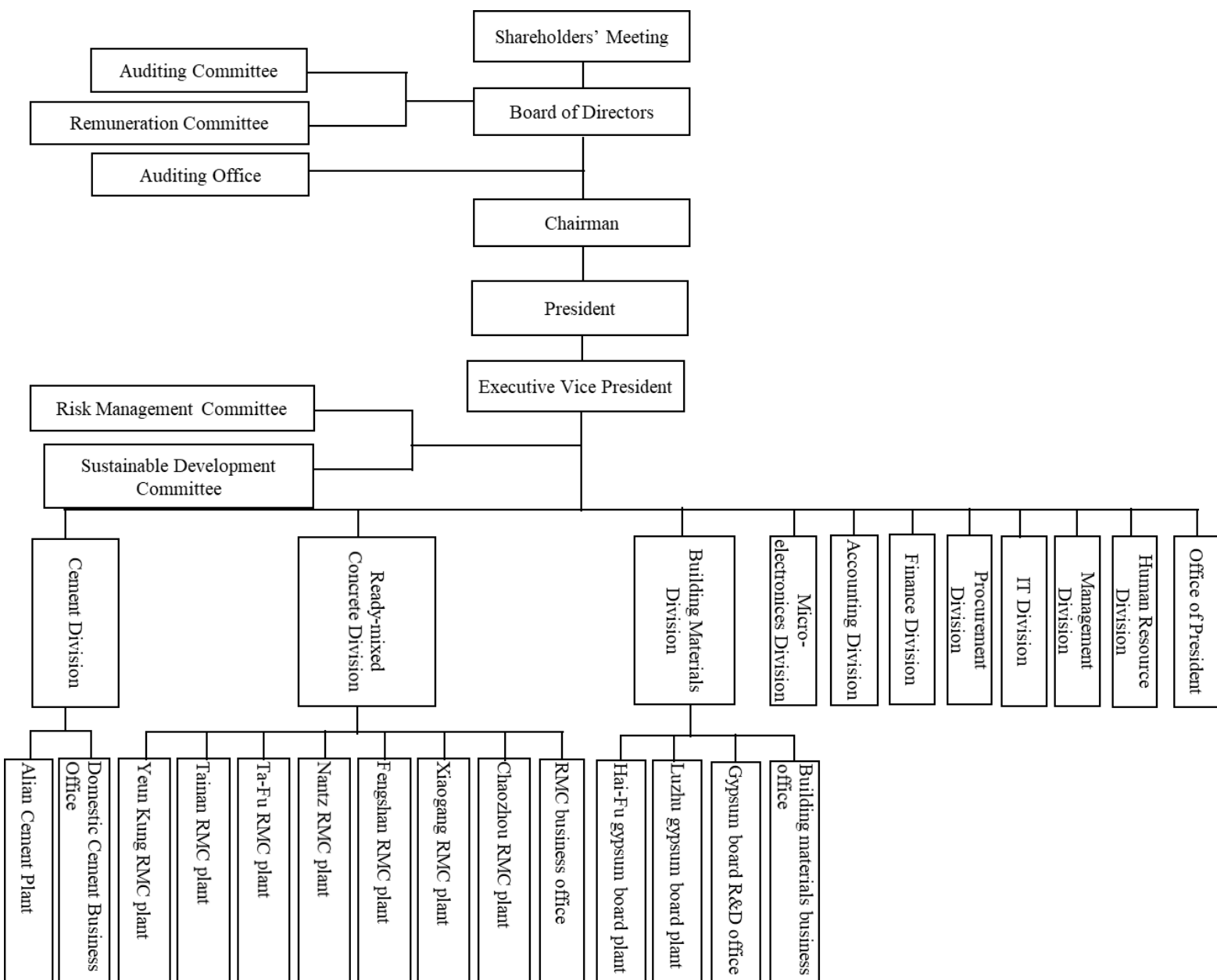
## 2 Corporate Governance and Investment

### 2.1 Corporate Governance

In order to effectively protect the rights and interests of investors, the Board of Directors provides efficient supervision and management, values internal audit and transparency of information, truthfully presents financial data, and, at the same time, strives to strengthen systemized corporate governance to practice corporate responsibility of sustainable management.

The principles of corporate governance are in accordance with Taiwan Stock Exchange Corporation Rules Governing the Preparation and Filing of Corporate Social Responsibility Reports by TWSE Listed Companies and other relevant laws and regulations. UCCTW established the Remuneration Committee under the Board of Directors in order to assist supervisory duties. Articles of association are approved by the Board of Directors, and the chairman of the committee regularly reports activities and resolutions. A functioning Board of Directors is the foundation of a company's corporate governance, the core of operational development, enhancing long-term corporate value.

## Organization



Auditing office	Internal Control Auditing Affairs
Cement division	R&D, manufacturing, sales, scheduling, statistics and other related affairs of cement
Ready-mixed concrete division	R&D, manufacturing, sales, scheduling, statistics and other related affairs of ready-mixed concrete
Building materials division	R&D, manufacturing, sales, scheduling, statistics and other related affairs of gypsum board
Microelectronics division	R&D, manufacturing and sales of electronic technology
Finance division	Handling of funds dispatch
Accounting division	Accounting and account processing
Procurement division	Bulk raw material procurement and project planning execution
IT division	Matters related to the planning, execution, and management of computerized operations
Management division	Handling of general affairs, stock affairs, board of directors, shareholders meeting, environmental safety, industrial safety affairs
Human resources division	Handling of staff recruitment, education and training, attendance, salary and labor insurance
Office of President	Planning and execution of projects assigned by the general manager

## **Organization of Corporate Governance**

In accordance with procedural rules, UCCTW holds shareholders meeting every year. The resolutions of shareholders' meetings are decided by electronic, case-by-case voting and will be published on Taiwan Stock Exchange's website right after the meeting. Relevant information regarding the board of shareholders will be recorded in the handbook for the Annual Meeting of Shareholders and published on the company's website.

In order to assist the Board of Directors in evaluating and supervising the remuneration of the company's directors, supervisors, and managers, the Remuneration Committee was established under the Board of Directors in 2011 to advise on remuneration policies. In 2017, in order to strengthen corporate governance and in addition to the members of the Remuneration Committee, which is served by independent directors, the Auditing Committee is newly established, which is also served by independent directors.

## **Diversity of the Board**

It is stipulated in Art. 20.3 of "Corporate Governance Best Practice Principles of UCCTW" that it is the duty of the company to ensure the diversity of the board. It is fully considered, upon selection, that all candidates of the board member are equipped with diversified backgrounds stipulated by the rule cited above to ensure that the goal of having diverse board members is met.

The board consists of 7 members including 3 independent directors and one of which was reelected while the rest are new to the board.

Age composition of board members: one of which is within range of 71 to 80, two of which is within range of 61 to 70, one of which is within range of 51 to 60, one of which is within range of 41 to 50, while the rest of the two is within range of 31 to 40.

Gender composition of board members: All 7 members are male

In addition to possessing the knowledge in the profession required by the operation of the Company, the members of the board also equipped with diversified background in Finance, Law and other professional fields which would benefit the governance of the Company and strengthen the management of operation, supervision and evaluation of execution of managerial policy and operation strategy.

## **Independence of the Board**

The board consists of 7 members, including 3 independent directors. All members of the board and the composition of which are qualified for the independence requirement pursuant to sec. 3 and sec. 4 of Art. 26-3 of Securities and Exchange Act.

## Profile of Directors and Independence Status

Name \ Qualification		Professional qualification and Experience	Independence Status	Number of Other Public Companies in Which the Individual is Concurrently Serving as a Independent Directors
Chairman				
	Bo-Chih Investment Co., Ltd. Represented by: HOU, Bo-Yi	Since Mr. Hou, Bo-Yi took office of Chairman of the Board, he has led the Company through one of the most profitable time in the history. Mr. Hou is also on the board of Tainan Spin, Prince Housing & Development, and STUST. Mr. Hou has leveraged his abundant experience in business administration and led the Company with steady growth and kept supervising long-term development goal when the global community is facing social and economic impact. Under his leadership, the footprint of the Company has extended to fields of application of electronics in medical industry, multinational development alliance of building material business and vitalization idle asset to create higher profit for the investors. Mr. Hou does not possess any of the conditions listed by Article 30 of Company Act.	Not Required	None
Director				
	Sheng-Yuan Investment Co., Ltd. Represented by: HOU, Chih-Sheng	Dr. Hou, Chih-Sheng has a PhD. Degree in Electronic Engineering from MIT, USA, Master and Bachelor degree in Electronic Engineering from Stanford and is the current President of the Company. Dr. Hou was also previously working in Electronic and Optoelectronic System Research Laboratories, Industrial Technology Research Institute. Dr. Hou and his research team had receiver Edison Awards and R&D 100 Awards due to their outstanding researches. Dr. Hou recognize high efficiency and accountability as the core of his believe in terms of the management of business and thus keep the Company in the leading positions in terms of the profitability among our peers in the industry in addition to his continuous effort in innovations and steady growth. Dr. Hou does not possess any of the conditions listed by Article 30 of Company Act.	Not Required	None
	Yu-Sheng Investment Co., Ltd. Represented by: HOU, Chih-Yuan	Mr. Hou, Chih-Yuan holds a master degree in East Asia Study from Harvard University, a bachelor degree in Political Science from Columbia University. Mr. Hou is currently the Executive VP of the Company and Vice Chairman and of Harvard Club of the Republic of China, and also sits on the board of Tainan Spin Ltd., Nantex Industry Co. Ltd., CHC Resource Co., Ltd. Mr. Hou is in charge of marketing of the Company and dedicated in expanding customer base. Since Mr. Hou took office, he has led to the growth of revenue by our building material sector by 60% and continued on expanding market share domestically and prepared for set foot in North America, South East Asia and other oversea market. Mr. Hou does not possess any of the conditions listed by Article 30 of Company Act.		None
	Hsin-Han Investment Co., Ltd. Represented by: CHEN, Jing-Hsing	Mr. Chen, Jing-Hsing holds an MBA degree from Michigan University and another master's degree in Cerebral Science from George Washington Univarsity. Mr. Chen was the Chief of IT in President Enterprise and a key member of the modernization of infrastructure of the group in the field of ERP, CRM and management of supply chain. Since his presence in President in 1984, Mr. Chen has participated in several multinational business negotiations and a core member in the project of merger with Starbucks. In the meantime, Mr. Chen has also acquired abundant experience in real estate and led the team of performance enhancement in Prince Housing & Development. Mr. Chen can contribute to growth of the Company with his versatile and abundant experience in IT, international M&A and real estate. Mr. Chen does not possess any of the conditions listed by Article 30 of Company Act.		None



Independent Director				
	CHAN, Yi-Jen	Dr. Chan is currently the Chief Officer of Technology of Cytect Co., Ltd., a Delta Group Company, and held the office of Chief Officer of Strategy of Hermes-Epitek Corp. from 2016 to 2018 and office of CEO of EPISIL Holding Inc. from 2013 to 2016. Dr. Chan is the renowned expert of high-speed and power semiconductor and contributes to the governance of the enterprise with his abundant experience in strategical planning. During his time serving as independent director, he also assist in cooperation between the electronic production section of the Company and internationally renowned manufacturers. Dr. Chan does not possess any of the conditions listed by Article 30 of Company Act.	All independent directors of the Company is verified to comply with the independency requirement stipulated by Art. 3 of "Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies"	None
	HO, Yi-Da	Mr. Ho is currently the Chairman of YFY Consumer Products Co. Ltd., and has served in AT Kearney and former Citigroup Salomon Brothers. Mr. Ho has hold various executive positions within the group of YFY, including business of consumer products, packaging and international radio frequency and CEO of E ink Co. Ltd.. Mr. Ho contributes to the board with his unique insight into the organization of the Company and diversified dynamics for growth of core business of the Company as well as professional advices in financial planning, corporate governance and expansion of oversea business. Mr. Ho does not possess any of the conditions listed by Article 30 of Company Act.		None
	WANG, Yong-Chun	Mr. Wang is a licensed attorney in Taiwan with abundant experience of practice of law. Mr. Wang does not possess any of the conditions listed by Article 30 of Company Act.		None

## Operation of the Board of Directors

There are 9 meetings of the Board of Directors held in the year reported. Directors' attendance is reported as follows:

Position	Name	Attendance		Attendance Rate	Remark
		In Person	By Proxy		
Chairman	Bo-Chih Investment Inc. Represented by: HOU, Bo-Yi	9	0	100%	NA
Director	Sheng-Yuan Investment Inc. Represented by: HOU, Chih-Sheng	9	0	100%	
Director	Yu-Sheng Investment Inc. Represented by: HOU, Chih-Yuan	9	0	100%	
Director	Hsing-Han Investment Inc. Represented by: CHEN, Jing-Hsing	9	0	100%	
Independent Director	CHAN, Yi-Ren	9	0	100%	
Independent Director	HO, Yi-Da	9	0	100%	
Independent Director	WANG, Yong-Chun	9	0	100%	

## Training Records for Board of Directors Members

In order to create a systemized channel for further training of directors, allow directors to conveniently obtain relevant information, and enhance and maintain their professional capabilities, we occasionally provide corporate governance information from director and supervisory authority or private organizations and invite members to attend these trainings depending on their availability.

Date	Institution/ Course	Chair man	Directors			Independent Directors		
		HOU, Bo-Yi	HOU, Chih-Sheng	HOU, Chih-Yuan	CHEN, Jing-Hsin	CHAN, Yi-Jen	HO, Yi-Da	WAN G, Yong-Chun
Jan. 20	TCGA/ Prevention of Insiders' Trading and Implementation of Corporate Governance						3.0	
Apr. 14	TID/ Lectures for Directors			3.0				
May 6	TCGA/ Comprehension Aspects of Liabilities of Director	3.0		3.0				
Aug. 5	TCGA/ Corporate Governance and Insiders' Trading	3.0		3.0				
Aug. 9	TCGA/ Risk management under impact of COVID-19	3.0	3.0	3.0				
Sept. 9	TCGA/ 2021 Sustainable Governance and Trend of ESG/CSR						3.0	
Sept. 15	DGA/ Seminar on Liabilities of Directors and Supervisors and Risk Management		3.0			3.0		
Oct. 21	SFI/ Digital Transformation of Tradition Industry				3.0			
Oct. 28	SFI/ Liabilities of Directors and Supervisors for fraudulent financial reports				3.0	3.0		
Nov. 25	SFI/ Review of Financial Reports by members of Auditing Committee							3.0
Dec. 14	TABF/ Lecture on Corporate Governance						3.0	
Dec. 23	SFI/ Advanced Seminar on the Practice of Directors and Supervisors							3.0
TCGA: Taiwan Corporate Governance Association TID: Taiwan Institute of Directors SFI: Securities & Futures Institution DGA: Digital Governance Association TABF: Taiwan Academy of Banking and Finance								

## Mechanisms to Avoid Conflicts of Interest

The Board of Directors hold meetings at least quarterly each year according to governance regulations. The 23<sup>rd</sup> Board of Directors meeting in 2020 was convened five times. The company has stipulated the terms of directors' conflict of interest avoidance in "Rules of Procedure for Board of Directors Meetings": if directors have conflict of interest towards topics of the meeting with themselves or the legal persons they represent, they shall explain the important contents of their interests during the meeting. If it inflicts harm on the interests of the company, one shall not participate in and abstain from discussion and voting, and they shall not exercise their voting rights on behalf of other directors.

## The Remuneration Committee

To assist the Board of Directors in evaluating and supervising the compensation level of directors and managers, UCCTW established the Remuneration Committee in 2011, and the members and attendance of the committee are as follows:

Qualification Identity Name		Professional Qualification and Experience	Independence	Number of Companies in which the member served as member of Remuneration Committee
Independent Director, Chairman	HO, Yi-Da	Mr. Ho is currently the Chairman of YFY Consumer Products Co. Ltd., and has served in AT Kearney and former Citigroup Salomon Brothers. Mr. Ho has held various executive positions within the group of YFY, including business of consumer products, packaging and international radio frequency and CEO of E ink Co. Ltd.. Mr. Ho contributes to the board with his unique insight into the organization of the Company and diversified dynamics for growth of core business of the Company as well as professional advices in financial planning, corporate governance and expansion of oversea business. Mr. Ho does not possess any of the conditions listed by Article 30 of Company Act.	The members of the committee meet the independence requirement stipulated by Art. 6 of "Regulations Governing the Appointment and Exercise of Powers by the Remuneration Committee of a Company Whose Stock is Listed on the Taiwan Stock Exchange or the Taipei Exchange."	None
Independent Director	CHAN, Yi-Ren	Dr. Chan is currently the Chief Officer of Technology of Cyntec Co., Ltd., a Delta Group Company, and held the office of Chief Officer of Strategy of Hermes-Epitek Corp. from 2016 to 2018 and office of CEO of EPISIL Holding Inc. from 2013 to 2016. Dr. Chan is the renowned expert of high-speed and power semiconductor and contributes to the governance of the enterprise with his abundant experience in strategical planning. During his time serving as independent director, he also assists in cooperation between the electronic production section of the Company and internationally renowned manufacturers. Dr. Chan does not possess any of the conditions listed by Article 30 of Company Act.		None
	CHANG, Wen-Chang	Dr. Chang, Wen-chang holds a PhD degree in Pharmacy from Dept. of Pharmacy of Tokyo University, Japan and was elected as Academician of Academia Sinica. Dr. Chang is currently the Chairman of the Board of Taipei Medical University and former Vice-Chairman of National Science Council. Under the leadership of Dr. Chang, TMU has become the top private medical school in Taiwan and expand the number of hospital to seven which contribute to the economic scale of the researches conducted. Dr. Chang's abundant experience has offered valuable assistance to the Company.		None

Position	Name	Gender	Frequency of Expected Attendance	Frequency of Actual Attendance	Frequency of Proxy Attendance	Actual Attendance Ratio (%)
Chairperson	HO, Yi-Da	Male	2	2	0	100%
Member	CHAN, Yi-Ren	Male	2	2	0	100%
Member	CHANG, Wen Chang	Male	2	2	0	100%

## The Auditing Committee

UCCTW established the Auditing Committee in 2017, and the members and attendance of the committee are as follows:

Position	Name	Gender	Frequency of Expected Attendance	Frequency of Actual Attendance	Frequency of Proxy Attendance	Actual Attendance Ratio (%)
Chairperson	CHAN, Yi-Ren	Male	6	6	0	100%
Member	HO, Yi-Da	Male	6	6	0	100%
Member	WANG, Yong-Chun	Male	6	6	0	100%

## Regulatory Compliance

UCCTW has established the "Code of Ethical Conduct" and the "Ethical Corporate Management Best Practice Principles", requiring all colleagues to handle de facto or apparent conflicts of interest between individuals and their positions fairly with an honest and non-deceptive attitude and abide by professional standards; Stakeholders shall not knowingly violate any laws for personal gain. In addition, the company strengthens the promotion of ethical principles and encourages employees to report to competent authorities when they suspect or discover behaviors that violate laws and regulations or the code of ethics; If there are violators or other major proceedings, conditions should be reported to the Board of Directors and be rewarded or punished according to the relevant rules. If the disciplined person believes that the company's improper handling has caused their legitimate rights and interests to be infringed, they may file a complaint through channels of complaints for relief.

As a listed company, UCCTW should comply to laws and regulations; However, there are still a total of 7 violations of environmental regulations in 2021. We have added relevant equipment and strengthened educational training, and in the future, pay close attention to environmental issues to avoid similar situations.

Reason of Violation	Fine	Improvements
<ol style="list-style-type: none"> <li>No licensed specialist is present due to personnel changes</li> <li>Violated Air Pollution Control Act and Waste Disposal Act</li> </ol>	3 Fines: NTD 212 thousand	<ol style="list-style-type: none"> <li>Reinforce management of licensed specialist personnel.</li> <li>Strengthen employee training and promote relevant regulations</li> </ol>
<ol style="list-style-type: none"> <li>The output and storage volume of waste weren't filed properly</li> <li>Violated Waste Disposal Act</li> </ol>	1 Fine: NTD 6 thousand	<ol style="list-style-type: none"> <li>Modification to Plan for Disposal of Waste has been made and filed monthly at Industrial Waste Management System.</li> <li>Strengthen employee training and promote relevant regulations</li> </ol>
<ol style="list-style-type: none"> <li>Wasted filter bags have no sign or labeling with the name of the industrial waste</li> <li>Waste Disposal Act</li> </ol>	1 Fine: NTD 6 thousand	<ol style="list-style-type: none"> <li>Established label for the name of waste in Chinese with clear vision</li> <li>Strengthen employee training and promote relevant regulations</li> </ol>

1. Mixture of wasted oil produced from the plant was stored outdoor in torn container without remedial facility or measures to prevent the inflow of rain or leakage. Leakage on the ground was identified 2. Violated Waste Disposal Act	1 Fine: NTD 6 thousand	1. Modification to Plan for Disposal of Waste has been made and filed monthly at Industrial Waste Management System, and another copy of such filing has been served to licensed disposal facility 2. Strengthen employee training and promote relevant regulations
Violated Noise Control Act	1 Fine: NTD 3 thousand	1. Avoid construction during holidays 2. Strengthen employee training and promote relevant regulations

## 2.2 Economic Performance

Consolidated operating income in 2021 was NTD 6.08 billion, an 12% increase compared to 2020's.

Observing the current economic condition, cement can still maintain the existing price-volume balance and continue to earn profits; Ready-mixed concrete will continue to increase production capacity and target excellent customers to expand market share; gypsum board will also increase production capacity and optimize manufacturing efficiency to raise product value.

Consolidated Company Financial Performance	Item	Amount (thousands)		
		2019	2020	2021
Operational Economic Value	Operating revenue	5,005,731	5,426,217	6,079,107
	Profit /loss from operations	170,895	493,142	710,202
	Non-operating income and expenses	1,027,783	804,372	530,060
Distributed Economic Value	Operating Cost	4,418,966	4,519,186	4,947,290
	Earnings Per Share	1.74	1.91	1.66
	Cash Dividend Per Share	1.00	1.10	1.00
	Cash Dividends	653,609	718,970	653,609
	Stock Dividends	0	0	0
	Number of Shares Issued for Stock Dividends	0	0	0
	Income Tax Expense	56,996	37,719	126,036
	Employee Compensation and Benefits	546,218	606,136	643,750
	Social Expenditure	701	700	840
	Unappropriated Earnings	5,449,899	5,838,490	6,092,023
Retained Economic Value	Net Profit for the Year	1,141,682	1,259,795	1,114,226

## 2.3 Risk Management

Abiding by the principles of material issues, our risk management covers governmental, environmental, and economic topics, and we'll further implement relevant risk management policies and strategies.

Material Issues	Relevant Risk	Risk Management
Company operations and ethical management	Company Operations Risk	<ol style="list-style-type: none"> <li>1. The managers of corporate governance will implement rules governing listed companies, regularly hold board meetings, discuss and resolve proposals, and strictly abide by relevant laws and regulations to avoid violations</li> <li>2. Hold monthly corporate governance meeting</li> </ol>
	Ethical Management Risk	<ol style="list-style-type: none"> <li>1. On August 11<sup>th</sup>, 2020, the "Ethical Corporate Management Best Practice Principles" was approved by the Board of Directors, and the general manager's office was designated as the special unit responsible for the formulation and supervision of the "Code of Ethical Conduct".</li> <li>2. On November 13<sup>th</sup>, the "Procedures for Ethical Management and Guidelines for Conduct" and the "Whistleblowing Procedures of Unethical Behaviors" were approved by the Board of Directors</li> <li>3. Educational training on ethical management, covering internal and external regulations and common risk cases for directors, managers, and all employees</li> <li>4. Conduct evaluations on ethical management and clearly stipulate the terms of ethical management in contracts before establishing business relationship with customers, suppliers, and other business partners</li> </ol>
Regulatory Compliance	Regulatory Compliance Risk	<ol style="list-style-type: none"> <li>1. Sign legal contracts with external law firms, assist the handling of corporate legal affairs</li> <li>2. Our company's legal professionals cooperate with external legal consultants to assist each unit in responding to current changes in social economy, environmental protection, and other regulations</li> </ol>
Operational and Financial Performance	Operational Performance Risk	<ol style="list-style-type: none"> <li>1. Each division holds monthly production and sales meetings to discuss issues regarding production and sales and propose corresponding strategies</li> <li>2. Each division holds monthly performance review meeting in order to help the management team grasp economic performances and market changes</li> <li>3. The general manager's office will convene relevant divisions to improve internal management systems by setting up a special team to efficiently provide management information required to improve operational performance</li> </ol>

Material Issues	Relevant Risk	Risk Management
	<b>Financial Performance Risk</b>	<ol style="list-style-type: none"> <li>1. Strengthen the relationship between financial units and industry divisions and always be aware of changes in business operations and their impact on profit, loss, cash flow, asset allocation, etc.</li> <li>2. Strengthen the relationship with financial institutions to improve the efficiency of fund allocation and fund utilization</li> <li>3. Regularly pay attention to the influence of the global economy, such as monetary policy, inflation, raw material index, and other economic trends, on our company</li> </ol>
<b>Product Quality and Customer Satisfaction</b>	<b>Product and Satisfaction Risk</b>	<ol style="list-style-type: none"> <li>1. Customers can file complaints through sales representative, coordinator, and quality control personnel. When relevant personnel receive customer complaints, they will notify relevant divisions to clarify responsibilities and provide proper solutions</li> <li>2. Each industry division will conduct customer satisfaction surveys each year and analyze results to propose plans for improvements</li> </ol>
	<b>Circular Economy and Environmental Protection Risk</b>	<ol style="list-style-type: none"> <li>1. Explain gypsum board recycling system on our company website and offer environmental incentives to encourage customers to recycle gypsum board and reduce waste disposal costs</li> <li>2. Invest in R&amp;D and improvement of production process to increase the recycling rate of raw materials</li> <li>3. Industry divisions regularly apply for relevant certifications to ensure that the company's product quality meets the requirements of domestic and foreign green building materials</li> </ol>
<b>Occupational Health and Safety</b>	<b>Employee Physical and Mental Health</b>	<ol style="list-style-type: none"> <li>1. Entrust health agencies to conduct regular health checks on employees in accordance with the "Labor Health Protection Regulation"</li> <li>2. Division managers take the initiative to look after the physical and mental state of their employees and assist in arranging special vacations appropriately</li> </ol>
	<b>Occupational Health and Safety</b>	<ol style="list-style-type: none"> <li>1. Implement the management principles of "three cares and five techniques": self-care, mutual care, supervision and pay attention with eyes, mouths, ears, hands, hearts</li> <li>2. Regular safety and health assessments, strictly control deficiencies and actively track improvements</li> <li>3. Create a safe and hygienic working environment through three types of safety measures: inspection by supervisors, guards, and self-inspection</li> </ol>



## 2.4 Information Security

### Purpose of Information Security Policy

1. This policy is made in order to ensure that the company's operations run smoothly, protect the security of company's mainframe computer, network equipment, and network communications, prevent unauthorized access, use, control, disclosure, damage, alteration, destruction, or other infringement on company information and communication systems, and establish cyber security management specifications.
2. This policy will ensure the confidentiality, integrity, and availability of the company's operational information and systems.

Confidentiality: Ensures that only authorized personnel can access information.

Integrity: Ensures that the information used is correct and has not been altered.

Availability: Ensures that authorized personnel have access to the required information.

### Objectives of Information Security Policy

1. When an incident related to information security happens, it can be appropriately informed, dealt with, and restored within the specified time. We will gradually establish high-availability backup and off-site data backup mechanism for the structure of the information system according to its risk level to ensure uninterrupted services. It will also strengthen system recovery drills to ensure that system recovery time meets expectations.
2. In response to changes in information security threats, education and training will be offered to boost staff's awareness on information security. Most incidents result from staffs' negligence and lack of awareness on information security. Thus, regular promotion of information security and educational training is necessary.
3. Do not open emails from unknown sources or unidentifiable senders. Regular email social-engineering drills will be conducted every year. Colleagues who open such emails or links by mistake will receive further training, and records of the training will be recorded for future reference.
4. We aim to enhance the level and mechanisms of information security equipment, improve defense capabilities, and prevent viruses, hacking, or blackmailing.
5. Be aware of security bugs notices, patch high-risk bugs in real time, and regularly assess and handle security bug repairs for equipment, system components, database systems, and software.

## 2.5 Responsible Business Operation

Committed to the core value of business integrity, UCCTW promises to actively implement ethical management strategies and incorporate integrity into our corporate culture.

To establish ethical corporate culture and setting it as our basis for sustainable operations, the Board of Directors approved the “Ethical Corporate Management Best Practice Principles” and the “Procedures for Ethical Management and Guidelines for Conduct” to specifically regulate employees when managing business operations; we also formulated the “Code of Ethical Conduct” to guide the behaviors of directors and managers in order to comply to ethical standards.

Relevant Codes and Regulations	Summary
UCCTW Ethical Corporate Management Best Practice Principles	Article 10 - Prohibition of Active and Passive Bribery When carrying out business operations, company’s directors, managers, employees, appointees, and substantial controllers shouldn’t directly or indirectly request or accept any form of bribery from customers, retailers, suppliers, public officials, or other shareholders
UCCTW Code of Ethical Conduct	Article 4 - Conflict of interest arises when personal interests intervene or may intervene with the overall interests of the company: When company directors or managers are unable to conduct business in an objective and efficient manner, or due to their position in the company, they themselves, their spouses, parents, children, or relatives within second degree of kinship receive improper benefits. The company should pay special attention to the loan or guarantee of funds, major asset transactions, and purchase (sales) transactions with the related enterprises to which the above-mentioned persons belong. The company should formulate policies to prevent conflicts of interest and provide appropriate channels for directors and managers to voluntarily declare whether they have a potential conflict of interest with the company.
UCCTW Procedures for Ethical Management and Guidelines for Conduct	The company's “Procedures for Ethical Management and Guidelines for Conduct” contains a clear code of behavioral conduct, which emphasizes employee self-discipline in management. Usually, the department supervisors are responsible for education, persuasion, and leadership, so that employees can fully understand behavioral and ethical standards. The summary is as follows: Article 4 Types of Interest The interests mentioned in this operating procedure and behavior guideline refer to cash, offers, gifts, commissions, positions, services, preferential treatment, rebates, facilitation payments, entertainment, and other things of value in any form or name. However, when it is regarded as normal social etiquette and incidental without any risk of affecting specific rights and obligations, then it won’t be counted.

	Article 23 Internal Promotion, Establishment of Reward and Punishment, Grievance System, and Disciplinary Action The company should incorporate ethical management into employee performance assessment and human resources policies and establish clear and effective reward and punishment and grievance systems. In accordance with relevant laws or regulations, the company should punish or dismiss any person who violates ethical guidelines.
Whistleblowing Procedures of Unethical Behaviors	In order to implement ethical management of business affairs, the company has established multiple reporting channels. The audit office allows internal and external personnel to report unethical behavior. There are "Guidelines to Employee Grievances" and "Sexual Harassment Complaints and Punishment Measures", and colleagues can also utilize complaint hotline, fax, or mailbox. The management department will evaluate the complaints and protect the legitimate rights and interests of employees.

### Ethical Operations Units and Their Performance

The Office of the President is responsible for formulating ethical corporate management policies and prevention plans, reporting the operation of ethical corporate management and its status of implementation to the Board of Directors regularly (at least once per year).

2021 Fulfillment of Ethical Corporate Management
<ol style="list-style-type: none"> <li>1. Formulate ethical management assessment measures for business partners and incorporate them into supplier management policies to ensure that supply chain operations comply with the ethical management guidelines.</li> <li>2. Educational training on ethical corporate management in December, 2021, 488 participants.</li> </ol>

### Anti-Competitive Behavior and Handling Situation

The company's methods of handling anti-competitive issues are in accordance with laws and regulations, which is what the company's legal department is responsible for. The case that occurred in 2021 is described as follows:

On April 29, 2019, the Fair Trade Commission determined that five ready-mixed concrete companies, including UCCTW, violated the Fair Trade Act and imposed penalties. After the company filed an administrative lawsuit on June 26, 2019, it's revoked by the Taipei High Administrative Court on June 30, 2020. On August 18, 2020, the Fair Trade Commission filed an appeal, and the case is currently being transferred to the Supreme Administrative Court for trial.

## 2.6 Supplier Management

### Supplier Management Policies

In order to ensure that our suppliers have consistent standards in terms of quality, cost, delivery, service quality, environmental safety, hygiene, and production, work with suppliers to implement environmental protection, labor rights protection, and sustainable development as our social responsibilities, and establish a comprehensive supply chain, we stipulated “Supplier Management Policies”.

(1) We formulated management measures corresponding to the difference in the number of products, services, or purchases provided by suppliers

(2) We have established a supplier management mechanism to get hold of the operations of suppliers, reduce operational risks, and prevent the impact of those risks. Our supplier management mechanism is as follows:

1. New Supplier Evaluation System:

Before collaborating with new suppliers, it is necessary to conduct comprehensive evaluations to understand their production line, operational status, etc. Reviewing of written materials and on-site inspections are included in the evaluation.

2. Existing Supplier Risk Assessment System:

Targeting current suppliers, we conduct risk assessment on three different aspects – economy, society, and environment. We will assist high-risk supplier to make improvements.

3. Reward and Punishment System:

After complete evaluation, suppliers with high results will be listed as prioritized partners; If high-risk suppliers fail to improve within time limit even after assistance, partnership will be terminated

(3) Legal Raw Material Statement

We thoroughly check for supplier's legal license and prohibit cooperation with suppliers who use unknown sources and do not have legal licenses.

(4) Supplier’s Joint Responsibility

We jointly carry the responsibilities of environmental protection, labor rights protection, health and safety, ethics, and systemic company management with our suppliers, and we also request suppliers to sign the “Commitment Letter of Supplier Corporate Social Responsibility”.

(5) Local Procurement

Local suppliers are our main priority as we value local development and procurement, which can reduce management and operations cost and greenhouse gases from long-distance shipping, create more working opportunities, and give back to our communities.

## (6) Green Procurement

To minimize environmental impact, not only do we require our suppliers' products, procurement, and services to adhere to laws and regulations, we also encourage suppliers and retailers to offer environmental-friendly and sustainable products and services

### **Supply Chain Management Measures and Implementation Status**

#### **Establish Supplier Tier System**

We select suppliers that need to be managed and evaluated according to their characteristics: Critical Tier 1 - suppliers who have significant impacts on the quality and delivery time of company's product manufacturing, or when purchase have reached a certain amount or proportion. Condition of supplier management in 2021:

1. Number of Critical Tier 1 Suppliers: 16
2. New Supplier Evaluation: total of 22 suppliers, passing rate 100%
3. Existing Supplier Risk Assessment System: total of 30 suppliers, 10% of all suppliers, passing rate 100%
4. Supplier Self-Evaluation Survey: the annual internal self-evaluation survey is formulated in accordance with GRI standards, and targets are mainly Critical Tier 1 Suppliers, 16 surveys are sent out, 16 returned, response rate 100%
5. Local Procurement of Raw Materials: Our expense on local procurement covers 97% of total expense on procurement
6. Signing of the "Commitment Letter of Supplier Corporate Social Responsibility": We requested Critical Tier 1 Suppliers to sign the letter, a total of 16 suppliers signed
7. Supplier Grievance System

If suppliers find that any of the company's personnel violated workplace discipline and ethical codes, they can report such violations through the complaint mailbox - [uccaudit@ucctw.com](mailto:uccaudit@ucctw.com)

## 3 Excellent Customer Service

### 3.1 Innovative Research and Development

#### **Gypsum Board**

Climate change has brought several challenges for corporate operations, but it also brings new opportunities for enterprise transformation and drives the development of new technologies, products, and services. From raw materials, production, application, to recycling of leftover materials, our gypsum board reduces pollution and minimize harm on Earth's environment and human health.

The main raw material of gypsum board produced by UCCTW is natural gypsum. Gypsum is a substance that is harmless to the environment and human body. No harmful substances such as asbestos, formaldehyde, and volatile organic compounds are added in our production process, which is compliant with LEED® U.S. Green Building Council certified building materials. In 2021, there were major incidents related to violations of product health and safety regulations, and no penalties were imposed for product information or labeling violations.

LEED certification was established in 2003 by the US Green Building Council, and it aims to reduce negative impacts on the environment and residents in construction design and standardize a complete, accurate concept for green buildings in order to prevent its excessive use. Additionally, LEED certification is internationally recognized and applicable to various types of constructions, providing practical and quantifiable solutions for green buildings.

#### **Product Satisfies the Needs of Sustainable Construction**

Our gypsum boards conforming with LEED® (U.S. Green Building Council) and provided to customers who need sustainable construction or relevant construction certification account for 12% of our annual product sales in 2021.

#### **Market Share of Innovative Product**

Our gypsum board is a circular economy product, and all series of specifications are innovative products that can reduce environmental impact; the market share in 2021(Note) is about 57%; the target is to increase to 60% in 2023.

Note: In 2021, the cumulative sales area of the company's dealer warehouses storing various products of our Gypsum Board accounted for about 104,764 m<sup>2</sup>, and the area of fire-resistant hard building materials products on the market accounted for about 80,340 m<sup>2</sup>, and our Gypsum Board accounted for 57% of the market.

We obtained various green product certifications, including the ones from the Environmental Protection Administration (Environmental-Friendly Product) and the Ministry of the Interior (Green Building Material). Moreover, we combined our diverse gypsum board products with the exterior wall panel system of the brand NICHIIHA from Japan, produce gypsum boards that meet CNS, ASTM, and JIS standards, obtained ISO9002, with product registered in the Ministry of Economic Affairs, and passed UL certification. Our annual production capacity is 20 million square meters.

**Products and Applications:**

- Gypsum board regular type and fire-resistant gypsum board: for partitions in dry spaces and ceilings
- Reinforced (pipeline) gypsum board and reinforced (sheathing and aluminum) gypsum board: for elevator and various water and electricity pipeline rooms
- Gypsum sheathing board: for partitions or ceilings in wet spaces
- Single-sided construction method of H-shaped column: time-saving, efficient development, suitable for normal water and electricity pipelines
- Fire-resistant partition walls
- Sound-insulation and fire-resistant partition wall system
- Non-load bearing horizontal fire-resistant room partition system
- Building steel beams, dry column fire-resistant wall cladding system
- Combined gypsum board - NICHIIHA Fiber Cement Panel exterior wall panel system (fire-resistant, steel structure constructions)
- Combined steel structure NICHIIHA Fiber Cement Panel exterior wall panel system

Unit: NTD Thousand	2021	2020	2019
R&D Expenses	78,683	69,195	68,691

In the future, with sustainable development as our main goal, we will continue to invest in research and development and invent fire-resistant green building materials; Our manufacturing process will focus on environmental protection, energy saving, and the reuse of resources and provide safe, practical, convenient, high-quality products for the public. We plan to develop the following products in the future:

- Safe gypsum board for medical use
- Hard gypsum board
- Light gypsum board for steel structure construction
- High sound insulation laminated gypsum board
- Different fire-resistant wall, roof, and wall cladding systems

## Ready-Mixed Concrete

### Product Profile:

Ready-mixed concrete is a special composite material, which is composed of four or more materials with completely different properties, such as cement, water, aggregates, and admixtures. Mixtures with different proportions, manufacturing, and construction process produce ready-mixed concrete that meets the design requirements of safety, workability, durability, economic efficiency, and ecological protection.

### Product Health and Safety:

2021 – Our ready-mixed concrete did not violate any health and safety regulations or other product information and labeling rules

2021 – Proportion of sales of products with sustainable construction or construction certifications: approx. 30.84% (476807m<sup>3</sup> / 1546268m<sup>3</sup>)

We use special mixing ratios to manufacture green ready-mixed concrete that has the best cementation and pozzolanic reaction, and by reducing the amount of cement with the same mixture and adding the appropriate number of recycled materials, we can greatly reduce the use of resources and carbon dioxide emissions, improve the life cycle of tall buildings, and achieve the reuse of resources and sustainable development.

With ESG requirements, we plan to acquire green ready-mixed concrete certificate and ISO14067 product carbon footprint certificate in 2023.

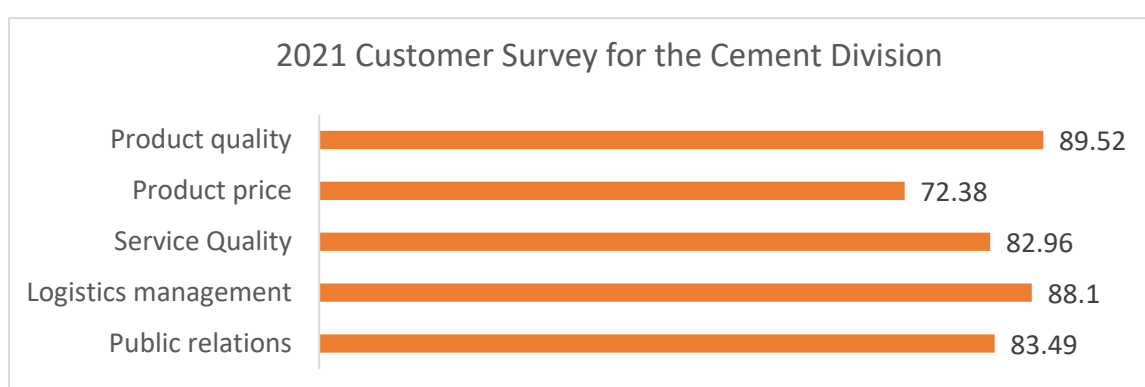


## 3.2 Customer Service

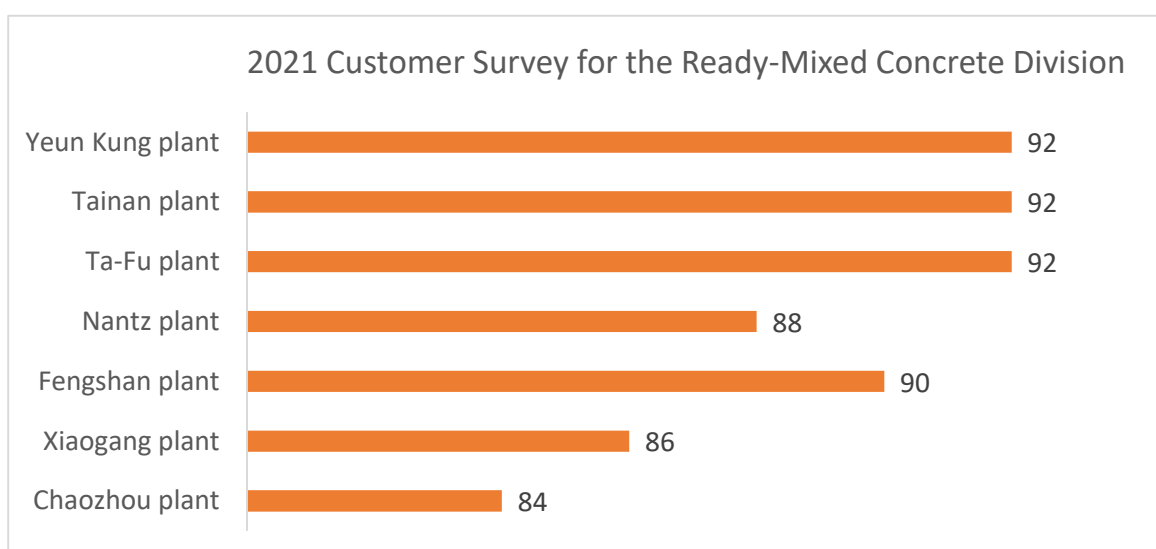
### Customer Satisfaction Survey

We established a customer-oriented quality system and company principle and are committed to providing the best service, actively maintaining customer relationships, strengthening loyalty, and utilizing word of mouth to attract more customers and expand our market. The scope of customer satisfaction survey in 2021 mainly focuses on the divisions of our main operations - cement division, ready-mixed concrete division, and building materials division.

“To satisfy our customers” is our cement division’s foundational goal. The customer satisfaction survey collects feedback for product, price, service, etc., which can be later analyzed for strategic marketing and improvements. In 2021, we sent out 24 surveys and received 21 replies; response rate 87.5% with an average of 83.29.

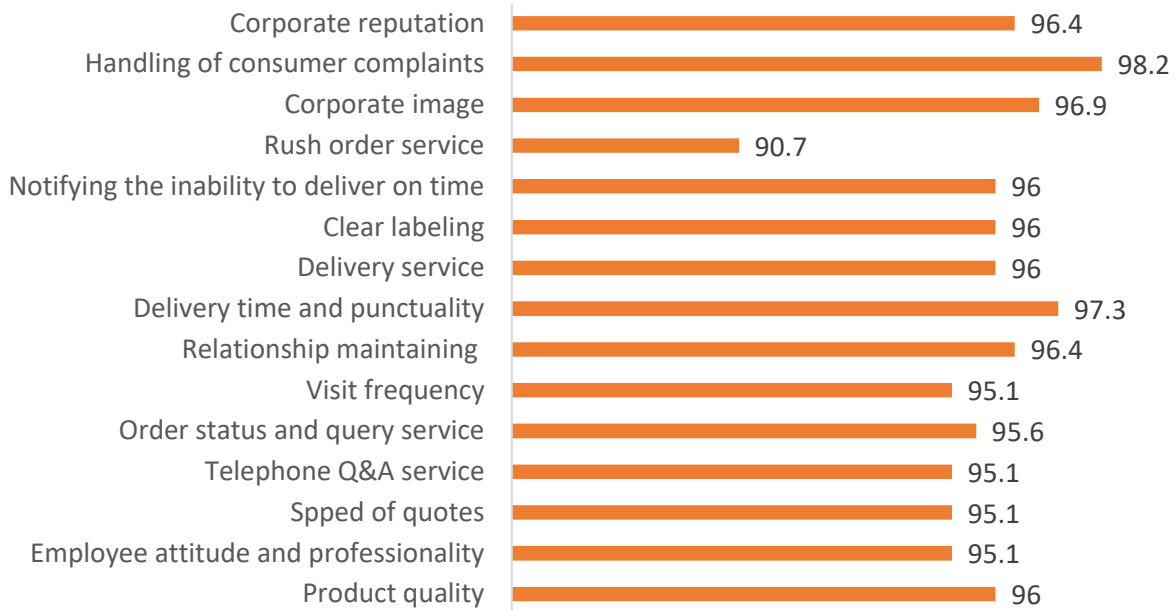


The 2021 customer satisfaction survey for the ready-mixed concrete division includes product quality, delivery time, service quality, etc.; our seven ready-mixed concrete plants sent out 480 surveys and received 480 replies; response rate 100% with an average of 90.



In 2021, the building materials division sent out 45 customer satisfaction surveys and received 45 replies; response rate 100%. The statistics show that customers are very satisfied with our products or services, with an average of 95 in 15 evaluations.

### 2021 Customer Survey for the Building Materials Division



### **Complaints and Responses**

Customers can file complaints through sales representative, coordinator, and quality control personnel. When relevant personnel receive customer complaints, they will notify relevant divisions to clarify responsibilities and provide proper solutions.

There are no customer complaints in 2021

## 4 Environmental Management Strategies

### 4.1 Climate Change

TCFD Core Recommendations			
Governance	Strategy	Risk Management	Metrics and Targets
<p>UCCTW Climate Change Governance Framework:</p> <ol style="list-style-type: none"> <li>1. <u>Board of Directors</u> Highest decision-making entity, responsible for evaluating and approving risk management strategies and plan countermeasures and improvement plans</li> <li>2. <u>Risk Management Committee</u> Hold annual meeting, composed of company's senior executives, reports directly to the board of directors. Responsible for supervising climate change-related issues, regularly review climate-related risks and opportunities, and integrate management reports</li> <li>3. <u>Risk Management Team</u> Each division's manager is responsible for evaluating, analyzing, and planning strategies, implement countermeasures for climate-related risks and opportunities</li> </ol>	<p>We adopt the management framework of TCFD and in consideration of industry characteristics and location of operations, systematically identify 13 risks and 11 derivative opportunities. For details, please refer to "Climate Change's Potential Risks and Opportunities for UCCTW and Countermeasures" in this report.</p>	<p>Risk Assessment and Management Process: Our risk management team will hold at least one internal and external systemic risk identification every year to evaluate, analyze, identify major risks and opportunities, and plan countermeasures.</p> <p>Integrated risk system: We have incorporated climate change risks into our overall risk management procedures.</p>	<p>Greenhouse Gas Scope 1, 2, 3 Emissions and Goals: Conduct inventories for our parent company in 2023 and complete it in 2024</p> <p>Other Climate and Environment-Related Management Indicators and Targets: Formulate management policies and reduction measures for energy, water resources, and industrial waste; find alternative fuels and sources of renewable energy; obtain domestic and foreign certifications for low environmental impact products and continue to research and develop environmental-friendly product technologies</p>

## Greenhouse Gas Emissions

Plant	Cement Plant			Gypsum Board Plant			Seven Ready-Mixed Concrete Plants		
Year	2019	2020	2021	2019	2020	2021	2019	2020	2021
<b>GHG(ton)</b>	9,617	10,493	9,677	30,091	29,607	33,639	8,398	8,503	9,127

### We plan to complete GHG emission scope 1, 2, and 3 inventories in 2023

The GHG emissions disclosed in this reporting are indirect carbon dioxide emissions, which are calculated by multiplying the emissions of "electricity, diesel, gasoline, and fuel" by their carbon emission coefficient.

2021 Published calorific value from the Ministry of Economic Affairs' Bureau of Energy:

Electricity: 1 degree=860 kcal

Diesel: 1kl=9,600,000 kcal

Fuel: 1l=8,400 kcal

Gasoline: 1l=7,800 kcal

Natural gas: 1l=15,048 kcal

Coal (Bituminous Steam Coal): 1kg=6,080kcal

1 kcal =4,186 joules

2021 Published CO2 coefficient from the Ministry of Economic Affairs' Bureau of Energy:

Electricity: 1 degree=0.509kg

Diesel: 1TJ=77,400kg

Fuel: 1TJ=74,100kg

Gasoline: 1TJ=69,30kg

Natural gas: 1TJ=56,100kg

Coal (Bituminous Steam Coal): 1TJ=94,600kg

1TJ = 10<sup>12</sup> joules; 1 GJ = 10<sup>9</sup> joules

**Regulated Emission Ratio : Our operations are not in such areas**

**Short, medium, and long-term strategies and goals for reducing GHG emission: Please refer to “Climate Change's Potential Risks and Opportunities for UCCTW and Countermeasures” and 4.2 Energy Management - Energy Conservation and Carbon Reduction Management Policy**

### Climate Change's Potential Risks and Opportunities for UCCTW and Countermeasures

Climate change is a global issue. We adopted the disclosure and management framework prescribed in the task force on climate-related financial disclosures (TCFD), in consideration of industry characteristic and location of operations, systematically assess climate-related risks and opportunities and propose corresponding countermeasures.

Type		Climate-related topics	Potential Risk	Derived Opportunities	Countermeasures
Transition Risks	Policy	• GHG emission control and carbon tax	• Low-carbon equipment and input of management cost	• Join carbon emission trading	• Organize and implement internal energy conservation and carbon reduction corporate policies
		• Renewable energy development policies: Compulsory installation of renewable energy facilities up to a certain percentage	• Cost of renewable energy equipment or renewable energy certificates	• Opportunities to plan for green energy adoption • Opportunities to expand new energy business	• Obtain renewable energy certificates • Install renewable energy facilities • Continue to enhance energy use efficiency
	Technology	• Trend of low carbon emission/low environmental impact technologies	• Invest in relevant technologies which increases operational cost	• Opportunities of innovation	• Waste to recycled resources: actively optimize the recycling system of gypsum boards/circular economy • Encourage employees to propose low carbon emission/low environmental impact technologies
	Market	• Environmental-friendly green products R&D and customer needs	• Unable to satisfy customer need, which reduces profits	• Develop new green products • Optimize circular economy and the competitiveness of green building materials	• Continue to promote existing UCCTW green building materials • Actively expand customer service of UCCTW gypsum board recycling system, collaboratively respond to product reuse and recycle • Analyze product substitute risks and the advantages and disadvantages of other products • Actively respond to customer need, invest in R&D of new products
		• The increase of carbon tax and the cost of raw materials for importing countries	• Operational cost increases	• Opportunity to develop substitutes of raw materials • Motivation to develop and optimize product ratio	• Prioritize the purchase of domestic raw materials • Set up long-term contracts and system for second suppliers to stabilize prices • Research on the procurement of other substitutes to raise product diversity
	Operations and Reputation	• ESG sustainable investment	• Impact on company image • Customers take corporate social responsibility into consideration when purchasing products • Invest, fundraise, and finance	• Opportunities to move towards low carbon economy and corporate sustainable development	• Establish special ESG department • Communicate results to stakeholders via company website, annual report, and CSR report

Physical Risks	Acute	<ul style="list-style-type: none"> <li>• Typhoons, floods, and other natural disasters</li> </ul>	<ul style="list-style-type: none"> <li>• Damage to our plant equipment/ Disruption in product delivery/ staff off duty results in operational lost</li> <li>• Disruption of foreign supply chain due to natural disasters</li> </ul>	<ul style="list-style-type: none"> <li>• Extreme weathers cause rockslides, destroy bridges and highways, which raises demand for our company's products</li> <li>• Strengthen operational resilience</li> </ul>	<ul style="list-style-type: none"> <li>• Business Continuity Planning:               <ul style="list-style-type: none"> <li>-Continue to optimize inventory and flexible transportation scheduling</li> <li>- Maintain stable operations to support public construction needs</li> <li>• Monitor water regime information and formulate water shortage countermeasures through real-time information from the Water Resources Department</li> <li>• Advocate and implement energy saving and carbon reduction environmental protection measures</li> <li>• Prioritize the use of high-efficiency and energy-saving products</li> <li>• Conduct periodic inspections and dispose old equipment to reduce energy burden</li> </ul> </li> </ul>
	Chronic	<ul style="list-style-type: none"> <li>• Droughts</li> </ul>	<ul style="list-style-type: none"> <li>• Water shortage hinders production process</li> </ul>		
		<ul style="list-style-type: none"> <li>• Rising global temperature</li> </ul>	<ul style="list-style-type: none"> <li>• In order to avoid overheating of equipment due to high temperature and maintain working environment of plants, the energy consumption of air conditioners increases, which also increases operational costs</li> </ul>		
		<ul style="list-style-type: none"> <li>• Rising sea level</li> </ul>	<ul style="list-style-type: none"> <li>• Disruption of drainage systems, causing potential flooding</li> </ul>		

## 4.2 Energy Management

We follow domestic environmental protection regulations, and our active initiatives comply with ESG indicators, and reflects United Nation’s Sustainable Development Goals (SDGs). We adhere to sustainability, with energy conservation and carbon reduction as the core of our business operations, paying equal attention to environmental protection and economy by actively managing the use of energy resources and waste output, formulating relevant measures and continuously tracking improvement status. We aim to minimize negative environmental impact, fulfilling corporate social responsibility. The disclosed information under mainly covers location of operations from our parent company - Ah-Lien Cement Plant, Taoyuan Hai-Fu Gypsum Board Plant, and seven ready-mixed concrete plants:

### Energy Conservation and Carbon Reduction Management Policies

1. Use energy-saving LED lamps, expected to save electricity by 30%
2. Turn lights off when not in use, during lunch breaks, and after work
3. Regularly check and replace old high-power consuming equipment, and use higher-efficiency equipment to reduce power consumption
4. Cooperate with the Environmental Protection Administration to promote the implementation of large-scale diesel vehicle replacement plan
5. Support local procurement, reduce long-distance shipping

	Cement plant			Gypsum board plant			Seven Ready-Mixed Concrete Plants		
	2019	2020	2021	2019	2020	2021	2019	2020	2021
<b>Outsourced electricity</b>	18.6 GWh	20.6 GWh	18.7 GWh	11.8 GWh	10.4 GWh	10.8 GWh	6.1 GWh	6.4 GWh	6.9 GWh
	66,959.26 GJ	74,195.18 GJ	67,319.25 GJ	42,479.53 GJ	37,439.58 GJ	38,879.57 GJ	21,959.76 GJ	23,039.74 GJ	24,869.1 GJ
<b>Diesel</b>	54,720 liter	55,740 liter	59,080 liter	80,767 liter	80,000 liter	76,530 liter	1.9 megaliter	1.9 megaliter	2.1 megaliter
	1,924.09 GJ	1,959.95 GJ	2,077.39 GJ	2,839.96 GJ	2,812.99 GJ	2,690.98 GJ	66,808.56 GJ	66,808.56 GJ	73,474.3 GJ
<b>Gasoline</b>	2,963 liter	2,756 liter	2,137 liter	907 liter	1,105 liter	807 liter	151,449 liter	150,294 liter	73,473 liter
	96.74 GJ	89.99 GJ	69.77 GJ	29.61 GJ	36.08 GJ	26.35 GJ	4,944.93 GJ	4,907.22 GJ	2,398.95 GJ
<b>Fuel</b>	NA			7,675 kL	4,400 kL	4,707 kL	NA		
				308,424.48 GJ	176,816.64 GJ	189,153.62 GJ			
<b>Coal</b>	NA			NA	4,357 tons	5,524 tons	NA		
				NA	110,889.48 GJ	140,590.66 GJ			

### Quantified target for carbon intensity in the future (metric tons of carbon dioxide emissions/production value of NTD Thousand)

In 2021, the output value will be 0.0137 metric tons/NTD Thousand. The company will strive to maintain the current density and expect to drop to 0.0135 metric tons/NTD Thousand output value before 2025. Implementation effectiveness in 2021 compared to 2020: an increase of 3.21%.

### Quantitative target for energy intensity in the future (energy calorific value GJ/production value of NTD Thousand)

In 2021, the output value will be 0.1411 GJ/NTD Thousand. The company will be committed to maintaining the current density and expecting to drop to 0.1409 GJ/NTD Thousand before 2025. Implementation effectiveness in 2021 compared to 2020: an increase of 3.82%.

Note 1: The output value of NTD Thousand is the output value of cement, ready-mixed concrete and gypsum board of UCCTW parent company in 2021.

Note 2: For energy calorific value coefficient conversion please refer to “Greenhouse Gas Emissions.”

## 4.3 Water Management

### Water Use Management Policies

1. Promote the value of water resources and make maximizing water efficiency in plants as our main principle
2. Processed wastewater is recycled and reused in the factory and used for road watering, dust suppression, etc. to reduce air pollution
3. Prioritize the use of water-saving equipment, reduce inefficient water use

The company's water intake of various categories is mainly tap water and groundwater, all of which are fresh water (TDS  $\leq$  1,000 mg/L).

Water Consumption (10 <sup>6</sup> liter)	Cement plant			Gypsum board plant			Seven Ready-Mixed Concrete Plants		
	2019	2020	2021	2019	2020	2021	2019	2020	2021
Tap Water	3.0	4.6	2.7	7.5	9.7	10.2	80.3	94.3	88.4
Underground Water	No data yet, relevant operational statistics of water consumption have been planned			79.0	68.1	65.8	No data yet, relevant operational statistics of water consumption have been planned		
Percentage of Reused Water	We save water resources and recycles wastewater for reuse in our plants; No official data yet, relevant operational statistics of water consumption have been planned								

### Quantitative target for water intensity in the future (metric tons of water consumption/production value of NTD Thousand)

In 2021, the output value will be 0.026 metric tons/NTD Thousand. The company will strive to maintain the current density and expect to drop to 0.025 metric tons/ NTD Thousand output value before 2025. Implementation effectiveness in 2021 compared to 2020: a decrease of 7.1%.

Note: Water consumption is tap water consumption; NTD Thousand production value is the production value of cement, ready-mixed concrete and gypsum board of UCCTW parent company in 2021.



## 4.4 Pollution Prevention

### Air Pollution

tons	Cement plant			Gypsum board plant			Seven Ready-Mixed Concrete Plants		
	2019	2020	2021	2019	2020	2021	2019	2020	2021
CO	None			None			None		
NOx (N <sub>2</sub> O not included)				30.8	17.7	21.7			
				NOx calculation method: emission pipeline (material consumption * average discharge coefficient of 3 times of testing)					
				31.7	9.5	2.7			
SOx				SOx calculation method: emission pipeline (material consumption * average discharge coefficient of 3 times of testing * sulfur content 0.04%)					
Airborne Particles/Particulate Matter	Total suspended particles: 16.38	Total suspended particles: 16.94	Total suspended particles: 15.61	Particulate Matter Pollution: 1.8	Particulate Matter Pollution: 1.3	Particulate Matter Pollution: 1.5	Particulate Matter Pollution: 9	Particulate Matter Pollution: 10	Particulate Matter Pollution: 11.5
	Particulate matter emission coefficient, source, and calculation method are as follows: Airborne particles (chimneys): Consumption X (1 - (control efficiency) X emission coefficient = emission amount			Particulate matter pollution calculation method: Discharge pipeline (activity intensity * average discharge coefficient of 3 times of testing) + (those from in vehicle, loading, unloading, wind-					

	Airborne particulates (storage yard): The formula is the same as above, sources include vehicle, loading, unloading, wind-erosion of loading and unloading in inventory	erosion of loading and unloading in inventory (emission coefficient of those stored in enclosed building * activity intensity))	
<b>MnO</b>	None	None	None
<b>Pb</b>		0.001      0.001      0.002	
		Pb calculation method: Emission pipeline (announced emission coefficient * activity intensity * (1 - control efficiency))	
<b>VOCs</b>		0.0458      0.036      0.042	
		VOCs calculation method: production, storage tank (raw material consumption * VOC content 0.5%)	
<b>PAHs</b>		None	

**Air pollution improvement measures**

Gypsum board plant: From 2020, coal-fired boilers will be used as the main boiler. However, due to the effective control of NOx and SOx pollution emissions by environmental protection and prevention equipment, dry desulfurization, nitrogen and scrubbers in the furnace are used to control pollution, and the effect is remarkable..

Compared with the existing heavy oil boiler without control equipment, it is less polluting and environmentally friendly. In addition, the cyclone dust collector with a control efficiency of 50% and the three-way bag dust collector with a control efficiency of 99% have remarkable effects on particulate pollutants; compared with heavy oil fuel, the data shows that there is no increase in pollution emissions.

## Waste Management

### Waste Management Policies

In accordance with the certified standards of hazardous industrial waste promulgated by the Environmental Protection Administration, our operations mainly produce general industrial waste and factory domestic waste, no hazardous industrial waste is produced.

#### 1. Practice reduction at source:

- (1) Promote paperless operations, recycle and reuse paper.
- (2) Encourage colleagues to bring their own tableware and reduce the amount of garbage.

#### 2. Recycle and reuse:

- (1) Comply with the recycling standards of the Environmental Protection Administration, implement domestic waste recycling in plants
- (2) Comply with the “Criteria Governing Methods of and Facilities for Storage, Clearance and Disposal of Industrial Wastes”, prioritize recycle and reuse. Wastewater and used oil are recycled and reused in plants; waste wood, waste plastic, waste paper containing gypsum, waste iron, waste tires, etc. are entrusted to qualified manufacturers certified by the Environmental Protection Administration for removal and recycling.

Plant Year	Cement plant			Gypsum board plant			Seven Ready-Mixed Concrete Plants		
	2019	2020	2021	2019	2020	2021	2019	2020	2021
General industrial waste (tons)	0.4	7.4	12.9	Only manual records. The data collection and management system has been strengthened from 2021		9,099.3	3072.4	1899.9	1638.8
Percentage of recycled waste	No waste recycling system yet, currently under evaluation.					99.84%	98.89%	92.63%	99.9%
Hazardous industrial waste	The company do not produce any hazardous industrial waste								

#### Future annual quantification target of industrial waste

2021: 10,751 metric tons. The company will strive to maintain the total weight of waste currently produced and expect to achieve the goal of zero waste. Implementation results compared with the previous year: Since the data of the gypsum board factory began in 2021, it is scheduled to be disclosed in the annual report next year.

## 5 Employee and Benefits

### 5.1 Human Rights

#### UCCTW Human Rights Policy

We support and abide by human rights standards and principles, such as United Nations' Universal Declaration of Human Rights, International Covenant on Economic, Social and Cultural Rights, International Covenant on Civil and Political Rights, United Nations Global Compact, and International Labor Organization's Declaration of Fundamental Principles and Rights at Work, and refrain from any violations on human rights.

We have formulated human rights policy to protect employees (including contract and temporary employees) and expect our suppliers, distributors, partners, and other business organizations with substantial control capabilities to strictly abide by the following principles to safeguard human rights:

1. Follow each location of operations' labor and environmental policies
2. Provide reasonable working conditions and healthy and safe working environment
3. Provide a working environment free from discrimination and harassment and treat everyone equally regardless of race, nationality, age, gender, marital status, political affiliation, and religious beliefs
4. Prohibit forced labor
5. Prohibit child labor
6. Respect employees' privacy and freedom of assembly
7. Keep channels of labor-management communication open and provide a grievance channel

Human Rights Topic	Management Plans
Follow each location of operations' labor and environmental policies	<p>Follow laws and regulations, establish relevant rules and mechanisms</p> <p>Adopt any changes in laws and regulations</p>
Provide reasonable working conditions and healthy and safe working environment	<p>Set workplace safety and hygiene codes, protect employees from industrial harm, and offer healthy and comfortable working environments</p> <p>Provide protection facilities, equipment, and tools needed in industrial operations to protect employees' safety</p> <p>Workplace safety monitoring inspections: On-site supervisor (division head) and environmental safety officers will patrol the plants every day</p> <p>Equipment safety management: We list and inspect dangerous mechanical equipment in accordance with the law to ensure safe operations</p> <p>Implemented system of occupational health and safety at company's location of operations: a. Practice "three cares and five techniques": self-care, mutual care, supervision, pay attention with eyes, mouths, ears, hands, hearts b. Regular safety and hygiene evaluations, strictly control deficiencies and track improvement status c. Build safe and healthy working environment through supervisor patrols, safe protective gears, and self-inspections</p> <p>Fire safety inspections: At least once per year, commission external professional manufacturer to conduct inspections, then re-inspected by the Fire Department</p> <p>Security:</p> <ol style="list-style-type: none"> <li>1. The main entrance of our office is set up with access control system to prevent outsiders from invading and destroying private property. We also maintain the effectiveness of our fire alarm system.</li> <li>2. In the unfortunate event of an employee's death due to work, compensations will be provided before the law</li> </ol> <p>Goal:</p> <ol style="list-style-type: none"> <li>a. Aim for "zero disasters"</li> <li>b. Continue to hold safe and healthy environmental management educational training and effectively communicate relevant principles to each plant's employees</li> </ol>

	c. The President will host monthly meetings to review deficiencies and suggest improvements based on inspections
<b>Equal treatment, prohibit all workplace discrimination and harassment</b>	<p>According to the Labor Standards Act, international regulations, and UCCTW Human Rights Policy, our recruitment process is open, equal, and fair</p> <p>Salary is determined based on the academic background required for the position, and there will be no discrimination based on race, nationality, age, gender, marital status, political stance and religious belief</p>
<b>Prohibit forced labor</b>	According to the Labor Standards Act, international regulations, and UCCTW Human Rights Policy, won't force anyone to perform involuntary labor
<b>Prohibit child labor</b>	According to the Labor Standards Act and UCCTW Human Rights Policy, won't employ any children
<b>Respect employees' privacy and freedom of assembly</b>	According to the Labor Standards Act, allow the formation of unions
<b>Keep channels of labor-management communication open and provide a grievance channel</b>	<p>When the company has major operational changes, they will be notified in accordance with the Labor Standards Act and other laws.</p> <p>Employees can submit suggestions and questions through the welfare committee, labor-management conference, labor union, other units, or through the internal electronic communication system.</p> <p>If there is any violation of human rights, it will be immediately investigated and conditions will be improved</p>

## 5.2 Talent Management

### 2021 Employee Profile

In order to retain outstanding talents and give employees the opportunity to develop their potential and show their best achievements, we continue to guide employees through various communication channels, such as meetings, internal emails, announcements, and occasional meetings with supervisors, etc., to deepen company culture and operations, strengthening the two-way commitment between the company and its employees.

Age \ Position	Supervisor		Non-supervisor	
	Female	Male	Female	Male
Under 29	4	11	8	58
30-50	35	138	34	195
Above 51	19	78	6	127

			By position and gender				By employment contract and gender			
Total number of employees			Supervisor		Non-supervisor		Permanent		Temporary	
Total	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
713	106	607	58	227	48	380	100	557	6	50

Note: The company's permanent employees are all full-time, and there are no part-time employees.

New employee hires						
Age	Female		Male		Total	New entry rate
	Number	New entry rate	Number	New entry rate		
Under 29	4	4%	38	6%	42	6%
30~50	11	10%	119	20%	130	18%
Above 51	0	0%	10	2%	10	1%
Total	15	14%	167	28%	182	26%

Note: Statistical data include the parent company of UCCTW parent company and its subsidiaries Huan-Chung Int'l Inc., Universal Ready-mixed Concrete Industry Inc., and Kaohsiung Pier Transportation Inc..

Employee turnover						
Age	Female		Male		Total	Turnover rate
	Number	Turnover rate	Number	Turnover rate		
Under 29	3	3%	24	4%	27	4%
30~50	6	6%	96	16%	102	14%
Above 51	1	1%	25	4%	26	4%
Total	10	9%	145	24%	155	22%
Note: Statistical data include the parent company of UCCTW parent company and its subsidiaries Huan-Chung Int'l Inc., Universal Ready-mixed Concrete Industry Inc., and Kaohsiung Pier Transportation Inc..						

## **Salary System**

We provide competitive salaries and give out bonuses to reward employees with outstanding performances. New colleagues decide their salaries based on their educational background, experience, ranking, and responsibilities, regardless of gender or age. We employ talents based on skills, value the efforts and contributions of employees, and regard performance and attitude as the basis for salary and promotion. All full-time colleagues are required to accept performance evaluations, and together, pursue better improvements.

In 2021, our employee remuneration package mainly includes three parts: fixed salary, bonus, and welfare. The previous employee remuneration policy is based on individual performance and contribution to the company, the market value of their positions, and future operational risks; If the company earns profit in the current year, according to company regulations, at least 1% of it shall be allocated as the remuneration of colleagues. The remuneration of senior executives is determined by the Remuneration Committee, and all members of the committee are external experts. The standard of remuneration for managers is determined according to their personal performance, contribution to the overall operation of the company, and the market rate salary.



## **Welfare System**

In order to build collaborative relationships between employees, cultivate and lead outstanding talents who uphold company's core values, and strive towards the goal of success, all full-time employees are entitled to the following benefits:

Type	Benefits
Festivals	1. Establish an Employee Welfare Committee to allocate welfare funds according to the law. Provide bonuses for Moon Festival, Dragon Boat Festival, Chinese New Year, and Labor Day. 2. Provide travel money and birthday bonus. 3. Plants hold model worker commendation every year. 4. Year-end dinner party lottery. 5. Meal allowances.
Family Care	1. Marriage allowance, death condolences for immediate family members. 2. Scholarship for employees' children education; children can apply for childcare leave without pay before they reach the age of three, maximum two years. 3. Provide employees study leave without pay to encourage academic pursuits, maximum one year.
Health Insurance	1. Provide annual health check. 2. Provide labor insurance, health insurance, and other insurances. 3. In the event of a natural disaster, when the local government announced work cancellations, then employees who work on that same day will be paid as usual for the day's salary, and overtime will be paid according to the extra hours of work.
Work Bonus	1. Production competition bonus 2. Attendance bonus
Seniority Benefits	1. Employees who have worked for a certain period of time will be given special leave in accordance with the Labor Standards Act. In addition, special leave is added for new employees in the same year to encourage employees to stay 2. Present commemorative gold medal to retired employees and thank them for their hard work and years at UCCTW

For employees who choose the new system, we will allocate 6% of the employees' salary to the individual account of the Bureau of Labor Insurance in accordance with the pension system of the "Labor Pension Act". For the part of the old pension system that is applicable to the "Labor Standards Act", we have established a labor retirement reserve supervision committee, formulated employee retirement methods, and allocated 3% of the employee's total monthly salary to a special account from the Bank of Taiwan; For actuaries, if the balance drawn from the special account for annual settlement is insufficient to pay the amount estimated to meet the retirement conditions in the following year, the difference shall be withdrawn at one time before the end of March of the current year.

### **Salary of full-time employees who are not in supervisory positions**

In 2021, the company has 437 full-time employees who are not in supervisory positions, with an average salary of NTD 760 thousand and a median salary of NTD 678 thousand. The above data is in accordance with the regulations of Taiwan Stock Exchange, deducting supervisors' (managers) and those who meet exclusion and exemption requirements. Salary for those who have worked less than one year is calculated based on their number of working days, and employee remuneration is calculated on an accrual basis.

Year	Number of full-time employees	Average salary	Median salary
		NTD Thousand	
2021	437	760	678
2020	401	758	675

### **Statutory maternity leave**

In accordance with the "Act of Gender Equality in Employment", employees who meet the qualifications for childcare leave without pay can apply in accordance with the regulations. In 2021, a total of 3 employees who applied for parental leave without pay are scheduled to return to work after September 2022. Therefore, there are no employees scheduled to return to work during this report's reporting period. In 2020, there was one parent without pay that reinstated, so retention rate is 100%.

	2019		2020		2021	
	F	M	F	M	F	M
Number of people eligible for parental leave	1	0	1	0	3	0
Number of people who applied for parental leave	1	0	1	0	3	0
Number of people who returned to work during the reporting period after taking parental leave	1	0	1	0	Note	0
Number of people still employed 12 months after	1	0	1	0	Note	0

Note: expected to return after September, 2022

### **Communication Channels**

We adhere to the principles of harmonious communication, form labor unions, and hold regular labor-management meetings to jointly create a friendly working environment and safeguard the rights and interests of union members. The labor union of Alian Cement Plant was established in 1978, and the labor union of Hai-Fu Gypsum Board Plant was established in 1996. In the past three years, there have been 0 complaints from colleagues.

The composition of labor union includes: management representatives (plant manager, vice plant manager, general affairs section manager) and members (employees). Management representatives interact with members by participating in union membership meetings. On weekdays, operational plants and unions will maintain a smooth communication channel; When employees report labor-related matters, the management representatives will respond and coordinate as soon as possible, record the content of the meeting in detail, and submit it to senior managers. The communication channel between employers and employees must remain clear and well-organized, and we strive to achieve information transparency at all times. Therefore, the internal electronic bulletin board is used to post important messages to

proactively inform employees operating policies and changes, creating a real-time, synchronous, and peer-to-peer space for communication and coordination.

Members of labor unions are granted leave with pay to attend meetings, allowing trade unions to attend external education, training, and events with other labor unions. We also provide independent offices for labor unions to handle union matters. Items to be discussed in 2021 trade union meetings are proposal for salary adjustment, management of overtime hours, and the increase of work bonuses. Other important topics of labor union meetings include:

Plant operations report: report on the current employees, salary, management, and company-related publicity matters in plants.

Proposal and discussion: The content of the proposal, such as working hours, benefits, training, company, shift system, company trip, etc., as well as related affairs or feedback, can be proposed by the union.



## 5.3 Talent Development

In order to ensure the sustainable development of employees' careers, we regard employees as important assets and stakeholders of our company, strive to maintain a good workplace environment and system, and provide competitive employee compensation and benefits. If the company earns profit, no less than 1% will be allocated as employee remuneration as we share the success of the company. We have invested in relevant resources to create a safe working environment and provide education and training courses. We hope that colleagues and working partners can enjoy a safe and happy working environment, progress and grow with the company.

UCCTW Educational Background of Permanent Employees				
Year		2019	2020	2021
Number of Employees	Total	408	445	462
Average Age		43.28	45.69	42.40
Average Seniority		11.12	11.14	10.92
Education	PhD	0.73%	0.45%	0.43%
	MA	7.86%	10.56%	11.26%
	BA	58.12%	50.79%	50.43%
	High School	31.02%	35.51%	35.50%
	Below High School	2.27%	2.70%	2.38%

## **Recruitment**

One fundamental factor of our company's stable growth in recent years is the recruiting and training of talents in the right conditions, so that employees can perform their duties efficiently. The main business sector of UCCTW is the building materials industry. We have not only extended our profession into the microelectronics business, but also committed to corporate sustainability and technological upgrades and transformation. Therefore, our recruitment focuses on talents with international mindsets, excellent language abilities, and electronic professional backgrounds.

We have always recruited in an open and transparent manner and sent out relevant contents through recruitment websites, online communities, and entity briefings, so that job seekers can better understand our corporate culture and principles, company operating policies, and each division's job content and skill requirements. We believe human effort is the most important factor. Our selection of talents is never solely based on academic background, nor is there any difference due to factors such as religion, political party, gender, sexual orientation, etc. We integrate the opinions of division managers to find the most suitable talents. We hope that every colleague agrees with the business principles of UCCTW: diligence, integrity, stability and practicality, and work hard to improve together.

<b>External recruitment</b>	Recruitment through various external channels
<b>2021 School recruitment</b>	National Taiwan University of Science and Technology, National Chung Hsing University, Cheng Shiu University
<b>Employee referral</b>	We welcome colleagues to refer relatives and friends to join us and grow together

## Training

<b>New Employee Training</b>
Strengthen new employee's understanding of job content and workplace environment, implement necessary training.
<b>Current Employee Training</b>
Arrange current employees to participate in the company's internal education and training and external units' courses occasionally to enhance professional abilities. In order to encourage colleagues to pursue further studies, there are options for colleagues' tuition, loans, and measures to take leaves without pay.
<b>Workplace Health and Safety Training</b>
Arrange operation supervisors to check on first aid training, lifting equipment, stackers, dangerous machinery and equipment, and employee safety and health.
<b>Fire Safety Training</b>
In order to strengthen the ability to respond to disasters, fire drills and other drills are held regularly to reduce the risk of damage in the event of a disaster.

To provide employees required knowledge and skills and increase production efficiency, we conduct internal and external educational training in accordance with the "Training Management Procedures of Educational Training Program". According to relevant needs, it can be divided into two types: annual training needs and temporary training needs. The annual training needs should be submitted before the end of the current year, and the training plan for next year can only be processed after approval; the temporary training needs can be submitted according to the needs of each division.

In 2021, about NTD 485 thousand is invested in education and training. After the supervisors receive external training, they will arrange internal training courses. The total number of training hours for colleagues is 2,006 hours. The average education and training hours for female employees is about 1.24 hours, and the average education and training hours for male employees is about 4.67 hours; the average education and training hours for supervisors is about 5.84 hours, and the average education and training hours for non-supervisors is about 1.99 hours.

## 5.4 Health and Safety

### Security

Establishing a safe and equal workplace environment is our commitment to our colleagues. The company is committed to creating a safe and friendly working environment, and requires strict standards for fire safety and sanitation of labor and buildings, and implements maintenance in order to comply with laws and regulations. In order to eliminate potential dangers in the workplace, the company formulates relevant regulations, provides complete protective equipment and equipment, and conducts education and publicity on accident prevention measures. The following are the relevant work environment safety measures promoted.

Safety measures	Abstract Explanation
Supervisor Inspection	Supervisors at all levels supervise and inspect the site to eliminate all potential workplace hazards and ensure the personal safety of employees.
Safety Gear	According to the needs of different work areas, provide all employees with personal protective equipment such as safety shoes, safety helmets, respiratory protection equipment, eye protection equipment, earplugs, earmuffs and gloves to ensure the occupational safety and occupational hygiene of employees.
Self-inspection	Workplace safety needs to be jointly maintained by both the employer and the employee. The company invests in resources to establish a safe working environment. Colleagues also actively and independently inspect machinery and equipment, perform work environment measurements, and other industrial safety affairs; regularly inspect and upgrade software and hardware equipment, and formulate strict supervision system to create a good workplace.

In accordance with the "Labor Health Protection Rules" every year, the company entrusts medical institutions approved by labor physical and health examinations to conduct regular health examinations for employees; in addition to referring to the prescribed items, the company also provides additional items (such as electrocardiogram, ultrasound, etc.) , to ensure that the employees in the factory can detect and prevent early, and protect their personal health. The company arranges special health checks for employees who work in workplaces that are particularly harmful to health such as noise and dust. If there is a major abnormality in the results of the health examination, the medical institution that cooperates with the implementation of the inspection will give priority to notifying the undertaker by phone or email as soon as possible, and those with major abnormalities must carry out re-examination operations and continue to track and manage. Talent is an important asset of an enterprise. The company will assist employees to strengthen health education knowledge and improve health.

The number of employee occupational accidents in 2021: 0.

Recordable accidents, false alarms or silicosis among full-time and contract employees in 2021: 0.

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303-3	Water withdrawal	4.3	56
<b>GRI 307 : Environmental Compliance 2016</b>			
307-1	Non-compliance with environmental laws and regulations	2.1	27
<b>GRI 400 : Social</b>			
<b>GRI 401 : Employment 2016</b>			
401-1	New employee hires and employee turnover	5.2	63
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	5.2	63
401-3	Parental leave	5.2	63
<b>GRI 403 : Occupational Health and Safety 2018</b>			
403-3	Occupational health services	5.4	71

Standards	Disclosure	Corresponding chapter	Page
403-6	Promotion of worker health	5.4	71
<b>GRI 404 : Training and Education 2016</b>			
404-1	Average hours of training per year per employee	5.3	68
404-3	Percentage of employees receiving regular performance and career development reviews	5.2	63
<b>GRI 405 : Diversity and Equal Opportunity 2016</b>			
405-1	Diversity of governance bodies and employees	5.2	63
<b>GRI 408 : Child Labor 2016</b>			
408-1	Operations and suppliers at significant risk for incidents of child labor	5.1	60
<b>GRI 409 : Forced or Compulsory Labor 2016</b>			
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	5.1	60
<b>GRI 416 : Customer Health and Safety 2016</b>			
416-1	Assessment of the health and safety impacts of products and service categories	3.1	46
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	3.1	46
<b>GRI 417 : Marketing and Labeling 2016</b>			
417-1	Requirements for product and service information and labeling	3.1	46
417-2	Incidents of non-compliance concerning product and service information and labeling	3.1	46
<b>GRI 418 : Customer Privacy 2016</b>			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	3.2	49
<b>GRI 419 : Socioeconomic Compliance 2016</b>			
419-1	Non-compliance with laws and regulations in the social and economic area	2.5	41

**SASB Standards for Construction Materials**

Disclosure topic	Code	Accounting Metric	Page	Note
Activity Metrics	EM-CM-000.A	Production volume of major product lines	11	Capacity of cement, RMC, gypsum boards of the year of 2021.
Greenhouse Gas Emissions	EM-CM-110a.1	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	52	
	EM-CM-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	52	
Air Quality	EM-CM-120a.1	Air emissions of the following pollutants: (1) NO <sub>x</sub> (excluding N <sub>2</sub> O), (2) SO <sub>x</sub> , (3) particulate matter (PM <sub>10</sub> ), (4) dioxins/furans, (5) volatile organic compounds (VOCs), (6) polycyclic aromatic hydrocarbons (PAHs), and (7) heavy metals	57	
Energy Management	EM-CM-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage alternative, (4) percentage renewable	55	
Water Management	EM-CM-140a.1	(1) Total fresh water withdrawn, (2) percentage recycled, (3) percentage in regions with High or Extremely High Baseline Water Stress	56	
Waste Management	EM-CM-150a.1	Amount of waste generated, percentage hazardous, percentage recycled	59	
Biodiversity Impacts	EM-CM-160a.1	Description of environmental management policies and practices for active sites	-	The company has no cement mining process, so this indicator is not applicable.
	EM-CM-160a.2	Terrestrial acreage disturbed, percentage of impacted area restored	-	
Workforce Health & Safety	EM-CM-320a.1	(1) Total recordable incident rate (TRIR) and (2) near miss frequency rate (NMFR) for (a) fulltime employees and (b) contract employees	63	
	EM-CM-320a.2	Number of reported cases of silicosis	71	
Product Innovation	EM-CM-410a.1	Percentage of products that qualify for credits in sustainable building design and construction certifications	46	RMC, gypsum board
	EM-CM-410a.2	Total addressable market and share of market for products that reduce energy, water, and/or material impacts during usage and/or production	46	RMC, gypsum board

Pricing Integrity & Transparency	EM-CM-520a.1	Total amount of monetary losses as a result of legal proceedings associated with cartel activities, price fixing, and anti-trust activities	42	Anti-competitive behavior and its handling
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#### 會計師有限確信報告

環球水泥股份有限公司 公鑒：

環球水泥股份有限公司民國 110 年永續報告書，業經本會計師針對所選定之標的資訊執行確信程序竣事，並出具有限確信報告。本次執行確信程序之標的資訊請詳附件一「確信項目彙總表」。

#### 管理階層對永續報告書之責任

管理階層之責任係依據臺灣證券交易所「上市公司編製與申報永續報告書作業辦法」、全球永續性報告協會（Global Reporting Initiatives, GRI）發布之 GRI 準則（GRI Standards）及依行業特性參採其他適用之準則編製永續報告書，且維持與編製永續報告書有關之必要控制，以確保永續報告書所列標的資訊未存有重大不實表達。

#### 會計師對永續報告書執行確信程序之責任

本會計師係依照確信準則公報第一號「非屬歷史性財務資訊查核或核閱之確信案件」，對上開永續報告書所選定之標的資訊（詳附件一）在所有重大方面是否依照第二段所述準則編製表示意見，並提出有限確信報告。相較於合理確信，有限確信案件所執行程序之性質及時間與適用合理確信案件不同，其範圍亦較小，因是取得之確信程度明顯低於合理確信。

本會計師係基於專業判斷規劃及執行確信程序，以獲取相關標的資訊之有限確信證據，且任何內部控制均受有先天限制，因此未必能查出所有業已存在之重大不實表達。本會計師執行確信程序包括：

1. 取得及閱讀永續報告書；
2. 訪談管理階層及相關人員，以瞭解公司編製永續報告書有關政策及程序；
3. 訪談相關人員瞭解所選定標的資訊產生之流程、內部控制及資訊系統；
4. 分析及以抽查方式測試標的資訊相關文件及記錄。

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#### 先天限制

由於諸多確信項目係屬非財務資訊，相較於財務資訊之確信受有更多先天限制，故該等資訊之相關性、重大性與正確性之解釋可能涉及更多管理階層之重大判斷、假設與解釋，不同利害關係人對該等資訊亦可能有不同之解讀。

#### 獨立性及品質管制遵循聲明

本會計師及所隸屬會計師事務所遵循會計師職業道德規範中有關獨立性及其他道德規範之規定，該規範之基本原則為正直、公正客觀、專業能力及盡專業上應有之注意、保密及專業態度。此外，本會計師所隸屬會計師事務所遵循審計準則公報第四十六號「會計師事務所之品質管制」，以維持完備之品質管制制度，包含與遵循職業道德規範、專業準則及所適用法令相關之書面政策及程序。

#### 確信結論

依據所執行之程序及所獲取之證據，本會計師並未發現環球水泥股份有限公司民國 110 年度永續報告書中所選定之標的資訊在所有重大方面有未遵循其衡量基準暨臺灣證券交易所「上市公司編製與申報永續報告書作業辦法」、全球永續性報告協會（Global Reporting Initiatives, GRI）發布之 GRI 準則（GRI Standards）及依行業特性參採其他適用之準則之情事。

#### 其他事項

本確信報告出具後，貴公司對任何確信標的或適用基準之變更，本會計師將不負就該等資訊重新執行確信工作之責任。

秉承聯合會計師事務所

會計師 羅 偉 哲

羅偉哲



中 華 民 國 111 年 9 月 16 日

確信項目彙總表

編號	確 信 項 目	適 用 基 準	頁 碼																								
1.	2021 年度能源消耗量(單位：GJ) <table border="1"> <tr> <td></td><td>水泥廠</td><td>石膏板廠</td><td>混凝土直屬七場</td></tr> <tr> <td>外購電力</td><td>67,319.25</td><td>38,879.57</td><td>24,869.1</td></tr> <tr> <td>柴油</td><td>2,077.39</td><td>2,690.98</td><td>73,474.3</td></tr> <tr> <td>汽油</td><td>69.77</td><td>26.35</td><td>2,398.95</td></tr> <tr> <td>燃料油</td><td>無</td><td>189,153.62</td><td>無</td></tr> <tr> <td>煤炭</td><td>無</td><td>140,590.66</td><td>無</td></tr> </table>		水泥廠	石膏板廠	混凝土直屬七場	外購電力	67,319.25	38,879.57	24,869.1	柴油	2,077.39	2,690.98	73,474.3	汽油	69.77	26.35	2,398.95	燃料油	無	189,153.62	無	煤炭	無	140,590.66	無	2021 年環泥公司之水泥廠、石膏板廠及混凝土直屬七場能源耗用量係環泥公司統計之台電公司用電資訊、柴油供應商加油量資訊、製造月報表資訊。	50
	水泥廠	石膏板廠	混凝土直屬七場																								
外購電力	67,319.25	38,879.57	24,869.1																								
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煤炭	無	140,590.66	無																								
2.	2021 年度自來水取水量(單位：百萬公升) <table border="1"> <tr> <td></td><td>水泥廠</td><td>石膏板廠</td><td>混凝土直屬七場</td></tr> <tr> <td>自來水</td><td>2.7</td><td>10.2</td><td>88.4</td></tr> </table>		水泥廠	石膏板廠	混凝土直屬七場	自來水	2.7	10.2	88.4	2021 年度環泥公司之水泥廠、石膏板廠及混凝土直屬七場自來水取水量係環泥公司統計之自來水公司用水資訊。	51																
	水泥廠	石膏板廠	混凝土直屬七場																								
自來水	2.7	10.2	88.4																								
3.	2021 年度空氣污染排放量(單位：公噸) <table border="1"> <tr> <td></td><td>水泥廠</td><td>石膏板廠</td><td>混凝土直屬七場</td></tr> <tr> <td>NO<sub>x</sub>(不含 N<sub>2</sub>O)</td><td>無</td><td>21.7</td><td>無</td></tr> <tr> <td>SO<sub>x</sub></td><td>無</td><td>2.7</td><td>無</td></tr> <tr> <td>空氣中懸浮微粒</td><td>15.61</td><td>1.5</td><td>11.5</td></tr> <tr> <td>鉛 (Pb)</td><td>無</td><td>0.002</td><td>無</td></tr> <tr> <td>揮發性有機化合物 (VOCs)</td><td>無</td><td>0.042</td><td>無</td></tr> </table>		水泥廠	石膏板廠	混凝土直屬七場	NO <sub>x</sub> (不含 N <sub>2</sub> O)	無	21.7	無	SO <sub>x</sub>	無	2.7	無	空氣中懸浮微粒	15.61	1.5	11.5	鉛 (Pb)	無	0.002	無	揮發性有機化合物 (VOCs)	無	0.042	無	2021 年度環泥公司之水泥廠、石膏板廠及混凝土直屬七場空氣污染排放量係環泥公司當年度申報至環保署之統計資訊。	52、53
	水泥廠	石膏板廠	混凝土直屬七場																								
NO <sub>x</sub> (不含 N <sub>2</sub> O)	無	21.7	無																								
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4.	2021 年度廢棄物重量(單位：公噸) <table border="1"> <tr> <td></td><td>水泥廠</td><td>石膏板廠</td><td>混凝土直屬七場</td></tr> <tr> <td>一般事業廢棄物</td><td>12.9</td><td>9,099.3</td><td>1,638.8</td></tr> </table>		水泥廠	石膏板廠	混凝土直屬七場	一般事業廢棄物	12.9	9,099.3	1,638.8	2021 年度環泥公司之水泥廠、石膏板廠及混凝土直屬七場一般事業廢棄物產生重量係環泥公司當年度申報至環保署之統計資訊。	54																
	水泥廠	石膏板廠	混凝土直屬七場																								
一般事業廢棄物	12.9	9,099.3	1,638.8																								
5.	2021 年度女性教育訓練時數平均約 1.24 小時，男性教育訓練時數平均約 4.67 小時；主管教育訓練時數平均約 5.84 小時，非主管教育訓練平均時數約 1.99 小時。	2021 年度環泥公司每名員工接受訓練的平均時數係環泥公司提供之人資部門彙總訓練時數統計資訊。	65																								





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