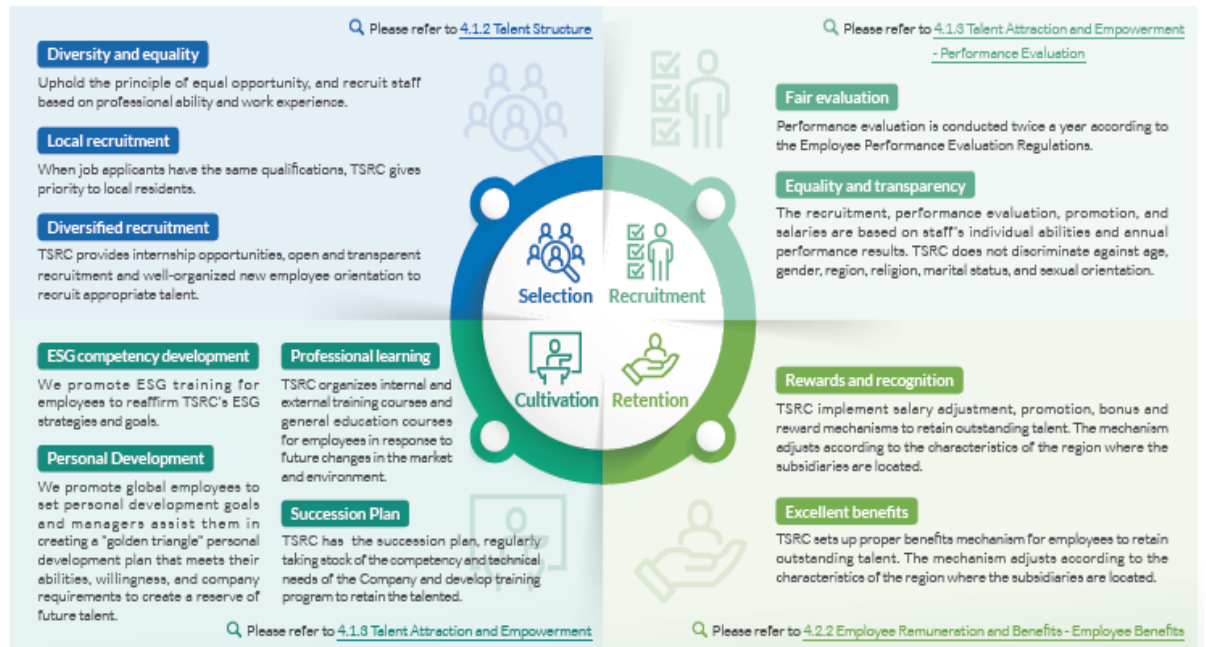


Implementation of Diversity, Inclusion, and Recruit at TSRC

I. Employee Capability Management

Strengthen TSRC's Sustainability Capability

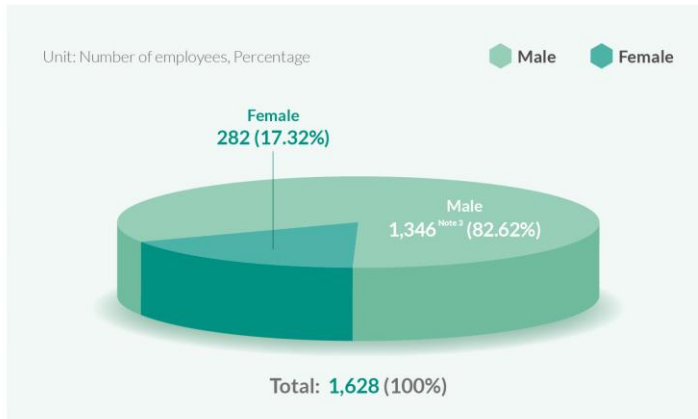


II. Gender /Salary of Employees and Non-Employees at TSRC

TSRC upholds the principle of equal opportunity and follows the Organization for Economic Cooperation and Development (OECD) guidelines for multinational enterprises. We hire staff based on professional competence and experience and do not discriminate against gender, religion, and race. We have an open and transparent hiring process, and we devote efforts to hire and train local employees.

In 2022, a total of 173 full-time employees joined TSRC, accounting for 10.63% of the total full-time employees. The rate of new hires was almost the same as the one in 2021. Most new hires was mainly between 30 and 50 years old, and the second most was those under age 30. In 2022, 146 employees left, and the turnover rate is 8.97%. Since 2021, TSRC optimized the recruitment process, enhanced new employee training, strengthened the leadership of the management to reduce the turnover rate. In 2022, most departed employees was mainly between 30 and 50 years old and the second most was those under 30. TSRC develops diverse career development opportunities to attract and retain outstanding talent.

Total Number of Employees (by Gender)



Number of TSRC Employees in 2022 (by Subsidiaries, Gender, Region, and Type of Employee Contract)

Region	Taiwan	Mainland China				Vietnam	USA		Singapore	Europe	TSRC Group	
	(Unit: ppl)	TSRC	Shen Hua Chemical	Nantong Industries	TSRC-UBE	Shanghai Industries	TSRC (Vietnam) Company Limited	TSRC Specialty Materials LLC	TSRC (USA)	Polybus		TSRC Lux
Full-time Employees	Male	551	271	288	94	55	12	68	1	2	9	1,845
	Female	115	39	34	23	21	18	25	0	0	7	282
	Total (by subsidiaries)	666	310	322	117	76	30	88	1	2	16	1,627
	Total (by regions)	666	825				30	89		2	16	1,628

Number of Non-employee Workers in 2022 (by Subsidiaries, Gender, and Regions)

Region	Taiwan	Mainland China				Vietnam	USA	Singapore	Europe	TSRC Group	
	(Unit: ppl)	TSRC	Shen Hua Chemical	Nantong Industries	TSRC-UBE	Shanghai Industries	TSRC (Vietnam) Company Limited	TSRC (USA)	Polybus		TSRC Lux
Non-employees	Male	115	61	92	28	11	7	58	0	0	372
	Female	10	9	4	6	3	4	6	0	0	42
	Total (by subsidiaries)	125	70	96	34	14	11	64	0	0	414

Salary and Benefits

(Unit: NTD)

	Number of Employees	Number of Non-Managerial Staff	Average Salary of Non-Managerial Staff	Median Salary of Non-Managerial Staff	Salary and Benefits	Average Salary and Benefits Expenses
2019	1,608	1,577	917,622	675,490	1,944,457,000	1,209,289
2020	1,587	1,557	950,624	708,284	1,828,747,000	1,152,830
2021	1,604	1,571	1,064,601	815,555	2,280,865,000	1,890,502
2022	1,628	1,594	1,078,887	820,688	2,654,249,000	1,446,099

Note: please see the all above in detail in 2022 sustaonability report.