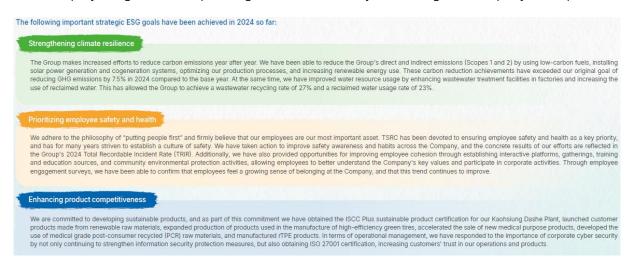


Letter from the CEO

While inflation slowed and the global economy stabilized in 2024, the Russo-Ukrainian War and Israeli-Palestinian conflict keep exacerbating geopolitical risks, resulting in greater uncertainty. In terms of industry dynamics, the petrochemicals industry still faces price competition driven by excess production capacity and increased production and operating costs, impacting corporate profits. It is also worth noting that the rise in global temperatures has exceeded the 1.5°C threshold for the first time. Frequent climate disasters, including the floods in Spain, high temperatures in India, drought in South Africa, strong typhoons in Asia, and hurricanes in the United States, have had varying degrees of impact on the environment, human life, and corporations.

In the face of this host of external challenges, TSRC has maintained operations at a steady pace and adopted flexible operating strategies. Through optimizing our production processes and product portfolios, we have been able to mitigate market impacts. In 2024, we achieved outstanding performance in our synthetic rubber business by tapping into demand from the Asian automotive market. While our advanced materials business operations continue to suffer from industry headwinds, performance nevertheless managed to exceed that of the previous year, stabilizing the Group's overall finance performance. Likewise, TSRC has continued to promote important ESG actions in order to lay a solid foundation for sustainable operations, strengthen climate resilience for our production locations, and prioritize employee rights and corporate governance, thereby enhancing the Company's competitiveness.



Looking towards the future, in the face of economic uncertainty, frequent climate disasters, and industry challenges, TSRC will not only continue to improve production capacity and utilization, but also actively develop new product markets and focus on high-value transformation, achieving sustainable development strategic goals, and mitigating the impact of climate risks. In like manner, we hope to join hands with partners across the value chain to foster mutually beneficial relationships with the environment and society, fulfilling our commitment towards corporate sustainable management.

CEO of TSRC Joseph Chai