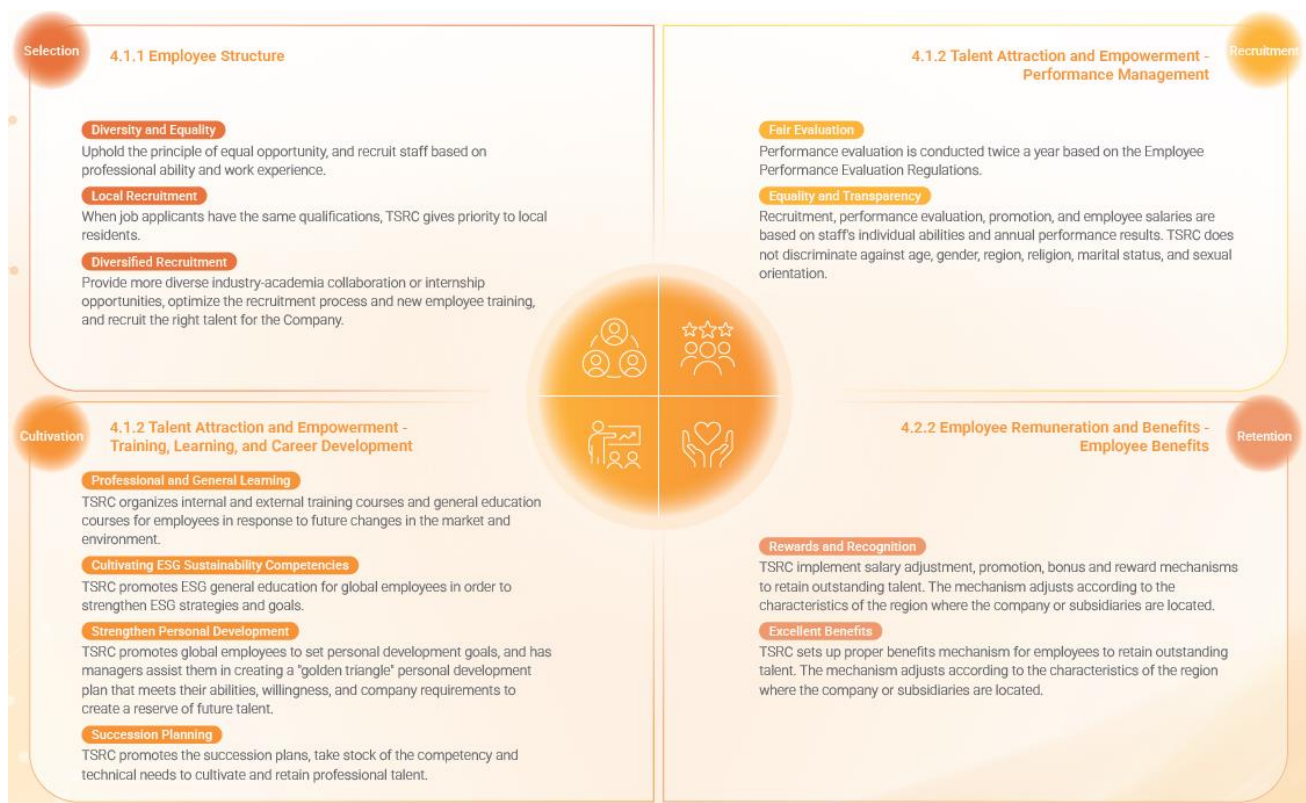


Implementation of Diversity, Inclusion, and Recruit at TSRC

TSRC upholds the principle of equal opportunity and follows the Organization for Economic Cooperation and Development (OECD) guidelines for multinational enterprises. We hire personnel on the basis of professional competence and experience, and do not discriminate against gender, religion, or race, and implement gender equality. we devote efforts to hire and train local employees, and select professionals through an open process.

1. Strengthen TSRC's Sustainability Capability Management



2. Employee Structure & Employee Remuneration

As of the end of 2025, TSRC had 1,641 permanent employees. This number of group employees has not changed significantly from the previous year.

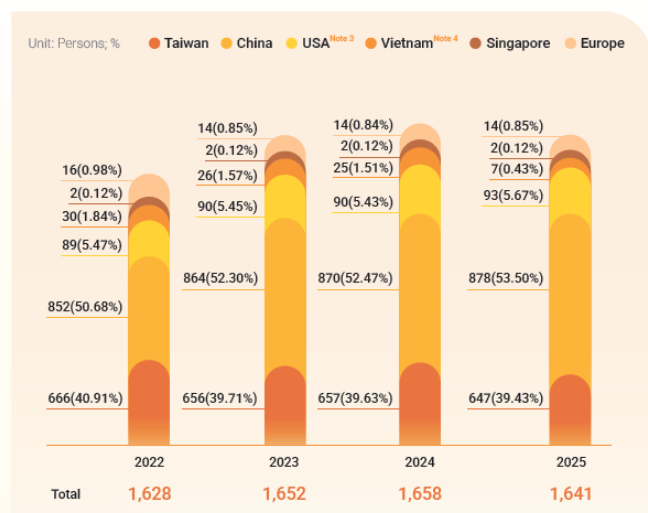
In 2025, a total of 142 employees joined TSRC, accounting for 8.65% of total permanent full-time employees, and the rate of new hires has remained stable in the past three years. The age distribution of new hires across the group was mainly between 30 and 50 years old, followed by those under age 30.

TSRC had 154 employees resign in 2025, and had a turnover rate of 9.45%. The age distribution of departing employees is mainly between 30 and 50 years old, followed by those under 30. TSRC has

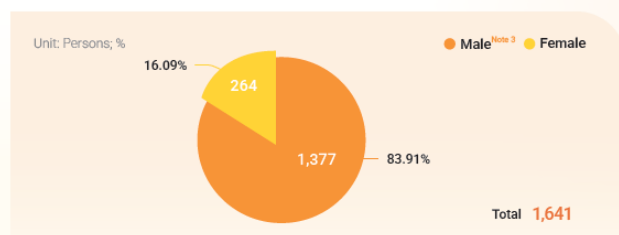
continued to optimize the recruitment process and enhance new employee training, as well as reinforce the ability of managerial leaders and managers to reduce the turnover rate. The turnover rate has been maintained within a controlled range from in recent years, demonstrating the effectiveness of the measures.

Due to the nature of work in the chemical industry, permanent male TSRC employees made up 83.91% of the total number of employees. Male employees accounted for 75.00% of managerial-level employees, while female managers made up 25.00%. In addition, there were 473 employees who were not directly employed by TSRC, such as dispatched workers and contract workers.

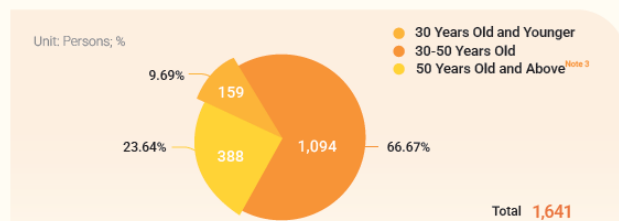
● Total Number of Employees (by Region)



● 2025 Employee Gender Distribution



● 2025 Employee Age Distribution



● Number of TSRC Employees in 2025 (by Subsidiary, Gender, Region, and Type of Employee Contract)

Unit: Persons

Region		Taiwan	China				Vietnam	USA		Singapore	Europe	TSRC Group Total
		TSRC Corporation (Global Business Headquarters, Gangshan Factory, and Kaohsiung Factory)	Shen Hua Chemical	Nantong Industries	TSRC-UBE	Shanghai Industries	TSRC (Vietnam)	TSRC Specialty Materials	TSRC (USA)	Polybus	TSRC(Lux.)	
Gender	Male	529	315	297	97	58	2	68	2	2	7	1,377
	Female	118	36	32	22	21	5	23	0	0	7	264
Number of Employees (by Company)		647	351	329	119	79	7	91	2	2	14	1,641
Number of Employees (by Region)		647	878				7	93		2	14	1,641

● Number of Non-Employee Workers in 2025 (by Subsidiary, Gender, and Region)

Unit: Persons

Region		Taiwan	China				Vietnam	USA		Singapore	Europe	TSRC Group Total
		TSRC Corporation (Global Business Headquarters, Gangshan Factory, and Kaohsiung Factory)	Shen Hua Chemical	Nantong Industries	TSRC-UBE	Shanghai Industries	TSRC (Vietnam)	TSRC Specialty Materials	TSRC (USA)	Polybus	TSRC(Lux.)	
Gender	Male	112	120	87	30	23	0	59	0	0	1	432
	Female	10	6	12	3	2	0	8	0	0	0	41
Total Number of Non-employees (by Company)		122	126	99	33	25	0	67	0	0	1	473
Total Number of Non-employees (by Region)		122	283				0	67		0	1	473

Ratio of Basic Salary and Remuneration of Women to Men

	TSRC Corporation (Global Business Headquarters, Gangshan Factory, and Kaohsiung Factory)		Shen Hua Chemical		Nantong Industries		TSRC-UBE		Shanghai Industries		TSRC (Vietnam)		TSRC Specialty Materials		TSRC (Lux.)	
Year	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025
Supervisors	71%	70%	87%	84%	41%	44%	83%	73%	94%	91%	No Employees	No Employees	81%	87%	71%	82%
Indirect Employees	92%	92%	73%	78%	70%	70%	69%	69%	80%	76%	90%	111%	72%	69%	53%	54%
Direct Employees	None are Female	73%	85%	90%	70%	68%	66%	67%	None are Female	None are Female	None are Female	No Employees	66%	68%	No Employees	No Employees