Bluestar Adisseo Company
2024 Annual Report of Independent Directors
(Mr. Benny LAM)

In 2024, as independent director of Bluestar Adisseo Company ("the Company"), according to the *Company Law, Management Measures for Independent Directors of Listed Companies*, *Listing Rules of Shanghai Stock Exchange*, the *Articles of Association of Bluestar Adisseo Company* ("AOA") and *Bluestar Adisseo Company Rules for the Work of the Independent Director*, I fulfilled our duties in a diligent and conscientious manner, deeply understood the Company operation situation, actively attended related meetings, and earnestly deliberated all proposals of Board of Directors and Special Committee, thus fully playing the role of independent directors and protecting the interests of the Company and shareholders, especially the small and medium shareholders. My 2024 annual work report of independent directors is as follows:

1. Basic information on independent directors

Mr. Lam was born in 1960, Hongkong. He obtained a bachelor's degree of economics in Macquarie University and a master's degree of finance in University of New South Wales. Fellow member of the Hong Kong Institute of Certified Public Accountants and Fellow member of Chartered Accountants Australia and New Zealand.
Mr. Lam has worked in Australia (5 years), Hong Kong (6 years) and China (25 years). He has been engaged in auditing and business consulting projects, more than 30 years, with extensive experience in corporate auditing and related capital market services.
From 2004 to 2020, he worked as a partner of PricewaterhouseCoopers in Hong Kong and PwC Zhongtian CPAs LLP in China. Since June 2022, he has worked as an INED for Greatpower Nickel & Cobalt Materials Co., Ltd. (non-listed). He has been appointed as an INED respectively since May 2023 and July 2023 for Shanghai Fudan Zhangjiang Biopharmaceutical Co., Ltd. (H shares stock code: 01349; A shares stock code: 688505) and Suzhou Basecare Medical Corporation Limited (H shares stock code: 02170). Since October 2023, he has been appointed as a joint company secretary for Xinjiang Xinxin Mining Industry Co., Ltd. (H shares stock code: 03833). Since May 2024, he has worked as an INED for Xian Kingfar Property Services Co., Ltd. Limited (H shares stock code: 01354). Since September 2024, he has been the INED of the Company.

Confirmation of independence
As independent directors of the Company, I have the qualifications of independent directors and the independence required by laws and regulations. There is no employment relationship, transaction relationship, kinship and other situations affecting our independence with the company, its main shareholders, and actual controllers, and I can maintain objective and independent professional judgment in performing our duties.

2. Annual performance of independent directors

I have faithfully fulfilled my duties as an independent director, acted with diligence and responsibility, and actively participated in the board of directors and special committee meetings organized by the company in 2024. I have exercised my voting rights with an objective and responsible attitude, expressed clear opinions on relevant proposals, and ensured that the board's decisions are in the best interests of the listed company as a whole and protect the legitimate rights and interests of minority shareholders. I have not exercised the special powers stipulated in the Measures for the Administration of Independent Directors of Listed Companies.

2.1. Information on attending the meetings

During my term of office in 2024, the Company held two meetings of the Board of Directors (one meeting held through communication voting and one meeting held through on-site combined with communication voting), two meetings of Audit, Risk and Compliance Committee of the Board of Directors, one meeting of Remuneration and Appraisal Committee of the Board of Directors, one meeting of Strategic Committee※. There is no meeting of Independent Directors Committee and shareholders' meeting during my term of office in 2024.

2.1.1 Participation in board of directors and shareholders' meetings

Name of directos	Attendance at Board Meeting						Attendance at General meetings
	Required attendance at Board meetings in the term of office this year	Attend-ance in Person	Participation by communications	Attend-ance by proxy	Absence	Consecutively Absent from two meetings	Attendance frequency at the general meeting of shareholders
Benny LAM	2	1	1	0	0	No	0

2.1.2 Participation in special committees and independent directors committee

Name of directos	Name of Special Committees	Required attendance	Attendance in person	Attend-ance by proxy	Absence
Benny LAM	Audit, Risk and Compliance Committee	2	2	0	0
	Remuneration and Appraisal Committee	1	1	0	0
	Strategic Committee	1	1	0	0
	Independent Directors Committee	0	0	0	0

※ Note: On 19th December 2024, the Company held an expanded meeting of the Strategic Committee and invited all directors to attend.

2.2. Information on the site work

In 2024, I attended company meetings, conducted on-site investigations, and engaged in in-depth exchanges with the company's management team. This allowed me to promptly familiarize myself with and grasp the company's operational and developmental situation. Leveraging my professional knowledge and corporate management experience, I provided constructive opinions and suggestions on relevant board proposals, fully exercising my role in guidance and supervision, and thereby promoting the standardized operation of the company's internal management.

In September 2024, I participated in the on-site board of directors meeting organized by the Company, where I listened to the management's reports on relevant proposals and offered my opinions. I also engaged in face-to-face communication with the company's Chairman and the Board Secretary, gaining insights into the current state of industry development, the company's operational status, and the work arrangements for the new board of directors.

In October 2024, I attended an online exchange meeting with senior executives organized by the Company. During this meeting, I was briefed on the overall business operations and the progress of key projects. Additionally, I participated in training related to the operational mechanisms of the “Three Meetings”.

In November 2024, I conducted on-site research on the company's Quanzhou project through both field inspections and meeting exchanges. Following the research, I provided the company with the Independent Director's Research Report on the Quanzhou Project. In this report, I advised the company to further review potential related-party transactions, communicate effectively with the auditing institutions and the board of directors, ensure the fulfillment of the relevant review procedures required for listed companies, and disclose information in a timely manner to protect the interests of minority shareholders.

2.3. Communication with internal audit and accounting firms

As the Chairman of the Audit Committee, I have been dedicated to enhancing communication with the Company's internal audit department and the accounting firm that undertakes the Company's audit business, with a focus on the Company's daily operations, governance structure and internal control construction, and by providing independent and professional advice to the Company, which has contributed to the scientificity and objectivity of the Board's decision-making.

In October 2024, I participated in a special meeting organized by the company with the CFO Virginie, and the accounting firm KPMG, where the audit plan was introduced and preliminarily discussed.

2.4. Communication with small and medium shareholders

As the independent director of the Company, through communicating with the management about the preparation materials for the investor communication material and the feedback from the investor communication, I have gained insight and understanding of the common concerns among minority shareholders.

2.5. Cooperation between listed companies and independent directors in their work

The management of the Company paid high attention to communication with independent directors. The Company provided periodic information on the Company’s production and operation and the progress of major issues, timely feedback on issues raised. If necessary, when encountering major decision-making issues, the company would also hold preparatory discussion meetings to ensure that independent directors can obtain sufficient information. Thus, the Company provided comprehensive conditions and support for us to perform duties.

To understand the independent directors' evaluations and opinions on the function of the board of directors, the Company organized and carried out the evaluation work for the board of directors' operations in 2024. By collecting independent directors' evaluations, opinions, and suggestions on the board's operations through questionnaires, this initiative laid the foundation for improving the work of the board of directors and enabling independent directors to perform their duties more effectively.

3. Key issues in the annual performance of independent directors

3.1. Related transactions

In 2024, the connected transactions of the Company are conducted based on the business need of the Company, are commercially necessary and reasonable, follow the principles of fair market price, conditions and fairness, justness and openness, and will not affect the independence of the Company or damage the interests of the Company and medium and small shareholders.

3.2. Fulfillment of commitments of the Company and stockholders

The Company and shareholders fulfill their commitments. There is no breach of commitment.

3.3. Financial Information in Financial Reports and Regular Reports

During the reporting period since I assumed my duties in September 2024, the Company strictly complied with the requirements of laws, regulations and accounting rules to operate, prepared and disclosed the 2024 Q3 Report. The financial information presented in these financial reports and regular reports is truthful, accurate, and complete. There are no false records, misleading statements, or significant omissions in the content. They faithfully reflect the Company's financial condition and operational results for the current reporting period, effectively safeguarding the legitimate rights and interests of the company's shareholders.

3.4. Implementation of internal control

As the chairman of the audit committee, I received the periodical reports from management related with C-SOX self-assessment and the improvement progress and continuously kept close monitoring on it. In 2024, the Company has further improved the internal control system and applied it effectively. There is no violation against the "*Basic Standards of Internal Control in Enterprises*" required by SSE and internal control regulations.

3.5. Appointment of senior management team

As the independent director and chairman of the audit committee, through careful review of the personal resume and related information of candidates (including General Manager, Deputy General Manager, Chief Financial Officer and Board Secretary), it is agreed that the candidates have the qualification and ability to serve as the Company's senior management, and there is no situation that they are not qualified to serve as the Company's senior management as stipulated in the *Company Law* and the AOA; There is no case that the candidate was prohibited by CSRC to enter A share market, nor the prohibition has not been lifted; There is no case that the stock exchange has publicly announced that the person is not suitable to serve as senior management of listed companies nor the term has not expired. The nomination, deliberation and voting procedures for executive management comply with the provisions of relevant laws and regulations and the articles of association, which are legal and effective.

3.6. Remuneration of senior management personnel

The remuneration of senior management personnel of the Company in 2024 was defined and paid in line with the approved remuneration policy, and it is accordance with the actual performance of the Company, which facilitated senior management personnel in improving their sense of duty and entrepreneurial spirit.

4. Overall Evaluation and Suggestions

In 2024, the Company's operating was compliance with rules; the production and the operation were normal; the financial operation was stabilized; the related transactions were fair, transparent and in arm-length; the information disclosure was true, accurate, complete, and timely. I, being an independent director of the Company, I have maintained my independence in my work based on the principle of good faith, diligence, and responsibility, and played my due role in ensuring the standardized operation of the company and improving the corporate governance structure.

In 2025, I will continuously follow the diligent and faithful principles, earnestly carry out our duties, to play an effective role in decision-making and supervision as independent directors; and I will protect the legitimate rights and interests of the Company and all shareholders, especially minority shareholders, thus making contributions to the development of the Company.

(In case of discrepancies between the English version and the Chinese version of this announcement, the Chinese version, officially published and disclosed, shall prevail.)