



Chairman Weiming DENG's New Year's greetings for 2024



The sun and moon are moving forward, and the years are flourishing and new. The New Year's bell has sounded, bidding farewell to 2023, and we have entered a hopeful year of 2024.

On behalf of CNGR Group, I would like to extend our sincerest gratitude and highest respect to over 13,000 CNGR employees and their families who have worked hard around the world at this beautiful moment of bidding farewell to the old and welcoming the new!

To all customers and partners who trust and support the development of CNGR, and to all levels of party committees and governments, financial institutions, investors, media friends, and friends from all walks of life who have long cared for and supported CNGR, we express our sincerest gratitude and the best New Year wishes!

The year 2023, which has just passed, is the beginning year for CNGR to maintain its original intention and start a new business, as well as the beginning year of the "New Four Modernizations" strategy.

This year, the global geopolitical and economic situation has become increasingly complex and uncertain, leading to structural adjustments in the new energy industry and frequent industry pressures. Faced with market uncertainty, we decisively made strategic adjustments and upgrades, raised the banner of "new four modernizations" development, achieved sustained and stable growth, and grew new "wings" under pressure.

This year, we have driven product diversification and industrial integration through technology, striving to break through the industry's internal competition. From the "four system matrix" of nickel and cobalt series to phosphorus and sodium series, from raw ore refining to battery grade raw materials, and then to the vertical production of new energy materials and waste battery recycling, we meet the differentiated needs of customers and the market with product innovation and process engineering applications, winning the long-term trust of customers.

This year, we have accelerated into the era of great navigation, and our global circle of friends continues to expand. In Indonesia, the four major raw material bases are advancing together in production and construction, with over 3000 employees; In South Korea and Morocco, we have partnered with POSCO and AL MADA to launch the joint construction of green, low-carbon new energy materials industrial parks; In Finland we are progressing well with our JV partner FMG preparing the environmental permit for pCAM in Hamina. In the field of battery recycling, we have added two new partners, GLC Recycle and Cronimet, to strive to build a global battery material recycling industry system.

This year, we have been continuously building CNGR's "digital engine" to accelerate research, production, and sales and increase efficiency. With the profound impact of the wave of artificial intelligence on various industries, "digitalization of operations" has been upgraded to one of CNGR's core strategies. ERP based financial digitization, SRM based supply chain digitization, production and operation Kanban, and full process quality traceability have helped to promote the dual leap of quality and speed in development.

This year, we have delved deeper into ESG practices and embarked on the "highway" of low-carbon and green development. The first "zero carbon factory" in the precursor industry, the first photovoltaic power generation project connected to the grid, joining the United Nations Global Compact, becoming a key mineral responsibility initiative decision-making committee unit, and receiving multiple honors at home and abroad, "taking social responsibility as one's own responsibility" has become the core concept of CNGR's development.

The past is over, the future is promising. In the new year, with new challenges and opportunities, only creation can lead to development; In the new year and with new goals, we must always take the "New Four Modernizations" as the guide, embrace the world without hesitation, and serve global customers and markets. In the new year and on a new journey, we must adhere to the creed of "materials are the best, technology is the greatest", strengthen our confidence, overcome all difficulties, and strive for victory!

Our efforts will surely reap rewards, and our persistence will surely be great! Here, we hope that all colleagues at CNGR can work together to create, share, and achieve mutual benefits, and work together to "restart" and reach new heights!

Finally, I wish everyone a happy New Year, a strong spirit, and a happy family!

Weiming DENG

Chairman and President of CNGR Group