

2021'S REPORT OF INDEPENDENT MEMBERS OF THE BOD

In 2021, the Board of Directors had a total of 9 members, including three independent members and four non-executive members. All members of the BOD actively participated in strategic planning, compliance management, close supervision on the BOM's operations, and ensuring corporate governance practices in conformation to the laws.

Alongside other Members, the BOD's Independent Members engaged in productive discussions and supervision on business objectives; participated in building operating regulations and policies to ensure the common interests of the Company. They also directly shared relevant knowledge with the BOM during the development of human resources and corporate governance practices.

Also in this year, PDR approved the amendment to Company's Charter regarding the change in the supervising model, from the Internal Audit Committee (IAC) to the Audit Committee (AC). At the same time, PDR appointed an Independent Member as the Head of the AC and 02 non-executive Members as AC's members. The Head and members of the Audit Committee has gathered its competent personnel and built detailed action plan throughout the year.

1. ORGANIZING BOARD MEETINGS

- The BOD meetings were convened and organized with detailed agendas and in accordance with relevant protocols. All agenda items were carefully and thoroughly discussed, reviewed and assessed to provide the best solutions and directions for the Company.
- All issues related to business and financial strategy, corporate culture, management system, etc., were regularly discussed and monitored by both the BOD and BOM.
- All investments in new projects were brought under research, discussion, and review in meetings between the BOD and the BOM and accompanied by independent experts.

2. SUPERVISION ON THE CEO AND OTHER MEMBERS OF THE BOM

- In general, the BOD did a good job at supervising the BOM, keeping the company's operations on the right track to follow the strategic directions and flexibly adapt to actual situations.
- The BOD regularly monitored and provided guidance on the management process of the CEO and the BOM, ensuring compliance with regulatory decentralization, the policies and plans set forth by the BOD, and legal provisions.
- Periodic and non-scheduled meetings of the BOM are often attended by non-executive members of the BOD. The BOM's decisions have been analyzed, discussed and consulted by Board members to gain optimal solutions for the benefit of the Company. Thereby, BOD Members were always promptly updated on the Company's operations and real-time requirements.
- Members of the BOD actively identified their supporting roles and responsibilities to the BOM. The BOD also conducted many sessions with the BOM and middle-level managers for experience sharing, corporate governance & management training, etc.

- The BOD was particularly interested in risk management solutions in order to assist the BOM in early problem detection, maintaining the company’s sustainability and stability as well as securing investors’ benefits.

3. GENERAL ASSESSMENT ON THE BOD PERFORMANCE

- Under the action plan of the BOD, all related activities in 2021 were strictly abided by the AGM's Resolutions and the Company’s Charter, Regulations and Corporate Governance practices.
- All BOD Members have a deep sense of responsibility and high professionalism. Therefore, their tasks in protecting the Company’s benefits were clearly assigned and duly performed.
- The BOD Members proposed and advised the BOM on improving corporate governance competency, refining organizational structure and management policies, and solutions to handle risks arising during operations.
- The BOD Members joined the BOM in activities to build and foster corporate culture.
- The BOD proposed many effective and solutions in a timely manner to help the BOM overcome a number of challenges in operations, performing supervision and controlling roles to ensure absolute compliance with the laws.
- The BOD governed and led the Company to achieve all growth and profit targets in 2021, fulfill obligations to contribute to the State budget and bring maximum benefits to shareholders and stable income to all employees. Through innovative methods, the BOD successfully performed their accompanying roles in building sustainable values for the Company as stated in the 2019-2023 strategy.
- The Board of Directors has demonstrated its professional attitude, a proactive role with high commitment, detailed planning & risk management, and effective regulation on short-term and long-term goals, bringing about outstanding, sustainable achievements in the past year.

HCMC, 4th March 2022

**Independent Member
of the BOD**

(Signed)

KHUONG VAN MUOI

**Independent Member
of the BOD**

(Signed)

TRAN TRONG GIA VINH

**Independent Member
of the BOD**

(Signed)

LE MINH DUNG

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