



# RELENTLESS ASPIRATION

ANNUAL REPORT 2021

Achieved

**\$ 2.1** billion

MARKET CAPITALIZATION  
Top 3 real estate developers  
by market cap in Vietnam

CREDIT RATING AT "B" - OUTLOOK STABLE  
**BY FITCH RATINGS**  
One of the global Big Three  
most reputable credit rating agencies.

Entered

**MSCI FRONTIER MARKETS INDEX**  
MSCI's top 90 large-cap index  
across 27 frontier markets.

**WORLD FINANCE  
INVESTMENT MANAGEMENT AWARDS 2021**  
The only Vietnamese winner of the World Finance  
Investment Management Awards 2021 by World Finance (UK).

**VN30**

Top large cap and high liquidity stocks on HOSE

**TOP 22**

Vietnam's Best-Performing billion-dollar Companies in 2021.

**TOP 10**

Best real estate developers in Vietnam  
for 2 consecutive years of 2020 & 2021 by BCI Asia Awards.



SPEED  
AND  
SUSTAINABILITY

BEYOND  
THE LIMITS

RELENTLESS  
ASPIRATION

Entering the breakthrough era, PDR has set **speed and sustainability** as its principle. While embracing high requirements and awaiting opportunities for speedy growth, PDR preserves sustainability as the highest value.

**Beyond the limits** is the next principle for PDR not only to seize good opportunities but also to continuously re-establish and challenge themselves, aspire to be beyond existing limits and make impossible goals become possible.

Thanks to that spirit, excellent achievements were realized even in the unexpectedly gloomy global socio-economic situation. PDR has overcome the harsh rejection with a proactive and confident posture to establish a new and stable position in the real estate industry and the Vietnamese economy.

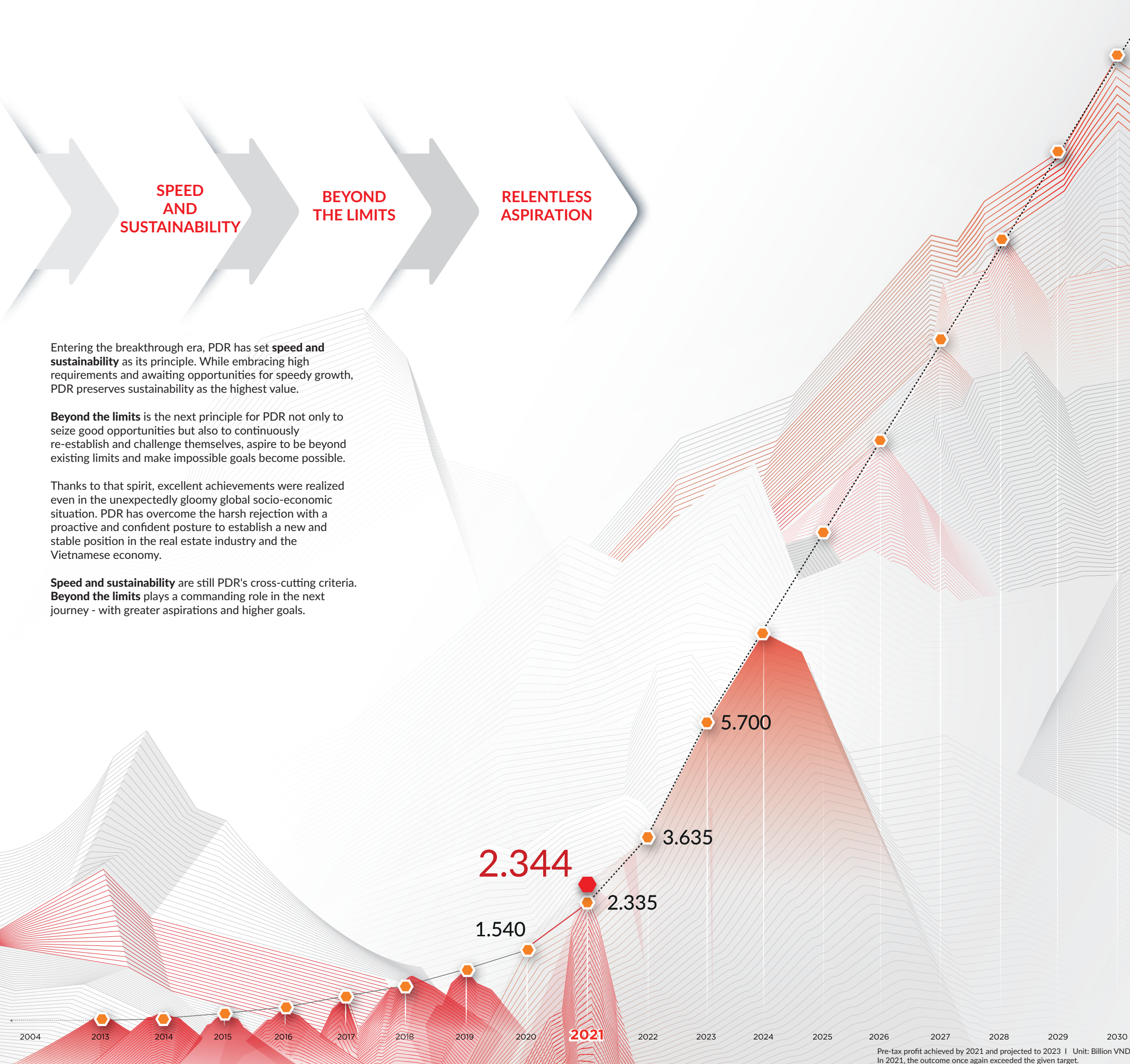
**Speed and sustainability** are still PDR's cross-cutting criteria. **Beyond the limits** plays a commanding role in the next journey - with greater aspirations and higher goals.

**Great aspiration** is one of the most important driving forces behind PDR's outstanding strength. Accordingly, ambitious targets have been set from the very beginning and steadfastly pursued thoroughly, even in the face of intense challenges.

Upon achieving such prime goals, new aspirations will be set with bigger, higher and further targets. That is never to let complacency prevent forward advancements.

PDR expects every employee and its companion to dare to dream big and foster strong aspirations.

It is the current aspirations of an enterprise as well as an individual that reflect their stature in the next five years, ten years and further.





ABBREVIATIONS

ASEAN	Association of Southeast Asian Nations	IA	Internal Audit
FS	Financial statements	UN	United Nations
AR	Annual report	PAT	Profit after tax
RE	Real estate	PBT	Profit before tax
BT	Build-and-Transfer project	M&A	Mergers and Acquisitions
CAGR	Compounded Annual Growth rate	OECD	Organization for Economic Cooperation and Development
IT	Information technology		
JSC	Joint stock company	PDR	Phat Dat Real Estate Development Corporation
CSR	Corporate social responsibility	PE	Price-to-Earnings
GMS	General Meeting of Shareholders	SD	Sustainable development
EBIT	Earnings before interest and taxes	RM	Risk management
EBITDA	Earnings Before Interest, Taxes, Depreciation, and Amortization	CG	Corporate governance
		ROA	Return on Assets /Average total assets
EPS	Earnings per share	ROE	Return on equity/Average equity
ESG	Environmental, social, and governance	CEO	Chief Executive Officer
ESOP	Employee Stock Ownership Plan	EIT	Enterprise income tax
GRI	Global Reporting Initiative	LTD	Limited liability
BOD	Board of Directors	HCMC	Ho Chi Minh City
BOM	Board of Management	SM LLC	Single member limited liability company
MC	Member's Council	AC	Audit committee
HNX	Hanoi Stock Exchange	PC	People's Committee
HOSE	Ho Chi Minh Stock Exchange	USD	United States dollar
IR	Investor Relations	OE	Owner's equity
IRC	Investment registration certificate	VAT	Value added tax
IP	Industrial Park	CC	Charter capital
RA	Residential Area	VND	Vietnam Dong

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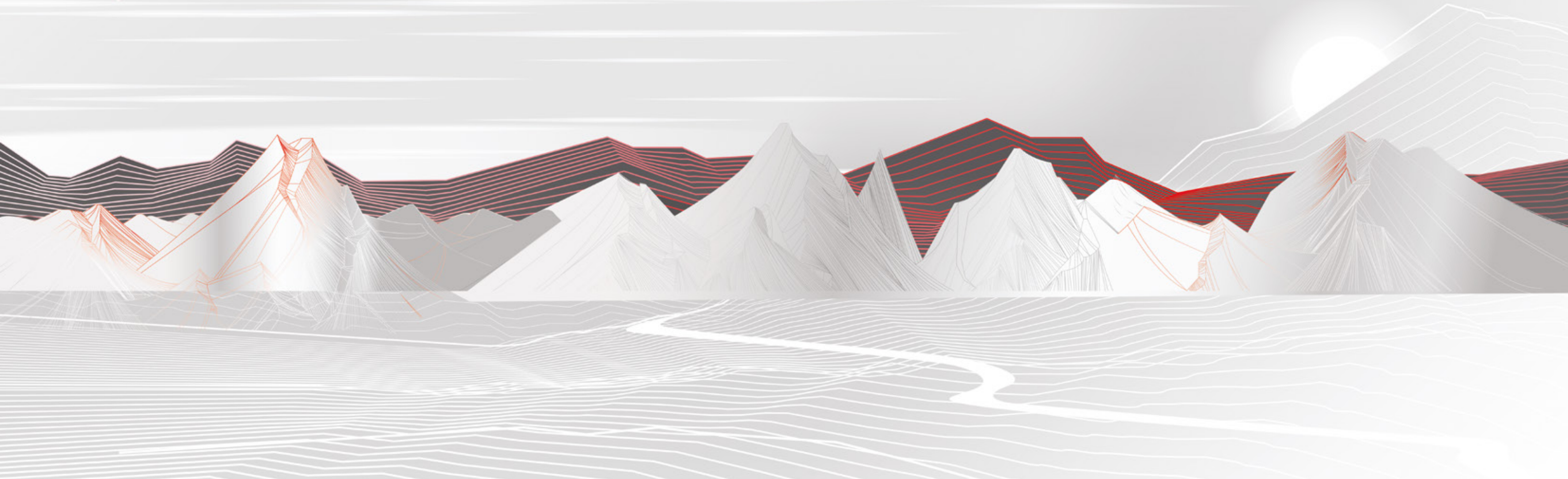
# ESTABLISHING A NEW STATURE

In 2021, PDR officially established a solid stature among the leading real estate enterprises in Vietnam. The leading position manifests itself in many aspects, from scale to efficiency, from achievements to values, and beyond impressive growth figures.

In terms of finance and business operations, PDR has been recognized in the Top 3 real estate developers by market capitalization, Top 5 largest real estate developers, one of 20 leading enterprises of Vietnam's Top 50 Best-performing Companies, Top 50 Vietnam Best Growth, etc.

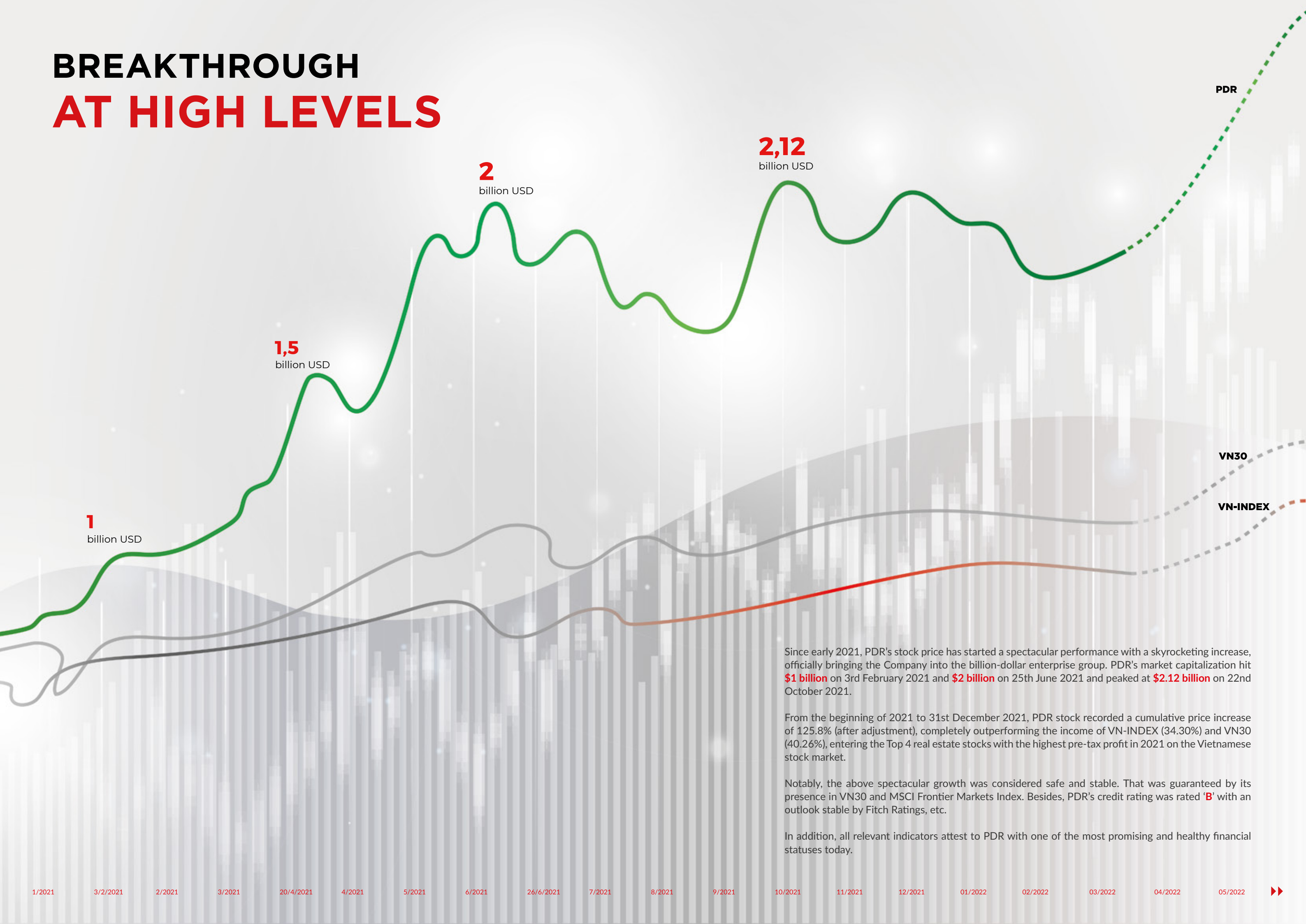
In terms of prestige and market coverage, PDR has become the most attractive ticker among investors, while Phat Dat has gained great trust from investors, partners, customers, relevant agencies and the community - society.

This position has been actively selected, consistently pursued and optimally realized by PDR. With the existing wherewithal, PDR's position will be bolstered and further raised to new heights in the future.





# BREAKTHROUGH AT HIGH LEVELS



Since early 2021, PDR's stock price has started a spectacular performance with a skyrocketing increase, officially bringing the Company into the billion-dollar enterprise group. PDR's market capitalization hit **\$1 billion** on 3rd February 2021 and **\$2 billion** on 25th June 2021 and peaked at **\$2.12 billion** on 22nd October 2021.

From the beginning of 2021 to 31st December 2021, PDR stock recorded a cumulative price increase of 125.8% (after adjustment), completely outperforming the income of VN-INDEX (34.30%) and VN30 (40.26%), entering the Top 4 real estate stocks with the highest pre-tax profit in 2021 on the Vietnamese stock market.

Notably, the above spectacular growth was considered safe and stable. That was guaranteed by its presence in VN30 and MSCI Frontier Markets Index. Besides, PDR's credit rating was rated **'B'** with an outlook stable by Fitch Ratings, etc.

In addition, all relevant indicators attest to PDR with one of the most promising and healthy financial statuses today.





# **RIGOROUS INVESTMENT IN INTRINSIC POWER**

With outstanding strength, rich experience and steadfast will, PDR has successfully conquered the fierce tests of the times to reach its current stature. However, changes and challenges always take place. To be faster, higher, bigger, PDR shall be firmer and more flexible.

Therefore, instead of the joyful cheer when having just reached the peaks, PDR has drastically strengthened the foundation, perfected the system, renewed the mindset and urgently prepared internal resources corresponding to the new requirements.

The cooperation with KPMG is typical of the Company's determination to innovate. Accordingly, this partner has become PDR's management consultant, helping to accelerate the progress towards professionalism according to international standards of modern real estate business. PDR actively sets goals to conquer and thus, prepares itself for market changes along the journey conquering these goals.





# PROACTIVE INNOVATION

The economy - society is always in motion. Market and customer needs will change. Changes always happen, and along with it come challenges, selections and new opportunities. Only businesses with the will to adapt will survive. And only businesses that proactively embrace change and prepare for the change in advance can overcome the pressure of volatility and take advantage of the best opportunities to rise to the top.

To create such a business of both height and depth over the past 17 years, PDR has instilled that awareness. After many experiences with ups and downs, up to now, PDR has gained the ability to actively choose its own speed, direction, goals and position. Even in the context of extremely fast acceleration for outstanding goals, PDR also masters its state without lost control or lack of alertness.

A business that is forced to change by market pressure is a business that has fallen into a passive position. It's an enterprise with the sense of "self-makeover" that can develop its full strength, daring to shake off old things and actively creating a new stature for challenging goals.

Thanks to this initiative, PDR has made a successful breakthrough even in the extremely harsh socio-economic situation in the past two years. The company is also moving forward with that spirit and ability.



# 5-YEAR STRATEGY AND 10-YEAR VISION



To take the initiative, PDR always promotes foresight, builds long-term strategies, defines clear goals with specific roadmaps and prepares corresponding abundant resources for implementation.

Since 2018, PDR has announced a 5-year plan for the 2019 - 2023 period. PDR takes this as a drastic breakthrough period to outgrow the old scale, reach a new stature, be outstanding in all aspects, and establish itself a firm position among the leading enterprises of the Vietnamese economy.

That 5-year plan was completed ahead of schedule in many ways. PDR continues to expand its planning scope on the condition that an action plan is always available for the next 5 years and is highly achievable for the next 3 years.

Since last year, PDR has implemented 2021-2025 plan. Accordingly, the Company has met all the facilities to achieve the target from 2021 to 2023. The feasible targets for 2024 have been calculated and will be announced in the coming time.

On the other hand, PDR is also prepared for a longer journey, at least for a 10-year vision. The accompanied preparations include an abundant land bank, urgently consolidating governance and operation foundations, expanding operations into related fields to optimize resources and opportunities, forming a professional corporation to securing a strong position, etc.



CHAIRMAN'S STATEMENT

**GREATER MILESTONES  
STILL AHEAD**



# CHAIRMAN'S STATEMENT

“

PDR indeed had a year reaching **beyond the limits** as set out. It was a breakthrough in both the action and mindset towards an even more vigorous transformation in pursuit of new aspirations.

”

## Dear valued shareholders and partners!

I am sure that those accompanying PDR are well aware of the magnificent picture that the Company has sketched in the past year. PDR's growth results, plotted in a correlation with previous years, showed many sectors grew on a steep slope. Not only having achieved all the committed targets, PDR also reached out rapidly, conquering a series of achievements to establish a new position in the real estate industry and Vietnam's economy.

The most outstanding and representative figure for PDR's growth capacity in 2021 was market capitalization. In just one year, this figure grew from \$1 billion to \$2.1 billion. Besides, PDR was included in the VN30 index by HOSE and rated a “B” rating with an outlook stable by Fitch Ratings, along with other evaluations and ratings by domestic and international reputable organizations. These were convincing testimonials for the speedy but very principal, healthy, transparent and sustainable growth.

If we consider these results in the recent unprecedented socio-economic events in human history, there will be more grounds to praise PDR. At PDR, though, there's no room for complacency. These achievements serve as motivation to accelerate on the journey towards much higher goals.

As previously announced, PDR officially entered a phase of booming growth known as the New Era from 2019. By far, most targets for the 5-year plan, from 2019 to 2023, have been achieved. The Company has also set the following 5-year plan and has laid a solid foundation for the next 10 years. That means PDR's miraculous achievements were not only the result of seizing the opportunity but also of strong aspirations, foresight, perseverance and well-planned roadmaps to conquer the goals. For example, the \$1-billion or \$2.1-billion thresholds were planned many years ago and persistently pursued despite harsh obstacles and formidable challenges. We have overcome many challenges and valuable tests from the business environment to forge, grow, conquer and confidently advance the future with a far-sighted vision and great ambition.

How could PDR continue to proliferate despite the recent market and social adversity? It is because the response or adaptation at PDR was switched to a very high proactive spirit with accumulated capacity, thorough preparation and satisfactory solutions. PDR itself has anticipated change and prepared for it. Therefore, pressure from fluctuations of the external environment was minimized.

Hence, despite our very high achievements, we do not allow ourselves to rest and rejoice. On the contrary, this is also the time to re-evaluate and restructure the organization, break down thinking barriers and remove action inertia drastically and seriously to obtain a new stature of internal strength corresponding to the targeted pinnacles.

Those requirements are being strongly enforced with no regard for hesitation, skepticism or worrisome. Therefore, the target profits of VND 3,635 billion for 2022 and VND 5,700 billion for 2023 or other extremely high growth figures must be feasible. I believe PDR has found its own optimal development formula and roadmap. Strong aspirations, right strategies, flexible deployment, decisive leadership, discipline, etc., are advantages to be further promoted. On the other hand, rapid development shall be balanced without losing financial control, and no project of PDR shall be in violation of laws. In the future, PDR projects shall meet increased environmental standards and promote a greener, more harmonious lifestyle between human and nature.

In addition to the business growth target, PDR aims to expand its contribution to society and share the responsibility with the community. In the past year, the Company well fulfilled such requirements. The harsh epidemic circumstances and severe threats to social safety give importance to corporate responsibility and humanity. The Company has made the best effort to take for its companions and to support localities. From that, the speedy and sustainable development is the ultimate responsibility of an enterprise to produce the highest contribution to economic development, communal welfare and social prosperity.

Vietnam's business environment has entered a new phase. In which, harsh challenges always go hand in hand with great opportunities. With a proactive attitude, an optimistic spirit, a firm belief and a strong desire, we will always be motivated to pursue and conquer opportunities instead of fearing the challenge.

I hope that our experiences provide you with a strong and practical source of inspiration. PDR is delighted to accompany you on the quest to conquer the next goals.

Best regards!



Nguyen Van Dat



# CREATING LIVING SPACES WITH SUSTAINABLE VALUE

To increase socio-economic contributions, positively impact the real estate industry's development, promote a healthy market and create products of outstanding and sustainable values for customers.

PDR is recognized as one of the leading real estate developers in Vietnam. That position is created not only from the scale or number of projects but also from offering practical living values to urban residents in the spaces brought by PDR.

Established in 2004, PDR has made a marked impression in HCMC's high-end apartment segment with its maiden project - The EverRich 1. Utilities, quality and new values made this apartment and office building one of the most prominent projects in the market at that time, enabling Phat Dat and The EverRich to become famous brands. Up to now, PDR has affirmed its capacity to develop high-end apartment projects with the following projects such as The EverRich Infinity, Millennium, etc.

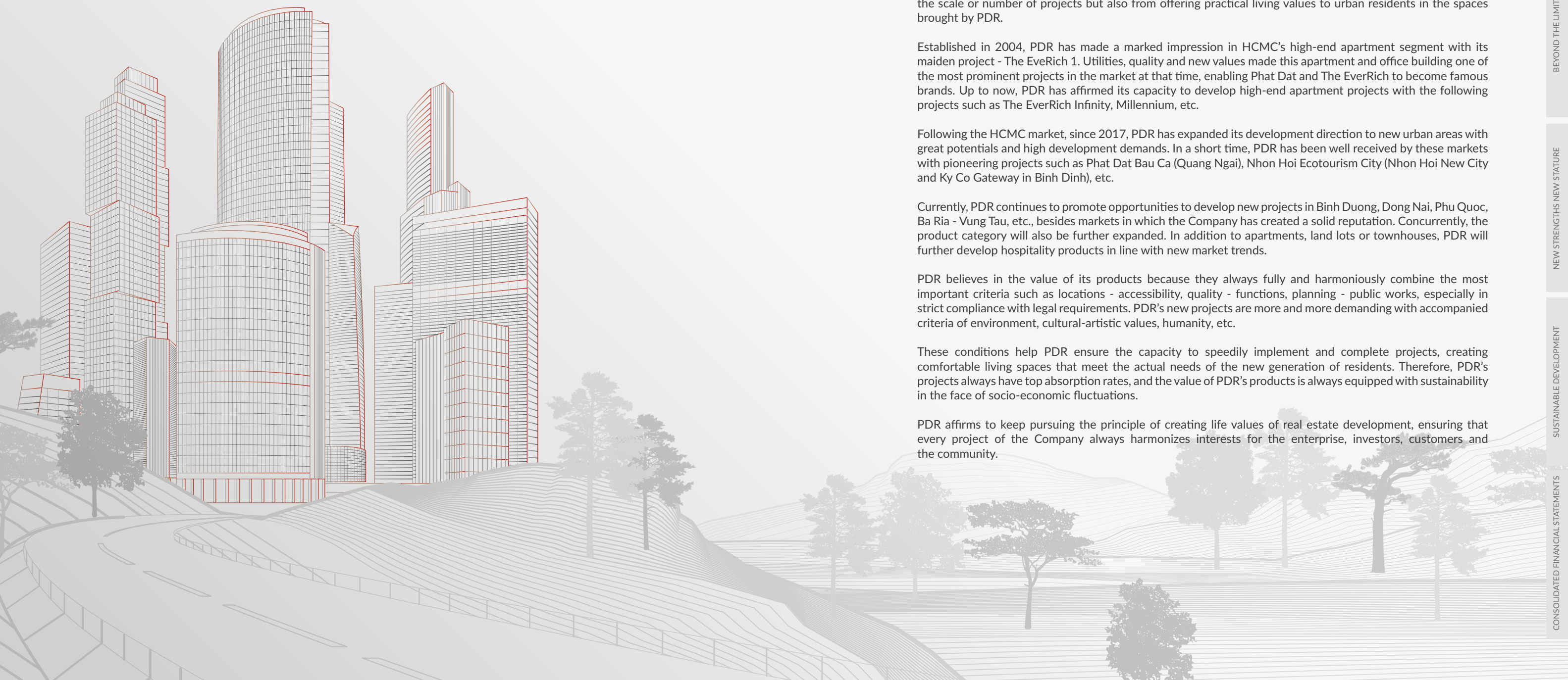
Following the HCMC market, since 2017, PDR has expanded its development direction to new urban areas with great potentials and high development demands. In a short time, PDR has been well received by these markets with pioneering projects such as Phat Dat Bau Ca (Quang Ngai), Nhon Hoi Ecotourism City (Nhon Hoi New City and Ky Co Gateway in Binh Dinh), etc.

Currently, PDR continues to promote opportunities to develop new projects in Binh Duong, Dong Nai, Phu Quoc, Ba Ria - Vung Tau, etc., besides markets in which the Company has created a solid reputation. Concurrently, the product category will also be further expanded. In addition to apartments, land lots or townhouses, PDR will further develop hospitality products in line with new market trends.

PDR believes in the value of its products because they always fully and harmoniously combine the most important criteria such as locations - accessibility, quality - functions, planning - public works, especially in strict compliance with legal requirements. PDR's new projects are more and more demanding with accompanied criteria of environment, cultural-artistic values, humanity, etc.

These conditions help PDR ensure the capacity to speedily implement and complete projects, creating comfortable living spaces that meet the actual needs of the new generation of residents. Therefore, PDR's projects always have top absorption rates, and the value of PDR's products is always equipped with sustainability in the face of socio-economic fluctuations.

PDR affirms to keep pursuing the principle of creating life values of real estate development, ensuring that every project of the Company always harmonizes interests for the enterprise, investors, customers and the community.





# PDR AT A GLANCE

Official name: PHAT DAT REAL ESTATE DEVELOPMENT CORPORATION  
 Address: 8th and 9th Floors, Tower B, Viettel Complex Building,  
 285 Cach Mang Thang Tam Street, Ward 12, District 10, HCM City, Vietnam  
 Tax code: 0303493756  
 Tel: +84.28.2226 6868  
 Fax: +84.28.2226 8686  
 Website: www.phatdat.com.vn

## CHARTER CAPITAL

**4,927,719,160,000 VND**

## OWNERS' EQUITY

**8,144,511,207,117 VND**

## BUSINESS LINES

Investment and development of real estate projects for housing, apartments, villas, hotels, resorts, etc.

## MARKETS

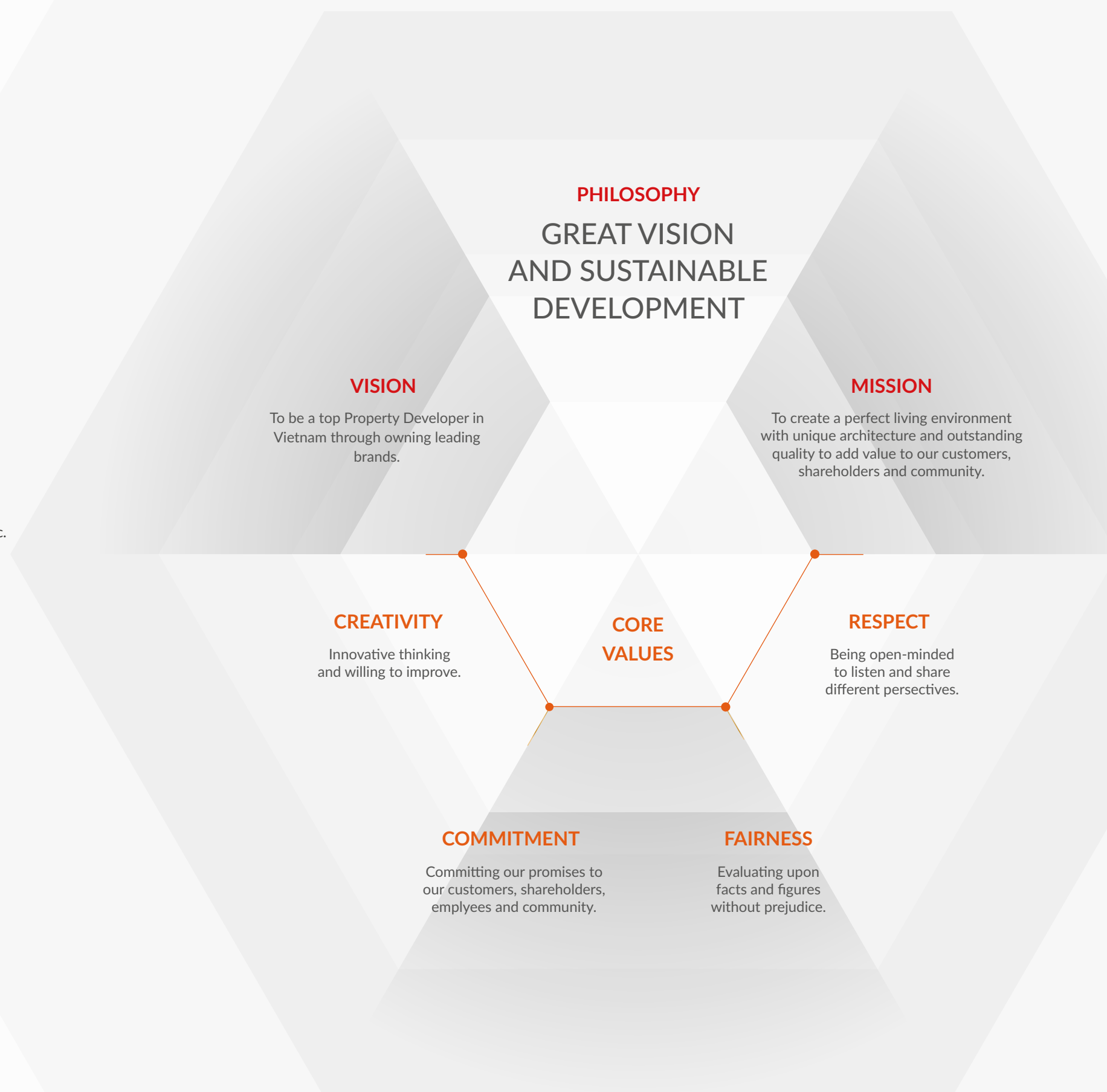
Focusing on projects in the high-end and mid-end segments primarily in Ho Chi Minh City. In addition, the company has also expanded the market to many localities such as Quang Ngai, Da Nang, Binh Dinh, Binh Duong, Dong Nai, Phu Quoc, Ba Ria-Vung Tau, etc.

## LISTING INFORMATION

**Stock code:** PDR  
**Listing date:** 07/30/2010  
**Listing address:** Stock exchange  
 Ho Chi Minh Stock Exchange - HOSE

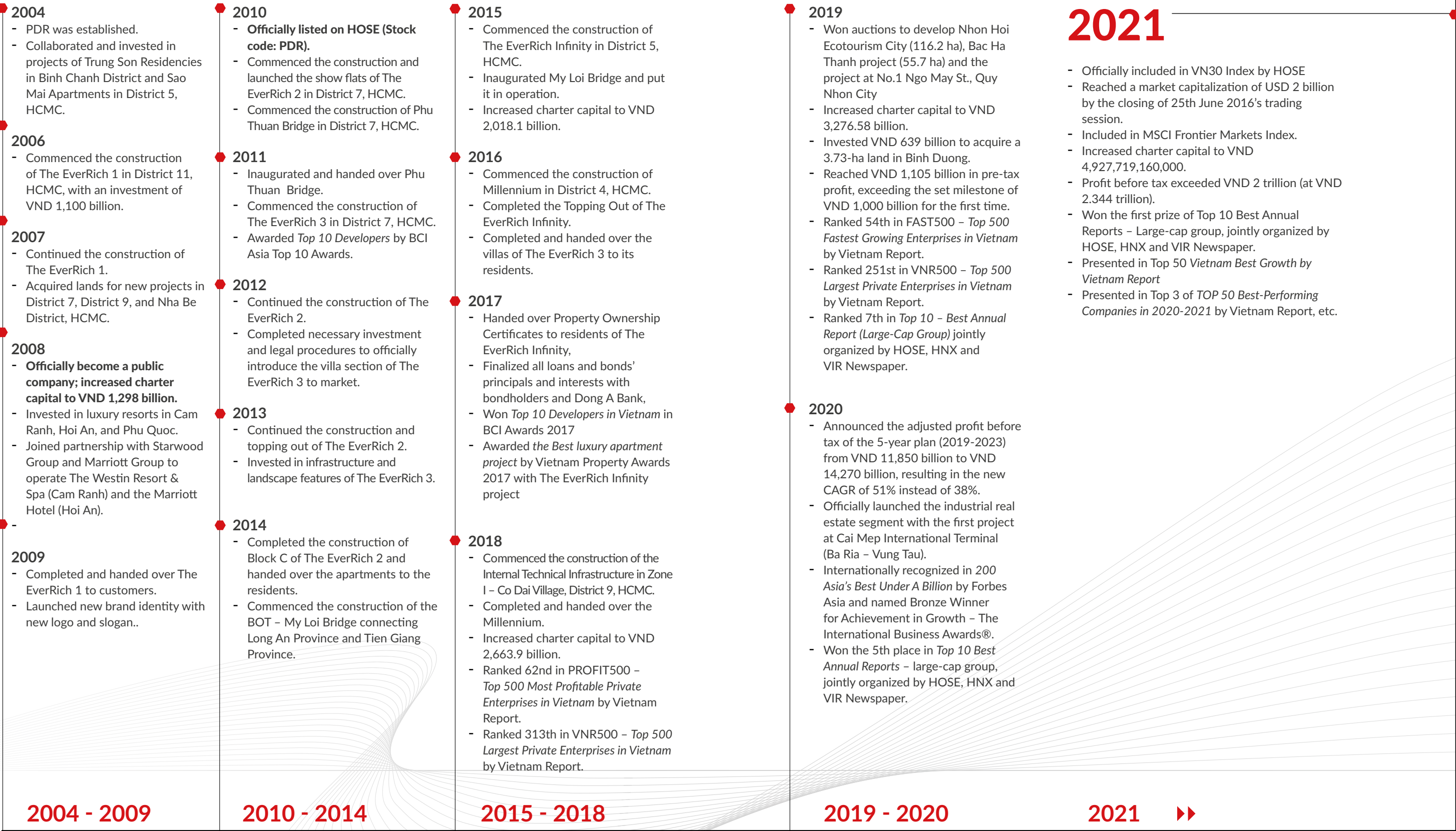
## AUDITING FIRM

Ernst & Young Vietnam Limited  
 Address: 02 Hai Trieu Street, Ben Nghe Ward, District 1, HCM City, Vietnam  
 Telephone: +84.28.3915 7888  
 Website: <http://www.ey.com/vn/en/home/ey-vietnam>





# IMPRESSIVE MILESTONES ALONG THE DEVELOPMENT JOURNEY





# PROJECTS THAT BUILT PDR'S BRAND

PDR's history and reputation were shaped by the successful projects that have made a bold impression on the real estate market in Ho Chi Minh City, Quang Ngai, Binh Dinh, etc.

PDR features The EverRich brand for projects in the high-end apartment segment. The company also cooperated with strategic partners to develop the project under the name of Millennium.

On the other hand, PDR has created a township project called Nhon Hoi Ecotourism City (Binh Dinh), then under the trade names of Nhon Hoi New City, Ky Co Gateway, etc.

A part of Nhon Hoi Ecotourism City





**THE EVERRICH 1**  
**THE MAIDEN PROJECT IN PDR'S HISTORY**

  
District 11, HCMC

Determinately pursuing the goal of becoming a professional real estate developer, PDR invested in developing its own brand. The EverRich connotes sustainable prosperity.

The EverRich 1 demonstrates PDR's capacity and prospects in the high-end real estate market in HCM City.

The project was officially commenced in October 2006 and completed ahead of schedule in November 2009, including 2 buildings with 85,645 m2 of floor area accommodating 350 apartments, commercial centers and utility services.

Located at the intersection of districts 5, 6, 10, 11 and Tan Binh, accessible to the most typical destinations of HCM City, with facilities and infrastructure superior to the general level of the market at that time, The EverRich 1 was considered the ideal home for a fruitful life. Up to now, this project still maintains its prestige and value in the market and is the living space of a prosperous community.



**THE EVERRICH 2**  
**THE PROJECT OF AESTHETIC DESIGN**

  
District 7, HCMC

In PDR's philosophy to develop real estate products, the aesthetic spirit to create beauty is one of the most important highlights.

The EverRich 2 is clearly expressive of this spirit, captured by its remarkably unique design inspired by French aestheticism. The project was developed in harmony with the local background and has taken advantage of the Saigon River's scenery to make an ideal urban space.

Making a significant change to the landscape's appearance of Phu Thuan Ward, which was highly cluttered back then, The EverRich 2 is expected to play the key role of creating a new socioeconomic bone in District 7, along with Phu My Hung Urban Area.

With its expected large scale, the project has a total site area of 112,585 m2 and a total construction area of 643,535 m2 (with construction density is only 25%) for 3,125 apartments.

The EverRich 2's show-flat area was officially launched in October 2010. The advantages from unique architecture, green space availability and prime location have attracted significant attention from investors and consumers who have been looking for a prosperous living environment.

The stagnated real estate market had set the progress of The EverRich 2 to a halt. However, due to its solid foundation built by PDR, The EverRich 2 is still one of the most prospective projects for new investors and continuous development after transferring.



### THE EVERRICH 3 THE PROJECT FOR PERFECT LIVING SPACES

District 7, HCMC

Alongside The EverRich 2, The EverRich 3 is another grand project of PDR at Phu Thuan Ward. These two projects have greatly improved both landscape's appearance and property value in the area. PDR has also invested in building the bridge named Phu Thuan to form an interlink with Phu My Hung Urban Area.

With its ideal location, good feng shui and soothing scenery, The EverRich 3 was developed for sustainable living, which city dwellers always aspire at.

Built on a total site area of 9.9ha, and the construction density is at 35% of the total area, The EverRich 3 reserves a large portion of its size for open space and utilities.

The project comprises 34 riverside villas, 41 townhouses, 2,264 apartments, 1,536 office-tels beside shopping malls, schools, sports centers, parks and an artificial lake.

PDR perfected this project in every corner, so The EverRich 3 was expected to be a luxurious and civilized living space. This project was also transferred to a partner for continuous development.



### THE EVERRICH INFINITY THE PROJECT TO CONFIRM PDR'S BRAND

District 5, HCMC

From the undesirable experience with large-scale projects, PDR has clearly figured out market demand and mapped out the new approach. Hence, the Company decided to adjust its strategy in order to focus on small and medium-sized projects in downtown areas. Additionally, PDR has continued its philosophy to bring unique aesthetic value, human environment and eco-friendly lifestyle to urban living spaces.

Due to the current situation of traffic and economy in the city, such projects are highly desired and, thus, are expected to have a higher absorption rate.

The success of The EverRich Infinity has proven that strategy and affirmed PDR's brand on the HCMC market. Designed as a resort compound, The EverRich Infinity offers a rarified peaceful and relaxed atmosphere in the hustle and bustle of Saigon. The project's unique architecture has brought it various international and domestic awards.

It is erected on an 8,050.4-m2 land site with a total construction area of 68,382 m2, and the project comprises 439 apartments, 325 office-tels and 10 villas.

The EverRich Infinity was completed in November 2016 and is one of the most desired high-class apartment buildings in downtown HCMC.





**MILLENNIUM**  
THE PROJECT THAT  
MOVED PDR TO THE NEXT LEVEL

  
District 4, HCMC

Following the great success of The EverRich Infinity, PDR has continuously consolidated its position as a professional real estate developer with Millennium. This project is jointly developed with strategic partners to ensure the highest efficiency.

Millennium follows PDR's new strategy which drives the Company to small and medium-sized projects in CBDs. Therefore, this project owns an extravagant location in District 4, overlooking the center of District 1 and accessible to iconic destinations of Saigon.

Designed for the modern dynamic lifestyle, Millennium offers a luxurious living space that is consistently displayed through interior design, public utilities and landscape features.

The project, including 653 apartments, 387 office-tels and 17 commercial townhouses with a gross floor area of 87,631 m2 and a building density of 50% at the podium and 35% at the tower block, was completed and handed over in June 2018.

**PHAT DAT BAU CA**  
THE PROJECT THAT PAVED THE WAY FOR PDR  
TO THE CENTRAL COAST MARKET

  
Quang Ngai City,  
Quang Ngai Province

In 2017, PDR started to promote its product diversification strategy to new markets outside HCMC. Emerging cities in the Central Coast, favored with tourism potential, existing socio-economic infrastructure, high demand from the new generations of citizens, attractive investment policies, etc., have become a priority in the Company's direction. Among these candidates, Quang Ngai City was the ideal choice with Phat Dat Bau Ca Residential Area.

Housing 325 land lots for townhouses and occupying an area of 7.7 hectares in the central Quang Ngai City, Phat Dat Bau Ca Residential Area is considered to breathe new life into the local

real estate market. As a synchronized project, Phat Dat Bau Ca provides cutting-edge facilities, such as swimming pools, multi-purpose sports courts, BBQ gardens, pocket parks, playgrounds, etc., typically seen as luxurious in developing cities.

Thanks to the modern and utility-rich infrastructure, Phat Dat Bau Ca Residential Area contributes to improving life quality and establishing a sophisticated living environment and healthy lifestyle of its inhabitants. It has now become a prosperous area, home to many happy families and desired destination for newer generations of urbanites.







# **THE LEADERSHIP** **THE TEAM THAT LEAD** **PDR'S DEVELOPMENT**

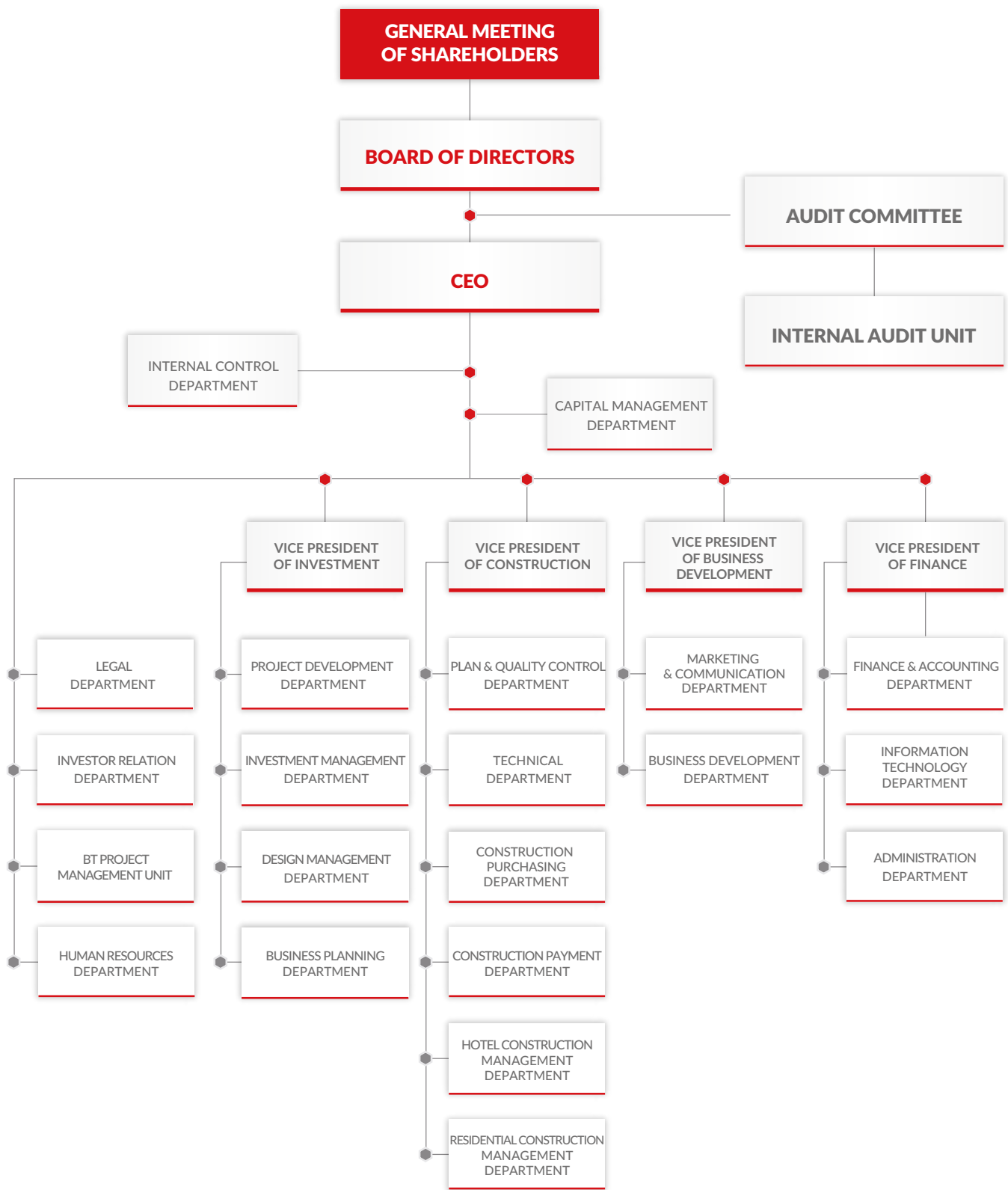
PDR is led by the leaders who have strong influence in the business community and real estate industry in Vietnam. They share the common value system, development philosophy and vision.

The Leadership's diversity of expertise provides a variety of perspectives and viewpoints to the table, resulting in a comprehensive synergy that aids PDR in remaining steady in its strategy, particularly in approaches, and ready for promising partnership prospects.

The leadership team of PDR is always consolidated, open-minded, constantly improving and renewing itself to lead a rapidly growing enterprise in all aspects.



ORGANIZATIONAL CHART



PDR applied the CG model in accordance with regulations under the Vietnam Enterprise Law, Government's decree on CG, including international standards. The Company's governance structure includes the GMS, the BOD, the AC (under the BOD) and the BOM.

GENERAL MEETING OF SHAREHOLDERS

Including all shareholders with voting rights, this is the highest decision-making body of PDR. Annually, the Company held two meetings, including one regular meeting and one extraordinary meeting in the form of collecting written opinions.

BOARD OF DIRECTORS

As the Company's governing body, the Board has full authorization from the Company to decide and exercise the rights and obligations under the authority of the General Meeting of Shareholders. The BOD has 09 members, including 03 independent and 03 non-executive members. All BOD members have a working term of 5 years, starting from 2018. In April 2020, the BOD elected one additional member.

In order to improve the organizational system, legal compliance, monitoring and operational efficiency, from 1Q2021, the BOD established the AC to replace the former IAC, reporting directly to BOD. At the same time, PDR established a new Internal Audit Unit under the AC, comprehensively supporting the BOD in effective and timely supervision of the Company's operations.

In addition, the BOD also has an Advisory Board consisting of people with solid expertise, long-standing companionship with PDR and a thorough understanding of the Company's strategic direction assist the BOD in transferring expertise to actual management.

Besides, the BOD also assigned our members to key fields of the Company. When it comes to important decisions, the BOD will organize meetings and request reports from respective management members. Other members of the BOD will communicate, discuss, provide feedback, etc. The BOD holds the right to the final decision based on voting results.

AUDIT COMMITTEE

The AC includes experienced experts in accordance with the Government's requirements on CG. The AC operates under the BOD as an advisory department, which supports the BOD in supervising the honesty of financial reports, compliance with the laws and regulations of the company and other functions, missions regulated in the CG regulations.

THE BOM

Headed by the CEO, the BOM manages the Company's daily operation. Appointed among BOD members by the BOD, the CEO holds an office term of 5 years starting from the appointment date.

Under the BOD are the Vice Presidents and functional Directors.



# THE LEADERSHIP OF PHAT DAT GROUP





# THE BOARD OF DIRECTORS





# THE BOARD OF MANAGEMENT







#### MR. NGUYEN VAN DAT

1970  
CHAIRMAN

Business Administration

He is the Founder holding the positions of Board Chairman and CEO from 2004 to April 2020. From April 2020, he holds one position of the Board Chairman.

Before establishing PDR, he ran an import - export business in HCM City, serving as the Board Chairman cum CEO of Tan Viet Phat Trading Co., Ltd, Chairman of Tan Quoc Te Co., Ltd. and Dai Phat Thinh Trading Co., Ltd.

#### MR. NGUYEN TAN DANH

1990  
VICE CHAIRMAN

Bachelor of Business Administration

He has worked for PDR since 2014 through the following positions: Investment Analyst, Vice President of business development, Executive Advisor and Vice Chairman of the BOD.

Previously, he worked at Catalyst SF (in USA), OpenAsia Investment Fund and Ban Viet Capital Securities JSC.



#### MS. TRAN THI HUONG

1961  
NON-EXECUTIVE VICE CHAIRWOMAN  
MEMBER OF THE AUDIT COMMITTEE  
MEMBER OF THE ADVISORY BOARD

Bachelor of Economics in Finance and Accounting

She has worked for PDR since 2006 from Chief Accountant, Financial Director, Vice President of Finance to Vice Chairwoman, Advisor and member of the Audit Committee.

Before joining PDR, she worked at Long An Textile Company, Department of the Management of State Capital at Enterprises in Long An Province, Department of Finance and Pricing of Long An Province and Thai Tuan Textile and Garment Co., Ltd.



#### MR. BUI QUANG ANH VU

1975  
EXECUTIVE DIRECTOR  
CEO

Master of Business Administration

He has worked for PDR since 2014 through the following titles: Investment Director, Vice President of Investment, BOD Members and the CEO since April 2014.

Previously, he worked for Hoang Hac JSC, Thanh Cong Securities JSC and Phuong Phat Co., Ltd.



**MR. LE QUANG PHUC**

1966  
**NON-EXECUTIVE DIRECTOR**  
**MEMBER OF THE AUDIT COMMITTEE**  
**MEMBER OF THE ADVISORY BOARD**

Master of Business Administration  
 and Civil Engineer

He has joined PDR since 2008 as an  
 Independent Director, Non-executive Board  
 Member, Advisor and member of the AC.

Previously, he worked at PACE Business  
 Management School, Civil Engineering  
 Construction Corporation No.5 (CIENCO 5), Civil  
 Engineering Construction JSC No. 507 and Civil  
 Engineering Construction JSC No. 586.

**MR. DOAN VIET DAI TU**

1963  
**NON-EXECUTIVE DIRECTOR**

Master of Business Administration

He has joined PDR since 2008 as an Independent  
 Board Member and Non-executive Board Member.

Besides, he has worked at Openasia S.A Fund  
 (Lazard Asia Investment Bank in Vietnam) and  
 Openasia S.A in France.

**MR. LE MINH DUNG**

1975  
**INDEPENDENT DIRECTOR**

Maritime Engineer

He has joined PDR as an Independent Member  
 since March 2019.

Previously, he worked at Inlaco Sai Gon Co.,  
 Ltd., HCM City University of Transport and  
 Communications and Gemadept JSC.

**MR. TRAN TRONG GIA VINH**

1974  
**INDEPENDENT DIRECTOR**  
**HEAD OF THE AUDIT COMMITTEE**

Master of Economics,  
 Bachelor of Business Administration

He has joined PDR as Independent Director since  
 2018 and currently the Head of the AC.  
 Previously, he worked at Pepsico Vietnam Co.,  
 Ltd. and Phuong Phat Co., Ltd.

**MR. KHUONG VAN MUOI**

1949  
**INDEPENDENT DIRECTOR**

Architect

He has joined PDR as Independent Director  
 since 2018.

Before, he worked at HCM City Architect  
 University, Southern Architect and  
 Construction Co., Ltd., and the HCM City  
 Association of Architects.





**MR. PHAM TRONG HOA**  
1973  
MEMBER OF THE ADVISORY BOARD

Master of Techniques

He has worked at PDR as Vice President of Construction since 2010 and currently, Member of the Advisory Board.

Previously, he worked for Ha Noi University of Construction, Vietnam Construction Investment & Consultant JSC, FICO Real Estate JSC, Nam Viet Real Estate JSC and Sai Gon Vina JSC.



**MR. NGUYEN THANH THAO**  
1978  
VICE PRESIDENT OF FINANCE

Bachelor of Economics

He has worked at PDR as Financial Director since 2018 and Vice President of Finance since 2020.

Previously, he worked for Thai Tuan Textile and Garment Co., Ltd., BIDV and Truong Phat Loc Shipping Co., Ltd.

**MR. NGUYEN DINH TRI**  
1974  
VICE PRESIDENT OF CONSTRUCTION

Construction engineer  
Bachelor of Laws

He has worked for PDR since 2021 as the Vice President of Construction.

Previously, he worked for Architect & Construction Service Corporation (ACSC), Vietnam Dairy Products JSC (Vinamilk), Construction JSC No. 1 (COFICO), DESCON Construction Corporation, LA Construction JSC (LACONS) and No Va Land Investment Group Corporation.



**MR. DUONG HONG CAM**  
1977  
VICE PRESIDENT OF INVESTMENT

Master of Business Development  
Construction Engineer

He has worked for PDR since early 2021 as the Vice President of Investment.

Previously, he worked for Toa Corporation (Japan), Donata Engineering (USA), CDM International INC (USA), Duffill Watts & Tse Ltd. (New Zealand), Berjaya Land Berhad (Malaysia) and No Va Land Investment Group Corporation.





## THE AUDIT COMMITTEE



## THE INTERNAL AUDIT UNIT

The Internal Audit with 3 members, including Ms. Co Thi Thanh Lien, Mr. Nguyen Van Quang and Mr. To Minh Tai, completed assigned tasks in 2021.



PROVEN STRATEGY  
**FLEXIBLE IMPLEMENTATION**

FIRM LEADERSHIP  
**DECISIVE MANAGEMENT**



PDR IN 2021

# BEYOND THE LIMITS

- Having achieved the fastest growth rate in the Company's history, also a rarified rate in any business, as evidenced by increases in share price, market capitalization, newly acquired projects, land banks, and other indicators.
- Overcoming all disadvantages in the nearly frozen socio-economic environment under the influence of Covid-19 to ensure projects' progress and fulfill all commitments to shareholders, investors, customers, partners and community.
- Increasing creditworthiness with robust financial health, transparency, stability and sustainability as certified by the most prestigious global rating agencies.
- Having a high degree of initiative in selecting capital sources, preferred markets and relationships with related parties.
- Being proactive in re-evaluating resources, restructuring the organization and setting high requirements for comprehensive improvement according to new development needs.
- Promoting operation in new fields such as industrial real estate, retail, etc., modeling on a professional corporation to optimize resources, embrace opportunities and strengthen sustainability.
- Expanding the scope of community support, social responsibility and employee welfare.



## HIGHLIGHTS IN 2021

- The Board of Directors approved the plan to purchase additional 157.76 million shares, increasing PDR's holding rate to 68% of the charter capital of Phat Dat Industrial Park Investment and Development JSC.

1  
MONTH

- The 2021 Annual General Meeting of Shareholders was successfully, featuring the theme "Beyond the limits".
- The second share dividend payment for 2020 was made at 10%.

2  
3

- PDR's shares were officially added to VN30 Index by HOSE.

- PDR finalized a loan of \$ 22.5 million to Vietnam New Urban Center LP Fund as scheduled with corresponding benefits and commitments, affirming its reputation and solid financial foundation.

4  
5

- The third share dividend payment for 2020 was made at 11.7%.

- The Company completed an M&A deal and officially owned the "diamond land" with three road frontages facing Bach Dang - Tran Phu - Le Hong Phong streets in Hai Chau District, Da Nang City.

6  
8

- PDR's market capitalization exceeded \$2 billion (a double increase compared to the beginning of 2021) after closing the trading session on 25th June 2021.

- Market capitalization reached \$2.1 billion by the end of the trading session on 22nd October, achieving the target set for 2021.
- Credit rating of (IDR) at 'B' by Fitch Ratings for an outlook stable.

9  
10

- New project on a 1,152-hectare site in Dung Quat, Quang Ngai.
- 17-year anniversary of PDR's establishment and the Group's development (13th September 2004 - 13th September 2021).
- Aids to frontline forces against the pandemic with a total value of about VND 17 billion.

- The first prize of Top 10 best annual reports in 2021 - Large-cap group, in the annual poll jointly organized by HOSE, HNX and Vietnam Investment Review.

11  
12

- Included in the MSCI Frontier Markets Index.
- Cooperating with KPMG Vietnam on business management consulting.
- Having completed and put into operation the ERP system.
- Winning in 5 categories at Vietnam Property Awards 2021.
- Achieving the Top 50 Vietnam Best Profitable in 2021 (by Vietnam Report) and Top 10 Best Integrated Property Developers (by Nhip Cau Dau Tu Magazine).

## TYPICAL AWARDS - TITLES IN THE YEAR



### 1<sup>ST</sup> PRIZE

Top 10 best annual reports in 2021 - Large-cap group.

By HOSE, HNX and Vietnam Investment Review.



### TOP 3

» Vietnam's 50 best performing companies  
» The millionaire enterprise of 2020-2021

By Nhip Cau Dau Tu magazine and Thien Viet Securities.



### 7<sup>TH</sup> PLACE

Vietnam Top 10 Reputable Property Developers 2021

By Vietnam Report



### TOP 10

Top 10 Developers in 2021  
BCI Asia Awards 2021



### 17<sup>TH</sup> PLACE

Top 50 Vietnam Public Companies 2021  
By Vietnam Report



### TOP 30

Listed Enterprise With Qualified Information Disclosure On The Stock Market (Large Cap) - IR Awards Vietnam 2021  
By Vietstock, VAFE Association and FII Magazine



### 38<sup>TH</sup> PLACE

PROFIT50 - Top 50 Vietnam Best Profitable 2021

By Vietnam Report



### TOP 50

FAST500 - Top 500 Fastest Growing Enterprises

By Vietnam Report



Investment Management 2021  
By World Finance Investment Management Awards 2021



### Best Investor Relations Vietnam 2021

International Financial Awards - Real Estate Awards 2021



### Best Residential Real Estate Developer Vietnam

By Global Bank & Finance Awards 2021



### Best Integrated Property Developers in 2021

By Nhip Cau Dau Tu Magazine.



### PDR won:

- » Special Recognition in CSR
- » Special Recognition in ESG

### Astral City won:

- » Best Condo Landscape Architectural Design
- » Best Condo Architectural Design
- » Best Condo Development

By Property Guru



## THE BOD'S REPORT

# PDR TO AIM AT A HIGHER POSITION

With PDR's principle of action in 2021 to reach **beyond the limits**, the whole Company had to strive to overcome its limitations, from mindset, action capacity to development targets.

During a period of severe stress and prolonged social distancing, PDR remained steadfast and determined to that principle.

## STRATEGIC ORIENTATION AND CORPORATE GOVERNANCE WITH A PROACTIVE APPROACH AND INNOVATIVE MINDSET

**P**roactiveness and innovation have been the main spirit of the Board of Directors in recent years. Accordingly, PDR has proactively built its development strategies, implementation plans and specific targets, and at the same time, a management system to provide corresponding resources for implementation.

Proactiveness can only be achieved with a stable foundation. Typically, PDR's stability comes from its financial foundation and land bank. Financial indicators show that PDR is currently one of the most stable and healthy real estate enterprises. This condition allows the Company to accelerate the speed of project implementation even when the market falls into stagnation. At the same time, available capital sources help PDR continuously acquire new projects in the best conditions to increase its land bank in ideal areas of target markets. The Company always emphasizes financial balance no matter how fast it is developing.

The consistency in strategic management and perseverance in implementation are the next highlights of PDR. Requirements for project development targets, implementation roadmap, efficiency, transparency, legal compliance, alignment of interests, etc., are always guaranteed. These core conditions make all PDR projects fully legal and convenient for implementation, ensuring investment efficiency, revenue and profit.

As a listed company, PDR regularly improves corporate governance capability. In addition to the principles of corporate governance towards high standards, rigorous governance mechanism and professional risk management, PDR also sets high requirements for preparing for change and actively creating changes without waiting for market fluctuations and pressure from customers.

IR proficiency and transparency in information disclosure increasingly ensure the highest interests for shareholders and investors. Information disclosure at PDR satisfies not only up-to-date and timely but also coherent and accessible criteria. At the same time, IR events are held in all social communication settings to enable investors and shareholders the opportunity to approach and directly make a dialogue with the Company.



# OVERALL EVALUATION

## EVALUATION OF THE COMPANY'S OPERATION IN 2021

Market capitalization	↑125.8%
VND 47,912 billion (equivalent to USD 2.039 billion)	
Total assets	↑32%
VND 20,552 billion	
Non-current assets	↑11.2%
VND 5,215 billion	
Current assets	↑40.3%
15,337 billion	
Owner's equity	↑56.8%
8,145 billion	
Charter capital	↑24.38%
4,928 billion	

\* Figures as of the end of 2021 and the growth rate compared to the end of 2020.

2021 was a fierce year for the global economy and society when the world entered the second year fighting the Covid-19 pandemic. From the second quarter onwards, Vietnam's economy - society has also officially faced more intense challenges when the epidemic broke out on a large scale, beyond its ability to control and respond.

That context has put all businesses in a new situation. The general trend of the vast majority of businesses is to adapt, fight and strive for survival. Most businesses had to lower their growth expectations.

However, thanks to accumulated abundant resources and strong growth momentum, PDR has not fallen into that spiral. At PDR, the risk management strategy always goes hand in hand with the development strategy. Therefore, the Company has monitored, forecasted and developed preemptive action plans. A solid foundation and early preparation allow PDR a high proactive status. Instead of adapting and being cautious about adverse market movements, PDR decided to speed up and take advantage of the opportunity to go ahead and create a new position for themselves.

By making efforts to reach beyond the limits, PDR has achieved excellent business results, helping the Company increase significantly market capitalization, land bank, new projects and influence on the market. Since then, the Company has successfully established itself as one of the leading enterprises in the real estate sector and the Vietnamese economy. PDR's new position has been validated by the evaluation, appraisal, and ranking of influential national and international organizations.

PDR's outstanding achievements in the past year came from strategy and internal resources rather than from sheer luck. More importantly, this sustainable achievement has created a more solid launching pad for PDR to continue promoting new plans in line with long-term strategies.

On the Group scale, whose growth engine is PDR, Phat Dat Group has strengthened itself towards higher efficiency and certainty. The industrial real estate sector has been deployed as planned. In addition to the announced projects, new potential projects and industrial landholdings are also ready for larger-scale development.

Regarding the renewable energy sector, Phat Dat Group still promotes the research, evaluation and planning process. When the optimal conditions are met, this sector will also be deployed. Speed and sustainability remain the consistent criteria in implementing new business areas and strategies of PDR and Phat Dat Group. Only projects with high feasibility and outstanding efficiency will be carried out.

In the past year, Phat Dat Group also established a new member, Phat Dat Real Estate Business and Service Corporation (Phat Dat Realtor). As a new business model of PDR in real estate, especially in direct sales, Phat Dat Realtor will further increase the speed of bringing products to customers and optimize capital flow and revenue for projects developed by PDR.

In 2021, PDR strongly increased its role in accompanying the community - society and implemented CSR activities on a large scale, especially in responding to and overcoming the impact of the Covid-19 pandemic.

This is also a field where PDR will further promote in the future in terms of scale, value, efficiency and practicality, corresponding to the sustainable development strategy built by the Company.

## I. BUSINESS RESULTS

Gross profit margin
76%
Return on average equity
28%
Growth of profit before tax
53%
Total debt to total assets ratio
16.7%

## II. HUMAN RESOURCES AND MANAGEMENT SYSTEM DEVELOPMENT

In the past year, PDR fulfilled all targets and commitments with stakeholders, especially commitments with shareholders and investors. Typically, the target of EBT was set very high, and even though there were prolonged adverse developments in the socio-economic conditions, the Company still achieved VND 2,344 billion EBT, over 100% of the targeted VND 2,335 billion.

The growth rate of share price and market capitalization is the most impressive point of PDR. Thanks to the rapid development of land bank and projects, strong improvements in corporate governance and financial foundation, and PAT reaching VND 1,865 billion, up 53% year-on-year, market capitalization has gradually surpassed the milestone of USD 1 billion to USD 2 billion, putting PDR in Top 5 real estate companies by market capitalization and Top 4 real estate stocks by PBT in Vietnam's stock market in 2021.

The next impressive advancement of PDR was land banks. Up to now, PDR has been able to officially announce a land bank of up to 5.804.45 hectares available for development, most of which belong to potential markets that are accelerating their economic, social and economic development and urbanization. In which, there are prime land areas exclusively for robust financial capacity, such as the land located at the corner of Bach Dang, Tran Phu, and Le Hong Phong streets, which is considered Da Nang's hub of economic, cultural, and entertainment activities. This land bank is expanding and expected to increase rapidly in the near future, including land bank for residential and industrial projects.

The above convincing development results and a huge potential give PDR an active position in the capital market. PDR's network of financial partners is growing stronger and wider, including prestigious domestic and international organizations. PDR has earned great trust amongst bondholders because it always repays bond principal and interests on time, even early. To affirm its sound financial health, PDR has proactively carried out a credit valuation following international standards. In its first enrollment, it has been rated "B" with an Outlook Stable by Fitch Ratings - one of the world's three largest credit rating agencies.

PDR prioritize flexibility, speed and efficiency in selecting funding sources. On that basis, PDR continues raising capital through long-term domestic and foreign bonds. With its high reputation, even in the context of Covid-19 epidemic, PDR was still able to promptly mobilize capital necessary for project implementation.

With a high degree of initiative, PDR has increasingly reinforced the soundness and safety of financial health. In the past year, PDR's equity increased sharply, reaching VND 8,144.5 billion - up 56.8%, while liabilities increased moderately by 19%. Total debt to total assets ratio by the end of 2021 was 16.7%.

In the past year, PDR has increased recruitment and development of many senior and middle management personnel to help strengthen the executive team, improve specialization and keep up with the pace of work. PDR also sets forth drastic innovation requirements for all employees.

The company also requires the entire team and each individual of PDR, especially the leadership and management team, to break through the capacity limits. Therefore, training, coaching programs are implemented appropriately and well received, increasing the percentage of personnel meeting and exceeding job title standards.



During the period of prolonged social distancing, PDR adhered to strict regulations on operations at businesses. Despite the big challenges of working from home and remote management over the long term, PDR's human resources system still operated efficiently and deployed work as planned based on the well-established management system and close connection, management and monitoring.

In response to the requirement of process and system improvement for personnel development, PDR has been well aware of this, so the Company's processes and systems have always been developed and upgraded to be in line with ever-changing business strategies and activities. However, the Company's rapid and continuous growth rate and volatile market conditions in recent years have also revealed many inadequacies and forced strong upgrades.

Therefore, PDR is ready to restructure organizational apparatus, operating process and operating capacity. PDR has cooperated with KPMG - a prestigious global organization in auditing and consulting - to accompany the "rebirth" in the near future. In particular, KPMG will conduct surveys on PDR's current conditions and comprehensive operations to provide effective management solutions that are suitable for the given objectives and business strategy. This is the basis for PDR to improve business management in a professional manner, reaching international standards for large-scale real estate developers.

Another step forward in the management system of PDR is the digital transformation. ERP applications on SAP/HANA 4 platform and new management software are contributing to speeding up work processes, data management efficiency, internal and external interaction, saving resources and reducing waste.

### III. PRESTIGE AND BRAND DEVELOPMENT

With demonstrated proficiency and business results, PDR has built a very solid reputation with partners, financial institutions, investors, business communities, state management agencies and societies. This reputation is the most important basis for PDR to conquer new projects and effectively penetrate potential markets.

However, in the past time, due to the specificity of the wholesales business model through strategic partners instead of directly selling products to the market, the Company has not focused too much on promoting the project's brand, products and services to customers. The development of brands for projects is not yet strategic, still optional.

Besides, despite great progress in employer branding with many new awards, PDR's employer branding in the market has not yet been established at the highest level commensurate with the scale of business development and has not been outstanding persuasive for senior management. PDR has not yet entered Top 100 Vietnam Best Places to Work in Vietnam.

### IV. CORPORATE SOCIAL RESPONSIBILITY

PDR has shown a practical role when accompanying many localities across the country during the most stressful period of the epidemic. In the effort to reduce the pressure caused by Covid-19 alone, PDR has spent more than VND18 billion on buying vaccines, medical equipment and necessities for epidemic hotspots, supporting frontline forces and people directly affected, etc.

In addition, the Company continues its significant contributions to organizations and individuals in need, especially those organizations and programs initiated by or associated with PDR for a long time.

### V. OPERATION OF THE BOARD OF MANAGEMENT

PDR's social responsibility still focuses on environmental and social improvement requirements when developing new projects, selecting suppliers, materials and equipment used in projects.

2021 was the second year since PDR had separated the positions of BOD Chairman and the CEO. The Board of Management, headed by the CEO since April 2020, is under the direction and supervision of the Board of Directors. Up to now, there has been a clearer and more effective delegation and authorization in the management of the Company's operations.

In terms of business activities, the BOM clearly understands the strategy of the BOD, strictly adheres to the criteria and standards that have created the identity of the Company, closely follows the progress and makes great efforts to complete project implementation plans, ensuring growth targets in the complicated context of Covid-19 epidemic; at the same time complies with laws and fulfills all obligations to employees and competent state agencies.

Regarding the development of internal resources, the BOM has also made great progress in upgrading the management apparatus, quantity and quality of human resources and participated in building new organizational structure, management policies and methods.

The BOM is also well aware of the importance of human resources to invest in employee development not only for current needs but also for the future. The BOM has focused on changing and improving the working environment, internal communication and employee welfare.

### VI. COOPERATION OF THE BOD, BOM AND THE AUDITING COMMITTEE

There is a smooth coordination between the BOD and the BOM. The parties always provide, share information with each other, communicate closely and consistently towards the common target of business efficiency and the Company's development according to the set strategy.

The BOD plays the role of the Advisory Board directly under the BOD to timely support the BOM in professional matters and corporate government. Through the Advisory Board, the BOD can also timely and properly grasp information on the management activities of the BOM.

The BOM regularly reports, proposes or timely recommends to the BOD during the actual operation, helping to keep business activities on the right track.

The AC, which was established last year, has quickly built the foundation for internal audit and made a lot of efforts to carry out the tasks. The AC has directed the Internal Audit Unit to promptly conduct internal audits and report and propose to the Board of Directors many issues, helping the Board of Directors timely and properly identify risks, improve risk management capabilities and promptly monitor the activities of the Board of Management.

With the coordination mentioned above, risk management activities at PDR have been raised to a new level. Awareness of risk management and the operation of defense lines have been enhanced in the leadership and management of PDR as well as subsidiaries of Phat Dat Group. The defense lines have been fully formed and begun to work together. Current risk management solutions are built not only for PDR but also Phat Dat Group, helping to ensure consistency and optimizing defense effectiveness in a highly volatile environment.



# ORIENTATION AND REQUIREMENTS IN 2022

PDR needs a strong and thorough restructuring effort to create a new change. Such effort will ensure that PDR maintains the initiative to conquer major targets.

Currently, PDR has converged many favorable conditions as a launching pad for its outstanding development plan in terms of speed, intensity, and scale in 2022. Notably, the target of PBT is up to VND 3,635 billion, which marks the first time the company surpassed the profit threshold of VND 3,500 billion. With careful preparation and well-established foundations, PDR is confident in completing the above target as well as setting higher goals for the following years.

However, the market's movements in 2022 are considered to be very complicated and unpredictable. The knock-on effects and profound consequences after more than 2 years of fighting the Covid-19 pandemic on a global scale will be likely to affect each business. PDR should promote the proactive spirit, sharp observation, in-depth prediction and early preparation for possible scenarios to accelerate its breakthrough growth.

The Board of Directors sets out orientations and requirements as follows:

## CONSISTENT WITH DEVELOPMENT STRATEGY AND FLEXIBLE IN IMPLEMENTATION

Currently, PDR has set a business plan to 2025 and a vision to 2030. This is a favorable condition when the direction and roadmap are clear. The Company needs to perform consistency and steadfastness with the set development strategy but flexible adaptation to actual developments.

In addition to apartments and land lots, PDR will start developing hospitality real estate. The cross-cutting criteria of PDR such as fully legal procedures, on-time implementation, high efficiency, transparency in the development process and strict compliance with the law need to be consistent throughout the product diversification process.

Companies in Phat Dat Group and PDR as the core must also meet the Group's key criteria such as speed, sustainability, legal certainty, high efficiency, rapid revenue recovery, minimizing the risk of resource dispersion and lack of control. Risk management also needs to be focused with higher requirements in the whole group.

## BEING MORE PROFESSIONAL AND PROACTIVE IN BRAND DEVELOPMENT

From corporate branding to project and product branding, a growth mindset is needed. In particular, not only promotion but also in-depth insights and close connection with customers and markets are essential to gain natural and permanent support.

To do this, PDR needs to build a brand strategy and a methodical and proactive implementation plan for the Company and the Group as a whole. At the same time, PDR's leadership and management should properly understand the importance of professional branding and brand strength in direct retail operations amid a highly competitive environment

## WILLING AND PROACTIVE IN RESTRUCTURING FOR MORE SUSTAINABLE DEVELOPMENT

PDR's current position and future development require a new set of standards, from business model, organizational structure, management, and operation processes to personnel and capabilities. What is available may not be suitable for future aspirations and ambitious targets. Moreover, the Company has chosen the spirit of "rebirth" and self-development as the characteristic of the organization. Therefore, these spirits shall be realized clearly and strongly from the organizational level to the individual level.

In 2022, PDR should promote the cooperation in corporate governance consulting with KPMG and other partners to adopt professional and world-class management and operation methods and transform them optimally into the Company's day-to-day operations. The digitization of the management - operation process and digital transformation requirements should also be further promoted and upgraded to be completed synchronously. All technology and data platforms should be highly digitized for speedy and effective operation and increasing risk control.

## UPGRADING ENVIRONMENTAL and CULTURAL STANDARDS FOR PRODUCTS

Products with sustainable values lay a practical premise for a sustainable business. In the overall strategy of PDR, green development standards are set higher and need to be effectively enforced.

In addition, the scope of environmental criteria should be extended from the natural environment to the socio-cultural environment. Each product and project of PDR must be a specific, positive contribution to the actual development of the community with functional to aesthetic values, not only suitable for immediate tastes but also the changing needs of modern residents in the future.

## ENHANCING CREDITWORTHINESS THROUGH SOUND FINANCIAL HEALTH

The Company should further increase accumulative finance to ensure stability and steadiness for a larger scale and a higher level. In which, it is necessary to maintain stable financial indicators and always ensure safety when increasing the capital mobilization speed and loan value to meet the increased number and scale of projects.

PDR is currently receiving positive interest from many financial institutions, allowing diverse opportunities in raising capital. However, the Company should increase interaction to expand its cooperation network with domestic and international financial institutions and credit rating agencies to reaffirm PDR's position and financial health.

On the other hand, the Company needs to diversify forms of capital mobilization, including international bonds, to ensure a low cost of borrowing and a loan term suitable to the project development life cycle.

## PROMOTING CSR BOTH IN SCOPE AND DEPTH

PDR has identified a CSR strategy in parallel with its business strategy and growth goals. That is the next condition for the sustainable development of both the business and the community.

At the same time, PDR also needs to upgrade the scale and stature of CSR. Accordingly, it is necessary to conduct in-depth activities, contribute practical values, and exert a positive influence on society. On the other hand, creating different activities with new values for the community is essential to set its own mark.



## EVALUATION OF INDEPENDENT BOD MEMBERS

- PDR's BOD currently has a total of 09 members; including 03 independent members and 03 non-executive members. All members of the BOD actively participate in strategic planning, compliance control, monitoring activities of the BOM and meet corporate governance standards in accordance with laws.
- In the past year, PDR approved an amendment to the Company's Charter, including the dissolution of the Internal Audit Committee to establish an Audit Committee, and appointed an independent BOD member as the Head of the Audit Committee and 02 non-executive BOD members to be members of the Audit Committee.
- 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.

### HOLDING BOD MEETINGS

- The BOD meetings were convened and conducted with a specific schedule and in accordance with the regulations on meeting organization. The agenda of the meetings was discussed, fully and carefully evaluated by the BOD members to give the best orientations and solutions for the Company.
- Issues related to business strategies, financial strategies, corporate culture, management system building, etc. were discussed regularly between the Board of Directors and the Board of Management.
- Investments for new projects were researched, and discussed and criticized in meetings between the BOD and the BOM with the participation of independent experts.

### 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.
- Ordinary and extraordinary meetings of the BOM were often attended by non-executive BOD members. The decisions of the BOM were analyzed, criticized and consulted by the BOD members to propose the best solutions for the benefit of the Company. Thereby, the BOD always grasped the operation situation of the Company as well as real-time requirements.
- Members of the Board of Directors proactively identified their supporting roles and responsibilities to the BOM. The BOD also conducted many corporate governance experience-sharing and training sessions for middle managers and the BOM.
- The BOD was particularly interested in risk management solutions to assist the BOM in early risk detection, helping the Company maintain sustainability and stability in its operations and protect investors' interests.



### GENERAL EVALUATION OF THE BOD OPERATION

- According to the operation plan of the BOD, the work carried out by the BOD in 2021 was concentrated in accordance with the Resolution of the GMS and in compliance with the Company's Charter, Governance Regulation and corporate governance standards.
- All members of the Board of Directors had a deep sense of responsibility and professionalism, were well-aware of their assigned responsibilities and careful in performing their role of protecting the Company's interests.
- The members of the BOD proposed and advised the Board of Directors on improving corporate governance capacity, changing organizational structure, management policies and solutions to handle risks arising in the Company's operations.
- The members of the BOD together with the BOM implemented activities to build and maintain corporate culture.
- The BOD timely proposed effective measures to help the BOM overcome a number of challenges in operation, performing supervision and controlling roles to ensure absolute legal compliance of the Company.
- The Company, led by the BOD, fulfilled the growth and profit targets of 2021, well performed its obligations to the State budget, brought high efficiency to shareholders and stable income for employees. Through an effective and creative method of operation, the BOD well performed the role of companion in building sustainable values for the enterprise 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 shortterm and long-term goals, bringing about outstanding, sustainable achievements in the past year.



# REPORT OF THE AUDIT COMMITTEE

## ABOUT THE AUDIT COMMITTEE

### The establishment of the AC

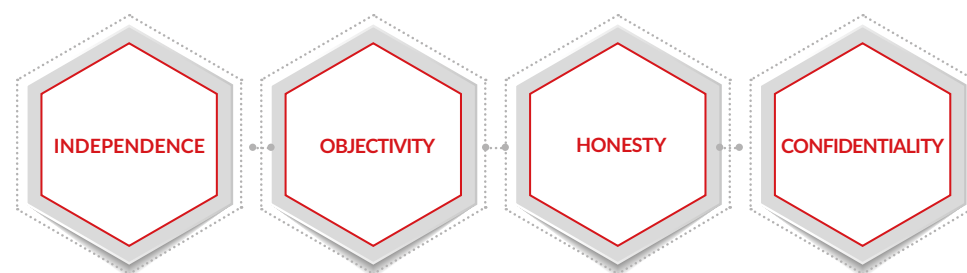
At the 2021 Annual General Meeting of Shareholders, PDR approved the amendment of the Company's Charter. Accordingly, PDR established under the BOD and promulgated the Regulation on the operation of the AC.

The BOD appointed 03 BOD members to the Audit Committee, including:

- Mr. Tran Trong Gia Vinh - Independent member of the BOD to hold the position of Head of the AC.
- Ms. Tran Thi Huong - Non-executive member of the BOD to be a member of the AC.
- Mr. Le Quang Phuc - Non-executive member of the BOD to be a member of the AC.

The Audit Committee also established a dependent unit, the Internal Audit Unit (IAU), according to the provisions of Decree 05/2019/ND-CP to directly perform internal audit activities.

### Operation principles of the AC:



### Key responsibilities of the AC:

- a. To develop and submit to the BOD risk management policies for the Company; to propose to the BOD solutions to handle risks arising in the Company's operations.
- b. To check the Company's semi-annual and annual financial statements; to check the adequacy, effectiveness, and efficiency of the Company's internal control system; to check the compliance with the provisions of the law, the requirements of the management agency, and the internal regulations of the Company - through the management, administration, and supervision of the IAU's activities conducted in accordance with the Regulations on Internal Audit, Process and methods of Internal Audit.
- c. To report to the BOD on activities, detected issues, and related recommendations of the AC
- d. To propose to the BOD on selecting an independent auditing company for the Company; to monitor and evaluate the independence, objectivity, and effectiveness of the independent audit.

### ACTIVITIES OF THE AUDIT COMMITTEE

During the year, the AC held 5 meetings with the full participation of all 3 members. The participants discussed and agreed on 100% contents of the meetings; details are as follows:

- Reviewing the Company's financial statements for 1Q2021.
- Discussing the operating plan of the AC.
- Discussing the issues of internal audit.
- Discussing the internal audit process and plan, the operation mechanism of the AC and the IAU.
- Reviewing the Company's financial statements for the 2nd quarter, mid-year and 3rd quarter of 2021; discussing the internal audit plan in 2022.

### In addition, members of the Audit Committee have:

- Participated in sufficient meetings of the BOD, timely reported activities of the AC, detected issues and related recommendations of the AC.
- Proposed and advised the BOD on setting strategic directions, business goals, risk management policies, and solutions to handle risks arising in the Company's operations.
- Participated in many meetings with the BOM to contribute ideas to the establishment and evaluation of the implementation of the Company's goals and action plans for the year.
- Contributed ideas to the organization and implementation of training for all levels of management, employees and subsidiaries on risk management, internal control systems, internal audit according to international practices, legal provisions, and regulations of the Company.

### The Audit Committee reviewed and submitted for approval and issue:

- The internal audit regulations.
- The Decision to establish the IAU under the AC.
- The internal control and internal audit flow chart of PDR and its subsidiaries.
- The decisions on appointment of personnel of the IAU.
- The internal audit processes and methods.

**The AC managed, operated and supervised the IAU** in the implementation of Internal Audit activities in accordance with the laws, internal audit regulations, internal audit processes and methods of the Company. Some specific internal audit activities carried out are as follows:

- a. Identification and assessment of risks in the Company's operations and its subsidiaries as a basis for internal audit planning.
- b. Internal audits for PDR's units, including:
  - Internal Audit of the Company's financial statements for the 2nd quarter, mid-year and third quarter of 2021.
  - Internal audit of procurement, bidding, contracting, acceptance and payment.
  - Internal Audit of recruitment, HR policy implementation and HR management.
  - Internal audit of the operation of safeguarding and securing information technology systems (email, server data, software).
- c. Internal audit of the subsidiary (Saigon - KL Real Estate Corporation) on the control, signing, approval and storage of documents and records sealed by the Company.
- d. The abovementioned internal audit activities (i) include but not limited to checking compliance with the applicable laws (on tax obligations, compulsory insurance and other financial obligations, etc.), Charter of the Company, corporate governance regulations, policies, regulations and procedures of the Company; (ii) evaluating the adequacy and effectiveness of risk management and internal control in preventing, detecting and promptly handling risks; (iii) evaluate the implementation of the Company's business objectives.
- e. Reports on significant risks, errors and non-conformities or inefficiencies in the Company's operations.
- f. Recommendations related to the operational management process, risk management and internal control to improve the internal control system and corporate governance.
- g. Reports to the BOD, the AC, the BOM on issues detected in the internal audit process and recommendations.
- h. Other activities to monitor, explain/instruct and check the results of implementation of post-audit recommendations of PDR's units and subsidiaries.

### At the same time, the AC has:

- (a) Regularly updated the laws related to the Company's operations and organized the monitoring of the Company's compliance.
- (b) Reviewed transactions and contracts between the Company and related persons under the approval authority of the BOD or the GMS.
- (c) Monitored and evaluated the independence and objectivity of the audit company and the effectiveness of the audit process; discussed with independent audit company to clarify arisen issues and/or risks detected during the independent audit process and recommended solutions to handle or prevent risks.
- (d) Proposed to the BOD an independent audit company for the fiscal year 2022.
- (e) Reviewed the 2021 Financial statements; checked the information in the 2021 Annual report before submitting it to the BOD for consideration and approval.



# INSPECTION RESULTS

## 1 Check results of the company's financial statements

The separate and consolidated financial statements for the year ended December 31, 2021 were independently audited by Ernst & Young Vietnam Ltd; there was no qualified opinions or disclaimer of opinion.

In all material respects, the separate and consolidated financial statements give a true and fair view of the separate and consolidated financial position of the Company as at 31 December 2021, and of the separate and consolidated results of its operations and cash flows for the year then ended, in accordance with Vietnamese Accounting Standards and the Vietnamese Enterprise Accounting System.

The AC reviewed the quarterly, semi-annual and annual financial statements of 2021; there are no material misstatements in these financial statements. The Audit Committee agrees with the independent auditor's assessment of the reviewed semi-annual financial statements and audited annual financial statements.

Some basic financial indicators in the Company's 2021 consolidated financial statements

Indicators	Unit	31st Dec 2021	31st Dec 2020	Up/Down
Total assets	Million VND	20,551,879	15,617,490	4,934,389
Current assets	Million VND	15,337,063	10,929,134	4,407,929
Non-current assets	Million VND	5,214,816	4,688,355	526,461
<b>Asset structure ratios</b>				
Current asset/Total asset	%	74.6%	70.0%	4.6%
Non-current asset/Total asset	%	25.4%	30.0%	-4.6%
<b>Resources (Liabilities &amp; Owners' Equity)</b>	Million VND	<b>20,551,879</b>	<b>15,617,490</b>	<b>4,934,389</b>
Liabilities	Million VND	12,407,368	10,423,212	1,984,156
Owners' equity	Million VND	8,144,511	5,194,277	2,950,234
<i>In which: non-controlling interests</i>	Million VND	1,090,505	91,966	998,539
<b>Resource structure ratios</b>				
Liabilities/Total resources	%	60.4%	66.7%	-6.4%
Owners' equity/Total resources	%	39.6%	33.3%	6.4%

Indicators	Unit	2021	2020	Up/Down
<b>Profitability</b>				
Net revenue	Million VND	3,620,224	3,911,212	(290,988)
Operating profit	Million VND	2,367,807	1,548,862	818,945
Profit after tax	Million VND	1,860,607	1,220,252	640,354
Return on Equity (ROE)	%	27.9%	25.5%	2.4%
Return on total assets (ROA)	%	10.3%	8.3%	2.0%
Profit margin	%	65.4%	39.6%	25.8%

Remarks:

Although the market was severely affected by the Covid-19 pandemic in 2021, PDR achieved impressive business results in terms of revenue, profits, and good financial health because PDR has in hand its landholdings and well-prepared business plans. Highlighted achievements are as follows:

- Total assets and equity both grew well: Total assets at the end of 2021 added up over VND 4,934 billion YoY (equivalent to an increase of 31.6%), with a substantial rise in short-term assets (up 40.3%). Equity increased by more than VND 2,950 billion (up 56.8%).
- Asset structure and capital structure shifted in a more positive direction: The proportion of short-term assets to total assets increased by 4.6%, and the ratio of liabilities to total capital decreased by 6.4% compared to that of the end of the previous year.
- Although this year's net revenue decreased about VND 291 billion (or 77% of year's plan and down 7.4% YoY), the Company achieved VND 2,344 billion or 100.4% of the set PBT target
- Return on Equity (ROE) reached 27.9% in 2021 (up 2.4% YoY) and Return on total Assets (ROA) in 2021 reached 10.3% (up 2% YoY), respectively.
- Profit margin in 2021 reached 65.4%, up 25.8% compared to 2020.

## 2 Results of inspecting legal compliance, transactions with related people under the approval authority of the BOD or the GMS.

- The Company has fully fulfilled its financial obligations to the State, employees and other requirements in accordance with legal provisions.
- No significant non-compliance with the laws, regulatory requirements and internal regulations of the Company was detected.
- There were no cases of non-compliance with transactions and contracts between the Company and related persons under the approval authority of the BOD or the GMS as regulated.



A part of Nhon Hoi Ecotourism City



### 3 Results of checking the adequacy, effectiveness and efficiency of the Company's internal control and risk management system

- The Company's management document system has been built in accordance with legal regulations, requirements and corporate governance principles of the Company; and has been communicated to all employees for mastery and implementation.
- Operations throughout the Company are controlled at all levels according to regulations, guidelines/ requests of the leadership. In which (1) the Internal Control Department has performed the role of the 2nd line of defense through financial control, compliance control and monitoring activities (especially focusing on contract management and cost control), (2) The Company has also implemented risk management measures and paid special attention to implementing IT risk management solutions.
- Through the periodic assessment, the IAU has performed risk-oriented internal audit, has made recommendations to the management processes and risk management activities of the Company.

### 4 Monitoring Results of the IAU

The IAU has fully and properly performed its responsibilities and powers following the basic principles, standards and principles of professional ethics of internal audit in accordance with the laws, internal audit regulations, internal audit processes and methods of the Company.

### 5 Results of monitoring and evaluating the independence and objectivity of the audit company and the effectiveness of the audit process

The audit firm has performed the work independently and objectively, complied with legal requirements for independence and completed the audit reports on time.

### 6 Results of checking information in the Annual Report 2020

The 2020 Annual Report has been fully, accurately and appropriately presented by the Company and promptly and fully disclosed information in accordance with current regulations

## RECOMMENDATIONS OF THE AC

### 1 Recommendations to the BOD:

The BOD should orient and establish mechanisms for, allocate resources and budgets to, direct and supervise the following areas:

- Consolidating and improving the effectiveness of the internal control systems of PDR and Phat Dat Group.
- Strengthening the quantity, quality and capacity of human resources, especially senior and middle management personnel.
- Raising awareness amongst staff in building corporate culture and risk management.
- Refining the risk control process of PDR and Phat Dat Group.
- Managing the capital representatives of PDR in subsidiaries; controlling affiliates of PDR.

### 2 Recommendations to the BOM:

- Improving and completing the management document system (organizational structure, regulations, processes, etc) in accordance with:
  - Changes in organizational structure, decentralization of management and administration of the Company resulting from changes in strategic goals and organizational scale.
  - Risk management requirements according to the three lines of defense model.
  - The application of business management software.
- Organizing periodic and continuous communication about the Company's business goals, culture, risk management and the management document system to all management and employees of the Company.
- Continuing the implementation and control of risk management activities for the whole Company:
  - The specialized departments/divisions establish and maintain appropriate processes to manage operations and risks detected during operation.
  - The Internal Control Department establishes a risk management framework and implements risk management for the whole Company based on the risk management strategy and risk appetite of the Company; performs complete and effective connection of risk management processes of the defense lines; monitors and evaluates the compliance of the specialized departments/divisions, thereby assessing the effectiveness of risk management and improvement consultation.



## OPERATION ORIENTATION OF THE AC IN 2022

- 1 Fully performing the responsibilities and powers of the Audit Committee in accordance with the legal provisions, the charter and operation regulations of the AC.
- 2 Supervising the BOM's implementation of the recommendations and proposals made by the AC/the IAU.
- 3 Directing and supervising the IAU to carry out risk-oriented internal audits for the Company and its subsidiaries according to 2022's internal audit plan approved by the BOD and ad hoc internal audit at the request of the BOD.



## REPORT OF THE BOARD OF MANAGEMENT

# COMPLETING ALL COMMITMENTS

PDR's outstanding operating results in the past year were convincingly demonstrated by financial data. Besides, PDR also achieved many new results in internal innovation and corporate culture.

The corporate governance capacity, operation system, management processes were also significantly improved. Human resources were also trained, retrained and additionally recruited to meet current needs.

More importantly, unequivocally determined for drastic changes, PDR has honestly assessed the operational status and conducted a substantial restructuring to meet future development requirements.

In the past year, PDR also made great efforts in CSR activities through sharing with the community amid the severe pandemic impacts. Along with business achievements, the Company also increased its capacity to contribute to society with practical activities.

The growth momentum of 2021 helped PDR promote the 2021-2025 plan and plan for further goals.

## KEY FINANCIAL TARGETS IN THE LAST 5 YEARS

	2017	2018	2019	2020	2021
<b>OPERATING RESULTS</b>					<b>Unit: Billion VND</b>
Net revenue	1,326.63	2,147.71	3,400.19	3,911.21	<b>3,620.22</b>
Gross profit	519.05	681.15	1,318.01	1,821.91	<b>2,763.46</b>
Operation cost	159.12	121.36	217.04	248.11	<b>238.93</b>
Net profits from operating activities	362.42	564.34	1,109.06	1,548.86	<b>2,367.81</b>
Profit before tax	550.87	758.08	1,105.31	1,540.22	<b>2344.35</b>
After-tax profit	439.88	643.32	874.14	1,220.25	<b>1,860.61</b>
<b>BALANCE SHEET</b>					<b>Unit: Billion VND</b>
Total assets	9,949	11,057	13,961	15,617	<b>20,552</b>
Charter capital	2,220	2,664	3,277	3,962	
Owner's equity	2,827	3,512	4,369	5,194	<b>8,145</b>
<b>KEY FINANCIAL TARGETS</b>					<b>Unit: %</b>
Return on assets (ROA)	4.64	6.12	6.99	8.25	<b>10.29</b>
Return On Equity (ROE)	16.82	20.30	22.19	25.52	<b>27.90</b>
<b>TARGETS FOR A UNIT OF STOCK</b>					<b>Unit: shares</b>
Closing number of outstanding shares	221,990,923	266,389,007	327,657,972	396,169,897	<b>492,771,916</b>
					<b>Unit: VND</b>
Basic earnings per share (EPS)	1,561	2,287	2,534	2,926	<b>3,866</b>
Book value per share	12,734	13,182	13,334	13,111	<b>14,315</b>
Closing market value	35,700	25,500	26,200	51,500	<b>95,200</b>



## CONVERSATION WITH THE CEO

## “CHALLENGES UNCOVER THE TRUE BRAVERY OF AN ENTERPRISE.”

Mr. Bui Quang Anh Vu's two years as CEO coincided with a period when the business environment was confronted with unprecedented challenges.

However, these were also the years of brilliant development, bringing PDR far into the prosperous New Era as a leading enterprise in the industry. Mr. Bui Quang Anh Vu has increasingly shown his compatibility with the Company's ideals and goals in his previous sharing.

As an executive who has experienced a meaningful journey with PDR, Mr. Bui Quang Anh Vu expresses many other interests behind the outstanding figures of the Company.

**PDR's drastic breakthrough and convincing achievements over the past year is a well-known story in the market. Are there any other aspects of PDR's 2021 picture that interest you?**

Indeed, PDR's achievements through figures are very proud. That is a concrete demonstration of what we have done and fulfilled commitments to shareholders, investors, partners, customers and the public. Those figures resulted from a strong will and an indomitable spirit in the face of challenges. At PDR, we don't rely on sheer luck for success.

First, the entire PDR staff has been highly consistent with the development strategy, determined to pursue given goals and strived to act at the highest level. Thanks to that, PDR has constantly accelerated even in the stagnant market. We have proactively sought solutions to new changes despite difficulties without hesitation, loose expectations or lower speed.

Such strong efforts come from mutual responsibility and mission, not personal desires. PDR has constantly moved forward with relentless aspirations because business development is a commitment to stakeholders, especially shareholders and investors. It is also a mission for general socio-economic development.

I think the recent situation is a valuable opportunity for PDR to reveal the true bravery of a strong enterprise. The Company's "DNA" has been well-defined with perseverance, the desire to move forward, embrace challenges as an opportunity to be stronger, etc. A business or an individual who aspires to have great success must possess such qualities.

**The Covid-19 pandemic has not only put businesses under intense challenges, but also changed many conceptions and values. From your perspective, what is the most significant change for PDR?**

I believe it's a positive change. It's a validation of what we've been after.

When it comes to PDR's direction to build a company with a family spirit with professionalism, many people may be skeptical and misunderstand the content of "family culture" we refer to. The recent fierce epidemic period was the time when the value of "family affection" was revealed. We have taken care of our employees and many people around us as if we are family.

PDR did not cut off salary, bonus and remuneration during and after the epidemic. Just before the stressful period of society, PDR had made a salary review and indeed increased the overall salary range. After that, we still provided full benefits and policies to closely support employees and their families unfortunately infected.

The epidemic was also a time for businesses to show more responsibility for the community. PDR has spent a considerable budget purchasing medical equipment, accompanying the frontline forces, sharing with the heavily affected localities, etc.

If business achievements were a pride, then taking care of people was PDR's happiness in the past year. We will further promote this spirit as an integral part of our next development journey.

**PDR has just made consecutive peaks and immediately accelerated more drastically towards new heights. What pressures or limitations bother PDR the most on this journey, sir?**

Personnel is the factor we are always well aware of and determined to change. Any business that proliferates will face a gap in human resources!

PDR's current team is sufficient for the present but insufficient for the future; thus, there is room for improvement. PDR needs people of the same voice, value system, vision, etc. and competence in their jobs.

Therefore, promoting positive attitudes and thinking, training to improve professional skills, etc., were our priorities in the past time. In particular, we asked our team to dare to change, to go

beyond their limits and to face challenges towards upgrading their capabilities.

In addition, PDR also sets requirements for drastically strengthening the governance capacity and improving the management system. The digital transformation must be effectively completed this year to accommodate such requirements.

The company has achieved a new position and is striving for a much higher stature, so it requires a new internal force for the near future and a further journey.

**PDR has been and will be on a soaring "flight." This is clearly demonstrated through achievements and growth targets. How will the Company continue to ensure sustainable development?**

PDR will integrate sustainability in its growth rather than tradeoff growth with sustainability. We desire to build a magnificent business in both height and depth. That's why PDR is determined to reform, innovate and accept changes.

We don't make subjective determinations and make emotional efforts. In the past year, PDR proactively asked Fitch Ratings to evaluate our financial credit to confirm our soundness and stability according to the most stringent global assessment standards. The Company also invited KPMG to participate in the corporate restructuring, received rigorous and objective assessments to make the right innovation decisions, etc. Those are just a few examples of how we have invested in strengthening sustainability.

In addition, sustainability is also reflected in many other aspects such as the Group's level development, continuous business model improvement, abundant financial health, etc.

**PDR places higher requirements for CSR and environmental protection in project development. What is the company's message behind these requirements, sir?**

The pandemic and recent difficult times have helped us be more aware of the role of major enterprises in social welfare. Only with firm development and abundant resources can enterprises contribute to the community. Therefore, society also supports the development of enterprises.

In particular, the more enterprises grow, the more they improve their contributions to society in a practical, in-depth and lasting way.

Therefore, PDR will pay more attention to CSR activities corresponding to its development. We consider this inevitable. In the coming time, there will be more professional CSR activities for optimal and efficient contributions.

Furthermore, enterprises must contribute to social development with their own products. From the very beginning, PDR has determined to create living spaces that are best suitable to the modern needs of urban residents, contributing to the overall picture of social life with real estate products of both material and spiritual values.

PDR's proactive response to the new market demand is to enhance its project environmental standards. Good products with harmonious values will serve the interests of all parties.

This is also a prerequisite for the comprehensive sustainable development philosophy pursued by PDR.

Thank you, Sir!





KEY FIGURES IN 2021

Total land holdings	Target accumulated profit	Cumulative increase in share price and market capitalization
5,804.45 <sub>ha</sub>	VND 14,270 billion	125.81%
On prime locations in potential markets	Maintained the target cumulative profit for the 2019 - 2023 period, equivalent to a CAGR of 51%.	

Equity	Total assets	ROE in 2021
VND 8,145 billion	VND 20,552 billion	28%
↑ 57% compared to 2020	↑ 32% compared to 2020	

Profit before tax	Net profit after tax attributable to shareholders of the parent
VND 2,344 billion	VND 1,865 billion
↑ 52.2% compared to 2020	↑ 52.8% compared to 2020

Average salary increase rate	Budget for CSR and welfare
12.12%	Over VND 50 billion

The average increase rate of the labor market was 6.2% (for foreign invested enterprises) and 6.3% for domestic enterprises – According to a report by Talentnet.

OPERATING RESULTS

In 2021, PDR recorded outstanding operating results in relation to the general level of the real estate industry and the top 5 real estate enterprises.

The continuous growth momentum since 2017 has helped PDR gain abundant accumulated resources and profound market experience. These factors allowed PDR to sustain the growth rate without cutting any business targets during the two years when the market suddenly fell into crisis imposed by the Covid-19 pandemic.

In 2021, PDR's target profit before tax was VND 2,335 billion. With this achievement, 2021 was the first year that the company's profit before tax officially exceeded VND 2,000 billion, creating momentum to reach VND 3,635 billion in 2022 and complete the targeted accumulated PBT of VND 14,270 billion for the 2019 - 2023 period as announced.

The actual results of 2021 confirmed that plan. The company's net revenue in the past year reached VND 3,620 billion; gross profit reached VND 2,763 billion (up 51.7% compared to the previous year), PBT reached VND 2,344 billion (up 52.2%), net profit after tax attributable to shareholders of parent reached VND 1,865 billion (up 52.8%). These figures were among the top of the industry.

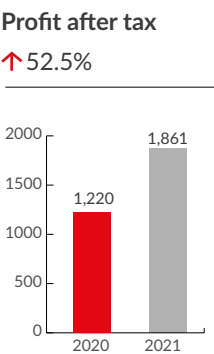
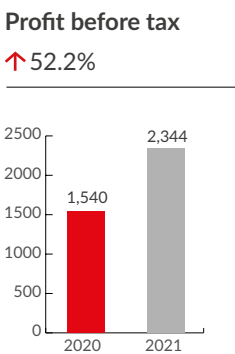
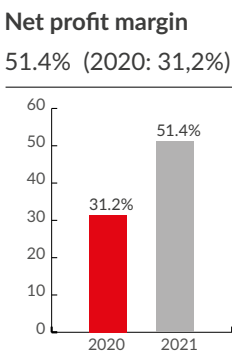
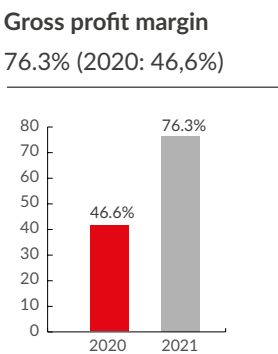
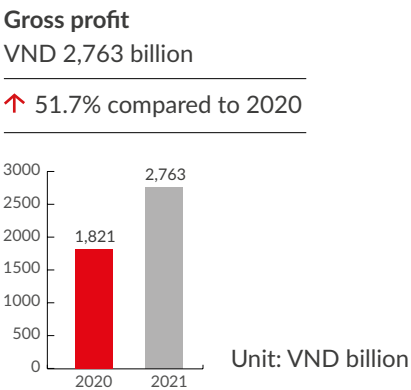
The business performance of PDR also increased significantly. The gross profit margin in the past year was up by 76.3% (compared to 46.6% in 2020), net profit margin reached 51.4% (31.2% in 2020). Regarding profitability, PDR recorded a return on average equity of 28%. To ensure healthy financial health in a volatile investment environment, PDR maintained the debt-to-total asset ratio at 16.7%, equivalent to the industry average.

The most typical example of PDR's breakthrough growth in the past year was its market capitalization. PDR achieved the highest market capitalization in history of VND 48,784 billion, or over USD 2.121 billion, becoming one of the four largest real estate developers by capitalization on the Vietnamese stock market.

With this result, PDR exceeded the target of the 2021 business plan approved at the 2021 Annual General Meeting of Shareholders.

These achievements came from the perseverance in pursuing its targets. PDR ensured the progress of all projects as planned. In addition to projects that directly contributed to 2021's revenue, such as Zone 4 and Zone 9 in Nhon Hoi Ecotourism City, the progress of most PDR's projects in all key markets such as HCMC, Binh Duong, Ba Ria-Vung Tau, etc. was promoted.

The active financial source permitted PDR to easily purchase many new projects with the best conditions and rapidly expand landholdings in potential markets. Currently, in addition to HCNC and Da Nang, PDR has a solid strategy to target second-tier cities in provinces with very high development needs such as Binh Dinh, Khanh Hoa, Phu Yen, Lam Dong, Dong Nai, Phu Quoc, Binh Duong, Quang Ngai, Ba Ria - Vung Tau, etc. Therefore, PDR's landholdings in these localities were expanded impressively in the past year.





## FINANCIAL STATUS

Increasingly abundant cumulative financial sources from continuous growth and accumulation since 2017, along with a healthy and harmonious capital structure and diversified and highly liquid cash flows, help PDR become one of the financially healthiest businesses in the real estate industry today.

Strong financial health allowed PDR not only to always pay debts on time and fulfill commitments to bondholders but also afforded to purchase many new projects in favorable locations to deploy promising products.

Therefore, PDR has a very high reputation in the capital market and is well-positioned to choose the optimal capital sources. Being awarded a credit rating at 'B' with an outlook stable by Fitch helps the Company affirm its transparency, stability and expanding access to international capital sources.

### TOTAL ASSETS

Unit: Billion VND

Target	2017	2018	2019	2020	2021	Up/Down
<b>Total assets</b>	<b>9,948.86</b>	<b>11,057.43</b>	<b>13,961.38</b>	<b>15,617.49</b>	<b>20,551.88</b>	<b>32%</b>
Current assets	7,860.01	8,050.30	10,354.69	10,929.13	15,337.06	40%
Non-current assets	2,088.84	3,007.13	3,606.69	4,688.36	5,214.82	11%

### Current assets

As of the end of 2021, the Company's current assets reached VND 15,337.06 billion, up 40% compared to the end of 2020. In which, inventory increased the most with an increase of VND 2,861.01 billion, up by 30.7%.

Some highlights of the Company's current assets during the year:

- Binh Duong Tower project: Having completed the acquisition of 99.5% equity and voting rights of Binh Duong Tower. Corresponding project value recorded in inventories was VND 1,598.49 billion.
- Serenity Phuoc Hai project: Having increased its holdings in Serenity to 99.34% equity and voting rights. Corresponding value recorded in inventories was VND 1,375.82 billion.
- Tran Phu - Da Nang project: Having completed the acquisition of 99% equity and voting rights of Bac Cuong Company to develop the project at 223 Tran Phu Street, Da Nang City. Total corresponding value recorded in inventories was VND 629.98 billion.
- Having completed the investment and construction of infrastructure in Zone 2, Zone 4 and Zone 9 in Nhon Hoi Ecotourism City and obtained eligible status for transfer according to regulations. Thereby, the Company recorded a part of revenue from projects handed over to customers, so the inventory value of these projects as of the end of 2021 decreased by VND 1,080.70 billion compared to the end of 2020.
- Short-term receivables increased by VND 1,017.27 billion, mainly from short-term receivables of three partners:
  - o Danh Khoi Holdings Investment JSC: VND 497.52 billion
  - o Mr. Pham Ngoc Dung: VND 480 billion
  - o Mr. Nguyen Huy Le: VND 479.99 billion
- Cash and cash equivalents as of the year end were VND 494.03 billion, up by VND 440.86 billion.

### Non-current assets

As of the end of 2021, the Company's current assets reached VND 5,214.82 billion, an increase of VND 526.46 billion or 11% over the same period. The main reason was that long-term receivables increased by VND 843.22 billion, specifically:

- Long-term trade receivables from customers increased by VND 978 billion from partners:
  - IDK Real Estate Ltd.: VND 308 billion
  - NTR Real Estate JSC: VND 306 billion
  - CDK Real Estate JSC: VND 251 billion
  - HDK Real Estate Ltd.: VND 163 billion
- VND 635,182 billion was converted into current assets because the Company increased its holdings in the affiliated Serenity Investment JSC.
- In addition, the Company also recorded an increase of VND 96,263 billion in tangible fixed assets due to the consolidation of subsidiary assets and an increase of VND 62,175 billion in construction in progress due to the continued implementation of building its headquarters and the Co Dai BT project.

Profitability ratios were improved markedly compared to 2020, reflecting that the Company used capital and assets more efficiently year by year. The ratios of profit to net sales (reflecting the profitability of the Company) were increasingly high.

Unit: %

Target	2019	2020	2021
Return on Average Assets (ROA)	6.99	8.25	10.29
Return on average equity (ROE)	22.19	25.52	27.90
Profit from operating activities/Net revenue	32.62	39.60	65.41
Profit after tax/Net sales	25.71	31.20	51.39

### TOTAL RESOURCES

#### Liabilities

Unit: Billion VND

Target	2017	2018	2019	2020	2021	Up/Down
<b>Liabilities</b>	<b>7,121.97</b>	<b>7,545.80</b>	<b>9,592.43</b>	<b>1,0423.21</b>	<b>12,407.37</b>	<b>19%</b>
Current liabilities	1,080.84	791.98	3,072.73	4,386.26	8,731.17	99%
Non-current liabilities	6,041.13	6,753.82	6,519.70	6,036.95	3,676.19	-39%
<b>Owner's equity</b>	<b>2,826.88</b>	<b>3,511.63</b>	<b>4,368.95</b>	<b>5,194.28</b>	<b>8,144.51</b>	<b>57%</b>

### Current liabilities

As of the end of 2021, PDR's liabilities were VND 12,407.37 billion, an increase of 19% compared to the end of 2020, mainly due to current liabilities, specifically:

- Current liabilities reached VND 8,731.17 billion, up by 99% compared with 2019, mainly due to:
- Short-term advances from customers increased by VND 1,071.85 billion, which was the amount received in advance under sales contracts of Nhon Hoi Ecotourism City, Phat Dat Bau Ca and Astral City.
  - Other short-term payables increased by VND 4,190.98 billion, mainly from reclassifying other long-term payables (related to The EverRich 2 and The EverRich 3 co-investment contracts). In fact, the divestiture of The EverRich 2 and The EverRich 3 was completed in 2019, including the handover and payment, thereby terminating any PDR's associated obligations towards these two projects. The divestiture payment shall be recorded as revenue when the counterparties finish the legal procedure.
  - Short-term loans decreased by VND 606.71 billion.



**Non-current liabilities**

Non-current liabilities reached VND 3,676.19 billion, down by 39% over the same period. The main reason was the decrease of other long-term payables, specifically the conversion of other payables for The EverRich 2 and The EverRich 3 from long-term to short-term.

**Loans**

In addition, the use of loans was also more reasonable when short-term loans were replaced by long-term loans at a more favorable cost of financing, ensuring optimal interest expenses and solvency of the Company. Specifically, short-term loans decreased from VND 1,413.56 billion in 2020 to VND 806.85 billion in 2021, while long-term loans increased from VND 485.24 billion to VND 2,620.09 billion.

To ensure a stable financial structure, PDR did not take out loans to make scattered investments but, in the early stages, would focus on developing projects with realizable potential and legal certainty. When the potential is materially reflected in business results, PDR will scale up and deploy at full speed.

**Exchange rate**

In 2019, the Company incurred a loan of USD 22,500,000 denominated in foreign currencies, which was affected by exchange rate fluctuations. However, as of the second quarter of 2021, the Company fully paid the loan and wasn't significantly affected by the slight exchange rate difference.

**Owner's equity**

Unit: Billion VND

Information	Share capital	Share premium	Investment and development fund	Undistributed earnings	Owner's equity
As at 12/31/2020	3,961.70	11.68	155.01	973.92	5,102.31
Net profit for the period	-	-	-	1,865.00	1,865.00
Profit distribution	-	-	24.40	(24.40)	-
Provision for welfare, reward	-	-	-	(24.40)	(24.40)
Share dividends	906.02	-	-	(906.02)	-
ESOP issuance	60.00	60.00	-	-	120.00
Remuneration of the BOD	-	-	-	(15.86)	(15.86)
Acquiring shares of subsidiaries	-	-	-	6.95	6.95
As at 12/31/2021	4,927.72	71.68	179.41	1,875.19	7,054.00

**Capital market operations**

In 2021, PDR had 10 bond issuances, with a total value of more than VND 2,380 billion, mainly 2-year bonds. Coupon rates of PDR bonds ranged between 12-13%/year, equal to the market average for real estate bonds.

**Information on bond issues**

No.	Issue date	Maturity date	Issue price (VND)	Coupon
1st Issue – 2021	02/02/2021	02/02/2023	400,000,000,000	13%
2nd Issue – 2021	28/04/2021	28/04/2023	150,000,000,000	13%
3rd Issue – 2021	07/05/2021	07/05/2023	130,000,000,000	13%
4th Issue – 2021	06/07/2021	06/07/2022	230,000,000,000	13%
5th Issue – 2021	11/08/2021	11/08/2023	200,000,000,000	13%
6th Issue – 2021	24/09/2021	24/09/2023	270,000,000,000	13%
7th Issue – 2021	02/12/2021	02/12/2023	475,000,000,000	12%
8th Issue – 2021	08/12/2021	08/12/2023	300,000,000,000	12%
9th Issue – 2021	16/12/2021	16/12/2023	150,000,000,000	12%
10th Issue – 2021	23/12/2021	23/12/2023	75,500,000,000	12%
<b>Total</b>			<b>2,380,500,000,000</b>	
<b>Current</b>			<b>230,000,000,000</b>	
<b>Non-current</b>			<b>2,150,500,000,000</b>	



# OPERATION SITUATION OF SUBSIDIARIES – AFFILIATES

## 1. DK PHU QUOC CORPORATION

On 19th March 2018, PDR acquired shares to own 99% of the charter capital of Phu Quoc DK Corporation to develop Ham Ninh Industrial Cluster Technical Infrastructure Investment and Ham Ninh Craft Village - Commune Center in Ham Ninh Commune, Phu Quoc City, Kien Giang Province. As of 31st December 2021, the Ham Ninh Industrial Cluster Technical Infrastructure Investment Project obtained approval of the 1/500-scale master plan and is under procedures for land handover. The project of Craft Village Area - Ham Ninh Commune Center is in the application process for approval of the 1/500 planning.

## 2. COININ CONSTRUCTION INVESTMENT INFRASTRUCTURE COMPANY LIMITED

On 9th March 2018, PDR acquired shares to own 80% of Coinin's capital to develop the BT project of Internal Technical Infrastructure Construction Project Zone I - in the Ethnic Culture and Historical Park in Long Binh Ward, District 9, HCMC. This project has progressed about 35% of its construction, expected to complete 100% in 2022.

## 3. SAI GON – KL REAL ESTATE CORPORATION

On 9th October 2019, PDR acquired shares to own 99% of the charter capital of Saigon – KL Corporation to implement Astral City. The project has completed a part of the foundation, piles and basement floor with an expected partial handover on 31st December 2022.

## 4. NGO MAY REAL ESTATE INVESTMENT JSC

In the fourth quarter of 2019, PDR contributed 94% charter capital to establish Ngo May JSC and successfully won the auction for the 5,246m2 commercial and hospitality land at 01 Ngo May Street, Quy Nhon City, Binh Dinh Province. The project is in its legal procedures as prescribed by law.

## 5. BEN THANH – LONG HAI CORPORATION

As of 31st December 2021, PDR owns 99% equity and voting rights of Ben Thanh - Long Hai to develop Wyndham Tropicana Long Hai Resort in Ba Ria-Vung Tau Province. Tropicana is in the application process to change land use and adjust the decision on investment policy.

## 6. PHAT DAT INDUSTRIAL PARK INVESTMENT JSC

As of 31st December 2021, PDR holds 68% equity and voting rights of Phat Dat IP to develop industrial real estate projects. Phat Dat IP is expanding its industrial landholdings across many provinces and cities.

## 7. PHAT DAT REAL ESTATE BUSINESS AND SERVICE CORPORATION

On 23rd June 2021, PDR contributed 86 billion VND to establish Phat Dat Real Estate Business and Service Corporation (Phat Dat Realtor), holding 51% equity and voting rights of Phat Dat Realtor. Phat Dat Realtor is preparing its operational processes, systems, and building a team of experienced personnel to implement real estate business plans of Phat Dat Group in 2022.

## 8. BAC CUONG INVESTMENT JSC

On 23rd August 2021, PDR acquired 99% equity and voting rights of Bac Cuong Investment JSC to develop the project at No. 223 Tran Phu Street, Da Nang City. The project is the application process for investment policy approval.

## 9. BINH DUONG BUILDING INVESTMENT AND DEVELOPMENT JSC

On 4th June 2021, PDR acquired 99.5% equity and voting rights of Binh Duong Building to develop Binh Duong Towers. The project is in the application process for investment policy approval.

## 10. SERENITY INVESTMENT JSC

Previously, on 31st December 2020, PDR held 36% equity and voting rights in Serenity Investment JSC. In 2021, PDR increased its ownership to 99.34% of Serenity's equity and voting rights to implement a hospitality project in Ba Ria - Vung Tau Province. Serenity's main activity is real estate business.

## 11. PDP INVESTMENT AND CONSTRUCTION LIMITED COMPANY

On 31st December 2021, PDR held 49% equity and voting rights of PDP to invest and implement the project of Phan Dinh Phung Sports Center. The project is in the legal process for BT-contract signing.

## 12. BIDICI REAL ESTATE INVESTMENT JSC

On 31st December 2021, PDR held 49% equity and voting rights of BIDICI. BIDICI's main business line is trading properties.



A part of Nhon Hoi Ecotourism City



A part of Nhon Hoi Ecotourism City

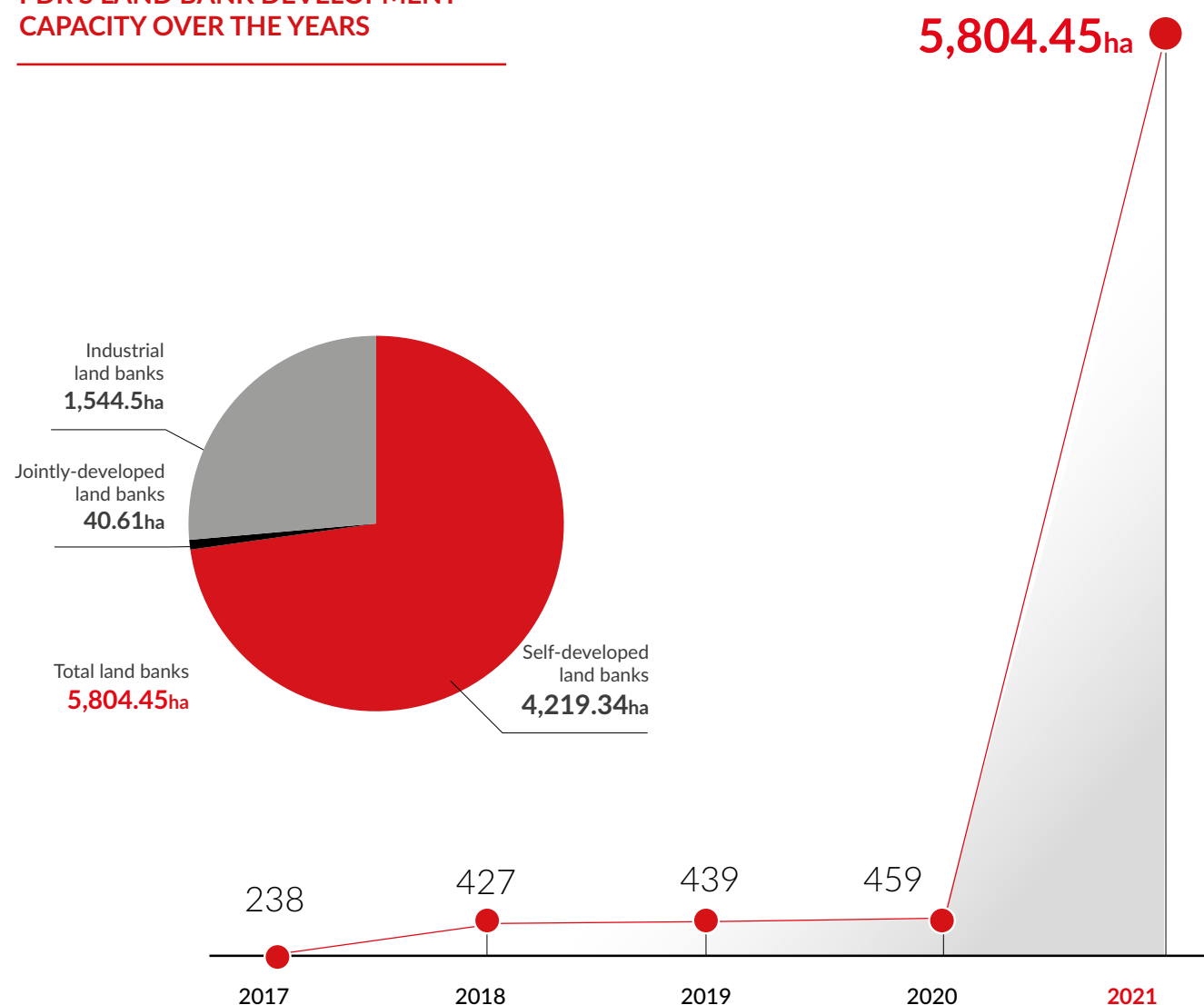


# LAND BANK AND PROJECT DEVELOPMENT STATUS

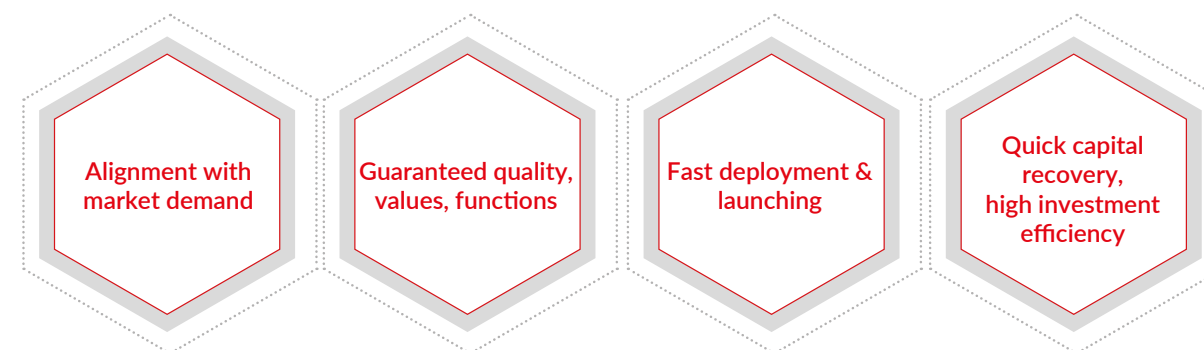
## PDR'S CRITERIA IN LAND BANK EXPANSION



## PDR'S LAND BANK DEVELOPMENT CAPACITY OVER THE YEARS



## PDR'S CRITERIA IN PROJECT DEVELOPMENT

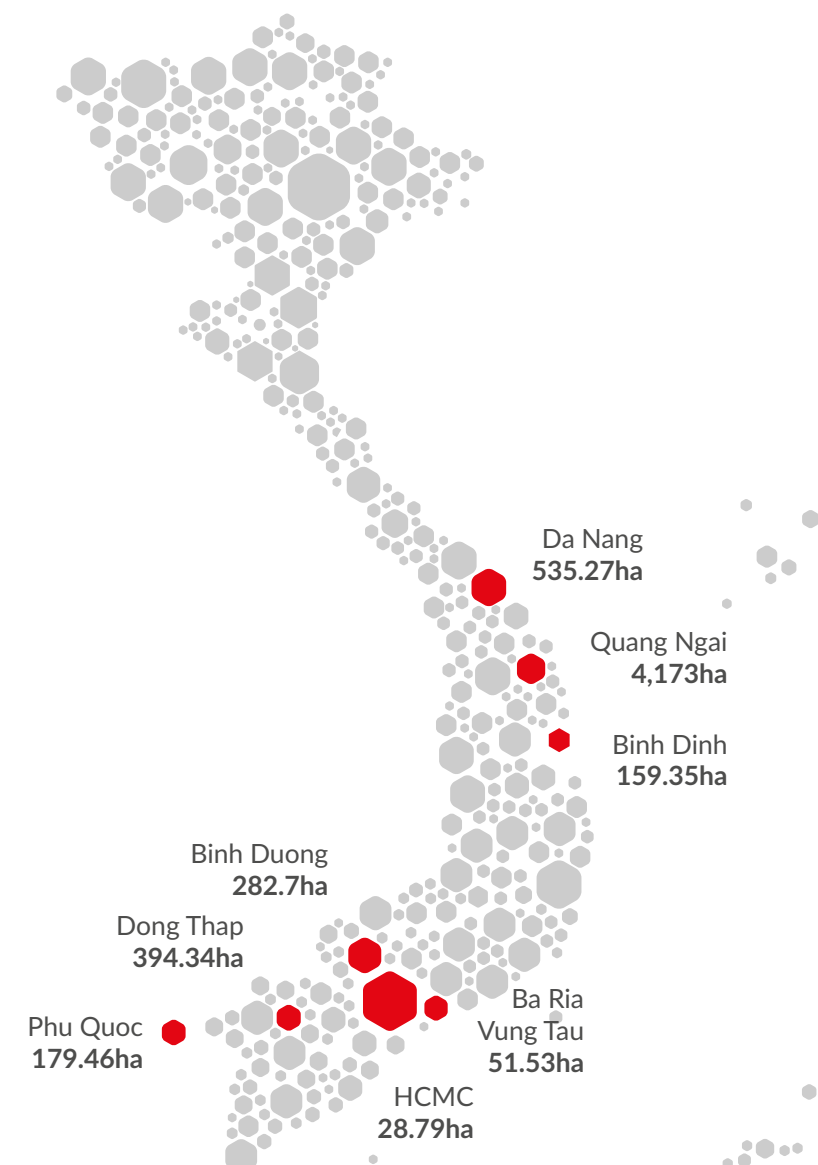


## PDR'S LAND BANKS BY LOCALITIES

Last year, PDR focused its investment on expanding land banks in areas possessing adequate technical infrastructure and traffic connections for rapid development, including Da Nang, Quang Ngai, Binh Dinh, Ba Ria-Vung Tau, Binh Duong, Phu Quoc, etc. Accordingly, markets in Da Nang, Quang Ngai, Binh Dinh, Binh Duong, Ba Ria-Vung Tau were the main focus of PDR in 2021.

Additionally, PDR focuses on expanding land banks in HCMC and surrounding areas for future developments. Presently, PDR's total lands are 5,804.45 hectares. The total land bank of Phat Dat Group is 7,404.45 hectares, including industrial lands of PDI, which can meet development needs for the next 5-10 years.

In addition to the primary real estate segment, PDR also set foot in the industrial park real estate segment by seeking and cooperating with partners to develop land banks in the following provinces: Quang Ngai, Dong Nai, Binh Duong, Dong Thap, Ba Ria-Vung Tau, Phu Quoc, etc. PDR's diversified land banks are detailed as follows:





## LIST OF PROJECTS ON EXISTING LAND HOLDINGS

No.	PROJECT	LOCATION	AREA (ha)
<b>I- SELF-DEVELOPED LAND BANKS</b>			<b>4,219.34</b>
1	A project in District 9 (Ba Sang Isle)	District 9	23.94
2	Other projects in HCMC	HCMC	4.78
3	Pham Ngoc Thach Office building	District 3	0.07
<b>Total landholdings in HCMC</b>			<b>28.79</b>
4	Bo Bac Residential Area in combination with urban regeneration	Quang Ngai City	42.01
5	Duc Minh & Duc Chanh Urban Complex	Mo Duc Commune	159
6	Duc Phong Urban Complex	Mo Duc Commune	231
7	Duc Minh Urban Complex	Mo Duc Commune	31
8	Binh Tan Phu, Binh Hoa, and Binh Hai Urban Complex	Binh Son Commune	234
9	Binh Chau & Binh Tan Phu Urban Complex	Binh Son Commune and Quang Ngai City	2,409
<b>Total landholdings in Quang Ngai</b>			<b>3,106.01</b>
10	Residential, Handicraft Area and Center of Ham Ninh Commune	Phu Quoc	79.69
<b>Total landholdings in Phu Quoc</b>			<b>79.69</b>
11	Nhon Hoi Ecotourism City (Zone 2, 4, and 9)	Quy Nhon City	116.19
12	Bac Ha Thanh Residential Area	Quy Nhon City	43.16
<b>Total landholdings in Binh Dinh</b>			<b>159.35</b>
13	Astral City Binh Duong	Binh Duong	3.74
14	Binh Duong Towers	Binh Duong	4.46
15	Other landholdings	Binh Duong	274.5
<b>Total landholdings in Binh Duong</b>			<b>282.70</b>
15	Phuoc Hai	Ba Ria Vung Tau	5.56
16	Poulo Condo	Ba Ria Vung Tau	12.00
17	Ben Thanh Long Hai Tourism Zone (Tropicana)	Ba Ria Vung Tau	9.97
<b>Total landholdings in Ba Ria Vung Tau</b>			<b>27.52</b>
18	Project at No. 223 Tran Phu Street	Da Nang	0.27
19	Hoa Tien Eco-urban Area	Da Nang	535
<b>Total landholdings in Da Nang</b>			<b>535.27</b>
<b>II- JOINTLY DEVELOPED LAND BANKS</b>			<b>40.61</b>
1	Doan Anh Duong Ecotourism Area	Phu Quoc	40.61
<b>III- INDUSTRIAL LAND BANKS (2021 - 2030)</b>			<b>3,144.5</b>
<b>A Landholdings developed by PDR</b>			
1	General Warehouse, Port Logistic and logistics services at Cai Mep International Terminal	Phu My Town, Ba Ria Vung Tau	24
2	Ham Ninh Industrial Cluster	Phu Quoc	59.16
<b>B Landholdings developed by PDI</b>			
1	Phat Dat - Dung Quat Industrial Township	Quang Ngai	1,067
2	Cao Lanh Industrial Park	Dong Thap	1,000
3	Cao Lanh II Industrial Park	Dong Thap	300
4	Cao Lanh III Industrial Park	Dong Thap	94.34
<b>TOTAL (I) + (II) + (III)</b>			<b>7,404.45</b>

## IMPORTANT RESULTS OF PROJECT DEVELOPMENT IN THE YEAR

During the 2019-2023 period,, PDR focuses resources on several projects that are the revenue drivers of the year and a turning point for the following year. In 2021, PDR had 2 main projects: Nhon Hoi Ecotourism City and Astral City.

For Nhon Hoi Ecotourism City, PDR has handed over 98% of the low-rise area of Zone 4 to Danh Khoi for management and operation, expecting to hand over the entire project in the first quarter of 2022. In addition, PDR has handed over the trees and water supply system of Zone 9's low-rise area to Danh Khoi, expecting to complete 100% of the construction in phase 2 and handover in 2022.

Astral City project commenced in 2021 and is expected to be the growth driver of PDR in 2022. As of the end of 2021, Astral City completed key milestones, including approving the 1/500 detailed planning as well as significantly completing the foundation, piles and basement floors of some sections. It is expected that Astral City will be handed over since 4Q22.

In addition to the key projects mentioned above, PDR also achieved many project development results in 2021:

- Purchasing new projects to further diversify products and promote new projects in many markets like Da Nang, Quang Ngai, Binh Dinh, Khanh Hoa, Phu Yen, Dong Nai, Binh Duong, Ba Ria-Vung Tau, Dong Thap, etc.
- Promoting the strategy of diversifying products. Currently, the Company has developed a full range of products such as resort villas, luxury apartments, land lots, etc., in high conformity with customer needs.
- Ensuring quick and complete fulfillment of legal procedures to optimally meet the construction and sales progress, launch products to the market timely, record early and adequate revenue, prompt handover as committed, etc.
- Further focusing resources on implementing legal procedures of BT projects.
- Further implementing and completing existing key projects, such as Astral City, Binh Duong Tower, the project at 223 Tran Phu Street, Serenity Phuoc Hai, etc. These projects not only contribute a large proportion of total revenue but also establish PDR's solid position in the Vietnamese real estate market.
- Building a new head office of Phat Dat Group at 39 Pham Ngoc Thach, District 3, Ho Chi Minh City to create a professional workplace and affirm the Company's brand.



DETAILS ABOUT THE PROJECT IMPLEMENTATION SITUATION

PROJECT IMPLEMENTATION SITUATION														
No.	Project name	Location	Project scale	Total expected investment in 2021 (vnd billion)	Accumulated investment costs to 2021 (vnd billion)	Expected investment costs 2022 (vnd billion)			Project implementation situation in 2021	Project implementation plan in 2022				
						Design	Construction	Investment		Legal	Design	Construction	Legal	Design
I	PROJECTS IN PROGRESS			(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
1	Hoa Tien ecological urban area	Da Nang	535 ha		4.74	4.24			<ul style="list-style-type: none"><li>Written approval of the City Party Committee/People's Committee of Da Nang city on the investment research project of the 650ha Urban Area.</li><li>Hoa Vang District People's Committee summarized and reported to the Department of Construction and Da Nang city People's Committee.</li><li>The Department of Construction summarized and reported to Da Nang city People's Committee.</li></ul>	Completed and reported the planning concept design documents to Hoa Vang district People's Committee, Da Nang city People's Committee.		Apply for the local adjustment of Da Nang city's master planning for Hoa Vang district (the Department of Construction advises, Da Nang city People's Committee consults the departments, then consults the Ministry of Construction).	<ul style="list-style-type: none"><li>Prepare, appraise and submit the adjustment of the master planning for approval (Da Nang city People's Committee approves the adjustment, consults the Ministry of Construction before approval).</li><li>Prepare and approve the 1/2000 division planning of the project area (including planning tasks and division plans).</li></ul>	
2	233 Tran Phu	Da Nang	0.273 ha		462.11	4.35			<ul style="list-style-type: none"><li>Signed a contract for sale and purchase of shares of Bac Cuong Investment Joint Stock Company.</li><li>Prepared procedures and apply for dismantling works to Da Nang city People's Committee.</li><li>Measured the status quo and location."</li></ul>	<ul style="list-style-type: none"><li>The preliminary architectural design concept is in progress (to apply for planning criteria).</li><li>The consultant proposed the criteria table and 3 architectural concepts.</li></ul>		<ul style="list-style-type: none"><li>Approve the investment policy</li><li>Finish financial obligations and issue project books.</li></ul>	<ul style="list-style-type: none"><li>Complete the architectural concept design.</li><li>The investor reports to the Department of Construction/Da Nang city People's Committee and approves the project's planning criteria.</li><li>Approve the 1/5000 master plan</li><li>Technical plan of the project. Infrastructure connection agreements</li><li>Prepare, appraise and submit the EIA report for approval.</li><li>Appraise the feasibility study report (basic design).</li><li>Verify and appraise architectural designs.</li><li>Apply for a construction permit.</li></ul>	
3	The project on Truong Dinh Street (14/02 Ky Dong)	District 3, HCMC	0.17 ha		164.73	N/A						<ul style="list-style-type: none"><li>Approve the plan for renovation and reconstruction of the apartment building, the planning of the apartment building area; and requirements for compensation, time and progress of project implementation.</li><li>Evaluate and report the results of investor selection and compensation plan of the selected investor to the provincial People's Committee for consideration and approval.</li><li>Decide and approve the investment policy of the project and accept the selected enterprise as the investor.</li></ul>		
4	The project in District 9	District 9, HCMC	23.9 ha		0.52	N/A								



No.	Project name	Location	Project scale	Total expected investment in 2021 (vnd billion)	Accumulated investment costs to 2021 (vnd billion)	Expected investment costs 2022 (vnd billion)			Project implementation situation in 2021	Project implementation plan in 2022				
						Design	Construction	Investment		Design	Construction	Legal	Design	Construction
5	Office Building on Pham Ngoc Thach Street	District 3, HCMC	0.067 ha	521	456.91	0.06			Obtained construction licenses.	<ul style="list-style-type: none"><li>Appraised the feasibility research report.</li><li>Verified and appraised architectural designs.</li><li>Applied for a construction permit.</li><li>Completed the interior concept.</li><li>Completed the landscape concept.</li></ul>	Completion of fencing walls.		<ul style="list-style-type: none"><li>Lighting concept design.</li></ul>	Complete the tunnel body structure.
6	Bau Ca residential area and Urban gentrification	Quang Ngai	7.71 ha	422.20	423.80	N/A			Site clearance compensation	for the remaining area of 2500 m2				
7	Complex urban area in Duc Minh and Duc Chanh, Mo Duc district	Quang Ngai	159 ha		0.08	1.18			Received comments from departments and agencies and completed the planning concept.	Conducted and reported the planning concept design to Mo Duc district People's Committee and departments.		Department of Construction - prepares and submits the planning of the urban area along Dung Quat Sa Huynh road (updated with the planning concept of investors).	The district People's Committee prepares, appraises and submits the 1/2000 division planning for approval (including duties and scheme of the planning).	
8	Complex urban area in Duc Phong, Mo Duc district	Quang Ngai	231 ha		0.09	0.83			Received comments from departments and agencies and completed the planning concept.	Conducted and reported the planning concept design to Mo Duc district People's Committee and departments.		Department of Construction - prepares and submits the planning of the urban area along Dung Quat Sa Huynh road (updated with the planning concept of investors).	The district People's Committee prepares, appraises and submits the 1/2000 division planning for approval (including duties and scheme of the planning).	
9	31-ha complex urban area in Duc Minh, Mo Duc district	Quang Ngai	31 ha		0.11	0.45			<ul style="list-style-type: none"><li>Prepared and submitted the adjustment of the planning of Mo Duc district for approval: November/2021</li><li>Updated the land use planning (update residential areas).</li><li>Updated the land use right certificate from Quang Ngai Production &amp; Service One Member Company Limited to Binh An Energy Investment Joint Stock Company.</li></ul>	Made the planning concept design.		<ul style="list-style-type: none"><li>Prepare, appraise and submit the 1/500 detailed planning for approval.</li><li>Approve the land use plan.</li><li>Fulfill financial obligations.</li><li>Apply for the transfer of land use rights in the form of subdivision of land for sale for the locations permitted by the state management agency.</li></ul>	<ul style="list-style-type: none"><li>Prepare the 1/2000 subdivision planning.</li><li>Prepare the 1/500 detailed planning.</li></ul>	
10	Binh Tan Phu complex urban area, Binh Hoa, Binh Hai, Binh Son district	Quang Ngai	234 ha		0.09	1.05				Conducted and reported the planning concept design of the planning to the Economic zone authority and departments.		The Economic zone authority prepares, appraises and submit the Economic zone general planning in 2035-2050 for approval.	Coordinate with Dung Quat Economic zone authority to update the 234ha project subdivision into the adjustment of Dung Quat Economic zone master planning for 2035-2050 period.	
11	Binh Chau complex urban area, Binh Tan Phu, Binh Son district and Tinh Hoa commune, Quang Ngai city (approximately 2,409 ha)	Quang Ngai	2,409 ha		0.49	1.44				Conducted and reported the planning concept design to the Economic zone authority and departments		<ul style="list-style-type: none"><li>Dung Quat Economic zone authority updates and submits the adjustment of Dung Quat Economic zone master planning (currently under preparation) for approval.</li><li>The provincial People's Committee approves the 1/2000 division planning task</li><li>The Dung Quat Economic zone authority prepares, appraises and submits the 1/2000 division planning (Including planning tasks and plannings)</li><li>The provincial People's Committee approves the 1/2000 division planning.</li></ul>	Coordinate with Dung Quat Economic zone authority to update the 234ha project subdivision into the adjustment of Dung Quat Economic zone master planning for 2035-2050 period.	
12	Bo Bac residential area and Urban gentrification	Quang Ngai	42.01 ha (in which, 41.63 ha of new construction planning)		3.59	N/A			Implemented the investment policy approval procedures to conduct bidder selection process for the project. The provincial People's Council approved the list of land acquisition projects.	<ul style="list-style-type: none"><li>Technical design.</li><li>Architectural design investigation.</li><li>Architectural design appraisal.</li></ul>		<ul style="list-style-type: none"><li>The provincial People's Committee determines the list of projects for bidding.</li><li>Implement bidding procedures for bidder selection.</li><li>Bid, sign procurement contracts</li><li>Prepare site clearance compensation plans.</li></ul>	<ul style="list-style-type: none"><li>Prepare, appraise and submit the adjustment of the 1/500 detailed planning for approval.</li><li>Prepare, appraise and submit the EIA report for approval.</li><li>Appraise the feasibility study report (basic design).</li><li>Appraise and approve the fire prevention plan in the technical infrastructure architectural design phase.</li><li>The investor appraises construction drawing designs (after basic design).</li></ul>	



No.	Project name	Location	Project scale	Total expected investment in 2021 (vnd billion)	Accumulated investment costs to 2021 (vnd billion)	Expected investment costs 2022 (vnd billion)			Project implementation situation in 2021	Project implementation plan in 2022				
						Design	Construction	Investment		Design	Construction	Legal	Design	Construction
13	Nhon Hoi Ecotourism City - Binh Dinh	Binh Dinh	116.1ha			N/A								
13.1	Zone 4	Binh Dinh	34.1 ha	536		N/A								
13.1.1					816.42	N/A				<div>• Designed high-rise apartment buildings. • Completed design steps: Appraised basic designs and architectural designs of the high-rise buildings.</div>				
13.1.2					158.05	N/A					<div>• Basically completed 98% volume of phase 2. Handed over to Danh Khoi for operation and management.</div>			<div>• Complete 100% phase 2 in February, 2022 Hand over the whole project to Danh Khoi for operation and management.</div>
13.3	Zone 9	Binh Dinh	45.9 ha*	8,551	1,275.68	N/A								
13.3.1						N/A								
13.3.2						N/A				<div>• Construct phase 2, C12.5 which isn't constructed. The electrical part of phase 2 hasn't been constructed. Water supply volume reaches 100%. Handed over greenery and the water supply system to Danh Khoi for operation and management.</div>		<div>• Advise on preparing documents on the duties of the adjustment of the 1/500 detailed planning and documents on the scheme of the adjustment of 1/500 detailed planning. • The investor submits the documents on the adjustment of the detailed planning to the Economic zone authority for appraisal. • The provincial People's Committee approves the scheme of adjustment of 1/500 detailed planning.</div>		<div>• Complete 100% phase 2. Hand over the whole project to Danh Khoi for operation and management.</div>
14	Bac Ha Thanh residential area in combination with urban gentrification	Binh Dinh	43.16 ha		43.83	N/A		<div>• Phat Dat has been awarded as the Investor of the project. • The land fund development center submitted a written request for land withdrawal notice. • Tuy Phuoc district People's Committee issued the land withdrawal notice. • The Department of Natural Resources and Environment coordinated with the site clearance compensation valuation team. • The provincial People's Committee approved the site clearance compensation unit prices</div>		<div>Completed construction drawings (the technical department will submit the documents for approval as a basis of bidding and construction).</div>	<div>Not yet implemented</div>	<div>• Phuoc Thuan People's Committee confirms the legality of land and on-land assets. • The Site Clearance and Compensation Council submits the detailed site clearance compensation plan to the provincial People's Committee for approval • Fulfill site clearance compensation for residential land. • Fulfill financial obligations. • The provincial People's Committee issues decisions on subdivision of land for sales.</div>	<div>Obtain a construction permit: After obtaining the land allocation decision and the land use purpose transformation permit.</div>	<div>The project is expected to be constructed in October, 2022 (wall construction, ground leveling to 30%).</div>
15	Industrial Cluster at Ham Ninh Commune	Phu Quoc	59.16 ha	1,188		N/A			Approved 1/500 planning.			<div>• Land withdrawal notice. • Survey, tally, approve the compensation, compensation payment plan.</div>		
16	Residential, Handicraft Area and Center of Ham Ninh Commune	Phu Quoc	79.69 ha	4,104	41.79	N/A			Fulfilled and submitted the 1/2000 planning for approval.			<div>• Fulfill and submit the 1/2000 planning for approval. • Fulfill and submit the 1/500 planning for approval. • Cadastral map extract, the provincial People's Committee decides to allocate to the Economic zone authority to implement functions and tasks. • Survey, tally, approve the compensation, compensation payment and land withdrawal plan.</div>		



No.	Project name	Location	Project scale	Total expected investment in 2021 (vnd billion)	Accumulated investment costs to 2021 (vnd billion)	Expected investment costs 2022 (vnd billion)			Project implementation situation in 2021	Project implementation plan in 2022				
						Design	Construction	Investment		Design	Construction	Legal	Design	Construction
17	Doan Anh Duong ecological urban area (formerly known as Vung Bau)	Phu Quoc	40.6 ha; with 16.79ha in phase 1	1,727	21.84	N/A			Fulfilled and submitted the 1/500 planning for approval.			<ul style="list-style-type: none"><li>The Prime Minister approves the forest land purpose transformation policy.</li><li>Approve the replacement afforestation plan.</li><li>The provincial People's Committee decides to allocate to the PQ Economic zone authority to implement functions and tasks.</li><li>Allocate land.</li><li>Determine land use levy, issue land use right certificates.</li></ul>		
18	Astral City	Binh Duong	3.73 ha	9,620	2,323.48	0.33			<ul style="list-style-type: none"><li>Approved the investment policy for the project.</li><li>Permitted land use purpose transformation.</li><li>Approved the 1/500 detailed planning scheme.</li></ul>	Completion of construction licenses.	Completion of foundation, piles, basement floors of B3, A3, A4. Completion of piles, 10% foundation of A1, A2. Completion of foundation part of B3 (90%), B4 (50%). Digging foundation soil of B1, B2 (50%).	<ul style="list-style-type: none"><li>Finish financial obligations and issue project books.</li></ul>	<ul style="list-style-type: none"><li>Design and construct the underground part.</li><li>Design and construct the body.</li><li>Design and construct the landscape.</li><li>Design and construct the interior part of apartments (basic).</li></ul>	<ul style="list-style-type: none"><li>Zones A3, A4: Top out and finish from the 19th floor and below, dismantle scaffolding from the 40th floor and below.</li><li>Zones A1, A2: Top out and finish from the 11th floor and below, dismantle scaffolding from the 30th floor and below. Top out B3, B4 (hand over F2-F19 on 12/31/2022). For B1, B2, finish the structural part to F40 (hand over F2-F10 on 12/31/2022).</li></ul>
19	Binh Duong Tower	Binh Duong	4.46 ha	9,374	1,597.71	5.940				Concept design		<ul style="list-style-type: none"><li>Written approval of the transfer of agricultural land for the project.</li><li>Approve the investment policy for the project.</li><li>Decision on the selection of the project investor.</li><li>Permit land use purpose transformation.</li><li>Finish financial obligations and issue project books.</li></ul>	<ul style="list-style-type: none"><li>Conduct basic design of the fire prevention plan.</li><li>Conduct basic design + verification.</li><li>Conduct technical design of the fire prevention plan.</li><li>Conduct technical design of the underground part.</li><li>Conduct technical design of the body part.</li><li>Conduct technical design verification.</li><li>Conduct technical design appraisal and finish drawings for a construction permit.</li></ul>	
20	Serenity Phuoc Hai	Ba Ria - Vung Tau	5.56 ha		1,368.20	12.390			Fulfillment of legal procedures related to land and projects	<ul style="list-style-type: none"><li>The 1/500 detailed planning appraisal meeting to be held by the provincial People's Committee.</li><li>Conduct landscape design.</li><li>Conduct basic design.</li><li>Conduct basic design of the fire prevention plan. Conduct technical design + verification.</li><li>Conduct technical design of the fire prevention plan.</li></ul>	Finished the construction of test piles.		<ul style="list-style-type: none"><li>Adjust the 1/500 planning report.</li><li>Prepare an environmental impact assessment report.</li><li>Comment on the fire prevention plan in the basic design phase.</li><li>Appraise the feasibility study report (basic design).</li><li>Appraise and approve the fire prevention in the technical design phase.</li><li>Conduct technical design verification.</li></ul>	Finish the raw part of Zone 1+2 (5 Blocks S4-S5-S6-S7-S8)



No.	Project name	Location	Project scale	Total expected investment in 2021 (vnd billion)	Accumulated investment costs to 2021 (vnd billion)	Expected investment costs 2022 (vnd billion)			Project implementation situation in 2021	Project implementation plan in 2022				
						Design	Construction	Investment		Design	Construction	Legal	Design	Construction
21	Ben Thanh Long Hai tourist area (Tropicana)	Ba Ria - Vung Tau	9.97 ha	n/a	1,984.69	2.85			Currently apply for land use purpose transformation and investment policy decision adjustment			<ul style="list-style-type: none"><li>Apply land use purpose transformation and investment policy decision adjustment.</li><li>Determine &amp; fulfill financial obligations, issue new land use right certificates.</li></ul>	<ul style="list-style-type: none"><li>Conduct the concept designs (architectural, planning, landscape).</li><li>Approve the duties of adjustment of the 1/500 detailed planning.</li><li>Approve the scheme of adjustment of the 1/500 detailed planning.</li><li>Prepare an environmental impact assessment report.</li><li>Collect comments on the fire prevention plan.</li><li>Appraise the feasibility study report (basic design).</li><li>Appraise and approve the fire prevention in the technical design phase.</li><li>Conduct basic design of the fire prevention plan.</li><li>Apply for a construction permit.</li></ul>	<ul style="list-style-type: none"><li>Construct test piles, mass-production piles and foundations.</li></ul>
22	Poulo Condor tourist area	Ba Ria - Vung Tau	12 ha			3.110			The consulting unit submitted certificates to the Department of Natural Resources and Environment.	<ul style="list-style-type: none"><li>Conduct new concept designs.</li><li>Wait for comments on adjustment of the 1/5000 detailed planning from the provincial People's Committee.</li></ul>		<ul style="list-style-type: none"><li>Approve the investment of the policy adjustment (request for dividing the project and adjusting information about the investor, scale, operation term of the project).</li><li>Comment on land price plans and finalize documents to submit to the provincial People's Committee for approval.</li></ul>	<ul style="list-style-type: none"><li>Prepare the documents on local adjustment of the 1/500 detailed planning.</li><li>Approve the second adjustment of the 1/500 detailed planning.</li><li>Prepare an environmental impact assessment report.</li><li>Conduct technical design + technical design of the fire prevention plan.</li><li>Conduct architectural design verification.</li><li>Conduct technical design verification.</li><li>Apply for a construction permit.</li></ul>	<ul style="list-style-type: none"><li>Construct test piles of 4 block Coldotel</li><li>Construct mass-production piles</li><li>Construct foundation - tunnel structure.</li></ul>
II	BT PROJECTS													
1	Technical infrastructure of Zone I (Co Dai Area)	District 9, HCMC	84.1 ha		479.86	N/A			Conducted legal procedures of the project.		Finished approximately 35% of the project.		Adjust the project; - Sign compensation contract appendixes of the project. - Confirm the value of construction volume done in phase 1.	Expect to fully complete
2	Phan Dinh Phung Sports Center	District 3, HCMC	1.4 ha		89.08	N/A			Conducted legal procedures of the project, signed the compensation contract.		Not yet done.		Conduct legal procedures of the project, sign the compensation contract.	
3	Hospital for Traumatology and Orthopaedics	Binh Chanh district, HCMC	3.7 ha		179.07	N/A			Conducted legal procedures of the project.				Conduct legal procedures of the project.	
III	RECOMMENDED PROJECTS FOR RESEARCH													
1	Urban gentrification projects in district 3	District 3, HCMC	0.4 ha			N/A			Proceed to the next steps.				Proceed to the next steps.	
2	Ninh Hoa North-East urban service and residential area	Van Phong economic zone, Ninh Hoa town, Khanh Hoa province.	616 ha			6.40							Propose the land area as the project location and conduct bidder selection for the project in accordance with laws.	



## MAJOR INVESTMENTS THROUGH PROJECT IMPLEMENTATION IN THE YEAR

In 2021, PDR increased investment to expand land banks with Binh Duong Tower, Phuoc Hai and 223 Tran Phu and a total value of VND 3,604 billion. In addition, the Company continued to invest greatly in 2022's key project - Astral City, with a total project value of VND 952.62 billion as of the end of 2021, an increase of 53% compared to the beginning of the year. Other major investments are detailed below:

Unit: Billion VND

PROJECT	CLOSING BALANCE	BEGINNING BALANCE
The EverRich 2	3,603.77	3,603.77
Tropicana Ben Thanh Long Hai Project	1,989.56	1,987.90
Binh Duong Tower project	1,598.49	-
Phuoc Hai project	1,375.82	-
Astral City Project	952.62	624.32
The EverRich 3	876.30	876.30
223 Tran Phu Da Nang Project	629.98	-
Project group of DK Phu Quoc Joint Stock Company	399.58	398.96
Nhon Hoi Ecotourism Urban Zone Project - Binh Dinh	393.14	1,473.83
Ngo May Project	143.27	133.45
Vung Bau Project - Phu Quoc	51.21	50.03
Bau Ca Project - Quang Ngai	21.96	25.53
Office Building in 39 Pham Ngoc Thach	456.68	424.89
Building of technical infrastructure of Zone I, District 9	401.37	376.81
Business management software	7.49	11.04
Other projects	155.86	156.47
<b>Total</b>	<b>13,057.10</b>	<b>10,143.30</b>



CGI of Phat Dat - Dung Quat Industrial Township



# OVERVIEW OF TYPICAL PROJECTS IN THE YEAR

## NHON HOI ECOTOURISM CITY



Known by related trade names such as Nhon Hoi New City, Ky Co Gateway, etc., Nhon Hoi Ecotourism City has become a focal point of the Binh Dinh real estate market and the whole South Central Coast region for the past 3 years.

This is a large-scale project that has been contributing to changing the appearance of Quy Nhon. The development of Nhon Hoi Ecotourism City creates a new impetus for developing the economy, culture, tourism and lifestyle of this young city.

PDR is one of the businesses that play a key role in Nhon Hoi Ecotourism City. Zone 2, Zone 4 and Zone 9 developed by PDR are the largest items in the whole project. Each Zone is equivalent to an investment ranging from about VND 7,500 billion to nearly VND 8,600 billion.

Participation in Nhon Hoi Ecotourism City is considered a turning point in PDR's strategy to expand the market in the Central Coast region. PDR's great vision, implementation capacity, professional expertise, financial strength, etc. of PDR are clearly shown in these projects. There have been stages in which the implementation speed of PDR was considered

lightning fast. In just 7 - 9 months since the successful auction, the Company completed the planning, infrastructure construction and sales of all products of an affiliated project.

In 2021, the high-rise area of Zone 2 and the land lots of Zone 9 generated a large proportion of PDR's revenue, further affirming the Company's position in this market.

With the geographical position of a peninsula, Nhon Hoi is a harmony between the forest and the sea, nature and humans. Therefore, when sketching the picture of Nhon Hoi Ecotourism City, PDR also conveyed this inspiration into every corner of the project.

As a peaceful residential area by the beach, the project offers the future urban living with a 5-hectare ecological park integrated with swimming pools and amusement areas, sports fields, school, hospital, sea square, etc.

With its prime location and convenient infrastructure thanks to arterial traffic routes and an international airport, Nhon Hoi Ecotourism City will become a destination not only for investors but also for people who seek eternal natural values.

### ZONE 4

Location	On National Road 19B, Zone 4, Nhon Ly commune, Quy Nhon city, Binh Dinh province
Land area	341,594 m <sup>2</sup>
Total expected investment	VND 7,495 billion
Commercial area	145,247 m <sup>2</sup>
Product	1,308 plots, including 961 adjacent residential land plots and 347 commercial residential plots – shophouses, mixed-use apartments, etc.
Opening time	Quarter 2/2019
Hand-over time	Quarter 4/2021

### ZONE 9

Location	On National Road 19B, Zone 4, Nhon Ly commune, Quy Nhon city, Binh Dinh province
Land area	459,832 m <sup>2</sup>
Total expected investment	VND 8,551 billion
Commercial area	283,595 m <sup>2</sup>
Product	2,406 plots, including 2,055 adjacent residential land plots and 351 land plots for villas and apartment complexes, etc.
Opening time	Quarter 2/2019
Hand-over time	Quarter 4/2021





ASTRAL CITY

Including Astral City 1 and Astral City 2

In PDR's strategy to expand to surrounding urban areas of Ho Chi Minh City, Binh Duong is the first choice because the market demand and development readiness are already very high. Astral City, a pioneering project, immediately made a strong impression on the market thanks to PDR's stature and implementation, becoming the "central symbol of the core urban area" of Thuan An city and the surrounding areas. This project has a solid attraction to not only local customers but also investors from surrounding provinces.

With a prime location at the gateway to the "industrial capital" of Binh Duong, Astral City is considered a "golden coordinate connecting big cities" with easy access to the most vibrant centers of entertainment, health and education in the South.

Spreading over an expensive 3.7ha land on National Highway 13 - the section that is planned to become the most significant financial, commercial and service avenue in Binh Duong,

Astral City enjoys 300m extravagant road frontage, effortlessly connecting the arterial traffic routes linking HCMC - Thu Duc City - Di An City - Thu Dau Mot City.

The investment in Astral City is considered an essential milestone in PDR's market expansion to Binh Duong, creating a new driving force for the development of economy, culture and dynamic lifestyle for the whole region. Thereby, PDR's vision, implementation capacity, professional experience, financial capacity, etc., have been demonstrated, ensuring the success of the following projects here.

In 2022, the main items of the project will be completed, which is a strong affirmation of the Company's reputation and position in the market.

ASTRAL CITY

Location	On National Highway 13, Binh Duc quarter, Binh Hoa ward, Thuan An city, Binh Duong province
Land area	<b>Astral City 1</b> : 19,277.7m <sup>2</sup> <b>Astral City 2</b> : 18,066.1m <sup>2</sup>
Total expected investment	Approximately VND 6,697.4 billion.
Commercial area	<b>Astral City 1</b> + Apartment: 160,102m <sup>2</sup> + Trading, service and office: 14,918m <sup>2</sup> <b>Astral City 2</b> + Apartment: 163,165m <sup>2</sup> + Trading service and office: 14,997,5m <sup>2</sup>
Product	<b>Astral City 1</b> : 2,475 apartments and 14,918m <sup>2</sup> Trading service and office <b>Astral City 2</b> : 2,491 apartments and 14,997.5m <sup>2</sup> Trading service and office
Opening time	Quarter 1/2022
Hand-over time	Quarter 4/2022 as expected





SERENITY PHUOC HAI

This is one of the projects marking PDR's diversification strategy with hospitality real estate. With the available infrastructure for tourism & hospitality and plenty of room for further development needs, Ba Ria-Vung Tau is considered an ideal location for this product type.

With the socio-economic recovery after Covid-19, the demand for resort real estate is likely to increase. The market shall meet not only quantity but also quality, value, and new experiences.

Besides developing projects in accordance with tastes and local, sustainable development strategy, PDR has also selected partners to operate services, ensuring the consistency of the positioning strategy.

With outstanding advantages, this project is expected to contribute to the exciting southern tourism and hospitality sector in the coming time.

Location	Phuoc Hai Town, Dat Do District, Ba Ria Vung Tau Province
Land area	73,842 m <sup>2</sup> including: + Mountainside area: 55,569.8m <sup>2</sup> , + Beach area: 18,272.2 m <sup>2</sup>
Total expected investment	Mountainside area: Approximately VND 6,172 billion. Beach-front area: Under planning
Commercial area	Mountainside tourist apartment (GFA: 273,740m <sup>2</sup> , NSA: 224,732m <sup>2</sup> ), Beach-front resort villa (GFA: 2,700m <sup>2</sup> ), Beach-front hotel (GFA: 20,676.1m <sup>2</sup> )
Product	Tourist apartments, shophouses, hotels, resort villa, etc.
Opening time	Quarter 2/2022
Hand-over time	Quarter 4/2022 as expected





BRAND DEVELOPMENT

PDR carried out brand development activities in line with its business - sales strategy in 2021.

MEDIA BASED BRAND DEVELOPMENT

- PDR reviewed, upgraded and systematized its communication channels on social media and digital platforms for stakeholders to quickly and conveniently search and access official information from the Company.
- PDR monitored and listened to the public through closely monitored statistics to respond quickly and take prompt measures in case of inaccurate public opinions about the Company.
- PDR maintained and developed cooperation with media-press agencies, created in-depth content and conveyed to the public transparent, accurate information to reflect the Company's business activities.
- PDR invested heavily in out-of-home advertising (OOH). The wide presence of billboard advertising at the project sites and public areas such as airports, key avenues, etc., helped the Company promote its presence and create brand reminders in public.
- PDR participated in sponsoring many real estate conferences, forums or business events to enhance both access to investors, partners, target customers, and relationships with organizations, press agencies, authorities, etc.

PROJECT - PRODUCT BASED BRAND DEVELOPMENT

- Supporting and closely coordinating with distribution partners to promote the investor's brand parallel with project brands.
- Strengthening the presence of the investor's brand at projects through on-site brand identity systems (project walls, tower cranes, PPE, etc.)
- Enhancing prestige with customers and investors by ensuring commitments to quality, delivery, values of projects and products, etc., to significantly increase the brand's position in new markets and promote practical sales activities.
- Accompanying customers and responding to their problems in the process of using the handed-over projects.
- Properly satisfying and protecting the Company's interests in harmony with customers' interests in settling disputes with customers.

COMMUNITY ACTIVITY BASED BRAND DEVELOPMENT

- Timely sharing and supporting the community during the epidemic period.
- Contributing to improving culture and spiritual life in some places with educational sponsorship programs, support for disadvantaged people and other programs.
- Properly fulfilling commitments to cultural values, aesthetics and public utilities in projects developed by PDR, contributing to changing the urban appearance and healthy lifestyle of local people.



PDR's billboard occupies many extravagant public spots.





## HUMAN RESOURCES AND CORPORATE CULTURE DEVELOPMENT

# ACHIEVEMENTS FROM PERSEVERANCE

PDR had a great year pursuing the principle of going Beyond the limits as set forth by the BOD. This breakthrough manifested itself in many aspects, from profitability, market capitalization, etc., to the innovative mindset to reach beyond the limit.

In order to keep up with very high business targets in a volatile and stressful socio-economic environment in 2021, PDR's team always maintained perseverance, determination and efficiency, as reflected from the management level to employees, helping the Company to consistently maintain its proactive status while promoting the high-speed operation in a balanced way.

The ups and downs in the business environment and socio-economic conditions in the past year also strengthened PDR's team cohesion. Besides growth results, caring, attendance, and sharing for each other and the community is another outstanding aspect of PDR.

PDR is also facing the requirements for drastic and efficient system restructuring and internal resources upgrades. By no doubt is this a big challenge. However, PDR's team is determined to reach a new level of maturity, together with the Company, to pave the way to an era of sustainable, long-term prosperity and create true values for the market.





## IMPROVEMENTS IN ORGANIZATIONAL STRUCTURE AND MANAGEMENT SYSTEM

PDR's team has set very high development targets for the business plan in 2021, namely to bring the Company to exceed the profit before tax of VND 2,300 billion right after a turbulent year due to the Covid-19 pandemic. But from the middle of the second quarter, the global and national socio-economic movements were even more stressful due to the extremely fast spread of the delta variant on a large scale. The situation became beyond control and put businesses in a new position.

PDR also suffered the same fate. However, the requirements to stay on track, stick to the goals and fully implement all plans and all projects on schedule, etc. are communicated closer to the entire team.

PDR's organizational, operational and managerial capacity is fully deployed to optimally fulfill all those requirements.

### Strengthened operating apparatus

The drastic improvements in corporate governance gave PDR's operating apparatus the ability to meet the requirements of processing tasks in the past year.

Accordingly, the BOM was supplemented with two new Vice Presidents in charge of construction and investment. At the same time, the middle management was also augmented with suitable people according to actual requirements.

With this addition of personnel, the operating apparatus was much more professional to ensure close monitoring and the workflow under strict management.

### Management and control capacity improvement

The risk management process is established more closely to communicate risk management to all levels. That helps PDR meet both the speed and quality of growth, committing to complete projects not only on schedule but also with high value.

In addition to the above results, PDR also improves forecasting capacity, builds solutions to handle unexpected situations and always prepares contingency plans. The strong fluctuation of the market in the past year required the enterprise to constantly observe and promptly react. PDR minimized passivity by always forecasting closely, accurately assessing developments and being well-prepared for contingency situations.

### A flexible but valid approval process

In response to the need to transform working methods under epidemic prevention regulations, PDR adopted a more interactive approach and a more flexible approval process. As a result, no significant interruption or stagnation slowed the work processing speed.

Furthermore, flexibility, accompanied by compliance, ensured that PDR always fulfilled all obligations to the State without violating the law in all operation stages.

### Openly accepted and professionally oriented restructuring

Well aware that the resources and apparatus are sufficient for current needs but need to be changed for the future, PDR has chosen KPMG as the consulting partner even when the apparatus is still in smooth operation at high speed. Accordingly, KPMG conducts reviews of the current status and recommends solutions for restructuring.

Thereby, the Company clearly shows its willingness to receive any fair and objective evaluation from professional consultants to understand and improve its strengths and weaknesses based on global standards.

## DIGITAL TRANSFORMATION

The digital transformation, specifically the ERP system, at PDR has been underway for the past three years and entered the sprint to complete in 2021. The application of information technology was an important condition to help the organizational structure and management system to be effective. The initial achievements in digital transformation were especially effective in the context of social distancing, telecommuting and remote management.

### Launch of new applications

Human resource management software was officially applied to all modules, helping to control and improve the efficiency of human resource management.

The online document submission and approval process is also integrated with the DMS to greatly increase operational productivity and eliminate dependence on conventional methods that have revealed many limitations and obstacles in today's work environment.

### Increased awareness of digital transformation

With consistent dissemination and constant internal communication, the entire staff of PDR has gained a high awareness of the digital transformation requirements. Thereby, each person is aware that digital transformation is not only a duty but also a right to help them work more smoothly, quickly and efficiently. That is to save time and energy and facilitate work-life balance.

Therefore, the majority of employees are willing to adopt, participate and learn to master new applications. This is a condition for the digital transformation to attain the best results when officially completing all processes in 2022.

### Well aware of technology for future

The IT platform is established not only for PDR but also for all units in Phat Dat Group and other related branches. Therefore, the technology implementation is much more elaborate and complex to ensure compatibility and consistency.

The growth rate of PDR is very high now but will be even higher in the future. This means that the enterprise's foundation and management system must be sufficiently prepared for such growth.

Therefore, the IT foundation must be built not only for the present or the near future but also for further development stages to avoid degradation. PDR's digital transformation is implemented in that spirit. PDR's hardware and software systems are heavily invested.





CORPORATE CULTURE

PDR is an enterprise with its own distinct culture. In recent years, PDR's corporate culture has been continuously cultivated and actively improved without sacrificing soundness for growth results.

The special context of life and well-being in the past year clearly revealed the good qualities of an enterprise built **on the familial but professional policy**.

HUMAN RESOURCES OVERVIEW OF THE YEAR

PDR had 292 full-time employees in 2021 without a significant increase of new employees. Instead, the Company only recruited right people and improved the performance of the existing staff. This was the right choice for the market situation in the past year.



Key qualities for Phat Dat People

**LOYALTY**  
Protect the interests of the organization and act for the common goal, not for personal interests.

**HONESTY**  
Do not take personal interests at any level, do not allege and blame, be upright and courageously accept responsibility in case of mistakes to learn from, overcome and grow up.

**PERSEVERANCE**  
Never give up until the goal is achieved.

**DRASTIC - PROMPT MOBILIZATION**  
Act quickly, follow the progress closely, address possible risks, continuously study and update policies and regulations for corresponding implementation.

Well-disciplined

Despite having to work from home during the period of strict social distancing, PDR staff was well-disciplined and adhered to the time and quality requirements.

There was no distraction, demoralization or lack of connection among the PDR staff, thanks to the positive leadership and a proactive, confident attitude from the superiors.

individual levels. Teamwork, sharing and solidarity skills are therefore also greatly improved.

Additionally, in the context of facing significant challenges from the objective environment in the past year, the entire staff of PDR shared the same vision and determination to complete all plans. That makes PDR members well aware of the need to support and help each other.

Increased awareness of compliance

Due to the deployment of activities on an increasingly wide scale and at an increasingly high speed, the leadership of PDR always focuses on reminding all executives about the spirit of compliance with the law, culture - business ethics and code of conduct in accordance with the Company's standards.

Therefore, PDR hasn't made any significant mistakes throughout its operations and interactions with stakeholders.

Sharing difficulties with family vibe

The family vibe in PDR's culture was most evident in the context of the pandemic when both social welfare and business activities were threatened.

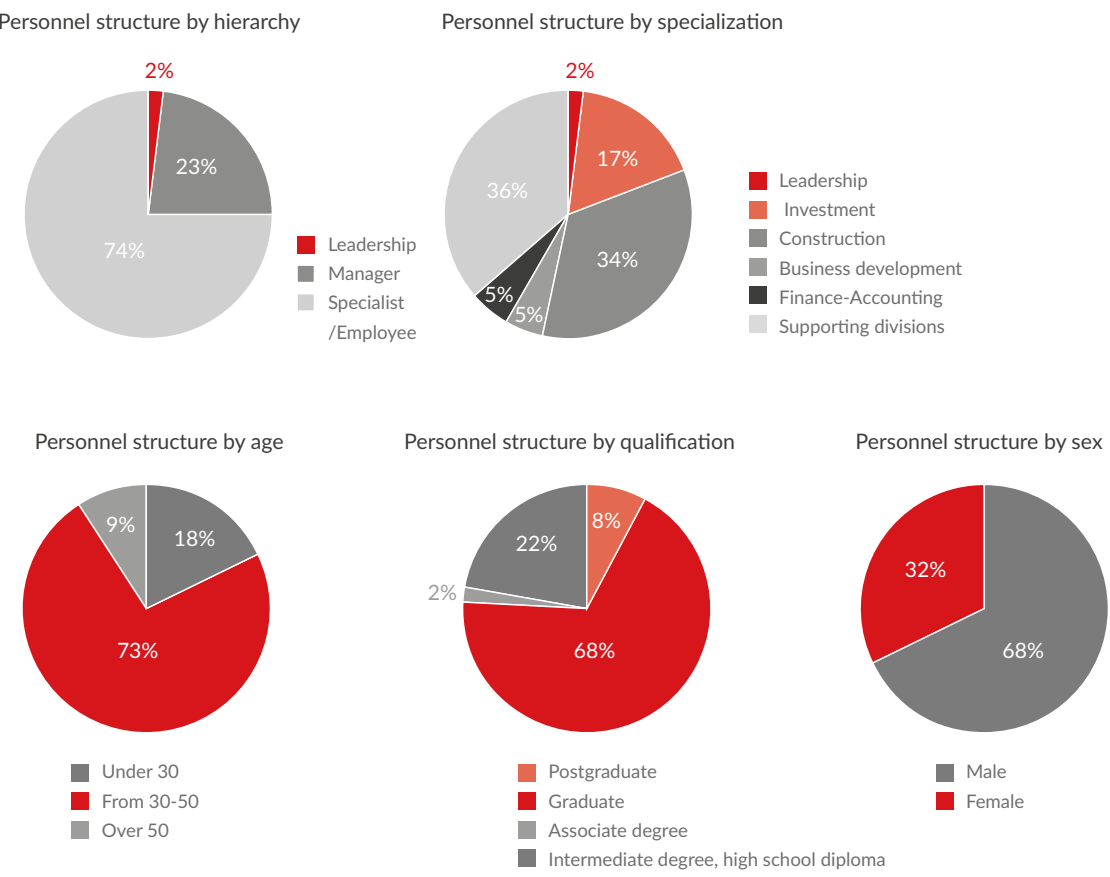
From the general policy, PDR did not cut any employee's salary, bonus or allowance. In contrast, the Company's income growth rate was twice the average of the labor market in the past year.

In addition, PDR also had a policy to support medical expenses for members subject to Covid-19 treatment. In order to promptly support members and families infected with the disease, the Company also established a quick response team from the internal staff. This quick response team was active in assigned areas and provided practical assistance during the most stressful Covid-19 outbreak.

The spirit of solidarity, mutual support and sharing helped the entire PDR staff to overcome the Covid-19 "storm" safely to continue working confidently and energetically.

Increased internal interaction

Collective interaction and teamwork were often lacking in the working environment of PDR. However, many improvements have been noted in recent times. This result comes from restructuring the company's organization and management system. Besides, PDR has also shaped a solid IT application platform. As a result, higher and more frequent interaction has taken place from departmental to





## HUMAN RESOURCES TRAINING AND DEVELOPMENT

In 2021, a high percentage of PDR personnel exceeded the standard title and position requirements. This result was due to the individual's self-training in consonance with the Company's training and development plans.

PDR implemented 22 internal communication programs and 16 training programs during the year for all levels.

Internal communication	22 programs
Training	16 programs

### Main contents of internal communication

- Positive thinking - attitude
- Health care
- Behavioral culture in the office environment
- Corporate culture

### Main contents of training

- Corporate governance
- English
- Personal skills
- Professional skills

## Overall evaluation of training results

- 100% of training courses were fully participated by target participants.
- Based on participant feedback, the satisfaction with training courses was over 95%. According to participants, the training programs were really attractive and meaningful for personal development.
- For intensive courses in professional knowledge and skills/soft skills, more than 80% of participants had a thorough grasp of work principles, methods and skills. This satisfaction was evaluated through tests/interviews at the end of the course or after 3 months.
- The progress in job skills and personal capacity was clearly shown through the attitude and behavior of each individual, significantly improving the performance of departments and divisions.
- Being well integrated into employee training and development programs in 2021, most messages of the Company and the leadership were conveyed timely to ensure adequate orientation, strengthen solidarity and spread corporate culture to all employees.

## EMPLOYEE POLICIES

### ESOP shares

**6,000,000** shares

Issued in November according to the 2021 employee stock ownership plan.

### Average salary increase

**12.12%**

The Company's average salary increase twiced the average of the labor market.

### Total welfare expenditure

**VND 18.4** billion

### Total insurance premium

**VND 10.8** billion

Welfare expenditure in 2021		Unit: VND
<b>Total</b>		<b>18,405,638,587</b>
1	Welfare expenses (family business, medical care, sickness allowance)	984,959,141
2	Lunch	2,587,164,896
3	Bonus (annual incentives, holiday bonus, etc.)	13,221,438,000
4	2022 Year end party	916,780,550
5	Union operating expenses	695,296,000
<b>Total premium for social insurance - health insurance - unemployment insurance</b>		<b>10,836,266,000</b>
Paid by the Company		7,225,922,000
Paid by the employees		3,610,344,000





### Bonus policy

In order to recognize employees' contributions to the Company's development for a long time, PDR has been applying a seniority bonus policy for employees of 5, 10, and 15 years seniority with bonuses of 01, 02, and 03 months' salary, respectively. There are also bonus options to buy real estate products and shares at preferential prices.

In addition, the Company also rewarded outstanding Phat Dat people and highly committed management personnel with bonuses ranging from 01 to 12 months' salary based on the results of the assessment on individual capacity, working efficiency, and contribution value to the Company.

### SOME HIGHLIGHTS OF EMPLOYEE POLICIES IN THE YEAR

- In November, PDR issued shares under the employee stock ownership plan (ESOP). Specifically, the Company issued 6 million new ESOP shares, equivalent to 1.23% of the total number of outstanding shares. The issue price was VND 20,000/share, equal to nearly 1/5 of the market price. The total issuance value at par value was VND 120 billion.
- In order to show gratitude to employees for their long-term commitment and contribution to the development of the Company, PDR has applied a seniority bonus policy for employees with full 05 years, 10 years and 15 years of seniority corresponding to bonuses of 01, 02 and 03 months' salary. PDR granted stock and real estate options at a preferential price.
- In addition, the Company also rewarded outstanding Phat Dat People and highly committed management personnel with bonuses ranging from 01 to 12 months' salary based on the evaluation results of individual's capacity, performance and contribution to the Company.
- As of the end of 2021, the average employee salary of the whole Company was VND 36.58 million/person/month.
- Currently, PDR has built a higher salary and welfare regime for employees than the average of the real estate industry and the labor market in general.





# PHAT DAT GROUP

## SUSTAINABILITY ON THE THREE PILLARS

Since 2021, Phat Dat Group has officially set out its professional organizational structure. It is a multi-industry corporation with PDR as the core.

With residential real estate trading as the core of PDR, Phat Dat Group has optimized its capabilities and resources to extend its scope of operation into the industrial real estate and renewable energy sectors. In mid-2021, Phat Dat Group brought Phat Dat Realtor into its fold, having real estate investment and trading services as the new member's main business activities.

By now, the structure Phat Dat set out has taken shape, a multi-level "fortress" and reinforcing sustainable PDR's stance under the development strategy.



### OBJECTIVES

- Optimizing opportunities and capabilities to increase corporate sustainability.
- Expanding operations to establish a multi-level defensive "fortress" for the core business while exploring new sectors brim with high potential, stable and long-term revenue.
- Contributing products that are sorely lacking in the market and greatly in need of in the future, solving particular needs of the economy - society.

### PDR'S STRENGTHS

- Long-term visions and vigorous inner strengths.
- Outstanding capability in project development and capital mobilization.
- A reputable and extensive network of partners for both domestic and international operations.

### PRINCIPLES OF DEVELOPMENT

- Further thrive on PDR's core competence- project development. Particularly, to take stock of market needs, develop land funds, have a firm understanding of legal procedures, create new products, mobilize capital, and speedy project implementation.
- Thorough survey and assessment for an optimal approach.
- Make investment decisions based on the prompt, certain, and long-term efficiency criteria.

### STRUCTURE AND PROPORTION

- Core sectors: Residential real estate.
- Expansions: Industrial real estate.  
Renewable energy.  
Real estate trading services.

### OPERATION REQUIREMENTS

- Maintaining speed and sustainability criteria.
- Balanced resources and harmonious relationships between member companies.
- Maintaining healthy capital structure, stable cash flow, high liquidity, and capital-financial initiation.
- Consistent application of management-control principles from PDR to subsidiaries.

### ROADMAP

- Residential real estate sector: Continue to accelerate growth, accomplish all targets for the 2019 - 2023 period ahead of schedule, be ready for a 5-year plan and set a 10-year vision.
- Industrial real estate: Implemented the first project in 2020 with its progress further accelerated in 2021 and is expected to start generating revenue from the end of 2022.
- Renewable energy: Carefully review development facilities and come up with an approach for the period since 2020 to be implemented when optimal conditions are met - from market demand to preparation work.
- Real estate trading business: Officially established in mid-2021 to which organizational structure is to be completed to promote operations in 2022.



## PHAT DAT INDUSTRIAL PARK INVESTMENT AND DEVELOPMENT JOINT STOCK COMPANY

### PREPARING A LAUNCHING PAD FOR BREAKTHROUGHS

Phat Dat Industrial Park Investment and Development Joint Stock Company (PDI), established in August 2020, was the first member to embrace the multi-industry expansion strategy of PDR.

PDI has a specific strategic orientation with the aims of developing modern, large-scale industrial townships, providing adequate infrastructure to meet the industrial development needs of the high-tech era and green economy.

So far, PDI has achieved important prerequisites for breakthroughs in the years ahead.

#### DEVELOPMENT MODELS

Following PDI's plan, the Company aims to develop innovative industrial parks and industrial townships ranging from 1,000 to 6,000 ha in regions that already have dire needs, facilities and advantages to create IPs, most notably Binh Duong, Dong Nai, Ba Ria - Vung Tau, the Southwestern provinces, etc.

PDI wishes to break out of the mold that is old-fashioned industrial parks that are no longer capable of meeting infrastructure and technology standards for modern development models. PDI's projects are equipped with all items often seen in a civilized socio-economic model, with 70% of the area for factories and warehouses and the remaining 30% for urban infrastructure and utility services, which satisfies the living and working standards of the workforce in the industrial parks and the surrounding residential community.

This IP model brings about a synchronous factor for the current and future economic development, building a metaphorical bridge from production - logistics - trade gateways to facilities for research - innovation. Furthermore, such models will match the trend of urbanization and the sustainable development of localities. Developed countries have long since switched to this model, yet Vietnam is still behind the times.

To ensure projects are implemented with the highest quality, PDI has cooperated with Japanese partners with extensive experience in developing professional industrial parks. PDI also brings into play PDR's strengths, such as its reputation, project development capacity and extensive business experience, to set up a network of partners - investors with significant capability in land banks, finance and business expertise. These strategic partnerships shaped the certainty for breakthrough results, ready to respond to all implementation requirements and ensure efficient operation of PDI.

#### PERFORMANCE RESULTS IN 2021

PDI officially began operations in October 2020 with its first project of general warehousing, port logistics and logistics services at Cai Mep International Terminal (Ba Ria - Vung Tau) - the location considered the new gateway of Southern Vietnam's economy. The 24-ha project has an expected investment of VND 1,136 billion. By far, legal procedures have been completed, and the implementation is going apace as set out in the development roadmap.

This is a small-scale project for PDR to get accustomed to new territories via PDI. Starting off with a humbled project reflects the Company's discretion. The project shall serve as a stepping stone for PDR to embrace large projects as set out in the prescribed strategy.

In 2021, PDI amassed land banks of up to 1,544ha in Quang Ngai, Dong Thap and some other localities. Landholdings and projects continued to expand rapidly in target markets.

## PHAT DAT REAL ESTATE BUSINESS AND SERVICE CORPORATION

### BRINGING PDR CLOSER TO END BUYERS

Phat Dat Real Estate Business and Service Corporation (Phat Dat Realtor - a new name to be used is Phat Dat Realty Services, and its abbreviation is PDRS) was established in June 2021. As the latest member of the Group, its purpose is to be a transition in the real estate trading business of PDR.

#### OPERATIONAL ORIENTATION

Before 2021, PDR chose its sales model through the efforts of its strategic partners. Specifically, the Company focused on developing projects and wholesaling products. Strategic partners then began to develop and bring products to the end clients.

This was the most suitable model at the time, bringing the most to both PDR and its partners, ensuring the efficiency of investment and business operations while maximizing the core strengths of both parties.

Currently, the number of projects developed by PDR is increasing swiftly and with variety, a greater number of products and faster speed to market. As such, PDR needs to establish its separate business channels in addition to partnered channels.

Phat Dat Realty is PDR's "tendrils" to carry out business and service activities, directly presenting products to the market and end clients.

Thus, with Phat Dat Realty, the project development cycle of PDR has reached its last stage, further increasing the business growth rate, revenue stream and investment efficiency.

#### PERFORMANCE RESULTS IN 2021

After more than half a year of establishment, Phat Dat Realty has quickly laid the foundation in terms of operational platform, processes, systems and personnel. The Company has gathered a team of experienced, dynamic, enthusiastic and professional personnel that are ready for PDR's ambitious business plans.

By now, PDRS has set out defining plans and goals for both short and long terms. Scaling to PDR's status and growth rate, the company's immediate future looks very bright and exciting.



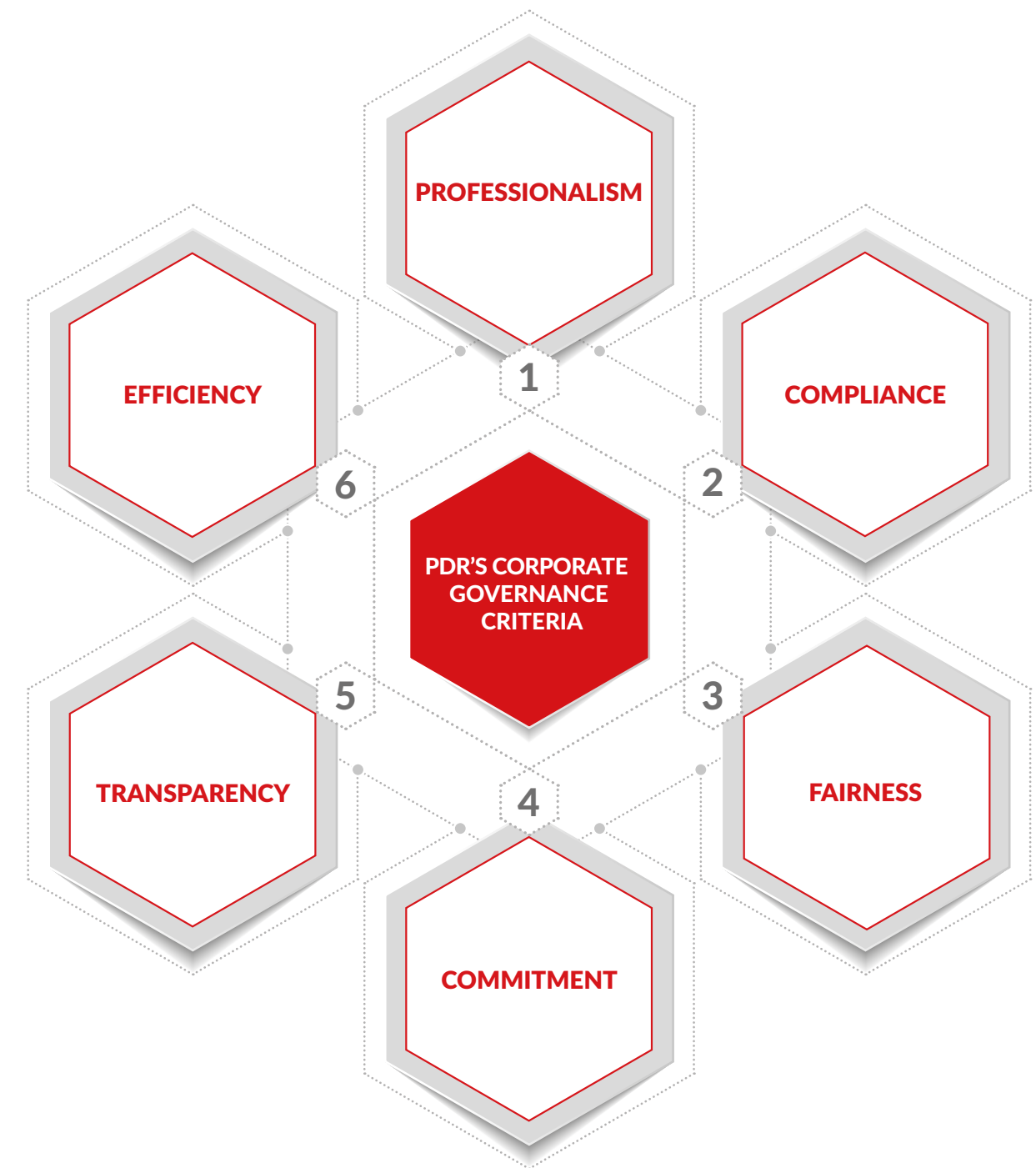
# CORPORATE GOVERNANCE

PDR has focused on corporate governance since the very beginning, with the awareness of CG as a priority foundation in building a business with high and sustainable growth. Up to now, PDR has achieved certain professionalism in the corporate governance model and principles.

PDR actively applies international standards, such as the OECD and the ASEAN Corporate Governance Scorecard, to approach global standards and ultimately meet the requirements of rapid and continuous development. The Company always updates and adjusts the governance model and mechanism to adapt to the new developments of the business, legal and social environments.

Since 2021, PDR's corporate governance mechanism has been raised to the group level to ensure consistency from PDR to related companies. Facing a high growth rate and rapid expansion scale, PDR pays special attention to risk management.

The solid corporate governance foundation and capacity have enabled PDR to make constant breakthroughs from 2019 to now successfully. In which, 2021 is the highest development peak with a convincing growth rate in many aspects. More importantly, PDR is under sustainable and stable growth, and the recent growth momentum is a stepping stone for stronger accelerations in the future.





# KEY PRINCIPLES OF PDR'S CORPORATE GOVERNANCE

In order to match the changing reality and the need to prepare more carefully in the future, PDR has identified new key principles of corporate governance to replace those that were applied from 2020.

PDR is applying the "Principles of Corporate Governance according to best practices" released by the State Security Commission of Vietnam and IFC in August 2019. The BOD commits to continuous research and gradual application of the best governance practices recommended in this document. In which, there are 9 principles currently pursued and fulfilled by PDR.



The BOD promulgates the Code of Conduct as a guideline for all behaviors of all PDR members. The Code of Conduct is regularly changed and updated to suit the changing business environment and the growing stature of PDR. The members of the BOD and the BOM set an example for PDR's employees in terms of cultural values, upholding business ethics in accordance with the Code of Conduct, ensuring PDR compliance with legal provisions, and aiming at good corporate governance.

The BOD and BOM deploy communication on corporate culture and business ethics through all available channels.

PDR always integrates strategic management with risk management, building a risk management framework and internal control system according to good practices.

PDR established an AC under the BOD, and the IAU reporting to the AC, following good standards and practices and following legal provisions to implement internal audit functions. The BOD establishes a business strategy within the risk appetite of PDR and closely oversees enterprise risk management, including cyber security risks. PDR chooses a competent independent audit company from a group of the five largest auditing firms in the market.

PDR established and promulgated regulations on information disclosure in compliance with legal regulations and at the same time implemented them and monitored compliance accordingly.

The BOD publishes financial and non-financial information on all common media accessible for domestic and foreign shareholders and investors in the most appropriate languages and styles. Information about the remuneration of the BOD and the BOM is published annually to assess the performance and value created for the Company.

PDR takes shareholders' rights at the core, focusing on fair treatment, ensuring shareholders' rights and organizing effective AGMs of Shareholders. PDR spells out such principles in its corporate governance documents and implements measures to ensure consistent enforcement.

Transactions between PDR and related parties are approved and conducted in a manner that ensures the interests of the Company and its shareholders.

PDR respects the legitimate rights and interests of all stakeholders and those affected by PDR's activities, ensuring and monitoring appropriate dialogues between PDR and stakeholders.

The BOD employs policies and programs on labor safety and welfare, training and development for PDR staff, motivating them to participate in CG activities.

The BOD strictly enforces an anti-corruption and bribery policy, incorporating PDR's environmental and social requirements into those of contractors and suppliers.



## ACTIVITIES OF THE GMS

Information on meetings and resolutions/decisions of the GMS (including resolutions of the GMS approved in the form of written opinions).

No	Resolution/decision No	Date	Content
01	01/ĐHĐCĐBT-NQ.2021	8th January 2021	Resolution of the Extraordinary GMS in 2021 (approved in the form of written opinions of shareholders).
02	01/ĐHĐCĐ-NQ.2021	27th March 2021	Resolution of the Annual General Meeting of Shareholders 2021.

## ORGANIZATIONAL STRUCTURE AND ACTIVITIES OF THE BOD

### MEMBER STRUCTURE

In 2021, the BOD operated as stipulated in the Company's Charter and the Corporate Governance Regulation. The Company's BOD consists of 09 members, including 03 independent members and 04 non-executive members. Currently, BOD's member structure is a balance between members with skills, knowledge and experience in law, finance, securities, etc., as well as a balance between executive and non-executive members.

### List of members of the Board of Directors and appointment date

For more information about members of the BOD, please refer to pages 36-51

No.	Member of the BOD	Title	Appointment date/Resignation date of an independent member of the BOD	
			Appointment date	Resignation date
01	Nguyen Van Dat	Chairman	30th March 2018	
02	Tran Thi Huong	Non-executive Vice Chairwoman	30th March 2018	
03	Nguyen Tan Danh	Non-executive Vice Chairman	30th March 2018	
04	Le Quang Phuc	Non-executive Member	30th March 2018	
05	Doan Viet Dai Tu	Non-executive Member	30th March 2018	
06	Khuong Van Muoi	Independent member	30th March 2018	
07	Tran Trong Gia Vinh	Independent member	30th March 2018	
08	Le Minh Dung	Independent member	30th March 2018	
09	Bui Quang Anh Vu	BOD Member cum CEO	25th April 2020	

### Change of members of the Board of Directors

In the past year, there was no change in the number and the structure of the BOD members.

### DEPENDENT SUBCOMMITTEES

The AC, established at the end 1Q2021, is the single dependent committee under the BOD. The establishment and close operation of the AC contribute significantly to improving corporate governance activities, especially significantly increasing the risk management capacity of PDR.

### MEETINGS OF THE BOD IN 2021

In the past year, the Board of Directors held ordinary and extraordinary meetings following the Company's business activities based on the resolutions of the Annual General Meeting of Shareholders.

### ATTENDANCE RATIO OF MEMBERS OF THE BOD

No	Member of the BOD	Number of attended BOD meetings	Attending ratio	Reason for not attending
01	Nguyen Van Dat	40/40	100%	
02	Tran Thi Huong	40/40	100%	
03	Nguyen Tan Danh	37/40	92.5%	Business travel
04	Le Quang Phuc	40/40	100%	
05	Doan Viet Dai Tu	39/40	97.5%	Business travel
06	Khuong Van Muoi	40/40	100%	
07	Tran Trong Gia Vinh	40/40	100%	
08	Le Minh Dung	40/40	100%	
09	Bui Quang Anh Vu	40/40	100%	





## RESOLUTIONS ISSUED BY THE BOD IN THE YEAR

No.	Resolution/Decision No.	Date	Content
01	01/2021/QD-HDQT	11 <sup>th</sup> January 2021	Approving the plan to acquire shares of an affiliate.
02	02/2021/QD-HDQT	11 <sup>th</sup> January 2021	Approving the documents and implementation of Share Issuance to pay the second interim dividend for 2020
03	03/2021/QD-HDQT	11 <sup>th</sup> January 2021	Approving the pledge on assets to banks to secure loan obligations of Danh Khoi Holdings Co., Ltd.
04	04.1/2021/QD-HDQT	25 <sup>th</sup> January 2021	Approving the policy to transfer a part of Zone 4 project in Nhon Hoi Ecotourism City, Binh Dinh Province.
05	04.2/2021/QD-HDQT	25 <sup>th</sup> January 2021	Approving the policy to transfer a part of Zone 4 project in Nhon Hoi Ecotourism City, Binh Dinh Province.
06	04.3/2021/QD-HDQT	25 <sup>th</sup> January 2021	Approving the policy to transfer a part of Zone 4 project in Nhon Hoi Ecotourism City, Binh Dinh Province.
07	04.4/2021/QD-HDQT	25 <sup>th</sup> January 2021	Approving the policy to transfer a part of Zone 4 project in Nhon Hoi Ecotourism City, Binh Dinh Province.
08	04.5/2021/QD-HDQT	25 <sup>th</sup> January 2021	Approving the policy to transfer a part of Zone 4 project in Nhon Hoi Ecotourism City, Binh Dinh Province.
09	04.6/2021/QD-HDQT	25 <sup>th</sup> January 2021	Approving the policy to transfer a part of Zone 4 project in Nhon Hoi Ecotourism City, Binh Dinh Province.
10	04.7/2021/QD-HDQT	25 <sup>th</sup> January 2021	Approving the policy to transfer a part of Zone 4 project in Nhon Hoi Ecotourism City, Binh Dinh Province.
11	04.8/2021/QD-HDQT	25 <sup>th</sup> January 2021	Approving the policy to transfer a part of Zone 4 project in Nhon Hoi Ecotourism City, Binh Dinh Province.
12	05/2021/QD-HDQT	29 <sup>th</sup> January 2021	Approving the First Corporate Bond Issuance Plan in 2021
13	06/2021/QD-HDQT	2nd February 2021	Finalizing of the list of shareholders for convening the 2020 Annual General Meeting
14	07/2021/QD-HDQT	1 <sup>st</sup> March 2021	The organization of the 2020 Annual General Meeting
15	08/2021/QD-HDQT	23 <sup>rd</sup> March 2021	Approving to pledge assets which are land use rights of Zone 2 and Zone 9 at banks to secure loan obligations of Danh Khoi Company.
16	09A/2021/QD-HDQT	31 <sup>st</sup> March 2021	Approving the documents and implementation of Share Issuance to pay 2020 dividend
17	09B/2021/QD-HDQT	31 <sup>st</sup> March 2021	Regarding the Audit Committee under the Board of Directors
18	09C/2021/QD-HDQT	31 <sup>st</sup> March 2021	Approving the Board remuneration and expenses for Committee/Subcommittee appointed by the BOD in 2021, and 2020's bonus allocation.
19	09D/2021/QD-HDQT	31 <sup>st</sup> March 2021	Approving the authorization to the Chairman of the Board of Directors
20	10/2021/QD-HDQT	2 <sup>nd</sup> April 2021	Approving the share issuance results to pay the second interim dividend for 2020, the increase of charter capital, and the adjustments to the Company's Charter.
21	11/2021/QD-HDQT	19 <sup>th</sup> April 2021	Approving the 99.5% share acquisition to own Binh Duong Tower Apartment project
22	12/2021/QD-HDQT	20 <sup>th</sup> April 2021	Approving the Second Corporate Bond Issuance Plan in 2021

No.	Resolution/Decision No.	Date	Content
23	13/2021/QD-HDQT	20 <sup>th</sup> April 2021	Approving the pledge on assets to banks to secure loan obligations of DKRB Real Estate Company
24	14/2021/QD-HDQT	26 <sup>th</sup> April 2021	Approving the policy to transfer a part of urban project in Zone 9 of Nhon Hoi Ecotourism City, Binh Dinh Province.
25	15/2021/QD-HDQT	3 <sup>rd</sup> May 2021	The appointment of the Vice President in charge of Investment
26	16/2021/QD-HDQT	3 <sup>rd</sup> May 2021	The appointment of the Vice President in charge of Construction
27	17/2021/QD-HDQT	4 <sup>th</sup> May 2021	Approving the Third Corporate Bond Issuance Plan in 2021
28	18/2021/QD-HDQT	12 <sup>th</sup> May 2021	Approving the share issuance results to pay 2020 dividend, the increase of charter capital, and the adjustments to the Company's Charter.
29	19/2021/QD-HDQT	21 <sup>st</sup> May 2021	Approving the loans and pledge of assets as collaterals at Mirae Asset Vietnam.
30	20/2021/QD-HDQT	1 <sup>st</sup> June 2021	Leaving the position of Chief Accountant of Ms. Vu Quynh Hoa.
31	21/2021/QD-HDQT	1 <sup>st</sup> June 2021	Appointing Ms. Nguyen Thi Thuy Trang as the Chief Accountant.
32	22/2021/QD-HDQT	3 <sup>rd</sup> June 2021	Approving the pledge on assets to banks to secure loan obligations of Danh Khoi Holdings Co., Ltd. and/or a third party appointed by Danh Khoi Company.
33	22A/2021/QD-HDQT	5 <sup>th</sup> June 2021	Appointing a legal representative to manage the contributed capital in a subsidiary.
34	23/2021/QD-HDQT	16 <sup>th</sup> June 2021	Approving the capital contribution to establish a subsidiary
35	24/2021/QD-HDQT	18 <sup>th</sup> June 2021	Approving the capital contribution to establish a subsidiary
36	25/2021/QD-HDQT	25 <sup>th</sup> June 2021	Promulgating the Operational Regulations of the Audit Committee
37	26/2021/QD-HDQT	30 <sup>th</sup> June 2021	Promulgating the Internal Audit Regulations
38	27/2021/QD-HDQT	30 <sup>th</sup> June 2021	Establishing the Internal Audit Unit
39	28/2021/QD-HDQT	5 <sup>th</sup> July 2021	Approving the Fourth Corporate Bond Issuance Plan in 2021
40	29/2021/QD-HDQT	7 <sup>th</sup> July 2021	Appointing the Deputy Head of the Internal Audit Unit
41	30A/2021/QD-HDQT	3 <sup>rd</sup> August 2021	Approving the Fifth Corporate Bond Issuance Plan in 2021
42	30B/2021/QD-HDQT	3 <sup>rd</sup> August 2021	Approving the transaction between the Company and related person
43	30C/2021/QD-HDQT	3 <sup>rd</sup> August 2021	The implementation of Internal audit in Subsidiaries
44	31/2021/QD-HDQT	22 <sup>nd</sup> August 2021	Approving the share transfer acquisition of 99% contributed capital to own a project in Hai Chau District, Da Nang City



No.	Resolution/Decision No.	Date	Content
45	32/2021/QD-HDQT	24 <sup>th</sup> August 2021	Approving the taking out of loans/credit and pledge of assets as collaterals at Vietnam Joint Stock Commercial Bank for Industry and Trade – Branch 11 HCMC
46	33/2021/QD-HDQT	16 <sup>th</sup> September 2021	Approving the transfer of Contract rights and obligations to a third party
47	34/2021/QD-HDQT	20 <sup>th</sup> September 2021	Approving the Sixth Corporate Bond Issuance Plan in 2021
48	35/2021/QD-HDQT	11 <sup>th</sup> October 2021	Approving the loans and pledge of assets as collaterals at Mirae Asset Vietnam.
49	36A/2021/QD-HDQT	13 <sup>th</sup> October 2021	Approving share issuance under ESOP 2021 and ESOP Regulation
50	36B/2021/QD-HDQT	13 <sup>th</sup> October 2021	Approving list of Employees participating in ESOP 2021
51	37/2021/QD-HDQT	28 <sup>th</sup> October 2021	Promulgating the Regulations for Information Disclosure
52	38/2021/QD-HDQT	20 <sup>th</sup> November 2021	Approving the loans and pledge of assets as collaterals at Mirae Asset Vietnam.
53	39/2021/QD-HDQT	23 <sup>rd</sup> November 2021	
54	40/2021/QD-HDQT	29 <sup>th</sup> November 2021	Approving the Seventh Corporate Bond Issuance Plan in 2021
55	41/2021/QD-HDQT	6 <sup>th</sup> December 2021	Approving the Eighth Corporate Bond Issuance Plan in 2021
56	42/2021/QD-HDQT	6 <sup>th</sup> December 2021	Approving the participation in asset auctions
57	43/2021/QD-HDQT	6 <sup>th</sup> December 2021	Approving the participation in asset auctions
58	44/2021/QD-HDQT	6 <sup>th</sup> December 2021	Approving the participation in asset auctions
59	45/2021/QD-HDQT	6 <sup>th</sup> December 2021	Approving the participation in asset auctions
60	46A/2021/QD-HDQT	14 <sup>th</sup> December 2021	Approving the Ninth Corporate Bond Issuance Plan in 2021
61	46B/2021/QD-HDQT	14 <sup>th</sup> December 2021	Approving the transaction between the Company and Related person
62	47/2021/QD-HDQT	21 <sup>st</sup> December 2021	Approving the Tenth Corporate Bond Issuance Plan in 2021
63	48/2021/QD-HDQT	21 <sup>st</sup> December 2021	Finalizing the Shareholder list to collect written opinion

### OPERATION OF THE AC

During the year, the establishment and in-depth operations of the AC are typical to the improvement of PDR's corporate governance capacity. By directing, operating and controlling the activities of the IAU, the AC has fulfilled its roles and tasks, ensuring strict inspection and independent, objective assessment of the company's operating procedures.

Especially, under the evaluation of the Audit Committee, PDR's risk management process has been rebuilt, closer to the actual movement of the company and expanded to apply consistently to the whole group.

For activities and contributions of the AC to the general development of the company, please refer to the report of the Audit Committee from page 66 to page 71.

### TRAINING ON CG

The members of the BOD of PDR have consciously cultivated their knowledge of corporate governance in accordance with the best practices and current laws.



A part of Astral City



## OUTSTANDING RESULTS OF CG ACTIVITIES IN THE YEAR

- Ensuring independence in decision making, increasing transparency and efficiency in corporate governance.
- Promoting the diversity of capacities among BOD members to increase the ability to criticize, enabling more accurate, practical and appropriate strategies, orientations and decisions.
- Applying international standards such as OECD and ASEAN Scorecard to improve CG capacity.

### 1 PROFESSIONALIZING CORPORATE GOVERNANCE

- Officially applying the AC model: At the 2021 AGM of Shareholders, PDR approved the amendment of the Company's Charter. Accordingly, at the end of 1Q2021, PDR established the AC under the BOD and issued the Regulation on the organization and operation of the AC.
- Effectively promoting the leadership role of the BOD: During the year, the Board of Directors conducted 40 meetings to promptly grasp important movements in the Company's operations, support the BOM and provide guidance on business decisions, ensuring that the Company speedily develop on track through the most challenging periods of the business environment.
- Ensuring the independence and transparency of the Board of Directors: PDR maintains a balanced BOD structure with the majority of non-executive and independent members, ensuring a transparent and objective review and decision mechanism.
- Updating and supplementing corporate governance principles: Acquiring new knowledge about corporate governance - such as SSC's "Best Practices Corporate Governance Principles" (in terms of management principles), the ASEAN Governance Scorecard (on governance practices) and the GRI Universal Standards 2023 (on Sustainable Development.) Based on practical requirements, the BOD replaced the 8 CG principles that have been applied for 2020 and earlier to 9 new principles as mentioned above.

### 2 ENHANCING RISK MANAGEMENT CAPABILITY

- Re-establishing the risk management system more closely with the directing and supervising roles of the AC and internal auditing of the IAU.
- Expanding the applicable scope of risk management system from PDR to subsidiaries of Phat Dat Group to ensure consistency and optimization.



A part of Nhon Hoi Ecotourism City

### 3 IMPROVING THE QUALITY OF INFORMATION DISCLOSURE

- Issuing quarterly IR newsletters on the Company's official website.
- Improving the quality of information and the publishing method of annual reports. This is recognized by the fact that PDR's annual reports have been in the Top 10 best annual reports for the past 4 years. In 2021, PDR was included in the VN30 index by HOSE and ranked 1st in the best annual report of the large-cap group.
- Complying with the law and best practices on timely publish documents to the GMS, meeting minutes of the GMS, important resolutions of the BOD.
- Ensuring all documents in English published at the same time/no later than 5 days after the Vietnamese version.

### 4 DEVELOPING CORPORATE CULTURE AND MAINTAINING BUSINESS ETHICS

- Regularly and consistently in communicating legal compliance and code of conduct during promoting business activities.
- There were no legal or ethical violations despite the expanding business scale at high speed.
- There were many improvements in the working environment and cooperation, so there is an increasing influence among employees, partners, customers, etc.

### 5 PROTECTING THE RIGHTS OF MINOR SHAREHOLDERS

- There was no discrimination or unequal treatment in information distribution activities. Minor shareholders and individual shareholders always receive the same information and responses as major shareholders and institutional shareholders.
- Continuously and periodically updating information directly to all shareholders by email.



## RECOGNITION FROM RELATED INSTITUTIONS AND INVESTORS



### 1<sup>ST</sup> PRIZE

Best Annual Report - Large Cap Group – annually voted by HOSE, HNX and VIR



### VN30

Top 30 large-cap and liquid stocks on HOSE.



Best Investor Relations Vietnam 2021  
International Finance Awards - Real Estate Awards 2021.



Special Recognition for Environmental, social and governance  
By Property Guru



Top 30 listed companies meeting the standards of information disclosure on the stock market (large-cap group)  
IR Awards Vietnam 2021  
Vietstock, VAFE & FILI

## ORIENTATION FOR IMPROVEMENT OF CORPORATE GOVERNANCE ACTIVITIES IN 2022

For innovation and improvement requirements of PDR, corporate governance is certainly the pioneer field. The new corporate governance capacity will not only be needed for PDR in the next year, but also a change to serve a longer-term strategy. Therefore, all aspects of corporate governance will be designed on a group scale, ensuring the long-term sustainability and stability of PDR and all related units.

Some specific orientations for corporate governance activities in 2022:

### 1. BOD OPERATIONS

- Developing, announcing and implementing a policy of reviewing material transactions with Related Parties, ensuring the highest interests for shareholders.
- Publishing how to implement and monitor compliance with the “Code of Conduct of Phat Dat People.”
- Developing functions and duties of and electing a Head of independent BOD members.
- Developing a program to select and train the successor members of the Board of Directors, ensuring continuity in the activities of the BOD.
- Promoting the directing and guiding roles of the BOD on integrating sustainable development criteria into business activities.
- Continuing to research and gradually apply the entire Code of Corporate Governance in accordance with best practices.

### 2. ORGANIZING THE ADMINISTRATION APPARATUS

- Completing the corporate governance structure, considering and adding subcommittees under the Board of Directors in accordance with the current situation of the business and market practices such as Human Resources Subcommittee, Salary and Bonus Subcommittee, Risk Management Subcommittee, etc.
- Further enhancing the role of the AC and the IAU in controlling the actual implementation of the 3-line defense model.
- Carrying out Propaganda, training and awareness-raising for all staff about risk management.

### 3. INFORMATION DISCLOSURE

- Orienting and urging the Board of Directors to apply IFRS accounting standards in preparing financial statements.
- Researching and implementing the Sustainable Development Report to fully comply with GRI Universal Standards 2023.
- Strengthening the disclosure of non-financial information associated with corporate social responsibility (CSR).
- Directing the BOM and relevant departments to actively control, update and explain important information to shareholders and the public.

### 4. PROTECTION OF SHAREHOLDERS' RIGHTS

- Completing and publicizing the policy to encourage shareholder engagement outside the framework of the GMS.
- Ensuring the prompt and timely provision of information in 2 languages, Vietnamese and English.
- Having personnel in charge of responding to and ensuring the interests of foreign shareholders.

### 5. RELATIONSHIP WITH RELATED PARTIES

- Fully disclosing the duration and costs of the audit contract.
- Develop a set of principles, policies and practical practices in protecting the interests of credit providers and bondholders.



# REMUNERATION, SALARY, BONUS OF THE BOD AND THE

## A. REMUNERATION AND BONUS OF THE BOD, SALARY AND BONUS OF THE BOM

Unit: VND

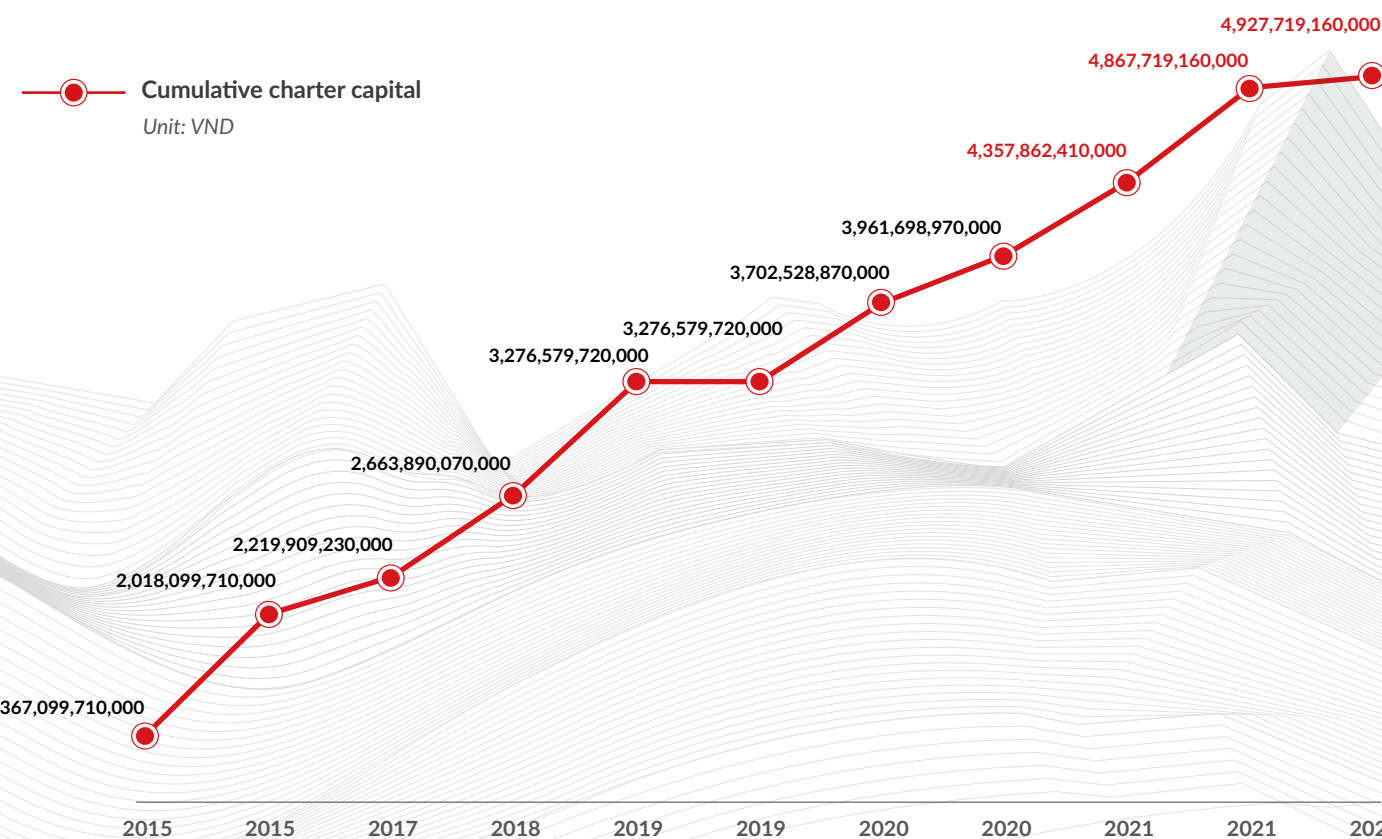
No.	Full name	Title	Income (VND)
1	Nguyen Van Dat	Chairman	9,231,116,922
2	Tran Thi Huong	Non-executive Vice Chairwoman	5,926,712,308
3	Nguyen Tan Danh	Non-executive Vice Chairman	980,000,000
4	Le Quang Phuc	Non-executive Member	1,092,786,667
5	Doan Viet Dai Tu	Non-executive Member	880,000,000
6	Khuong Van Muoi	Independent member	880,000,000
7	Tran Trong Gia Vinh	Independent member	880,000,000
8	Le Minh Dung	Independent member	750,000,000
9	Bui Quang Anh Vu	BOD Member cum CEO	5,858,170,769
10	Nguyen Thanh Thao	Vice President of Finance	2,606,862,115
11	Duong Hong Cam	Vice President of Investment	1,764,615,385
12	Nguyen Dinh Tri	Vice President of Construction	1,843,923,077
Total			32,694,187,243

## B. REMUNERATION AND BONUS OF COMMITTEES APPOINTED BY THE BOD: 500,000,000 VND

# CHANGES IN SHARE CAPITAL

Unit: VND

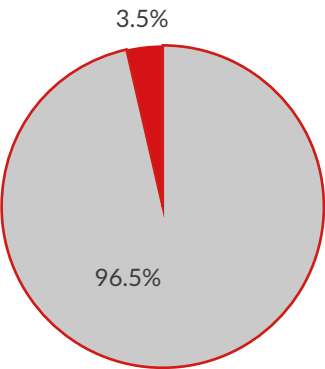
No.	Year	Initial charter capital	Additional increased charter capital	Accumulative charter capital	Form of capital increase
1	2010	1,302,000,000,000			Official listing
2	2015	1,302,000,000,000	65,099,710,000	1,367,099,710,000	Payment of stock dividends at 5%/share capital
3	2015	1,367,099,710,000	651,000,000,000	2,018,099,710,000	Issuance of additional shares at 02:01 ratio and offering price of VND 10,000/share
4	2017	2,018,099,710,000	201,809,520,000	2,219,909,230,000	Payment of stock dividends at 05:01 ratio
5	2018	2,219,909,230,000	443,980,840,000	2,663,890,070,000	Payment of stock dividends at 05:01 ratio
6	2019	2,663,890,070,000	612,689,650,000	3,276,579,720,000	Payment of stock dividends at 100:23 ratio
7	2019	3,276,579,720,000	-	3,276,579,720,000	Payment of cash dividends at 12%/Share
8	2020	3,276,579,720,000	425,949,150,000	3,702,528,870,000	Payment of stock dividends at 100:13 ratio
9	2020	3,702,528,870,000	259,170,100,000	3,961,698,970,000	Payment of stock dividends at 100:07 ratio
10	2021	3,961,698,970,000	396,163,440,000	4,357,862,410,000	Payment of stock dividends at 10:1 ratio
11	2021	4,357,862,410,000	509,856,750,000	4,867,719,160,000	Payment of stock dividends at 1,000:17 ratio
12	2021	4,867,719,160,000	60,000,000,000	4,927,719,160,000	Issuance of shares under the employee stock ownership plan



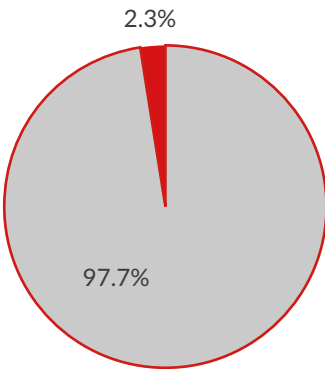


INTERNAL SHAREHOLDERS

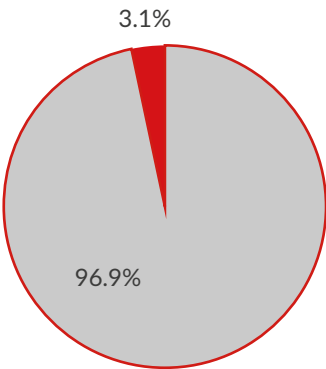
No.	Subject	Domestic		Foreign		Total	
		Value	Percentage (%)	Value	Percentage (%)	Value	Percentage (%)
	Number of shares	477,726,239	96.9	15,045,677	3.1	492,771,916	100
1	Individuals	475,499,996	96.5	185,719	0.0	475,685,715	96.5
2	Organizations	2,226,243	0.5	14,859,958	3.0	17,086,201	3.5
	Number of shareholders	4,206	96.0	175	4.0	4,381	100
1	Individuals	4,151	94.8	129	2.9	4,280	97.7
2	Organizations	55	1.3	46	1.0	101	2.3



Number of shares  
■ Individuals ■ Organizations



Number of shareholders  
■ Individuals ■ Organizations



Number of shares  
■ Domestic ■ Foreign

GROUP OF SHAREHOLDERS ATTENDING THE ANNUAL GENERAL MEETING OF SHAREHOLDERS

According to the list of shareholders in December 2021

Type	Number of shares		Shareholders		Total shares	
	From	To	Number of shareholder	%	Number of shares	%
1	> 1	10	639	14.59	2,476	0.00
2	> 10	40	456	10.41	8,571	0.00
3	> 40	100	268	6.12	17,482	0.00
4	> 100	500	1,203	27.46	241,424	0.05
5	> 500	1,000	479	10.93	302,968	0.06
6	> 1,000	5,000	810	18.49	1,650,280	0.33
7	> 5,000	10,000	185	4.22	1,202,808	0.24
8	> 10,000	20,000	99	2.26	1,300,036	0.26
9	> 20,000	50,000	86	1.96	2,552,482	0.52
10	> 50,000	100,000	46	1.05	3,239,140	0.66
11	> 100,000	500,000	42	0.96	9,689,194	1.97
12	> 500,000		68	1.55	472,565,055	95.90
Total			4,381	100	492,771,916	100
Domestic shareholders			4,206	96.0	477,726,239	96.9
Individuals			4,151	94.8	475,499,996	96.5
Organizations			55	1.3	2,226,243	0.5
Foreign shareholders			175	4.0	15,045,677	3.1
Individuals			129	2.9	185,719	0.0
Organizations				1.0	14,859,958	3.0

DETAILED STRUCTURE OF SHAREHOLDERS

No.	Subject	Number of shares	Percentage (%)
I	STATE SHAREHOLDERS	0	0
II	INTERNAL SHAREHOLDERS		
1	Board of Directors		
	In the country	306,513,342	62.23
	Foreign		
2	Board of Management	2,645,933	0.54
3	Audit committee	31,200	0.01
4	Chief accountant	-	0.00
III	Treasury shares		
IV	TRADE UNION		
V	MAJOR SHAREHOLDERS (>5%)		
	Foreign		
	Domestic		

INTERNAL SHAREHOLDERS

No.	Full name	Title	Beginning number of owned shares		Closing number of owned shares	
			Number of shares	Percentage (%)	Number of shares	Percentage (%)
I	BOD, BOM AND OTHER MANAGERIAL POSITIONS					
1	Nguyen Van Dat	Chairman of the BOD	242,280,879	61.16	297,690,510	60.41
2	Bui Quang Anh Vu	Member of the BOD cum CEO	465,787	0.12	2,355,911	0.48
3	Tran Thi Huong	Deputy Chairman of the BOD cum Counselor	779,287	0.20	1,953,408	0.41
4	Nguyen Tan Danh	Deputy Chairman of the BOD	1,784,631	0.45	2,492,775	0.51
5	Le Quang Phuc	Member of the BOD cum Counselor	446,157	0.11	1,148,192	0.24
6	Doan Viet Dai Tu	Non-executive Member of the BOD	628,055	0.16	871,690	0.18
7	Khuong Van Muoi	Independent member of the BOD	-	0.00	-	0.00
8	Tran Trong Gia Vinh	Independent member of the BOD	698	0.00018	856	0.00018
9	Le Minh Dung	Independent member of the BOD	-	0.00	-	0.00
10	Pham Trong Hoa	Advisor	4,758	0.00	4,758	0.00
11	Nguyen Thanh Thao	Vice President of Finance	3,925	0.001	130,022	0.03
12	Duong Hong Cam	Vice President of Investment	-	0	80,000	0.016
13	Nguyen Dinh Tri	Vice President of Construction	-	0	80,000	0.016
14	Nguyen Thi Thuy Trang	Chief accountant	-	0.00	-	0.00
Total (I)			246,394,177	62.20	306,808,122	62.29
II	AUDIT COMMITTEE, PERSONS IN CHARGE OF CORPORATE GOVERNANCE					
1	Co Thi Thanh Lien	Deputy Head of the Audit Committee	-	0	31,200	0.006
2	To Minh Tai	Member of the Audit Committee	-	0.00	-	0.00
3	Nguyen Minh Quang	Member of the Audit Committee	-	0.00	-	0.00
4	Pham Huy Han	Person in charge of corporate governance	-	0	10,000	0.002
5	Tran Thi Hoai An	Person in charge of corporate governance	-	0	143,000	0.029
Total (II)			-	0.00	184,200	0.04



# TRANSACTIONS BETWEEN THE COMPANY WITH RELATED PERSONS OR WITH MAJOR SHAREHOLDERS

For details, please refer to the section on **transactions with related parties** on pages 251 to 253 of the consolidated financial statements audited by Ernst & Young Vietnam.

## OTHER INFORMATION

- On 26th May 2021, the Company signed an audit contract with Ernst & Young Vietnam Limited to review the semi-annual financial statements 2021 and the financial statements for the year ended 31st December 2021 in accordance with Vietnamese accounting standards, Vietnamese corporate accounting regimes and relevant legal regulations.
- Under the authorization of the Annual General Meeting of Shareholders 2021 and the Extraordinary General Meeting of Shareholders 2021, the Company's BOD amended Clause 1, Article 7 (regarding the charter capital due to the issuance of shares to pay dividends).
- Decision No. 190/QD-SGDHCM dated 6th April 2021 of Ho Chi Minh Stock Exchange on listing change:
  - Number of securities before listing change: 396,169,897 shares.
  - Number of securities upon listing change: 39,616,344 shares.
  - Number of securities after listing change: 435,786,241 shares.
  - Effective date of listing change: 8th April 2021.
  - Reason for change: Listing of shares additionally issued to pay dividends to existing shareholders.
- Decision No. 279/QD-SGDHCM dated 14th May 2021 of Ho Chi Minh City Stock Exchange on listing change:
  - Number of securities before listing change: 435,786,241 shares
  - Number of securities upon listing change: 50,985,675 shares
  - Number of securities after listing change: 486,771,916 shares
  - Effective date of listing change: 18th May 2021
  - Reason for change: Listing additionally issued shares to pay dividends to existing shareholders.
- Decision No. 690/QD-SGDHCM dated 20th December 2021 of Ho Chi Minh City Stock Exchange on listing change:
  - Number of securities before listing change: 486,771,916 shares
  - Number of securities upon listing change: 6,000,000 shares
  - Number of securities after listing change: 492,771,916 shares
  - Effective date of listing change: 22nd December 2021
  - Reason for change: Listing of additional shares issued under an employee stock ownership plan (ESOP).





## SUBSIDIARIES - AFFILIATES

No.	Name of organization/individual	Linkage	Business areas	Enterprise code
<b>SUBSIDIARIES</b>				
1	Phu Quoc Registry Joint Stock Company	Subsidiary	Construction of houses of all kinds, specialized construction, construction of public works, real estate trading and brokerage.	1701522101
2	Coinin Construction Investment Infrastructure Company Limited	Subsidiary	Real estate business, construction of works.	0313662185
3	Saigon - KL Realty Corporation	Subsidiary	Trading in real estate, land use rights of owners, users or lessees.	3700902915
4	Ngo May Real Estate Investment Joint Stock Company	Subsidiary	Trading in real estate, land use rights of owners, users or lessees.	4101553978
5	Ben Thanh - Long Hai Joint Stock Company	Subsidiary	Trading in real estate, land use rights of owners, users or lessees.	3500783805
6	Phat Dat Industrial Park Investment and Development Joint Stock Company	Subsidiary	Trading in real estate, land use rights of owners, users or lessees.	0316462970
7	Phat Dat Real Estate Business And Service Corporation	Subsidiary	Trading in real estate, land use rights of owners, users or lessees	0316916261
8	Bac Cuong Investment Joint Stock Company	Subsidiary	Trading in construction materials and other installation equipment; Trading in real estate, land use rights of owners, users or lessees.	0401370311
9	Binh Duong Building Real Estate Investment And Development Joint Stock Company	Subsidiary	Trading in real estate, land use rights of owners, users or lessees.	3702710768
10	Serenity Investment Joint Stock Company	Subsidiary	Trading in real estate, land use rights of owners, users or lessees.	3502421310
<b>AFFILIATED COMPANY</b>				
1	PDP Project Construction Investment Company Limited	Affiliated company	Trading in real estate, land use rights of owners, users or lessees.	0315143682
2	BIDICI Real Estate Investment Joint Stock Company	Affiliated company	Trading in real estate, land use rights of owners, users or lessees.	4101576855

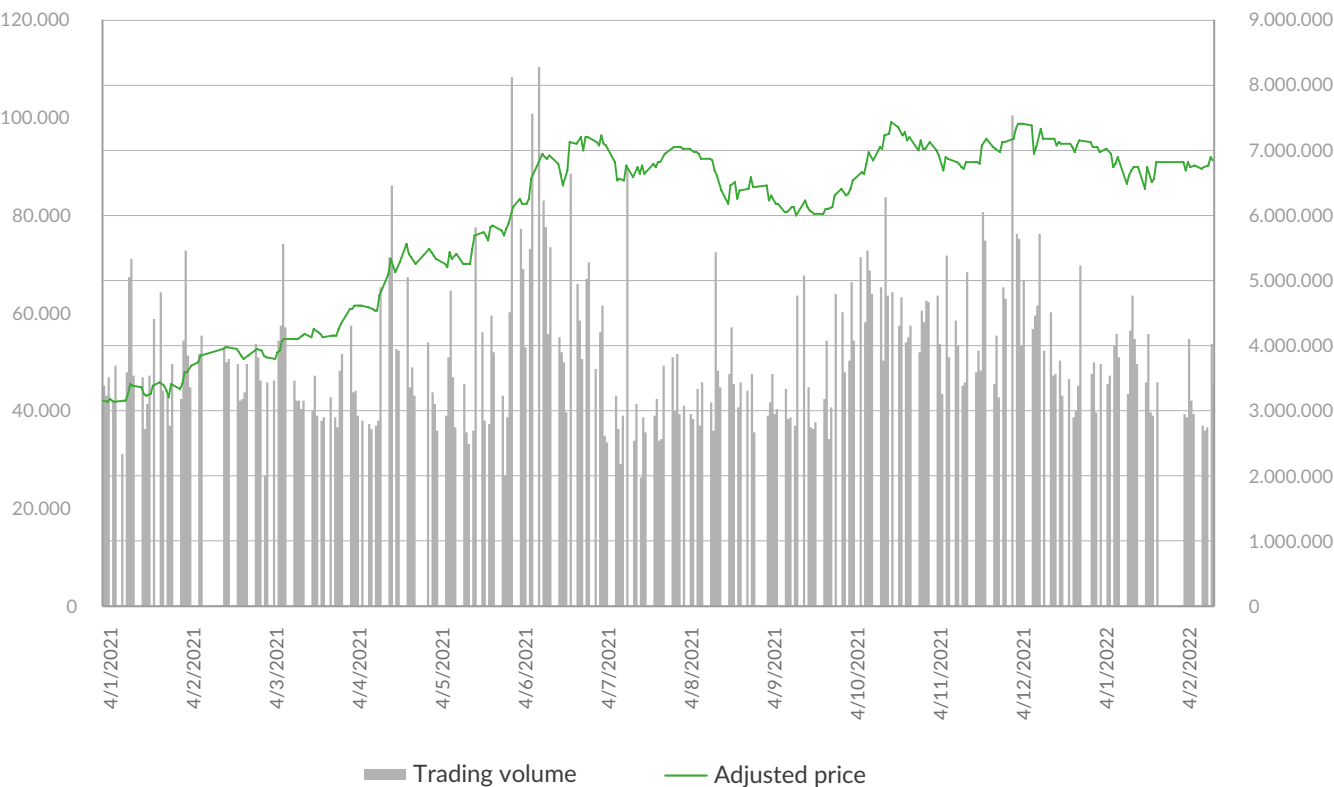
Legal representative	Head office address/Contact address	Charter capital (VND)	Ownership ratio of PDR
Duong Le Vu Thanh	229 Street 30/4 Quarter 1, Duong Dong town, Phu Quoc district, Kien Giang province	710,000,000,000	99%
Duong Van Toan	271/16 An Duong Vuong, Ward 03, District 5, HCMC	270,000,000,000	99.9%
Le Quang Phuc	Land plot No. 1186-1187, map No. 6-2(D2), Binh Duc quarter, Binh Hoa ward, Thuan An city, Binh Duong province	268,000,000,000	99%
Tran Thi Huong	No. 01 Ngo May street, Nguyen Van Cu ward, Quy Nhon city, Binh Dinh province	1,120,500,000,000	94%
Ngo Thuy Van	Provincial Road 44A, Phuoc Hai Town, Dat Do District, Ba Ria Vung Tau Province	150,000,000,000	99%
Tran Thi Huong and Tran Tan Sy	9th floor, Tower B, Viettel Building, 285 CMT8, Ward 12, District 10, HCMC	3,000,000,000,000	68%
Dang Thuy Duong	10th floor, Tower B, Viettel Building, 285 CMT8, Ward 12, District 10, HCMC	168,000,000,000	51%
Le Quang Phuc	223-225 Tran Phu Street, Phuoc Ninh Ward, Hai Chau District, Da Nang City	200,000,000,000	99%
Tran Thi Huong	No. 352 XM2 Street, Zone 3, Hoa Phu Ward, Thu Dau Mot City, Binh Duong Province	1,010,000,000,000	99.5%
Pham Cong Thanh	Hai Tan quarter, Phuoc Hai town, Dat Do district, BRVT province	91,160,000,000	99.34%
Nguyen Khac Sinh	9th floor, Tower B, Viettel Building, 285 CMT8, Ward 12, District 10, HCMC	300,000,000,000	49%
Hoang Vo Anh Khoa	No. 01 Ngo May street, Nguyen Van Cu ward, Quy Nhon city, Binh Dinh province	2,230,000,000,000	49%



INVESTOR RELATIONS

PDR was one of the most attractive stock tickers in the past year. Not only by the impressive price rallies, PDR stock was also attractive for its high stability. Investors’ confidence is also strengthened when PDR’s IR work becomes more and more professional. This helps investors better understand the potential, opportunities, strategies and roadmap taken by PDR.

INFORMATION ABOUT PDR SHARES AS OF THE END OF 2021



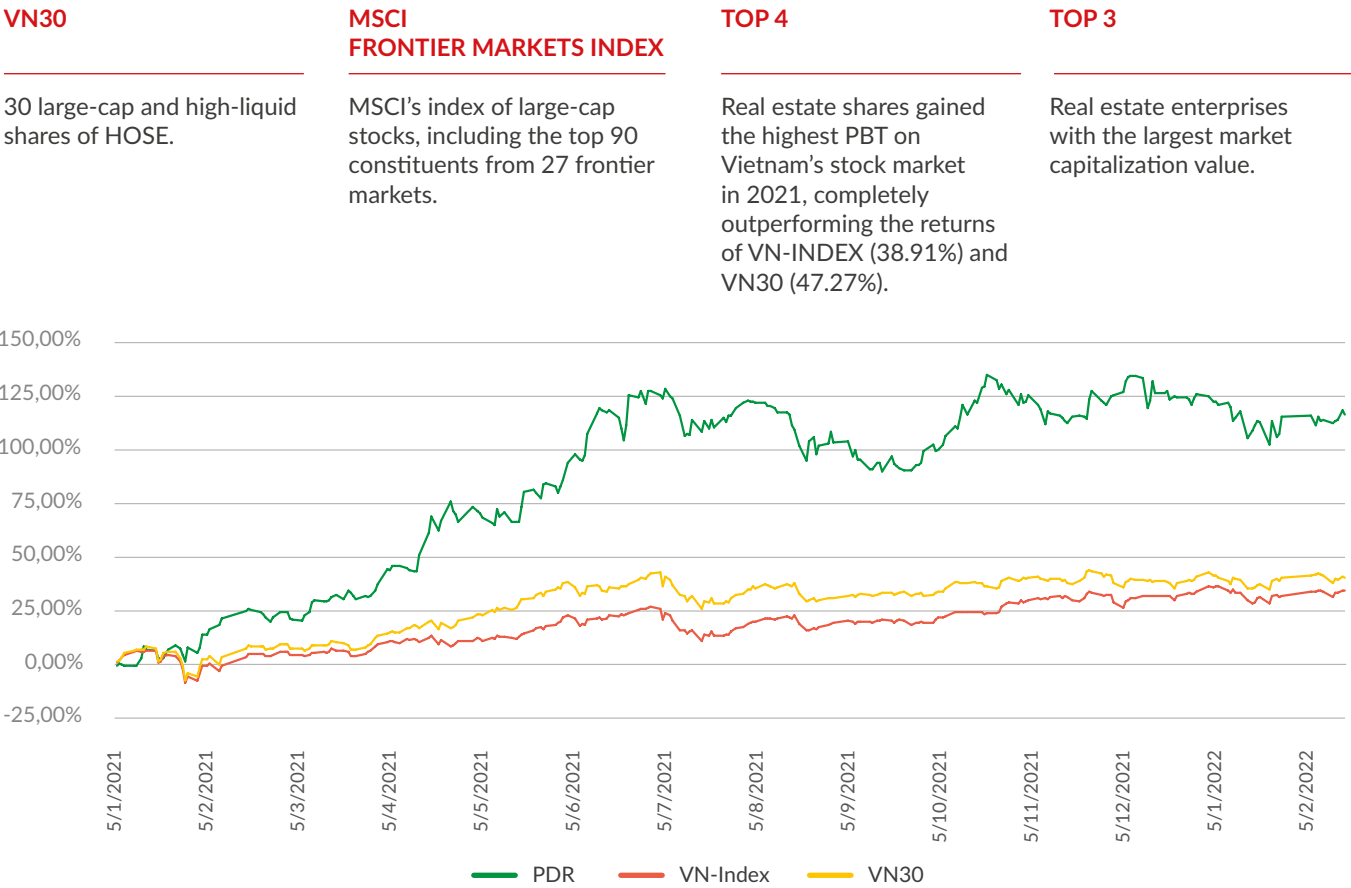
<b>Share price</b> VND <b>95,200</b> (on 31 December 2021))	<b>Corresponding market capitalization</b> <span>↑ 125.8%</span> \$ <b>2.039</b> billion equivalent to VND <b>46.912</b> billion
<b>Lowest price (adjusted)</b> 42,000 đồng (on 1 July 2021)	<b>Corresponding market capitalization</b> \$ <b>0.9</b> billion
<b>Highest price (adjusted)</b> VND <b>99,000</b> (on 10/22/2021)	<b>Liquidity</b> 3,900,000 average transaction units/day
	<b>Corresponding market capitalization</b> \$ <b>2.121</b> billion
	<b>EPS</b> VND <b>3,656</b>

Since the beginning of 2021, PDR stock has entered a growing period. PDR’s price uptrend was supported by PDR’s spectacular business results, specifically:

- On 19 April 2021, PDR announced the consolidated financial statements for 1Q2021 with net revenue of VND 586 billion, profit after tax of VND 252 billion, an increase of 60% over the same period of 2020.
- On 19 July 2021, PDR continued to record a pre-tax profit of VND 322 billion for 2Q2021, up 112% over the same period of 2020.
- On 18 October 2021, PDR announced that the accumulated profit before tax of the first 9 months of 2021 amounted to VND 1,397 billion, equivalent to an impressive growth of 55% over the same period of 2020.
- On 18 January 2022, PDR officially completed the revenue and profit plan for the fiscal year 2021, recording VND 1,865 billion of accumulated PAT for 2021, a growth rate of 53% year on year.

OUTSTANDING ACHIEVEMENTS ASSOCIATED WITH PDR SHARES

PDR shares have been classified into the following portfolios and rankings



DIVIDEND POLICY

PDR always commits to the harmony of interests, sharing development achievements with investors, share-holders and partners. On that basis, IR activities are deployed according to the following policies:

- Ensuring timely information disclosure, complying with regulations on information disclosure as pre-scribed by law and the industry’s standards.
- Disclosed information is verified through many strict stages of internal processes to ensure accuracy and truthfulness.
- Actively engaging with shareholders and the investor community to share the latest information on the Company’s operation and new development orientation.
- The open-minded leadership always facilitates direct dialogue with the investor community and experts through regular meetings.

During the year, PDR conducted 2 dividend payments and 1 ESOP issue.

- 26 March 2021: The second interim share dividend of 2020 at 10:1 ratio
- 26 April 2021: Share dividends of 2020 at 1,000:117 ratio
- 9 November 2021: Share issuance under 2021 ESOP at 1.21%



TYPICAL IR ACTIVITIES IN THE YEAR

- 14/01** PDR announced the buyback results of the 3rd bonds in 2020. The acquisition volume was 550 bonds at a par value of VND 100 million, the total value was VND 55 billion.
- 29/01** The Board of Directors approved the plan to issue 4,000 bonds for the first issuance in 2021 with a total value of VND 400 billion, a term of 2 years and an interest rate of 13%/year to finance Zone 2 and Zone 9 in Nhon Hoi Ecotourism City, the Commercial center and luxury apartment complex (Binh Duong Tower) and technical infrastructure construction project in Zone I - Co Dai Area.
- 12/03** PDR issued 39.6 million shares to pay the second dividend of 2020 at the ratio of 10%. The issued capital was taken from the undistributed profit after tax of 2020 according to the audited 2020 consolidated financial statements.
- 26/03** PDR announced change in the number of outstanding voting shares. Accordingly, after issuing 39.6 million shares to pay the second dividend in 2020, the total outstanding voting shares increased from 396,169,897 to 435,786,241 shares.
- 31/03** The Board of Directors approved the implementation of the plan to issue 50.9 million shares to pay the third dividend of 2020 at 11.7% ratio. The issued capital was taken from the undistributed profit after tax of 2020 according to the audited 2020 consolidated financial statements.
- 15/04** PDR announced that it had paid VND 250 billion of bonds issued on 3 June 2019 before maturity. At the same time, PDR completed the buyback of all bonds issued in 2019 with a total value up to VND 1,659 billion.
- 20/04** PDR issued 1,500 bonds for the second issuance in 2021 with a total value of VND 150 billion, a term of 2 years and an interest rate of 13%/year in order to increase working capital to finance projects in Zone 4, Zone 2 and Zone 9 belonging to Nhon Hoi Ecotourism City, the Commercial center and luxury apartment complex project and the technical infrastructure construction in Zone I - Co Dai Area.
- 26/04** The Board of Directors approved the partial transfer of the high-rise apartment of Zone 9 in Nhon Hoi Ecotourism City to BIDICI Real Estate Investment JSC.
- 29/04** PDR announced a change in the number of outstanding voting shares. Accordingly, after issuing 50.9 million shares to pay dividends in 2020, the total outstanding voting shares increased from 435,786,241 to 486,771,916 shares. On 4th June 2021, PDR acquired 99.5% contributed capital of Binh Duong Building Real Estate Investment and Development JSC to officially own the Binh Duong Tower project.
- 16/06** PDR signed a cooperation agreement with Central Construction JSC. Accordingly, Central became the general contractor for the design and construction

package of Astral City. With the participation of a series of big names in the construction and interior design industries, upon completion, Astral City promises to become a new focus for the “industrial capital” of Binh Duong.

- 19/06** The Board of Directors approved the capital policy to establish Phat Dat Real Estate Business and Service Corporation (Phat Dat Realtor) with the charter capital of VND 168 billion. The value of capital contribution was 51%, equivalent to VND 85.68 billion. PDR also appointed Mr. Tran Trong Gia Vinh, a member of the Board of Directors, as an authorized representative to manage the Company's contributed capital.
- 02/07** PDR redeemed VND 300 billion of bonds issued on 2 July 2020.
- 07/07** PDR appointed Ms. Co Thi Thanh Lien as the Deputy Head of Internal Audit Committee.
- 09/07** PDR redeemed VND 55 billion of bonds issued on 9 July 2020.
- 09/07** PDR participated in the event “Virtual Emerging Vietnam 2021” organized by Ho Chi Minh City Securities Corporation (HSC).
- 12/08** PDR coordinated with SSI Securities Corporation to organize the online conference “1H2021 Earning Call: PDR”.
- 22/08** The Board of Directors approved the policy to acquire 99% contributed capital to own the project with 3 road frontages facing Bach Dang - Tran Phu - Le Hong Phong streets in Hai Chau District, Da Nang City.
- 23/08** PDR completed M&A procedures for the the project with 3 road frontages facing Bach Dang - Tran Phu - Le Hong Phong streets in Hai Chau District, Da Nang City.
- 26/08** PDR coordinated with Viet Capital Securities JSC to organize the online conference “1H2021 Earning Call”
- 16/09** PDR conducted a Corporate Access webinar with representatives from OCBC Bank - one of the largest banks in Southeast Asia.
- 20/10** Fitch affirmed PDR' IDR at 'B' for an outlook stable.
- 15/11** PDR joined a Corporate Access event to meet professional investment funds in the Asia - Pacific region organized by Maybank Kim Eng.
- 19/11** PDR completed a share issuance under the 2021 ESOP
- 29/11** PDR signed a cooperation agreement on business management consulting with KPMG.
- 03/12** PDR joined Corporate Access event “Vietnam bouncing back from COVID” organized by HSC.
- 23/12** Completed 3 corporate bond issuance (7th, 8th, and 9th) with a total value of VND 925 billion.
- 27/12** PDR worked directly with the Vice Chairman of SAMTY Group from Japan for strategic cooperation in 2022 between SAMTY and PDR.
- 28/12** PDR won the first prize in the category “Best Annual Report of 2021 - Large-Cap Group” by HOSE, HSX and VIR.

DEVELOPMENT ORIENTATION FOR IR ACTIVITIES IN 2022

“ EACH INVESTOR  
AS A PARTNER ”

In 2022, PDR will continue to improve its corporate governance capacity. In which, conditions on fair treatment and protection of interests of investors and shareholders will be continuously improved.

IR work will become more and more professional, corresponding to such requirements. In order to have a specific orientation for IR activities, PDR defines Each investor as a partner. Accordingly, PDR places the interests of investors on the following concepts:

- Investors are shareholders with interests associated with the development and profits of the enterprise.
- Investors can play the role of providing credit (bondholders) to businesses with low borrowing costs based on a symbiotic relationship.
- Investors can participate in the supply chain of enterprises as a supplier (building materials, furniture, product distribution, etc.) and/or as a customer.

To effectively implement the above orientation, IR Department focuses on 3 main groups of activities:

- **Further improving transparency in information disclosure**
  - Bilingual communication is a mandatory requirement in information disclosure.
  - Accelerate the release of quarterly IR newsletters and minimize the delay in announcing important resolutions to investors.
  - Fully comply with information disclosure requirements specified in Circular 96 as well as other issued decrees.
  - Selectively deploy international standards on information disclosure such as GRI Sustainable Development Report, ASEAN Corporate Governance Scorecard, etc.
  - Continually update the standards used by leading international corporations on information disclosure.
- **Diversifying shareholder structure**
  - Facilitate foreign investors and financial institutions to participate in strategic relationships, promote the level of professionalism and internationalization of business activities thanks to these partnerships.
  - Understand the ownership structure as well as information records of all investors to have timely policies and countermeasures in all conditions of the business environment.
- **Orienting business activities according to the sustainable development model (ESG)**
  - Orient departments to continuously provide operational data to have a reasonable sustainable development policy.
  - Communicate the enterprise' policies to investors for local economic development, environmental protection and community building.
  - Promote the role of ESG as a new objective of the international financial system, as a basis for evaluation for the provision of capital at a favorable cost.
  - Comply GRI's standards of practice to systematize the process based on sustainable development.



# RISK MANAGEMENT

Risk management capacity plays a vital role in helping PDR gain a highly proactive posture on the recent breakthrough journey. To meet sustainable development during rapid growth, PDR has to face various risks from inevitable to potential ones at multiple levels. Risk management capacity will help PDR reduce passivity, avoid serious consequences, save time and resources, protect achievements and promote development momentum.

Therefore, along with the requirement to promote growth, PDR also constantly invests in strengthening risk management capacity. Currently, the Company implements risk management through the operation of a well-established internal control system following international practices and national laws.

With today's business scale, PDR's risk management strategy and processes are upgraded to be consistent with PDR and related companies, ensuring sustainability for the Group.

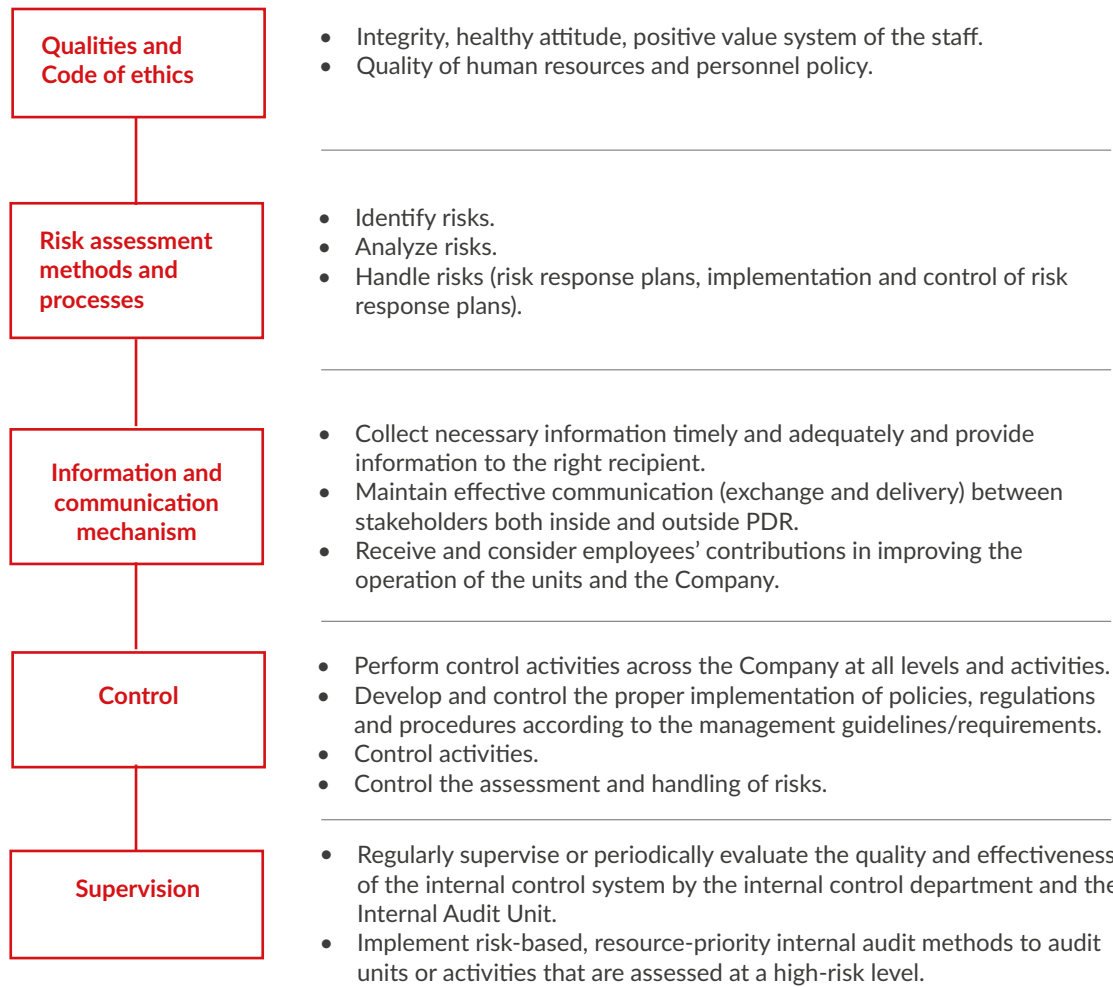
### BASIS FOR BUILDING A RISK MANAGEMENT STRATEGY AT PDR

- Thorough studies and regular updates on the legal environment for businesses.
- Detailed monitoring for highly accurate forecasts of the evolution of the business environment.
- Appropriate application of international risk management practices and standards.
- Understanding of the internal characteristics of the enterprise in each development stage.

### RISK MANAGEMENT THROUGH INTERNAL CONTROL

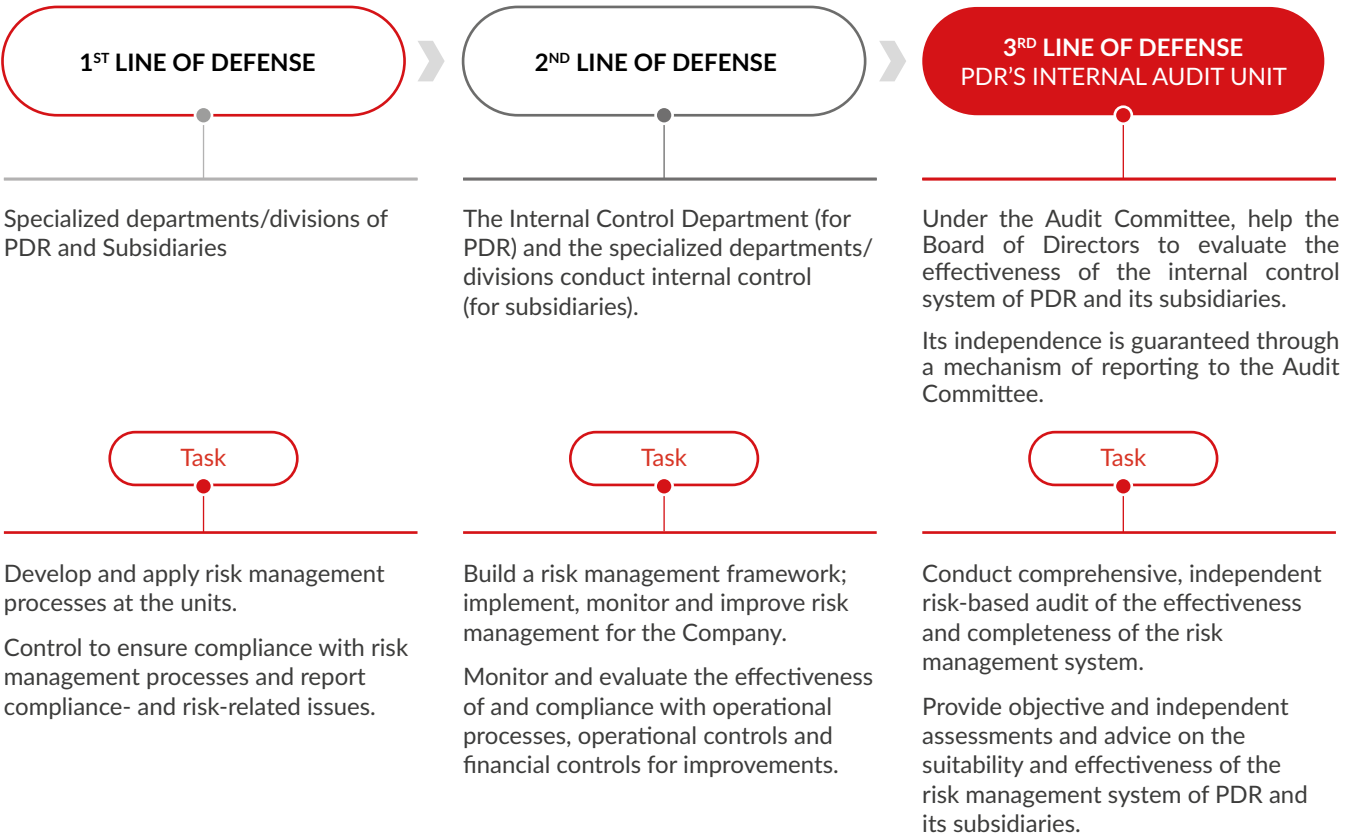
PDR builds an internal control system under the COSO model (Committee of Sponsoring Organizations) to assure the reliability of financial statements, compliance with legal regulations and the effectiveness of the Company's activities.

PDR's internal control system is built and operated based on the following criteria:

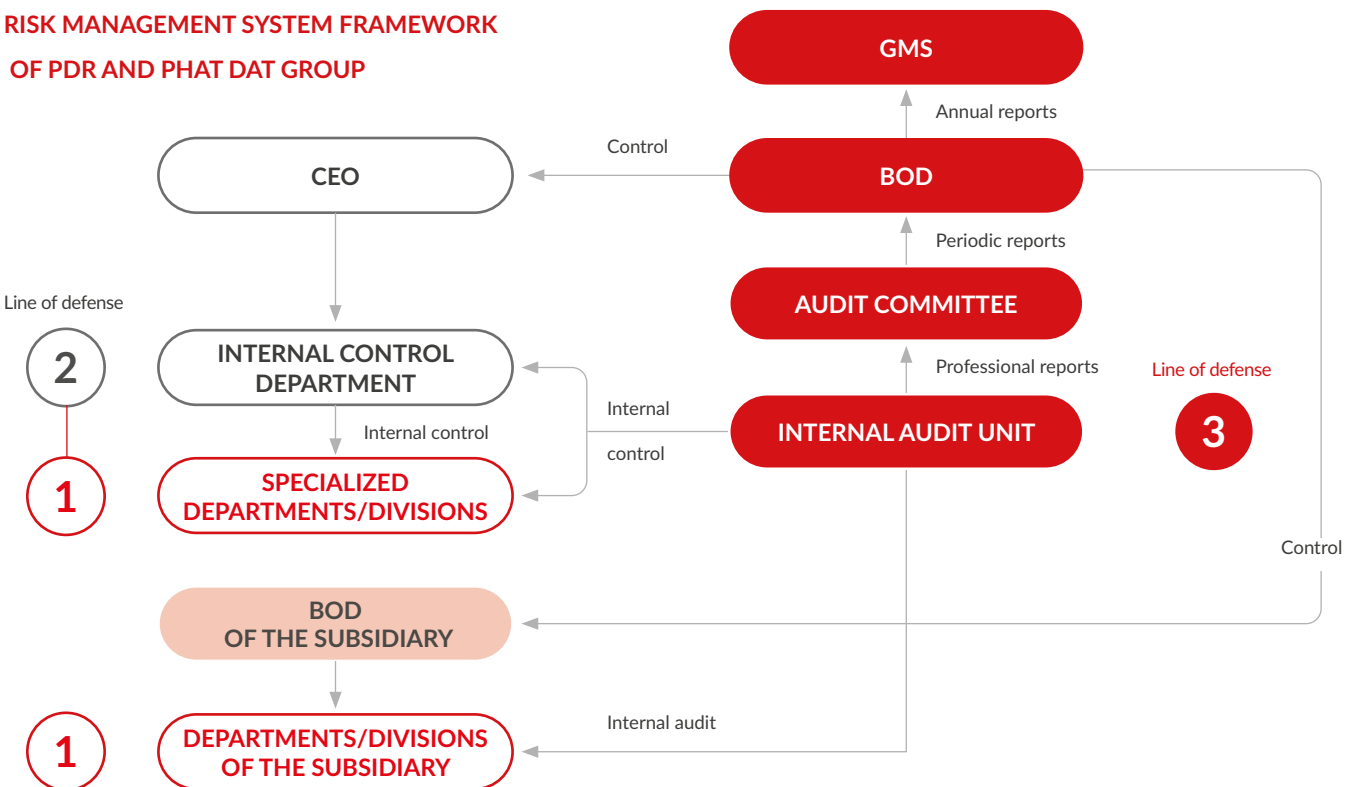


### RISK MANAGEMENT ORGANIZATIONAL STRUCTURE AT PDR AND PHAT DAT GROUP

PDR organizes risk management according to the 3 lines of defense model



### RISK MANAGEMENT SYSTEM FRAMEWORK OF PDR AND PHAT DAT GROUP



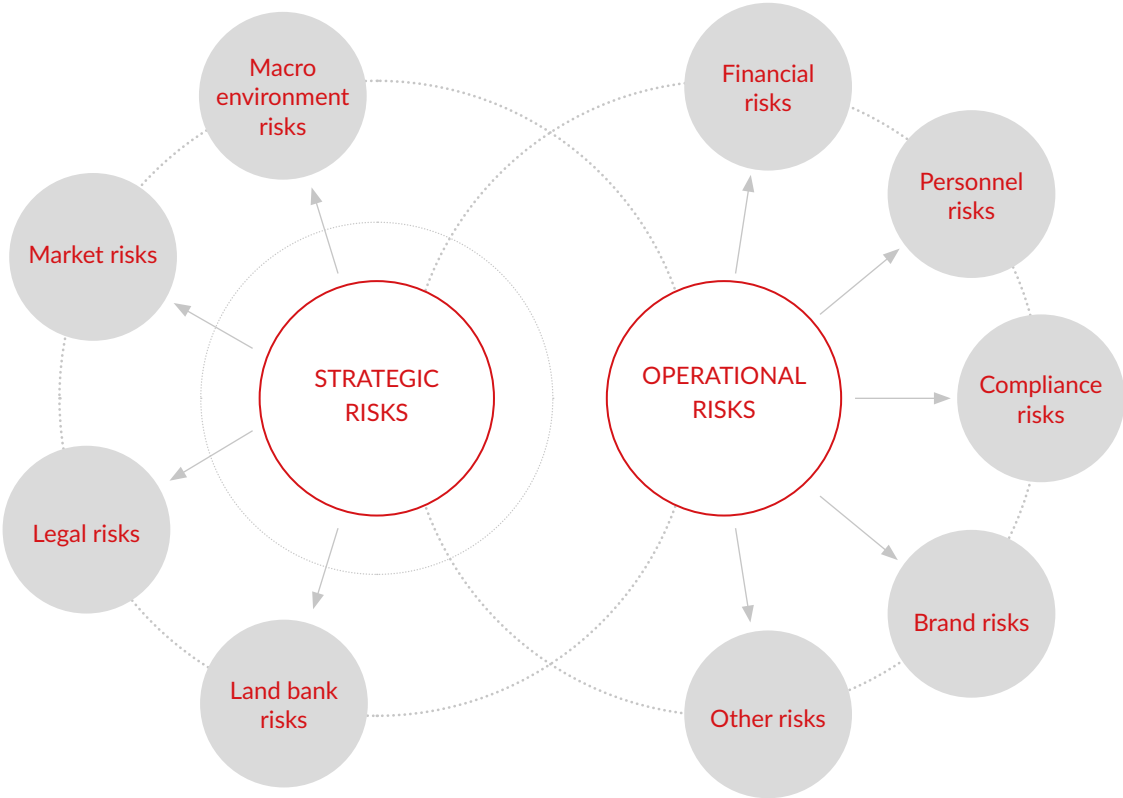


KEY RISK MANAGEMENT ACTIVITIES IN THE YEAR

- 1 PDR established the AC under the BOD and issued the operation regulation of the Audit Committee. The main responsibility of the AC was to monitor, examine and evaluate:
  - The effectiveness and efficiency of the Company’s internal control system.
  - Operational results of the Company.
  - Legal compliance with regulations, requirements of regulatory agencies and internal regulations of the Company.
- 2 PDR decided to establish the Internal Audit Unit under the AC and issue internal audit regulations, processes and methods.
- 3 PDR communicated to all levels of management and staff of PDR and subsidiaries about risk management, internal control, internal audit in accordance with international practices, laws and regulations of the Company, so that they can understand and cooperate in implementation.
- 4 PDR implemented internal control and risk-oriented internal audit for PDR and its subsidiary (Saigon - KL Realty Corporation).

IDENTIFICATION AND CONTROL OF MAJOR RISKS IN 2021

Based on the assessment, analysis and experience gained in the past time, PDR classified risks into 2 main groups:



MACRO ENVIRONMENT RISKS

Identification of risks

The severe and complicated development of the Covid-19 pandemic on a large scale would likely lead to social distancing. Since then, the inherent working environment will be enormously changed and disturbed, making it difficult to maintain the same way of organizing and managing business activities.

Under that impact, the price of materials is likely to increase, causing disrupted supply chains or supply scarcity. The chain consequence will be the suspension of project construction processes and other activities of the Company.

Countermeasures

- Carefully prepare plans for distancing at work, telecommuting, online meetings and compliance control with 5K measures.
- Create all conditions for the Company’s employees to be fully vaccinated.
- Manage employee safety more closely and encourage them to stay safe.
- Closely monitor the common movements of the market for optimal prevention and control measures.

MARKET RISKS

Identification of risks

The real estate market will be affected by Covid-19. In which, purchasing power is likely to be slowed down due to the affected investment funds for real estate or the cautious psychology of customers. Sales periods and processes will be severely challenged.

At the same time, real estate prices in most segments and markets decreased, which might affect the selling price of the Company’s products.

Thus, revenue - cash flow and business performance may be greatly affected.

Countermeasures

- Besides maintaining the sales method through strategic partnerships, it is necessary to actively build new sales channels to diversify market access opportunities and directly distribute products to end customers. The following actions include increasing sales speed, controlling output and making it more convenient in cash flow recovery.
- Focus on products that are highly compatible with current customer needs to increase the chances of being absorbed by the market.

LEGAL RISKS

Identification of risks

PDR’s activities are governed by many legal regulations such as the Laws on Enterprises, Investment, Securities, Real Estate Business, Construction, Labor, Tax, Social Insurance, etc.

The constant change and update of legal documents may lead to risks when the Company has not updated in time to ensure proper compliance.

On the other hand, legal risks are also high risks in the Company’s operation.

Countermeasures

- Organize the Company’s legal department with a team of experienced lawyers, arrange personnel to meet all legal regulations that PDR must comply with, especially Law on Enterprise, Law on Real estate Business, etc.
- Sign a legal consulting contract with a reliable law firm to regularly be updated on changes in the relevant legal system and propose, recommend, and adjust the Company’s processes and regulations in accordance with current laws.
- Be willing to invite legal consultants to the Company to directly provide professional support when necessary.
- Enhance the role and responsibilities of the Company’s legal department in reviewing the content of contract drafting, reviewing risks arising during contract performance.



**LAND BANK RISKS****Identification of risks**

Land funds are increasingly narrowed, especially land funds with prime locations in potential localities.

Risks in compensation and land clearance for the project lead to prolongation of implementation time, additional costs, delay in project implementation, direct impact on revenue and profit.

**Countermeasures**

- Closely monitor the market and prepare abundant cash flows to buy more good projects when favorable.
- Actively seek clean and prime land funds through acquisition, M&A, auction, bidding, implementation of urban gentrification and BT projects.
- Maximize the capacity of rapid project development, the advantage of legal knowledge to complete legal procedures quickly and conduct effective project implementation.

**FINANCIAL RISKS****Identification of risks**

The financial market may appear many new developments under the influence of the general market. In particular, some traditional capital sources may be frozen or exhausted.

Adjustments by the State Bank also gradually reduce the maximum ratio of short-term capital at banks for medium and long-term loans. Banks may be more cautious in loan assessment and disbursement.

Cash flow from business activities may be slow or interrupted due to difficulties from partners or purchasing power.

**Countermeasures**

- Diversify capital mobilization sources to have more opportunities to approach and choose reputable partners with substantial financial resources.
- Promote the Company's accumulated capital to be proactive in purchasing projects with optimal conditions and deploying projects on schedule.
- Increase cash flow turnover by deploying projects at high speed, bringing products to market at the best time to get back cash at the soonest.
- Regularly restructure finance by raising capital from other channels such as issuing more shares to increase capital, divesting capital from investment projects with low economic efficiency, calling for investment cooperation from large domestic and foreign organizations, etc.
- Look for small and medium-sized projects to accelerate sales to recover capital quickly and minimize borrowing from credit institutions.

**HUMAN RESOURCE RISKS****Identification of risks**

The Company's rapid growth may lead to HR's response capacity shortfall.

Recruiting people with the right capacity and culture is always a big challenge. The competition for talent attraction and retention is increasing.

**Countermeasures**

- Strengthen training, have close plans and conduct appropriate training and development of internal human resources.
- Improve the environment and working mechanism and apply attractive remuneration, salary and bonus policies, create opportunities to retain talents and attract new human resources.

**COMPLIANCE RISKS****Identification of risks**

Compliance risks can arise in the following situations:

- Employees accidentally or intentionally do not comply with the Company's Charter, regulations and processes, especially with the large increase in the number of new employees in 2021.
- New employees haven't been fully aware of the Company's regulations and processes and have not yet adapted to the Company's culture.
- The Company's regulations and processes are no longer consistent with changes in the Company's actual operations and organizational structure.

**Countermeasures**

- Amend, improve and promulgate operation regulations and procedures in accordance with changes according to actual requirements of PDR.
- Communicate and train all employees and leaders to understand and apply the "Standard Code of Conduct for Phat Dat employees" properly.
- Conduct unscheduled or periodic inspections of departments and focus more on high-risk departments or activities.

**BRAND RISKS****Identification of risks**

The current media and communication environment can cause reputation damage and crisis for any business. Listed real estate companies like PDR are more vulnerable to communication attacks for various purposes.

**Countermeasures**

- Strengthen market monitoring tools, listen closely to the public and sensitively identify crisis or attack signals to take the fastest response measures.
- Focus on crisis communication response capacity and always ensure professional personnel available for this.
- Carrying out professional communication - marketing activities is the best way to protect the brand and reduce the risk of brand crises.

**FORCE MAJEURE RISKS****Identification of risks**

Risks due to force majeure events such as natural disasters, fires, wars, etc., may affect construction works by delaying progress or causing damage to a part or all the works. These are rare risks but cause huge material damage and are difficult to prevent if they do happen.

**Countermeasures**

- Always strictly comply with the regulations on fire prevention of the State throughout the Company from the head office to affiliated offices and construction sites.
- Buy fire insurance for all assets, including housing and work equipment (computer systems, office equipment, etc.).



## ORIENTATION FOR RISK MANAGEMENT ACTIVITIES IN 2022

In addition to further improving the operational capacity and effectiveness of the risk management system according to the 3-line of defense model, implementing identified key risk management measures in 2021 and 2022, PDR is particularly interested in information technology (IT) risk management.

### INFORMATION TECHNOLOGY RISKS

#### Identification of risks

PDR is accelerating the digital transformation process, explicitly implementing the SAP Enterprise Resource Planning (ERP) system and document management system (DMS, Digital Signature, etc.) while investing in the respective hardware system. After being successfully established, the IT system will significantly support the Company's risk management activities. However, risks related to the use and operation of IT may also occur, including:

**Security risks:** Risk of unauthorized access, change of information, data theft.

**Availability risks:** Risks of data inaccessibility or program interruption.

**Performance risks:** Risk of delay in accessing data or operating application programs.

**Risk of the inflexibility of IT systems:** Risk of failure to implement or implement changes to the Company's operations too slowly.

**Risks from users and IT department personnel:** There may be cases of accidentally or unintentionally obstructing, destroying or providing incomplete, inaccurate and untimely information, etc. Many personnel may not adapt to the process, system and working speed after digital transformation. On the other hand, there may be a loss of IT management personnel, resulting in a loss of system control.

#### Countermeasures

##### 1. Response to security risks

- 1.1 Use copyrighted software.
- 1.2 Strengthen the firewall on both hardware + software to control and decentralize system access both inside/outside.
- 1.3 Always back up data to an external storage device and protect backed up data into various layers.

##### (2) Response to availability risks

- 2.1 Always have a parallel running system including hardware and software according to the automatic data synchronization mechanism and/or application programs.
- 2.2 Reduce the system downtime rate to less than 1%/year except for force majeure such as natural disasters, enemy sabotage or power failure.

##### 3. Response to performance risks

- 3.1 Deploy applications to monitor, supervise and warn about system resources in providing operational responsiveness and storage space.
- 3.2 Optimize processes, programs and data to minimize the waiting time of processes, avoiding the effect of "stroke" on the server system and network congestion by packets.

##### 4. Response to the inflexibility of IT systems

- 4.1 Design the operational support system according to the "dynamic and flexible" standards to quickly change the configuration to meet the actual operation of the Company, namely the approval processes and the organizational/administrative structure.
- 4.2 Increase flexibility in database organization, reporting to quickly respond to changes in the Company's operations.

##### 5. Limit user errors through control mechanisms, such as processes, regulations, authorization, input data check, output information check, access control to data resources/network/computer, etc.

6. IT personnel shall continuously update knowledge, applications, tools, instruments, trends, platforms, technologies, etc. to be ready to face and well meet to support requests in IT system administration and operation and apply the IT personnel rotation and redundancy mechanism to minimize risks arising within the IT department.

## LEGAL COMPLIANCE



As a listed enterprise, PDR strictly complies with laws on the governance of listed companies and other specialized laws such as the Law on Enterprises, Law on Real Estate Business, Law on Securities, etc.

For example:

- For the Law on Enterprises No. 68/2014/QH13 stipulating the operation of joint stock companies such as regulations on organization and convening of the General Meetings of Shareholders.
- For the Law on Real Estate Business No. 66/2014/QH13 stipulates business activities of real estate formed in the future, conditions for real estate formed in the future to be put into business, and guarantees in the sale of houses formed in the future.
- The Law on Securities, Decree No. 71/2017/NĐ-CP, Circular No. 155/2015/TT-BTC on full, transparent, accurate and timely disclosure of periodic and irregular information as prescribed by the regulation of public companies.
- The most recent laws and regulations such as Law on Enterprises No. 59/2020/QH14 dated 17 June 2020; Circular No. 96/2020/TT-BTC of the Ministry of Finance; Law on Securities No. 54/2019/QH14 effective from 1 January 2021.
- The Company also complied with and issued the charter and internal regulations on corporate governance in the form of Circular No. 95/2017/TT-BTC.



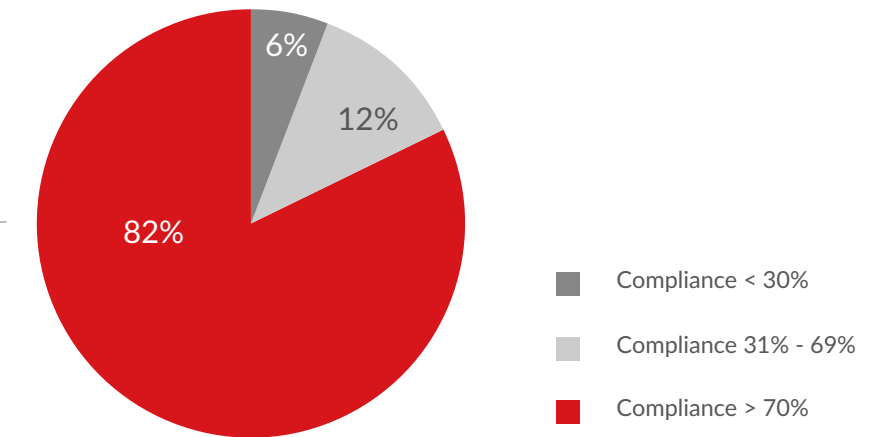
# EVALUATION OF CORPORATE GOVERNANCE BASED ON THE ASEAN CORPORATE GOVERNANCE SCORECARD

ASEAN CORPORATE GOVERNANCE SCORECARD IS AN INITIATIVE OF THE CAPITAL MARKETS FORUM (ACMF) WITH THE SUPPORT AND COOPERATION OF THE ASIAN DEVELOPMENT BANK (ADB).

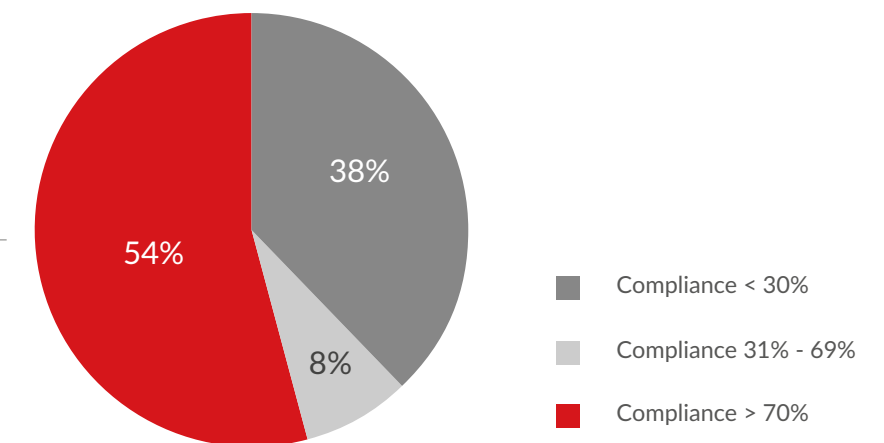
PDR has applied this scorecard as a standard for evaluating corporate governance since 2019 to the present. PDR considers this a reliable basis to help understand the current quality of corporate governance and orient the improvement in the future. This is also a participation of the Company in the efforts to build the ASEAN economic community.



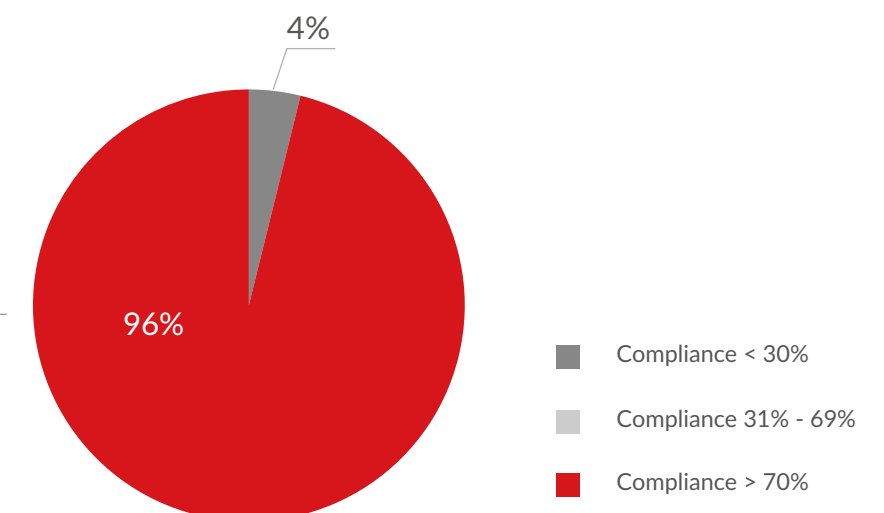
LEVEL 1 QUESTION



BONUS SCORECARD



PENALTY SCORECARD





ASEAN CORPORATE GOVERNANCE SCORECARD

■ Implementing < 30%   ■ Implementing 31% - 69%   ■ Implementing > 70%   ■ Not mentioned in 2020 Annual Report

Questionnaires	Content	Assessment		Reference
		2020	2021	
LEVEL 1				
A. RIGHTS OF SHAREHOLDERS				
A.1	Basic Shareholder Rights			
A.1.1	Does the company pay (interim and final/annual) dividends in an equitable and timely manner; that is, all shareholders are treated equally and paid within 30 days after being (i) declared for interim dividends and (ii) approved by shareholders at general meetings for final dividends? In case the company has offered Scrip dividend, did the company paid the dividend within 60 days?	■	■	The 2020 AGM held on 27 March 2021 approved the 2020 stock dividend payment at 1000:117 ratio. List closing date: 23rd April 2021. Payment date: 26 April 2021.  On 11 January 2021, the Board of Directors approved Decision No. 02-2021/QD-HDQT on the advance payment of the second dividend of 2020 at 100:10 ratio. List closing date: 23 March2021. Payment date: 24 April 2021.
A.2	Right to participate in decisions concerning fundamental corporate changes			
Do shareholders have the right to participate in:				
A.2.1	Amendments to the company's constitution?	■	■	Article 55 of the Corporate governance regulation
A.2.2	The authorisation of additional shares?	■	■	Article 17 of the Company Charter
A.2.3	"The transfer of all or substantially all assets, which in effect results in the sale of the company?"	■	■	Article 17 of the Company Charter
A.3	Right to participate effectively in and vote in general shareholder meetings and should be informed of the rules, including voting procedures, that govern general shareholder meetings.			
A.3.1	Do shareholders have the opportunity, evidenced by an agenda item, to approve remuneration (fees, allowances, benefit-in-kind and other emoluments) or any increases in remuneration for the non-executive directors/ commissioners?	■	■	At the AGM of PDR, the election of BOD members was conducted in accordance with the shareholder's election rules and the Enterprise Law 2019.
A.3.2	Does the company provide non-controlling shareholders a right to nominate candidates for board of directors/ commissioners?	■		
A.3.3	Does the company allow shareholders to elect directors/ commissioners individually?	■	■	
A.3.4	Does the company disclose the voting procedures used before the start of meeting?	■	■	
A.3.5	Do the minutes of the most recent AGM record that the shareholders were given the opportunity to ask questions and the questions raised by shareholders and answers given recorded?	■	■	
A.3.6	Does the company disclose the voting results including approving, dissenting, and abstaining votes for all resolutions/each agenda item for the most recent AGM?	■	■	The AGM minutes of PDR detailed the percentages of approval, disapproval and abstention for voting according to each content of collecting opinions at the meeting
A.3.7	Does the company disclose the list of board members who attended the most recent AGM?	■	■	The AGM minutes of PDR always published the list of BOD members attending the meeting.
A.3.8	Does the company disclose that all board members and the CEO (if he is not a board member) attended the most recent AGM?	■	■	
A.3.9	Does the company allow voting in absentia?	■	■	Notice No. 01/2021/TB-HDQT dated 1 March 2021 clearly instructing investors to conduct absentee voting.
A.3.10	Did the company vote by poll (as opposed to by show of hands) for all resolutions at the most recent AGM?	■	■	Shareholders voted on issues in each report/statement at the AGM with a "Voting ballot" (agree, disagree and no comment).
A.3.11	Does the company disclose that it has appointed an independent party (scrutineers/inspectors) to count and/or validate the votes at the AGM?	■	■	At the AGM of PDR, representative shareholders were invited to supervise the Vote Counting Committee.
A.3.12	Does the company make publicly available by the next working day the result of the votes taken during the most recent AGM/ EGM for all resolutions?	■	■	Minutes and resolutions of the AGM were announced within 24 hours.
A.3.13	Does the company provide at least 21 days notice for all AAGM and EAGM?	■	■	For the 2021 AGM, the Company announced the closing date of the list of shareholders to attend the AGM on 23 February 2021, fixed the right on February 24, 2021 and sent meeting invitations on 1 March 2021. The AGM took place on 27 March 2021.
A.3.14	Does the company provide the rationale and explanation for each agenda item which require shareholders' approval in the notice of AGM/circulars and/or the accompanying statement?	■	■	
A.3.15	Does the company give the opportunity for shareholder to place item/s on the agenda of AGM?	■	■	Shareholders vote on issues in each report/statement at the General Meeting with a "Voting ballot" (agree, disagree and no comment).
A.4	Markets for corporate control should be allowed to function in an efficient and transparent manner.			
A.4.1	In cases of mergers, acquisitions and/or takeovers requiring shareholders' approval, does the board of directors/ commissioners of the company appoint an independent party to evaluate the fairness of the transaction price?	■	■	At PDR, there was no such case.

Questionnaires	Content	Assessment		Reference
		2020	2021	
A.5	The exercise of ownership rights by all shareholders, including institutional investors, should be facilitated.			
A.5.1	Does the company disclose its practices to encourage shareholders to engage the company beyond AGM?	■	■	Approved investor relations
B. EQUITABLE TREATMENT OF SHAREHOLDERS				
B.1	Shares and Voting Rights			
B.1.1	Does the company's ordinary or common shares have one vote for one share?	■	■	Clause 3, Article 14 of the Company Charter
B.1.2	Where the company has more than one class of shares, does the company publicise the voting rights attached to each class of shares (e.g. through the company website / reports/ the stock exchange/ the regulator's website)?	■	■	There were no cases.
B.2	Notice of AGM			
B.2.1	Does each resolution in the most recent AGM deal with only one item, i.e., there is no bundling of several items into the same resolution?	■	■	The resolution of the 2020 AGM well implemented this principle
B.2.2	Are the company's notice of the most recent AGM/circulars fully translated into English and published on the same date as the locallanguage version?	■	■	Shown in the 2020 Annual Report
Does the notice of AGM/circulars have the following details:				
B.2.3	Are the profiles of directors/commissioners (at least age, academic qualification, date of appointment, experience, and directorships in other listed companies) in seeking election/re-election included?	■	■	PDR fully published biographies of members to be elected/ re-elected.
B.2.4	Are the auditors seeking appointment/re-appointment clearly identified?	■	■	Specified in the Documents of PDR's AGM.
B.2.5	Were the proxy documents made easily available?	■	■	The power of attorney was attached to the notice of General Meetings of Shareholders
B.3	Insider trading and abusive self-dealing should be prohibited.			
B.3.1	Does the company have policies and/or rules prohibiting directors/commissioners and employees to benefit from knowledge which is not generally available to the market?	■	■	Clause 2, Article 51 of the Corporate governance regulation
B.3.2	Are the directors / commissioners required to report their dealings in company shares within 3 business days?	■	■	According to Circular No. 155/2015/TT-BTC and the Company Charter.
B.4	Related party transactions by directors and key executives.			
B.4.1	Does the company have a policy requiring directors /commissioners to disclose their interest in transactions and any other conflicts of interest?	■	■	Clause 3, Article 51 of the Corporate governance regulation
B.4.2	Does the company have a policy requiring a committee of independent directors/commissioners to review material RPTs to determine whether they are in the best interests of the company and shareholders?	■	■	PDR will continue to review and supplement this provision in the following years.
B.4.3	Does the company have a policy requiring board members (directors/commissioners) to abstain from participating in the board discussion on a particular agenda when they are conflicted?	■	■	PDR will continue to review and supplement this provision in the following years.
B.4.4	Does the company have policies on loans to directors and commissioners either forbidding this practice or ensuring that they are being conducted at arm's length basis and at market rates?	■	■	Clause 4, Article 51 of the Corporate governance regulation
B.5	Protecting minority shareholders from abusive actions			
B.5.1	Does the company disclose that RPTs are conducted in such a way to ensure that they are fair and at arms' length?	■	■	There were no cases.
B.5.2	In case of related party transactions requiring shareholders' approval, is the decision made by disinterested shareholders?	■	■	Clause 5, Article 51 of the Corporate governance regulation
C. ROLE OF STAKEHOLDERS				
C.1	The rights of stakeholders that are established by law or through mutual agreements are to be respected.			
Does the company disclose a policy and practices that address:				
C.1.1	The existence and scope of the company's efforts to address customers' welfare?	■	■	2021 Annual report and circulation documents
C.1.2	Supplier/contractor selection procedures?	■	■	Internal process
C.1.3	The company's efforts to ensure that its value chain is environmentally friendly or is consistent with promoting sustainable development?	■	■	Shown in the 2020 Annual Report
C.1.4	The company's efforts to interact with the communities in which they operate?	■	■	Shown in the 2020 Annual Report
C.1.5	The company's anti-corruption programmes and procedures?	■	■	Shown in the 2020 Annual Report
C.1.6	How creditors' rights are safeguarded?	■	■	PDR will review and supplement this provision in the following years.
C.1.7	Does the company have a separate report/section that discusses its efforts on environment/economy and social issues?	■	■	Shown in the 2020 Annual Report



Questionnaires	Content	Assessment		Reference
		2020	2021	
C.2	Where stakeholder interests are protected by law, stakeholders should have the opportunity to obtain effective redress for violation of their rights.			
C.2.1	Does the company provide contact details via the company's website or Annual Report which stakeholders (e.g. customers, suppliers, general public etc.) can use to voice their concerns and/or complaints for possible violation of their rights?	■	■	2021 Annual report and circulation documents
C.3	Mechanisms for employee participation should be permitted to develop.			
C.3.1	Does the company explicitly disclose the policies and practices on health, safety and welfare for its employees?	■	■	Shown in the 2020 Annual Report
C.3.2	Does the company explicitly disclose the policies and practices on training and development programmes for its employees?	■	■	Shown in the 2020 Annual Report
C.3.3	Does the company have a reward/compensation policy that accounts for the performance of the company beyond short-term financial measures?	■	■	Shown in the 2020 Annual Report
C.4	Stakeholders including individual employee and their representative bodies, should be able to freely communicate their concerns about illegal or unethical practices to the board and their rights should not be compromised for doing this.			
C.4.1	Does the company have a whistle blowing policy which includes procedures for complaints by employees and other stakeholders concerning alleged illegal and unethical behaviour and provide contact details via the company's website or annual report	■	■	Defined in the Collective Labor Agreement and Code of Conduct "for Phat Dat People"
C.4.2	Does the company have a policy or procedures to protect an employee/person who reveals alleged illegal/unethical behaviour from retaliation?	■	■	Defined in the Collective Labor Agreement and Code of Conduct "for Phat Dat People"
D. DISCLOSURE AND TRANSPARENCY				
D.1	Transparent Ownership Structure			
D.1.1	Transparent Ownership Structure Does the information on shareholdings reveal the identity of beneficial owners, holding 5% shareholding or more?	■	■	Periodic corporate governance reports and annual reports
D.1.2	Does the company disclose the direct and indirect (deemed) shareholdings of major and/or substantial shareholders?	■	■	Periodic corporate governance reports and annual reports
D.1.3	Does the company disclose the direct and indirect (deemed) shareholdings of directors (commissioners)?	■	■	Periodic corporate governance reports and annual reports
D.1.4	Does the company disclose the direct and indirect (deemed) shareholdings of senior management?	■	■	Periodic corporate governance reports and annual reports
D.1.5	Does the company disclose details of the parent/holding company, subsidiaries, associates, joint ventures and special purpose enterprises/ vehicles (SPEs)/ (SPVs)?	■	■	Annual reports and Periodic Financial Statements
D.2	Quality of Annual Report			
Does the company's annual report disclose the following items:				
D.2.1	Corporate Objectives	■	■	Shown in the 2020 annual report and circulation documents
D.2.2	Financial Performance indicators	■	■	Shown in the 2020 Annual Report and IR newsletter
D.2.3	Non-Financial Performance indicators	■	■	Shown in the 2020 Annual Report and IR newsletter
D.2.4	Dividend Policy	■	■	Shown in the 2020 Annual Report and IR newsletter
D.2.5	Biographical details (at least age, academic qualifications, date of first appointment, relevant experience, and any other directorships of listed companies) of all directors/commissioners	■	■	Shown in the 2020 Annual Report
D.2.6	Attendance details of each director/commissioner in all directors/commissioners meetings held during the year	■	■	Shown in the 2020 Annual Report
D.2.7	Total remuneration of each member of the board of directors/commissioners	■	■	Shown in the 2020 Annual Report
Corporate Governance Confirmation Statement				
D.2.8	Does the Annual Report contain a statement confirming the company's full compliance with the code of corporate governance and where there is non-compliance, identify and explain reasons for each such issue?	■	■	Shown in the 2020 Annual Report
D.3.	Disclosure of Related Party Transactions (RPTs)			
D.3.1	Does the company disclose its policy covering the review and approval of material RPTs?	■	■	" PDR complied with this matter in the Company's Charter. At the same time, PDR will review, improve and develop policies in the following years."
D.3.2	Does the company disclose the name, relationship, nature and value for each material RPTs?	■	■	Periodic corporate governance reports and annual reports
D.4	Directors and Commissioners dealings in the shares of the company	■	■	
D.4.1	Does the company disclose trading in the company's shares by insiders?			Periodic corporate governance reports and annual reports
D.5	External Auditor and Auditor Report			
Where the same audit firm is engaged for both audit and non-audit services				

Questionnaires	Content	Assessment		Reference
		2020	2021	
D.5.1	Are the audit and non-audit fees disclosed?	■	■	The company had an inspector to sign a contract with the audit firm but did not announce the fees.
D.5.2	Does the non-audit fee exceed the audit fees?	■	■	No non-audit service fee
D.6	Medium of Communications			
Does the company use the following modes of communication?				
D.6.1	Quarterly Reporting	■	■	Website, Ho Chi Minh Stock Exchange and State Securities Commission
D.6.2	Company Website	■	■	Information provided to Shareholders is fully provided in both Vietnamese and English on the same day in the Shareholder Category on phatdat.com.vn.
D.6.3	Analyst's briefing	■	■	Periodic analyst meetings.
D.6.4	Media briefings/press conferences	■	■	The company regularly posted articles to update the business situation, promote images on media, seminars, etc.
D.7	Timely filing/release of annual/financial reports			
D.7.1	Are the audited annual financial report / statement released within 120 days from the financial year end?	■	■	PDR disclosed full and detailed audited annual financial statements on the Website, HNX, SSC, and investor publications
D.7.2	Is the annual report released within 120 days from the financial year end?	■	■	PDR disclosed full and detailed audited annual financial statements on the Website, HNX, SSC, and investor publications
D.7.3	Is the true and fairness/fair representation of the annual financial statement/reports is affirmed by the board of director/ commissioners and/or the relevant officers of the company?	■	■	PDR clearly stated this issue in the Financial Statements and Annual Report.
D.8	Company Website			
Does the company have a website disclosing up-to-date information on the following:				
D.8.1	Financial statements/reports (latest quarterly)	■	■	PDR presented this issue on the Website and Annual Report.
D.8.2	Materials provided in briefings to analysts and media	■	■	PDR provided complete documents and updates monthly and quarterly.
D.8.3	Downloadable Annual Report	■	■	PDR presented this issue on the Website and Annual Report.
D.8.4	Notice of AGM and/or EGM	■	■	PDR presented this issue on the Website, semi-annual, annual corporate governance reports and Annual reports.
D.8.5	Minutes of AGM and/or EGM	■	■	PDR presented this issue on the Website, semi-annual, annual corporate governance reports and Annual reports.
D.8.6	Company's constitution (company's by-laws, memorandum and articles of association)	■	■	PDR's charter was fully posted on the Website and sent to the HNX and SSC.
D.9	Investor Relations			
D.9.1	Does the company disclose the contact details (e.g. telephone, fax, and email) of the officer/office responsible for investor relations?	■	■	The company's website and contact information of Investor Relations Department on the annual report and quarterly IR newsletter
E. RESPONSIBILITIES OF THE BOARD				
E.1	Board Duties and Responsibilities			
Clearly defined board responsibilities and corporate governance policy				
E.1.1	Does the company disclose its corporate governance policy / board charter?	■	■	Website and periodic corporate governance reports
E.1.2	Are the types of decisions requiring board of directors/ commissioners' approval disclosed ?	■	■	Website and periodic corporate governance reports
E.1.3	Are the roles and responsibilities of the board of directors/commissioners clearly stated ?	■	■	Website and periodic corporate governance reports
Corporate Vision/Mission				
E.1.4	Does the company have an updated vision and mission statement?	■	■	Website and Annual Report
E.1.5	Does the board of directors play a leading role in the process of developing and reviewing the company's strategy at least annually?	■	■	The PDR periodically reviewed the company's vision and mission/strategy and clearly presented in the Annual Report.
E.1.6	Does the board of directors have a process to review, monitor and oversee the implementation of the corporate strategy?	■	■	Members of the Board of Directors directed the development of strategies and supervised/reviewed through ordinary, extraordinary BOD meetings (if any).
E.2	Board Structure			
Code of Ethics or Conduct				
E.2.1	Are the details of the code of ethics or conduct disclosed?	■	■	The Code of conduct for Phat Dat People
E.2.2	Are all directors/commissioners, senior management and employees required to comply with the code/s?	■	■	The Code of conduct for Phat Dat People
E.2.3	Does the company have a process to implement and monitor compliance with the code/s of ethics or conduct?	■	■	PDR supervised the implementation and compliance of the "Code of conduct for Phat Dat People". However, PDR did not publicly disclose how to implement and supervise
Board Structure & Composition				
E.2.4	Do independent directors/commissioners make up at least 50% of the board of directors/commissioners?	■	■	
E.2.5	Does the company have a term limit of nine years or less or 2 terms of five years <sup>1</sup> each for its independent directors/ commissioners? 1 The five years term must be required by legislation which pre-existed the introduction of the ASEAN Corporate Governance Scorecard in 2011.	■	■	The Company's Charter



Questionnaires	Content	Assessment		Reference
		2020	2021	
E.2.6	Has the company set a limit of five board seats that an individual independent/non-executive director/commissioner may hold simultaneously?	■	■	The Corporate governance regulation
E.2.7	Does the company have any executive directors who serve on more than two boards of listed companies outside of the group?	■	■	The company didn't have any executive BOD members serving on more than 2 BODs of listed companies other than PDR.
Nomination Committee (NC)				
E.2.8	Does the company have a Nominating Committee?	■	■	The sub-committee was concurrently held by one member of the Board of Directors and managed the implementation
E.2.9	Is the Nominating Committee comprised of a majority of independent directors/commissioners?	■	■	The sub-committee was concurrently held by one member of the Board of Directors and managed the implementation
E.2.10	Is the chairman of the Nominating Committee an independent director/commissioner?	■	■	The sub-committee was concurrently held and managed by one BOD member
E.2.11	Does the company disclose the terms of reference/ governance structure/charter of the Nominating Committee?	■	■	The sub-committee was concurrently held and managed by one BOD member
E.2.12	Is the meeting attendance of the Nominating Committee disclosed and if so, did the Nominating Committee meet at least twice during the year?	■	■	The sub-committee was concurrently held and managed by one BOD member
Remuneration Committee (RC)/Compensation Committee				
E.2.13	Does the company have a Remuneration Committee?	■	■	The sub-committee was concurrently held and managed by one BOD member
E.2.14	Is the Remuneration Committee comprised of a majority of independent directors/commissioners?	■	■	The sub-committee was concurrently held and managed by one BOD member
E.2.15	Is the chairman of the Remuneration Committee an independent director/commissioner?	■	■	The sub-committee was concurrently held and managed by one BOD member
E.2.16	Does the company disclose the terms of reference/ governance structure/ charter of the Remuneration Committee?	■	■	The sub-committee was concurrently held and managed by one BOD member
E.2.17	Is the meeting attendance of the Remuneration Committee disclosed and, if so, did the Remuneration Committee meet at least twice during the year?	■	■	The sub-committee was concurrently held and managed by one BOD member
Audit Committee (AC)				
E.2.18	Does the company have an Audit Committee?	■	■	
E.2.19	Is the Audit Committee comprised entirely of non-executive directors/commissioners with a majority of independent directors/commissioners?	■	■	Mr. Doan Viet Dai Tu, a non-executive BOD member was not yet a member of the Audit Committee.
E.2.20	Is the chairman of the Audit Committee an independent director/commissioner?	■	■	Mr. Tran Trong Gia Vinh, an independent BOD Member was the Head of the Audit Committee.
E.2.21	Does the company disclose the terms of reference/governance structure/charter of the Audit Committee?	■	■	Since 1 January 2021, PDR has established the Audit Committee to replace the Internal Audit Committee and structured its composition in accordance with the law.
E.2.22	Does at least one of the independent directors/commissioners of the committee have accounting expertise (accounting qualification or experience)?	■	■	All members of the Audit Committee have experience in the field of accounting
E.2.23	Is the meeting attendance of the Audit Committee disclosed and, if so, did the Audit Committee meet at least four times during the year?	■	■	PDR detailed this issue in the annual report.
E.2.24	Does the Audit Committee have primary responsibility for recommendation on the appointment, and removal of the external auditor?	■	■	
E.3	Board Processes			
Board Meetings and Attendance				
E.3.1	Are the board of directors meeting scheduled before the start of financial year?	■	■	Periodic corporate corporate governance reports and Annual reports
E.3.2	Does the board of directors/commissioners meet at least six times during the year?	■	■	Periodic corporate corporate governance reports and Annual reports
E.3.3	Has each of the directors/commissioners attended at least 75% of all the board meetings held during the year?	■	■	Periodic corporate corporate governance reports and Annual reports
E.3.4	Does the company require a minimum quorum of at least 2/3 for board decisions?	■	■	Periodic corporate corporate governance reports and Annual reports
E.3.5	Did the non-executive directors/commissioners of the company meet separately at least once during the year without any executives present?	■	■	PDR didn't perform according to this criterion
Access to Information				
E.3.6	Are board papers for board of directors/commissioners meetings provided to the board at least five business days in advance of the board meeting?	■	■	PDR well conformed to this criterion.
E.3.7	Does the company secretary play a significant role in supporting the board in discharging its responsibilities?	■	■	PDR had 02 persons in charge of corporate governance to replace the BOD secretary to well support the BOD in performing its responsibilities.
E.3.8	Is the company secretary trained in legal, accountancy or company secretarial practices and has kept abreast on relevant developments?	■	■	PDR had 02 persons in charge of corporate governance, in which, 01 person was a lawyer, trained formally in legal and corporate governance practices.
Board Appointment and Re-Election				
E.3.9	Does the company disclose the criteria used in selecting new directors/commissioners?	■	■	PDR well conformed to this criterion.
E.3.10	Did the company describe the process followed in appointing new directors/commissioners?	■	■	PDR well conformed to this criterion.
E.3.11	Are all directors/commissioners subject to re-election every 3 years; or 5 years for listed companies in countries whose legislation prescribes a term of 5 years each? The five years term must be required by legislation which pre-existed the introduction of the ASEAN Corporate Governance Scorecard in 2011	■	■	All BOD members were elected for a term of 5 years.

Questionnaires	Content	Assessment		Reference
		2020	2021	
Remuneration Matters				
E.3.12	Does the company disclose its remuneration (fees, allowances, benefit-in-kind and other emoluments) policy/practices (i.e. the use of short term and long term incentives and performance measures) for its executive directors and CEO?	■	■	Shown in the 2020 Annual Report
E.3.13	Is there disclosure of the fee structure for non-executive directors/commissioners?	■	■	Shown in the 2020 Annual Report
E.3.14	Do the shareholders or the Board of Directors approve the remuneration of the executive directors and/or the senior executives?	■	■	Shown in the 2020 Annual Report
E.3.15	Does the company have measurable standards to align the performance-based remuneration of the executive directors and senior executives with long-term interests of the company, such as claw back provision and deferred bonuses?	■	■	PDR supervised the implementation and compliance of the “Code of conduct for Phat Dat People”. However, PDR did not publicly disclose how to implement and supervise
Internal Audit				
E.3.16	Does the company have a separate internal audit function?	■	■	PDR well conformed to this criterion
E.3.17	Is the head of internal audit identified or, if outsourced, is the name of the external firm disclosed?	■	■	Shown in the 2020 Annual Report
E.3.18	Does the appointment and removal of the internal auditor require the approval of the Audit Committee?	■	■	There was no issue at PDR due to the dismissal of the Supervisory Board to establish an Internal Audit Committee under the Board of Directors.
Risk Oversight				
E.3.19	Does the company establish a sound internal control procedures/ risk management framework and periodically review the effectiveness of that framework?	■	■	Shown in the 2020 Annual Report
E.3.20	Does the Annual Report/Annual CG Report disclose that the board of directors/commissioners has conducted a review of the company's material controls (including operational, financial and compliance controls) and risk management systems?	■	■	Shown in the 2020 Annual Report
E.3.21	Does the company disclose the key risks to which the company is materially exposed to (i.e. financial, operational including IT, environmental, social, economic)?	■	■	Shown in the 2020 Annual Report
E.3.22	Does the Annual Report/Annual CG Report contain a statement from the board of directors/commissioners or Audit Committee commenting on the adequacy of the company's internal controls/risk management systems?	■	■	Shown in the 2020 Annual Report
E.4	People on the Board			
Board Chairman				
E.4.1	Do different persons assume the roles of chairman and CEO?	■	■	PDR separated the positions of BOD Chairman and CEO.
E.4.2	Is the chairman an independent director/commissioner?	■	■	Independent BOD members of PDR was not the Chairman.
E.4.3	Is any of the directors a former CEO of the company in the past 2 years?	■	■	Decision No. 04/2020/QĐ-HĐQT on the resignation of Mr. Nguyen Van Dat as CEO.
E.4.4	Are the roles and responsibilities of the chairman disclosed?	■	■	The Corporate governance regulation.
Lead Independent Director				
E.4.5	If the Chairman is not independent, has the Board appointed a Lead/Senior Independent Director and has his/her role been defined?	■	■	PDR will consider this matter in the following years
Skills and Competencies				
E.4.6	Does at least one non-executive director/commissioner have prior working experience in the major sector that the company is operating in?	■	■	Non-executive BOD members had much experience in the real estate sector.
E.5	Board Performance			
Directors Development				
E.5.1	Does the company have orientation programmes for new directors/commissioners?	■	■	Orientation programs for new BOD members were not clear. The company will continue to improve in the following years.
E.5.2	Does the company have a policy that encourages directors/commissioners to attend on-going or continuous professional education programmes?	■	■	DR fully met the criteria
CEO/Executive Management Appointments and Performance				
E.5.3	Does the company disclose the process on how the board of directors/commissioners plans for the succession of the CEO/Managing Director/President and key management?	■	■	PDR developed/planed and trained the succession personnel and prepared for the appointment of a new board of directors.
E.5.4	Does the board of directors/commissioners conduct an annual performance assessment of the CEO/Managing Director/President?	■	■	
Board Appraisal				
E.5.5	Did the company conduct an annual performance assessment of the board of directors/commissioners and disclose the criteria and process followed for the assessment?	■	■	Annual capacity evaluation of each BOD member was conducted by PDR and reported internally. PDR will consider public posting of reports in the future.
Director Appraisal				
E.5.6	Did the company conduct an annual performance assessment of the individual directors/commissioners and disclose the criteria and process followed for the assessment?	■	■	PDR conducted annual capacity evaluation of BOD members. However, the company did not announce the evaluation process as well as the evaluation criteria.
Committee Appraisal				
E.5.7	Did the company conduct an annual performance assessment of the board committees and disclose the criteria and process followed for the assessment?	■	■	PDR didn't establish sufficient sub-committees under the BOD according to the criteria of the ASEAN Scorecard. PDR will research and implement in the following years.



Questionnaires	Content	Assessment		Reference
		2020	2021	
LEVEL 2				
BONUS ITEMS				
(B)A. Rights of shareholders				
(B)A.1	Right to participate effectively in and vote in general shareholders meeting and should be informed of the rules, including voting procedures, that govern general shareholders meeting.			
(B)A.1.1	Does the company practice secure electronic voting in absentia at the general meetings of shareholders?	■	■	The charter and internal corporate governance regulation regulated the form of remote voting. PDR implemented in the 2020 AGM.
(B)B. Equitable treatment of shareholders				
(B)B.1	Notice of AGM			
(B)B.1.1	Does the company release its notice of AGM (with detailed agendas and explanatory circulars), as announced to the Exchange, at least 28 days before the date of the meeting?	■	■	PDR implemented at the 2021 AGM of Shareholders
(B)C. Role of stakeholders				
(B)C.1	Respecting the rights of stakeholders as provided by laws or by bilateral agreements			
(B)C.1.1	Does the company adopt an internationally recognized reporting framework for sustainability (i.e. GRI, Integrated Reporting, SASB)?	■	■	2020 Annual report with reference to the GRI Standards
(B)D. Disclosure and transparency				
(B)D.1	Quality of annual reports			
(B)D.1.1	Are the audited annual financial report /statement released within 60 days from the financial year end?	■	■	Audited annual financial statements were disclosed within 10 days from the date of signing the financial statements in accordance with Circular No. TT155/2015/TT-BCTC.
(B)D.1.2	Does the company disclose details of remuneration of the CEO?	■	■	PDR details this in the annual report
(B)E. Responsibilities of the board				
(B)E.1	Board Competencies and Diversity			
(B)E.1.1	Does the company have at least one female independent director/commissioner?	■	■	The BOD Deputy Chairman of PDR was female and independent BOD members were male.
(B)E.1.2	Does the company have a policy and disclose measurable objectives for implementing its board diversity and report on progress in achieving its objectives?	■	■	PDR didn't meet this criterion.
(B)E.2	Board Structure			
(B)E.2.1	Is the Nominating Committee comprise entirely of independent directors/commissioners?	■	■	PDR hasn't established a Human Resources Subcommittee.
(B)E.2.2	Does the Nominating Committee undertake the process of identifying the quality of directors aligned with the company's strategic directions?	■	■	PDR hasn't established a Human Resources Subcommittee.
(B)E.3	Board Appointments and Re-Election			
(B)E.3.1	Does the company use professional search firms or other external sources of candidates (such as director databases set up by director or shareholder bodies) when searching for candidates to the board of directors/commissioners?	■	■	PDR well performed this criterion.
(B)E.4	Board Appointments and Re-Election			
(B)E.4.1	Do independent non-executive directors/commissioners make up more than 50% of the board of directors/commissioners for a company with independent chairman?	■	■	The number of independent and non-executive BOD members in PDR accounted for 50% of the BOD members. However, the chairman was not an independent BOD member
(B)E.5	Risk Oversight			
(B)E.5.1	Does the board describe its governance process around IT issues including disruption, cyber security, disaster recovery, to ensure that all key risks are identified, managed and reported to the board?	■	■	The Company's internal regulation
(B)E.6	Board Performance			
(B)E.6.1	Does the company have a separate board level Risk Committee?	■	■	PDR had the Audit Committee and Internal Audit Committee under the Audit Committee develop a risk management policy as one of its key tasks.
PENALTY ITEMS				
(P)A. Rights of shareholders				
(P)A.1	Basic Shareholder Rights			
(P)A.1.1	Did the company fail or neglect to offer equal treatment for share repurchases to all shareholders?	■	■	The Company's Charter and the Internal regulation on Corporate Governance stipulated fair treatment of all shareholders with regard to share repurchases
(P)A.2	Shareholders, including institutional shareholders, should be allowed to consult with each other on issues concerning their basic shareholder rights as defined in the Principles, subject to exceptions to prevent abuse.			
(P)A.2.1	Is there evidence of barriers that prevent shareholders from communicating or consulting with other shareholders?	■	■	PDR did not recognize any barriers
(P)A.3	Right to participate effectively in and vote in general shareholders meeting and should be informed of the rules, including voting procedures, that govern general shareholders meeting.			
(P)A.3.1	Did the company include any additional and unannounced agenda item into the notice of AGM/EGM?	■	■	PDR always informed Shareholders in advance of additional contents in the agenda of the Ordinary/Extraordinary AGM

Questionnaires	Content	Assessment		Reference
		2020	2021	
(P)A.3.2	Did the Chairman of the Board, Audit Committee Chairman and CEO attend the most recent AGM?			PDR well performed this criterion
(P)A.4	Capital structures and arrangements that enable certain shareholders to obtain a degree of control disproportionate to their equity ownership should be disclosed.	■	■	
The Company did not disclose the existence of:				
(P)A.4.1	Shareholders Agreement?			In PDR, there was no such agreement
(P)A.4.2	Voting Cap?	■	■	PDR stipulated in the Agenda - voting rules/regulations at the AGM of Shareholders
(P)A.4.3	Mutiple Voting Rights?	■	■	At PDR, there was no such voting right
(P)A.5	Capital structures and arrangements that enable certain shareholders to obtain a degree of control disproportionate to their equity ownership should be disclosed.			
(P)A.5.1	Is a pyramid ownership structure and/ or cross holding structure apparent?	■	■	PDR did not recognize pyramidal or cross-ownership structures
(P)B. Equitable treatment of shareholders				
(P)B.1	Insider trading and abusive self-dealing should be prohibited			
(P)B.1.1	Has there been any conviction of insider trading involving directors/commissioners, management and employees in the past three years?	■	■	No violations were reported against the PDR.
(P)B.2	Protecting minority shareholders from abusive action			
(P)B.2.1	Has there been any cases of non compliance with the laws, rules and regulations pertaining to material related party transactions in the past three years?	■	■	PDR wasn't reported any non-compliance with laws.
(P)B.2.2	Were there any RPTs that can be classified as financial assistance (i.e not conducted at arms length) to entities other than wholly-owned subsidiary companies?	■	■	PDR wasn't reported any related party transactions.
(P)C. Role of stakeholders				
(P)C.1	The rights of stakeholders that are established by law or through mutual agreements are to be respected.			
(P)C.1.1	Have there been any violations of any laws pertaining to labour/employment/consumer/insolvency/commercial/competition or environmental issues?	■	■	No violations were reported against the PDR.
(P)C.2	Where stakeholders participate in the corporate governance process, they should have access to relevant, sufficient and reliable information on a timely and regular basis.			
(P)C.2.1	Has the company faced any sanctions by regulators for failure to make announcements within the requisite time period for material events?	■	■	PDR strictly adhered to regulations on information disclosure under Circular No. 155, Enterprise Law and was not reported any violations.
(P)D. Disclosure and transparency				
(P)D.1	Sanctions from regulator on financial reports			
(P)D.1.1	Did the company receive a "qualified opinion" in its external audit report?	■	■	PDR's audited financial statements were given an "Unqualified opinion" by E&Y
(P)D.1.2	Did the company receive an "adverse opinion" in its external audit report?	■	■	PDR's audited financial statements were given an "Unqualified opinion" by E&Y
(P)D.1.3	Did the company receive a "disclaimer opinion" in its external audit report?	■	■	PDR's audited financial statements were given an "Unqualified opinion" by E&Y
(P)D.1.4	Has the company in the past year revised its financial statements for reasons other than changes in accounting policies?	■	■	PDR strictly adhered to and did not amend the financial statements
(P)E. responsibilities of the board				
(P)E.1	Compliance with listing rules, regulations and applicable laws			
(P)E.1.1	Is there any evidence that the company has not complied with any listing rules and regulations over the past year apart from disclosure rules?	■	■	No violations were reported against the PDR.
(P)E.1.2	Have there been any instances where non-executive directors/commissioner have resigned and raised any issues of governance-related concerns?	■	■	PDR didn't record any cases.
(P)E.2	Board Structure			
(P)E.2.1	Does the Company have any independent directors/commissioners who have served for more than nine years or two terms of five years each (which ever is higher) in the same capacity? The five years term must be required by legislation which pre-existed before the introduction of the ASEAN Corporate Governance Scorecard in 2011.	■	■	In PDR, there was no independent BOD member who well met this criterion.
(P)E.2.2	Did the company fail to identify who are the independent director(s) / commissioner(s)?	■	■	PDR determined independent members of the Board of Directors according to regulations and well met this criterion.
(P)E.2.3	Does the company have any independent directors/non-executive/commissioners who serve on a total of more than five boards of publicly-listed companies?	■	■	PDR didn't record any cases.
(P)E.3	External Audit			
(P)E.3.1	Is any of the directors or senior management a former employee or partner of the current external auditor (in the past 2 years)?	■	■	PDR didn't record any cases.
(P)E.4	Board Structure and Composition			
(P)E.4.1	Has the chairman been the company CEO in the last three years?	■	■	PDR separated the positions of Chairman and CEO in April, 2020
(P)E.4.2	Do independent non-executive directors/commissioners receive options, performance shares or bonuses?	■	■	PDR didn't record any cases.



The background is a vibrant red with abstract, wavy, golden-yellow lines that create a sense of movement and depth. A bright light source in the center-left creates a lens flare effect, with rays of light extending across the frame. The overall aesthetic is modern and energetic.

**PDR TOWARDS 2022**

**NEW INTERNAL STRENGTH  
NEW STATUE**



# TO BUILD A PROACTIVE COMPANY



During the last two years, the PDR has achieved a highly proactive state in order to avoid the impact of the socioeconomic crisis caused by the Covid-19 pandemic. The initiative also assists PDR in meeting its target growth rate.

Currently, its proactiveness is made up of leadership capacity, strategic vision and financial strength. PDR must achieve a more holistic and balanced condition to truly transform from a reactive to a proactive company.

Instead of simply addressing the needs that customers have specified or spointed out, a proactive company will lead the market with new value-added and pioneering products and activities.

The market is fast rebounding, as evidenced by the developments in the business climate from late 2021 to late 1Q2022. The majority of the market's demand relating to the business fields of PDR and Phat Dat Group's subsidiaries is expected to be active soon.

This is an excellent opportunity for the whole Group to continue to make breakthroughs as planned. PDR will achieve a new level in terms of growth rate, quality, internal strength, market position, customer and public trust, etc.

PDR's growth targets for 2022 are feasible due to robust growth momentum, and some elements were already realized in 2021. The remaining task of PDR is to promote, manage and control the available conditions well so that all targets are fully reached.

As a result, restructuring will be PDR's top focus in 2022. PDR needs to demonstrate its determination to restructure and reinforce the system, consolidate human resources, and instill new energy in corporate culture to lay a more solid foundation for future leaps. PDR understands the importance of innovation and what it takes to make a 5-year plan or 10-year vision a reality.

The analysis shows that PDR has acquired most of the qualities, advantages and characteristics of a proactive company. Suppose the company innovates and develops resources according to professional standards, proactively changes instead of being passive in response to market pressure, etc., it will genuinely achieve full initiative with greater sustainability.

## Specific tasks in 2022:

- Strive to achieve all business - financial targets, especially the PBT target of VND 3,635 billion.
- Complete digital transformation with the best results and smooth ERP system operation.
- Restructure effectively, enhance the quality of human resources significantly and improve the management - operation system drastically.
- Create new vitality in corporate culture, supplement new criteria to the capacity and quality for Phat Dat People.
- Strengthen its position in the group of leading real estate enterprises and maintain its presence on the evaluations and rankings of leading enterprises in Vietnam.
- Raise environmental standards for ongoing and future projects.
- Develop standards of cultural, aesthetic and humanistic values for new projects.
- Expand contributions to the community and society through an intensive and practical CSR strategy.



# HUMAN RESOURCES AND CORPORATE CULTURE

Proactive change is the change that is independent of pressure and failure. Being proactive means exceeding requirements, initiating new things and taking a leading position instead of chasing.

The new era of PDR demands a new stature for the HR team. The human resources team shall possess not only new skills and capacity to meet the immediate development requirements but also a new mindset, perspective, approach to problems, etc., to drive and lead innovation and creativity.

So for human resources, what kind of people does a proactive company need? Below are a few common requirements.

## Setting a strategic mindset and clear goals

“Strategic mindset” is not just a concept for leaders. Staff at any level need to have such a mindset in their own personal and career development roadmap. The proactive companies often ask: “in the next 5 years or 10 years, what kind of person do you want to be?” or questions about imagination and vision of the future to confirm this characteristic.

## Having a high adversity quotient

Without the spirit of overcoming difficulties, people will always be afraid, find ways to avoid new challenges and easily fall into a deadlock when facing difficulties at work. The adversity quotient is a standard to measure the difference between ordinary people and people with above-average prospects.

## Having self-improvement and self-regulation capabilities

A person without an interest in developing their profession or without a personal vision will not be able to prepare for change. They are simply forced to adapt to reality and will always be.

Self-improvement and self-regulation capabilities will help gradually gain the leading position and proactively look for new things to update and learn.

## Exceeding the title or position standards

The existing title and position requirements are only enough for employees to complete the job without leading or excelling at work. If so, the employees can still be replaced easily.

## Having learning and creative capacity in their area of expertise

To be creative is often misunderstood as creating something great. In fact, it is to be creative in daily tasks so that the next day will have a different pattern from the previous day, and each time will be more effective than the last.

From such perspectives, PDR needs to build a working, training, and learning environment in which personnel is trained in “eagle traits” such as foresight and high concentration, seeing challenges as opportunities, the willingness to cope with difficulties, eagerness to learn and change for the better, etc.



## SPECIFIC HUMAN RESOURCE AND CORPORATE CULTURE DEVELOPMENT REQUIREMENTS FOR PDR

- Update and supplement new qualities to the Code of conduct for Phat Dat People as a guideline for self-innovation and a basis for proper evaluation of suitable people.
- Build a professional HR evaluation system to properly evaluate an individual's capacity, efficiency and potential; thereby, identify talents and have policies to encourage, develop, foster, reward, etc.
- Develop and implement effectively training policies and plans corresponding to the needs of new qualities, competencies and skills.
- Create an exciting and competitive learning and training environment instead of forcing employees to learn what the Company requires.
- Communicate the spirit of “learning and daring to change” to each individual in a practical way.
- Pursuit the goal of putting PDR in **Top 100 Vietnam Best Places to Work**.



## MANAGEMENT – OPERATION SYSTEM

The strategic cooperation with KPMG and specialized consulting units will help PDR devise a more precise plan and roadmap. However, it is necessary to stick to essential goals:

- Build a coherent and well-organized organizational structure with modern, professional models.
- Strengthen the management - operation apparatus with suitable people.
- Operate the ERP system effectively and realistically and use IT platforms to promote connectivity, management and control.
- Improve risk management capacity through highly accurate forecasts, practical solutions and close preparations with regularity, continuity and consistency.
- Always focus on compliance in encouraging creativity and flexibility and increasing operational speed.
- Optimize the professional capacity of consulting units such as KPMG; and receive and apply in line with the company's current status, goals, and development plans.
- Ensure transparency and consistency across the group to achieve high resonance from PDR to related companies.

## BUSINESS – FINANCE – CAPITAL

With a larger scale, PDR's business activities in 2022 will be more exciting and faster. That will put the sector under pressure. Therefore, the department in charge shall always be close and vigilant to ensure financial abundance and balance through specific requirements:

- Deploy a flexible sales strategy through key partners and actively promote the development of PDRS to quickly exploit new distribution channels.
- Ensure the balance of cash flow and key financial indicators in promoting growth and minimize the risk of imbalance.
- Ensure that revenue and costs are well controlled and that investment efficiency is optimized.
- Further expand the partner network and increase access to international capital markets to promote the initiative in selecting capital sources.
- Increase financial-cash accumulation to be proactive in investment, implementation and purchase of new projects when possible.







An overview of Nhon Hoi Ecotourism City



A part of Nhon Hoi Ecotourism City

## LAND BANKS - PROJECTS - PRODUCTS

PDR owns a large land fund with a prime location in promising areas planned for emergent urban areas, economic zones and key industrial zones. PDR continues to expand its land banks to prepare for the next big plans.

In the land bank development process, the Company consistently complies with requirements as follows:

- Ensure complete legal certainty without any risk of violating the law.
- Develop in key areas planned for development; not engage in highly attractive but unsafe investment opportunities.
- Prioritize effective markets such as Da Nang, Quang Ngai, Binh Dinh, Khanh Hoa, Phu Yen, Lam Dong, Binh Duong, Dong Nai, Ba Ria-Vung Tau, etc., and boldly approach new land banks.
- Carefully consider the fast development, ensure cash flow, abundant liquidity and investment efficiency alongside the harmonious interests of customers and investors, and positively promote the local socio-economic development.

In terms of projects and products, 2022's project portfolio is diverse by markets, segments and product types. PDR will have a full product line from apartments and land lots to hospitality real estate.

Therefore, some key requirements for this field are as follows:

- Ensure the progress and quality of projects in the final stages, such as Astral City, Binh Duong Tower, Nhon Hoi Ecotourism City, etc.
- Thoroughly research new market trends so that upcoming projects not only are highly compatible but also shape unique customer needs and actively create competitive advantages.
- Develop urban models in second-tier cities such as Binh Dinh, Quang Ngai, Phu Yen, Lam Dong and Dong Nai.
- Invest in hospitality models in tourism-potential provinces such as Phu Quoc, Binh Dinh and Ba Ria-Vung Tau to seize the post-pandemic recovering market opportunity and huge tourism potential.
- Raise environmental and aesthetic standards in all projects and products from construction to operation.
- Continue to research and implement environmental measures, both natural and social, in projects to create products capable of adapting to the changing needs of future residents and customers.
- Diversify product types but ensure product quality and value consistency to make a distinct, reliable mark of PDR.

## BRAND - MARKETING - COMMUNICATION

The brands of the Company and projects need to be upgraded and refreshed to reflect the current position and embrace market opportunities. PDR needs a comprehensive strategy to achieve optimal impact and value. In which case, PDR needs to implement practical tasks such as:

- Research and reevaluate brand health to get an overview of the current status and appropriately orient for the next development steps.
- Devise a plan to quickly and strongly develop active communication and marketing channels. Thereby, the Company can directly own interactive platforms to promptly provide official and correct information to customers, partners and the public. This is a prerequisite for managing reputation and brand value in the current context of chaotic media.
- Implement monitoring, synthesis and analysis tools to best capture media coverage and respective quality of PDR and the Group's brands. The expansion of product and project development will significantly increase the passive presence in the market and require new management capabilities to reduce the risk of crisis or lack of control.

- Be on high alert to media crises or reputation attacks that can happen at any time in the current context. These risks can be minimized by forecasting possible scenarios and preparing a response plan in advance.
- Actively approach new media channels, key customers and the investor community to raise awareness of the Company's increasing product portfolio.
- Access to key criteria and factors that increase the Company's brand value through standards from international institutions; from there, deploy appropriate applications for each specific activity.
- Expand communication coverage to the global market with reputable communication channels to reach financial institutions and potential customers for both PDR and units in the Group.
- Strengthen communication about CSR and sustainable development policies.
- Carry out CSR activities with positive influence and value for the community; enhance the brand value of the Group in each activity.
- Raise awareness of the role of PDR and its positive impact on stakeholders. PDR is highly regarded for delivering financial and non-financial value to investors, customers, and the community.



# TYPICAL PROJECTS TO BE IMPLEMENTED IN 2022

In addition to the projects in the near-complete stage such as Nhon Hoi Ecotourism City and Astral City, PDR is expected to launch many new projects to the market in 2022.

POULO CONDOR	
Location	Bai Vong, Co Ong, Con Dao Town, Ba Ria - Vung Tau Province
Land area	120,000 m²
Total expected investment	VND 11,596 billion
Commercial area	Tourist apartments (GFA: 472,587m², NSA: 342,680m²), Hotel (GFA: 62,873m²)
Products	Tourist apartments, shop-houses, hotels, etc.
Opening time	Quarter II/2022
Hand-over time	Quarter IV/2024 as expected



TROPICANA	
Location	Phuoc Hai Town, Dat Do District, Ba Ria Vung Tau Province
Land area	126,363.5 m² including: + Mountainous area: 99,674.7m², + Beach-front area: 26,688.8m²)
Total expected investment	Total investment of Mountainous area: Approximately VND 12,145 billion Total investment of Beach-front area: Approximately VND 4,855 billion
Commercial area	Mountainous tourist apartment (GFA: 598,048m², NSA: 477,193m²
Products	Tourist apartments, shop-houses, hotels, resort villa, etc.
Opening time	Quarter III/2022
Hand-over time	Quarter II/2024

BAC HA THANH	
Location	Phuoc Thuan Commune, Tuy Phuoc District, Binh Dinh Province
Land area	431,604.96 m²
Total expected investment	VND 1,389 billion
Commercial land area	Residential land 88,452.39m² Service and residential land 44,728.14m² Villa land 12,058.07m² Trade and service land 5,563.43m², townhouses
Products	Attached houses, residential and service houses, villas, etc.
Opening time	Quarter III/2023
Hand-over time	Quarter IV/2023 as expected



**SERENITY PHUOC HAI**

Location	Phuoc Hai Town, Dat Do District, Ba Ria-Vung Tau Province
Land area	73,842 m <sup>2</sup> including: + Mountainous area: 55,569.8m <sup>2</sup> , + Beach-front area: 18,272.2m <sup>2</sup>
Total expected investment	Total investment of Mountainous area: Approximately VND 6,172 billion Total investment of Beach-front area: Approximately VND 2,300 billion
Commercial area	Mountainous tourist apartment (GFA: 273,740m <sup>2</sup> , NSA: 224,732m <sup>2</sup> ), Beach-front resort villa (GFA: 2,700m <sup>2</sup> ), Beach-front hotel (GFA: 20,676.1m <sup>2</sup> )
Products	Tourist apartments, shop-houses, hotels, resort villa, etc.
Opening time	Quarter II/2022
Hand-over time	Quarter IV/2022 as expected

**BO BAC**

Location	Tinh An Commune, Quang Ngai City, Quang Ngai Province.
Land area	420,094,18m <sup>2</sup>
Total expected investment	VND 1,485 billion
Commercial area	133,194,65m <sup>2</sup>
Products	Approximately 1,274 units, including houses, residential lots, trade and service land lots, etc.
Opening time	Quarter III/2022
Hand-over time	Quarter IV/2024

**223 TRAN PHU**

Location	223-225 Tran Phu Street, Phuoc Ninh Ward, Hai Chau District, Da Nang City
Land area	2,730,7m <sup>2</sup>
Total expected investment	VND 2,933 billion
Commercial area	Hotels: 9,486m <sup>2</sup> Apartments: 14,906 m <sup>2</sup>
Products	Hotels: 200 rooms. Apartments: 213 apartments.
Opening time	Quarter IV/2023
Hand-over time	Quarter II/2024

**THUAN AN HIGH-RISE COMPLEX (NTMK)**

Location	Thuan An, Binh Duong Province.
Land area	Land area according to the plan: 44,585.6 m <sup>2</sup> . In which: Thuan An 1: 18,370.5m <sup>2</sup> . Thuan An 2: 26,216.1 m <sup>2</sup> .
Total expected investment	VND 9,374 billion.
Commercial area	Apartments: 370,278m <sup>2</sup> Trade and service areas: 18,497m <sup>2</sup> Shop-houses: 9,449m <sup>2</sup> Other: 3,222 m <sup>2</sup>
Products	Apartments, trade – service spaces, shop-houses, etc.
Opening time	Quarter III/2022
Hand-over time	Quarter III/2024



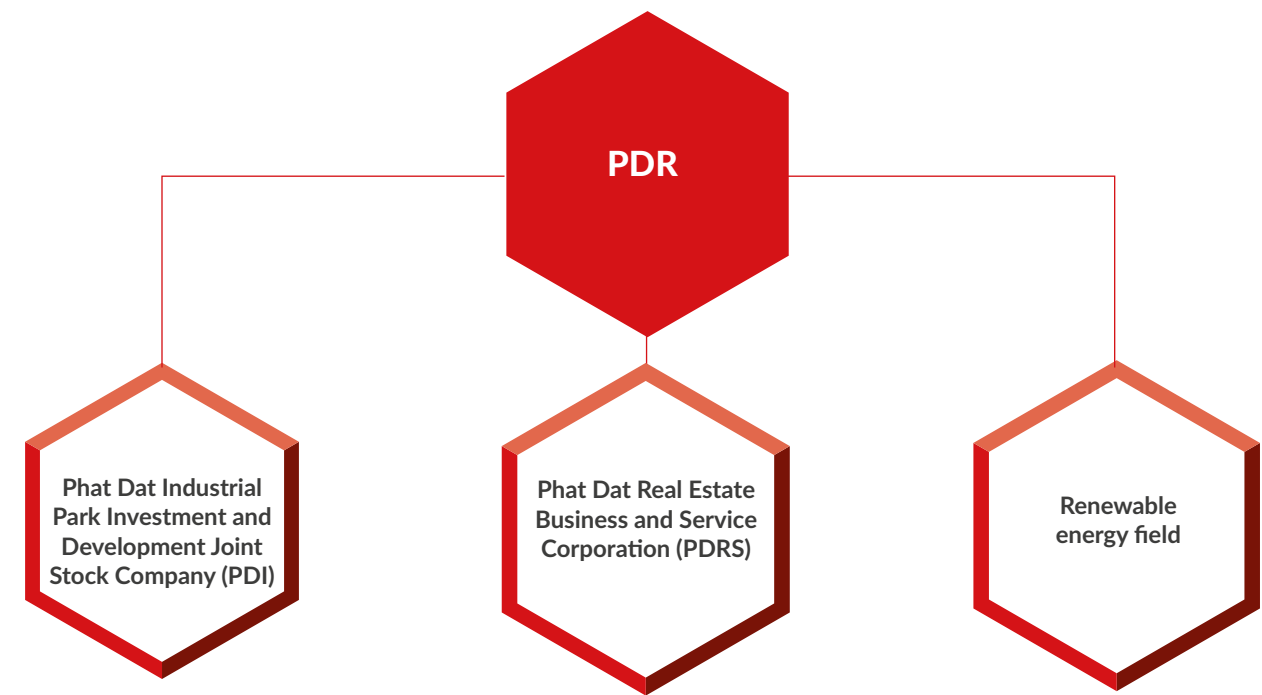
# PHAT DAT GROUP

## A DIVERSIFIED CONGLOMERATE WITH HIGH FOCUS

Phat Dat Group members have been well-prepared for a rapid rise. The economy-society movement demonstrates a high level of congruence between market demand and the Group's members' fields of expertise.

As a result, 2022 is set to be a very impressive year, propelling Phat Dat Group to a new position with comprehensive strength.

The following members represent the key pillars that contribute to the Group's development strategy:



Creating a foundation for the sustainable growth of enterprises and social communities, as well as resource optimization to swiftly become one of PDR's cornerstones.

Improving the organizational foundation to closely align with PDR's business activities, enhancing liquidity, increasing sales velocity, and aiding PDR in promptly meeting its set business goals.

Continuing the thorough research, assessment, and preparation so that this sector will be officially implemented when the best signals of business opportunities emerge in favorable market circumstances.

The PDR leadership's consistent policy is conducting business effectively, but we will not trade off stability and sustainability for any opportunity for rapid growth. PDR is more concerned with long-term goals than with short-term ones.

As a result of that consistent policy, all business decisions and choices made by all members must meet the following criteria:

- Be free of any potential legal risk.
- Do not violate the principles of good business ethics.
- Do not disperse resources, as this may lead to a loss of focus.
- Ensure that business models, products, and values are up to date and well suited to the market's needs.
- Ensure the alignment with the local development and the national socioeconomic development.





# PHAT DAT INDUSTRIAL PARK INVESTMENT AND DEVELOPMENT JOINT STOCK COMPANY – PDI

## Land bank

3,061.22<sub>ha</sub>

## Announced projects at:

QUANG NGAI  
BA RIA – VUNG TAU  
DONG THAP

## MARKET OPPORTUNITIES

Before Covid-19, market reports indicated that industrial real estate supply in the southern provinces was in limited supply. Existing industrial parks were oversubscribed, and rents rose. The gap was predicted to worsen as the economy recovered and rental demand increased. Many businesses, in particular, aspired to industrial cities with full facilities from healthcare, education, amenities and the environment - to secure the living and working needs of business people, experts and workers.

Currently, the government has determined and committed to reviving the economy in the aftermath of the pandemic. As a result, building industrial infrastructure is a key priority. The economy is restructuring to overcome the previous constraints that were visible during the pandemic. Typically, there is a shift to balance investment with China so that significant businesses around the world are no longer fully reliant on Chinese supply networks. Instead, with numerous benefits, Vietnam will emerge as the best option for their development needs outside of China.

On the other hand, workers tend to return home following a pandemic rather than congregate in major cities. Localities having access to raw resources and agroecosystems can now fully meet the demand for highly trained labor forces in facilities and factories that require workers.

Because the PDI development model is entirely compatible with the aforementioned needs, it has gained a lot of positive attention and cooperation from the local governments.

## OPERATIONAL ORIENTATION

PDI's business strategy calls for the development of modern and large-scale industrial townships in the localities with current demands, facilities and advantages for industrial parks, such as Quang Ngai, Binh Duong, Dong Nai and Ba Ria - Vung Tau. In recent years, PDI has expanded its operations to the Southwest region, which houses the production of raw material, agricultural, fruit granary, aquaculture products, etc. At the same time, such localities have already had access to the extensive local labor pool but lack an industrial infrastructure to transform the driving force of socio-economic development.

To assure product development meeting clients' highest present and future demands, as well as achieve high and rapid market absorption, PDI chooses to invest and develop in this sector by:

- Collaborating with strategic and professional partners in each field.
- Investing in phases.
- Approaching the target customers to create products best tailored to their needs.

PDI has always applied the highest environmental standards as part of its sustainable development strategy. According to the highest criteria of infrastructure construction rate, green space in projects typically reaches at least 10-15%. Simultaneously, PDI seeks to maximize the utilization of renewable resources, ranging from clean water, electricity to raw materials.

According to the plan for PDI, the Company aims to develop new industrial zones and large-scale industrial townships. PDI's projects have all items of a civilized socio-economic model with 70% of the area for factories and warehouses while the remaining 30% is for urban infrastructure and utility services, which fully meets the living and working needs of these IPs' workforce and the surrounding community.





PDRS is “an extension arm” of PDR to perform business and service activities. Through PDRS, PDR’s projects and products will be brought directly to the market, up to the final stage to work with end buyers. This strategy will contribute to accelerating business speed, revenue and investment efficiency. Thereby, the stability and sustainability of PDR and the Group will be upgraded to a new level.



A part of Astral City

## PHAT DAT REAL ESTATE BUSINESS AND SERVICE CORPORATION (PDRS)

Products offering to the market in 2022-2025.

30,000

### MARKET OPPORTUNITIES

Vietnam's real estate market is Asia's most active and development-driven, growing at a rate of 15% per year on average. The outlook for the next 20 years remains highly favorable. As urbanization stays low but rapidly increases, the economy develops at a substantial growth rate, and basic infrastructure has plenty of opportunity for expansion.

PDRS inherits PDR's extensive resources and product series, as well as its position, network, experience, etc., to build up a solid foundation of internal resources and serve as a launching pad for sustainable growth in the hugely prospective real estate market.

### OPERATIONAL ORIENTATION

PDRS has initiated a plan for the period 2022-2025, which corresponds to PDR's growth plan, with specific goals:

- Improve the performance of your real estate business for PDR.
- Attract professionals and fine-tune the critical leadership team to develop high-quality resources and business competitiveness.
- Apply modern technology platforms in the deployment of real estate solutions.
- In the period 2022-2025, implement a company with over 30,000 products on the market.



A part of Astral City



# SUSTAINABLE DEVELOPMENT THE POWER OF SHARING

Entrepreneurship and economic development are the main drivers of social change. Accordingly, businesses play an integral role in the strength of a community. However, business activities and economic development may turn social life in a negative direction when growth does not imply the genuine quality of development. As such, businesses can become antagonists to the community's common interests when they do not share the same vision, goals, and value system.

In the past two years, the picture of global life has become unpredictable under the emergence of the covid-19 pandemic, and the modern history of humanity has recorded an unprecedented period.

Covid-19 is really a concussion that completely disrupts the lives of each individual and the whole society on a global scale. Thereby, the challenges, problems and risks to humanity are most clearly revealed.

Covid 19 puts new commands on sustainable development. In particular, the way businesses perceive the role - mission for sustainable development will determine the community's welfare both in the immediate and long term.

PDR is expanding its efforts to engage more in the field of sustainable development. Not only benevolent activities, but the company also sets higher environmental requirements for its products, projects and business activities and promotes in-depth CSR plans.



## MESSAGE OF SUSTAINABLE DEVELOPMENT

PDR has gained great achievements and new scale; thus, the Company has also expanded its scope for CSR, humane activities and other aspects related to sustainable development according to the latest criteria.

For the past year, under the severe impact of the Covid-19 pandemic, the enterprise's responsibility and humanity sense has been highly promoted by PDR with practical efforts and effective activities. The Company has applied substantial policies to provide the officials, employees, related people with the best care, and the Company has closely accompanied many localities.

Being well aware of the role and mission in the common development of society, PDR always sets the criteria for sustainable development accompanying the growth strategy.

By far, in addition to efforts to promote business activities, PDR has also set many new requirements to continuously improve its responsibility in sustainable development. For PDR, sustainable development begins with the Company's core values and is the basic rule for all decisions and actions of an enterprise.



» Special Recognition in ESG

» Special recognition in CSR

For a specific orientation, PDR actively implements the sustainable development goals under 3 pillars:

### ACCOMPANYING THE LOCAL DEVELOPMENT

In many localities, PDR is one of the pioneering enterprises clearing the way for the real estate sector development. Therefore, PDR's criteria are to set a good precedent, contribute to changing the urban face, bring many economic opportunities and promote a modern, civilized lifestyle. All PSR's projects must bring positive life values to its residents. PDR's works are developed in accordance with the local development policy and have the finishing quality equivalent to the products in big cities.

### RESPONSIBLE DEVELOPMENT

In the designing stage, PDR always emphasizes the harmonious use of natural conditions and landscapes with its planning-architectural capabilities. In addition, PDR researches the efficient use of resources and selects technical and technological solutions to help minimize energy consumption.

### TAKING CARE OF PEOPLE

The Company keeps aiming at a humane working environment, continuously improving the policies for employees, from salary and bonus to welfare regime. The Company also provides employees with the best conditions to realize their full potential through a flexible recruitment policy and intensive training programs. Besides developing human resources and taking good care of employees, PDR also targets the disadvantaged groups in society, prioritizing its sponsorships to educational support programs to improve the cultural and spiritual life of the locals.

By taking these approaches, PDR not only complies with the standard framework and general regulations on sustainable development, but also desires to do better. In its future development direction, PDR also sets many new requirements to raise its own standards so that all products of PDR are truly valuable in all aspects. In addition to beneficial activities, PDR's CSR activities will be focused thoroughly on higher levels to increase its contribution to and positively impact the community.

PDR uses the motto of **Inclusive Prosperity over Materialistic Interest** as a guideline in this field.



# THE PROCEDURE FOR THE COMPLIANCE WITH AND PRESERVATION OF SUSTAINABLE DEVELOPMENT STANDARDS



# REPORT'S STANDARDS

PDR's Sustainable Development Report is prepared with reference to the latest GRI - An international set of standards for corporate sustainable development report being applied in many countries.

Material topics, identified on the basis of their impact on PDR and relevant stakeholders' engagement, are primarily presented in this report.

In addition to reference, PDR also uses GRI 2021 as an assessment framework to identify shortcomings in sustainable development for improvement, and proactively aim at full compliance with international sustainable development standards in the future.

Moreover, PDR also refers to the Guidelines on Environmental and Social Disclosure of the State Securities Commission, IFC and Circular No. 155/2015/TT-BTC to prepare the report in a more convenient, standardized, transparent and efficient manner.

## REPORT RANGE

This report is prepared in Vietnam, in the field of real estate investment and business.

This report is prepared for Phat Dat Real Estate Development Corporation (PDR), including the operations of the headquarters, 03 branches and 10 subsidiaries.

- Branches: Quang Ngai branch, Phu Thuan branch and District 5 branch, HCMC.
- Subsidiaries: *Kindly refer to pages 142-143*

## REPORTING CYCLE

The information in the report is updated for the fiscal year 2021, starting from 1st January 2021 and ending as at 31st December 2021.

Starting from 2018, PDR conducts annual sustainable development reports and publishes them together with annual reports.

## CONTACT INFORMATION

In order to make the report communicable and referable for PDR, stakeholders, investors and shareholders, PDR would like to receive comments on our report. Should you have any feedback, kindly send them to the following address:

### Phat Dat Real Estate Development Corporation

- 8th & 9th Floors, Viettel Building, 285 Cach Mang Thang Tam Str., Ward 12, District 10, HCMC
- Telephone: +84.28.2226 6868
- Fax: +84.28.2226 8686



# THE POWER OF SHARING

PDR accompanies employees and the community during the most severe period of the epidemic with **sympathy and tangible support**.

## TAKING CARE OF PEOPLE

### PDR in 2021

**292**  
members

**12.12%**  
salary increase rate

**VND 13.2 billion**  
bonus

**VND 10.8 billion**  
total insurance premium

**VND 2.6 billion**  
lunch expenses

**VND 985 million**  
welfare

**VND 5 million**  
support for each employee infected with Covid (from July to October 2021).

PDR has been consistent in forming a corporate culture of professionalism with family vibes. In a normal context, this orientation might have caused concern for many people. However, under the unprecedented socio-economic circumstances for the past year, the strength and values of PDR's family culture has been revealed and promoted significantly.

**Corporate family culture** is often understood as an interest relationship based on bloodline and personal acquaintance due to the characteristics derived from the family business model of many Vietnamese enterprises. The convolution in management, the inconsistency in operations, the preferential treatment of benefits, etc., make the image of "family company" the prejudice of unprofessionalism.

But that's not the family culture that PDR pursues. Besides keeping investment to achieve professionalism, applying the modern standards, upholding the compliance and discipline requirements, and many others, PDR's leadership still wishes to build an affective, sharing and caring working environment. The interpersonal relationship should be more caring and sharing than the relationships between colleagues, superiors and subordinates, employer and employees. Thereof, each person spends time during the day at work, almost equivalent to the time spent with family. Moreover, each employee is a part of the Company's overall development.

Thereof, the Company always requires attentive care for all members, from salary, bonus and remuneration policies to the specific requirements such as lunch quality.

During the two years of living under the impact of Covid-19, safe working conditions, as well as all income and welfare of all members, are guaranteed. In 2021, the average wage growth at PDR was twice the average growth of the labor market in Vietnam.

During the most severe epidemic period, HCMC had to apply strict social distancing for a long time, and social safety was severely challenged. PDR has tightened the connection, ensuring that the whole Company still interacts and communicates smoothly. In particular, the Company also establishes a quick response team to provide continuous support to employees when they or their family members are infected or encounter difficulties due to social-distancing conditions. Infected members are all supported in cash, regardless of position or division.

All these efforts have helped all PDR members safely overcome the stressful period, promoting the strength of trust and solidarity to steadfastly pursue business goals with the Company. PDR's remarkable growth achievement amid extremely unfavorable socio-economic circumstances resulted from such **family spirits**.



## ACCOMPANYING THE LOCAL DEVELOPMENT

When public life and social safety fall in jeopardy, the enterprise role is necessary more than ever. For the past year, the Vietnamese business community has made great efforts and dedication to helping the country overcome the pandemic. PDR is also in that general picture.

The Company has sponsored more than VND 18 billion in cash to contribute to the vaccine fund, medical equipment support, frontline support, food sponsorship for severely affected areas, etc. Besides HCMC, PDR also accompanied Da Nang, Quang Ngai, Binh Dinh, Phu Yen, Binh Duong, Ba Ria - Vung Tau, Dong Thap, Tra Vinh, etc.

With the massive impact of the epidemic, all contributions from a single enterprise will be minor. However, timely and practical acts substantially contributed to the community overcoming the difficult period. Thence, PDR has gained more experience and perspective to develop more impactful CSR plans to accompany the business development process.

In addition to supporting the epidemic fight, PDR also carries out many other sponsorship activities according to the criteria of accompanying the development of the localities. Typically, sponsoring the construction of Tay Son Tam Kiet temple - a national relic in Binh Dinh, giving new year gifts to the poor in Quang Ngai and HCMC, among others. In particular, PDR continues its support to voluntary organizations that the Company has accompanied for a long time, such as Phu Hoa Orphanage and Vo Hong Son Center for Raising Disabled Children in Quang Ngai.



## RESPONSIBLE DEVELOPMENT



On the basis of absolute compliance with the laws in project development and criteria on sustainable development, EIA reports are prepared for all PDR's projects.

Specialized departments of PDR analyze and forecast the impacts of investment projects on the environment to come up with suitable environment protection measures when implementing the project in a scientific, practical and honest manner.

This is also the basis to help the Company increase its ability to effectively assess, prepare, manage, control and prevent environmental problems during the project formation and implementation.

PDR's complete, duly and prompt preparation of the EIA reports is highly appreciated and approved by the management agencies in the localities where the projects are implemented.

Some typical evaluations of PDR's projects:

- Making a substantial contribution to creating a spacious and modern face for the area.
- Building a synchronously planned, high-quality housing area.
- Having harmonious linkage between architectural space and overall landscape of the whole urban area.
- Deploying the available natural features to an urban area with an attractive landscape and fresh, friendly environment.
- Featuring energy-saving and safety measures according to sustainable development criteria.
- Providing a smooth connection with the local technical and social infrastructure system.
- Recovering budget to the state from the auction of land use rights in the urban areas.
- Facilitating the development of societal programs.
- Promoting the cultural exchanges in the region and the area, thus, the local civilization level will be significantly improved.



# PDR IN REFERENCE TO THE UNITED NATIONS' 17 SUSTAINABLE DEVELOPMENT CRITERIA






Most of the fields in reference to the United Nations' 17 Sustainable Development Criteria are enhanced by PDR in both budget and operational quality. Based on the overall impact of the Company's development and sustainable development strategies, PDR identifies and integrates key priority goals to ensure harmonious interests of stakeholders.





Priority sustainable development goals for PDR:

- SDG 4: Quality of Education
- SDG 6: Clean water and sanitation
- SDG 7: Clean and sustainable energy
- SDG 8: Economic growth and sustainable jobs
- SDG 11: Sustainable cities and communities
- SDG 13: Responding actions to climate change










Criteria	Content	Criteria Description
<b>1-2. POVERTY ERADICATION, HUNGER ERADICATION</b> 	<ul style="list-style-type: none"> <li>Monthly accompany and sponsor Phu Hoa - Quang Ngai Orphanage.</li> <li>Provide financial support to organize the Spring Day Shelter program.</li> <li>Sponsor New year program for the poor in Quang Ngai.</li> </ul>	<ul style="list-style-type: none"> <li>Eliminate poverty in all aspects, everywhere.</li> <li>Eliminate hunger, ensure food security, improve nutrition, and promote sustainable agriculture.</li> </ul>
<b>3. HEALTHY LIFE</b> 	<ul style="list-style-type: none"> <li>Fund for Covid-19 epidemic fight in many localities.</li> <li>Take care of employees with many forms of sharing and supporting.</li> <li>Apply the health-protection and epidemic-prevention measures inside and outside the office.</li> <li>Implement the communication programs on mental health care for employees.</li> </ul>	Healthy life, enhancing benefits for all ages.
<b>4. QUALITY OF EDUCATION</b> 	<ul style="list-style-type: none"> <li>Support Nguyen Tan Thanh from today's filial children program in Quang Ngai.</li> <li>Implement the monthly and quarterly internal training.</li> <li>Improve management capacity.</li> <li>Train, foster and develop a successor team for the Company.</li> </ul>	<p>Qualified, equitable and effective education.</p> <p>Learning opportunities for everyone.</p>
<b>5. GENDER EQUALITY</b> 	<ul style="list-style-type: none"> <li>The percentage of female staff accounts for 32%.</li> <li>Pay attention to fostering and creating opportunities to increase female employees at managing, consulting and operating levels.</li> <li>Fully implement benefits for maternity leave, women with children under 12 months old, and all female employees.</li> <li>Present gifts and congratulations on 8th March, 20th October, birthdays, etc.</li> </ul>	Gender equality, empowering women and girls.
<b>6. CLEAN WATER AND SANITATION</b> 	<ul style="list-style-type: none"> <li>Carefully monitor the following indicators: pH, BOD5, TSS, total dissolved solids, Sulphide (calculated by H2S), Nitrate (calculated by N), Ammonium (calculated by N), Animal and vegetable fats and oils, Total Surfactants, Phosphate, Coliform.</li> <li>Use water according to Vietnamese Standards, especially in projects according to Vietnam Construction Standards - QCXDVN 01:2008/BXD.</li> <li>Take the periodic inspection of domestic water and water used in projects.</li> <li>Use rainwater and re-treat wastewater through treatment stations right at the project for watering plants.</li> <li>In technical design, use water-saving equipment and automatic washing machine of high power to save water.</li> </ul>	Sustainable water supply and management
<b>7. CLEAN AND SUSTAINABLE ENERGY</b> 	<ul style="list-style-type: none"> <li>Use the clean and sustainable energy sources throughout the project.</li> <li>Use solar energy for electricity.</li> <li>Water energy: Use the pure water system directly integrated with solar energy.</li> <li>Gas energy: Use natural CNG with pro-environmental methane composition.</li> </ul>	Access to modern, sustainable, reliable energy at reasonable prices.

Criteria	Content	Criteria Description
<b>8. ECONOMIC GROWTH AND SUSTAINABLE JOBS</b> 	<ul style="list-style-type: none"> <li>Continue to achieve the high revenue growth and high tax payment for the State budget.</li> <li>Provide thousands of direct and indirect job opportunities.</li> </ul>	Economic growth and sustainable jobs.
<b>9. INDUSTRY, INNOVATION AND INFRASTRUCTURE</b> 	<ul style="list-style-type: none"> <li>Use pro-environmental materials such as light bricks, unburnt bricks, artificial wood, etc.</li> <li>Use energy-returning elevators to save electricity.</li> <li>Constantly innovate and apply the construction technology according to the general trend of the world, create the sustainable quality and safety for residents.</li> <li>For the design, pay attention to natural ventilation by using sunshades, avoiding solar radiation, and minimizing electricity consumption.</li> <li>Set up a centralized wastewater treatment station according to environmental sanitation standards.</li> <li>Plant new trees and increase green area at the projects.</li> <li>Build infrastructure in project development areas.</li> </ul>	Focus on synchronous infrastructure, sustainable industrialization and creativity encouragement.
<b>10. REDUCING INEQUALITY</b> 	<ul style="list-style-type: none"> <li>Long-term sponsorship for Vo Hong Son Center for Children with disabilities - Quang Ngai.</li> <li>Have a welfare policy for employees without basing on rank or position.</li> <li>Create career development opportunities for all capable and dedicated people with progressive human resource policies.</li> </ul>	Reducing inequality.
<b>11. URBAN, SAFE AND SUSTAINABLE COMMUNITY</b> 	<ul style="list-style-type: none"> <li>Finance the construction of Tay Son Tam Kiet temple - Binh Dinh.</li> <li>Plant trees around the project and workplace.</li> <li>Build residential areas and urban areas with modern and complete utilities; contribute to improving life.</li> <li>Use the land for the proper planning purpose.</li> <li>Ensure the planning of infrastructure and the quantity of housing products in accordance with the population density as the planning standard.</li> </ul>	Building a safe and sustainable urban and residential community.
<b>12. RESPONSIBLE CONSUMPTION AND PRODUCTION</b> 	<ul style="list-style-type: none"> <li>Use diesel generators equipped with a two-step filter device to reduce toxic gases generated during fuel combustion.</li> <li>Apply National Technical Regulation on Noise - Regulation QCVN 26:2010/BTNMT.</li> <li>Monitor the environmental quality of the projects during the construction phase and coming into operation every 6 months.</li> <li>Manage, prevent and respond to the risks of projects during the construction and operation.</li> <li>Commit not to causing the impact on the environment and affect the community, as well as economic and social activities.</li> <li>Ensure labor safety and prevent fire and explosion in projects during construction and operation.</li> <li>Sign a contract with an experienced consultant to ensure optimal environmental impact.</li> <li>Apply the National Technical Regulation on industrial emissions for dust and inorganic substances - QCVN 19:2009/BTNMT.</li> </ul>	Responsible production and consumption.



Criteria	Content	Criteria Description
13. ACTION TO RESPOND TO CLIMATE CHANGE 	<ul style="list-style-type: none"><li>• Use Low E emission glass door solution design, reduce heat transfer, reduce the amount of ultraviolet and infrared rays.</li><li>• Design and implement the project according to the EDGE green architecture standard of IFC- World Bank organization.</li><li>• Use solar batteries to replace electricity.</li><li>• Apply the insulation level calculating process of the enclosure wall and glass to meet the national standard on energy-saving buildings - QCVN09/2013-BXD.</li><li>• Monitor the ambient air quality: Project entrance, basement for waste treatment, ground floor near waste storage area.</li></ul>	Respond to climate change.
14. WATER RESOURCES 	<ul style="list-style-type: none"><li>• Make use of rainwater and re-treat wastewater through treatment stations right at the project for watering plants.</li><li>• Build a pit to collect water flowing from the storage room into the dirty water drainage system and to the wastewater treatment station, ensuring the safety and hygiene of the water source.</li><li>• Automatically monitoring of post-treated wastewater with a discharge scale of 1,000 m3/round day or more.</li><li>• Monitoring frequency: every 3 months and at the request of the State management agency.</li><li>• Condensate water system by PVC pipe. The slope of the condensate line ensures the best drainage.</li><li>• Conduct the garbage collection around the project and the workplace to protect the environment.</li><li>• Monitor daily-life solid waste with frequent collections.</li></ul>	Conservation and sustainable use of ocean ecosystems.
15. LAND RESOURCES 	<ul style="list-style-type: none"><li>• Ensure full compliance of requirements such as using tarpaulin to cover means of transportation of excavated soil and construction materials to prevent from scattering and dispersing dust during the transportation process.</li><li>• Excavated soil will be used for leveling at the project site.</li><li>• Sign contracts with the unit in charge of transporting excavated soil to be treated in accordance with the regulations.</li><li>• Carry out biddings to select the construction contractors and subcontractors with expertise in transporting - treating the volume of excavated soil following the current regulations.</li></ul>	Protect, regenerate and encourage the use of terrestrial ecosystems
16. PEACE, JUSTICE AND STRONG INSTITUTIONS 	<ul style="list-style-type: none"><li>• Develop a code of conduct “Standards of Phat Dat’s People” based on the core values of creativity, commitment, fairness and respect.</li><li>• Organize the regular internal communication programs for employees.</li><li>• Issue the regulations on compliance with the law on obligations of enterprises.</li><li>• Highlight the role of stakeholders.</li></ul>	Peaceful society, creating opportunities for fairness and justice for everyone.
17. WORKING TOGETHER TO REALIZE THE GOALS 	<ul style="list-style-type: none"><li>• Actively participate in the Association of Construction and Building Materials.</li><li>• Be included in MSCI Frontier Market Index.</li><li>• Signed the strategic cooperation with KPMG Vietnam on business management consultancy.</li><li>• Achieved ‘B’ for an outlook stable by Fitch Ratings.</li><li>• Participate in and win the prestigious BCI Asia Awards - the most prestigious architecture - construction awards in Asia.</li><li>• Participate in and win 5 awards at the Property Awards, the substantial award in the architecture - construction industry, for Astral City project.</li><li>• Encourage the creativity of a socially responsible architecture.</li></ul>	Global Development Partnership.

STAKEHOLDER ENGAGEMENT

GRI102-43: STAKEHOLDER IDENTIFICATION PROCESS

PDR identifies stakeholders through the following influences:

Operational analysis	Recommend list	Discussion and reviews	Identifying the list
Analysis of activities in the value chain of real estate projects and BT projects.	Propose a list of organizations and individuals related to each activity in the value chain, focus on organizations and individuals having worked the Company or with experience and capacity in each activity.	Discuss and evaluate stakeholder engagement methodologically and empirically.	Identify a list of stakeholders in each activity and prioritize them.

GRI 102-42: IDENTIFICATION AND SELECTION OF STAKEHOLDERS

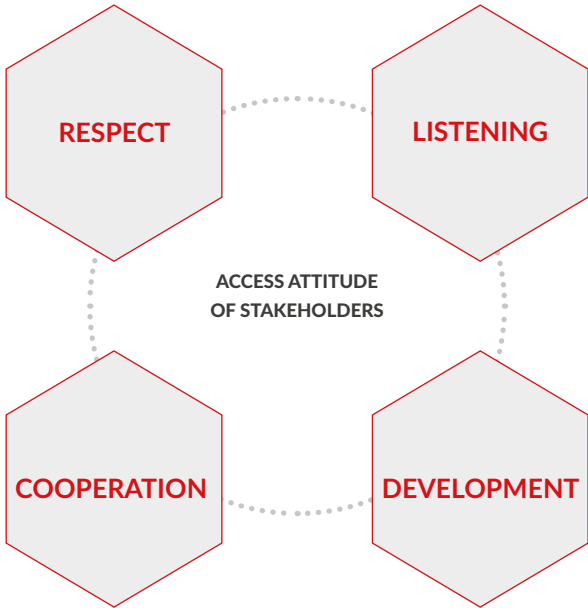
We list all stakeholder groups that are affected by PDR’s activities, interested in and having influence on the sustainable development of PDR. Then, based on the low to high interaction of the groups with PDR, we identify the key stakeholders.

The list of stakeholders involved in PDR’s sustainable development activities is identified as follows:

CUSTOMERS	Direct users of PDR’s products.
PARTNERS	Providers of services solutions related to the real estate project development, construction contractors and suppliers, etc.
SHAREHOLDERS AND INVESTORS	The legal owners of a part or all of the contributed capital with their rights and obligations attached to the performance of PDR.
EMPLOYEES	One constituent of the Company’s production force.
COMMUNITY	Formed on the basis of relationships between individuals and collectives.
GOVERNMENT	The legislative authorities or the State regulatory authorities involved in inspection and regulation.
COMPETITORS	Competitors with the same customer segment, the same product, the same price range and the competitive strength in the same market segment with PDR.
PRESS AND MEDIA AGENCIES	Agencies engaged in press publishing and media activities.
FINANCIAL INSTITUTIONS	Agencies engaged in financial solutions.



GRI 102-21: MECHANISMS FOR SEEKING ADVICE AND RAISING CONCERNS



- With the motto of transparency in all activities and relationships, PDR has been actively building sustainable relationships with the stakeholders based on the values of “Respect – Listening – Cooperation – Development” to bring long-term prosperity to all parties. Stakeholders’ feedback is the basis for recognizing and identifying more valuable solutions for the sustainable development strategy. Therefore, PDR takes and handles stakeholders’ feedback in a timely, public and reasonable manner.
- The stakeholders’ feedback is simultaneously received by the person in charge and the related departments/ divisions and then analyzed and processed by the relevant departments/departments.
- Evaluation comments on stakeholders’ feedback are transferred to the BOD/BOM through reports and discussion meetings.
- Appropriate responses are translated into directives and measures by the person in charge of the field and immediately followed by the organization.
- Other responses that have not yet been made will be notified to the relevant parties for further discussion.
- A lot of feedback from stakeholders has contributed to changing the Company’s implementing plans and measures during operation, reducing costs and increasing the Company’s legal compliance level.






IDENTIFYING RELATED ISSUES

- PDR identifies relevant fields based on:
- Real estate industry context.
  - Stakeholder concerns.
  - The issues reflect the impact of PDR on the economy, environment and society.

Stakeholders	Approach	Key concerns of the stakeholders	PDR's response
<div>CUSTOMERS</div> <div></div>	<ul style="list-style-type: none"><li>• Receive the information and problems through face-to-face meetings or via social networks, email <a href="mailto:info@phatdat.com.vn">info@phatdat.com.vn</a> of the relevant receiving department.</li><li>• Organize meetings with customers via sales events, customer loyalty events, customer conferences, etc.</li><li>• Send information related to the Company's products and business policies directly to customers in writing.</li></ul>	<ul style="list-style-type: none"><li>• Good price.</li><li>• Quality and service.</li><li>• Customer satisfaction level.</li><li>• Efficiency and working methods of employees.</li><li>• Product liability.</li><li>• Sales policy.</li><li>• Post sale policy.</li></ul>	<ul style="list-style-type: none"><li>• Strictly comply with legal regulations in domestic and foreign markets; Reasonable and competitive pricing policy, ensure harmonious interests of customers and the Company.</li><li>• Commitment to ensuring the highest quality and service provided to customers.</li><li>• Each employees member must pay attention, listen and be ready to satisfy the legitimate requirements of customers during the interaction process.</li><li>• Show gratitude to customers through organizing customer conferences, promotions and attractive after-sales policies.</li><li>• Establish a mechanism to deal with customer complaints.</li></ul>
<div>PARTNERS</div> <div></div>	<ul style="list-style-type: none"><li>• Meet and discuss in person via meetings, receive and resolve the inquiries via email, phone or fax.</li><li>• Participate in joint activities related to cooperation and development issues related to project investment, sustainable development with society and the community.</li><li>• Record feedback and handle critical issues as quickly as possible.</li></ul>	<ul style="list-style-type: none"><li>• Business results.</li><li>• Collaboration and attitude.</li><li>• Respect for mutual interests.</li><li>• Effective cooperation</li><li>• Safety, health and environment.</li><li>• Information confidentiality</li></ul>	<ul style="list-style-type: none"><li>• Select suppliers fairly based on quality profile, technical ability, past experience...</li><li>• Do not disclose supplier's confidential information to their competitors.</li><li>• Straightforward dialogue, promote the positive aspect, limit the negative aspect, aim to build a long-term, beneficial bilateral relationship for all parties.</li></ul>
<div>SHAREHOLDERS AND INVESTORS</div> <div></div>	<ul style="list-style-type: none"><li>• Meet in person monthly, quarterly and on demand.</li><li>• Receive the problems and handle the inquiries via email, phone, fax, etc.</li><li>• Organize the General Meetings of Shareholders, regular and extraordinary meetings.</li><li>• Disclose the detailed financial statements on mass media according to regulations of the State Securities Commission and HOSE.</li><li>• Attend the seminars, annual forums, construction industry fairs to share information.</li></ul>	<ul style="list-style-type: none"><li>• The Company's Business results.</li><li>• Status and performance of operations.</li><li>• Development strategy.</li><li>• Risk management.</li><li>• Information transparency.</li><li>• Information confidentiality.</li></ul>	<ul style="list-style-type: none"><li>• Regularly organize public programs and conferences to help investors have a more comprehensive view of the Company's operations and development strategy in the next stages such as: periodically, organize annual and extraordinary meetings, customer conference programs, participate in meetings and discussions with domestic and foreign investors, etc.</li><li>• The sharing and disclosure of information must be fair. The investment opportunities must be equal for all investors.</li><li>• Do not arbitrarily disclose information of investors and shareholders without permission or the request of legal authorities.</li></ul>



Stakeholders	Approach	Key concerns of the stakeholders	PDR's response
<b>EMPLOYEES</b> 	<ul style="list-style-type: none"> <li>Survey, listen, receive employees' opinions about the working environment, the policies on the Company's working regime, welfare, salary and bonus, culture, etc. directly and indirectly.</li> <li>Organize monthly dialogue and discussion programs with employees.</li> <li>Organize events, activities, team building on the substantial occasions such as establishment anniversary, holidays, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Company's remuneration policy.</li> <li>Promotion opportunities.</li> <li>Occupational safety.</li> <li>Work environment.</li> <li>Colleague relationship.</li> <li>Manager – workers relationship.</li> </ul>	<ul style="list-style-type: none"> <li>Annually, the Company carries out a review of its salary, bonus and welfare policy for employees.</li> <li>Talent retention policy.</li> <li>Occupational Training and development programs for employees.</li> <li>Provide a code of conduct throughout the Company to build a strong culture.</li> <li>Regularly organize the internal activities to create a cohesive and healthy working environment for employees.</li> <li>Carry out the governance based on respect for employees, including employees' decisions, wishes, aspirations, freedoms and other legal rights.</li> </ul>
<b>COMMUNITY</b> 	<ul style="list-style-type: none"> <li>Participate in community programs of organizations and authorities.</li> <li>Publicize information on the enterprises' business activities through the official communication channels.</li> </ul>	<ul style="list-style-type: none"> <li>Employment issues.</li> <li>Contribution to the community.</li> <li>Affection and responsibility to the community.</li> <li>The Company's direct and indirect impacts on the environment during its operation.</li> </ul>	<ul style="list-style-type: none"> <li>Undertake to place the environment above development, minimize the impact on the environment in implementing and putting the large-scale projects into operation.</li> <li>Affirm the working spirit with all conscience and responsibility for environmental protection and the society and the nation growth.</li> <li>Continue to promote the implementation of sponsorship and benevolent programs, joining hands in building the community.</li> </ul>
<b>GOVERNMENT</b> 	<ul style="list-style-type: none"> <li>Participate in the seminars and conferences about real estate, construction and architecture organized by the ministries and sectors.</li> <li>Actively participate in the activities of the architecture, construction and project development associations.</li> <li>Publicize the tax information and report according to the current regulations.</li> </ul>	<ul style="list-style-type: none"> <li>The Company's compliance with the laws.</li> <li>Difficulties encountered in implementing the policies and legal provisions.</li> <li>General market trends and industry trends.</li> <li>Investment and business activities in a responsible manner to customers, society and environment.</li> </ul>	<ul style="list-style-type: none"> <li>Absolutely comply with the government's regulations, Vietnamese laws on economy, society and environment.</li> <li>Fulfill obligations to the State budget.</li> </ul>

Stakeholders	Approach	Key concerns of the stakeholders	PDR's response
<b>COMPETITORS</b> 	<ul style="list-style-type: none"> <li>Meet and share with competitors via the meetings organized by construction and real estate associations, or investor meetings in the real estate industry organized by HOSE</li> <li>Maintain a personal relationship between enterprise leaders and competitors.</li> <li>Synthesize the information about competitors via official media channels.</li> </ul>	<ul style="list-style-type: none"> <li>Code of conduct with competitors.</li> <li>Fair competition.</li> <li>Compliance with antitrust and competition laws.</li> </ul>	<ul style="list-style-type: none"> <li>Get along with the competitors in good faith and constantly learn from their successes.</li> <li>Do not defame or take actions to destroy the rival companies, and at the same time recognize their successes and respect their interests on the basis of "The best company is the winning company".</li> <li>Undertake a fair competition, not collude or engage in the activities affecting market prices, not accept the information that may be confidential about competitors.</li> <li>Flexibly respond to the fierce competition, stay consistently honest in doing business, place the quality, prestige and brand on top. Respect and comply with antitrust and competition laws and ensure the fair, free and open competition.</li> </ul>
<b>COMMUNICATION AGENCIES</b> 	<ul style="list-style-type: none"> <li>Send press releases and organize press conferences.</li> <li>Respond to the interviews with the press agencies on the mass media.</li> <li>Regularly update substantial information on the Company's website and social networks.</li> <li>Coordinate on television programs and publish information on official media and newspapers about the upcoming events.</li> </ul>	<ul style="list-style-type: none"> <li>Business results.</li> <li>The Company's development strategy</li> <li>Accuracy of information.</li> <li>Proactiveness in providing information.</li> </ul>	<ul style="list-style-type: none"> <li>Build good relationships with media, press and television agencies on the principles of equality, transparency and legality.</li> <li>The provided messages and information must be accurate, transparent, complete and objective to help the press have accurate information about the Company's operation.</li> <li>Calmly handle media incidents with a polite attitude and skillful and decent statements before any objections and accusations.</li> </ul>
<b>FINANCIAL INSTITUTIONS</b> 	<ul style="list-style-type: none"> <li>Meet and discuss in face-to-face meetings, emails, seminars on investment cooperation.</li> <li>Carefully develop plans to ensure cooperation between the parties.</li> <li>Manage risks and provide transparent and accurate information.</li> <li>Participate in common activities related to cooperation, development, project investment, sustainable development with the community and society.</li> <li>Record feedback and handle the substantial issues as quickly as possible.</li> </ul>	<ul style="list-style-type: none"> <li>Business results.</li> <li>Status and performance of operations.</li> <li>Development strategy and orientation.</li> <li>Ability, attitude and effectiveness of cooperation.</li> <li>Respect of the stakeholders' interests.</li> <li>Safety, health and environment.</li> <li>Risk management.</li> <li>Information transparency.</li> <li>Information confidentiality.</li> </ul>	<ul style="list-style-type: none"> <li>Undertake information transparency and provide information timely and regularly.</li> <li>Develop and closely implement the financial control risk management plans, create a stable and sustainable capital flow, ensure steady growth over the years.</li> <li>Do not disclose confidential information of stakeholders.</li> <li>Respect for the parties' interests to ensure the alignment of interests in cooperation and investment.</li> </ul>



# COMMITMENTS

PDR respects the relationship with all stakeholders, which is one of the bases for stable and sustainable development opportunities. The company develops and implements detailed and realistic commitments to demonstrate this perspective.

**COMMITMENT TO EMPLOYEES**

- To set the goal of becoming a member of Top 100 enterprises with the best working environment in Vietnam, PDR considers people as a critical factor in the development process. Therefore, PDR not only ensures the full implementation of welfare regimes for employees according to the State's regulations but also has its own policies on remuneration to create a united, friendly and comfortable working environment with a healthy competition spirit.
- To keep improving employee income and maintain it at a competitive level compared to the common ground, ensure transparency and alignment with the labor market and business activities. Policies on salary, bonus, remuneration, commendation, etc., are implemented fairly, clearly and satisfactorily with each individual's efforts and contributions to PDR.
- To oppose all forms of forced labor, commit to ensuring maximum benefits for employees under the framework of Vietnamese law, international practices and PDR's specific conditions and capabilities.
- In all situations, PDR is always straightforward and sincere, respecting individual differences, ready to listen, share, and keep commitments with employees to maximize collective strength.

**COMMITMENT TO PARTNERS, SHAREHOLDERS AND CUSTOMERS**

- Considering customer satisfaction as one of the elements to measure the Company's value, PDR upholds the protection of customers' interests to respect and maintain the commitments to customers.
- To strictly comply with legal provisions, ensure the harmony of interests for stakeholders in all activities and always actively promote good relationships between the parties.
- To undertake to secure the information about people reporting and giving suggestions, strictly prohibiting all retaliation for criticism or reporting; and to make high appreciation on all goodwill contributions and feedback from partners, suppliers and customers. PDR has a department in charge of receiving the relevant parties' comments and ensuring that it will handle and respond promptly following the Company's standards and Vietnamese laws.

**COMMITMENT TO THE COMMUNITY AND SOCIETY**

- To consider the local development strategy and goals as the basis for the project development. Accordingly, the projects will serve the practical needs of customers, the market and the local community during progressive development.
- To appreciate the harmony of economic - welfare - cultural interests when creating the projects. Accordingly, PDR selects proper models, planning, infrastructure, architecture, etc. The project can increase the convenience for people, contribute to socio-economic motivation, and create conditions for residents to build a civilized and progressive lifestyle.
- To maximize efforts to limit the adverse impacts on the environment and community in all project investment and development activities. PDR's projects are all developed to contribute to building a modern, cultural and excellent appearance for Vietnamese cities, improving the quality of life for residents and adorning the general beauty of the social environment.
- To undertake the sustainable development orientation with all responsibilities and business ethics of an enterprise, promoting operational productivity and business values in the highest correlation with the good communal and social development.
- To interest in and support local activities to develop the spiritual, cultural and aesthetic life by embellishing the local heritage.
- To effectively implement the corporate humanitarian and CSR activities, make all efforts to contribute and create positive change. PDR's humanitarian and social activities are mainly focused on their depth value and long-term effectiveness to ensure the highest efficiency and the most practical impact for the communities in need.



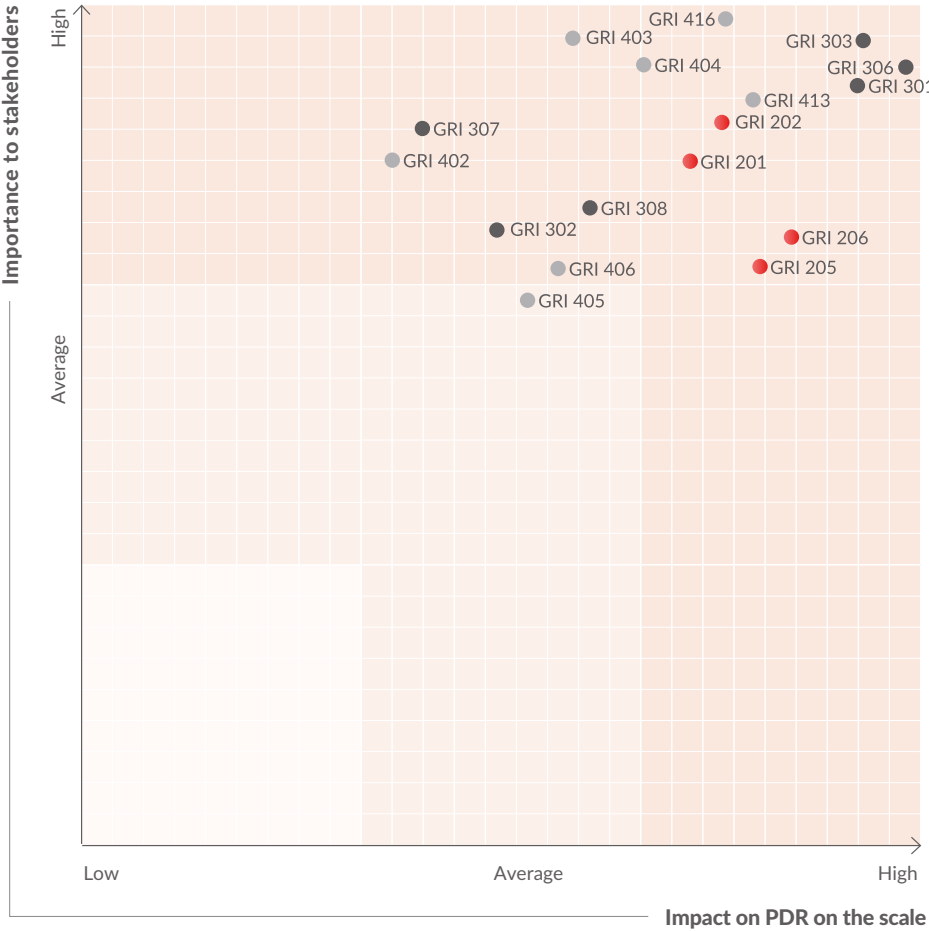


# MATERIALITY MATRIX

## PDR'S 17 MATERIAL TOPICS

Materiality Analysis is conducted through meetings of the leadership and the department/division managers and agreed on by consensus. Results are presented on PDR's 2021 Materiality matrix.

With a corporate governance model according to the international standards, including IFC's corporate governance rules and GRI's international standards for sustainable development, PDR's leadership is deeply aware of the growing responsibility for Stakeholders, especially investors and shareholders – the Company's substantial capital source contributor. In order to assess the synergies between PDR and stakeholders, the Company has established an analysis matrix of **17 material topics** under 3 scopes: Economic efficiency - Environmental protection - Social development.



### ● Economic efficiency

GRI 201	Economic performance
GRI 204	Procurement practices
GRI 205	Anti-corruption

### ● Environmental Protection

GRI 301	Materials
GRI 302	Energy
GRI 303	Water and effluents
GRI 305	Emissions
GRI 307	Environmental compliance

### ● Social Development

GRI 402	Labor/Management Relations
GRI 403	Occupational health and safety
GRI 404	Education and training
GRI 405	Diversity and equal opportunity
GRI 406	Non-discrimination
GRI 415	Public policy
GRI 416	Customer health and safety
GRI 418	Customer privacy

# MATERIALITY ANALYSIS



In 2021, PDR continued developing under the New Era strategy with a total direct economic value of VND 3,620.22 billion, mainly from projects' sales revenue and other incomes.

In addition, PDR paid VND 545.22 billion to the State budget, accounted for 27% of the distributed economic value compared to VND 319,97 billion or 12% of 2020. Besides, retained economic value reached VND 1.860,72 billion, up 52% over the same period.



# GRI 200 ECONOMIC EFFICIENCY

## GRI 201 ECONOMIC PERFORMANCE

In the economic field, the Company forms the information based on the direct economic value generated and distributed (EVG&D) on an accruals basis. At the same time, the management of sustainable economic growth is the basic foundation. Thus, the Company can increase its presence in most fields through practical contributions to the State budget and social community, ensure the rights and fair treatment of investors and shareholders, improve employees' working efficiency, provide real estate products with outstanding quality, and increase living values to customers.

Unit: Billion VND

<b>DIRECT ECONOMIC VALUE GENERATED</b>	
Net Revenue	3,620.22
Revenue from financial activities	6.74
Other income	7.19
	<b>3,634.16</b>
<b>ECONOMIC VALUE DISTRIBUTED</b>	
Cost of goods sold and services provided	856.77
Financial expenses	163.34
Selling expenses	18.01
General and administrative expenses	220.93
Other expenses	30.65
Tax expense	483.75
	<b>1,773.44</b>
<b>ECONOMIC VALUE RETAINED</b>	<b>1,860.72</b>

## GRI 204 PROCUREMENT PRACTICES

The complicated covid-19 epidemic worldwide and in Vietnam has seriously affected the enterprises that supply materials, equipment, machines and construction workforce for the real estate industry. PDR has made significant adjustments to its procurement practices that are flexible and appropriate to the situation. This is also a way to support small and medium enterprises and the local workforce while ensuring the high quality and economic efficiency of contractor packages.

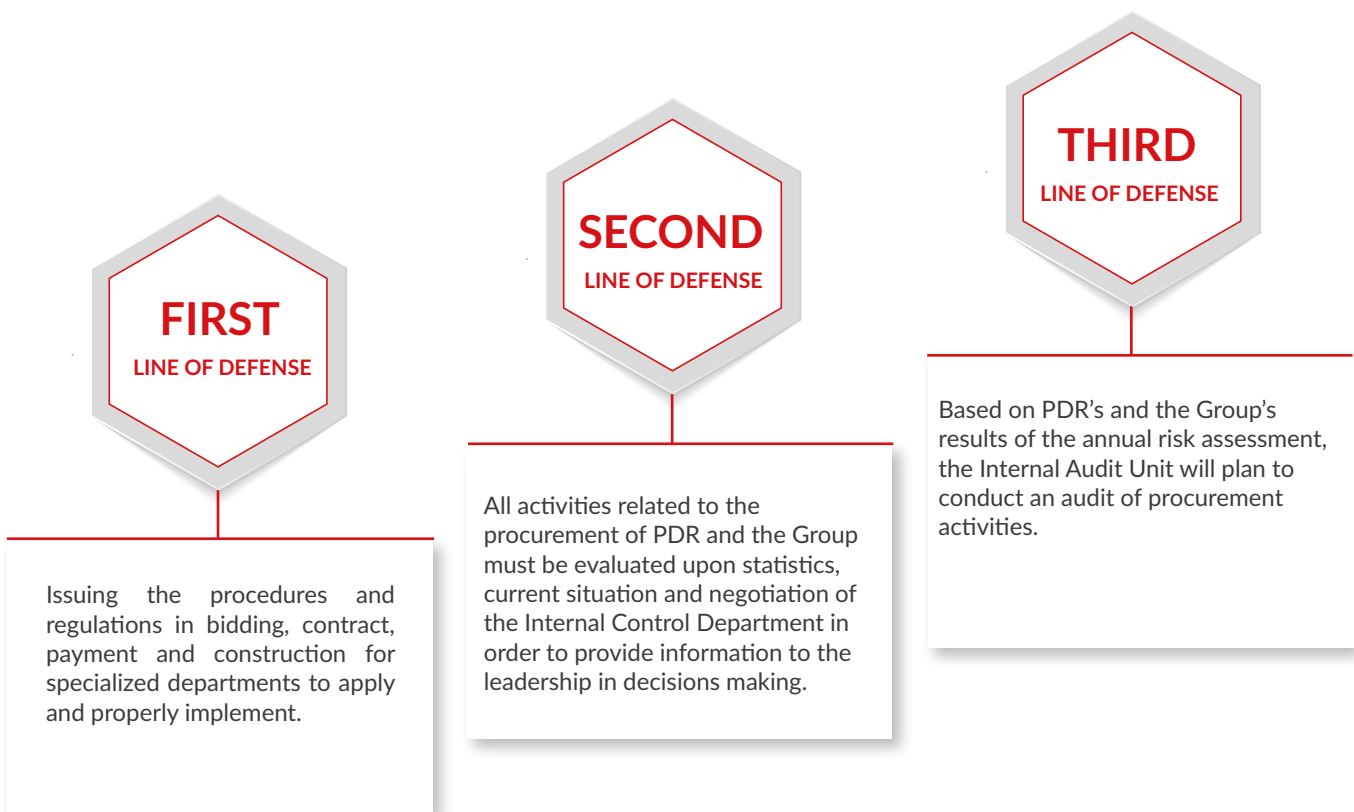
- 100% of construction contractors are domestic ones who undertake to prioritize the use of unskilled labor in the locality.
- 95% of design consultants and design firms are domestic ones. The foreign design consultants only account for 5% but are responsible for substantial design items such as master planning, architectural design, interior, landscape, lighting, etc., to ensure that:
  - The project is designed by a world-class famous and experienced architect.
  - Urban planning designs are in line with secular trends, sustainable development and creating a perfect living space.
  - Design solutions harmonize between cutting-edge trends and the local culture.
  - Unique, dynamic, creative and luxurious architectural design.
- As per our policy of promoting domestic development, 85% of materials are either domestically manufactured or provided by domestic suppliers.

## GRI 205 ANTI-CORRUPTION

PDR has identified substantial risks related to corruption in the following activities:

- Site clearance and compensation.
- Bidding to select service providers and construction contractors.
- Managing the contractors in providing services and construction.
- Distributing the company's products to customers.

From this assessment, PDR can determine the management and prevention process through 3 lines of defense:



PDR conducts communication and training on anti-corruption policies and procedures for all employees. PDR provided clear specific anti-corruption terms in the contract with suppliers, construction contractors and consultants, and any violations will result in fines or contract termination.

Thanks to the above activities, there was no corruption cases in PDR in 2021.



# GRI 300 ENVIRONMENT PROTECTION

Real estate development means the increase of construction and natural resources exploitation, including building material, fuel and generation of waste into the environment.

To minimize such impacts, during the construction process, besides choosing prestigious contractors and partners who have stringent control over the management system, PDR's technical department continuously researches and seeks new materials and construction technology to effectively and adequately conform to international trends on green constructions.

Due to the specificity and different progress of projects, PDR will only provide data on environmental criteria for each project, and it is anticipated that future data consolidation will be studied.

## GRI 301 MATERIALS

PDR's technical department is constantly surveying and researching the new construction materials and technologies and applying the changes selectively and effectively under the world's general trend on green buildings. Typically mentioned:

- Regarding construction material, PDR prioritizes the use of environmentally friendly and locally available materials, which includes and are not limited to bricks, technical equipment, technical pipelines, etc., to gradually replace imports and reduce carbon footprint.
- Use light brick materials and unbaked bricks to replace traditional baked bricks, which are responsible for high carbon footprint. This replacement brings higher environmental efficiency while ensuring structural safety.
- Use flooring made from artificial wood, laminate wood, MDF, plywood, sawdust and other alternatives as substitutes for natural wood. These materials are less prone to warping and resistant to water and abrasion. Moreover, they are aesthetically appealing and cost-efficient. At the same time, certain types of wood flooring from bamboo are also selected for some projects, which are durable, light, easily renewable and environmentally friendly.

Alternative materials	Unit	Total in 2019	Total in 2020	Total in 2021
Ratio of replacement of baked bricks with light bricks/light partition plates	%	50	55	60
Ratio of use of artificial wood (apartment flooring) to natural wood	%	100	100	100
Ratio of use of LED in replacement of fluorescent and compact bulbs	%	90	95	100

Volume of alternative materials, fuel, chemical substances used for construction in one project was presented as follow:

### Volume of alternative materials used for construction in one project

No.	Type of materials	Unit	Volume
<b>A Materials as per design</b>			
1	Hollow bricks of 8x8x19 dimensions, 20 cm thick walls, height <= 4 m, cement mortar of grade 75	m³	3,800
<b>B Alternative materials</b>			
1	Plaster partition wall	m²	19,000

### Types of fuels and chemicals for construction in one project

No.	Type of fuel and chemicals	A/C Unit	Volume
1	Gasoline	liter	120
2	Additives	kg	18,345
3	Water-proofing chemical	kg	6,845

## GRI 302 ENERGY

PDR proactively controls the operating time and uses new equipment with high efficiency to limit energy loss, such as the use of solar energy systems, low-power LEDs and smart control solutions in the apartment. Despite being capital demanding initially, these advanced technologies reduce operating costs and pressure on the environment in the long run.



## ASTRAL CITY PROJECT

### Forecast of total maximum power supply of one project

No.	Description	Data	A/C UNIT	Quota as per norm	Calculated quota	A/C UNIT	Total load (W)
1	Electricity quota for apartment section	3,838	Person	800	2000	W/person	7,676,000
2	Electricity quota for commercial section	20,460	m²	30	136.5	W/m²	2,792,790
3	Load of public transport and green area	7,850	m²		5	W/m²	39,250
4	Total capacity						10,508,040
5	Total transformer load (kVA) - Cos ψ 0,8						13,135,050

### Reduction of electricity consumption for years at the projects

No.	Description	Data	A/C UNIT	Quota as per norm	Calculated quota	A/C UNIT	Total load (W)
<b>YEAR 1 (REDUCTION OF ABOUT 10%)</b>							
1	Electricity quota for apartment section	3,838	Person	800	1,818	W/person	6,978,182
2	Electricity quota for commercial section	20,460	m²	30	124	W/m²	2,538,900
3	Load of public transport and green area	7,850		50	5	%	432,595
4	Total capacity						9,949,676
5	Total transformer load (kVA) - Cos ψ 0,8						12,437,096

### YEAR 2 (REDUCTION OF ABOUT 8%)

1	Electricity quota for apartment section	3,838	Person	800	1,684	W/person	6,461,279
2	Electricity quota for commercial section	137	m²	30	115	W/m²	15,684
3	Load of public transport and green area			50	4	%	272,599
4	Total capacity						6,749,563
5	Total transformer load (kVA) - Cos ψ 0,8						8,436,953

### YEAR 3 (REDUCTION OF ABOUT 5%)

1	Electricity quota for apartment section	3,838	Person	800	1,603	W/person	6,153,599
2	Electricity quota for commercial section	137	m²	30	109	W/m²	14,937
3	Load of public transport and green area			50	4	%	247,256
4	Total capacity						6,415,792
5	Total transformer load (kVA) - Cos ψ 0,8						8,019,740



GRI 303 WATER

Water supply and how to save water

- Use clean water from local water supply plants with appropriated capacity for each specific project.
- In technical design, PDR uses sensor water taps, taps with an air-mixing mode in the discharge process, dual-flush toilets, high-capacity automatic washing machines, etc., for optimal water saving.
- Use hot water systems with solar energy for power-intensive projects such as hotels, leading to a considerable decrease in electricity consumption.
- Build underground water tanks, harvest rainwater, and recycle wastewater treated by environmentally accredited systems at project sites for watering (on average, the amount of recycled water is approximately 300 m3 per project).
- Use electronic devices to control water consumption and detect losses and incidents for timely measures.

Calculation standards

- Water demand for the project is calculated according to Vietnam Construction Code QCXDVN 01:2008/BXD

QCXDVN 01:2008/BXD



ASTRAL CITY PROJECT

Forecast of the maximum water supply of one project

NO.	Water use purpose	Quota	Unit	Size	Unit	Flow rate (m <sup>3</sup> /day)
1	Water for apartment section	200	liter/person	3,838	Person	768
2	Water for public section	5	l/m <sup>2</sup>	20,460	m <sup>2</sup>	102
3	Water for education section	100	children	192	m <sup>2</sup>	19
4	Water for street sweepers	0.5	liter/m <sup>2</sup>	4,609	m <sup>2</sup>	2
5	Water for garden flowering	3	liter/m <sup>2</sup>	3,246	m <sup>2</sup>	10
6	Loss and leakage water	15	%			135
4	Total					1.036
5	Provision (leak)	< 20	%			207
Total water demand					1.244	1.244

GRI 305 EMISSIONS

Each newly implemented project is planned in a methodical, scientific and synchronous manner in environmental protection design, maximizing the natural strengths by embellishing and promoting the advantages of available space. When projects are put into operation, the environmental quality is strictly monitored to ensure living space for residents and the local communities.



ZONE 4 AND ZONE 9, NHON HOI ECOTOURISM CITY

Monitoring the quality of emission at the source:	Environmental monitoring of waste water quality:	Monitoring domestic solid waste and hazardous waste
<ul style="list-style-type: none"><li>• Electric generators are equipped with dual-stage smoke filters which reduce toxic gases emitted during fuel combustion.</li><li>• Using dual-stage smoke filters for electric motors and diesel generators.</li><li>• With the best solution, more than 95% of black smoke, PM, HC gas, CO is treated to ensure environmental quality. This is also applied in industrial activities and electricity generators for apartment buildings, etc.</li><li>• Monitoring position: 2 points at the 2 exhaust ducts of the standby generators.</li><li>• Monitoring indicators: Dust, CO, NOx, SO2, and noise.</li><li>• Monitoring frequency: Every 3 months and when requested by the regulator.</li><li>• Comparative standards:<ul style="list-style-type: none"><li>_ QCVN 19:2009/BTNMT - National technical regulation on industrial gas emission - dust and non-organic substances. (column B, Kp = 0.9; Kv = 0.6).</li><li>_ QCVN 26:2010/BTNMT - National technical regulation on noise.</li></ul></li></ul>	<ul style="list-style-type: none"><li>• Monitoring position:<ul style="list-style-type: none"><li>_ 1 position in front of the wastewater treatment system.</li><li>_ 1 position behind the wastewater treatment system.</li><li>_ 1 position at the manhole connecting with the shared sewer.</li></ul></li><li>• Monitoring indicators: pH, BOD5, TSS, total dissolved solids, Sulphide (calculated by H2S), Nitrate (calculated by N), Ammonium (calculated by N), animal and vegetable fats and oils, total surfactants, Phosphate, Coliform.</li><li>• Monitoring frequency: every 3 months and at the request of state management agencies.</li><li>• Comparative standards: QCVN 14:2008/BTNMT - National technical regulation on domestic wastewater quality (column B; K=1).</li><li>• Continuous automatic monitoring of wastewater for post-treated wastewater with a discharge scale of 1,000 m3/round day or more.</li></ul>	<ul style="list-style-type: none"><li>• Scope of monitoring: Monitoring the storage of waste, its composition, volume and contracting vendors.</li><li>• Monitoring frequency: every 6 months and when requested by regulatory authorities.</li><li>• Apply:<ul style="list-style-type: none"><li>• Circular No. 36/2015/TT- BTNMT dated 30 June 2015 of the Ministry of Natural Resources and Environment on the management of hazardous waste.</li><li>• Decree No. 38/2015/ND-CP dated 24 April 2015 of the Government regulating waste and scrap management, payment of sanitation fees and environmental protection fees according to Decision No. 88/2008/ QD-UBND dated 20 December 2008 of the Municipal People's Committee.</li></ul></li></ul> <p>The estimated environmental monitoring cost when the project enters an optimal stage in operations is reported at about VND20 million per cycle.</p>





A part of Astral City



A part of Astral City

ASTRAL CITY PROJECT

Monitoring the air quality	Monitoring the emission at the source	Environmental monitoring of waste water quality:	Monitoring domestic solid waste and hazardous waste
<ul style="list-style-type: none"><li>• Monitoring positions:<ul style="list-style-type: none"><li>- 01 point at the entrance of the project</li><li>- 01 point at the nearest household in the north of the project.</li><li>- 01 point at the nearest household in the south of the project.</li></ul></li><li>• Monitoring criteria: Dust, SO<sup>2</sup>, NO<sup>2</sup>, CO, NH<sup>3</sup>, H<sup>2</sup>S, noise.</li><li>• Monitoring frequency: Every 6 months.</li><li>• Comparative standards:<ul style="list-style-type: none"><li>- QCVN 05:2013/BTNMT</li><li>- National technical regulation on ambient air quality.</li><li>- QCVN 26:2010/BTNMT</li><li>- National technical regulation on noise.</li></ul></li></ul>	<ul style="list-style-type: none"><li>• Electric generators are equipped with dual-stage smoke filters which reduce toxic gases emitted during fuel combustion. This would reduce 95% of PM black smoke, HC and CO to ensure environmental quality. This is also applied in industrial activities and electricity generators for apartment buildings.</li><li>• Monitoring positions: 1 point at the chimney of the backup generator.</li><li>• Monitoring criteria: Dust, CO, NO<sub>x</sub>, SO<sub>2</sub> and noise.</li><li>• Monitoring frequency: Every 3 months.</li><li>• Comparative norms:<ul style="list-style-type: none"><li>- QCVN 19:2009/ BTNMT- National technical regulation on industrial emissions for dust and inorganic substances (column B, K<sub>p</sub> = 0.9; K<sub>v</sub> = 0.6).</li><li>- QCVN 26:2010/BTNMT</li><li>- National technical regulation on noise.</li></ul></li></ul>	<ul style="list-style-type: none"><li>• Sampling location: 01 position at the manhole connecting wastewater with the shared sewer behind the automatic monitoring station on Binh Duong Avenue.</li><li>• Monitoring criteria: pH, BOD<sub>5</sub>, TSS, total dissolved solids, sulphur (calculated according to H<sub>2</sub>S), nitrate (calculated according to N), ammonium (calculated according to N), animal fat and vegetable oil, total surface-active substances, phosphate, coliform.</li><li>• Monitoring frequency: Every 03 months.</li><li>• Comparative standards: QCVN 14:2008/BTNMT - National technical regulation on domestic wastewater quality. (column B; K = 1).</li></ul>	<ul style="list-style-type: none"><li>• Hazardous waste:<ul style="list-style-type: none"><li>- Monitoring frequency: Every 6 months.</li><li>- Apply: Circular No. 12/2011/ TT-BTNMT dated 14 April, 2011 of the Ministry of Natural Resources and Environment on hazardous waste management.</li></ul></li><li>• Domestic solid waste monitoring:<ul style="list-style-type: none"><li>- Monitoring locations: 04 points in the solid waste storage area;</li><li>- Monitoring frequency: Daily.</li><li>- Gathering done by: Responsible entities.</li><li>- Applicable standards: Decree No. 38/2015/ND-CP - Decree on waste and scrap management; Decree No. 40/2019/ND-CP dated 13 May 2019 of the Government on amending and supplementing a number of articles of the decrees detailing and guiding the implementation of the Law on Environment.</li><li>- Estimated cost for environmental monitoring when the project enters an optimal stage in operation is reported at about VND15 million per cycle.</li></ul></li></ul>



# GRI 400 SOCIAL DEVELOPMENT

## GRI 402 LABOR/MANAGEMENT RELATIONS

- Ensure compliance with the Collective Labor Agreement, labor law and other legal regulations related to labor.
- Create favorable conditions for the activities of the Trade Union.
- Fully organize periodical dialogues and conferences for employees in accordance with the Regulations.
- Create conditions for employees to understand the orientation, goals, plans, operation situation and regulations of the Company.
- Encourage employees to comment on issues related to the Company's operations and employees' interests.

## GRI 403 OCCUPATIONAL HEALTH AND SAFETY

In 2021, PDR recorded no work-related accidents. To prevent and promptly support employees in occupational health and safety issues, PDR has implemented the following activities:

- Payment of social insurance, health insurance and unemployment insurance and accompanied conditions for employees to enjoy the insurance regimes in accordance with the law.
- Accident insurance for all employees and health insurance for managers.
- Strict compliance with legal provisions on working safety and hygiene.

## GRI 404 EDUCATION AND TRAINING

PDR promotes an environment of constant learning and improving both professional capabilities and soft skills by organizing many courses with the leading experts.

## GRI 405 DIVERSITY OF EQUAL OPPORTUNITY GRI 406 NON-DISCRIMINATION

PDR actively creates a working environment that is equal in opportunity and diverse in age, gender and education level. The Company aims to develop abundant human resources with professional qualifications and suitable for PDR's culture and multi-disciplinary real estate development orientation.

## GRI 408 CHILD LABOR & GRI 409 FORCED OR COMPULSORY LABOR

PDR's business activities uphold human rights, thereby never employing children nor using forced or compulsory elements.

## GRI 415 PUBLIC POLICY

PDR does not participate in any political contributions. Instead, PDR focuses on adding value to the overall economic development of the locality by creating top quality buildings, providing jobs for local people and contributing to the State budget.

## GRI 416 CUSTOMER SAFETY AND HEALTH

The health and safety of our customers have always been a top priority for PDR's business. That is why PDR is constantly improving the quality of apartment construction as well as management services, ensuring the living environment of residents and customers is always in good condition, safe and healthy for the community.

Our projects always fully meet the requirements of fire safety and special needs for disabled people, such as parking areas, elevators, etc., and have rules or regulations related to users' health. Safety instructions and warnings are always designed following standards.

## GRI 418 CUSTOMER PRIVACY

Customers' personal information is confidential in accordance with the Company's information protection policy and provisions of the Law on Protection of Consumer Rights.

The Company undertakes not to use, transfer, disclose or provide any third party with customer's personal information without the consent of the Company or the Customers. In the event of information leakage leading to the loss of customer data, the Company will be responsible for notifying the incident to the competent authorities to promptly handle and notify the Customer. The Company upholds absolute confidentiality of all customer transaction information when doing business with the Company.

# GREEN CAPITAL MARKET OPERATIONS

Realizing the importance of the green capital market in community development, PDR continues researching and exploring the green capital market for the second year. The growth roadmap of the green capital market includes the following steps:

1

### Developing a green roadmap:

- Identifying the growth and development goals.
- Identifying and checking the current green growth plan (if any).
- Assessing the economic, social, environmental, political, institutional, policy, legal and regulatory conditions and impacts on the green growth.

2

### Evaluating by industry:

- Assessing the potential/need by sector for green growth to achieve the economic and development goals.
- Prioritizing investment by industry.
- Evaluating the consequences of priority sectors.

3

### Preparing policy:

- Identifying the ecological standards and requirements.
- Identifying the certified reports and verification methods: Industry, ecological area (such as water, agricultural waste, etc.).
- Identifying penalties for non-compliance.

4

### Funding:

- Providing the funding options
- Tax assessment.
- Allocation between the private and public sectors.

5

### Implementing policy:

- Implementing it realistically and effectively.

In 2021, PDR's financial health was positively evaluated by Fitch Ratings - the world's leading credit rating agency, with a 'B' for an outlook stable. PDR is assessed with healthy financial ratios and strong growth in the Vietnamese market. According to Fitch Ratings, with improved net capital flow and low debt ratios in the medium term, PDR can fully exploit more external capital sources for business expansion.





# CONSOLIDATED FINANCIAL STATEMENTS

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GENERAL INFORMATION

THE COMPANY

Phat Dat Real Estate Development Corp (“the Company”) is a shareholding company incorporated under the Law on Enterprise of Vietnam pursuant to the Business Registration Certificate (“BRC”) No. 4103002655 issued by the Department of Planning and Investment (“DPI”) of Ho Chi Minh City on 13 September 2004, as amended. The Company’s shares were listed on the Ho Chi Minh Stock Exchange (“HOSE”) with code PDR in accordance with the License No. 1207/SGDHCM-NY issued by the HOSE on 9 July 2010. The current principal activities of the Company and its subsidiaries are to construct and trade real estate properties; to undertake the civil and industrial projects, bridges and roads; and to provide real estate brokerage and valuation services, and real estate trading centre and management. The Company’s registered head office is located at Floors 8 and 9 Tower B, Viettel Building, 285 Cach Mang Thang Tam Street, Ward 12, District 10, Ho Chi Minh City, Vietnam.

BOARD OF DIRECTORS

Members of the Board of Directors during the year and at the date of this report are:		
Mr Nguyen Van Dat	Chairman	
Ms Tran Thi Huong	Vice Chairwoman	
Mr Nguyen Tan Danh	Vice Chairman	
Mr Bui Quang Anh Vu	Member	
Mr Le Quang Phuc	Member	
Mr Doan Viet Dai Tu	Member	
Mr Le Minh Dung	Independent member	
Mr Khuong Van Muoi	Independent member	
Mr Tran Trong Gia Vinh	Independent member	

AUDIT COMMITTEE/  
INTERNAL AUDIT  
COMMITTEE

According to Decision of Board of Directors No. 09B/2021/QD-HDQT dated 31 March 2021, the Company renamed Internal Audit Committee into Audit Committee. Members of the Audit Committee/Internal Audit Committee during the year and at the date of this report are:		
Mr Tran Trong Gia Vinh	Chairman of AC	appointed on 31 March 2021
Ms Tran Thi Huong	Member	appointed on 31 March 2021
Mr Le Quang Phuc	Member	appointed on 31 March 2021
Ms Nguyen Thi Thu Nguyet	Head of Internal AC	resigned on 31 March 2021
Mr Vo Hoang Tu	Member	resigned on 31 March 2021
Mr To Minh Tai	Member	resigned on 31 March 2021

MANAGEMENT

Members of the Management during the year and at the date of this report are:		
Mr Bui Quang Anh Vu	CEO	
Mr Nguyen Thanh Thao	Vice President of Finance	resigned on 28 January 2022
Mr Duong Hong Cam	Vice President of Investment	appointed on 3 May 2021
Mr Nguyen Dinh Tri	Vice President of Construction	appointed on 3 May 2021

LEGAL REPRESENTATIVE

The legal representative of the Company during the year and at the date of this report are Mr Nguyen Van Dat and Mr Bui Quang Anh Vu.

AUDITORS

The auditor of the Company is Ernst & Young Vietnam Limited.

REPORT OF MANAGEMENT

Management of Phat Dat Real Estate Development Corp (“the Company”) is pleased to present this report and the consolidated financial statements of the Company and its subsidiaries (“the Group”) for the year ended 31 December 2021.

MANAGEMENT’S RESPONSIBILITY IN RESPECT OF THE CONSOLIDATED FINANCIAL STATEMENTS

Management is responsible for the consolidated financial statements of the Group of each financial year which give a true and fair view of the consolidated financial position of the Group, and of the consolidated results of its operation and its consolidated cash flows for the year. In preparing those consolidated financial statements, management is required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the consolidated financial statements; and
- prepare the consolidated financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue its business.

Management is responsible for ensuring that proper accounting records are kept which disclose, with reasonable accuracy at any time, the consolidated financial position of the Group and to ensure that the accounting records comply with the applied accounting system. It is also responsible for safeguarding the assets of the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Management confirmed that it has complied with the above requirements in preparing the accompanying consolidated financial statements.

STATEMENT BY MANAGEMENT

Management does hereby state that, in its opinion, the accompanying consolidated financial statements give a true and fair view of the consolidated financial position of the Group as at 31 December 2021, and of the consolidated results of its operations and its consolidated cash flows for the year then ended in accordance with Vietnamese Accounting Standards, Vietnamese Enterprise Accounting System and the statutory requirements relevant to the preparation and presentation of the consolidated financial statements.

For and on behalf of management:

Bui Quang Anh Vu  
Chief Executive Officer

Ho Chi Minh City, Vietnam  
28 February 2022



# INDEPENDENT AUDITORS' REPORT

To: The Shareholders of Phat Dat Real Estate Development Corp

We have audited the accompanying consolidated financial statements of Phat Dat Real Estate Development Corp ("the Company") and its subsidiaries ("the Group") as prepared on 28 February 2022 and set out on pages 5 to 47, which comprise the consolidated balance sheet as at 31 December 2021, and the consolidated income statement and the consolidated cash flow statement for the year then ended and the notes thereto.

## MANAGEMENT'S RESPONSIBILITY

The Company's management is responsible for the preparation and fair presentation of the Group's consolidated financial statements in accordance with Vietnamese Accounting Standards, Vietnamese Enterprise Accounting System and the statutory requirements relevant to the preparation and presentation of the consolidated financial statements, and for such internal control as management determines is necessary to enable the preparation and presentation of the consolidated financial statements that are free from material misstatement, whether due to fraud or error.

## AUDITORS' RESPONSIBILITY

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Vietnamese Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the Group's consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the Group's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

## OPINION

In our opinion, the consolidated financial statements give a true and fair view, in all material respects, of the consolidated financial position of the Group as at 31 December 2021, and of the consolidated results of its operations and its consolidated cash flows for the year then ended in accordance with Vietnamese Accounting Standards, Vietnamese Enterprise Accounting System and the statutory requirements relevant to the preparation and presentation of the consolidated financial statements.

Ernst & Young Vietnam Limited



Ernest Yoong Chin Kang  
Deputy General Director  
Audit Practicing Registration Certificate  
No. 1891-2018-004-1

Ly Hong My  
Auditor  
Audit Practicing Registration Certificate  
No. 4175-2022-004-1

Ho Chi Minh City, Vietnam  
28 February 2022



## CONSOLIDATED BALANCE SHEET AS AT 31 DECEMBER 2021

Code	ASSETS	Notes	Ending balance	Beginning balance
<b>100</b>	<b>A. CURRENT ASSETS</b>		<b>15,337,063,138,490</b>	10,929,134,432,965
110	<b>I. CASH AND CASH EQUIVALENTS</b>	5	494,030,256,209	53,166,353,724
111	1. Cash		488,030,256,209	47,166,353,724
112	2. Cash equivalents		6,000,000,000	6,000,000,000
120	<b>II. SHORT-TERM INVESTMENT</b>		21,590,348,619	12,180,299,200
123	1. Held-to-maturity investments	6	21,590,348,619	12,180,299,200
130	<b>III. CURRENT ACCOUNTS RECEIVABLE</b>		2,533,355,002,642	1,516,084,550,001
131	1. Short-term trade receivables	7	664,411,129,660	170,232,056,537
132	2. Short-term advances to suppliers	8	756,486,348,133	1,070,601,322,639
136	3. Other short-term receivables	9	1,113,499,069,224	276,292,715,200
137	4. Provision for doubtful short-term receivables	7	(1,041,544,375)	(1,041,544,375)
140	<b>IV. INVENTORY</b>		12,192,038,057,983	9,331,028,013,395
141	1. Inventories	10	12,192,038,057,983	9,331,028,013,395
150	<b>V. OTHER CURRENT ASSETS</b>		96,049,473,037	16,675,216,645
151	1. Short-term prepaid expenses	11	5,578,157,137	4,699,725,667
152	2. Value-added tax deductible	19	78,537,589,148	11,804,834,925
153	3. Tax and other receivables from the State	19	11,933,726,752	170,656,053
<b>200</b>	<b>B. NON-CURRENT ASSETS</b>		<b>5,214,815,831,493</b>	4,688,355,121,724
210	<b>I. LONG-TERM RECEIVABLES</b>		1,831,398,046,580	988,174,914,270
211	1. Long-term trade receivables	7	1,028,000,000,000	50,000,000,000
216	2. Other long-term receivables	9	803,398,046,580	938,174,914,270
220	<b>II. FIXED ASSETS</b>		139,850,329,124	34,077,217,131
221	1. Tangible fixed assets	12	129,939,272,564	33,676,251,475
222	Cost		179,289,402,423	69,544,998,761
223	Accumulated depreciation		(49,350,129,859)	(35,868,747,286)
227	2. Intangible fixed assets	13	9,911,056,560	400,965,656
228	Cost		13,444,724,096	3,357,367,536
229	Accumulated amortisation		(3,533,667,536)	(2,956,401,880)
230	<b>III. INVESTMENT PROPERTIES</b>	14	67,855,665,152	69,391,784,192
231	1. Cost		75,664,270,272	75,664,270,272
232	2. Accumulated depreciation		(7,808,605,120)	(6,272,486,080)
240	<b>IV. LONG-TERM ASSET IN PROGRESS</b>		960,351,728,671	898,176,435,935
242	1. Construction in progress	15	960,351,728,671	898,176,435,935
250	<b>V. LONG-TERM INVESTMENTS</b>		1,129,427,677,595	1,733,949,000,000
252	1. Investments in associates	16	1,126,617,677,595	1,733,949,000,000
255	2. Held-to-maturity investment	6	2,810,000,000	-
260	<b>VI. OTHER LONG-TERM ASSETS</b>		1,085,932,384,371	964,585,770,196
261	1. Long-term prepaid expenses	11	1,085,254,424,114	964,520,684,604
262	2. Deferred tax assets	31.3	677,960,257	65,085,592
<b>270</b>	<b>TOTAL ASSETS</b>		<b>20,551,878,969,983</b>	15,617,489,554,689

Code	RESOURCES	Notes	Ending balance	Beginning balance
<b>300</b>	<b>C. LIABILITIES</b>		<b>12,407,367,762,866</b>	<b>10,423,212,058,012</b>
310	<b>I. CURRENT LIABILITIES</b>		<b>8,731,172,971,194</b>	<b>4,386,260,247,758</b>
311	1. Short-term trade payables	17	147,769,187,984	288,279,900,889
312	2. Short-term advances from customers	18	1,691,847,194,190	619,995,008,225
313	3. Statutory obligations	19	281,643,194,901	489,894,325,264
314	4. Payables to employees		20,836,277,684	13,130,285,261
315	5. Short-term accrued expenses	20	98,254,395,527	78,205,851,801
318	6. Short-term unearned revenues		3,064,373,327	-
319	7. Other short-term payables	21	5,671,500,780,282	1,480,519,543,789
320	8. Short-term loans	22	806,850,000,000	1,413,560,061,129
322	9. Bonus and welfare fund	23	9,407,567,299	2,675,271,400
330	<b>II. NON-CURRENT LIABILITIES</b>		<b>3,676,194,791,672</b>	<b>6,036,951,810,254</b>
331	1. Long-term trade payable	17	274,000,000,000	-
337	2. Other long-term liabilities	21	782,100,000,000	5,551,706,991,616
338	3. Long-term loans	22	2,620,094,791,672	485,244,818,638
<b>400</b>	<b>D. OWNERS' EQUITY</b>		<b>8,144,511,207,117</b>	<b>5,194,277,496,677</b>
410	<b>I. CAPITAL</b>		<b>8,144,511,207,117</b>	<b>5,194,277,496,677</b>
411	1. Share capital	24.1	4,927,719,160,000	3,961,698,970,000
411a	- Shares with voting rights		4,927,719,160,000	3,961,698,970,000
412	2. Share premium	24.1	71,680,300,000	11,680,300,000
418	3. Investment and development fund	24.1	179,413,584,076	155,013,584,076
421	4. Undistributed earnings	24.1	1,875,193,074,780	973,918,145,839
421a	- Undistributed earnings by the end of prior year		12,997,955,839	17,609,608,196
421b	- Undistributed earnings of current year		1,862,195,118,941	956,308,537,643
429	5. Non-controlling interests	25	1,090,505,088,261	91,966,496,762
<b>440</b>	<b>TOTAL LIABILITIES AND OWNERS' EQUITY</b>		<b>20,551,878,969,983</b>	<b>15,617,489,554,689</b>

Vo Hoang Tu  
Preparer

28 February 2022

Nguyen Thi Thuy Trang  
Chief Accountant



Bui Quang Anh Vu  
Chief Executive Officer



## CONSOLIDATED INCOME STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2021

CODE	ITEMS	NOTES	CURRENT YEAR	PREVIOUS YEAR
10	1. Net revenue from sale of goods and rendering of services	26	3,620,224,205,834	3,911,211,875,460
11	2. Cost of goods sold and services rendered	27	(856,767,612,137)	(2,089,297,271,479)
20	3. Gross profit from sale of goods and rendering of services		2,763,456,593,697	1,821,914,603,981
21	4. Finance income		6,738,807,513	6,122,334,350
22	5. Finance expenses	28	(163,341,661,278)	(31,064,169,156)
23	- In which: Interest expenses		(156,996,811,651)	(23,044,589,042)
24	6. Shares of loss of associates		(113,322,405)	-
25	7. Selling expenses	29	(18,007,966,070)	(117,902,117,428)
26	8. General and administrative expenses	29	(220,925,703,989)	(130,208,516,284)
30	9. Operating profit		2,367,806,747,468	1,548,862,135,463
31	10. Other income		7,192,563,381	77,457,535
32	11. Other expenses		(30,647,504,797)	(8,719,449,815)
40	12. Other loss		(23,454,941,416)	(8,641,992,280)
50	13. Accounting profit before tax		2,344,351,806,052	1,540,220,143,183
51	14. Current corporate income tax expense	31.1	(484,357,894,838)	(319,999,845,246)
52	15. Deferred tax income	31.1	612,874,665	32,190,047
60	16. Net profit after tax		1,860,606,785,879	1,220,252,487,984
61	17. Net profit after tax attributable to shareholders of the parent		1,865,003,864,267	1,220,323,637,643
62	18. Net loss after tax attributable to non-controlling interests		(4,397,078,388)	(71,149,659)
70	19. Basic earnings per share (VND/share)	33	3,656	2,444
71	20. Diluted earnings per share (VND/share)	33	3,656	2,444

Vo Hoang Tu  
Preparer

28 February 2022

Nguyen Thi Thuy Trang  
Chief Accountant

Bui Quang Anh Vu  
Chief Executive Officer



## CONSOLIDATED CASH FLOW STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2021

CODE	ITEMS	NOTES	CURRENT YEAR	PREVIOUS YEAR
<b>I. CASH FLOWS FROM OPERATING ACTIVITIES</b>				
01	Accounting profit before tax		2,344,351,806,052	1,540,220,143,183
	Adjustments for:			
02	Depreciation and amortisation of fixed assets and investment properties	12, 13, 14	9,537,712,213	7,319,208,489
04	Foreign exchange gain arising from revaluation of monetary accounts denominated in foreign currency		-	(900,000,000)
05	Interest income		(4,082,985,108)	(5,222,334,350)
06	Interest expenses and bond issuance costs		163,288,532,278	25,834,239,060
08	Operating profit before changes in working capital		2,513,095,065,435	1,567,251,256,382
09	(Increase) decrease in receivables		(1,805,807,253,393)	838,561,385,547
10	Decrease in inventories		798,192,263,802	1,610,545,181,604
11	Increase in payables		251,872,775,575	758,747,183,095
12	(Increase) decrease in prepaid expenses		(121,473,886,544)	66,735,558,633
14	Interest paid		(260,153,728,921)	(284,440,701,611)
15	Corporate income tax paid		(545,216,750,385)	(146,852,552,847)
17	Other cash outflows for operating activities		(33,527,704,101)	(25,817,710,904)
20	Net cash flows from operating activities		796,980,781,468	4,384,729,599,899
<b>II. CASH FLOWS FROM INVESTING ACTIVITIES</b>				
21	Purchase and construction of fixed assets		(45,050,908,771)	(484,545,332,616)
23	Payments for term deposits at banks		(12,220,049,419)	(9,370,299,200)
25	Payments for investments in other entities		(2,756,117,630,259)	(3,864,327,521,217)
26	Collections of investments in other entities		56,112,000,000	60,000,000,000
27	Interest received		4,182,983,066	5,222,334,350
30	Net cash flows used in investing activities		(2,753,093,605,383)	(4,293,020,818,683)
<b>III. CASH FLOWS FROM FINANCING ACTIVITIES</b>				
31	Capital contribution and issuance of shares		1,162,305,988,000	-
33	Drawdown of borrowings		2,901,150,000,000	1,161,200,000,000
34	Repayment of borrowings		(1,666,427,850,000)	(1,453,127,583,738)
36	Dividends paid		(51,411,600)	(392,949,253,200)
40	Net cash flows from (used in) financing activities		2,396,976,726,400	(684,876,836,938)
50	Net increase (decrease) in cash and cash equivalents for the year		440,863,902,485	(593,168,055,722)
60	Cash and cash equivalents at beginning of year		53,166,353,724	646,334,409,446
70	Cash and cash equivalents at end of year	5	494,030,256,209	53,166,353,724

Vo Hoang Tu  
Preparer

28 February 2022

Nguyen Thi Thuy Trang  
Chief Accountant

Bui Quang Anh Vu  
Chief Executive Officer





NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

as at 31 December 2021 and for the year then ended

1. CORPORATE INFORMATION

Phat Dat Real Estate Development Corp (“the Company”) is a shareholding company incorporated under the Law on Enterprise of Vietnam pursuant to the Business Registration Certificate (“BRC”) No. 4103002655 issued by the Department of Planning and Investment (“DPI”) of Ho Chi Minh City on 13 September 2004, as amended. The Company’s shares were listed on the Ho Chi Minh Stock Exchange (“HOSE”) with code PDR in accordance with the License No. 1207/SGDHCM-NY issued by the HOSE on 9 July 2010.

The current principal activities of the Company and its subsidiaries (“the Group”) are to construct and trade real estate properties; to undertake the civil and industrial projects, bridges and roads; and to provide real estate brokerage and valuation services, and real estate trading centre and management. The Company’s registered head office is located at Floors 8 and 9 Tower B, Viettel Building, 285 Cach Mang Thang Tam Street, Ward 12, District 10, Ho Chi Minh City, Vietnam. The number of the Group’s employees as at 31 December 2021 was 320 (31 December 2020: 267).

CORPORATE STRUCTURE

As at 31 December 2021, the Company has 12 subsidiaries which were consolidated into the consolidated financial statements of the Group. Details of the subsidiaries are as follows:

DK PHU QUOC CORPORATION (“DK PHU QUOC”)

DK Phu Quoc is a shareholding company incorporated under the Law on Enterprise of Vietnam pursuant to the BRC No. 1701522101 issued by the DPI of Kien Giang Province on 22 April 2011, as amended. DK Phu Quoc’s registered head office is located at No. 229, 30/4 Street, Quarter 1, Duong Dong Ward, Phu Quoc City, Kien Giang Province, Vietnam. The principal activities of DK Phu Quoc are to trade real estate properties and provide construction services.

As at 31 December 2021 and 31 December 2020, the Company holds a 99% equity share and voting rights in this subsidiary.

COININ CONSTRUCTION INVESTMENT INFRASTRUCTURE COMPANY LIMITED (“COININ”) (NOTE 4)

Coinin is a limited liability company with two or more members incorporated under the Law on Enterprise of Vietnam pursuant to the BRC No. 0313662185 issued by the DPI of Ho Chi Minh City on 25 February 2016, as amended. Coinin’s registered head office is located at Floor 10, Tower B, Viettel Building, 285 Cach Mang Thang Tam Street, Ward 12, District 10, Ho Chi Minh City, Vietnam. The principal activities of Coinin are to trade real estate properties and provide construction services.

As at 31 December 2021, the Company holds a 99.9% equity share and voting rights in this subsidiary (31 December 2020: 80% equity share and voting rights).

SAI GON - KL REAL ESTATE CORPORATION (“SAI GON – KL”)

Sai Gon - KL is a shareholding company incorporated under the Law on Enterprise of Vietnam pursuant to the BRC No. 3700902915 issued by the DPI of Binh Duong Province on 29 April 2008, as amended. Sai Gon – KL’s registered head office is located at Land lot No. 1186 - 1187, Map sheet No. 6-2 (D2), Binh Duc Quarter, Binh Hoa Ward, Thuan An City, Binh Duong Province, Vietnam. The principal activity of Sai Gon - KL is to trade real estate properties.

As at 31 December 2021 and 31 December 2020, the Company holds a 99% equity share and voting rights in this subsidiary.

NGO MAY REAL ESTATE INVESTMENT JOINT STOCK COMPANY (“NGO MAY”)

Ngo May is a shareholding company incorporated under the Law on Enterprise of Vietnam pursuant to the BRC No. 4101553978 issued by the DPI of Binh Dinh Province on 19 November 2019. Ngo May’s registered head office is located at No. 1, Ngo May Street, Nguyen Van Cu Ward, Quy Nhon City, Binh Dinh Province, Vietnam. The principal activity of Ngo May is to trade real estate properties.

As at 31 December 2021 and 31 December 2020, the Company holds a 94% equity share and voting rights in this subsidiary.

BEN THANH - LONG HAI CORPORATION (“BEN THANH - LONG HAI”)

Ben Thanh - Long Hai is a shareholding company incorporated under the Law on Enterprises of Vietnam pursuant to the BRC No. 3500783805 issued by the DPI of Ba Ria - Vung Tau Province on 1 March 2007, as amended. Ben Thanh - Long Hai’s registered head office is located at Road 44A, Phuoc Hai Town, Dat Do District, Ba Ria - Vung Tau Province, Vietnam. The principal activity of Ben Thanh - Long Hai is to trade real estate properties.

As at 31 December 2021 and 31 December 2020, the Company holds a 99% equity share and voting rights in this subsidiary.

PHAT DAT INDUSTRIAL PARK INVESTMENT JOINT STOCK COMPANY (“PHAT DAT IP”)

Phat Dat IP is a shareholding company incorporated under the Law on Enterprises of Vietnam pursuant to the BRC No. 0316462970 issued by the DPI of Ho Chi Minh City on 31 August 2020. Phat Dat IP’s registered head office is located at Floor 9 Tower B, Viettel Building, 285 Cach Mang Thang Tam Street, Ward 12, District 10, Ho Chi Minh City, Vietnam. The principal activity of Phat Dat IP is to trade real estate properties.

As at 31 December 2021 and 31 December 2020, the Company holds a 68% equity share and voting rights in this subsidiary.

BINH DUONG BUILDING REAL ESTATE INVESTMENT AND DEVELOPMENT JOINT STOCK COMPANY (“BINH DUONG BUILDING”) (NOTE 4)

Binh Duong Building is a shareholding company incorporated under the Law on Enterprises of Vietnam pursuant to the BRC No. 3702710768 issued by the DPI of Binh Duong Province on 12 October 2018, as amended. Binh Duong Building’s registered head office is located at No. 352, Road XM2, Area 3, Hoa Phu Ward, Thu Dau Mot City, Binh Duong Province, Vietnam. The principal activity of Binh Duong Building is to trade real estate properties. As at 31 December 2021, the Company holds a 99.5% equity share and voting rights in this subsidiary (31 December 2020: nil).

BAC CUONG INVESTMENT JOINT STOCK COMPANY (“BAC CUONG”) (NOTE 4)

Bac Cuong is a shareholding company incorporated under the Law on Enterprises of Vietnam pursuant to the BRC No. 0401370311 issued by the DPI of Da Nang City on 16 July 2010, as amended. Bac Cuong’s registered head office is located at No. 223 - 225 Tran Phu Street, Phuoc Ninh Ward, Hai Chau District, Da Nang City, Vietnam. The principal activity of Bac Cuong is to trade real estate properties. As at 31 December 2021, the Company holds a 99% equity share and voting rights in this subsidiary (31 December 2020: nil).

SERENITY INVESTMENT JOINT STOCK COMPANY (“SERENITY”) (NOTE 4)

Serenity is a shareholding company incorporated under the Law on Enterprises of Vietnam pursuant to the BRC No. 3502421310 issued by the DPI of Ba Ria - Vung Tau Province on 27 March 2020. Serenity’s registered head office is located at Hai Tan Quarter, Phuoc Hai Town, Dat Do District, Ba Ria - Vung Tau Province, Vietnam. The principal activity of Serenity is to trade real estate properties. As at 31 December 2021, the Company holds a 99.34% equity share and voting rights in this subsidiary (31 December 2020: 36% equity share and voting rights).

PHAT DAT REAL ESTATE BUSINESS AND SERVICE CORPORATION (“PHAT DAT REALTOR”)

During the year, the Group established Phat Dat Realtor, a shareholding company incorporated under the Law on Enterprises of Vietnam pursuant to the BRC No. 0316916261 issued by the DPI of Ho Chi Minh City on 23 June 2021. Phat Dat Realtor’s registered head office is located at Floor 10, Tower B, Viettel Building, 285 Cach Mang Thang Tam Street, Ward 12, District 10, Ho Chi Minh City, Vietnam. The principal activities of Phat Dat Realtor are real estate consulting and brokerage, real estate and land use rights auction.

As at 31 December 2021, the Company holds a 51% equity share and voting rights in this subsidiary.

HOA PHU BUILDING REAL ESTATE INVESTMENT AND DEVELOPMENT JOINT STOCK COMPANY (“HOA PHU”)

During the year, the Group established Hoa Phu, a shareholding company incorporated under the Law on Enterprises of Vietnam pursuant to the BRC No. 3703021577 issued by the DPI of Binh Duong Province on 9 December 2021. Hoa Phu’s registered head office is located at No. 352, Road XM2, Area 3, Hoa Phu Ward, Thu Dau Mot City, Binh Duong Province, Vietnam. The principal activities of Hoa Phu is to trade real estate properties. As at 31 December 2021, the Group holds a 99.9% equity share and voting rights in this subsidiary.

THIEN LONG BUILDING REAL ESTATE INVESTMENT AND DEVELOPMENT JOINT STOCK COMPANY (“THIEN LONG”)

During the year, the Group established Thien Long, a shareholding company incorporated under the Law on Enterprises of Vietnam pursuant to the BRC No. 3703021584 issued by the DPI of Binh Duong Province on 9 December 2021. Thien Long’s registered head office is located at No. 352, Road XM2, Area 3, Hoa Phu Ward, Thu Dau Mot City, Binh Duong Province, Vietnam. The principal activities of Thien Long is to trade real estate properties. As at 31 December 2021, the Group holds a 99.9% equity share and voting rights in this subsidiary. In addition, the Group has 2 associates as disclosed in Note 16.



2. BASIS OF PREPARATION

2.1 Accounting standards and system

The consolidated financial statements of the Group, expressed in Vietnam dong (“VND”), are prepared in accordance with the Vietnamese Enterprise Accounting System and Vietnamese Accounting Standards issued by the Ministry of Finance as per:

- Decision No. 149/2001/QD-BTC dated 31 December 2001 on the Issuance and Promulgation of Four Vietnamese Accounting Standards (Series 1);
- Decision No. 165/2002/QD-BTC dated 31 December 2002 on the Issuance and Promulgation of Six Vietnamese Accounting Standards (Series 2);
- Decision No. 234/2003/QD-BTC dated 30 December 2003 on the Issuance and Promulgation of Six Vietnamese Accounting Standards (Series 3);
- Decision No. 12/2005/QD-BTC dated 15 February 2005 on the Issuance and Promulgation of Six Vietnamese Accounting Standards (Series 4); and
- Decision No. 100/2005/QD-BTC dated 28 December 2005 on the Issuance and Promulgation of Four Vietnamese Accounting Standards (Series 5).

Accordingly, the accompanying consolidated financial statements, including their utilisation are not designed for those who are not informed about Vietnam’s accounting principles, procedures and practices and furthermore are not intended to present the consolidated financial position and the consolidated results of operations and the consolidated cash flows in accordance with accounting principles and practices generally accepted in countries other than Vietnam

2.2 Applied accounting documentation system

The Group’s applied accounting documentation system is the General Journal system.

2.3 Fiscal year

Kỳ kế toán năm của Nhóm Công ty áp dụng cho việc lập The Group’s fiscal year applicable for the preparation of its consolidated financial statements starts on 1 January and ends on 31 December.

2.4 Accounting currency

The consolidated financial statements are prepared in VND which is also the Group’s accounting currency.

2.5 Basis of consolidation

The consolidated financial statements of the Group comprise the financial statements of the Company and its subsidiaries for the year ended 31 December 2021.

Subsidiary is fully consolidated from the date of acquisition, being the date on which the Company obtains control, and continued to be consolidated until the date that such control ceases.

The consolidated financial statements of the Company and its subsidiaries are prepared for the same reporting period as the parent company, using consistent accounting policies.

All intra-company balances, income and expenses and unrealised gains or losses resulting from intra-company transactions are eliminated in full.

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

3.1 Cash and cash equivalents

Cash and cash equivalents comprise cash on hand, cash in banks and short-term, highly liquid investments with an original maturity of not more than three months that are readily convertible into known amounts of cash and that are subject to an insignificant risk of change in value.

3.2 Inventories

Inventories are stated at the lower of cost incurred in bringing each product to its present location and condition, and net realisable value.

Net realisable value represents the estimated selling price in the ordinary course of business less the estimated costs to complete and the estimated costs necessary to make the sale.

The perpetual method is used to record inventories, which are valued as follows:

Merchandise - cost of purchase on a weighted average basis.

Provision for obsolete inventories

An inventory provision is created for the estimated loss arising due to the impairment of value (through diminution, damage, obsolescence, etc.) of inventories owned by the Group, based on appropriate evidence of impairment available at the balance sheet date.

Increases or decreases to the provision balance are recorded into the cost of goods sold account in the consolidated income statement.

Inventory property

Property acquired or being constructed for sale in the ordinary course of business, rather than to be held for rental or capital appreciation, is held as inventory property and is measured at the lower of cost and net realisable value.

Cost includes:

- Freehold and leasehold rights for land;
- Amounts paid to contractors for construction; and
- Borrowing costs, planning and design costs, costs of site preparation, professional fees for legal services, property transfer taxes, construction overheads and other related costs

Net realisable value is the estimated selling price in the ordinary course of the business, based on market prices at the balance sheet date and discounted for the time value of money if material, less costs to completion and the estimated costs of sale.

The cost of inventory property recognised in the consolidated income statement is determined with reference to the specific costs incurred on the property sold and an allocation of any non-specific costs based on the relative size of the property sold.

3.3 Receivables

Receivables are presented in the consolidated financial statements at the carrying amounts due from customers and other debtors, after provision for doubtful debts.

The provision for doubtful debts represents amounts of outstanding receivables at the balance sheet date which are doubtful of being recovered. Increases or decreases to the

provision balance are recorded as general and administration expense in the consolidated income statement.

3.4 Fixed assets

Tangible fixed assets and intangible fixed assets are stated at cost less accumulated depreciation and amortisation.

The cost of a fixed asset comprises its purchase price and any directly attributable costs of bringing the fixed asset to working condition for its intended use.

Expenditures for additions, improvements and renewals are added to the carrying amount of the assets while expenditures for maintenance and repairs are charged to the consolidated income statement as incurred.

When fixed assets are sold or retired, any gain or loss resulting from their disposal (the difference between the net disposal proceeds and the carrying amount) is included in the consolidated income statement.

3.5 Leased assets

The determination of whether an arrangement is, or contains a lease is based on the substance of the arrangement at inception date and requires an assessment of whether the fulfilment of the arrangement is dependent on the use of a specific asset and the arrangement conveys a right to use the asset.

Where the Group is the lessee

Rentals under operating leases are charged to the consolidated income statement on a straight-line basis over the lease term.

Where the Group is the lessor

Assets subject to operating leases are included as the Group’s investment properties in the consolidated balance sheet. Initial direct costs incurred in negotiating an operating lease are recognised in the consolidated income statement as incurred.

Lease income is recognised in the consolidated income statement on a straight-line basis over the lease term.

3.6 Depreciation and amortisation

Depreciation of tangible fixed assets and amortisation of intangible fixed assets are calculated on a straight-line basis over the estimated useful life of each asset as follows:

Buildings and structures	5 – 25 years
Machinery and equipment	6 – 7 years
Means of transportation	3 – 6 years
Office equipment	6 – 8 years
Computer software	3 years

3.7 Investment properties

Investment properties comprise land use rights, buildings or part of a building or both and infrastructure held to earn rentals or for capital appreciation, or both, rather than for use in the production or supply of goods or services; administration purposes or sale in the ordinary course of business.

Investment properties are stated at cost including transaction costs less accumulated depreciation.

Subsequent expenditure relating to an investment property that has already been recognized is added to the net book value of the investment property when it is probable that future economic benefits, in excess of the originally assessed standard of performance of the existing investment property, will flow to the Group.

Depreciation of investment properties is calculated on a straight-line basis over the estimated useful life of each asset as follows:

Buildings and structures 25 – 48 years

Land use rights with indefinite useful life are not amortised.

Investment properties are derecognised when either they have been disposed of or when the investment properties are permanently withdrawn from use and no future economic benefit is expected from its disposal. The difference between the net disposal proceeds and the carrying amount of the assets is recognised in the consolidated income statement in the year of retirement or disposal.

Transfers are made to investment properties when, and only when, there is a change in use, evidenced by ending of owner-occupation, commencement of an operating lease to another party or ending of construction or development. Transfers are made from investment properties when, and only when, there is change in use, evidenced by commencement of owner-occupation or commencement of development with a view to sale. The transfer from investment property to owner-occupied property or inventories does not change the cost or the carrying value of the property for subsequent accounting at the date of change in use.

3.8 Construction in progress

Construction in progress represents fixed assets under construction and is stated at historical cost. This includes costs of construction, installation of equipment and other direct costs. Construction in progress is not depreciated until such time as the relevant assets are completed and put into operation.

3.9 Borrowing costs

Borrowing costs consist of interest and other costs that the Group incurs in connection with the borrowing of funds and are recorded as expense during the year in which they are incurred, except to the extent that they are capitalised as explained in the following paragraph.

Borrowing costs that are directly attributable to the acquisition, construction or production of an asset that necessarily take a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of the respective asset.

3.10 Prepaid expenses

Prepaid expenses are reported as short-term or long-term prepaid expenses on the consolidated balance sheet and amortised over the period for which the amounts are paid or the period in which economic benefits are generated in relation to these expenses.



The following types of expenses are recorded as prepaid expense and are amortised or recognised consistently with revenue to the consolidated income statement:

- The EverRich 2 project compensation expenses;
- Commission fees;
- Apartments management fees;
- Office renovation costs; and
- Tools and supplies.

3.11 Assets acquisitions and business combinations

The Group acquires subsidiaries that own assets and production activities. At the date of acquisition, the Group considers whether the acquisition represents the acquisition of a business. The Group accounts for an acquisition as a business combination where an integrated set of activities is acquired in addition to the assets.

When the acquisition of subsidiaries does not represent a business combination, it is accounted for as an acquisition of a group of assets and liabilities. The cost of the acquisition is allocated to the assets and liabilities acquired based upon their relative fair values, and no goodwill or deferred tax is recognised.

3.12 Investments

Investments in associates

The Group's investments in its associates are accounted for using the equity method of accounting. An associate is an entity in which the Group has significant influence that is neither subsidiaries nor joint ventures. The Group generally deems they have significant influence if they have over 20% of the voting rights.

Under the equity method, the investment is carried in the consolidated balance sheet at cost plus post acquisition changes in the Group's share of net assets of the associate. Goodwill arising on acquisition of the associate is included in the carrying amount of the investment. Goodwill is not amortised. The consolidated income statement reflects the share of the post-acquisition results of operation of the associate.

The share of post-acquisition profit (loss) of the associate is presented on face of the consolidated income statement and its share of post-acquisition movements in reserves is recognised in reserves. The cumulative post-acquisition movements are adjusted against the carrying amount of the investment. Dividend receivable from associate reduces the carrying amount of the investment.

The financial statements of the associates are prepared for the same reporting period and use the same accounting policies as the Group. Where necessary, adjustments are made to bring the accounting policies in line with those of the Group.

Held-to-maturity investments

Held-to-maturity investments are stated at their acquisition costs. After initial recognition, held-to-maturity investments are measured at recoverable amount. Any impairment loss incurred is recognised as finance expense in the consolidated income statement and deducted against the value of such investments.

Provision for diminution in value of investments

Provision of the investment is made when there are reliable evidences of the diminution in value of those investments at the balance sheet date. Increases or decreases to the provision balance are recorded as finance expenses in the consolidated income statement.

3.13 Payables and accruals

Payables and accruals are recognised for amounts to be paid in the future for goods and services received, whether or not billed to the Group.

3.14 Foreign currency transactions

Transactions in currencies other than the Group's reporting currency of VND are recorded at the actual transaction exchange rates at transaction dates which are determined as follows:

- Transactions resulting in receivables are recorded at the buying exchange rates of the commercial banks designated for collection; and
- Transactions resulting in liabilities are recorded at the selling exchange rates of the commercial banks designated for payment;

At the end of the year, monetary balances denominated in foreign currencies are translated at the actual exchange rates at the balance sheet dates which are determined as follows:

- Monetary assets are translated at buying exchange rate of the commercial bank where the Group conducts transactions regularly; and
- Monetary liabilities are translated at selling exchange rate of the commercial bank where the Group conducts transactions regularly.

All foreign exchange differences incurred are taken to the consolidated income statement.

3.15 Appropriation of net profits

Net profit after tax (excluding negative goodwill arising from a bargain purchase) is available for appropriation to shareholders after approval by shareholders at the annual general meeting, and after making appropriation to reserve funds in accordance with the Company's Charter and Vietnam's regulatory requirements.

The Group maintains the following reserve funds which are appropriated from the Group's net profit as proposed by the Board of Directors ("BOD") and subject to approval by shareholders at the annual general meeting.

Investment and development fund

This fund is set aside for use in the Group's expansion of its operation or in-depth investments.

Bonus and welfare fund

This fund is set aside for the purpose of pecuniary rewarding and encouraging, common benefits and improvement of the employees' benefits and presented as a liability on the consolidated balance sheet.

Dividends

Final dividends proposed by the Company's BOD are classified as an allocation of undistributed earnings within the

equity section on the consolidated balance sheet, until they have been approved by shareholders at the annual general meeting. At that time, they are recognised as a liability in the consolidated balance sheet.

3.16 Revenue recognition

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Group and the revenue can be reliably measured. Revenue is measured at the fair value of the consideration received or receivable, excluding trade discount, rebate and sales return. The following specific recognition criteria must also be met before revenue is recognised:

Sale of apartments

For apartments sold after completion of construction, the revenue is recognised when the significant risks and returns associated with the ownership of apartments have been transferred to the buyers, usually upon the handing over of apartments.

Sale of residential plots and related infrastructure

Revenue is recognised when the significant risks and returns associated with the ownership of residential plots and related infrastructures have been transferred to the buyers, usually upon the handing over of residential plots and related infrastructures.

Rental income

Rental income arising from operating leases is recognised in the consolidated income statement on a straight-line basis over the terms of the lease.

Rendering of services

Revenue is recognised upon the services had been provided and completed.

Interest income

Interest income is recognised as the interest accrues (taking into account the effective yield on the asset) unless collectability is in doubt.

3.17 Taxation

Current income tax

Current income tax assets and liabilities for the current and prior years are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted as at the balance sheet date.

Current income tax is charged or credited to the consolidated income statement, except when it relates to items recognised directly to equity, in which case the current income tax is also dealt with in equity.

Current income tax assets and liabilities are offset when there is a legally enforceable right for the Group to offset current tax assets against current tax liabilities and when the Group intends to settle its current tax assets and liabilities on a net basis.

Deferred tax

Deferred tax is provided using the balance sheet liability method on temporary differences at the balance sheet date

between the tax base of assets and liabilities and their carrying amount for financial reporting purposes.

Deferred tax liabilities are recognised for all taxable temporary differences. Deferred tax assets are recognised for all deductible temporary differences, carried forward unused tax credit and unused tax losses, to the extent that it is probable that taxable profit will be available against which deductible temporary differences, carried forward unused tax credit and unused tax losses can be utilised.

The carrying amount of deferred tax assets is reviewed at each balance sheet date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred income tax asset to be utilised. Previously unrecognised deferred tax assets are re-assessed at each balance sheet date and are recognised to the extent that it has become probable that future taxable profit will allow the deferred tax assets to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the financial year when the asset is realised or the liability is settled based on tax rates and tax laws that have been enacted at the balance sheet date.

Deferred tax is charged or credited to the consolidated income statement, except when it relates to items recognised directly to equity, in which case the deferred tax is also dealt with in the equity account.

Deferred tax assets and liabilities are offset when there is a legally enforceable right for the Group to offset current tax assets against current tax liabilities and when they relate to income taxes levied on the same taxable entity by the same taxation authority.

3.18 Earnings per share

Basic earnings per share amount is computed by dividing net profit after tax for the period attributable to ordinary shareholders of the Company (after adjusting for the bonus and welfare fund and BOD's remuneration) by the weighted average number of ordinary shares outstanding during the year.

Diluted earnings per share amounts are calculated by dividing the net profit after tax attributable to ordinary shareholders of the Company (after adjusting for the bonus and welfare fund and BOD's remuneration) by the weighted average number of ordinary shares outstanding during the year plus the weighted average number of ordinary shares that would be issued on conversion of all the dilutive potential ordinary shares into ordinary shares.

3.19 Segment information

A segment is considered as an independent department of the Group which involve in the process of providing products or rendering services (business segment), or providing products or rendering services in a specific economic environment (geographical segment). These departments are responsible for risk and gain benefit separately from other department.

The Group's principal activities are to construct and trade real estate properties; to undertake the civil and industrial projects, bridges and roads; and to provide real estate brokerage



and valuation services, and real estate trading centre and management. In addition, these activities are mainly taking place within Vietnam. Therefore, the Group's risks and returns are not impacted by the Group's products that the Group is constructing or the locations where the Group is operating. As a result, the Group's management is of the view that there is only one segment for business and geography and therefore presentation of segmental information is not required.

### 3.20 Related parties

Parties are considered to be related parties of the Group if one party has the ability to control the other party or exercise significant influence over the other party in making financial and operating decisions, or when the Group and other party are under common control or under common significant influence. Related parties can be enterprise or individual, including close members of their families.

## 4. ASSETS ACQUISITION

### 4.1 Assets acquisition

On 12 March 2021, Serenity received the 4th amended ERC issued by the DPI of Ba Ria – Vung Tau Province, approving the decrease in charter capital from VND 116,160,000,000 to VND 91,160,000,000. Accordingly, the Group's ownership interest in the charter capital of Serenity was proportionally increased from 36% to 46.4%. On 31 March 2021, the Group completed the additional acquisition of 17.6% ownership interest in Serenity from previous shareholder at a consideration of VND 240,895,000,000, increased the Group's ownership interest in Serenity from 46.4% to 64%. Accordingly, Serenity – the Group's associate, became its subsidiary from that date (Note 16).

On 3 June 2021, the Group completed the acquisition of 99.5% ownership interest in Binh Duong Building from previous shareholder at a consideration of VND 1,600,000,000,000. Accordingly, Binh Duong Building became the Group's subsidiary from that date.

On 16 September 2021, the Group completed the acquisition of 99% ownership interest in Bac Cuong from previous shareholder at a consideration of VND 461,835,000,000. Accordingly, Bac Cuong became the Group's subsidiary from that date.

Management assessed that the said costs of acquisition represent the fair value of the projects owned by these newly acquired subsidiaries. As a result, management accounted for these acquisitions as asset acquisition rather than business combination because these subsidiaries only own real estate projects and are not in official commercial operation yet.

### 4.2 Acquisition of additional interest in existing subsidiaries

On 16 June 2021, the Group completed the additional acquisition of 19.9% ownership interest in Coinin from non-controlling interest at a consideration of VND 54,000,000,000, increased the Group's ownership interest in Coinin from 80% to 99.9%. The carrying value of the net assets of Coinin at the acquisition date was VND 307,114,149,116, and the carrying value of the additional interest acquired was VND 61,115,715,674. The difference of VND 7,115,715,674 between the consideration and the carrying value of the interest acquired has been recognised in undistributed earnings.

On 15 December 2021, the Group completed the additional acquisition of 35.34% ownership interest in Serenity from non-controlling interest at a consideration of VND 483,923,000,000, increased the Group's ownership interest in Serenity from 64% to 99.34%. The carrying value of the net assets of Serenity at the acquisition date was VND 1,368,869,663,271, and the carrying value of the additional interest acquired was VND 483,758,539,000. The difference of VND 164,461,000 between the consideration and the carrying value of the interest acquired has been recognised in undistributed earnings.

## 5. CASH AND CASH EQUIVALENTS

Unit: VND

	Ending balance	Beginning balance
Cash on hand	305,444,384	194,029,113
Cash in banks	487,724,811,825	46,972,324,611
Cash equivalents (*)	6,000,000,000	6,000,000,000
<b>TOTAL</b>	<b>494,030,256,209</b>	<b>53,166,353,724</b>

(\*) Cash equivalents represent term deposit at bank with original maturity of one month and earning interest at the rate of 3.5% per annum.

## 6. HELD-TO-MATURITY INVESTMENTS

Held-to-maturity investments represent deposits at banks with original maturities of twelve months, earning interest at the rates ranging from 4.95% to 5.45% per annum and deposit at bank with original maturity of twenty-four months, earning interest at the rate of 5.59% per annum.

## 7. TRADE RECEIVABLES

Unit: VND

	Ending balance	Beginning balance
<b>Short-term</b>	<b>664,411,129,660</b>	<b>170,232,056,537</b>
<b>Receivables from other parties</b>	<b>613,998,629,660</b>	<b>119,083,656,537</b>
- Danh Khoi Holdings Investment Joint Stock Company	497,518,796,750	-
- Thien Minh Real Estate Investment Corporation	70,615,693,202	70,615,693,202
- Others	45,864,139,708	48,467,963,335
<b>Receivables from a related party (Note 32)</b>	<b>50,412,500,000</b>	<b>51,148,400,000</b>
<b>Long-term</b>		
<b>Receivables from other parties</b>	<b>1,028,000,000,000</b>	<b>50,000,000,000</b>
- IDK Real Estate Company Limited	1,028,000,000,000	-
- NTR Real Estate Investment Joint Stock Company	308,000,000,000	-
- CDK Real Estate Joint Stock Company	306,000,000,000	-
- HDK Real Estate Company Limited	251,000,000,000	-
Receivable from a related party (Note 32)	163,000,000,000	50,000,000,000
<b>TOTAL</b>	<b>1,692,411,129,660</b>	<b>220,232,056,537</b>
Provision for doubtful short-term receivables	(1,041,544,375)	(1,041,544,375)
<b>NET</b>	<b>1,691,369,585,285</b>	<b>219,190,512,162</b>

Movements of provision for doubtful short-term receivables were as follows:

	Current year	Previous year
Beginning balance	1,041,544,375	3,108,486,026
Less: Write-off during the year		(2,066,941,651)
Ending balance	1,041,544,375	1,041,544,375



## 8. SHORT-TERM ADVANCES TO SUPPLIERS

Unit: VND

	Ending balance	Beginning balance
<b>Advances to individuals for project and capital transfer</b>	<b>336,771,947,060</b>	<b>275,371,128,500</b>
Ms Nguyen Thi Xuan Diem	200,000,000,000	-
Ms Nguyen Thi Phuong Thao	85,771,947,060	85,371,128,500
Mr Nguyen Cao Tien	51,000,000,000	36,000,000,000
Mr Pham Cong Thanh	-	100,000,000,000
Ms Nguyen Thi My Duyen	-	54,000,000,000
<b>Land Clearance and Compensation Corporation</b>	<b>178,934,648,207</b>	<b>178,881,848,207</b>
<b>Central Construction Corporation</b>	<b>142,072,661,401</b>	<b>147,804,853,158</b>
<b>Duc Khai Corporation</b>	<b>70,228,366,367</b>	<b>70,228,366,367</b>
<b>620 Infrastructure Development and Investment Corporation</b>	<b>-</b>	<b>373,200,000,000</b>
<b>Others</b>	<b>28,478,725,098</b>	<b>25,115,126,407</b>
<b>Total</b>	<b>756,486,348,133</b>	<b>1,070,601,322,639</b>

## 9. OTHER RECEIVABLES

Unit: VND

	Ending balance	Beginning balance
<b>Short-term</b>	<b>1,113,499,069,224</b>	<b>276,292,715,200</b>
<b>Receivables from other parties</b>	<b>1,103,499,069,224</b>	<b>266,292,715,200</b>
Mr Pham Ngoc Dung	480,000,000,000	-
Mr Nguyen Huy Le	479,985,988,000	-
Mr Nguyen Van Toan	50,400,000,000	-
Truong Phat Loc Shipping Joint Stock Company ("Truong Phat Loc") (i)	45,400,000,000	50,000,000,000
Ms Phan Quynh Nhan	31,920,000,000	-
Minh Hoang Real Estate Business Joint Stock Company	-	200,000,000,000
Deposits	409,876,000	733,360,000
Others	15,383,205,224	15,559,355,200
<b>Receivables from a related party (Note 32)</b>	<b>10,000,000,000</b>	<b>10,000,000,000</b>
<b>Long-term</b>	<b>803,398,046,580</b>	<b>938,174,914,270</b>
<b>Receivables from other parties</b>	<b>773,398,046,580</b>	<b>898,174,914,270</b>
Phu Quoc Doan Anh Duong Corporation ("Doan Anh Duong") (ii)	299,888,000,000	356,000,000,000
Tan Hoang Real Estate Corporation (iii)	223,000,000,000	223,000,000,000
Tam Binh Real Estate Corporation (iii)	200,000,000,000	200,000,000,000
Phu Quoc Economic Zone Management Board	38,548,000,000	38,548,000,000
Deposits	5,146,056,580	3,960,245,380
Truong Phat Loc (i)	-	76,400,000,000
Others	6,815,990,000	266,668,890
<b>Receivable from a related party (Note 32)</b>	<b>30,000,000,000</b>	<b>40,000,000,000</b>
<b>Total</b>	<b>1,916,897,115,804</b>	<b>1,214,467,629,470</b>

- (i) (i) The amount represents remaining receivable from contributed capital from the Investment Cooperation Contract ("ICC") liquidation regarding to the development of Millennium project located at No. 132, Ben Van Don Street, Ward 6, District 4, Ho Chi Minh City.
- (ii) The amount represents the capital contribution in accordance with the ICC regarding to the development of Vung Bau Ecotourism Project located at Cua Can Commune, Phu Quoc City, Kien Giang Province and earning the shared profit according to the proportion of financial contributions but not less than the interest of 20% p.a.
- (iii) The amount represents capital contribution in accordance with the ICC regarding to the construction and development of the ICD Port of Transshipment project located at Long Binh Ward, Thu Duc City, Ho Chi Minh City and receiving the shared land area after the project's completion.

## 10. INVENTORIES

Unit: VND

	Ending balance	Beginning balance
Real estate properties (*)	12,191,564,026,158	9,330,555,534,275
Merchandise	474,031,825	472,479,120
<b>Total</b>	<b>12,192,038,057,983</b>	<b>9,331,028,013,395</b>

(\*) Real estate properties mainly include compensation costs, land clearance costs, construction costs, capitalised interest and other development costs incurred for the following on-going real estate projects:

Unit: VND

	Ending balance	Beginning balance
The EverRich 2 project (i)	3,603,774,811,610	3,603,774,811,610
Tropicana Ben Thanh Long Hai project	1,989,563,234,520	1,987,898,486,111
Binh Duong Tower project	1,598,492,570,527	-
Serenity - Phuoc Hai project	1,375,821,262,660	-
Binh Duong Commercial Center and Luxury Apartment project ("Astral City project")	952,623,385,649	624,315,412,280
The EverRich 3 project (i)	876,296,187,469	876,296,187,469
Bac Cuong - Tran Phu Da Nang project	629,978,665,304	-
DK Phu Quoc project	399,577,452,859	398,957,896,396
Nhon Hoi - Binh Dinh project	393,138,105,047	1,473,833,872,177
Ngo May project	143,271,882,975	133,451,877,454
Vung Bau - Phu Quoc project	51,211,699,067	50,029,699,067
Bau Ca - Quang Ngai project	21,956,378,388	25,530,072,475
Other projects	155,858,390,083	156,467,219,236
<b>Total</b>	<b>12,191,564,026,158</b>	<b>9,330,555,534,275</b>

- (i) The EverRich 2 and The EverRich 3 projects and all of their associated asset rights were pledged to Vietnam Prosperity Joint Stock Commercial Bank as security collateral for the loans taken by the Group's business partners. As at the balance sheet date, the Group is in progress to fulfil the Government's requirements for transferring the remaining parts of these projects in accordance with ICCs entered with Big Gain Investment Company Limited ("Big Gain") and Dynamic Innovation Company Limited ("Dynamic") (Note 21).

The capitalised interest to invest, develop projects for the year ended 31 December 2021 was VND 57,793,983,244 (for the year ended 31 December 2020: VND 227,775,863,554).



## 11. PREPAID EXPENSES

Unit: VND

	Ending balance	Beginning balance
<b>Short-term</b>	<b>5,578,157,137</b>	<b>4,699,725,667</b>
Tools and supplies	3,850,009,675	649,309,740
Insurance fees	832,478,796	624,185,572
External services expenses	370,067,918	2,396,976,753
Others	525,600,748	1,029,253,602
<b>Long-term</b>	<b>1,085,254,424,114</b>	<b>964,520,684,604</b>
The EverRich 2 project compensation expenses (*)	923,823,243,655	923,823,243,655
Commission fees	136,807,998,960	20,763,679,587
Apartments management fees	3,383,934,585	3,383,934,585
Office renovation costs	2,581,191,570	5,703,519,522
<b>Others</b>	<b>18,658,055,344</b>	<b>10,846,307,255</b>
<b>Total</b>	<b>1,090,832,581,251</b>	<b>969,220,410,271</b>

(\*) This is the compensation expenses paid to CRE & AGI Consulting Joint Stock Company and Phu Hung, a Company's subsidiary, which was dissolved on 8 February 2020, upon liquidation of the Business Cooperation Contracts ("BCCs") relating to construction and business management of The EverRich 2 project. These BCCs were terminated so that the Group can transfer this project to Big Gain under the ICC (Note 10).

## 12. TANGIBLE FIXED ASSETS

Unit: VND

	Buildings and structures	Means of transportation	Machinery and equipment	Office equipment	Total
<b>COST</b>					
Beginning balance	34,020,488,862	28,452,034,286	6,941,300,642	131,174,971	<b>69,544,998,761</b>
New purchase	-	5,400,054,547	72,328,000	-	<b>5,472,382,547</b>
Increase due to subsidiary consolidation	105,043,636,364	-	623,150,000	-	<b>105,666,786,364</b>
Disposal	-	(100,000,000)	(1,294,765,249)	-	<b>(1,394,765,249)</b>
<b>Ending balance</b>	<b>139,064,125,226</b>	<b>33,752,088,833</b>	<b>6,342,013,393</b>	<b>131,174,971</b>	<b>179,289,402,423</b>
In which:					
Fully depreciated	5,727,980,430	6,546,271,194	2,707,871,938	131,174,971	<b>15,113,298,533</b>
<b>ACCUMULATED DEPRECIATION</b>					
Beginning balance	(18,349,476,269)	(12,876,676,147)	(4,511,419,899)	(131,174,971)	<b>(35,868,747,286)</b>
Depreciation for the year	(1,850,917,847)	(4,668,037,801)	(905,371,869)	-	<b>(7,424,327,517)</b>
Increase due to subsidiary consolidation	(7,259,682,413)	-	(192,137,892)	-	<b>(7,451,820,305)</b>
Disposal	-	100,000,000	1,294,765,249	-	<b>1,394,765,249</b>
<b>Ending balance</b>	<b>(27,460,076,529)</b>	<b>(17,444,713,948)</b>	<b>(4,314,164,411)</b>	<b>(131,174,971)</b>	<b>(49,350,129,859)</b>
<b>NET CARRYING AMOUNT</b>					
Beginning balance	15,671,012,593	15,575,358,139	2,429,880,743	-	<b>33,676,251,475</b>
<b>Ending balance</b>	<b>111,604,048,697</b>	<b>16,307,374,885</b>	<b>2,027,848,982</b>	<b>-</b>	<b>129,939,272,564</b>

## 13. INTANGIBLE FIXED ASSETS

Unit: VND

	Computer software
<b>COST</b>	
Beginning balance	3,357,367,536
New purchase	634,680,000
Transfer from construction in progress	9,452,676,560
<b>Ending balance</b>	<b>13,444,724,096</b>
In which:	
Fully amortised	3,357,367,536
<b>ACCUMULATED AMORTISATION</b>	
Beginning balance	(2,956,401,880)
Amortisation for the year	(577,265,656)
<b>Ending balance</b>	<b>(3,533,667,536)</b>
<b>NET CARRYING AMOUNT</b>	
Beginning balance	400,965,656
<b>Ending balance</b>	<b>9,911,056,560</b>

## 14. INVESTMENT PROPERTIES

Unit: VND

	Land use rights	Building and structures	Total
<b>COST</b>			
Beginning balance and ending balance	7,306,972,991	68,357,297,281	75,664,270,272
<b>ACCUMULATED DEPRECIATION</b>			
Beginning balance	-	(6,272,486,080)	(6,272,486,080)
Depreciation for the year	-	(1,536,119,040)	(1,536,119,040)
<b>Ending balance</b>	<b>-</b>	<b>(7,808,605,120)</b>	<b>(7,808,605,120)</b>
<b>NET CARRYING AMOUNT</b>			
Beginning balance	7,306,972,991	62,084,811,201	69,391,784,192
<b>Ending balance</b>	<b>7,306,972,991</b>	<b>60,548,692,161</b>	<b>67,855,665,152</b>

The fair value of the investment properties were not formally assessed and determined as at 31 December 2021. However, given the current occupancy rate of these properties and market price of surrounding land, it is management's assessment that these properties' market values are higher than their carrying value as at this date.



## 15. CONSTRUCTION IN PROGRESS

Unit: VND

	Ending balance	Beginning balance
Office building (*)	456,678,769,440	424,892,553,707
The Internal Technical Infrastructure Construction Ancient project in Thu Duc City,	401,369,482,714	376,814,929,277
Ho Chi Minh City	84,325,923,095	83,229,865,277
Other projects under Building and Transfer agreements	7,492,991,000	11,040,986,310
Enterprise Resource Planning software (ERP - SAP)	10,484,562,422	2,198,101,364
<b>Others</b>	<b>960,351,728,671</b>	<b>898,176,435,935</b>

(\*) Land use rights and its associated assets were pledged as security collateral for the loan obtained by the Group (Note 22). The capitalised interest to invest, develop the projects for the year ended 31 December 2021 was VND 26,747,843,833 (for the year ended 31 December 2020: VND 20,996,087,672).

## 16. INVESTMENTS IN ASSOCIATES

Unit: VND

		Ending balance		Beginning balance
	% of ownership	Amount VND	% of ownership	Amount VND
BIDICI Joint Stock Company	49	1,117,139,495,670	49	1,092,700,000,000
PDP Project Construction Investment Co., Ltd	49	9,478,181,925	49	6,067,000,000
Serenity Investment Joint Stock Company (Note 4.1)	-	-	36	635,182,000,000
<b>Total</b>		<b>1,126,617,677,595</b>		<b>1,733,949,000,000</b>

BIDICI Real Estate Investment Joint Stock Company ("BIDICI") is a shareholding company incorporated under the Law on Enterprises of Vietnam pursuant to the ERC No. 4101576855 issued by the DPI of Binh Dinh Province on 16 October 2020. BIDICI's registered head office is located at 1 Ngo May Street, Nguyen Van Cu Ward, Quy Nhon City, Binh Dinh Province, Vietnam. The principal activity of BIDICI is to trade real estate properties. On 16 July 2021, BIDICI received the 2nd amended ERC issued by the DPI of Binh Dinh Province, approving the increase in charter capital from VND 2,230,000,000,000 to VND 2,280,000,000,000. Accordingly, the Company's contribution in the charter capital of BIDICI was proportionally increased from VND 1,092,700,000,000 to VND 1,117,200,000,000.

PDP Project Construction Investment Co., Ltd ("PDP Project") is a limited liability company with two or more members incorporated under the Law on Enterprise of Vietnam pursuant to the BRC No. 0315143682 issued by the DPI of Ho Chi Minh City on 3 July 2018. PDP Project's registered head office is located at Floor 9 Tower B, Viettel Building, 285 Cach Mang Thang Tam Street, Ward 12, District 10, Ho Chi Minh City, Vietnam. The principal activity of PDP Project is to trade real estate properties. PDP Project's current main project is Phan Dinh Phung construction project at 8 Vo Van Tan, Vo Thi Sau Ward, District 3, Ho Chi Minh City. As at the balance sheet date, the Group has contributed of VND 9,531,000,000 over its charter capital of VND 147,000,000,000 as per BRC.

Details of these investments in associates are as follows:

Unit: VND

	BIDICI	PDP Project	Serenity	Total
<b>Cost</b>				
Beginning balance	1,092,700,000,000	6,067,000,000	635,182,000,000	1,733,949,000,000
Capital contribution	24,500,000,000	3,464,000,000	-	27,964,000,000
Transfer into subsidiary	-	-	(635,182,000,000)	(635,182,000,000)
Ending balance	1,117,200,000,000	9,531,000,000	-	1,126,731,000,000
<b>Shares of loss of associates</b>				
Loss for the year and ending balance	(60,504,330)	(52,818,075)	-	(113,322,405)
<b>Net carrying amount</b>				
Beginning balance	1,092,700,000,000	6,067,000,000	635,182,000,000	1,733,949,000,000
<b>Ending balance</b>	<b>1,117,139,495,670</b>	<b>9,478,181,925</b>	<b>-</b>	<b>1,126,617,677,595</b>

## 17. TRADE PAYABLES

Unit: VND

	Ending balance	Beginning balance
<b>Short-term</b>	<b>147,769,187,984</b>	<b>288,279,900,889</b>
Phu My Hung Investment Corporation	58,826,474,002	165,122,193,621
Sai Gon Transport Construction Joint Stock Company	24,306,050,766	31,336,050,766
Thien An Mechanical Co., Ltd	13,031,618,616	30,298,070,520
IDV Investment and Trading Joint Stock Company	12,953,451,308	13,074,589,917
T&T Trading & Services Limited	9,958,539,100	20,388,979,200
Dong Khanh Construction Company Limited	9,302,067,669	11,636,067,669
Coteccons Construction Joint Stock Company	8,709,191,415	5,837,593,182
Others	10,681,795,108	10,586,356,014
<b>Long-term</b>	<b>274,000,000,000</b>	<b>-</b>
Payable to Mr Pham Ngoc Dung for capital transfer	274,000,000,000	-
<b>Total</b>	<b>421,769,187,984</b>	<b>288,279,900,889</b>

## 18. SHORT-TERM ADVANCES FROM CUSTOMERS

Unit: VND

	Ending balance	Beginning balance
Nhon Hoi - Binh Dinh project	1,159,036,810,800	593,402,049,007
Astral City project	519,100,000,000	-
Other projects	13,710,383,390	26,592,959,218
<b>Total</b>	<b>1,691,847,194,190</b>	<b>619,995,008,225</b>



## 19. STATUTORY OBLIGATIONS

Unit: VND

	Beginning balance	Increase	Decrease	Ending balance
<b>Payables</b>				
Corporate income tax	314,543,642,672	484,568,916,425	(533,453,679,686)	265,658,879,411
Value-added tax	172,345,363,638	48,656,319,788	(208,472,981,715)	12,528,701,711
Personal income tax	2,856,880,597	24,827,373,055	(25,341,034,538)	2,343,219,114
Others	148,438,357	71,394,867,038	(70,430,910,730)	1,112,394,665
<b>Total</b>	<b>489,894,325,264</b>	<b>629,447,476,306</b>	<b>(837,698,606,669)</b>	<b>281,643,194,901</b>
<b>Receivables</b>				
Value-added tax	11,804,834,925	87,947,833,850	(21,215,079,627)	78,537,589,148
Corporate income tax (*)	170,656,053	66,129,436,317	(54,366,365,618)	11,933,726,752
<b>Total</b>	<b>11,975,490,978</b>	<b>154,077,270,167</b>	<b>(75,581,445,245)</b>	<b>90,471,315,900</b>

(\*) In accordance with Circular No. 96/2015/TT-BTC issued by the Ministry of Finance on 22 June 2015 which provides guidelines for implementation of the Law on corporate income tax, the Group is entitled to provisionally pay tax at the rate of 1% on cash collections from its customers.

## 20. SHORT-TERM ACCRUED EXPENSES

Unit: VND

	Ending balance	Beginning balance
Interest expenses	51,546,090,401	70,161,180,594
Construction costs	36,000,000,000	3,870,537,650
Others	10,708,305,126	4,174,133,557
<b>Total</b>	<b>98,254,395,527</b>	<b>78,205,851,801</b>

## 21. OTHER PAYABLES

Unit: VND

	Ending balance	Beginning balance
<b>Short-term</b>	<b>5,671,500,780,282</b>	<b>1,480,519,543,789</b>
ICCs – The EverRich 2 and The EverRich 3 projects (*)	5,547,433,656,616	-
Deposits received	95,250,000,000	282,856,500,000
ICCs – Nhon Hoi – Binh Dinh project (**)	20,076,786,290	75,649,786,290
Payable to related parties (Note 32)	4,400,000,000	1,100,758,150,229
Others	4,340,337,376	21,255,107,270
<b>Long-term</b>	<b>782,100,000,000</b>	<b>5,551,706,991,616</b>
Payables to a related party (Note 32)	782,100,000,000	-
ICCs – The EverRich 2 and The EverRich 3 projects (*)	-	5,547,433,656,616
Others	-	4,273,335,000
<b>Total</b>	<b>6,453,600,780,282</b>	<b>7,032,226,535,405</b>

(\*) On 26 December 2017, the Group has entered into 5-year ICCs with Big Gain in relation to the development of a part of The EverRich 2 project and with Dynamic in relation to the development of apartment block of The EverRich 3 project. According to these ICCs and appendixes:

- Big Gain/Dynamic has obligation to settle the costs incurred by the Group for the cooperated project.
- The parties may receive the profits from the project in accordance with the proportion of financial contributions of the parties.
- After the land use rights certificate of the project is granted for the Group, Big Gain/Dynamic has the option to purchase and the Group has the option to sell 99% of the Group's interest in the ICC at the price equivalent to 99% of the agreed contributed value of the Group in this ICC, plus a surplus that will be agreed upon by the parties.

d. When the legal conditions of the project are met, the Group has the right to assign this project to another partner provided that it fully reimburses Big Gain/Dynamic the contributed amount plus interest. The amount of interest shall be agreed upon by the parties.

As at the balance sheet date, the Group received the amount of VND 4,557,365,656,616 and VND 990,068,000,000 from Big Gain and Dynamic, respectively.

(\*\*) These represent capital received from individuals to develop the Nhon Hoi – Binh Dinh project under ICCs. Accordingly, they will receive the shared actual profit after tax arising from the project but not less than the interest of 15% p.a. on their contributed capital.

## 22. LOANS

Unit: VND

	Beginning balance	Increase	Decrease	Reclassify	Ending balance
<b>Short-term</b>	<b>1,413,560,061,129</b>	<b>783,017,788,871</b>	<b>(1,417,727,850,000)</b>	<b>28,000,000,000</b>	<b>806,850,000,000</b>
Loans from banks (Note 22.1)	334,152,850,000	150,000,000,000	(334,652,850,000)	28,000,000,000	177,500,000,000
Bonds issued (Note 22.2)	457,632,211,129	233,017,788,871	(461,300,000,000)	-	229,350,000,000
Loans from other parties (Note 22.3)	621,775,000,000	400,000,000,000	(621,775,000,000)	-	400,000,000,000
<b>Long-term</b>	<b>485,244,818,638</b>	<b>2,436,299,973,034</b>	<b>(273,450,000,000)</b>	<b>(28,000,000,000)</b>	<b>2,620,094,791,672</b>
Loans from banks (Note 22.1)	238,000,000,000	283,500,000,000	-	(28,000,000,000)	493,500,000,000
Bonds issued (Note 22.2)	247,244,818,638	2,152,799,973,034	(273,450,000,000)	-	2,126,594,791,672
<b>Total</b>	<b>1,898,804,879,767</b>	<b>3,219,317,761,905</b>	<b>(1,691,177,850,000)</b>	<b>-</b>	<b>3,426,944,791,672</b>



22.1 Loans from banks

Details of the loans from banks are as follows: Unit: VND

Bank	Ending balance	Principal repayment term	Purpose	Interest rate	Description of collateral
VND			%/p.a.		
VIETNAM JOINT STOCK COMMERCIAL BANK FOR INDUSTRY AND TRADE – BRANCH 11 HO CHI MINH CITY					
Loan 1	238,000,000,000	From 16 January 2022 to 25 April 2030	To finance office building project at District 3, Ho Chi Minh City	Interest rate of 12-month deposits + additional capital mobilization cost + 4	Land use rights and associated asset at District 3, Ho Chi Minh City
Loan 2	149,500,000,000	From 25 March 2022 to 15 September 2022	To finance receipt of capital transfer	Interest rate of 12-month deposits + additional capital mobilization cost + 4	8,500,000 PDR shares owned by shareholder
MILITARY COMMERCIAL JOINT STOCK BANK – DA NANG BRANCH					
Loan 1	283,500,000,000	17 April 2030	To finance projects of the Group	Interest rate of 24-month deposits + 3.5	Land use rights and associated asset at Hai Chau District, Da Nang City
Total	671,000,000,000				
In which:					
Short-term	177,500,000,000				
Long-term	493,500,000,000				

22.2 Bonds issued

Details of the bonds issued at par value are as follows: Unit: VND

	Ending balance	Principal repayment term	Purpose	Interest rate	Description of collateral
	VND			%/p.a.	
Bond 1	397,833,333,337	2 February 2023	To finance projects of the Group	13	17,000,000 PDR shares owned by shareholders
Bond 2	148,933,333,336	28 April 2023	To finance projects of the Group	13	5,000,000 PDR shares owned by shareholders
Bond 3	129,066,666,664	7 May 2023	To finance projects of the Group	13	4,400,000 PDR shares owned by shareholders
Bond 4	229,350,000,000	6 July 2022	To finance projects of the Group	13	6,745,000 PDR shares owned by shareholders
Bond 5	198,363,541,670	11 August 2023	To finance projects of the Group	13	6,000,000 PDR shares owned by shareholders
Bond 6	267,562,499,999	24 September 2023	To finance projects of the Group	13	8,800,000 PDR shares owned by shareholders
Bond 7	471,817,708,333	2 December 2023	To finance projects of the Group	12	13,700,000 PDR shares owned by shareholders
Bond 8	294,250,000,000	8 December 2023	To finance projects of the Group	12	6,400,000 PDR shares owned by shareholders
Bond 9	147,867,708,333	16 December 2023	To finance projects of the Group	12	4,250,000 PDR shares owned by shareholders
Bond 10	70,900,000,000	23 December 2023	To finance projects of the Group	12	10,500,000 PDR shares owned by shareholders
Total	2,355,944,791,672				
In which:					
Short-term	229,350,000,000				
Long-term	2,126,594,791,672				

22.3 Loans from other party Unit: VND

Lender	Ending balance	Principal repayment term	Purpose	Interest rate	Description of collateral
	VND			%/p.a.	
MIRAE ASSET FINANCE COMPANY VIETNAM					
Loan 1	100,000,000,000	25 May 2022	To finance working capital of the Group	11	5,000,000 PDR shares owned by shareholders
Loan 2	100,000,000,000	27 October 2022	To finance working capital of the Group	7.5	4,600,000 PDR shares owned by shareholders
Loan 3	120,000,000,000	23 November 2022	To finance working capital of the Group	10.5	4,400,000 PDR shares owned by shareholders
Loan 4	80,000,000,000	27 December 2022	To finance working capital of the Group	10.5	2,700,000 PDR shares owned by shareholders
Total	400,000,000,000				



**23. BONUS AND WELFARE FUND**

Unit: VND

	Current year	Previous year
Beginning balance	2,675,271,400	6,592,068,523
Increase	40,260,000,000	16,640,913,781
Decrease	(33,527,704,101)	(20,557,710,904)
<b>Ending balance</b>	<b>9,407,567,299</b>	<b>2,675,271,400</b>

**24. OWNERS' EQUITY****24.1 Movements in owners' equity**

Unit: VND

	Share capital	Share premium	Investment and development fund	Undistributed earnings	Total
<b>PREVIOUS YEAR</b>					
Beginning balance	3,276,579,720,000	11,680,300,000	137,513,584,076	871,304,238,377	<b>4,297,077,842,453</b>
Net profit for the year	-	-	-	1,220,323,637,643	<b>1,220,323,637,643</b>
Appropriation of fund	-	-	17,500,000,000	(17,500,000,000)	-
Transfer to bonus and welfare fund	-	-	-	(16,640,913,781)	<b>(16,640,913,781)</b>
Dividends by shares	685,119,250,000	-	-	(685,119,250,000)	-
Dividends by cash	-	-	-	(393,189,566,400)	<b>(393,189,566,400)</b>
BOD's allowance	-	-	-	(5,260,000,000)	<b>(5,260,000,000)</b>
<b>Ending balance</b>	<b>3,961,698,970,000</b>	<b>11,680,300,000</b>	<b>155,013,584,076</b>	<b>973,918,145,839</b>	<b>5,102,310,999,915</b>
<b>CURRENT YEAR</b>					
Beginning balance	3,961,698,970,000	11,680,300,000	155,013,584,076	973,918,145,839	<b>5,102,310,999,915</b>
Issuance of shares (*)	60,000,000,000	60,000,000,000	-	-	<b>120,000,000,000</b>
Net profit for the year	-	-	-	1,865,003,864,267	<b>1,865,003,864,267</b>
Appropriation of fund	-	-	24,400,000,000	(24,400,000,000)	-
Transfer to bonus and welfare fund	-	-	-	(24,400,000,000)	<b>(24,400,000,000)</b>
Dividends by shares (*)	906,020,190,000	-	-	(906,020,190,000)	-
BOD's allowance	-	-	-	(15,860,000,000)	<b>(15,860,000,000)</b>
Increase from additional acquisition of interest in existing subsidiaries	-	-	-	6,951,254,674	<b>6,951,254,674</b>
<b>Ending balance</b>	<b>4,927,719,160,000</b>	<b>71,680,300,000</b>	<b>179,413,584,076</b>	<b>1,875,193,074,780</b>	<b>7,054,006,118,856</b>

On 26 March 2021, the Company completed the issuance of 39,616,344 ordinary shares to pay dividend to shareholders at the par value of VND 10,000 per share amounting to VND 396,163,440,000 according to the Decision of BOD No.

02/2021/QD-HDQT dated 11 January 2021. On 20 April 2021, the Company received the 30th amended ERC issued by the DPI of Ho Chi Minh City, approving the increase in the Company's charter capital from VND 3,961,698,970,000 to VND 4,357,862,410,000.

On 29 April 2021, the Company completed the issuance of 50,985,675 ordinary shares to pay dividend to shareholders at the par value of VND 10,000 per share amounting to VND 509,856,750,000 according to the Resolution of Shareholders No. 01/DHDCD-NQ.2021 dated 27 March 2021 and Decision of BOD No. 09A/2021/QD-HDQT dated 31 March 2021. On 17 May 2021, the Company received the 31st amended ERC issued by the DPI of Ho Chi Minh City, approving the increase in the Company's charter capital from VND 4,357,862,410,000 to VND 4,867,719,160,000.

On 19 November 2021, the Company completed the issuance of 6,000,000 ordinary shares to its employees under Employee Share Option Program at the issued price of VND 20,000 per share according to the Resolution of Shareholders No. 01/DHDCD-NQ.2021 dated 27 March 2021 and Decision of BOD No. 36A/2021/QD-HDQT dated 13 October 2021. On 6 December 2021, the Company received the 32nd amended ERC issued by the DPI of Ho Chi Minh City, approving the increase in the Company's charter capital from VND 4,867,719,160,000 to VND 4,927,719,160,000.

**24.2 Capital transactions with owners and distribution of dividends**

Unit: VND

	Current year	Previous year
<b>Contributed share capital</b>		
Beginning balance	3,961,698,970,000	3,276,579,720,000
Increase during the year	966,020,190,000	685,119,250,000
Ending balance	4,927,719,160,000	3,961,698,970,000
<b>Dividends</b>		
Dividend declared	906,020,190,000	1,078,308,816,400
Dividend paid	906,071,601,600	1,078,047,503,200
- Dividend paid by shares for 2020: 1 share per 10 existing shares and 117 shares per 1,000 existing shares (2019: 13 shares per 100 existing shares).	906,020,190,000	425,949,150,000
- Dividend paid by cash for 2019: VND 1,200 per share	51,411,600	392,928,253,200
- Dividend paid by shares for 2020: 7 shares per 100 existing shares	-	259,170,100,000

**24.3 Shares**

Unit: VND

	Quantity	
	Ending balance	Beginning balance
<b>Authorised shares</b>	<b>492,771,916</b>	<b>396,169,897</b>
<b>Issued and paid-up shares</b>	<b>492,771,916</b>	<b>396,169,897</b>
Ordinary shares	492,771,916	396,169,897
<b>Shares in circulation</b>	<b>492,771,916</b>	<b>396,169,897</b>
Ordinary shares	492,771,916	396,169,897

Par value of outstanding share: VND 10,000/share (31 December 2020: VND 10,000/share).



25. NON-CONTROLLING INTEREST

Unit: VND

	Current year	Previous year
Beginning balance	91,966,496,762	71,851,024,421
Accumulated losses	(4,397,078,388)	(71,149,659)
Increase from assets acquisition	1,547,809,924,561	20,186,622,000
Decrease from acquisition of additional interest in existing subsidiaries	(544,874,254,674)	-
Ending balance	1,090,505,088,261	91,966,496,762

26. REVENUE FROM SALE OF GOODS AND RENDERING OF SERVICES

Unit: VND

	Current year	Previous year
Net revenue from sale of goods and rendering of services	3,620,224,205,834	3,911,211,875,460
Of which:		
Sale of residential plots	3,594,472,428,273	3,828,122,077,658
Revenue from rendering of services	12,629,827,563	21,321,126,394
Revenue from investment properties	6,646,949,998	8,029,805,817
Sale of infrastructure	6,475,000,000	53,738,865,591
In which:		
Sales to other parties	3,442,671,231,288	3,910,117,291,591
Sales to related parties	177,552,974,546	1,094,583,869

27. COST OF GOODS SOLD AND SERVICES RENDERED

Unit: VND

	Current year	Previous year
Cost of residential plots	839,759,989,129	2,061,777,786,468
Cost of services rendered	11,728,642,184	15,029,618,349
Cost of investment properties	3,881,720,734	3,837,333,228
Cost of infrastructure	1,397,260,090	8,652,533,434
Total	856,767,612,137	2,089,297,271,479

28. FINANCE EXPENSES

Unit: VND

	Current year	Previous year
Interest expenses	156,996,811,651	23,044,589,042
Bond issuance costs	6,291,720,627	2,789,650,018
Others	53,129,000	5,229,930,096
Total	163,341,661,278	31,064,169,156

29. SELLING EXPENSES AND GENERAL AND ADMINISTRATIVE EXPENSES

Unit: VND

	Current year	Previous year
<b>Selling expenses</b>	<b>18,007,966,070</b>	<b>117,902,117,428</b>
Advertising expenses	11,271,686,338	8,613,193,925
Salaries	5,470,369,110	5,287,394,125
Commission fees	583,825,084	100,582,808,486
Others	682,085,538	3,418,720,892
<b>General and administrative expenses</b>	<b>220,925,703,989</b>	<b>130,208,516,284</b>
Salaries	110,904,715,251	73,792,215,879
External services expenses	82,672,183,167	38,428,300,024
Depreciation and amortisation	4,754,144,297	4,403,559,189
Others	22,594,661,274	13,584,441,192
Total	238,933,670,059	248,110,633,712

30. OPERATING COSTS

Unit: VND

	Current year	Previous year
Construction costs	238,415,066,264	1,060,769,467,394
Salaries	116,375,084,361	79,079,610,004
External services expenses	94,527,694,589	144,918,058,890
Interest expenses	84,241,537,757	248,771,951,226
Depreciation and amortisation	9,537,712,213	7,319,208,489
(Notes 12, 13 and 14)	23,276,746,812	16,775,889,357
Total	566,373,841,996	1,557,634,185,360



31. CORPORATE INCOME TAX

The corporate income tax (“CIT”) rate applicable to the Company and its subsidiaries is 20% of taxable profits.  
The tax returns filed by the Company and its subsidiaries are subject to examination by the tax authorities. As the application of tax laws and regulations is susceptible to varying interpretations, the amounts reported in the consolidated financial statements could change at a later date upon final determination by the tax authorities.

31.1 CIT expenses

Unit: VND

	Current year	Previous year
Current CIT expense	484,357,894,838	319,999,845,246
Deferred CIT income	(612,874,665)	(32,190,047)
Total	483,745,020,173	319,967,655,199

Reconciliation between CIT expense and the accounting profit before tax multiplied by CIT rate is presented below:

Unit: VND

	Current year	Previous year
Accounting profit before tax	2,344,351,806,052	1,540,220,143,183
At CIT rate of 20%	468,870,361,210	308,044,028,637
Adjustments:		
Non-deductible expenses	11,282,106,225	11,463,193,930
Losses in subsidiaries not yet recognised deferred tax asset	3,592,552,738	460,432,632
CIT expense	483,745,020,173	319,967,655,199

31.2 Current tax

The current CIT payable is based on taxable profit for the current year. The taxable profit of the Company and its subsidiaries for the year differs from the accounting profit before tax as reported in the consolidated income statement because it excludes items of income or expense that are taxable or deductible in other periods and it further excludes items that are not taxable or deductible. The Company and its subsidiaries’ liability for current tax is calculated using tax rates that have been enacted by the balance sheet date.

31.3 Deferred tax

The following is deferred tax assets recognised by the Company and its subsidiaries, and the movements thereon:

Unit: VND

Consolidated balance sheet			Consolidated income statement	
	Ending balance	Beginning balance	Current year	Previous year
Unrealized profit	612,874,665	-	612,874,665	-
Accrued expenses	65,085,592	65,085,592	-	32,190,047
Deferred tax assets	677,960,257	65,085,592		
Deferred tax income			612,874,665	32,190,047

32. TRANSACTIONS AND BALANCES WITH RELATED PARTIES

Significant transactions with related parties were as follows:

Unit: VND

Related party	Relationship	Transaction	Current year	Previous year
Mr Nguyen Van Dat	Chairman	Repayment	911,097,834,226	567,494,361,599
		Borrowing	910,989,683,997	567,602,511,828
		Advances	621,280,121,149	1,680,467,506,609
		Collection of advances	621,280,121,149	1,680,467,506,609
BIDICI	Associate	Repayment	335,100,000,000	-
		Residential plots transfer	335,000,000,000	-
		Capital contribution	24,500,000,000	1,092,700,000,000
		Borrowing	20,950,000,000	1,096,250,000,000
AKYN Service Trading Investment Joint Stock Company (“AKYN”)	Related party of Chairman	Collection of capital transfer	50,000,000,000	45,000,000,000
		Collection of investment	10,000,000,000	50,939,751,900
		Rendering of services	375,000,000	1,094,583,869
		Collection of real estate transfer	-	18,288,000,000
PDP Project	Associate	Capital contribution	3,464,000,000	3,375,000,000
BDSC Management Consulting Corporation	Related party of BOD member	Receive of service rendered	1,650,000,000	1,884,000,000
Ms Tran Thi Huong	Vice Chairwoman	Collection of shares purchase	20,794,000,000	-
		Real estate transfer	6,327,974,546	-
		Collection of real estate transfer	-	10,276,238,400
Mr Nguyen Tan Danh	Vice Chairman	Collection of shares purchase	6,000,000,000	-
		Collection of shares purchase	12,000,000,000	-
Mr Le Quang Phuc	BOD member	Real estate transfer	8,764,080,000	-
		Collection of real estate transfer	-	2,764,080,000
Mr Doan Viet Dai Tu	BOD member	Collection of shares purchase	2,000,000,000	-
		Collection of shares purchase	35,672,000,000	-
Mr Bui Quang Anh Vu	The CEO	Collection of real estate transfer	-	10,306,377,900
Mr Nguyen Thanh Thao	Vice President of Finance	Collection of shares purchase	2,600,000,000	-
Mr Duong Hong Cam	Vice President of Investment	Collection of shares purchase	1,600,000,000	-
Mr Nguyen Dinh Tri	Vice President of Construction	Collection of shares purchase	1,600,000,000	-
Ms Doan Thi Trang	Related party of Chairman	Collection of expenses paid on behalf	-	15,219,558,717
		Collection of real estate transfer	-	15,000,000,000



Remuneration to members of the BOD and Management was as follows: Unit: VND

Individuals	Position	Remuneration	
		Current year	Previous year
Mr Nguyen Van Dat	Chairman	9,231,116,922	6,799,477,733
Ms Tran Thi Huong	Vice Chairwoman	5,926,712,308	4,318,156,923
Mr Nguyen Tan Danh	Vice Chairman	980,000,000	796,262,222
Mr Le Quang Phuc	BOD member	1,092,786,667	666,013,333
Mr Doan Viet Dai Tu	BOD member	880,000,000	480,000,000
Mr Khuong Van Muoi	BOD Independent member	880,000,000	480,000,000
Mr Tran Trong Gia Vinh	BOD Independent member	880,000,000	480,000,000
Mr Le Minh Dung	BOD Independent member	750,000,000	480,000,000
Mr Bui Quang Anh Vu	The CEO	5,858,170,769	4,502,870,769
Mr Nguyen Thanh Thao	Vice President of Finance	2,606,862,115	1,647,875,714
Mr Nguyen Dinh Tri	Vice President of Construction	1,843,923,077	-
Mr Duong Hong Cam	Vice President of Investment	1,764,615,385	-
Mr Pham Trong Hoa	Vice President of Construction	-	660,000,000
Total		32,694,187,243	21,310,656,694

Amounts due from and due to related parties were as follows: Unit: VND

Related party	Relationship	Transaction	Ending balance	Beginning balance
SHORT-TERM TRADE RECEIVABLES				
AKYN	Related party of Chairman	Capital transfer	50,000,000,000	50,000,000,000
		Rendering of services	412,500,000	1,148,400,000
			50,412,500,000	51,148,400,000
LONG-TERM TRADE RECEIVABLE				
AKYN	Related party of Chairman	Capital transfer	-	50,000,000,000
OTHER SHORT-TERM RECEIVABLE				
AKYN	Related party of Chairman	Contributed capital from ICC liquidation	10,000,000,000	10,000,000,000
CAPITAL FROM ICC LIQUIDATION				
AKYN	Related party of Chairman	Contributed capital from ICC liquidation	30,000,000,000	40,000,000,000
OTHER LONG-TERM RECEIVABLE				
Mr Bui Quang Anh Vu	The CEO	Deposit	800,000,000	800,000,000
Ms Tran Thi Huong	Vice Chairwoman	Deposit	800,000,000	800,000,000
Mr Le Quang Phuc	BOD member	Deposit	800,000,000	800,000,000
Mr Le Minh Dung	BOD Independence member	Deposit	800,000,000	800,000,000
Mr Nguyen Thanh Thao	Vice President of Finance	Deposit	800,000,000	800,000,000
Mr Tran Trong Gia Vinh	BOD Independence member	Deposit	400,000,000	400,000,000
BIDICI	Associate	Borrowing	-	1,096,250,000,000
Mr Nguyen Van Dat	Chairman	Borrowing	-	108,150,229
			4,400,000,000	1,100,758,150,229
OTHER LONG-TERM PAYABLE				
BIDICI	Associate	Borrowing	782,100,000,000	-



### 33. EARNINGS PER SHARE

The Group uses following data to calculate the basic and diluted earnings per share:

Unit: VND

	Current year	Previous year (adjusted)
Profit after tax attributable to ordinary shareholders of the Company		1,220,323,637,643
Less: BOD's allowance (*)	(27,975,057,964)	(6,101,618,188)
Bonus and welfare fund (*)	(55,950,115,928)	(24,406,472,753)
<b>Net profit after tax attributable to ordinary shareholders of the Company (VND)</b>		<b>1,189,815,546,702</b>
Weighted average number of ordinary shares for the year (shares) (**)	487,125,341	486,771,916
<b>Basic earnings per share (VND/share) (par value: VND 10,000/share)</b>	<b>3,656</b>	<b>2,444</b>
<b>Diluted earnings per share (VND/share)</b>	<b>3,656</b>	<b>2,444</b>

(\*) Profit used to compute earnings per share for the year ended 31 December 2020 have been restated to the amounts reported in the consolidated financial statements for the year ended 31 December 2020 to reflect the actual appropriation of bonus and welfare fund and BOD's allowance and bonus from undistributed net income of 2020 in accordance with the Resolution of Shareholders at annual general meeting dated 27 March 2021.

Profit used to compute earnings per share for the year ended 31 December 2021 was adjusted for the provisional appropriation of bonus and welfare fund and BOD's allowance

from undistributed net income of 2021 following the plan as approved by Shareholders at annual general meeting dated 27 March 2021.

The weighted average number of ordinary shares for the year ended 31 December 2021 has been retrospectively adjusted for the dividend shares issued on 26 March 2021 and 29 April 2021.

There have been no dilutive potential ordinary shares during the year and up to the date of these consolidated financial statements.

### 34. COMMITMENTS

#### 34.1 Capital commitments

Capital commitments of the Group were as follows:

Unit: VND

	Ending balance	Beginning balance
Project construction commitments	7,828,902,815,259	698,453,825,967
Capital contribution commitments	337,581,000,000	285,763,000,000
PDP Project	200,112,000,000	141,763,000,000
Doan Anh Duong	137,469,000,000	144,000,000,000
<b>Total</b>	<b>8,166,483,815,259</b>	<b>984,216,825,967</b>

#### 34.2 OPERATING LEASE COMMITMENTS

The Group leases office under operating lease arrangements with the minimum lease commitment were as follows:

Unit: VND

	Ending balance	Beginning balance
Less than 1 year	19,912,655,700	15,393,410,900
From 1 to 5 years	41,484,699,375	46,772,350,275
<b>Total</b>	<b>61,397,355,075</b>	<b>62,165,761,175</b>

### 35. COVID-19 PANDEMIC

The Covid-19 pandemic is resulting in an economic slowdown and adversely impacting most businesses and industries. This situation may bring uncertainties and have an impact on the environment in which the Group operates. The Group's management has continuously monitored ongoing developments and assessed the financial impact in respects of the valuation of assets, provisions and contingent liabilities, and has used estimates and judgement in respect of various issues as the situation has evolved, using the best information obtained up to the date of this consolidated financial statements.

### 36. EVENT AFTER THE BALANCE SHEET DATE

There is no matter or circumstance that has arisen since the balance date that requires adjustment or disclosure in the consolidated financial statements of the Group.



Vo Hoang Tu  
Preparer

28 February 2022



Nguyen Thi Thuy Trang  
Chief Accountant



Bui Quang Anh Vu  
Chief Executive Officer



## DECLARATION OF ACCURACY AND HONESTY OF THE ANNUAL REPORT 2021

PDR pledges that the content of AR 2021, which is integrated with the Company's sustainable report, has been prepared in full compliance with Appendix 04 of Circular No. 155/2015/TT-BTC.

PDR chooses to apply a governance model consistent with the provisions of the Enterprise Law, the Government's decree on corporate governance and the following international standards:

- OECD
- ASEAN Scorecard
- VNSI

The Sustainability report is prepared in conformity with the Global Reporting Initiative (GRI) Standards.



The corporate governance principles of the Organization for Economic Co-operation and Development (OECD)



The ASEAN Corporate Governance Scorecard



The Sustainability report is prepared in conformity with the GRI Standards.

For information on corporate governance, business management, business strategy and financial situation, PDR commits that

- The contents presented in the 2021 Annual Report comply with regulations on information disclosure of relevant authorities and international practices.
- The information and data presented in the 2021 annual report are consistent with the 2021 financial statements audited by Ernst & Young Vietnam Co., Ltd.

**For further information about the mentioned departments/individuals or any feedback to this Annual Report, please contact:**

**Ms. Tran Thi Huong**

Non-executive Vice Chairwoman – The person in charge of information disclosure

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PDR has chosen the spirit of “**rebirth**” and **self-development** as corporate characteristics. Therefore, this spirit must be instilled thoroughly and vigorously from the organizational to the individual levels.

In 2022, PDR needs a comprehensive and robust restructuring effort to create new vitality. Only then will PDR be able to maintain the initiative and successfully conquer outstanding goals.