

REPORT OF THE BOARD OF MANAGEMENT IN 2022

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1. ASSESSMENT OF 2022's PERFORMANCE

Since the end of the first quarter of 2022, Vietnam's real estate market has been suffering disruptions that triggered chain reactions in the finance and stock markets, among other areas. Due to PDR's solid foundation and adherence to long-term strategies and specific action plans, however, the Company was able to function quite steadily during that difficult period.

PDR's business situation was only significantly disturbed in the fourth quarter of 2022 when the real estate, finance and stock markets in Vietnam were severely impacted by a series of shocks. Extremely rapid developments posed a slew of unanticipated challenges that outstripped most businesses' control and risk management scenarios. PDR was no exception to that downward spiral.

In that new context, PDR's leadership decided to re-evaluate market situation, external issues, current and future pressures as well as the Company's internal resources. As a result, PDR devised a new course of action that was best suited to the new situation. The highest priority is to keep PDR stable as the market fluctuates and effects of a global recession spread wider and deeper.

Following that approach, PDR has implemented creative, optimal solutions to each specific challenge, most notably the restructuring of the investment portfolio and financial plan. Meanwhile, the investment portfolio restructuring, key project identification and project prioritization helped to improve the Company's financial flexibility and operational efficiency.

PDR's goals and expectations must also be adjusted to reflect the new reality. Grand plans and lofty goals set in the past only fit the conditions and opportunities available at the time. When the market outlook shifts, PDR must be decisive in revising the short-term route in order to secure its chances in the longer-term journey.

PDR has achieved encouraging results in 2022 despite a turbulent market, thanks to the right efforts and effective solutions. Profit before tax hit VND 1,482 billion, while profit after tax amounted to VND 1,161 billion. Most of PDR's other financial indicators remained in good shape. Despite failing to meet the year's targets, these are the best results in the otherwise bleak economic landscape.

2. ASSESSMENT OF FINANCIAL SITUATION

PDR has implemented several tailored solutions including restructuring its investment portfolio, re-establishing financial plans, and prioritizing projects and products with promising prospects and quick cash flow.

At the end of 2022, PDR recorded a total revenue of VND 5,339.4 billion (including sale of goods, service provision, share transfer in subsidiaries and other incomes), profit before tax of VND 1,482 billion, and profit after tax of VND 1,161 billion for the financial year 2022. Total assets increased by 11.15% from VND 20,552 billion to VND 22,843 billion, while owner's equity increased by 13.7% from VND 8,145 billion to VND 9,261 billion.

PDR's consistent business principles include focused and efficient operations. Previously, when the market was up, the Company was careful not to overstretch its investment portfolio. As a result, at the end of the third quarter, realizing that the real estate and financial markets were showing signs of negative and increasingly complicated changes, PDR quickly re-evaluated the prospects of all projects in order to re-allocate and prioritize resources on key ones only, such as Cadia Quy Nhon.

As a result, PDR was able to maintain a consistent and appropriate operational intensity. All current projects meet the criteria of good market opportunities, high sales prospects, and guaranteed early results. PDR has generated a good source of proceeds from the sale of its products for the time being and in the near future.

In terms of finance, PDR attempted to respond flexibly to difficulties by arranging financing sources, transferring some projects, and gaining access to new capital sources. Along with a solid financial foundation, PDR has ensured its liquidity by fulfilling all loan and bond commitments.

PDR had constantly settled pre-mature bonds and paid off due loans by the end of the fourth quarter. Following these settlements, PDR's total outstanding debt was down to approximately VND 4,440 billion as of December 31, 2022 (from VND 5,265 billion at the end of the third quarter), including VND 2,510 billion outstanding bonds. Putting in the same picture with PDR's operating scale and assets, this debt balance is within a safe threshold for the Company's liquidity in 2023.

PDR did not have significant loans payable in foreign currencies in 2022, thus exchange rate fluctuations had little impact.

3. OPERATIONS IN SUBSIDIARIES AND AFFILIATES

OPERATIONS IN SUBSIDIARIES

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 2022 and 31 December 2021, the Company holds a 99% equity share and voting rights in this subsidiary.

Coinin Construction Investment Infrastructure Company Limited (“COININ”)

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 2022 and 31 December 2021, the Company holds a 99.9% 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 2022 and 31 December 2021, 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 2022, the Company holds a 99.9% equity share and voting rights in this subsidiary (as at 31 December 2021, the Company holds a 99% equity share and voting rights 99%).

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 2022 and 31 December 2021, 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”)

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 2022 and 31 December 2021, the Company holds a 99.5% equity share and voting rights in this subsidiary.

Bac Cuong Investment Joint Stock Company (“Bac Cuong”)

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 2022 and 31 December 2021, the Company holds a 99% equity share and voting rights in this subsidiary.

Serenity Investment Joint Stock Company (“Serenity”)

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 2022 and 31 December 2021, the Company holds a 99.34% equity share and voting rights in this subsidiary.

Phat Dat Real Estate Business And Service Corporation (“Phat Dat Realty”)

Phat Dat Realtor is 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 2022 and 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 Building”)

Hoa Phu is 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 Land lot No. 853, Map sheet No. 122, Hoa Lan 1 Quarter, Thuan Giao Ward, Thuan An City, Binh Duong Province, Vietnam. The principal activities of Hoa Phu is to trade real estate properties.

As at 31 December 2022 and 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 Building”)

Thien Long is 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 Land lot No. 101, Map sheet No. 123, Hoa Lan 1 Quarter, Thuan Giao Ward, Binh Duong Province, Vietnam. The principal activities of Thien Long is to trade real estate properties.

As at 31 December 2022 and 31 December 2021, the Group holds a 99.9% equity share and voting rights in this subsidiary.

OPERATIONS AT AFFILIATES

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, as amended. BIDICI’s registered head office is located at 1 Ngo May Street, Nguyen Van Cu Ward, Quy Nhon City, Binh Dinh Province, Vietnam. BIDICI’s current main project is the residential and high-rise commercial centre project – Lot 9 High-rise regarding to Nhon Hoi eco-tourism urban area, Binh Dinh.

Sai Gon - KL Realty Corporation (“Sai Gon - KL”) is a shareholding company incorporated under the Law on Enterprises of Vietnam pursuant to the ERC 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. Sai Gon – KL’s current main project is the Binh Duong 1 and Binh Duong 2 residential and commercial centre project at Binh Duc Quarter, Binh Hoa Ward, Thuan An City, Binh Duong Province (“Astral City project”).

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, as amended. 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 13,057,107,000 over its licensed charter capital of VND 147,000,000,000.

4. ASSESSMENT OF PROJECT INVESTMENT AND DEVELOPMENT

PDR'S LAND BANK DEVELOPMENT CRITERIA

- **Ideal location**
- **Complete legality**
- **Readiness for rapid growth**

After consecutive efforts over many years, PDR now owns high-value land banks totaling 7,434.19 hectares. The value of PDR's land banks also comes from ideal locations and readiness for investment and development.

In line with market outlooks and efficiency requirements, PDR has focused on investing and developing land bank in fast-growing provinces with available technical infrastructure and transportation such as Da Nang, Quang Ngai, Binh Dinh, Khanh Hoa, Ba Ria - Vung Tau, Binh Duong, and Phu Quoc.

In 2022, PDR acquired new lands in the Mekong Delta, particularly Dong Thap Province. Ho Chi Minh City remains PDR's primary market.

To consolidate the high-value land banks, some areas have been invested with necessary infrastructure to get ready for development as soon as demands emerge. PDR thus has a key premise for development needs in the medium to long term.

Furthermore, PDR has a subsidiary, PDI, which invests in and develops industrial townships. As a result, PDR's land bank has a lot of potential for future joint development and expansion.

PROJECT DEVELOPMENT IN THE YEAR

	Land bank (ha)
2022	7,434.19
2021	5,531.97
2020	459
2019	439
2018	427
2017	238

LAND BANK BY PROVINCES

Province	In 2022 (ha)
Danang	535.87
Quang Ngai	4.180.34
Pacify	159.87
Binh Duong	282.7
HCMC	28.96
BA Ria Vung Tau	72.65
Phu Quoc	179.46
Dong Thap	1,994.34

LIST OF PROJECTS ON CURRENT LAND BANKS

NO.	PROJECT	LOCATION	AREA
			(ha)
I- ACQUIRED LANDS BY PDR			4,249.1
1	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
4	Project at Truong Dinh (No. 14/2 Ky Dong Street)	District 3	0.17
Total land area in HCMC			28.96
5	Bo Bac Residence in combination with urban gentrification	Quang Ngai City	41.63
6	Urban complex in Duc Minh and Duc Chanh	Mo Duc District	159

NO.	PROJECT	LOCATION	AREA
			(ha)
7	Urban complex in Duc Phong	Mo Duc District	231
8	Urban complex in Duc Minh	Mo Duc District	31
9	Urban complex in Binh Tan Phu, Binh Hoa, Binh Hai	Binh Son District	234
10	Urban complex in Binh Chau, Binh Tan Phu	Binh Son District and Quang Ngai City	2,409
11	Bau Ca Residence in combination with urban gentrification	Quang Ngai City	7.71
Total land area in Quang Ngai			3,113.34
12	Ham Ninh Residential Handicraft Area in the communal center	Phu Quoc	79.69
Total land area in Phu Quoc			79.69
13	Nhon Hoi Ecotourism City (Zone 2, 4, 9)	Quy Nhon City	116.19
14	Bac Ha Thanh Residential Area	Quy Nhon City	43.16
15	CADIA Quy Nhon	Quy Nhon City	0.52
Total land area in Binh Dinh			159.87
16	Astral City Binh Duong	Binh Duong	3.74
17	Binh Duong Tower	Binh Duong	4.46
18	Other lands	Binh Duong	274.5
Total land area in Binh Duong			282.7
18	Phuoc Hai	Ba Ria Vung Tau	7.38
19	Poulo Condor	Ba Ria Vung Tau	12.00

NO.	PROJECT	LOCATION	AREA
			(ha)
20	Long Hai Ben Thanh Tourist Area (Tropicana)	Ba Ria Vung Tau	9.97
21	Blue Sea – Ho Tram (Coastal Area)	Ba Ria Vung Tau	19.3
Total land area in Ba Ria - Vung Tau			48.65
22	223 Tran Phu	Da Nang	0.27
23	Hoa Tien Ecological Urban Area	Da Nang	535
24	Han Riverside – Nhu Nguyet	Da Nang	0.6
Total land area in Da Nang			535.87
II- JOINT VENTURE			40.61
1	Doan Anh Duong Ecotourism Area	Phu Quoc	40.61
III- INDUSTRIAL LANDS			3,144.5
A	INDUSTRIAL LANDS BY PDR		
1	General warehousing, port logistics and logistics services in Cai Mep International Terminal	Phu My Town, Ba Ria - Vung Tau	24
2	Phat Dat - Dung Quat Industrial Township	Quang Ngai	59.16
B	INDUSTRIAL LAND BY PDI		
1	Phat Dat - Dung Quat Industrial Township	Quang Ngai	1,067
2	Cao Lanh Industrial Zone	Dong Thap	1,000
3	Cao Lanh II Industrial Zone	Dong Thap	900
4	Cao Lanh III Industrial Zone	Dong Thap	94.34
TOTAL (I) + (II) + (III)			7,434.19

5. OVERVIEW OF MAJOR PROJECTS IN 2022

NHON HOI ECOTOURISM CITY

Nhon Hoi Ecotourism City by PDR is also known as Nhon Hoi New City or Ky Co Gateway. Over the past few years, the project has made an important contribution to changing the face of Quy Nhon city, establishing it as a new center of socio-economic, cultural, tourism and lifestyle in Binh Dinh province and the South Central Coast region.

This is a major project with a multi-year timeline for completion. PDR has appropriately phased the project development in order to ensure efficiency for both the Company and the locality. PDR continued to push for the completion of Zone 4 of this project in 2022.

Nhon Hoi's geography of a peninsula creates a balance between the forest and the sea, between nature and people. As a result, when sketching Nhon Hoi Ecotourism City, PDR incorporated this inspiration into every detail of the project.

As a tranquil residential area on the beach, the project provides a green living space close to nature as well as full-fledged urban complex facilities such as a 5-hectare ecological park with swimming pools, amusement park, sports center, school, hospital, and beachfront square.

Nhon Hoi Ecotourism City is in a prime location with easy access to major traffic routes and international flights. It will become a popular destination not only for investors, but also for those seeking the timeless values of nature.

ZONE 4	
Location	National Road 19B, Section 4, Nhon Ly Commune, Quy Nhon City, Binh Dinh Province
Land area	341,594 m ²
Total expected investment	VND 7,495 billion
Commercial area	145,247m ²
Product	1,308 plots, including 961 plots for attached houses and 347 plots for shophouses and mixed-use apartments
Opening time	IIQ2019
Handover	IVQ2021

ASTRAL CITY

In PDR's strategy of expanding to HCMC's satellite cities, Binh Duong was the first target due to high market demand and readiness for development.

Astral City (including Astral City 1 and 2) has paved the way for PDR's presence in Binh Duong. Astral City made an immediate impression on the market due to its size and implementation method by PDR, becoming the "symbol of the urban core" of Thuan An and the surrounding area. This project not only appeals to local customers, but also piques the interest of investors from neighboring provinces.

Astral City is considered a "golden coordinate connecting big cities" due to its prime location right at the gateway to the "industrial capital" of Binh Duong, as it is very easy to access the largest hubs of utilities for entertainment, health, education, and lifestyles in the southern region.

Not only does Astral City span 3.7 hectares, but it also boasts an open facade of 300m facing the expensive stretch of National Highway 13 - a section planned to become the largest financial, commercial and service boulevard in Binh Duong, making it the most prominent estate at the major intersection linking Ho Chi Minh City, Thu Duc City, Di An City, and Thu Dau Mot City.

The investment in the Astral City project is regarded as a significant milestone in PDR's expansion into the Binh Duong market, serving as a new driving force for the region's socioeconomic and cultural development. As a result, PDR's great vision, implementation capability, expertise, experience, and financial strength have been clearly demonstrated, ensuring the success of PDR's future projects here.

In 2022, PDR transferred Astral City to a partner to continue development and operation.

ASTRAL CITY	
Location	National Highway 13, Binh Duc Quarter, Binh Hoa Ward, Thuan An city, Binh Duong Province
Land area	Astral City 1: 19,277.7m ² Astral City 2: 18,066.1m ²
Total expected investment	About VND 6,697.4 billion.
Commercial area	Astral City 1 + Apartments: 160,102m ² + Commercial services and multi-purpose offices: 14,918m ² Astral City 2 + Apartments: 163,165m ² + Commercial services and multi-purpose offices: 14,997.5m ²
Share transfer start time	IIIQ2022

CADIA QUY NHON

The 4-star international commercial service and apartment complex Cadia Quy Nhon is a key project that marks PDR's entry into the hospitality real estate market. The Company introduces international-standard condotels to the market with this project.

Quy Nhon has the potential to become a major Asian tourist destination. Thanks to this advantage, demand for hospitality real estate products will skyrocket in the near future.

The emergence of Cadia Quy Nhon gave the market a new push by offering a prestigious and appealing investment opportunity with high profitability.

In order to guarantee the value of Cadia Quy Nhon, PDR collaborated with reputable international partners during the project development process, such as Centara Hotels & Resorts - Thailand's market leader with 6 brands and 89 hotels-resorts in famous destinations across Asia.

CADIA QUY NHON	
Location	Ngo May, Ly Thuong Kiet Ward, Quy Nhon city, Binh Dinh province
Land area	5,264m ²
Total expected investment	Condotel: VND 1,275 billion Hotel: Planning
Commercial area	39,728 m ²
Product	Condotel/Second home
Opening time	IVQ2022
Delivery time	IVQ2025

6. BRANDING – MARKETING – COMMUNICATIONS DEVELOPMENT

In 2022, PDR continued to strengthen its position and brand reputation in the business, finance, investment, and real estate communities, while also expanding its customer base.

PDR carries out its communication and marketing activities in accordance with specific business requirements in each period. As a result, when PDR's business strategy shifted from wholesale to direct distribution via Phat Dat Realty, PDR actively prepared the corresponding promotion, communication, and branding plans.

PDR has increased its public relations efforts during the year by utilizing a variety of platforms, particularly social networks such as Facebook and YouTube, for effective and active

communication. The company's website has also served as a valuable information resource, providing stakeholders with the most recent official information.

External media put PDR under a lot of pressure from complicated market developments, especially in the middle of the fourth quarter. The department in charge has worked hard to monitor news, provide timely feedback, and encourage mutual communication. PDR has maintained a strong presence in key media channels, ensuring that the public is always kept up to date on the latest developments in the Company's situation.

Despite the volatile economic environment, PDR has achieved many remarkable goals and received numerous prestigious awards. This is an acknowledgment of the quality and value of PDR's products, as well as an affirmation of the Company's business strategy and efficiency, which has made positive contributions to society.

Being ranked in the Top 100 Best Places to Work in Vietnam and the Top 10 Best Places to Work in the Real Estate Industry demonstrates PDR's efforts to improve its reputation on the labor market.

7. IMPROVEMENT OF ORGANIZATIONAL STRUCTURE AND MANAGEMENT SYSTEM

PDR has made significant changes in upgrading its internal resources, particularly the revitalization and diversification of human resources in order to improve motivation and momentum.

To support the CEO, the management team has been expanded from four to five Vice Presidents. Furthermore, there is a strong force of Directors/Heads of Departments who have been promoted from within or recruited from the best talent pool outside. As a result, PDR's organizational, operational, and managerial capabilities have been strengthened in preparation for future growth plans.

When it became necessary to change the Company's organizational structure in order to adapt to market challenges, PDR recognized the need for both staff reduction as well as core team retention in order to maintain key operations and establish fundamental stability.

Compliance becomes even more important in challenging environments. As a result, PDR's management system has been improved to ensure that all personnel and departments are supervised, managed, and supported appropriately.

PDR's digitization entered a new phase with the official completion of the ERP system and other computer-based platforms. Accordingly, many PDR processes and interactions, particularly reporting and approval, have been fully digitized. As a result of this transformation, the Company concentrated on digital literacy training and performance enhancement.

The restructuring process has been delayed due to external impacts, but the Company has strived to keep up and will resume it as soon as the situation improves.

8. DEVELOPMENT OF CORPORATE CULTURE AND HUMAN RESOURCES

Employee's income increased by 23.39% on average

Total spending on welfare and insurance: More than VND 30 billion

Ranked 68th in Top 50 Attractive Vietnamese Employers

The personnel landscape in 2022 can be divided into two parts, with October serving as a landmark. In response to the need for human resources for product diversification, PDR welcomed a new workforce and enjoyed a lively atmosphere from the beginning of the year to the end of the third quarter. An important requirement for HR activities during that time was to assist new hires in adapting to the Company's culture, promoting creativity while ensuring compliance and harmony.

PDR strongly promoted the tasks of restructuring and renewing internal resources at the time. The most important requirement was to comprehensively upgrade the capacity of personnel at all levels, particularly middle and senior managers. As a result, PDR provided various self-improvement training programs such as language skills, communication skills, and personal and professional development skills.

PDR's employer brand has improved significantly as a result of focus and investment in recent years. PDR is ranked 68th among Vietnam's 100 Best Places to Work, 7th among Vietnam's 10 Best Places to Work in the real estate industry, and 50th among the Top 50 Attractive Vietnamese Employers in 2022. Employee salaries and benefits are also higher than the market norm. These conditions have greatly aided the Company in attracting qualified candidates.

Starting from October, when the crisis penetrated deeply into real estate businesses, PDR was forced to implement human resources measures in the face of pressure and difficulties. The number of PDR personnel has returned to where it was at the end of the previous year. The most important task for human resources at this time is to efficiently organize the workforce, which promotes employees' expertise and versatility. The workforce was quickly stabilized and highly motivated to assist the Company in overcoming the difficult period. PDR's staff is currently well prepared for the development requirements of 2023.

9. AWARDS

In 2022, the Company won major awards honored by prestigious domestic and international organizations.

No.	Organizer	Wining category
1	Vietnam Report	Top 50 Vietnam Best Growth
2	Vietnam Report	Top 10 Property Developers Reputation Award 2022
3	Asia Business Centre	Vietnam No.1 Brand Awards
4	Vietnam Report	Top 50 Vietnam Public Companies 2022

No.	Organizer	Wining category
5	Nhip Cau Dau Tu Magazine	Top 50 Corporate Sustainability Awards 2022
6	Asia Business Centre	Vietnam's Top 10 Trusted Brand Awards 2022
7	Enterprise Asia	Corporate Excellence – Asia Pacific Enterprise Awards 2022
8	VnEconomy	Vietnam's Top 10 Impressive Growth Brands 2022
9	PropertyGuru	<p>PropertyGuru Vietnam Property Awards 2022:</p> <p>1. Winner:</p> <ul style="list-style-type: none"> - Best Boutique Developer - Best Branded Residential Development - Best Residential Development (Quy Nhon) - Best High-End Condo Landscape Architectural Design - Special Recognition for CSR - Special Recognition for Building Communities - Special Recognition in ESG <p>2. Highly Commended:</p> <ul style="list-style-type: none"> - Best High-End Condo Architectural Design - Best High-End Condo Interior Design - Best Waterfront Condo Development
10	Vietnam Report	Top 50 Vietnam Best Profitable Companies
11	Nhip Cau Dau Tu Magazine	Top10 Property Developers 2022
12	Vietnam Investment Review	Top 50 Notable M&A Deals 2021- 2022
13	Nhip Cau Dau Tu Magazine	Top 50 Most Effective Companies in Vietnam 2022
14	International Finance magazine	<p>International Finance Awards 2022:</p> <ul style="list-style-type: none"> - Best Investor Relations 2022 - Best Residential Community Developer 2022.
15	Real Estate Asia Magazine	<p>Real Estate Asia Awards 2022:</p> <ul style="list-style-type: none"> - Residential Development of the Year – Vietnam
16	Anphabe	<p>Vietnam's 100 Best Places to Work in 2022:</p> <ul style="list-style-type: none"> - 7th Place in Vietnam's 10 Best Places to Work in the real estate industry - Top 50 Vietnamese Attractive Employers 2022 - 68th place in Vietnams' 100 Best Places to work 2022

II. DEVELOPMENT PLAN IN 2023

1. SETTING DEVELOPMENT STRATEGIES FOR 2023

By the end of 2022, PDR has implemented several tailored solutions to tackle specific challenges effectively. These include restructuring its investment portfolio, re-establishing financial plans, and prioritizing projects and products with promising prospects and quick cash flow. Additionally, PDR continually enhances its workforce to be lean, multitasking, and efficient, meeting today's actual requirements.

Efforts to effectively respond to change and maintain core values have helped PDR protect a solid foundation, allowing it to recover quickly and continue to develop when the overall market improves. As a result, in addition to addressing the current situation, PDR has planned for the next steps with a long-term perspective.

2. DEVELOPING PRODUCT AND PROJECT STRATEGIES

PDR has a large pool of projects with full legality at its disposal. This is a one-of-a-kind resource compared to most real estate businesses. PDR has benefited greatly from its determination to launch some good projects even in a volatile market. One of these benefits is that they become effective sources of revenue for the present and future, preventing PDR's disconnection from the market and promoting an early recovery in the following period. Leveraging its extensive land bank and diverse project portfolio, PDR has carefully curated a selection of projects that align perfectly with the preferences and capabilities of current customers. PDR plans to deploy over 13,000 products in markets with high demand such as Binh Duong, Ba Ria - Vung Tau, Binh Dinh, and Da Nang by 2023. Revenue from these projects is expected to exceed VND 30,000 billion. To increase attraction and consumption opportunities, PDR has a clear direction in product development with the following great measures:

- Well-located projects in markets with high demand and significant potential for economic, social, tourism, and commercial growth. This is why PDR prioritizes projects in new urban centers like Thuan An (Binh Duong), Quy Nhon (Binh Dinh), Da Nang, and the new tourist area of Ba Ria - Vung Tau.
- Projects with exceptional values and product models that meet customer needs. PDR has made a special investment in product quality since the previous year by establishing the Design Division and appointing the Vice President of Design. As a result, PDR projects are required to improve consistency from the beginning to the end of the development process, ensuring quality in planning, architectural design, construction, and operation.
- Projects brought to market directly by PDR through direct distribution. Phat dat Realty is a PDR subsidiary that was established to implement the Company's direct distribution strategies in replacement of the previous wholesale model. As a result, PDR will develop financial solutions to better support customers and effectively bring products to the market. This is an appropriate strategy for the time being.

3. MAINTAINING SOUND FINANCIAL HEALTH

PDR will need to be flexible in sales strategies and diversify payment terms to adapt to the low-liquidity real estate market. While project development with quality products, full legality, smart planning, and high practicality are required, the decisive conditions for increased sales include reasonable selling prices and financial policies to support customers. As a result, PDR will seek financing sources for customers and provide them with a variety of payment options. Furthermore, to address the capital shortage, PDR is pursuing a variety of solutions, including access to foreign capital. PDR has welcomed a number of foreign investors who are genuinely interested in the Company's business and share its visions.

4. IMPROVING INTERNAL RESOURCES

PDR's current human resources can meet immediate needs but require further development, particularly in terms of performance. PDR will continue to prepare more resources for future higher needs as the market stabilizes, satisfying the requirements for developing projects in both terms of quantity and quality. To improve efficiency, the Company's managerial and organizational system must be improved in order to provide better platforms and tools for the workforce. As a result, the internal restructuring project will be restarted as soon as the situation improves.

5. CONTROLLING MEDIA AND COMMUNICATIONS ACTIVITIES

The current media and communication landscape is extremely complex. There are numerous unlicensed tabloid channels that spread fake news, causing damage and reputational crises for any business. Real estate and publicly traded companies, such as PDR, are more likely to be the target of media attacks for a variety of reasons. Being well aware of this, PDR will pay more attention to these activities in 2023.

- Improving market monitoring tools, paying close attention to the public, and staying alert to signs of a crisis or attack for the quickest response.
- Enhancing crisis communication capabilities and preparing professional personnel for any incident.
- Professional communication and marketing activities are the most effective way to protect the brand and reduce the risk of a brand crisis.

6. ORIENTATING FOR LONG-TERM PLANS

Aside from the 2023 plan, PDR has begun to develop the next five-year plan toward 2027. The plan's focal points have also been determined.

- Maximizing the advantages of the existing land bank, desirable locations, and full legality while continuing to expand new lands that are consistent with the Company's vision and values.
- Expanding product offerings to include land plots, apartments, villas, hospitality properties, and a variety of other real estate products that match local development needs.

- Carrying out member companies' operations in accordance with approved plans, promoting revenue diversification and long-term development.
- Making the Company a place with cultural values and a balanced set of interests for all stakeholders, including shareholders, investors, customers, suppliers, employees, and the community.
- Through an in-depth ESG strategy, increasing the value of contributions and positive influences on the overall development of the real estate industry, the socioeconomic conditions of host provinces, and the life of local communities.

HCMC, June 30, 2023

ON BEHALF OF THE BOARD OF MANAGEMENT

CHIEF EXECUTIVE OFFICER

BUI QUANG ANH VU