



2025 HUMAN RESOURCES REPORT

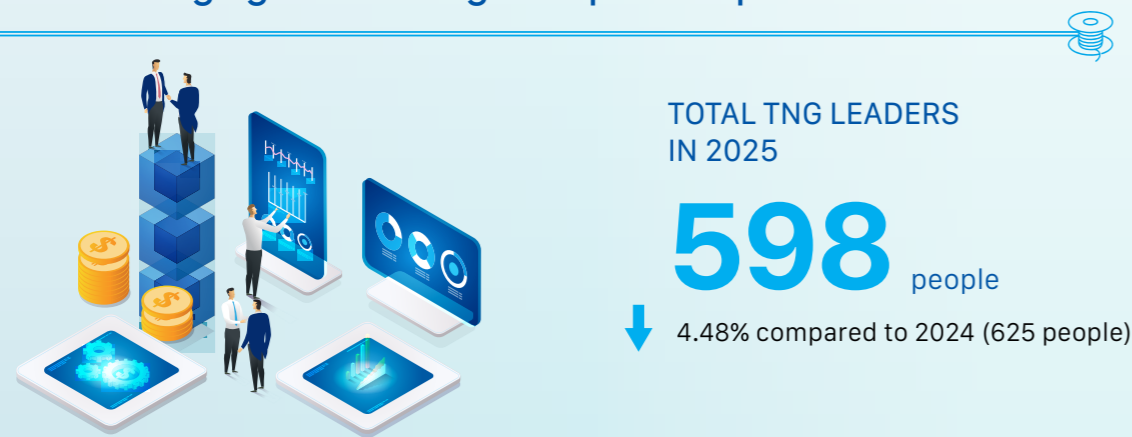
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2025 HUMAN RESOURCES STRUCTURE (continued)

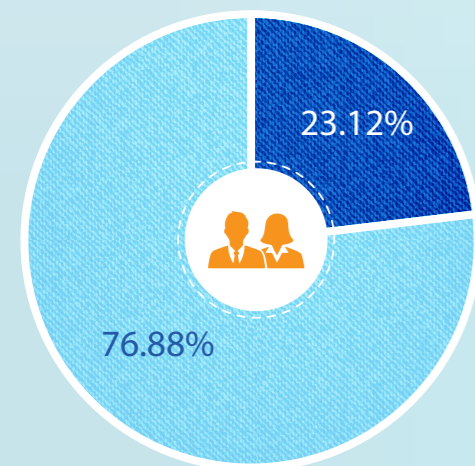
LEADERSHIP STRUCTURE

Leadership structure of TNG is built on a foundation of transparent governance, harmoniously combining the extensive experience of leaders with the innovative mindset of younger talents.

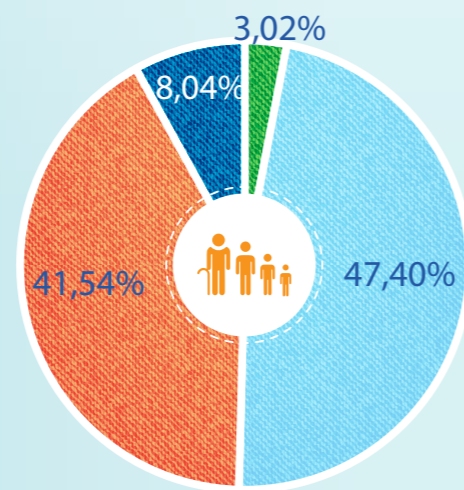
Leadership team is not only the guilders but also a strong example of continuous learning and capability development, serving as a core engine to enable TNG to maintain stability and drive breakthrough growth during its expansion phase.



BY GENDER



BY AGE



MALE
139 people

FEMALE
459 people

18 - 30
18 people

31 - 40
283 people

41 - 50
249 people

> 50
48 people

POLICIES AND WELFARE FOR EMPLOYEES

At TNG, we believe that sustainable growth of an enterprise begins with the well-being and peace of mind of every individual. TNG is committed to ensuring the highest benefit of employee by 100% compliance with labor contracts and statutory insurance (social, health, and unemployment insurance) in accordance

with the standard QTNS12-BHXH (November 20, 2021). Beyond mandatory requirements, TNG proactively maintains voluntary personal insurance programs, building a "green shield" to protect employees' health and financial security, helping them to work with peace of mind and remain committed for the long term.

COMPENSATION AND BENEFITS

SALARY

Subject to job title, salary is calculated according to the coefficient multiplied by the minimum salary. (The minimum salary applied to employees in TNG increases by 13% compared to the regulation of the State). Product-based salaries: Calculated by unit price multiplied by the quantity of products. Wage over time under the regime: Pay for holidays, leaves, study, paid private leave, leave due to labour accidents, periodical health check and labour regime for women. In particular, TNG applies a minimum wage of VND 310,000 per person per day for unskilled workers, ensuring a solid foundation to support their livelihood.

- **Salary increase policy:** TNG follows the Company's Labor Regulation and Regulation on Compensation and Benefits no.1329/2025/QĐ-TNG dated January 21, 2025, in which there are two types of salary raise, including salary raise in special cases and according to the annual regional minimum wage increase.

- **Promotion policy:** TNG follows the Company's Labor Regulations and Policy for Compensation and Benefits in 2025. Every January, based on the production performance of the Company, TNG will consider upgrading for employees. Subjects and conditions for upgrading are clearly specified in the Salary Regulations 2025 and widely communicated to employees.

BONUSES

Based on the Company's regulations on emulation and reward: Monthly rewards, emulation achievements, 13th-month salary, monthly accumulated performance bonus, Lunar New Year (Tet) bonus, division of annual remainder of salary. In addition, working hours and leave policies (including annual leave, public holidays,

and Tet holidays) are compliant with laws and regulations. Working at TNG, employees will have promotion opportunities and be appointed to managerial positions according to personal capacity. The Company also encourages and offers the grants for employees to learn and improve professional skills in the domestic and foreign environment.

ALLOWANCES

- Part-time allowance
- Attendance allowance
- Meal allowance
- Monthly hygiene and safety allowance
- Allowance for captains and vice-captains of fire prevention and fighting
- Allowance for female employees in pregnancy or nursing child under 6 years of age
- Fuel allowance





2025 HUMAN RESOURCES REPORT

(Continued)

COMPENSATION AND BENEFITS (continued)

BENEFITS FOR EMPLOYEES

- Having 100% body insurance per year.
- Having the domestic and foreign travels.
- Dormitory for employees with affordable rental.
- Giving the scholarships to the students who want to work at TNG after graduation, families in difficult circumstances.
- Supporting the construction of gratitude houses for employees with special difficulties.
- Equipping with vehicles (with free parking lots) and kindergartens within the collective buildings for the employees' children.
- Giving VND 500,000/birth to female employees.
- Having the maternity regime for fathers: If employees are male, but both husband and wife are TNG's employees, when the wife gives birth, the husband is given paid leave to take care of his wife and children. The duration is 5 days for spontaneous delivery, 07 days for caesarean birth and is paid 100% of the salary.
- Constructing and developing the green areas within the Company campus to create a green and clean environment.
- Employees receive paid time off on the company's anniversary and Christmas.
- Seniority allowance paid to long-serving employees upon retirement.



REWARDS AND RECOGNITION

At TNG, we always cherish the values created by our employees and their contributions to our collective success. We firmly believe that our human resources are our most valuable asset, and each member is an important link in the chain, working together seamlessly to ensure the smooth operation of the TNG business machine. This enables us to achieve breakthrough growth and confidently venture into global integration.





2025 HUMAN RESOURCES REPORT

(Continued)

TRAINING

At TNG, we not only consider people as our most valuable asset, but also are aware that employee competence is a key competitive advantage to enter the most demanding global markets. Amidst the garment industry's strong shift toward green and smart manufacturing, investing in human intelligence has become a top priority on the Board of Directors' agenda.

The year 2025 marks a significant breakthrough as TNG decisively accelerates its training initiatives, with a total investment budget of VND 930.9 million. TNG always pays a attention to training initiatives to build a highly skilled and professional workforce with capability of mastering technology and adapting flexibly to any fluctuations in the garment industry market.

Training activities at TNG are consistently implemented in accordance with regulations and planned schedules. Branches and affiliates proactively develop training plans, prepare all necessary tools and curricula, and regard training as a core task to enhance labor quality, meeting the Company's development goals and production-business requirements. At the same time, the development of an internal trainer team is gradually emphasized, contributing to more proactive training, cost savings, and alignment of training content with practical job requirements. TNG's training initiatives are carefully planned based on actual needs of departments and units, closely aligned to job requirements, the Company's development orientation and higher-level regulations.

CONTENTS OF TRAINING



Position-specific professional and technical training.



Soft skills training (communication, teamwork, time management, reporting skills, etc.)



Training on regulations, procedures, corporate culture, labor safety and discipline.



Standardized training materials.

FORMS OF TRAINING



Internal training delivered directly by internal trainers.



Sending staff to participate in external training courses and workshops.

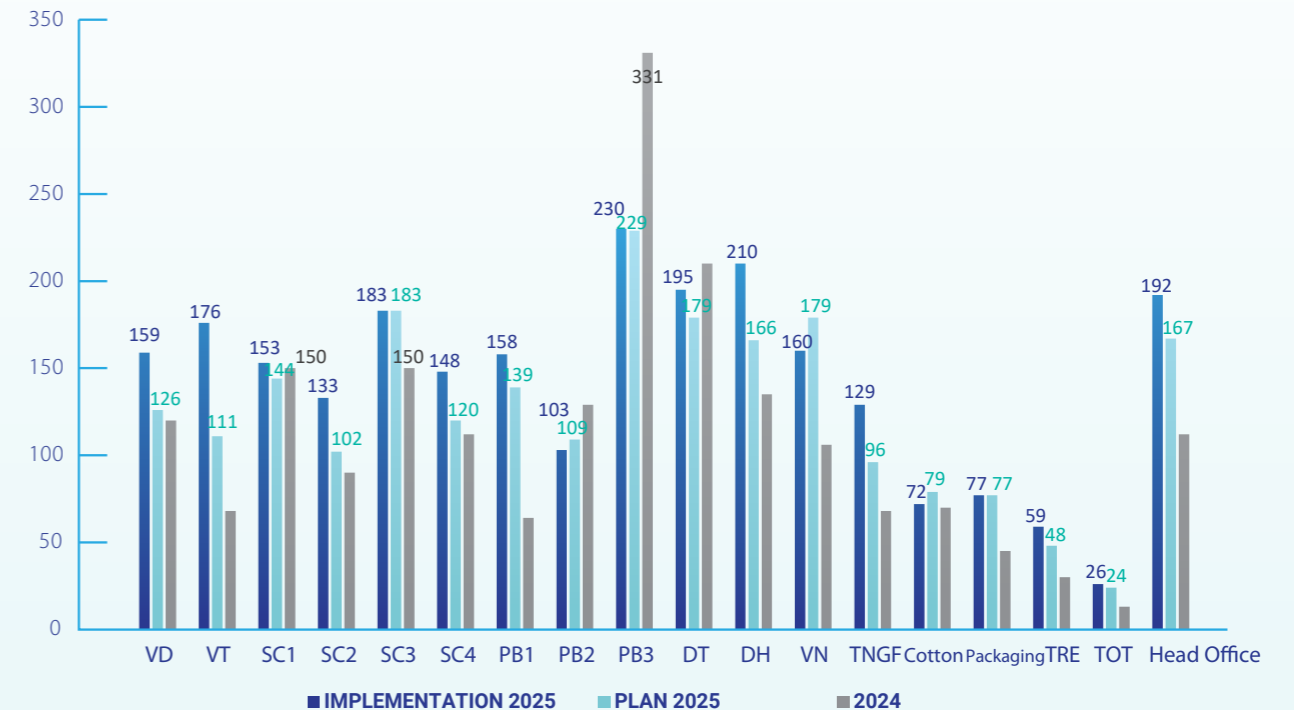


Online training, guided self-learning.

RESULTS OF TRAINING

TRAINING ACTIVITIES IN 2025 ACROSS 18 TNG BRANCHES/UNITS

Unit: Number of training sessions



TRAINING PROGRAMS IN THE ENTIRE COMPANY IN 2025

3,195 programs

↑ 1,192 programs compared to 2024

TOTAL EMPLOYEES JOINING TRAINING AND COACHING IN 2025

> 9,000 people

FIRE PREVENTION AND RESCUE TRAINING

647 people

3 sessions: April 2025; October 2025 and December 2025





2025 HUMAN RESOURCES REPORT

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TRAINING (continued)

SOME TYPICAL TRAINING ACTIVITIES IN 2025

EXTERNAL TRAINING

External training activities are always prioritized by TNG. In addition to sending staff to advanced courses to enhance professional and management skills, TNG engages leading industry experts to provide on-site training to enhance employees' knowledge and competencies.

Directly acquiring knowledge from leading industry experts enables TNG's staff not only to master their professional expertise but also to ensure full compliance in all operational activities. This is a solid foundation for effective risk management and helps TNG maintain transparency and professionalism throughout its global integration process.

ADVANCED LEADERSHIP TRAINING FOR MANAGERS

To enhance governance capabilities and financial-economic thinking of management team, on December 6, 2025, TNG organized an in-depth leadership training program at 33 branches, which was delivered by experts from PTI Training Group.

The training program lasted for 2 months, focusing on equipping Managers with skills, including:

33 BRANCH MANAGERS

participated in in-depth leadership training program



The training program not only enhances professional expertise of management team but also represents a key step in TNG's strategy to build a high-quality workforce, fully prepared for the Company's sustainable growth and breakthrough development in the coming time.

ORGANIZING LABOR LAW TRAINING FOR THE HUMAN RESOURCES DIVISION

Faced with increasing demands for transparency and corporate governance standards, TNG continuously strives to standardize the capabilities of its management team through training programs and regular performance evaluations. On July 09, 2025, at TNG Song Cong Factory, TNG's HR Division organized an intensive training program on labor law, with the participation of over 80 attendees, including department heads/deputy heads, HR staff, Internal Audit Department and Trade Union's representatives.

Notably, Mr. Nguyen Van Thoi – TNG's BOD Chairman attended the program, showing the leadership's special attention to improvement of human resource management capabilities, ensuring legal compliance, and standardizing processes and systems.

The program is lectured by Dr. Do Ngan Binh, Deputy Director of the Legal Advisory Center at Hanoi Law University. Dr. Binh has updated and analyzed the labor legal documents

effective as of July 1, 2025, highlighting new points and assessing their practical impact on business operations. The key contents include practical issues related to signing, execution, and termination of labor contracts; improving personnel records – recruitment legal documents in accordance with current regulations; skills to apply the law to specific situations such as handling violations, rights and obligations of parties in labor relations, etc.

In addition, participants made discussions and received guidance on practical legal situations that may arise in factories and units, helping them understand correctly, act appropriately, and apply the law effectively. After completing the training program, from July 26 to 28, HR Division conducted an assessment on HR team to measure their understanding and ability to apply the law to practice. This process aims to refine procedures, enhance the quality of human resource management, and contribute to building a transparent, compliant, and sustainable working environment.

80 PARTICIPANTS

attended the labor law training program for the HR Division

58 STAFFS FROM BRANCHES

participated in the competency assessment exam for all HR and payroll personnel





2025 HUMAN RESOURCES REPORT

(Continued)

TRAINING (continued)

SOME TYPICAL TRAINING ACTIVITIES IN 2025 (continued)

COMPETENCY TRAINING, UPDATING CIRCULAR 99/2025 FOR THE ACCOUNTING DIVISION

Aiming to standardize operations and proactively adapt to policy changes, on November 26, 2025, TNG collaborated with experts from Deloitte Vietnam Co., Ltd. – TNG’s independent auditing firm – to provide instruction on implementing Circular 99/2025/TT-BTC issued by the Ministry of Finance. This has marked an important step for staff to thoroughly understand the key adjustments to accounts, documents, ledgers, and financial statements, which will take effect from January 1, 2026.

The program was directly conducted by Mr. Phan Ngoc Anh, Deputy General Director of Audit & Compliance along with experienced experts from Deloitte. Through the training, TNG’s Accounting Division covered the main contents relating to new points in Circular 99/2025 and their impact on enterprises, updating Accounting Law and upcoming policy trends, and solutions to practical accounting challenges at TNG. The program has proved effective in helping TNG’s accounting team stay up to date with legal regulations, strengthen professional competencies, and reinforce a foundation for transparent financial management.



TRAINING IN TAX, INVOICE, AND DOCUMENTATION 2025

On August 21, 2025, at TNG Song Cong 3 Factory, TNG organized a training program on “Tax, invoice and documentation in 2025”, with 62 attendees, including managers, Accounting Division staff, Internal Audit Department and departments related to tax and finance in the entire system.

The program is provided by two well-known experts in tax i.e., Nguyen Thi Cuc – President at Vietnam Tax Consultants’ Association (VTCA), VIAC arbitrator, and former Deputy General Director of the General Department of Taxation and Ms. Le Thi Duyen Hai – Deputy Secretary General of VTCA and former Director of the Tax Declaration and Accounting Department, General Department of Taxation.

The training focused on practical issues of current concern, including regulations on

invoices and documents, handling replacement and adjusted invoices, corporate income tax policies, VAT refunds, and investment project tax refunds, personal income tax considerations, and common risks in tax declaration and finalization. Particularly, many real-life situations arising during business operations were raised by participants and addressed in detail and clearly by the experts.

This practical training program helped TNG’s accounting team stay up to date with tax policy changes, enhance professional expertise, ensure legal compliance, and minimize errors and risks in financial and accounting management. It also represents a key corporate initiative to build a strong, professional accounting and auditing workforce capable of meeting modern management requirements.





2025 HUMAN RESOURCES REPORT

(Continued)

TRAINING (continued)

SOME TYPICAL TRAINING ACTIVITIES IN 2025 (continued)

INTERNAL TRAINING

Over the past few years, TNG has actively strengthened its internal human resource development through a variety of training formats, including centralized sessions, specialized workshops, and in-line training, to enhance management capabilities, business performance, and the Company's

sustainable growth. With that foundation, TNG has proactively designed and implemented an in-house training system provided by internal instructors, gradually establishing a training model tailored to the company's production characteristics and management requirements.

Key internal training results in 2025

TOTAL INTERNAL TRAINING PROGRAMS

49 programs

TOTAL NUMBER OF PARTICIPANTS

>6,200 participants



ONBOARDING TRAINING

At TNG, we recognize that a strong start of each individual is fundamental to the sustainable growth of a collective. Accordingly, our onboarding program for new employees is meticulously designed and delivered with dedication. Accordingly, new hires acquire not only essential professional knowledge but also a deep understanding of TNG's core values and corporate culture, enabling them to quickly adapt to the Company's professional standards and work practices.

TNG is committed to transparency by clearly communicating compensation, benefits, and policies, ensuring that every team member feels respected and treated fairly. In addition, training sessions on effective work methods are emphasized to help employees master operational procedures, thereby ensuring output quality meets standards from day one. This close support not only alleviates the initial uncertainties of new hires but also motivates them to quickly adapt and integrate into TNG's dynamic work environment.

PROFESSIONAL, TECHNICAL AND PRODUCTION ORGANIZATION TRAINING

To realize its goal of modernizing production and enhancing competitiveness, TNG has implemented comprehensive professional and technical training at all branches. The activities go beyond skill transfer, placing a strong emphasis on innovative thinking, enabling employees to master technology and optimize all available resources. Key focus areas include:

- 1 **Safety and operational standardization:** TNG prioritizes employee safety through regular training on occupational health and safety, fire prevention, proper use of protective equipment, and strict operations for machinery. Mastery of these processes not only protects personnel but also ensures the operational efficiency of state-of-the-art machinery.
- 2 **Mastering SEAM technology:** Given the technical complexity of high-end product lines, SEAM process training program equips employees with the skills to identify parameters, detect defects, and enhance manual craftsmanship. This is a key factor enabling TNG to confidently fulfill challenging and complex orders from stringent international markets.
- 3 **Auto hanger operation training:** In 2025, TNG put auto hanger systems into operation, enabling the transfer of products between production stages using a mechatronic system rather than traditional manual handling. Therefore, training sessions were correspondingly conducted to equip employees with troubleshooting skills and enhance operational coordination, ensuring smooth production, increased productivity, and manpower efficiency.
- 4 **Productivity-Oriented Training:** TNG fosters a culture of continuous improvement by training employees to identify and eliminate production "bottlenecks". By standardizing procedures with a "Fast – Efficient – Accurate" approach, we have achieved significant outcomes in labor productivity, ensuring that each production stage operates at optimal efficiency and contributes to the Company's overall success.



2025 HUMAN RESOURCES REPORT

(Continued)

TRAINING (continued)

SOME TYPICAL TRAINING ACTIVITIES IN 2025 (continued)

DESIGN AND TECHNOLOGY APPLICATION TRAINING

As part of its production modernization strategy, TNG pays a high attention to high-tech design training for design team. The Company focuses on equipping staff with advanced design processes to keep pace with the latest global fashion trends and technological innovations. With intensive training in 2D and 3D software skills, the design team has gained mastery over precise simulation tools. Proficient application of 3D technology not only shortens sample development time but also optimizes material usage from the conceptual stage. The training program further delves into analyzing and systematically addressing common technical design errors. This significantly enhances the quality of technical drawings, ensuring full consistency and absolute accuracy when transitioning to actual production.

Design efficiency has improved significantly, enhancing added value of each product which is a critical foundation for confidently undertaking complex technical orders from major international markets. Thereby, TNG continues to advance its journey of trust, delivering products that embody the pinnacle of intelligence and cutting-edge technology.



Closing the year 2025 with increasing efforts, TNG's training activities have demonstrated our commitment to placing people at the center of development strategy.

By closely linking theoretical knowledge with production practice, trainees are able to directly resolve operational bottlenecks, resulting in a significant reduction of errors, stabilized product quality, and optimized productivity. Beyond professional skills, this also strengthens on-job management capabilities for supervisors, line leaders, and technical staff, building a strong and abundant pipeline of future talent. TNG's proactive approach to training has helped minimize risks amid manpower fluctuations, fostering a culture of self-learning and personal accountability. This stands as a clear testament to TNG's commitment to placing people at the center of its development, building a strong internal foundation to enable the Company to get a breakthrough in the new phase.

