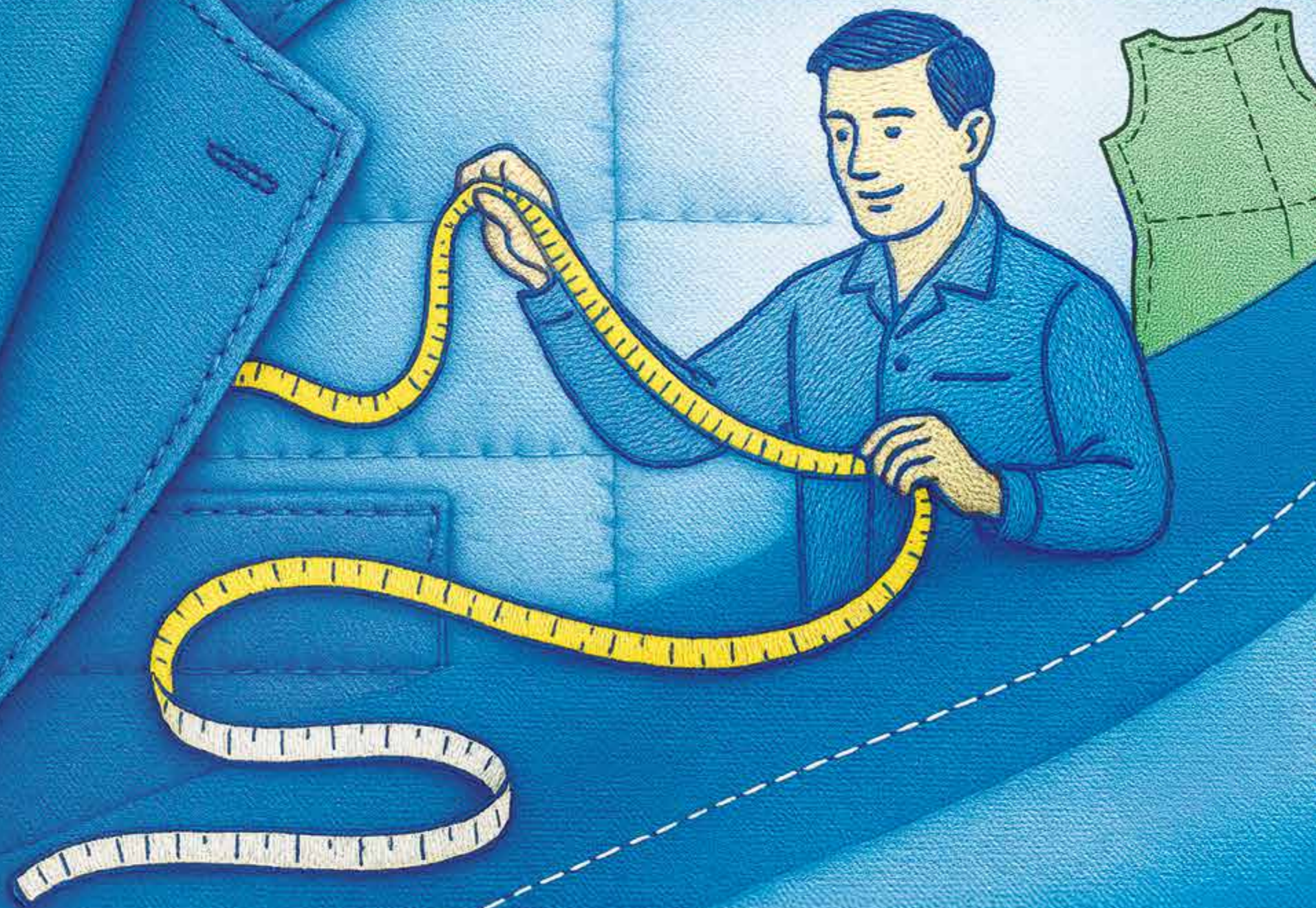




CORPORATE GOVERNANCE

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*Standardized
tailoring*
Principled weaving



BOARD OF DIRECTORS

CORPORATE MANAGEMENT

Over the past years, TNG has been consistent with the goal of strengthening corporate governance, considering it a key factor to ensure sustainable and transparent development. Amid global trends in the global textile and garment industry, TNG has not only implemented comprehensive and consistent policies and procedures but also proactively transformed in line with ESG (Environmental, Social, and Governance) criteria. This dedication in governance and management has been highly valued by international customers and shareholders, affirming the Company's reputation as a law-abiding, transparent, and community-conscious organization.



In 2025, TNG received prestigious corporate governance awards at the Listed Company Awards as follows:

OUTSTANDING SUSTAINABLE ENTERPRISES

"CSI STAR" TROPHY awarded to 11 enterprises with at least five consecutive years listed in

TOP 100

TOP 10 MOST SUSTAINABLE BUSINESSES IN VIETNAM

TOP 50 Listed Companies (VNCG50) with best corporate governance practices, adherence to transparency, ESG, and international standards

TNG is committed to complying with corporate governance regulations in Vietnam, striving to fully align with best practices as per 2023 ASEAN Corporate Governance Scorecard. In 2025, the Company fully complied with all corporate governance requirements under Vietnamese regulations. TNG's governance activities are stipulated in the Company's Charter and Internal Corporate Governance Regulations, including fundamental provisions on the roles, authorities, and organizational structure of the management

team such as General Meeting of Shareholders, Board of Directors, Sub-committees under BOD, Board of Supervisors, and Board of Management. The Company's control framework (control environment) encompasses key aspects such as risk management, internal control, internal audit, and independent audit, as well as the principles for performance evaluation and remuneration. For further details, please refer to the Company's website.

ACTIVITIES OF THE GENERAL MEETING OF SHAREHOLDERS (GMS)



TNG always ensures to full comply with regulations in disclosing information on the Company's website and at the stock exchanges. The Company's policies guarantee equal rights for all shareholders, with operation information disclosed accurately, completely, and timely in accordance with the legal requirements to shareholders and other stakeholders.



The Company issued Information Disclosure Regulation (i.e., regulations on information disclosure in securities market) in compliance with legal requirements, specifying the scope, subjects, and procedures for information disclosure. Documents were published on March 25, 2025, and a meeting was held on April 20, 2025 (stipulating on information disclosure and sending invitations to shareholders least 21 days prior to the Annual General Meeting)

In 2025, at the Annual General Meeting, TNG did not implement online voting, instead maintaining in-person voting to ensure transparency.

All members of BOD, BOM and BOS as well as representatives from the auditing firm were fully present at the Meeting.



BOARD OF DIRECTORS

(Continued)

STRUCTURE AND OPERATIONS OF THE BOD

MEMBERS OF THE BOD AND COMMITTEES

MEMBERS OF THE BOD

In 2025, TNG maintained the BOD at 7 members with the BOD structure consisting of: 01 Chairman of the BOD, 01 Deputy Chairman of the BOD, and 05 BOD members, including 02 independent BOD members and 02 non-executive BOD members.

Detailed information of BOD members for 2025 is as follows:

No.	Full name	Position	Number of Shares owned	Rate	Note
Before April 21, 2025					
1	Nguyen Van Thoi	Chairman of BOD	24,710,620	19.20%	
2	Luong Thi Thuy Ha	Deputy Chairwoman of BOD	808,791	0.63%	
3	Nguyen Duc Manh	BOD member	11,577,152	8.99%	
4	Nguyen Manh Linh	BOD member	719,076	0.56%	Non-executive BOD member
5	Nguyen Hoang Giang	BOD member			Independent BOD member
6	Doan Thi Thu	BOD member	398,272	0.31%	
7	Ha Thi Tuyet	BOD member			Independent BOD member
Total			37,815,639	29.38%	



No.	Full name	Position	Number of Shares owned	Rate	Note
After April 21, 2025					
1	Nguyen Van Thoi	Chairman of BOD	24,710,620	19.20%	
2	Nguyen Duc Manh	Deputy Chairman of BOD	11,577,152	8.99%	Non-executive BOD member
3	Nguyen Manh Linh	BOD member	719,076	0.56%	Non-executive BOD member
4	Nguyen Hoang Giang	BOD member			Independent BOD member
5	Doan Thi Thu	BOD member	398,272	0.31%	
6	Ha Thi Tuyet	BOD member			Independent BOD member
7	Dao Duc Thanh	BOD member	164,738	0.13%	Non-executive BOD member
Total			37,569,858	29.18%	
Authorized Person for information disclosure					
1	Dao Duc Thanh	Authorized Person for Information Disclosure			

According to the list of shareholders closed on January 26, 2026 by Vietnam Securities Depository and Clearing Corporation.





BOARD OF DIRECTORS

(Continued)

STRUCTURE AND OPERATIONS OF THE BOD (continued)

MEMBERS OF THE BOD AND COMMITTEES (continued)

STRUCTURE OF BOARD OF DIRECTORS

NO.	Criteria	Nguyen Van Thoi	Nguyen Duc Manh	Nguyen Manh Linh	Nguyen Hoang Giang	Doan Thi Thu	Ha Thi Tuyet	Dao Duc Thanh
1	Position in BOD	Chairman	Deputy Chairman	Non-executive BOD member	Independent BOD member	Executive BOD member	Independent BOD member	Non-executive BOD member
2	Gender	Male	Male	Male	Male	Female	Female	Male
3	Year of birth	1958	1983	1987	1986	1972	1984	1985
4	Qualifications	Mechanical and Electrical Engineering, Bachelor of Economics, Bachelor of Politics	Master of Business Administration (MBA) from the University of Hawaii at Manoa, Bachelor of IT - USA, Bachelor's in Foreign Languages (Shanghai, China)	Bachelor of Science - Fashion Institute of Technology, New York, NY, Bachelor of Science, International Business - Pacific University, Forest Grove, Oregon	Master of Business Administration, Computer Science Engineer - University of Nebraska - Lincoln	Master of Business Administration, Engineering of Sewing	Bachelor of Law	Bachelor of Finance - Accounting
5	Audit Committee	-	-	-	Chairman	-	Member	Member
6	Human Resources - Remuneration - Compensation Subcommittee	Member	-	-	Member	-	Head	-
7	Development Policy Subcommittee	Head	Member	-	-	-	-	-
8	Sustainability Subcommittee	-	Head	-	-	Member	-	Member
9	Investor Relations Subcommittee	Member	-	-	-	-	-	Head
10	Positions at other organizations	Chairman of BOD - TNG Land JSC Chairman of BOD - Bac Thai Investment Construction JSC	-	General Director of BOD - TNG Land JSC	Chairman of BOD - DNSE Securities JSC (DNSE) Deputy Chairman of BOD - Yeah1 Group Corporation (YEG) BOD member - Southern Gas Trading JSC	-	Director of 4.0 Legal Service and Law Co., Ltd	-

TNG's Board of Directors currently consists of 01 executive member and 06 non-executive members (including 02 independent members). The Company's Charter stipulates that the term of each BOD member is 05 years, and independent BOD members do not serve more than 02 consecutive terms. A BOD member may concurrently serve on BOD at maximally 05 other companies.

The BOD of TNG consists of two independent members, ensuring compliance with legal requirements regarding the number of independent directors. Among them, one member is serving their first term, and the other is in their second term.



BOARD OF DIRECTORS

(Continued)

POSITIONS AT OTHER ORGANIZATIONS OF BOD MEMBERS

NO.	Full name	Position	Positions at other organizations	Other organizations	Note
1	Nguyen Van Thoi	Chairman of BOD	Chairman of BOD	TNG Land Joint Stock Company	Associate
		Chairman of BOD	Chairman of BOD	Bac Thai Investment Construction Joint Stock Company	Associate
2	Nguyen Manh Linh	BOD member	General Director	TNG Land Joint Stock Company	Associate
3	Nguyen Hoang Giang	BOD member	Chairman of BOD	DNSE Securities Joint Stock Company (DNSE)	Associate
			Deputy Chairman of BOD	Yeah1 Group Corporation (YEG)	
4	Ha Thi Tuyet	BOD member	BOD member	Southern Gas Trading Joint Stock Company (PGS)	Associate
			Director	4.0 Legal Service and Law Co., Ltd	

MANAGEMENT POSITIONS APPOINTED BY BOD IN 2025

Mr. Nguyen Duc Manh

- **Previous title:** BOD member/ General Director
- **Current title:** Standing Deputy Chairman of BOD
- **Pursuant to:** The Resolution No. 166/NQ-HĐQT dated April 21, 2025
- **Effective date:** April 21, 2025

Mr. Dao Duc Thanh

- **Previous title:** Authorized Person for Information Disclosure/ Person in charge of corporate governance
- **Current title:** BOD member/Authorized Person for Information Disclosure/ Person in charge of corporate governance
- **Pursuant to:** The Resolution No. 162/2025/NQ-ĐHĐCĐ dated April 20, 2025
- **Effective date:** April 20, 2025

Mrs. Nguyen Thuy Ngan

- **Previous title:** No
- **Current title:** Company Secretary, BOD Secretary
- **Pursuant to:** The Resolution No. 167/NQ-HĐQT dated April 21, 2025
- **Effective date:** April 21, 2025

Mr. Tran Minh Hieu

- **Previous title:** Deputy General Director in charge of Sales
- **Current title:** General Director of the Company
- **Pursuant to:** The Resolution No. 168/NQ-HĐQT dated April 21, 2025
- **Effective date:** April 21, 2025

BOD'S ACTIVITIES IN 2025

In 2025, BOD conducted 37 meetings with 42 resolutions and decisions to resolve issues within its functions and authority. The BOD meetings always reached high consensus in the discussed contents.

NO.	BOD	Position	Number attended meetings	Attendance rate	Absence reason
1	Mr. Nguyen Van Thoi	Chairman of BOD	37/37	100%	
2	Mr. Nguyen Duc Manh	Deputy Chairman of BOD	37/37	100%	
3	Mr. Nguyen Manh Linh	BOD member	19/37	51,35%	Personal reason
4	Mr. Nguyen Hoang Giang	BOD member	36/37	92,31%	Personal reason
5	Mrs. Doan Thi Thu	BOD member	37/37	100%	
6	Mrs. Ha Thi Tuyet	BOD member	37/37	100%	
7	Mr. Dao Duc Thanh	BOD member	30/30	100%	Appointed on April 20, 2025





BOARD OF DIRECTORS

(Continued)

RESOLUTIONS AND DECISIONS ISSUED BY THE BOARD OF DIRECTORS IN 2025

No.	Ref. No.	Date	Content	Voting rate
1	17/NQ-HĐQT	15/01/2025	Approving loans for project implementation and asset mortgage at Vietinbank - Thai Nguyen Branch	7/7
2	31/NQ-HĐQT	22/01/2025	Approving new legal entity to replace a related party in performing the contract with the Company	7/7
3	53/NQ-HĐQT	17/02/2025	Changing the plan for utilization of proceeds from the public bond offering	7/7
4	46/NQ-HĐQT	17/02/2025	Organization of the 2025 Annual General Meeting of Shareholders	7/7
5	105/NQ-HĐQT	18/03/2025	Signing credit/loan agreement at MB Bank	7/7
6	111/NQ-HĐQT	19/03/2025	Using deposit interest earned from the public offering of TNG124027 bonds	7/7
7	125A/NQ-HĐQT	25/03/2025	Approving agenda for the 2025 Annual General Meeting of Shareholders of TNG	7/7
8	146/NQ-HĐQT	8/4/2025	Nominating and approving candidates for additional election of BOD members (in the term 2025-2030)	6/6
9	166/NQ-HĐQT	21/04/2025	Dismissal of General Director of the Company and appointment of Standing Deputy Chairman of the BOD	7/7
10	167/NQ-HĐQT	21/04/2025	Dismissal of BOD Secretary, Company Secretary and appointment of Company Secretary, BOD Secretary	7/7
11	168/NQ-HĐQT	21/04/2025	Dismissal of Deputy General Director of Sales and appointment of General Director of the Company	7/7
12	169/NQ-HĐQT	21/04/2025	Dismissal and appointment of members of the Audit Committee and other Subcommittees under the BOD	7/7
13	171/NQ-HĐQT	21/04/2025	Approving dividend payment in 2024 in cash	7/7
14	249/NQ-HĐQT	29/04/2025	Selecting an auditing unit to review the financial statements for the 6-month period ended June 30, 2025 and the financial statements for the year ended December 31, 2025	7/7
15	276/NQ-HĐQT	9/6/2025	Approving transactions between the Company and its related party – TNG Land Joint Stock Company	7/7
16	264/NQ-HĐQT	9/6/2025	Short-term loans at BIDV - Thai Nguyen Branch	7/7
17	323A/NQ-HĐQT	27/06/2025	Termination of operations of Phu Binh 4 Garment Branch	7/7
18	323B/NQ-HĐQT	27/06/2025	Dismissal of the position of Deputy General Director	7/7
19	383/NQ-HĐQT	16/07/2025	Approving transactions with related parties	7/7
20	395/NQ-HĐQT	18/07/2025	Approving transactions between the Company and its related party – TNG Land Joint Stock Company	7/7
21	425/NQ-HĐQT	1/8/2025	Changing the address of TNG Fashion Branch (Branch code: 4600305723-018)	7/7
22	070801/NQ-HĐQT	7/8/2025	Approving the implementation of ESOP share issuance plan, the ESOP share issuance regulations and the list of employees eligible for the 2025 ESOP issuance	7/7

No.	Ref. No.	Date	Content	Voting rate
23	070802/NQ-HĐQT	7/8/2025	Approving the detailed plan to ensure share issuance under 2025 ESOP to meet foreign ownership ratio requirements	7/7
24	466/NQ-HĐQT	21/08/2025	Approving the signing of credit limit contract with Vietinbank - Thai Nguyen Branch	7/7
25	486/NQ-HĐQT	29/08/2025	Termination of operations of Vo Nhai 1 Garment Branch and Renaming of Vo Nhai 2 Garment Branch	6/6
26	487/NQ-HĐQT	29/08/2025	Approving the resignation request of Mr. Nguyen Manh Linh as a BOD Member	6/6
27	505/NQ-HĐQT	3/9/2025	Replacement of Resolution No. 070801/NQ-HĐQT dated August 7, 2025 regarding the approval of implementation of the ESOP share issuance plan	6/6
28	523/NQ-HĐQT	15/09/2025	Approving the 1st payment in advance of 2025 dividend in cash	6/6
29	520/NQ-HĐQT	15/09/2025	Approving the share issuance notice under Employee Stock Ownership Plan (ESOP) in the company	6/6
30	532/NQ-HĐQT	19/09/2025	Approving the loan limit at Vietcombank – Thai Nguyen Branch	6/6
31	546/NQ-HĐQT	30/09/2025	Approving transactions between the Company and its related parties	6/6
32	0810/NQ-HĐQT	8/10/2025	Extending the payment period for share purchases under ESOP	6/6
33	1310/NQ-HĐQT	13/10/2025	Approving share issuance allocation under Employee Stock Ownership Plan (ESOP) in 2025	6/6
34	570/NQ-HĐQT	16/10/2025	Approving the share issuance results under Employee Stock Ownership Plan (ESOP)	6/6
35	578/NQ-HĐQT	20/10/2025	Approving the share issuance results under Employee Stock Ownership Plan (ESOP)	6/6
36	602/NQ-HĐQT	27/10/2025	Increasing charter capital and the 39th amendment and supplement to Company's Charter following the share issuance under Employee Stock Ownership Plan (ESOP)	6/6
37	610/NQ-HĐQT	31/10/2025	Restructuring the personnel of Sustainability Subcommittee	6/6
38	632/NQ-HĐQT	11/11/2025	Approving the partnership with TNG Land for research, investment, and development of TNG Viet Bac social housing project in Tich Luong Ward, Thai Nguyen.	6/6
39	671/NQ-HĐQT	26/11/2025	Approving the loan plan at BIDV - Thai Nguyen Branch	6/6
40	689/NQ-HĐQT	3/12/2025	Approving the loan plan at Vietnam - Russia Joint Venture Bank (VRB)	6/6
41	867/NQ-HĐQT	29/12/2025	Approving the investment and construction project of office and canteen at TNG Song Cong 1 Garment Branch and the Loan Plan at BIDV - Thai Nguyen Branch	6/6
42	870/NQ-HĐQT	29/12/2025	Approving transactions between the Company and its related parties	6/6



BOARD OF DIRECTORS

(Continued)

ROLES AND PERFORMANCE OF EXECUTIVE BOD MEMBERS IN 2025

No.	Full name	Responsibilities
1	Mrs. DOAN THI THU Executive BOD Member	<ul style="list-style-type: none"> Performing the duties as a BOD member as stipulated in the Charter and internal regulations on corporate governance; Assisting the BOD in monitoring, supervising and summarizing the implementation of the activities related to engineering, product quality; Other rights and duties as prescribed by law, the Company's Charter and the BOD's decisions.

ROLES AND ACTIVITIES OF NON-EXECUTIVE BOD MEMBERS AND INDEPENDENT BOD MEMBERS IN 2025

No.	Full name	Responsibilities
1	Mr. NGUYEN DUC MANH Non-executive Deputy Chairman of BOD	<ul style="list-style-type: none"> Performing the duties as a BOD member as stipulated in the Charter and internal regulations on corporate governance; Performing the duties as General Director as stipulated in the Company's Charter, the Law on Enterprises, the relevant legal regulations and internal regulations on corporate governance; Directly executing business and production activities of the Company in line with the goals and plans as approved by GMS and organizing the implementation of resolutions and decisions of the BOD; In charge of business and production plan, technical issues, ensuring production quality; taking responsibility to the law, GMS and BOD about the rights and obligations to be assigned; Other rights and duties as prescribed by law, the Company's Charter and the BOD's decisions.
2	Mr. NGUYEN MANH LINH Non-executive BOD member	<ul style="list-style-type: none"> Performing the duties as a BOD member as stipulated in the Charter and internal regulations on corporate governance; Assisting the BOD in monitoring, supervising and summarizing the implementation of the activities related to real estate, investment and innovation for the whole Company; Other rights and duties as prescribed by law, the Company's Charter and the BOD's decisions.

ROLES AND ACTIVITIES OF NON-EXECUTIVE BOD MEMBERS AND INDEPENDENT BOD MEMBERS IN 2025 (continued)

No.	Full name	Responsibilities
3	Mr. DAO DUC THANH Non-executive BOD member	<ul style="list-style-type: none"> Performing the duties as a BOD member as stipulated in the Charter and internal regulations on corporate governance; Assisting the BOD in monitoring, supervising and summarizing the implementation of the activities related to investor relations, information disclosure and internal governance; Other rights and duties as prescribed by law, the Company's Charter and the BOD's decisions.
4	Mr. NGUYEN HOANG GIANG Independent BOD member	<ul style="list-style-type: none"> Performing the duties as a BOD member as stipulated in the Charter and internal regulations on corporate governance; Assisting the BOD in monitoring, supervising and summarizing the implementation of the activities related to risk management and internal audit; Other rights and duties as prescribed by law, the Company's Charter and the BOD's decisions.
5	Mrs. HA THI TUYET Independent BOD member	<ul style="list-style-type: none"> Performing the duties as a BOD member as stipulated in the Charter and internal regulations on corporate governance; Assisting the BOD in monitoring, supervising and summarizing the implementation of the activities related to law; Other rights and duties as prescribed by law, the Company's Charter and the BOD's decisions.





BOARD OF DIRECTORS

(Continued)

ASSESSMENT OF INDEPENDENT BOD MEMBERS ON BOD MEMBERS

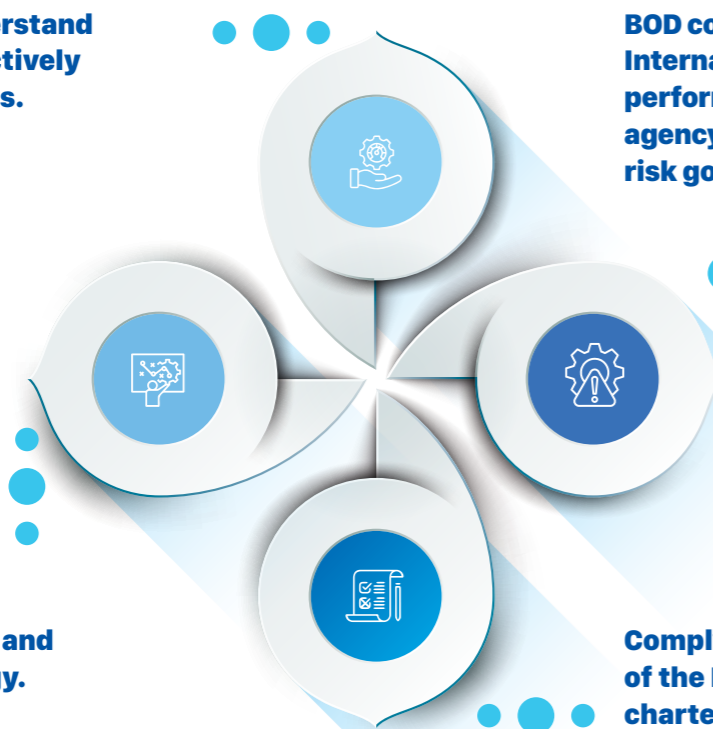


Members fully understand their jobs and proactively implement their jobs.

BOD coordinates with Internal Audit Committee and performance management agency in the whole process of risk governance and control.

Build clear, specific and transparent strategy.

Comply with regulations of the Laws, the Company's charter, regulations on operation of BOD.



GENERAL ASSESSMENT

In 2025, BOM and managers excellently completed the tasks and exceeded the targets assigned by GMS, continuing to keep the belief in strong development with all stakeholders. BOD highly appreciates the efforts and determination of the BOM in ensuring continuous and stable production, ensuring health and safety of employees and responsible business.

At the same time, the BOD highly appreciates the compliance with the regulations and stipulations in governance and decentralization according to the company's charter, governance regulations and internal regulations as well as the BOD's Resolutions. There are no violations against the provisions of the law on labor safety and human rights, no child labor and forced labor, no violations against regulations and fines for environmental issues.

LIST OF BOD MEMBERS HOLDING CERTIFICATES IN CORPORATE GOVERNANCE

Most BOD members, BOM, person in charge of corporate governance, secretary, and authorized person for information disclosure have completed training courses on corporate governance and will continue to fully attend training courses on corporate governance in line with the legal regulations of the authorities.

On November 7, 2025

Mr. Dao Duc Thanh attended the Corporate Governance Workshop organized by the Hanoi Stock Exchange.

On December 5, 2025

Mr. Dao Duc Thanh attended Annual Corporate Governance Forum organized by the Vietnam Institute of Directors (VIOD).





SUBCOMMITTEES UNDER BOD

AUDIT COMMITTEE

Standards of membership: Non-executive independent BOD members make up the majority in Audit Committee. One of them is appointed as Chairman of Audit Committee. At least 01 member of Audit Committee is an expert in financial accounting and does not work for the accounting/finance department of the Company.

PERSONNEL STRUCTURE



BEFORE APRIL 21, 2025

Member	Position
Mr. Nguyen Hoang Giang	Chairman
Mr. Nguyen Manh Linh	Member
Mrs. Ha Thi Tuyet	Member

AFTER APRIL 21, 2025

Member	Position
Mr. Nguyen Hoang Giang	Chairman
Mrs. Ha Thi Tuyet	Member
Mr. Dao Duc Thanh	Member



RESPONSIBILITIES

- Making a proposal or drafting a proposal to submit to BOD regarding the appointment, re-appointment or dismissal of Internal Audit members.
- Giving comment on candidates for the position of Independent Auditors.
- Giving comment on the draft contract to be signed with the independent audit member.
- Monitoring the application of accounting standards in the preparation of financial statements.
- Assessing the accuracy and completeness of financial information prior to disclosure.
- Assessing the independence of the Independent Auditor.
- Supervising Internal Audit and Independent Audit functions.
- Reviewing the conditions that may lead to the dismissal of the Independent Auditor, and proposing opinions in such cases.
- Performing other tasks related to the audit function in the Company as assigned by the Board of Directors.

MEETINGS ORGANIZED IN 2025

No.	Meeting time	Meeting contents
1	24/01/2025	<ul style="list-style-type: none"> Reviewing the financial statements for the 4th quarter and the whole year of 2024. Assessing the business plan for 2025 submitted by General Director to the BOD. Building internal audit plan and independent audit plan for the fiscal year ending 2025.
2	25/04/2025	<ul style="list-style-type: none"> Reviewing the audited 2024 financial statements. Assessing the results of the 2025 Annual General Meeting of Shareholders. Planning to implement the 2025 Annual General Meeting of Shareholders' Resolutions.
3	18/08/2025	<ul style="list-style-type: none"> Reviewing business results of the second quarter of 2025 and progress in implementing the production and business targets as of July 2025. Reviewing the company's information disclosure for the first 6 months of 2025. Reviewing the audited 2025 financial statements.
4	21/11/2025	<ul style="list-style-type: none"> Reviewing the financial statements for the 3rd quarter of 2025. Checking outstanding debts and low inventory turnover to make financial provision for 2025. Reviewing the business performance in 10 months as planned by the 2025 Annual General Meeting of Shareholders and reviewing business plan for 2026.



BUSINESS PERFORMANCE IN 2025

- **During the year, the Audit Committee has proposed to sign contract of audit services for financial statements and project investment capital with the independent auditors such as Deloitte Vietnam for auditing interim financial statements/final financial statements, AASC for auditing project investment capital.**
- **Audit Committee has inspected the implementation of information disclosure obligations for public companies and evaluated the implementation of production and business plans according to the goals set at the 2025 Annual General Meeting of Shareholders.**
- **Audit Committee has conducted internal audits on a thematic basis, evaluated the implementation of processes in departments within the Company, made recommendations for appropriate process improvement and enhanced operational efficiency.**

ORIENTATIONS FOR 2026

- 1 Select independent audit units for 2026 financial statements.
- 2 Continue to supervise financial statements and internal control and risk management systems, internal audit.
- 3 Supervise compliance with provisions of the laws and internal regulations.
- 4 Participate in constructing the Company's development strategy in 2025 – 2030 period, especially completing internal control and audit systems and risk governance.



SUBCOMMITTEES UNDER BOD

(Continued)

HUMAN RESOURCES – REMUNERATION – COMPENSATION SUBCOMMITTEE

Standards of membership: Independent BOD members make up the majority in Human Resources – Remuneration – Compensation Subcommittee. One of them is appointed as Head of Subcommittee. Members of Human Resources – Remuneration – Compensation Subcommittee are familiar with the basic principles of business ethics, management, Law on Enterprises, Labor Code and other applicable regulations.

PERSONNEL STRUCTURE



BEFORE APRIL 21, 2025

Member	Position
Mrs. Ha Thi Tuyet	Head
Ms. Luong Thi Thuy Ha	Member
Mr. Nguyen Hoang Giang	Member

AFTER APRIL 21, 2025

Member	Position
Mrs. Ha Thi Tuyet	Head
Mr. Nguyen Hoang Giang	Member
Mr. Nguyen Van Thoi	Member

RESPONSIBILITIES

- Advising proposals on the appointment of BOD members and BOM members.
- Setting out qualification and capability criteria for BOD members and BOM members.
- Drafting or reviewing draft procedures for appointment of BOD members and BOM members.
- Periodically (at least twice a year) evaluating scale and component of BOD and BOM and appointment conditions; making recommendations regarding necessary changes to be submitted to GMS in the next general meeting.
- Directing the preparation of the Company's labor regulations.
- Performing other duties related to the Company's human resource policy as assigned by the Board of Directors.

MEETINGS ORGANIZED IN 2025

NO.	Meeting time	Meeting contents
1	13/01/2025	Reporting human resource performance in 2024 and plan for 2025; Developing the procedures for nomination of BOD members.
2	18/04/2025	Proposing the remuneration for BOD, members of Sub-Committee, BOD's secretary and members assisting the BOD in 2025.
3	27/06/2025	Making quarterly reports on human resource performance; Developing annual training plan and succession program.
4	26/09/2025	Considering consolidation of personnel for the vacant positions.

BUSINESS PERFORMANCE IN 2025

- **Develop recruitment strategy to attract laborers.**
- **Consult to develop highly-skilled human resource.**
- **Supervise implementation of evaluating employee skills and competencies and putting in automatic evaluation system based on software of each individual.**
- **Build employee motivation mechanisms and policies through bonus mechanism or rewards for innovation, etc.**

ORIENTATIONS FOR 2026

- 1 Build training programs for 2026.
- 2 Propose, advise BOD on salary, bonus and remuneration policies.
- 3 Complete development of human resource and senior managers.
- 4 Participate in construction of the Company's development strategies in 2025 – 2030 period, especially development strategy of human resource and senior managers in the mid and long-term period under authority of BOD.



SUBCOMMITTEES UNDER BOD

(Continued)

DEVELOPMENT POLICY SUBCOMMITTEE

Standards of membership: Having experience in the Company's operating fields.

PERSONNEL STRUCTURE

BEFORE APRIL 21, 2025	
Member	Position
Mr. Nguyen Van Thoi	Head
Mr. Nguyen Duc Manh	Member
Mr. Tran Minh Hieu	Member

AFTER APRIL 21, 2025	
Member	Position
Mr. Nguyen Van Thoi	Head
Mr. Nguyen Duc Manh	Member
Mr. Tran Minh Hieu	Member

RESPONSIBILITIES

- Identify development strategies, targets and plans as well as basic performance targets of the Company.
- Identify the Company's prioritized activities.
- Build organizational policies for the entire company.
- Evaluate long-term productivity.



MEETINGS ORGANIZED IN 2025

STT	Thời gian	Nội dung họp
1	07/02/2025	Reviewing and reporting the implementation of the strategy for 2024.
2	14/04/2025	Reviewing and reporting the implementation of the strategy for the first quarter of 2025.
3	20/06/2025	Reviewing the proposal of BOM on machinery and equipment investment which is submitted to the BOD. Reviewing the implementation of business targets in the second quarter of 2025; Considering solutions for production and business in the last 6 months of 2025.
4	27/10/2025	Reviewing the implementation of business targets in the third quarter of 2025; Forecasting business results in the fourth quarter of 2025 and the whole year of 2025; Developing production and business plan in 2026.



BUSINESS PERFORMANCE IN 2025

- Supervise activities of Board of Management to ensure business and production targets in 2025 assigned by General Meeting of Shareholders and in line with the Company's development strategy.**
- Update information on market changes to ensure the Company's development strategy keeps pace with market shifts.**
- Flexibly coordinate and formulate strategic policies appropriate to the domestic and international textile and garment industry context facing many difficulties and challenges.**

ORIENTATIONS FOR 2026

- 1 Implement 2026 business plan assigned by General Meeting of Shareholders.
- 2 Build development strategy, goals and business plans in 2025-2030 period.
- 3 Advise, consult on short-term, mid-term and long-term investment projects under authority of BOD.



SUBCOMMITTEES UNDER BOD

(Continued)

SUSTAINABLE DEVELOPMENT SUBCOMMITTEE

Standards of membership: A member of Sustainable Development Committee is knowledgeable about GRI standards and standards relating to Economy, Environment and Society as well as the main business of the enterprise.

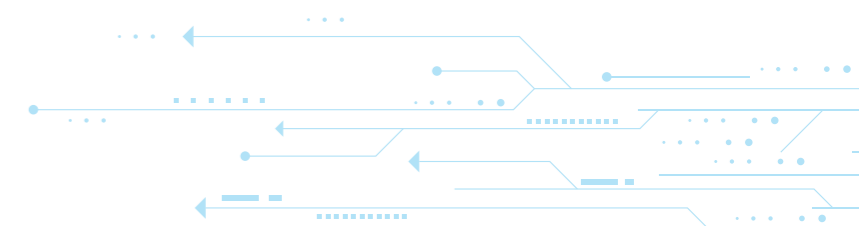
PERSONNEL STRUCTURE

BEFORE APRIL 21, 2025	
Member	Position
Mr. Nguyen Duc Manh	Head
Mrs. Doan Thi Thu	Member
Mr. Nguyen Manh Linh	Member

AFTER APRIL 21, 2025 BEFORE NOVEMBER 01, 2025	
Member	Position
Mr. Nguyen Manh Linh	Head
Mr. Nguyen Duc Manh	Member
Mrs. Doan Thi Thu	Member

RESPONSIBILITIES
<ul style="list-style-type: none"> Advising BOD on strategy, orientation and sustainable development objectives (Environmental, Social and Governance – ESG) Inspecting and supervising all business and production activities including finance, human resources, environment, etc. to ensure the Company's sustainability in its business and production, finance, human resource and working environment. Contributing to enhancing the transparency, prestige and long-term development value of the Company. Supervising the implementation of the ESG strategy, ensuring alignment with the long-term business strategy. Supervising and assessing the enterprise evaluation in line with the Corporate Sustainability Index (CSI) of VCCI.

AFTER NOVEMBER 01, 2025	
Member	Position
Mr. Nguyen Duc Manh	Head
Mrs. Doan Thi Thu	Member
Mr. Dao Duc Thanh	Member



MEETINGS ORGANIZED IN 2025

NO.	Meeting time	Meeting contents
1	28/03/2025	Assessing and reviewing sustainable development issues in 2024 already implemented at TNG, especially reviewing issues related to raw materials, power, water, coal, etc.
2	25/04/2025	Analyzing the points achieved, not achieved and need to improve on the implementation of sustainable development at TNG, ensuring the balance and harmonization of the interests for all stakeholders.
3	25/07/2025	Reviewing key issues at TNG in the interrelationship among 3 areas: Economy - Environment - Society.
4	24/10/2025	Developing a plan to implement sustainable development strategy at TNG for 2026 and the period of 2025 – 2030.



BUSINESS PERFORMANCE IN 2025

- Create sustainable development strategy planning as specified.
- Supervise implementation of employee policies, increase energy efficiency, make positive contributions to environmental protection.

ORIENTATIONS FOR 2026

- 1 Maintain the Top 100 sustainable companies in 2026.
- 2 Complete ESG governance and policy framework.
- 3 Supervise compliance with sustainable development policies of TNG including: personnel policy, employee policy and social policy; compliance with provisions of the Law, standards of fuel and energy efficiency of customers; application of technology into production and cost management.



SUBCOMMITTEES UNDER BOD

(Continued)

INVESTOR RELATIONS SUBCOMMITTEE

PERSONNEL STRUCTURE

BEFORE APRIL 21, 2025	
Member	Position
Mr. Nguyen Van Thoi	Head
Mrs. Luong Thi Thuy Ha	Member
Mr. Dao Duc Thanh	Member

AFTER APRIL 21, 2025	
Member	Position
Mr. Dao Duc Thanh	Head
Mr. Nguyen Van Thoi	Member
Mrs. Nguyen Thuy Ngan	Member

RESPONSIBILITIES

- Developing shareholder strategies, disclosing information clearly, promptly and transparently.
- Acting as a bridge between the Company and investors while promoting the image of the company.
- Consulting on drafting annual IR plans.
- Analyzing and evaluating the information flow, financial situation, and general operations of the Company, thereby providing solutions and messages to convey.
- Preparing documents for the press and shareholders at press conferences, seminars, and General Meetings of Shareholders.
- Organizing meetings and seminars, contacting and exchanging with investors, especially institutional investors.



MEETINGS ORGANIZED IN 2025

NO.	Meeting time	Meeting contents
1	21/02/2025	Making schedule for events in 2025 to meet the Company's shareholders and potential investors and organizing regular meetings with analysts, securities companies, financial institutions at home and abroad, etc.
2	14/04/2025	Preparing the 2025 Annual General Meeting of Shareholders, including preparation for printing documents and invitation letters; Contacting shareholders to send invitations, confirming attendees at the meeting, sending invitations to guests; planning to welcome shareholders, guests and press agencies, and so on, at the 2025 Annual General Meeting of Shareholders.
3	18/07/2025	Assigning and planning for information disclosure about the Company's activities for the last 6 months of 2025, including sports, social security, community contribution, production and business activities to promote TNG's images and people to shareholders, investors and the media.
4	12/12/2025	Summarizing IR activities in 2025; developing plans and goals of IR activities for the first 6 months of 2026.



BUSINESS PERFORMANCE IN 2025

- Investor Relations Subcommittee organized 10 meetings (including online and offline) with investors, securities companies and other organizations to enable Shareholders, investors and other financial institutions to have a more specific view of the facilities and operations at TNG.**
- All important information related to TNG's production and business activities has been promptly notified to shareholders and investors in a transparent and accurate way.**

ORIENTATIONS FOR 2026

- Providing information about the business and production activities to Shareholders in a sufficient, accurate and timely manner. Responding to Shareholders' questions and complaints effectively and professionally. Protecting the legitimate rights of Shareholders.
- Enhancing connection with Shareholders, regularly conveying positive information about business performance to Shareholders effectively.
- Successfully organizing the 2026 Annual General Meeting of Shareholders. Promoting activities to attract investment capital and increase the Company's strengths.
- Strengthening brand to create a professional image and reputation of the Company in the stock market and the investment community.
- Advising BOD on annual and mid-term dividends.

SALARY, BONUS, REMUNERATION AND BENEFITS OF BOD, BOM, AND INTERNAL AUDIT COMMITTEE

No.	Name	Position	2024 (VND)	2025 (VND)
1	Mr. Nguyen Van Thoi	Chairman of BOD	3,035,179,800	3,228,960,700
2	Mr. Nguyen Duc Manh	Standing Deputy Chairman (appointed on April 21, 2025, retaining the membership until April 21, 2025)	3,632,486,200	3,962,978,300
3	Mr. Tran Minh Hieu	General Director (appointed on April 21, 2025) Deputy General Director (Resigned on April 21, 2025)	2,127,001,100	2,471,230,400
4	Mrs. Nguyen Thi Phuong	Deputy General Director	2,532,230,100	2,804,228,000
5	Mrs. Doan Thi Thu	Deputy General Director cum BOD member	2,004,573,700	2,333,585,200
6	Mr. Luu Duc Huy	Deputy General Director	1,733,061,200	2,174,090,300
7	Mr. Le Xuan Vi	Deputy General Director	1,267,274,000	1,250,745,000
8	Mrs. Luong Thi Thuy Ha	Deputy Chairwoman of BOD (Resigned on April 20, 2025) Deputy General Director (Resigned on July 01, 2025)	1,849,389,600	721,909,800
9	Mr. Pham Thanh Tuan	Deputy General Director (Resigned on June 12, 2024)	762,535,420	-
10	Mrs. Tran Thi Thu Ha	Chief Accountant	1,476,836,200	1,548,358,700
11	Mr. Nguyen Manh Linh	Non-executive BOD member	180,000,000	120,000,000
12	Mr. Nguyen Hoang Giang	Independent BOD member	180,000,000	180,000,000
13	Mrs. Ha Thi Tuyet	Independent BOD member	120,000,000	180,000,000
14	Mr. Dao Duc Thanh	Non-executive member (appointed on April 21, 2025)	Not yet a BOD member	1,255,862,900
Total			20,900,567,320	22,231,949,300

Note: According to Item 37 Notes to the audited financial statements, page 300.



NEW JOURNEY

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TRANSACTIONS OF INSIDERS AND RELATED PERSONS OF THE COMPANY'S SECURITIES

No.	Full name	Position	NUMBER OF SHARES								TRANSACTION TIME	
			BEFORE TRANSACTION		REGISTERED TRANSACTIONS		ACTUAL TRANSACTIONS		AFTER TRANSACTION		Beginning	Ending
			Number	Rate	Purchase	Sale	Purchase	Sale	Number	Rate		
1	Le Xuan Vi	Deputy General Director	30,521	0.025%	20,000		20,000		50,521	0.041%	01/03/2025	19/03/2025
2	Nguyen Thi Mien	Related person of an insider	261,857	0.214%	50,000		43,000		304,857	0.249%	26/04/2025	16/05/2025
3	Le Xuan Vi	Deputy General Director	50,521	0.041%	20,000		20,000		70,521	0.058%	28/04/2025	23/05/2025
4	Doan Thi Thu	BOD member /Deputy General Director	321,832	0.263%	100,000		33,400		355,232	0.290%	26/07/2024	25/08/2024
5	Nguyen Van Thoi	Chairman of BOD	22,713,922	18.527%	(*) 1,996,698		1,996,698		24,710,620	19.196%	22/09/2025	15/10/2025
6	Nguyen Duc Manh	Deputy Chairman of BOD	10,825,261	8.830%	(*) 751,891		751,891		11,577,152	8.993%	22/09/2025	15/10/2025
7	Dao Duc Thanh	BOD member /Authorized Person for Information Disclosure	136,355	0.111%	(*) 28,383		28,383		164,738	0.128%	22/09/2025	15/10/2025
8	Doan Thi Thu	BOD member /Deputy General Director	355,232	0.290%	(*) 43,040		43,040		398,272	0.309%	22/09/2025	15/10/2025
9	Tran Minh Hieu	General Director	107,637	0.088%	(*) 30,311		30,311		137,948	0.107%	23/09/2025	15/10/2025
10	Luu Duc Huy	Deputy General Director	86,382	0.070%	(*) 25,036		25,036		111,418	0.087%	22/09/2025	15/10/2025
11	Nguyen Thi Phuong	Deputy General Director	151,346	0.123%	(*) 29,387		29,387		180,733	0.140%	22/09/2025	15/10/2025
12	Le Xuan Vi	Deputy General Director	70,521	0.058%	(*) 23,974		23,974		94,495	0.073%	22/09/2025	15/10/2025
13	Tran Thi Thu Ha	Chief Accountant	151,513	0.124%	(*) 29,398		29,398		180,911	0.141%	22/09/2025	15/10/2025
14	Nguyen Thuy Ngan	Company Secretary	3,762	0.003%	(*) 11,802		11,802		15,564	0.01%	22/09/2025	15/10/2025
Total					3.159.920	0	3.086.320	0				

(*) Purchasing shares under ESOP

According to the report on trading results of stocks/fund certificates/secured warrants of insiders and related persons of insiders received by TNG. All information is posted on the Company's Website: <https://tng.vn/giao-dich-co-phieu?p=196>



TRANSACTIONS OF INSIDERS AND RELATED PERSONS OF THE COMPANY'S SECURITIES

(Continued)

REPORT ON TRANSACTIONS BETWEEN THE COMPANY AND RELATED PARTIES

	2025	2024
	VND	VND
SALES	2,449,315,902	1,412,294,145
TNG Land Joint Stock Company	2,235,157,654	1,301,183,025
L.A.M Invest Company Limited	109,090,908	-
Linh Anh Kitchen Company Limited	55,471,380	-
Thuan Thanh Technical Service and Trading Company Limited	45,959,596	-
P&M Prestige Company Limited	3,636,364	-
Mrs. Nguyen Thi Nhuan	-	111,111,120
PURCHASES	39,747,398,207	26,954,376,128
Thuan Thanh Technical Service and Trading Company Limited	15,693,366,000	-
TNG Land Joint Stock Company	14,929,248,207	12,050,287,446
Linh Anh Kitchen Company Limited	7,909,318,000	-
P&M Prestige Company Limited	1,215,466,000	-
Mrs. Nguyen Thi Nhuan	-	14,904,088,682
SHARE ISSUANCE UNDER THE EMPLOYEE STOCK OWNERSHIP PLAN	29,699,200,000	-
Mr. Nguyen Van Thoi	19,966,980,000	-
Mr. Nguyen Duc Manh	7,518,910,000	-
Other related parties	2,213,310,000	-
CAPITAL CONTRIBUTION	29,400,000	-
TNG Yen Binh Golf Company Limited	29,400,000	-
CASH DIVIDEND DECLARED	86,415,638,600	44,893,338,400
Mr. Nguyen Van Thoi	50,968,977,400	26,583,701,600
Mr. Nguyen Duc Manh	24,191,519,700	11,499,194,800
Other related parties	11,255,141,500	6,810,442,000

