



MIRACLES
FROM PRESSURE

ANNUAL REPORT 2021

“

AT SOME DEPTH BELOW THE EARTH'S SURFACE, THE TEMPERATURE AND PRESSURE IS HIGH ENOUGH TO FORM BEAUTIFUL **DIAMONDS**.

IN A SMALL COUNTRY ON THE EARTH'S SURFACE, THE CHALLENGES ARE PLENTY ENOUGH AND PRESSURE IS STRONG ENOUGH TO FORM GREAT **PEOPLE**.

THOSE ARE THE "**DIAMONDS**" THAT HAS MADE UP A PNJ FULL OF MIRACLES IN A STRESSFUL YEAR OF 2021.

”

NUMBER
OF

HIGHLIGHTS
2021

PRESSURE

NUMBER OF CLOSED STORES AT PEAK TIME

283 STORES

THE BUSINESS TIME LOST

80 DAYS

THE PRODUCTION TIME LOST

90 DAYS



MIRACLES

NET REVENUE

19,547 BILLION VND

(+11.6% compared to 2020)

TOTAL PRODUCT OUTPUT

2,335,589 PRODUCTS

(+20% compared to 2020)

GROSS PROFIT **3,598** BILLION VND

PROFIT AFTER TAX **1,029** BILLION VND

BRAND VALUE **94.1** MILLION USD

CSR ACTIVITIES **79.6** BILLION VND

COMPANY INFORMATION

PHU NHUAN JEWELRY JOINT STOCK COMPANY

• English name:	Phu Nhuan Jewelry Joint Stock Company
• Abbreviations:	PNJ
• Head office:	170E Phan Dang Luu, Ward 3, Phu Nhuan district, HCM City
• Telephone:	(028) 3995 1703
• Fax:	(028) 3955 1702
• Website:	www.pnj.com.vn
• Business registration certificate:	0300521758
• Security code:	PNJ
• Charter capital:	2.276.123.620.000 VND
• Shares outstanding:	227.366.563 shares

BUSINESS MARKET AND NETWORKS

56 BRANCHES

342 STORES NATIONWIDE

13 EXPORT MARKETS



MAIN BUSINESS INDUSTRIES

PRODUCING AND TRADING JEWELRIES, GOLD, SILVER, GEMS, FASHION ACCESSORIES, SOUVENIRS



TRADING WATCHES

PNJ WATCH

INSPECTION SERVICES OF DIAMONDS, GEMS, PRECIOUS METALS





"In 2021, PNJ, like many other businesses, must overcome unimaginable difficulties due to the prolonged context of the global pandemic. However, with pioneering steps in the field of economy, society, environment, PNJ has created its own journey and achieved outstanding miracles.

The 2021 journey of PNJ is marked by many factors: The foundation-building factor - the Board of Directors, the Change-Making Factor - the Board of Management, the Value-bringing factor - the PNJ staff. These factors have not only worked together to create the extraordinary achievements of PNJ, but also spread the power of those achievements to the community, further affirming the Group's Development Philosophy.

It is these miracles and the firm belief in the values that PNJ has protected would turn into a strong internal force in each PNJ individual on the journey to conquer new aspirations, helping the PNJ team to be ready to face challenges as well as pressures and continue resonating in order to create new miracles.

JOURNEY OF CREATING AGILE MIRACLES TO CREATE VALUE

AGILE TO CREATE VALUE

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ACRONYMS

BOD	Board of Directors	AGM	Annual General Meeting	SD	Sustainable Development
BM	Board of Management	FS	Financial Statements	CG	Corporate Governance
GM	General Manager	IA	Internal Audit	AC	Audit Committee
RM	Risk Management				

AGILE TO CREATE VALUE

"Superiority is never just accidental but the result of intense attention, dedicated effort, intelligent direction, skillful practice, and vision to see opportunities in obstacles."

COVID-19 has created a real crisis for every company's Board of Directors. The challenges have posed to the BOD seem endless. PNJ's Board of Directors has been aware of its role as the highest management unit of the company on behalf of the GMS, both guiding and supporting the Board of Management in decisions around the fight for survival but also ensuring the company positions itself to overcome the crisis more strongly and resiliently. Turning difficulties into powerful transformational dynamics, PNJ's Board of Directors has been a testament to the spirit of PNJ – the diamond which has not been afraid of the sharpen of compression force to shine sparkingly.

The difficulty in 2021 has further highlighted the correctness of the vision and the determination to innovation that has been prepared by the PNJ's Board of Directors since 2018, that launched in 2020 and accelerated in 2021.



Madam **CAO THI NGOC DUNG**
Chairperson of Board of Directors



“... the pressure” is just the immediate context to challenge PNJ’s “yellow-shirt warriors” – the main characters have won everything to become the diamonds that made up the miracle...”

CHAIRPERSON’S MESSAGE

Dear to Shareholders, Customers, Partners and all employees of Phu Nhuan Jewelry Joint Stock Company - PNJ,

2021 has been dubbed a stressful year by the world – a year in which all aspects of life and society had been hit hard by outbreaks beyond the control of the global pandemic. As Chairperson of the BOD and the person who has watched PNJ growing day by day over the past 34 years, I understand this is the most difficult period for PNJ. Located in the epicenter of pandemic in Ho Chi Minh City, the number of business days in 2021 of PNJ decreased by 22%. However, “pressure” is not the story PNJ wants to tell, because for us, “pressure” is just a catalyst that stimulates the combativeness of PNJ’s “yellow-shirt warriors” – the main characters have overcome all challenges to create miracles. Choosing to face hardships has helped PNJ reap the “sweet fruits” in the economic, environmental and social fields, and above all to affirm the timeless shine of the diamonds called Mission, Vision and Core Values of PNJ.

With the philosophy of “Integrate the customer and society benefits into the company’s interests”, PNJ has made many important contributions to the community in 2021. While the pandemic seemed to have knocked all out, PNJ had developed humanitarian human resources policies to ensure the life, health, mental and economic life of all employees and their families. When the well-being of each individual was guaranteed, PNJ united to become “yellow-shirt warriors”, initiating the program of “Zero Dong Mini Supermarket” and participating in social security programs such as “Vietnamese Arms” and “Accompanying Labor and Delivery”. The images of the PNJ “yellow-shirt warriors” have spread greatly across the country, with resonant efforts, we have personally helped more than 52,000 disadvantaged households, 6,000 students stuck in dormitories and more than 7,000 frontline doctors. At the same time, the “yellow-shirt warriors” also made impressive milestones in terms of economics. The Group’s gross profit in 2021 reached over 3,598 billion VND, increased 4.8% over the same period in 2020. This is especially significant in an ongoing difficult year due to pandemic, social distancing and dramatically shrinking consumer demand. The joy broke out when PNJ was honored in the Top 10 Enterprises meeting business culture standards according to the criteria directed by the Prime Minister, and was also honored the most Outstanding Jewelry Manufacturer in 2021 by the World Jewellery Industry.

Miracle formed from pressure

In the “new normal” conditions, PNJ has updated the Group’s development strategy for the period 2022 -2027 in line with the company’s challenges, opportunities, and potential. Accordingly, in order to create a growth engine for the future,

PNJ would accelerate the existing business segments and promote the research and development of new business segments. Simultaneously, through an innovative approach and interaction, PNJ would continue to enrich customer relationship assets with the motto “customer-centric”, as well as selecting strategic business partnerships and co-operations. Moreover, PNJ brand value would continue to increase through the linkage and resonance among brands in the PNJ ecosystem, increasing the integration and efficiency of business programs and social activities.

Being attached to PNJ’s business strategy is a sustainable development strategy. In fact, thanks to the philosophy of concentrating on sustainable development from the early stages, PNJ has been developing rapidly and “authentically” sustainably, even in the most difficult times. In 2022, PNJ would re-standardize work related to sustainable development activities in accordance with international standards. The new and pioneering establishment of the Environment- Society- Management Subcommittee (ESG) with the standing of members of the Board of Directors is expected to enhance the long-term strategy and open up the future for the sustainable development of the Group. Together with the Subcommittee’s consultancy, PNJ would continue to promote innovation initiatives and sustainable development activities right from the unit level. In addition, PNJ would focus on “Green House” technology, green area development projects by maximizing fuel economy, as well as participating in reforestation projects, clean water development, etc.

On behalf of PNJ’s Board of Directors, I would like to express my sincerest thanks to Shareholders, Customers, Partners and all employees of PNJ who have always trusted, supported and accompanied PNJ in the past year. The courage to face pressure along with love from the bottom of heart has confirmed that PNJ team fully deserved to be the brightest diamonds in 2021. We believe that the consensus to implement the PNJ’s mission of all employees, along with the right development strategy, and the foundations we have built together over the past 34 years would continue to help PNJ affirm its great influence in the scope of economy, society, the environment, continue to reap many miracles and constantly grow strongly and steadily in the future.

Respectfully,

On behalf of Board of Directors

CAO THI NGOC DUNG

WINNING CHALLENGES, CREATING MIRACLES

2021 - A DIFFICULT YEAR FOR ENTERPRISES IN RETAIL INDUSTRY

Following 2020, 2021 is a harsh turnaround when the COVID-19 pandemic seriously affected all sectors of the economy, especially in the third quarter many key economic localities must implement continuous social distancing to prevent the pandemic.

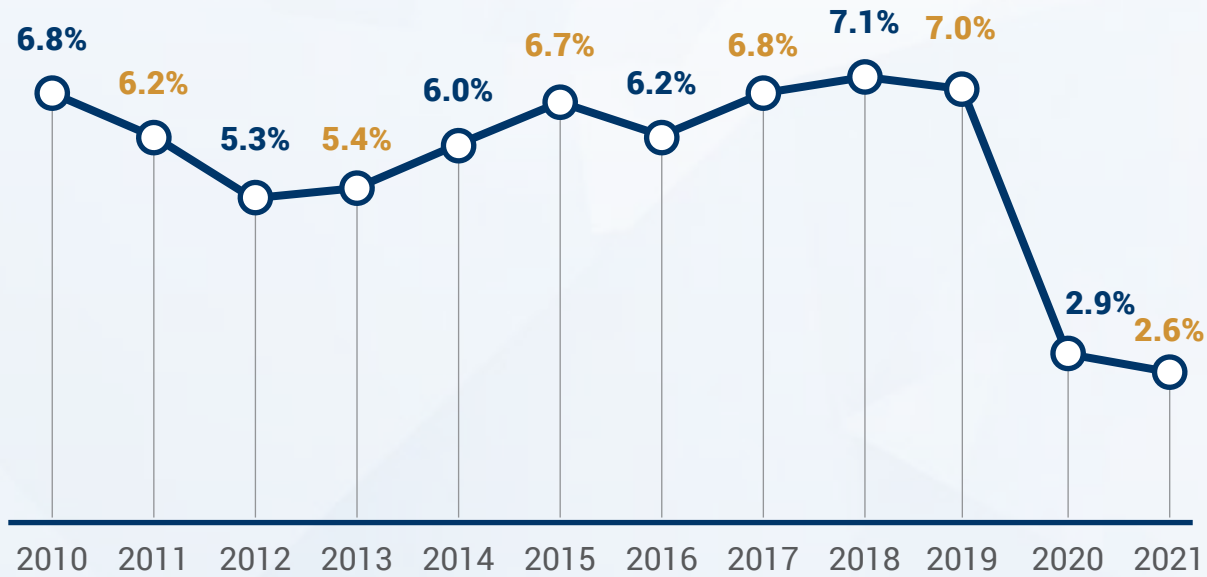
2.58%
GDP growth rate

4,789.5 TRILLION VND
Total retail sales of goods and consumer services revenue, decreasing ▼ 3.8%

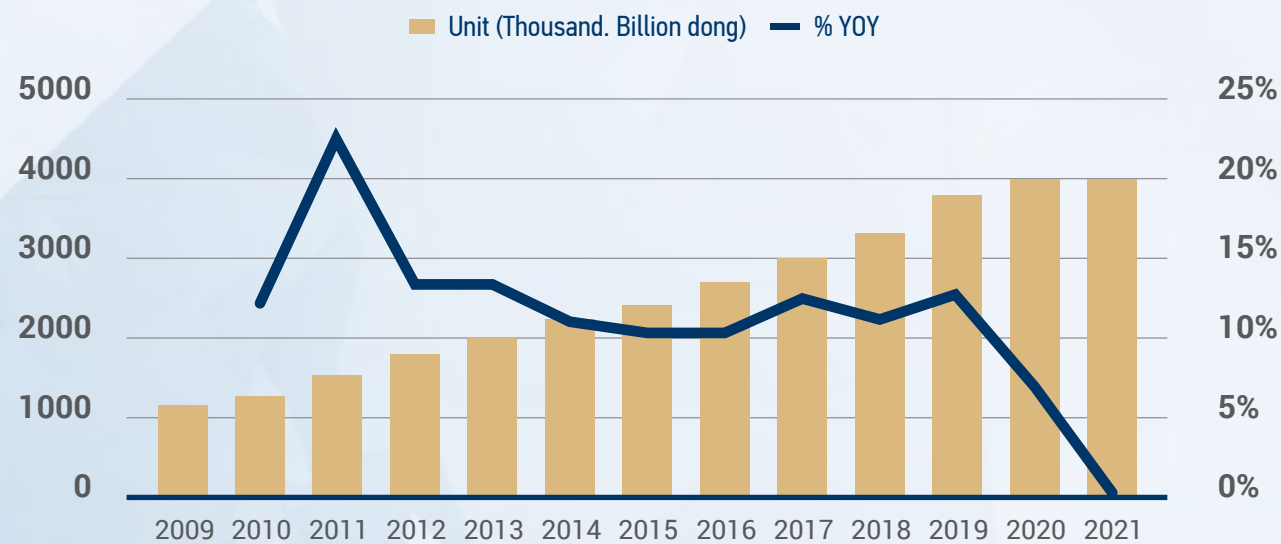
119,800 ENTERPRISES
Withdrawn from the Market, increasing ▲ 17.8%

Shrinking economic and retail growth, and a sharp drop in consumer confidence continued to pose major challenges that PNJ have had to face over the past year as well as in the coming years.

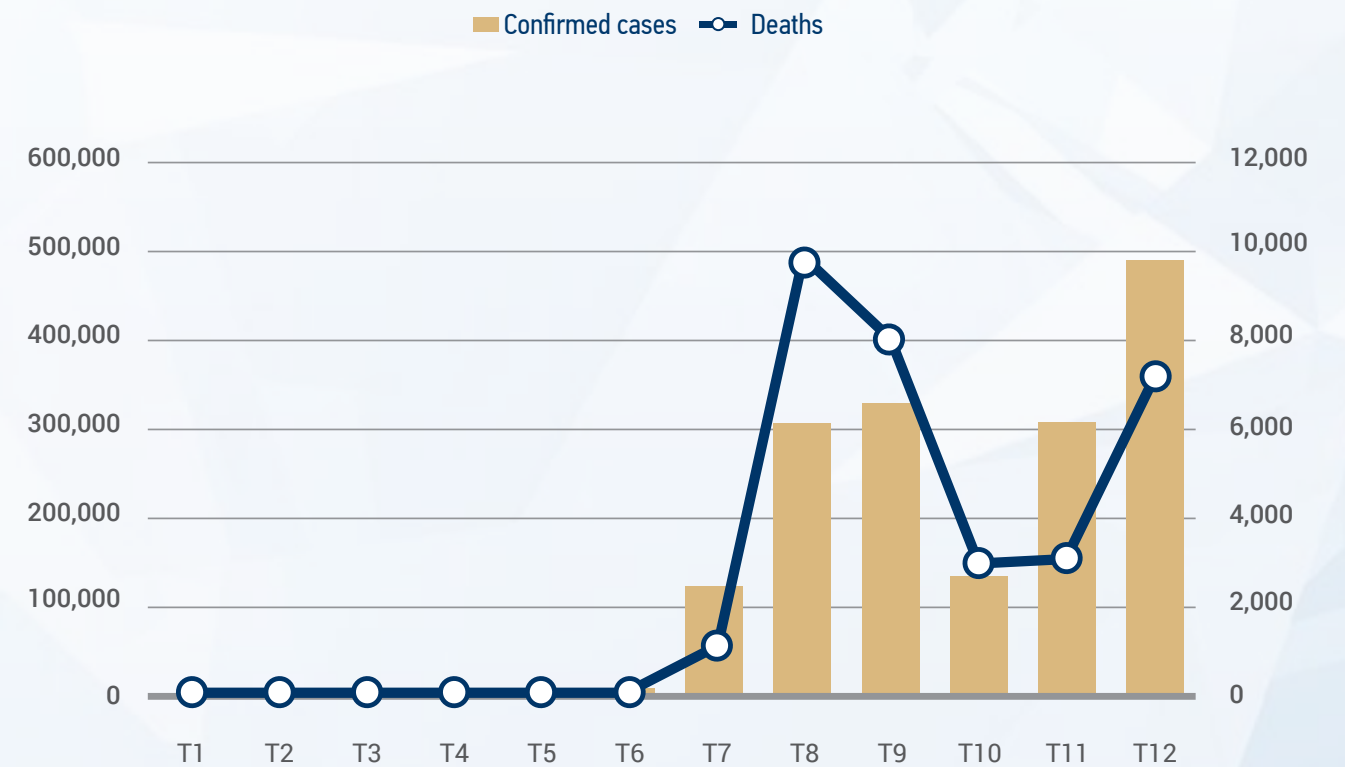
VIETNAM'S GDP GROWTH IN THE PERIOD OF 2010 - 2021
(General Statistics)



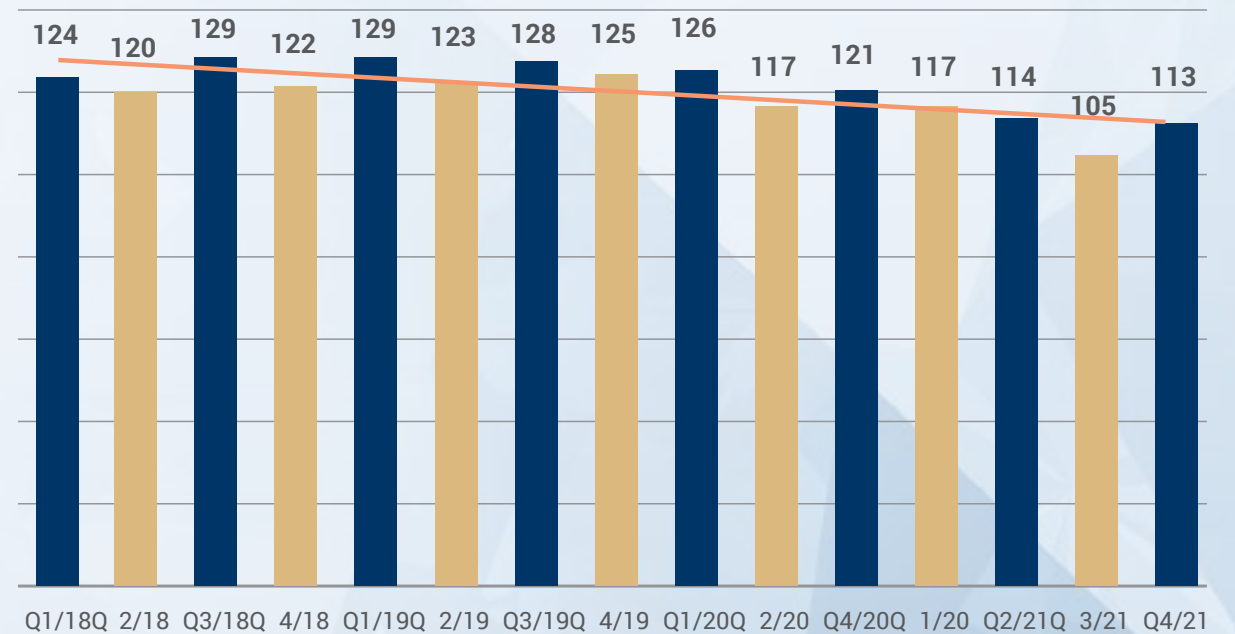
TOTAL RETAIL SALES OF GOODS (General Statistics)



NUMBER OF COVID-19 INFECTION & DEATH CASES IN 2021 (WHO)



CONSUMER CONFIDENCE INDEX IN VIETNAM 2018 - 2021
(www.thelobaleconomy.com)



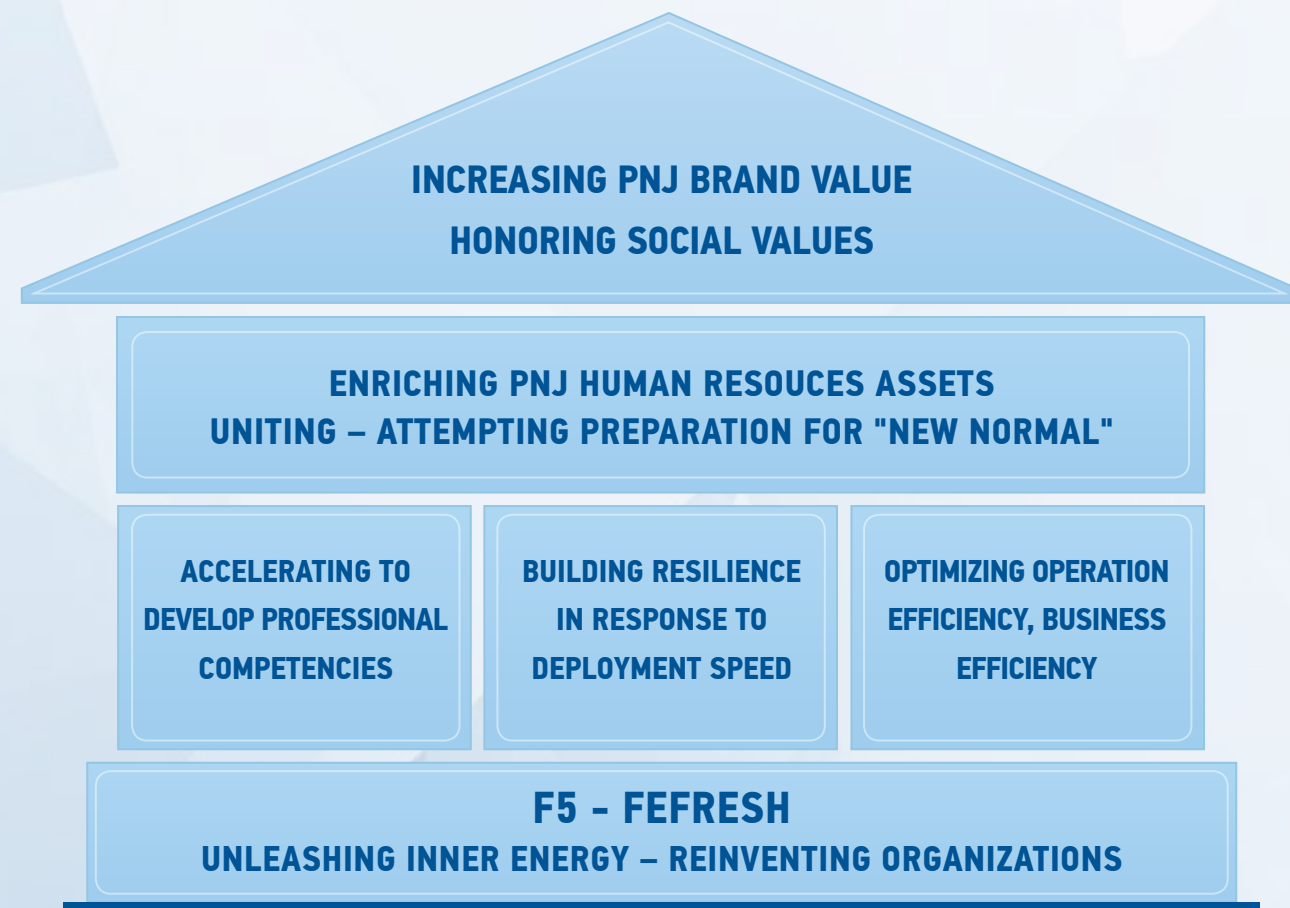
DESPITE DIFFICULTIES, BREAKING OUT TO CREATE MIRACLES

"Superiority is never just accidental but the result of intense attention, dedicated effort, intelligent direction, skillful practice, and vision to see opportunities in obstacles." The difficulties in 2021 on the contrary have further highlighted the correctness of the vision and the determination to innovation that has been prepared by the PNJ's BOD and BOM since 2018, that launched in 2020 and accelerated in 2021

The spirit of F5 "Accelerating regeneration – Break out to reach beyond" has continued to spread, creating a new organization full of dynamism and efficiency. Over the past year, PNJ's BOM and employees have always looked directly at the truth, the existence, the shortcomings to argue together, to roll up the sleeves together to make substantive changes inside, not just superficial and easy changes outside to train ourselves a consistent & flexible

mindset, warriors' internal strength with the ability to adapt highly in many situations.

The right business policies are issued in a timely manner, new platforms have been constantly being upgraded and updated, the thinking & creativity of human resources has been unleashed, which has helped to bring new records during the 34 years of establishment and development of the company. PNJ continued to "go upstream against the market" with the maintenance of positive growth in revenue despite losing almost all business time in the third quarter; at the same time, to perfect the foundations and develop new competencies and accumulate strategic assets to "break out and go beyond" in the future. This has further confirmed PNJ's success in implementing its strategic vision to become "Asia's leading company in jewelry manufacturing and retailing products that honor beauty, aiming to reach the world".



PNJ OPERATION STRATEGY IN 2021

1. HIGHLIGHTS ON THE JOURNEY OF REGENERATION

2021 is the year PNJ accelerated F5-refresh and received many marks on organizational, policy and management improvement activities with outstanding achievements such as

<p>Updating Group's development strategy 2022 – 2027</p>	<p>In 2021, PNJ adjusted its strategy for the new phase in line with challenges and opportunities in "new normal" conditions, the company's potential, preparing for the next phase. Accordingly, PNJ accelerated existing businesses, promoted the research and development of new business segments, creating growth momentum for the future. With a new "customer-centric" approach and interaction, PNJ has constantly expanding its customer portfolio, selecting strategic business partnerships and co-operations, strengthening PNJ brand, and promoting the effectiveness of CSR programs.</p>
<p>Adjusting resources smoothly, effectively responding to Covid-19 challenges.</p>	<p>Protecting workers and families' health – creating empathy and mental strength for the entire human resources were important tasks that PNJ implemented in 2021.</p> <p>PNJ Disease Prevention Committee has proactively and actively updated instructions from state and government agencies and quickly, flexibly and effectively implemented pandemic response actions complied with PNJ's context. Vaccination activities for employees were implemented quickly, safely, increasing coverage throughout the system. During the peak of the 2021 outbreaks, remote working (WFH – Work from Home) was effectively implemented. Thousands of training sessions were recorded. Dozens of projects/action plans were still implemented on schedule during social distance period, from which the company has carefully prepared, as the foundation for revenue results in the fourth quarter of 2021 to grow by 21% compared to the same period in 2020 (which is already very high).</p>
<p>Optimizing production costs, "refresh" warehouses, improving supply chain capacity</p>	<p>These are activities in the series of optimal activities of production and supply activities. The cost project has been implemented since May 2021, initially contributing positively to shortening production time, reducing losses and costs. Product development projects for future needs such as Italian jewelry, Diamond jewelry, ... were deployed on schedule. Faced with the challenges posed by the nationwide blockade, the supply operations have been flexibly navigated and localized; new shipping routes, new initiatives/methods, interregional internal lending activities...were applied, which helped to minimize the impact of the blockade, creating a great advantage after the social distance when the market was still managing with a major disruption of supply and forwarding. The TMS project, which has been researched since the second quarter, has been expected to continue to improve supply capacity throughout the system.</p>

1. HIGHLIGHTS ON THE JOURNEY OF REGENERATION (continued)

<p>Refreshing experiences/ services / products, optimizing the store system through policy and personnel solutions</p>	<p>In order to continue to maintain its leading position in Vietnam's retail industry and reach the world, PNJ has implemented a series of activities to increase operational initiative and flexibility. Consistently on its refresh journey, PNJ implemented the project to increase operational efficiency on technology platforms such as RMS-mPOS, CDP and business performance monitoring and analysis systems. In addition, the projects to refresh customer experience such as image upgrading, "quality" consultants, adjustments to displays at stores and loyalty policies have received many positive feedbacks from customers.</p>
<p>Continuing to reinvent the company through redesigning/ constructing new organizational structures</p>	<p>PNJ accelerated F5 programs that removed "Barriers" to unlock inner energy. In 2021, PNJ continued to perfect the "design" of a flexible PNJ - connectivity - collaboration - speed - development. The hierarchy - titles, personnel information was digitized, helping to improve the effectiveness of personnel management as well as security. The Regulation of Authorization - Empowerment has continued to be perfected and promoted, expanding the ability and initiative for leaders at all levels. During the year, taking advantage of the "break" period due to the blockade, the training activities in the "Talent Development Program Framework" were thoroughly implemented, creating new inner forces, new moods, contributing to the explosion of business results after the social distance.</p>
<p>Human resources management and development</p>	<p>PNJ has always maintained the principle that people are the focus, determinant of success of the group. In order to develop and maintain quality human resources, PNJ has constantly innovated its approach to human resource planning and development through long-term development programs, such as the construction of "Employee Value Proposition – EVP" to build a professional recruitment brand, attract and retain talent; promoting online training programs to take advantage of the opportunity to "upgrade capacity" in the pandemic season, especially the training activities to spread & transfer knowledge and experience from lecturers in the leadership team (internal lecturers); developing a Coaching culture and bringing ICF-standard coaching knowledge into the business; developing a long-term strategy on comprehensive remuneration at PNJ in accordance with the philosophy of "Internal Fairness" and "Market Competition".</p>
<p>Digital Transformation - Upgrading new technology platform</p>	<p>In 2021, PNJ successfully implemented phase II of HR management system with 08 online processes of human resources to be deployed, a set of processes to manage personal work results on two versions of the Web and App, a reporting system that provides real-time data and analysis data, multichannel notification system...; internal interaction platform - Collaboration Platform; CDP - Customer Data Platform... helps digitize processes, optimize management and operations.</p>

2. EXPLOITING BUSINESS OPPORTUNITIES AFTER "SOCIAL DISTANCING" TO THE MAXIMUM

In 2021, PNJ's BOD and BOM were decisive and determined in updating and renewing the business strategy. Strategic milestones were reassessed; plans were updated and strategic actions were "sharpened".

SOLID GROWTH

PNJ's Board of Management has continuously innovated and created in the way of flexible implementation and offered sharp strategies and tactics for business and operation. Especially in 2020, PNJ focused on restructuring product portfolio, optimizing inventory - improving the team of artisans who design and manufacture - introducing more new product lines, ways to increase new experiences to the market suitable for each individual customer object, each different market. Along with that is accelerating new businesses such as developing the jewelry market with additional financial services (Installment Sales) and developing non-jewelry businesses (Watches - glasses).

following next year is always higher than the previous year. The coordination and interaction in the product supply chain is increasingly smooth.

RESOURCES ENRICHMENT:

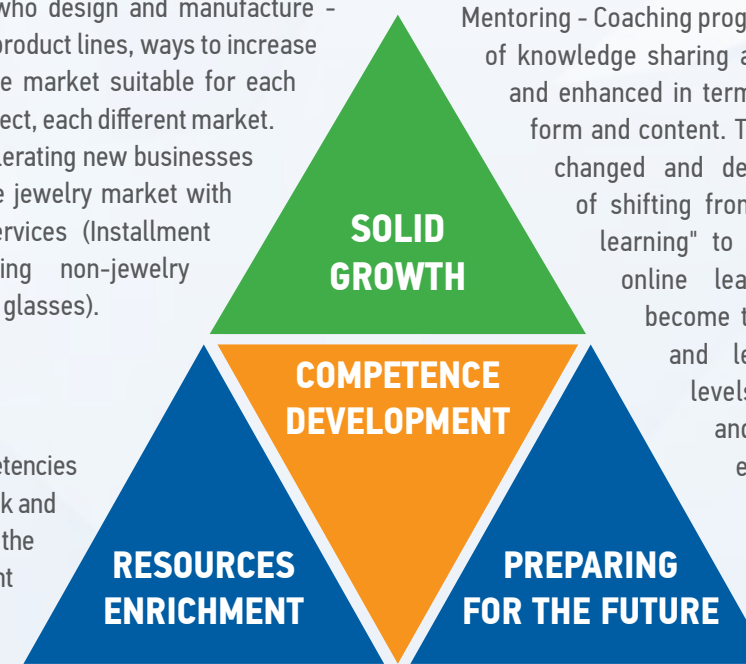
Mentoring - Coaching programs to promote the "flow" of knowledge sharing are continuously improved and enhanced in terms of both implementation form and content. The learning culture is also changed and developed in the direction of shifting from the "culture of focused learning" to "Culture of self-learning/ online learning & everyone can become trainers". Talent resources and leadership teams at all levels are continuously added and have succession plans, ensuring the long-term and sustainable development of the company. PNJ Brand Assets are continuously enriched through the creation of links and resonance among the brands of the PNJ ecosystem as well as increasing the integration of programs

COMPETENCE DEVELOPMENT

Evolving creative competencies in Marketing is a key task and strongly deployed by the Board of Management in 2020; The result is faster deployment speed, variety of program frequencies and content, and targeting different target groups. Technology and digital capabilities continue to be invested through recruiting new human resources, developing new demand approaches, new coordination and implementation; The results achieved are many technology products launched such as App Retail, Human Resource Management System, New Payment System, Customer Information Management System, Supply Chain, Risk Management - Compliance ... and most have an important contribution to increase business efficiency - operation. Production - supply capacity continues to be invested to help PNJ become the leading manufacturing company in Asia with a capacity of nearly 4 million products/year and continue to expand. The rate of delivery is precise and the

PREPARING FOR THE FUTURE:

The Board of Directors and the Board of Management have restructured the organizational structure and operating model of the headquarters and a new model of retail operations; completed corporate governance and governance mechanisms in the direction of reducing the centralized load - increasing empowerment and expanding flexibility. Simultaneously, human resources for new growth motivation have also been prepared in terms of both human and enforcement capacity.



VISION - MISSION - CORE VALUES
SUSTAINABLE DEVELOPMENT PHILOSOPHY

VISION

TO BECOME A LEADING JEWELRY MANUFACTURER AND RETAILER IN ASIA, TO HONOR BEAUTY AND REACH GLOBAL MARKET.

MISSION

PNJ HAS CONSTANTLY BEEN CREATIVE TO BRING EXQUISITE JEWELRY PRODUCTS WITH REAL VALUES TO HONOR PEOPLE'S BEAUTY AND LIFE. PNJ CONSTANTLY INNOVATES TO BRING EXQUISITE PRODUCTS WITH TRUE VALUE TO HONOR THE BEAUTY OF PEOPLE AND LIFE

CORE VALUES

1. TO WORK WITH INTEGRITY TO LAST
2. BE CONSTANT TO TARGET
3. BE CARING TO GROW TOGETHER
4. BE DEDICATED FOR CUSTOMERS
5. BE PIONEERING TO MAKE DISTINCTIONS

BUSINESS PHILOSOPHY

INTEGRATE THE CUSTOMER AND SOCIETY BENEFITS INTO THE COMPANY'S INTERESTS

DEVELOPMENT HISTORY



1988 – 1998 PIONEERING PROCESS

PNJ WAS BORN AND DEFINED ITS DEVELOPMENT STRATEGY AS A PROFESSIONAL JEWELRY MANUFACTURER AND TRADER.

- **28/04/1988**, Phu Nhuan Jewelry Store was founded.
- **1992**, starting orienting itself in industrial jewelry manufacturing, investing into machines, researching technology, procedures from nations in the region. PNJ was officially named of Phu Nhuan Jewelry Company
- **1994 – 1998**, PNJ focused on marketing activities, building and developing its brand with support from World Gold Council, expanding the market to the North and the Central.



1999 – 2008 CONSTANT BREAKTHROUGH

THE PERIOD MARKED MANY EVOLUTIONS, PNJ'S CORE VALUES WERE ALWAYS PROMOTED TO BECOME A STRATEGIC "LAUNCHER", TURNING CHALLENGES INTO OPPORTUNITIES.

- **1999**, expanding the market to Can Tho and Western provinces, completing its presence in 3 big economic centers of the country.
- **2004**, PNJ was officially honored the First Class Labor Medal.
- **2005**, the high-end jewelry brand CAO Fine Jewellery was born.
- **2008**, celebrated the 20th birthday, PNJ announced its brand identity, changed new logo, was awarded the Third-Class Independence Medal.



2009 – 2018 MAKING EXPLOITS

PNJ REALIZED ITS VISION AS A LEADING JEWELRY RETAILER AND MANUFACTURER IN ASIA, MAINTAINING THE NUMBER ONE POSITION IN THE MIDDLE AND HIGH-END JEWELRY MARKETS IN VIETNAM

- **2009**, PNJ was officially listed on HOSE, becoming the first and only jewelry company to be listed so far.
- **2009**, CAO Fashion Company Limited was incorporated in August 2009
- **2012**, PNJ Jewelry Factory was inaugurated and became one of the leading Asian jewelry processing enterprises, the precursor of the current PNJP
- **2013**, PNJ celebrated the 25th birthday. PNJ gold jewelry brand initiated a new message "Honoring true values".
- **2017**, PNJ honorably gained Outstanding Enterprise of the Year – ASEAN and Top 3 Asian Retailers ranked by JNA, ...
- **2018**, PNJ was for the 3rd in a row reached the Top 10 out of 100 Sustainable Enterprises; became an enterprise of billion-dollar capitalization value, transferring PNJ CEO to the Vice-chairperson - Mr. Le Tri Thong.



2019 – 2021 SHINING TO LAST

ANNOUNCING ITS NEW VISION AND BECAME THE MOST OUTSTANDING JEWELRY MANUFACTURER IN THE WORLD JEWELRY INDUSTRY.

- **2019**, Becoming the most outstanding retailer in Asian jewelry industry, partnering with Walt Disney and entering the international market.
- **2020**, Announcing the new vision, officially becoming the most Outstanding Enterprise in the Asia-Pacific jewelry industry, valued at 93.1 million USD by Forbes Vietnam.
- **2021**, PNJ was honored by the World Jewelry Industry as the Most Outstanding Jewelry Manufacturer in 2021. The event has continued to make an important contribution to the identity of Vietnam's jewelry industry on the map of the world's jewelry industry, demonstrating the enterprise's steady progress, contributing to increasing the influence and competitiveness of Vietnam's jewelry industry in the global market, affirming an important step in the roadmap to conquer the new vision "To become a leading jewelry manufacturer and retailer in Asia, to honor beauty and reach global market". Additionally, in 2021 PNJ was honored Top 10 Enterprises meeting business culture standards according to the criteria directed by the Prime Minister.

MAIN BRANDS AND PRODUCTS



Since its inception in 1988, PNJ has been constantly innovating, combining craftsmanship and modern production technology to offer sophisticated, luxurious and trendy products to honor true beauty and value for customers. Amid the pressures of pandemic, economic difficulties and supply chain disruptions in 2021, PNJ always found new directions, trying to connect with customers and the community through True Love stories 2021. The media content was made up of sharing of more than 1,500 PNJ customer couples from their true and beautiful stories and moments in the middle of 2021 pandemic season, helping PNJ enter **Top 10 most prominent Social media campaigns for the first time in September 2021** and win the BSI Awards for Brand Index on social networks 2021 (by Buzzmetrics). Simultaneously, PNJ also excelled over the world's leading jewelry and gold enterprises, becoming the most **Outstanding Manufacturer of the Year -Jewellery in the Jewellery World Awards (JWA) in 2021** in the context of losing 90 production days due to the pandemic.



CAO FINE JEWELLERY

Established in 2005 with two **UNIQUE and CREATIVE** values as a guideline, each CAO Fine Jewelry product is a **masterpiece of jewelry with elevation, luxuriousness and exquisiteness** that is strongly believed in **outstanding Vietnamese talents in both generations of contemporary creative designers and exquisitely skilled craftsmen** to be able to bringing Vietnamese jewelry and brands to the world. With independent stores combined with Shop-In-Shop (SiS) model, CAO Fine Jewelry is located in the classiest shopping areas in key cities, helping to enhance the brand experience and serve high-class customers, abreast the world's leading jewelry brands in Vietnam.



MAIN BRANDS AND PRODUCTS



PNJ SILVER PNJSILVER & ACCESSORIES

Appearing in the Vietnamese jewelry market in 2001 until now, PNJSilver brings PNJ's silver line to all provinces and cities in Vietnam, meeting the thirst for fashion jewelry of young people and bringing new and more youthful colors to PNJ, always leading the trend with sets of modern and diverse silver jewelry and accessories.

STYLE By PNJ **STYLE BY PNJ BRAND**

Launched at the end of 2020, STYLE by PNJ is a **personality statement** and an inspiration for the younger generation to find their characteristic **personalities and egos** and create unique jewelry and fashion accessories that help them express and reflect those things to the world outside, creating a unique style for yourself. Style by PNJ brings **new shopping experiences** with independent store models combined with Shop-In-Shop (SiS) to take advantage of the power of system, focusing on major cities with the orientation to accelerate expansion of coverage in the near future.



MAIN BRANDS AND PRODUCTS



Disney | PNJ DISNEY|PNJ BRAND

This product line was born from cooperation between PNJ and Walt Disney with the goal of bringing to the **passionate fans of unique characters from Walt Disney contemporary fashion** products with outstanding quality and value from PNJ. The designs were created from images revolving around iconic Disney characters such as Frozen Queen Elsa, Princess Cinderella, the Mermaid Ariel, Snow White, Pooh Bear and Friends, Alice in Wonderland, Mickey Mouse, ... which brings new experiences, not only awakening and honoring the individual beauty from the love for each character, but also conveying the message of youth, optimism, aspiration to live, aspiration for action and pure childhood in each person

PNJ ART PREMIUM CORPORATE GIFTS

The advantages of design level, crafting technology and a team of highly-skilled artisans and goldsmiths has empowered PNJ, beside its masterpieces honoring beauty, as one of the pioneering brands to develop a Gift line to serve corporate customers with diversified and preminent quality models. These corporate gift products consist of 6 product lines aimed to help enterprises have many options to manifest respects, honors or marks in the historic development period of the brand.

Honor gifts, Gift envelops, Jewelry gifts; Fashion gifts; Gift masterpieces



MAIN BRANDS AND PRODUCTS



INSPECTION SERVICE
DIAMOND, GEM, PRECIOUS METAL

After 25 years of operation in the field of inspection services, with a team of experienced experts and regularly updated knowledge, along with modern technological equipment, PNJ Laboratory Company Limited was established by PNJ has been affirming its reputation with domestic and international customers. PNJLab is currently the leading inspection company in the Vietnamese market and is one of the very few inspection companies in Vietnam that has been successfully built and operated according to the international standard ISO/IEC 17025. PNJLab's certificates are all based on the most rigorous international assessment standards, such as the diamond assessment based on the standards of GIA - Gemological Institute of America. PNJLab is also one of the few enterprises licensed by the Directorate of Standards, Metrology and Quality (Ministry of Science and Technology) to allow the determination of gold content in jewelry, handicrafts ... of enterprises or individuals in case of dispute. .

PNJLab's services:

- Diamond assessment and consulting.
- Inspection and consulting on precious and semi-precious stones.
- Inspection and consulting on gold, silver, precious metals, non-ferrous metals.
- Engraving on diamond on request.



PNJ WATCH PNJ WATCH

The first presence of PNJ in the watch market in 2012 was made toward the middle and high-end segments, just in line with the company's jewelry market conquering strategy. PNJ Watch has been making steady progress with popular products namely Longines, Michael Kors, Movado, Tissot...

Against the context of a fragmented market, this business promises a leading stance in genuine watch distribution throughout Vietnam

PNJ's CORPORATE GOVERNANCE FRAMEWORK

PNJ chooses to use the corporate governance model including GMS, BOD and CEO. This model is complied with the provisions of Vietnamese law (Enterprise Law, Securities Law), government regulations on corporate governance and Corporate Governance Code of Best Practices (Vietnam Corporate Governance Code of Best Practices, Principle of Corporate Governance pursuant to OECD).

GMS: is the organ which holds the supreme decision-making of PNJ, consisting of shareholders with voting rights. The GMS exercises its rights by taking opinions of shareholders in annual, periodic or extraordinary meetings under the competence regulated in the Company's Charter.

BOD: The Board of Directors is the management organ of the company, has full rights on behalf of the company to decide

and exercise the rights and obligations of the company that is not under the jurisdiction of the GMS. The BOD consists of 09 members, including 03 independent BOD members, 03 non-executive BOD members. The term of BOD members of PNJ is 05 years starting from the date the Resolution of the General Meeting of Shareholders electing that member is adopted.

The Audit Committee and the Strategy Subcommittee: are a part of the Board of Directors, which has the function of advising the Board of Directors in the assigned scopes. The head of the Audit Committee is an independent BOD member.

CEO: as a legal representative, responsible for organizing and operating the business activities of PNJ, responsible to the Board of Directors and GMS for the performance of assigned rights and obligations and reporting to these organs upon request.



INDEPENDENCE

BOD has 9 members, of which there are 03 independent members, 03 non-executive members of the

GENDER DIVERSITY

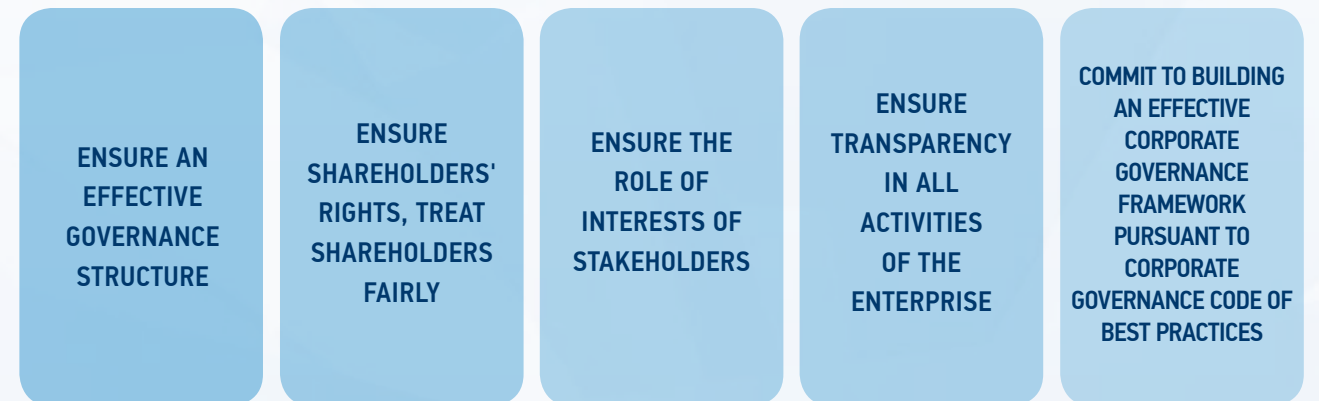
BOD has 04 male members and 05 female members. Of which there is a female Chairperson of BOD

EXPERIENCE/SKILLS

BOD members have skills, knowledge and experience in the industry, corporate governance, finance, law, cultural development, digitization and talent management...

APPLY OECD PRINCIPLES IN CORPORATE GOVERNANCE PRACTICES

PNJ'S GOVERNANCE PRINCIPLES



COMPANY'S KEY ACTIVITIES IN CORPORATE GOVERNANCE IN 2021

In 2021, PNJ focused on implementing and standardizing the corporate governance activities in accordance with corporate governance code of best practices in line with PNJ's general development strategy. Specifically, as follows:

1. UPDATING REGULATIONS, PROCESSES AND IMPROVING THE QUALITY OF MANAGEMENT PRACTICES;
2. CONSTANTLY UPDATING INTERNATIONAL KNOWLEDGE AND PRACTICES ON CORPORATE GOVERNANCE;
3. IMPLEMENTING THE APPLICATION OF CONSISTENT CORPORATE GOVERNANCE REGULATIONS AND PROCEDURES TO AFFILIATES;
4. PERFECTING THE RISK MANAGEMENT MODEL AND INTERNAL SUPERVISION;
5. APPLYING INTERNATIONAL STANDARDS - IFRS IN THE FINANCIAL STATEMENTS COMPOSING;
6. INCREASING COMPLIANCE RATE IN CORPORATE GOVERNANCE PRACTICE ACCORDING TO ASEAN CORPORATE GOVERNANCE SCORECARD;
7. STRENGTHENING THE EXECUTIVE ORGANIZATION STRUCTURE IN THE DIRECTION OF REDUCING CENTRALIZATION - INCREASING EMPOWERMENT AND EXPANDING FLEXIBILITY;
8. BUILDING A CULTURE OF ACCOUNTABILITY, TRANSPARENCY, CONSISTENCY, EXEMPLARY LEADERSHIP, CREATING COHESION AMONG COMPANY MEMBERS AND IMPROVE RELATIONSHIPS WITH STAKEHOLDERS



01



02



03



04

BOARD OF DIRECTORS

01

MRS. CAO THI NGOC DUNG

CHAIRPERSON

NON-EXECUTIVE BOD MEMBERS

Bachelor of Arts in Business Economics,
University of Economics HCMC

- 04/2018 - present** Chairperson of Phu Nhuan Jewelry JSC;
Chairperson of PNJ Jewelry Production and Trading Co., Ltd (PNJP)
- 2015 - present** Chairwoman of Ho Chi Minh City Association of Women Executives and Entrepreneur – HAWEE
- 2014 - present** Vice - Chairwoman of Vietnam Association of Women Entrepreneur – VAWE
- 2004 - 2018** Chairperson cum General Director of Phu Nhuan Jewelry JSC
- 2005 - 2011** Chairperson of Dai Viet Energy JSC
- 2003 - 2014** Chairperson of Dong A Real-Estate JSC
- 1992 - 1997** Chairperson of Dong A Joint Stock Commercial Bank
- 1991 - 1992** Director of Phu Nhuan Trading Company
- 1990** Director of Phu Gia Credit Center
- 1988 - 2003** Director of Phu Nhuan Jewelry Company

02

Mr. LE TRI THONG

VICE CHAIRMAN CUM CEO

Chemical Engineer, University of Technology – Vietnam National University of HCMC Master of Business Administration, Oxford University - UK

- 2020 - present** Vice Chairman of HCM Young Business Association (YBA), Member of the Presidium of Vietnam Young Entrepreneurs Association
- 2019 - present** Vice Chairman of Vietnam Gold Trader Association
- 04/2018 - present** Chief Executive Officer of Phu Nhuan Jewelry Joint Stock Company, Board Member of PNJP
- 2017 - present** Vice -Chairman of Phu Nhuan Jewelry Joint Stock Company
- 2015 - present** Vice Chairman of Vietnam Association of Financial Investors (VAFI)
- 2015 - 2017** Chief Strategy Officer cum Chief Partnership Distribution Officer - Prudential Vietnam Finance & Insurance Group
- 2014 - 2015** Deputy General Director of The Boston Consulting Group (BCG), Vietnam
- 2012 - 2020** Member of Board of HCM Young Business Association (YBA) term 8, 10
- 2008 - 2014** Vice General Director of Dong A Joint Stock Commercial Bank
- 2008 - 2013** Chairman of Dong A Money Transfer Company
- 2008 - present** Member of Executive Board of Leading Business Club (LBC) Chairman of Vina Smart Card Joint Stock Company
- 2007 - 2008** CEO of TIE Joint Stock Company

03

Mr. LE HUU HANH

MEMBER OF BOD

Chemistry Engineer, Ho Chi Minh City University of Technology; Diamond and Gemstones Testing Expert

- 4/2018 - present** Board Member cum General Director of PNJ Jewelry Production and Trading Co., Ltd (PNJP)
- 2017 - 4/2018** Director of PNJ Jewelry Factory
- 2016 - present** Member of BOD of Phu Nhuan Jewelry
- 2011 - present** Chairperson of PNJ Laboratory Co., Ltd
- 2009 - 2016** Chairperson of CAO Fashion Co., Ltd
- 2004 - 4/2018** Vice – General Director of Phu Nhuan Jewelry JSC
- 1992 - 2003** Director of PNJ Ha Noi Branch, Vice Head of Sales Department of Phu Nhuan Jewelry Joint Stock Company
- 1988 - 1992** Sales staff of Go Vap General Services Company
- 1983 - 1988** Printing technician of Printing Company No.4

04

MRS. DANG THI LAI

MEMBER OF BOD

Bachelor of Business Department of University of Economic HCMC

- 04/2019 - present** Member of BOD of Phu Nhuan Jewelry JSC
- 04/2018 - present** Board Member of PNJ Jewelry Production & Trading Company Limited
- 06/2018 - present** Chief Operating Officer cum Director of Operation – Finance Division, PNJ
- 2015 - 2018** Chief Accountant cum Director of Finance Accounting Dpt. _ PNJ JSC
- 2010 - 2014** Member of Board of Directors SAIGON Fuel JSC
- 1996 - 2015** Chief Accountant_Phu Nhuan Jewelry Company
- 1993 - 1996** Deputy Head of Accountant Department of Phu Nhuan Jewelry Company
- 1990 - 1993** Material Accountant_Phu Nhuan Jewelry Company
- 1986 - 1990** Payment Accountant_IndiraGranhdi Jute Factory



05



06



07



08



09

BOARD OF DIRECTORS

05

Mr. LE QUANG PHUC
INDEPENDENCE MEMBER OF BOD
DIRECTOR OF AUDIT COMMITTEE

Irrigation construction engineer (Da Nang University of Science and Technology)
Master of Business Administration (WSU, USA)

- 2016 - present** Independence member of BOD of Phu Nhuan Jewelry JSC
Currently holding other positions:
 - Chairperson of BDSC Management Consulting JSC
 - Member of BOD of Phat Dat Real Estate JSC
 - Member of BOD of Tay Ho Investment & Construction JSC
 - Member of BOD of SEAREFICO Refrigeration Industry Corporation (SEAREFICO)
- 2007 - present** Chairperson of BDSC Management Consulting JSC
- 2005 - 2006** Member of BOD, CEO of PACE Institute of Management
- 2003 - 2005** Vice General Director of Cienco 5 (CIENCO 5)
- 1997 - 2003** Vice Director of Transportation Civil Engineering Construction Company 586 and Construction Building JSC No. 507

06

MRS. HUUNH THI XUAN LIEN
NON-EXECUTIVE MEMBER OF BOD

Bachelor of Marketing, University of Economic HCMC

- 2020 - present** Chairperson of CAO Fashion Company Limited (CAF)
- 2018 - present** Member of BOD of Phu Nhuan Jewelry JSC
- 2017 - 2019** General Director of Franchise of Pepsico Vietnam
- 2007 - 2017** Marketing Director / Senior Vice President of Suntory Pepsico Vietnam Beverage
- 2005 - 2007** Senior Brand Manager of Unilever Vietnam
- 2001 - 2004** Brand Manager of Dutch Lady Vietnam
- 1999 - 2001** Assistant Brand Manager of LG Vina Corp

07

MRS. TRAN PHUONG NGOC THAO
MEMBER OF BOD

Bachelor of Economics and Business Management, Oxford University, UK
Ph.D. in Economy, Harvard University

- 6/2020 - present** Member of BOD of Phu Nhuan Jewelry JSC
- 2019 - present** Senior Director of Digital Transformation Center, Phu Nhuan Jewelry JSC
- 2015 - 2018** Manager at ANZ Banking, Australia
- 2012 - 2013** Project Management Director of Dong A Joint Stock Commercial Bank
- 2010 - 2013** Lecturer of University of Economic HCMC

08

Mr. NGUYEN TUAN HAI
INDEPENDENCE MEMBER OF BOD
MEMBER OF AUDIT COMMITTEE

Master of International Business Administration, Irvine University, USA

- 6/2020 - present** Member of BOD of Phu Nhuan Jewelry JSC
- 2001 - present** Chairman of Alphanam Group
- 1995 - 2001** Director of Alphanam Co., Ltd
Chief of Office of Thang Long Construction and Investment Group
- 1991 - 1995** Director of Solar Hotel Private Business
- 1988 - 1991** Entrepreneur of Jewelry Store
- 1984 - 1987** Military service - High Command of Border Guard

09

MRS. TIEU YEN TRINH
INDEPENDENCE MEMBER OF BOD

Bachelor of English, Foreign Languages Dept., Ho Chi Minh City University of Pedagogy

- 1996 - 1997** Director Assistant of Tax Consulting Department, Pricewaterhousecoopers (Vietnam) Ltd
- 1997 - 2001** Consultant of Consulting & Recruitment Department, Pricewaterhousecoopers (Vietnam) Ltd
- 2001 - 2003** Vice Head of Human Resources Department, Pricewaterhousecoopers (Vietnam) Ltd
- 2003 - 2007** Senior Head of Human Resources Department Pricewaterhousecoopers (Vietnam) Ltd
- 09/2007 - present** General Director Talentnet Corporation
- 06/2020 - present** Member of BOD of Phu Nhuan Jewelry JSC

MEMBERS OF BOARD OF MANAGEMENT



MR. LE TRI THONG

CHIEF EXECUTIVE OFFICER

Chemical Engineer, University of Technology – Vietnam National University of HCMC Master of Business Administration, Oxford University - UK

- 2020-present: Vice Chairman of HCM Young Business Association (YBA), Member of the Presidium of Vietnam Young Entrepreneurs Association
- 2019-present: Vice Chairman of Vietnam Gold Trader Association
- 04/2018-present: Chief Executive Officer of Phu Nhuan Jewelry Joint Stock Company, Board Member of PNJP
- 2017-present: Vice-Chairman of Phu Nhuan Jewelry Joint Stock Company
- 2015-present: Vice Chairman of Vietnam Association of Financial Investors (VAFI)
- 2015 - 2017: Chief Strategy Officer cum Chief Partnership Distribution Officer - Prudential Vietnam Finance & Insurance Group
- 2014 - 2015: Deputy General Director of The Boston Consulting Group (BCG), Vietnam
- 2012 - 2020: Member of Board of HCM Young Business Association (YBA) term 8, 10
- 2008 - 2014: Vice General Director of Dong A Joint Stock Commercial Bank
- 2008 - 2013: Chairman of Dong A Money Transfer Company
- 2008-present: Member of Executive Board of Leading Business Club (LBC)
- 2008-present: Chairman of Vina Smart Card Joint Stock Company
- 2007 - 2008: CEO of TIE Joint Stock Company



MRS. DANG THI LAI

SENIOR CHIEF FINANCE – OPERATION OFFICER

Bachelor of Business Department of University of Economic HCMC

- 04/2018-present: Member of BOD of Phu Nhuan Jewelry JSC
- 04/2018-present: Board Member of PNJ Jewelry Production & Trading Company Limited
- 06/2018-present: Chief Operating Officer cum Director of Operation – Finance Division, PNJ
- 2010 - 2014: Member of Board of Directors SAIGON Fuel JSC
- 2015 - 2018: Chief Accountant cum Director of Finance Accounting Dpt. _ PNJ JSC
- 1996 - 2015: Chief Accountant_Phu Nhuan Jewelry Company
- 1993 - 1996: Deputy Head of Accountant Department of Phu Nhuan Jewelry Company
- 1990 - 1993: Material Accountant_Phu Nhuan Jewelry Company
- 1986 - 1990: Payment Accountant_IndiraGranhdi Jute Factory



MR. DAO TRUNG KIEN

SENIOR CHIEF STRATEGY OFFICER

MBA in Finance - Hofstra University, US

- 2016-present: Chief Strategy Officer - Phu Nhuan Jewelry JSC
- 2014 - 2016: Deputy Director of Technology Department - DongA Bank
- 2012 - 2014: Director of Strategy - DongA Bank
- 2000 - 2016: Lecturer in Banking Department - Ho Chi Minh City University of Economics
- 2007 - 2016: Director of Kien Anh Limited Company



MR. NGUYEN ANH HUNG

SENIOR CHIEF HUMAN RESOURCES OFFICER

Master of Business Administration University of Economics HCMC

- 2018-present: Chief Human Resources Officer- Phu Nhuan Jewelry JSC
- 2017 - 2018: Human Resource Director cum Director of Training Center - Oriental Commercial Joint Stock Bank (OCB)
- 2014 - 2017: Director of Human Resource Management Department - Vietnam Prosperous Bank Finance Company Limited (FE Credit)
- 2012 - 2014: Senior HR manager - Nestle Vietnam Company Limited
- 2008 - 2012: HR Director- Pepsico Binh Duong Branch
- 2006 - 2008: Assistant of HR Director cum Head of Human Resources Department – SABMiller Vietnam Joint Venture Company Limited
- 2004 - 2006: Deputy head of Human Resources Department - KIDO JSC
- 2002 - 2004: Head of Human Resources Dpt. - YANGCHEN Wood Industry International Company



MR. PHAN NGUYEN HOAI ANH

ACTING CHIEF MARKETING OFFICER

Bachelor in Computer Science - Houston Community College

- 2019-present: Acting Chief Marketing Officer at Phu Nhuan Jewelry Joint Stock Company
- 2018 - 2019: Brand Manager at Phu Nhuan Jewelry Joint Stock Company
- 2014 - 2017: Strategy & Customer Service Director at Mirum Agency
- 2013 - 2014: Customer Service Manager at Mirum Agency
- 2012: Vice Director at IO Communication JSC



MR. DUONG QUANG HAI

CHIEF ACCOUNTANT

Bachelor of Economy, University of Economic HCMC
Working timeline at Phu Nhuan Jewelry JSC

- 4/2017-present: Chief Accountant
- 2016 - 2017: Head of Accounting Department.
- 2008 - 2016: Vice Head of Finance and Accounting Department.
- 2001 - 2008: Vice Head of Accounting Department
- 1997 - 2001: General Accountant Officer



MR. DANG HAI ANH

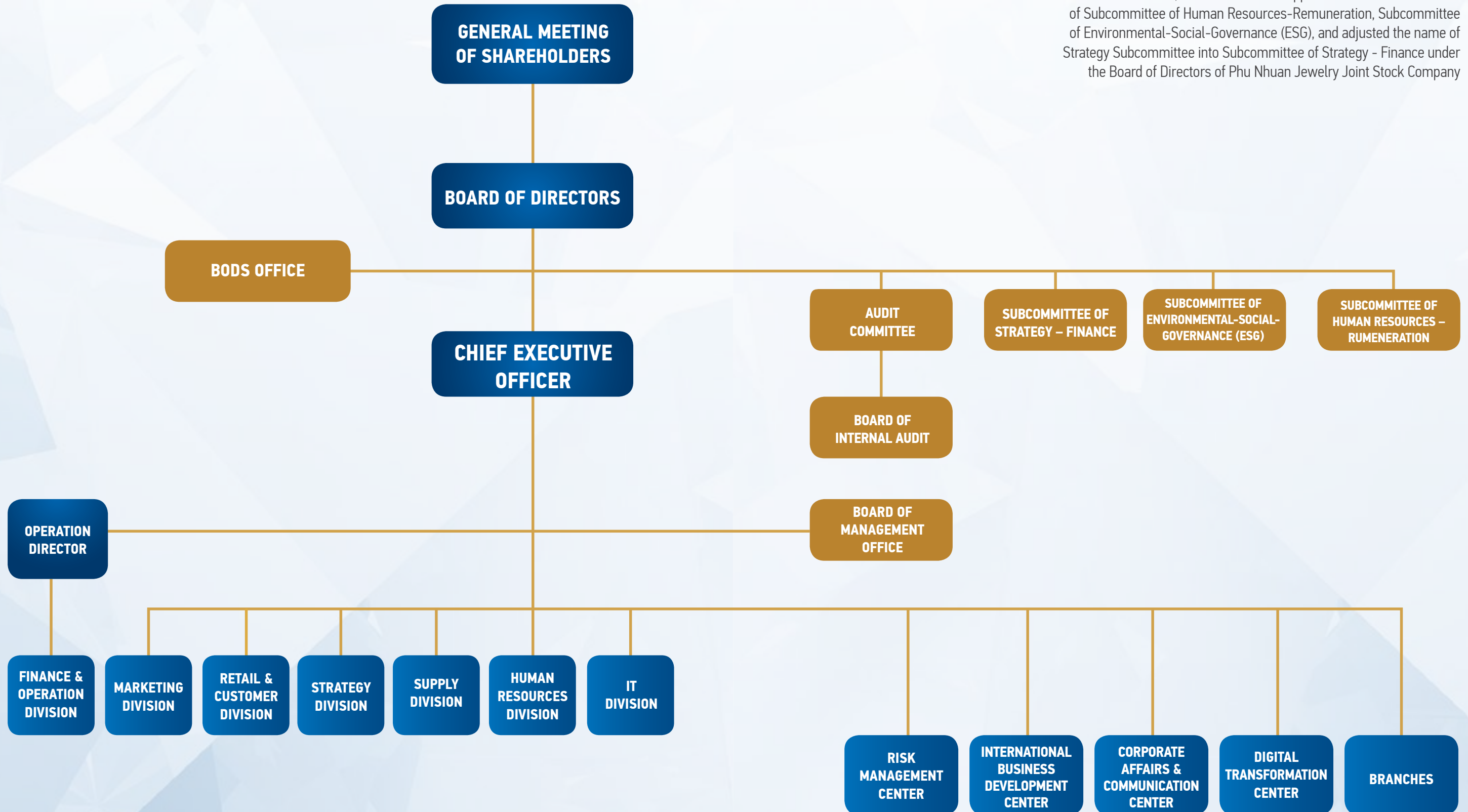
SENIOR CHIEF INFORMATION TECHNOLOGY OFFICER

Nuclear Technology Engineer, VNU University of Science

- 2020 - 7/2020: Senior Manager of Digital Transformation - Son Kim Group
- 2019 - 12/2019: Technology Director - MGI Global Co., Ltd
- 2014 - 2018: Information Technology Director - Central Group (Vietnam)
- 2012 - 2014: Head of Information Technology Department - Noble (Vietnam) Co., Ltd
- 2011 - 2012: Chief Executive Officer, EBIZVIET., JSC
- 2009 - 2011: System Security Officer - Ocean Bank
- 2008 - 2009: Specialist of System R & D and Security - Vietnam Electricity Corporation

ORGANIZATION CHART

On March 25th 2022, Board of Directors approved on the establishment of Subcommittee of Human Resources-Remuneration, Subcommittee of Environmental-Social-Governance (ESG), and adjusted the name of Strategy Subcommittee into Subcommittee of Strategy - Finance under the Board of Directors of Phu Nhuan Jewelry Joint Stock Company





BRINGING TRUST TO SHAREHOLDERS.

The Board of Directors is committed to complying with policies to protect and fair interests for shareholders, including retail shareholders in accordance with Vietnamese law and best practices on Vietnam's corporate governance and ASEAN corporate governance scorecards. The BOD's commitments include:

1. FORMULATING AND IMPLEMENTING STANDARD PROCEDURES IN PROCEDURES IN CONVENING MEETINGS AND VOTING AT THE GMS

- Publish on the website in full meeting documents for voting for the AGM so that shareholders can access information conveniently in both English and Vietnamese languages.
- Publish on the website the charter documents and regulations related to corporate governance, encouraging shareholders (including small shareholders) to be aware of their rights.
- Encourage shareholders to submit opinions to the GMS to approve comments before the GMS date and answer questions during the GMS.
- Modernize the voting process for shareholders present at the GMS.

2. MAINTAINING A STABLE DIVIDEND PAYMENT POLICY AND PROCESS THROUGH YEARS



3. ENSURING TRANSPARENCY AND RELIABILITY OF INFORMATION PUBLISHED TO THE MARKET

PROACTIVE AND TRANSPARENT INFORMATION DISCLOSURE	CONSOLIDATING RELIABILITY OF PROVIDED DATA	INFORMATION EXCHANGED WITH INVESTORS THROUGH EVENTS
<ul style="list-style-type: none"> - Every monthly 20th, timely publishing information related to the company's business activities on the website. - Regularly updating sections for investors on the website - Ensuring compliance with information disclosure in accordance with current laws such as Circular 96/2020, Circular 155/20020 and gradually completing disclosure of information in accordance with the standards of ASEAN corporate governance Scorecard 	<ul style="list-style-type: none"> - Conducting a review of semi-annual financial statements and audit annual financial statements 	<ul style="list-style-type: none"> - Actively participating in many Corporate Day, Vietnam Access Day programs of domestic and foreign funds to approach sharing the business situation; short, medium and long-term strategies with investors. - Ensuring that the rate of receiving call/meetings with investors (small group meeting or one-on-one) is 100% (whether an existing shareholder or an investor who is not a PNJ shareholder)

ACTIVITIES OF GENERAL MEETING OF SHAREHOLDERS

Information on meetings and Resolutions/Decisions of the General Meeting of Shareholders (including resolutions of the General Meeting of Shareholders adopted in written comments):

No	RESOLUTION/DECISION NUMBER	DATE	CONTENT
01	216/2021/BB-DHĐCĐ-CTY	17/04/2021	Minutes of the 26th Annual General Meeting of Shareholders – 2021
02	217/2021/NQ-DHĐCĐ-CTY	17/04/2021	Resolution of the 26th Annual General Meeting of Shareholders – 2021
03	483/2021/BB-DHĐCĐ-CTY	27/12/2021	Minutes of counting votes for shareholders in writing
04	484/2021/NQ-DHĐCĐ-CTY	27/12/2021	Resolution of the Extraordinary General Meeting of Shareholders (obtaining counting votes for shareholders in writing)

OPERATIONS OF BOARD OF DIRECTORS

The principle of the BOD's activities during the year:
WITH THE VALUE OF TRUST, THE PRESSURE MAKES US MORE RESILIENT AND STRONGER

1. TYPICAL ACTIVITIES OF BOARD OF DIRECTORS IN 2021

Terminating operation of the Subcommittee on Finance, establishing the AC under the BOD, consolidating personnel and adopting the operating regulations of the AC according to the decision of GMS in 2021 dated April 17th, 2021;

- Completing the implementation of the plan on issuing individual shares (obtaining voting in written comments) pursuant to the Resolution of the GMS No. 484/2021/NQ-ĐHĐCĐ-CTY dated December 27th, 2021;
- Completing the dividends payment in 2020;
- Implementing the plan on issuing shares to key officials and affiliates in 2021 pursuant to Resolution No. 217/NQ-ĐHĐCĐ-CTY adopted by the GMS on April 17th, 2021
- Reviewing all documents on CG, building a decentralized structure between the Board of Directors and related parties;
- Developing a process to evaluate the performance of the entire BOD and each member, and completing the criteria on evaluating operational efficiency in accordance with internal regulations on CG. Method of assessment: using questionnaires with a scale of 5 levels (Breakthrough - Excellence - Good Completion - Completion - Incompletion) and 04 aspects according to best practice (1) Combination of knowledge, experience, diverse characteristics of BOD members; (2) Results of operations are based on task assignment of each member of BOD; (3) Dynamism and diversity; and (4) Organization process.

In 2021, the BOD operated in accordance with the provisions of law, charter; implemented in an excellent, dynamic, creative and professional way to implement all Resolutions of the GMS in 2021. The BOD highly recognized and appreciated the contributions and looked forward to the effectiveness of the Subcommittees and of each member of BOD.

2. IMPROVEMENTS, CREATIVITY, STRONG COMMITMENTS IN OPERATION OF BOARD OF DIRECTORS

- Diversifying methods in GMS and BOD organization (Livestream, Online meeting - online meeting, Hybrid meeting - combining online & offline meeting) and e-voting to ensure compliance with pandemic prevention requirements but still ensure interaction among members;
- Modernizing the communication system between employees and with customers on the digital technology platform, online. Digital transformation in management and administration activities;
- Actively implementing the program of training successors;
- Actively sending members to participate in intensive training courses, seminars for BOD members or participate as speakers and guests in forums for BOD members to absorb experience in best practice of CG. The members of BOD, AC, Chief Officers of Division, person in charge of the CG fully participated in the training courses on CG.

STT	COURSES/SEMINARS INFORMATION	TIME
01	Improving CG strategy at listed enterprises in Vietnam (organized by HCM Stock Exchange, State Securities Commission, IFC International Financial Corporation)	February 2021
02	Intensive training programs on AC - ACMP7 (organized by Vietnam Institute of Directors -VIOD)	March 2021
03	Optimizing the effectiveness of online GMS (organized by HCM Stock Exchange & Vietnam Institute of Directors -VIOD)	March 2021
04	Intensive training programs for CG secretary (CSMP1)	May 2021
05	Forums for Best practices in CG - VIOD Network	June 2021
06	Steadfast leaders (Vietnam Institute of Directors -VIOD & Deloitte Vietnam Co., Ltd.)	August 2021
07	Workshops - Synergy from network of BOD	September 2021
08	Meeting member networks and dialogues of VIOD BOD members	November 2021



3. SUPERVISING ACTIVITIES OF BOARD OF DIRECTORS TOWARDS BOARD OF MANAGEMENT

In 2021, the Board of Directors has adopted online meeting tools, digital technology applications such as e-office, sales software, to carry out the supervision of the management of the CEO and BOM. The supervising activities include:

- Supervising the completion of important planning targets in the year that the CEO and BOD committed;
- Monitoring the reports of business results and operations in the quarterly periodic meetings of the BOD;
- Coordinating with the AC to understand the operating situation from which there were practical recommendations to help the CEO and BOM successfully complete the tasks assigned by the GMS and BOD;
- Participating in periodic meetings of BOM and important meetings related to the implementation of business development projects and CG; in parallel assigning members of the BOD to participate in specific projects in each field of business activities and CG;
- Regularly directing the inspection of activities at business locations, branches and through the periodic and arising reports system.

Since then, the BOD has always been aware of the company's operating situation, decisions and activities of BOM and well-coordinated with BOM to make timely and correct decisions and policies to complete the business plan proposed.

OPERATIONS OF BOARD OF DIRECTORS (continued)

4. RESOLUTIONS ISSUED BY BOD IN 2021

No	RESOLUTION/DECISION NUMBER	DATE	CONTENT	Rate of Approval
01	22/2021/NQ-HĐQT-CTY	12/01/2021	Approving report on business results estimated to be implemented in the fourth quarter of 2020 and the whole year, the results of KPI implementation in 2020; Reports of independent Members of the BOD on assessing the results of monitoring the activities of BOD and BOM in 2020; Assessment Results on performance of BOD and supervision of BOM in 2020; Performance results on the tasks assigned by BOD in 2020; The 2021 working plan of BOD and other contents under BOD's competence.	100%
02	24/2021/NQ-HĐQT-CTY	12/01/2021	Approval on the contents related to the affiliates merging	100%
03	27/2021/NQ-HĐQT-CTY	12/01/2021	Approval on the contribution of capital to Golden Friend Joint Stock Company	100%
04	109/2021/NQ-HĐQT-CTY	12/01/2021	Approval on credit limits and bank loans	100%
05	111/2021/NQ-HĐQT-CTY	24/02/2021	Approval on credit limits and bank loans	100%
06	113/2021/NQ-HĐQT-CTY	24/02/2021	Approval on closing the final registration list to exercise the right to attend the 26th Annual General Meeting of Shareholders - 2021 and 02nd advance dividends payment in 2020	100%
07	144/2021/NQ-HĐQT-CTY	17/03/2021	Approval on credit limits and bank loans	100%
08	144/2021/NQ-HĐQT-CTY	17/03/2021	Approval on credit limits and bank loans	100%
09	162/2021/NQ-HĐQT-CTY	25/03/2021	Approval on the meeting program and the full document of the annual GMS	100%
10	162/2021/NQ-HĐQT-CTY	25/03/2021	Approval on signing of contracts, transactions in 2021 between the Company and Insiders, Related persons	100%
11	194/2021/NQ-HĐQT-CTY	07/04/2021	Approval on the amendment and supplementation of the program and documents of the 2021 Annual General Meeting of Shareholders	100%
12	209/2021/NQ-HĐQT-CTY	14/07/2021	Approval on the amendment and supplementation of programs and documents of the 2021 Annual General Meeting of Shareholders	100%
13	235/2021/NQ-HĐQT-CTY	23/04/2021	Approval on the assignment of BOD members and other contents under the competence of the BOD	100%
14	237/2021/NQ-HĐQT-CTY	23/04/2021	Approval on purchasing of houses in Buon Ma Thuot City, Dak Lak Province	100%
15	252/2021/NQ-HĐQT-CTY	12/05/2021	Discussing the contents related to the issuance of individual shares in 2021 and other contents under the competence of the BOD	100%
16	254/2021/NQ-HĐQT-CTY	12/05/2021	Approval on the selection of auditing units in fiscal year 2021 as authorized by the 2021 Annual General Meeting of Shareholders	100%
17	273/2021/NQ-HĐQT-CTY	24/05/2021	Approval on credit limits and bank loans	100%
18	297/2021/NQ-HĐQT-CTY	18/06/2021	Approval on credit limits and bank loans	100%
19	342/2021/NQ-HĐQT-CTY	30/09/2021	Approval on credit limits and bank loans	100%
20	344/2021/NQ-HĐQT-CTY	30/09/2021	Approval on credit limits and bank loans	100%
21	348/2021/NQ-HĐQT-CTY	08/10/2021	Approval on credit limits and bank loans	100%
22	350/2021/NQ-HĐQT-CTY	08/10/2021	Announcing Report on business results in the third quarter of 2021 of PNJ and its affiliates; focus of the fourth quarter 2021 plan; results of implementation of KPIs in 9 months of 2021 of the whole PNJ Company and other issues under the BOD's competence	100%

No	RESOLUTION/DECISION NUMBER	DATE	CONTENT	Rate of Approval
23	372/2021/NQ-HĐQT-CTY	22/10/2021	Approval on credit limits and bank loans	100%
24	374/2021/NQ-HĐQT-CTY	22/10/2021	Approval on credit limits and bank loans	100%
25	384/2021/NQ-HĐQT-CTY	03/11/2021	Approval on closing of the last registration date to collect shareholders' opinions in writing	100%
26	394/2021/NQ-HĐQT-CTY	09/11/2021	Approval on signing contract with the affiliate; Approval on modifying, supplementing the Charts on organization and operation of the Affiliate (PNJL); Approval on appointing Head of Internal Audit under AC and other contents under BOD's competence	100%
27	425/2021/NQ-HĐQT-CTY	23/11/2021	Approval on closing the list of shareholders to pay 03rd dividends in 2020; Approval on the full text of the document to obtain shareholders' opinions in writing; Approval on the promulgation of the Regulation on information disclosure.	100%

5. REMUNERATION, SALARY AND BONUSES OF BOARD OF MANAGEMENT

Members of the BOD, BOM and the Board of Internal Audit shall receive salaries, remuneration, allowances, bonuses and other benefits as prescribed in the Company's Charter, the CG's regulation, the BOD's Operating Regulations and the annual GMS' resolution.

The bonuses of members of the BOD, BOM, Board of Internal Audit depend on the Company's annual business results according to the method of ensuring corresponding to the performance of each member of the BOD and Board of Internal Audit. The total amount of remuneration and bonuses for the BOD shall be decided by the GMS.



Social insurance, health insurance and other types of insurance

Members of the BOD, Board of General Directors and Board of Internal Audit are entitled to participate in compulsory social insurance and health insurance.



Regular health check-up policy

Members of the BOD, Board of General Directors and Board of Internal Audit are entitled to take annual health check-up at high-quality medical hospitals and are covered with full cost of health check-up package as regulated by the Company.



Business travel expense policy

- Members of the BOD, BOM and AC shall be entitled to cover the full cost of travel (taxi fees and two-way airfare), hotels, accommodation and other incurred expenses related to work but not exceeding the company's prescribed levels.
- Be paid for the business travel expense corresponding to the number of working days and working locations as prescribed by the Company.



Mobile package payment policy

Members of the BOD, BOM and AC are entitled to pay monthly fixed mobile phone charges as prescribed by the Company.



Other remuneration policies

- Birthday gift policy
- Policies on supporting difficult circumstances

OPERATIONS OF BOARD OF DIRECTORS (continued)

6. REMUNERATION PAID IN 2021

See details in the consolidated financial statements audited by PwC - page 40 (Audit Report 2021). The remuneration details of the Members of the BOD and BOM of the Company for the fiscal year ended December 31st, 2021 is divided as percentage into the following categories: (1) Salary; (2) Bonuses based on the company's performance; (3) BOD's remuneration. The company has announced their remuneration as described below.

Member of Board of Directors (Excluding Member of BOM)	Remuneration of BOD	Salary + bonus	Allowance
Mrs. Cao Thi Ngoc Dung	55%	23%	22%
Mrs.Huynh Thi Xuan Lien	26%	58%	16%
Mrs.Tieu Yen Trinh	100%		
Mr.Nguyen Tuan Hai	100%		
Mr.Le Quang Phuc	100%		

Member of Board of Directors (Member of Board of Management)	Remuneration of BOD	Salary + bonus	Allowance
Mr.Le Tri Thong	30%	48%	22%
Mr.Le Huu Hanh	23%	58%	19%
Mrs.Dang Thi Lai	23%	58%	19%
Mrs. Tran Ngoc Phuong Thao	15%	61%	24%

Audit Committee	Remuneration of AC
Mr.Le Quang Phuc	-
Mr.Nguyen Tuan Hai	-

Member of Board of Management	Salary + bonus of BOM	Allowance
Mr.Phan Nguyen Hoai Anh	88%	12%
Mr.Dao Trung Kien	74%	26%
Mr.Dang Hai Anh	100%	0%
Mr.Nguyen Anh Hung	72%	28%
Mr.Duong Quang Hai	72%	28%

ACTIVITIES OF SUBCOMMITTEES & COMMITTEES UNDER THE BOARD OF DIRECTORS

1. STRATEGY SUBCOMMITTEE

The Strategy Subcommittee is a unit of PNJ's governance structure, which is established by the BOD. The main function of the Subcommittee is to consult and advise the Board of Directors on strategic and investment issues, specifically:

- Consulting and advising on issues of development and business strategy, finance and bonus and salary policy of the whole Group;
- Consulting and advising on policy development and solving problems of short, medium and long-term investment strategies, investment risk management, research/appraisal/evaluation of investments under the BOD's competence.

STRATEGY SUBCOMMITTEE'S ACTIVITIES IN 2021

In the year, the subcommittee well-performed in advising, supervising the updating and implementation of strategic orientations in the period 2017-2022, as well as implementation of business focus of the whole company in 2021:

- Closely coordinating with BOM through monthly regular meetings to update information on fluctuations of the socio-economic and pandemic situation in order to promptly propose orientations and guidelines in the business executive.

- Organizing workshops to update the strategic orientations in the period of 2017 - 2022 according to the fluctuations of macroeconomic conditions in Vietnam and the world, as well as the continuous change of variables to ensure sustainable development in the Retail industry.

- Assessing and supervising the development of business plans in 2021 when the business situation fluctuated continuously due to the Covid-19 pandemic.

- Advising and directing the process of implementing business focuses under limited resource conditions to ensure the good completion of KPIs in 2021 assigned by the GMS.

- Assessing and supervising the member companies in developing orientations and business action plans in 2021.

- Monitoring and supervising the implementation of Key Indicators (KPIs) Set in 2021 of the whole Company and its departments; giving orientations, comments, and adopting Key Indicators (KPIs) Set of PNJ in 2022.

- Organizing workshops to develop PNJ group strategy in the period of 2023-2027 and with a vision to 2030.

- Participating in supervising the implementation of the "PNJ's Human Resource Enrichment Strategy 2017 - 2022" to ensure that human resources could go one step ahead of the development according to PNJ's strategy; supervising, urging and directly participating in periodic activities on corporate culture.

- Implementing work of the Board of Corporate Culture Project.

- Supervising the planning, construction, and implementation of phase 2 of Board of Corporate Culture Project.

- Monitoring, supervising, promoting in the implementation of building and enriching the new capabilities of the company: risk management capacity, international business capacity, technology capacity, digital transformation capacity, modern retail capacity, wholesale production and business capacity, ...

OPERATIONS OF BOARD OF DIRECTORS (continued)

STRATEGY SUBCOMMITTEE'S ORIENTATION IN 2022

As an Advisory Committee, advising BOD on issues related to strategy and investment, in 2022 the Strategy Subcommittee would concentrate on:

- Together with the BOD and BOM, developing and completing PNJ Group's strategy in the period of 2023-2027 with a vision to 2030.
- Closely monitoring the results of implementation and evaluating the effectiveness of human resource development strategies in the project "PNJ's human resource enrichment strategy in 2017 - 2022"
- Assessing and supervising the business plans building in 2022 whereas unpredictably complicated developments of economic and political conditions both domestically and in the world;
- Supervising the evaluation of the completion of KPIs for PNJ

2. AUDIT COMMITTEE

Committing to change in practicing CG in accordance with international practices, in 2021, PNJ changed its governance model with the establishment of the Audit Committee - the consulting department, supporting the BOD to carry out the following tasks:

- Supervising the financial statements' preparation and presentation and control procedures related to this process;
- Ensuring the effectiveness of control in operation, finance and legal, the codes in business including transactions with stakeholders;
- Supervising and guiding the Internal Audit Committee.

Structure of the Audit Committee

No.	Member of Audit Committee	Title
01	Le Quang Phuc	Chairperson of Audit Committee
02	Nguyen Tuan Hai	Member of Audit Committee

Meetings of Internal Audit Committee

No.	Member of Audit Committee	Title	Number of meetings attended	Number of meetings attended (Rate)	Voting Rate
01	Le Quang Phuc	Chairperson of Audit Committee	4	100%	No matters to vote
02	Nguyen Tuan Hai	Member of Audit Committee	4	100%	

AUDIT COMMITTEE'S ACTIVITIES IN 2021:

- Reviewing and appraising the Company's quarterly and semi-annual financial statements:
 - Assessing the risk of fraud in the establishment of financial statements;
 - Supervising the audit of financial statements in 2021.
- Ensuring that financial statements to be prepared and presented honestly, complied with Vietnam Accounting Standards and current regulations, without detecting any material errors that may falsify the financial statements results;
 - Assessing the implementation of the company's business targets in 2021:
 - Assessing difficulties in production and business due to the Covid-19 pandemic;
 - Assessing the scenarios and improvisation plans of the BOD and BOM in the process of adjusting the strategy and finding solutions to overcome difficulties in the pandemic;
- Considering crucial adjustments and matters to accounting policy, business results and fluctuations in financial data (if any);
- Considering changes in the maturity date for payment of receivables, payables and noticeable issues for money and assets inventory (if any);
- Considering unusual findings for related party transactions (if any);
 - Reviewing and evaluating transactions between the Company and related organizations/individuals:

- Transactions among companies, among affiliates and BOD's members, between PNJ and related parties, ensuring that the CEO to comply with operating regulations, company charters and current laws.
- Assessing the Company's internal control and risk management systems:
 - Evaluating and giving feedback to transform and perfect the 3-line model in the internal control and risk management system.
 - Ensuring the effectiveness of rebuilding of risk management frameworks, tastes and risk portfolios, communicating risk awareness to the whole system.
- Supervising the operation of the Board of Internal Audit:
 - Completing the personnel structure, developing operational documents of the Board of Internal Audit including regulations, procedures and audit manuals;
 - Approving and supervising the implementation of the internal audit plan in the first year, coordinating the contribution to building risk management & compliance monitoring activities at PNJ.
 - Closely coordinating activities with the BOD, BOM and management departments of PNJ:
 - Closely coordinating with the BOD, BOM to fully receive reports and documents related to the management, business and financial situation of PNJ.

AUDIT COMMITTEE'S ORIENTATION IN 2022

- Continuing to supervise the construction and improvement of the internal audit system and risk management under the three-line model;
- Directing the professional work of the Board of Internal Audit, ensuring completion of 2021 plan assigned by the BOD;
- Well-performing the supervision of financial statements and coordinating with the supervisory team to evaluate the effectiveness of independent audits;
- Supervising the consolidation of PNJ's normative documents system related to CG in accordance with best practices.

BOARD OF INTERNAL AUDIT'S ACTIVITIES

PNJ's Board of Internal was established to ensure objectively and impartially advise on the completeness and effectiveness of internal audit systems, risk management and CG. Specifically, through the inspection and evaluation activities, the Board of Internal Audit would make recommendations on:

- The appropriateness of the internal audit system at PNJ to prevent, detect and handle risks of PNJ;
- The effectiveness of governance processes and risk management processes at PNJ;
- The completeness and effectiveness of PNJ's strategic objectives and operational plans.

DUTIES OF BOARD OF INTERNAL AUDIT INCLUDE

Developing internal audit regulations and internal audit business procedures and submit them to the Audit Committee for approval;	Making an annual internal audit plan to submit to the Audit Committee for approval and carry out internal audit activities according to the approved plan to ensure quality and efficiency;	Doing snap-check audits and consulting upon request from AC;	Proposing measures to modify and correct errors; proposing measures to improve and improve the effectiveness and efficiency of the internal audit system;	Composing audit reports; Notifying and promptly sending the results of internal audits as prescribed;
Supervising the implementation results of audit recommendations;	Developing, editing, supplementing and perfecting the internal audit method and the scope of operation of the internal audit to be able to update and keep up with the development of the unit;	Advising the AC on selecting and controlling the independent audit services to ensure savings and efficiency;	Presenting the internal audit's opinion when requested by the Audit Committee as of considering and deciding budget estimates, allocating and assigning budget estimates, budget statements, financial statements, management reports;	Maintaining regular communication with the independent auditing organization of the unit to ensure effective cooperation.

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BOARD OF INTERNAL AUDIT'S ACTIVITIES (continued)

Organization structure

No.	Member of Audit Committee	Title	Qualification
1	Nguyen Anh Tuan	Head of Board Internal Audit	Bachelor of Credit Finance
2	Nguyen Thanh Du	Internal Audit Senior Specialist	Bachelor of Accounting Bachelor of Commercial Accounting –Services
3	Le Anh Duc	Internal Audit Specialist	Master of Political Economy Bachelor of Accounting – Auditing

Audits to be conducted in 2021

2021 is the first year that PNJ's Board of Internal Audit to come into operation, so in the year the Board of Internal Audit concentrated on:

- Constructing Department structure:
 - Completing personnel structure (Appointment of Head of Board of Internal Audit in November 2022);
 - Developing legal foundation for operation: Regulations, development strategies, processes, internal audit manuals.
- Professional activities:
 - Participating in consulting and supervising inventory management activities - Supply division;
 - Contributing opinions on the development of risk management activities and compliance supervision;
 - Reviewing and appraising financial statements in 2021 & supervising independent auditing units.

BOARD OF DIRECTORS OFFICE

The BOD Office and the Officer in charge of the CG play an important role in supporting the BOD to perform tasks including:

- Preparing and supporting in developing documents for BOD's meetings, specialized committees and AGM upon requests from the BOD or Committees;
- Supporting the Chairperson of BOD to build relationships with shareholders; advising the BOD in implementing and perfecting CG practices in accordance with best practices;
- Monitoring and reporting to the Chairperson of BOD on compliance with the obligation to disclose and publicize information in accordance with law;
- Supporting for other activities of the BOD on administrative affairs.

1. COURSES/ WORKSHOPS ON CORPORATE GOVERNANCE AND LEGAL UPDATES TO BE ATTENDED IN 2021

No	Course/seminar information	Date
01	Improving CG capacity in listed enterprises in Vietnam (organized by HCM Stock Exchange, State Securities Commission, IFC-International Financial Corporation)	February 2021
02	In-depth training program on the Audit Committee (organized by the Vietnam Institute of Directors-VIOD)	March 2021
03	Optimizing the effectiveness of the online AGM (organized by HCM Stock Exchange & Vietnam Institute of Directors-VIOD)	March 2021
04	Steadfast leadership (Vietnam Institute of Directors-VIOD & Deloitte Vietnam Co., Ltd.)	August 2021

2. OPERATION OF BOD OFFICE IN 2021 AND ORIENTATION IN 2022

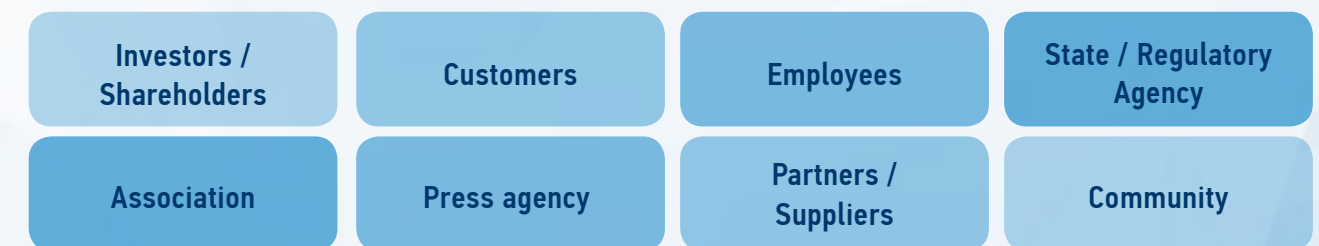
Although there were plenty challenges in 2021 in pandemic conditions, the Office of the Board of Directors completed its assigned tasks fully and effectively such as helping the meetings and activities of the BOD to take place smoothly, timely and effectively; actively advising the BOD to further complete the practice of CG in accordance with best practices.

In 2022, the Office of the BOD commits to continue to successfully complete the assigned tasks to continue to actively advise on the organization of quarterly meetings of the BOD and specialized committees, organization of the AGM in 2022 and other contents according to the functions and tasks under the Regulations on CG and under the BOD's direction.

ENGAGING STAKEHOLDERS

PNJ identifies stakeholders based on the possible effects of PNJ's activities on related individuals/organizations or on their influence on the current activities of the company. PNJ accesses and communicates with stakeholders through

various sources and media. This communication process helps PNJ to provide an overall and objective perspective of current activities and policies as well as future directions of the company.



STAKEHOLDERS' INTERACTIONS, FEEDBACK AND PNJ'S ACTIONS

CONSULTATION ACTIVITIES	CONCERNS OF STAKEHOLDERS	PNJ'S ACTIONS
INVESTORS AND SHAREHOLDERS		
<ul style="list-style-type: none"> - General Meeting of Shareholders - Collecting shareholders' opinions in writing - Disclosing information regularly and promptly in the media. 	<ul style="list-style-type: none"> - Effective use of the enterprise's capital - Information transparency, ensuring benefits of investors - Market value of stocks and corporate value - Corporate management capacity - Products Quality of and care services 	<ul style="list-style-type: none"> - The average growth rate is sustainable. - Posting IR news quarterly and updating promptly on website www.pnj.com.vn - Information is published promptly, publicly and transparently - Top 50 best listed companies in Vietnam - Investing effectively in the customer care system
CUSTOMER CARE		
<ul style="list-style-type: none"> - Loyalty customer programs, periodic customer care policies, activities. - Process of settling customers' complaints, the post-settlement report system and the post complaint customer care policies. 	<ul style="list-style-type: none"> - Product quality and customer care services are enhanced - Prestige, brand in the market 	<ul style="list-style-type: none"> - Effective investment in customer care system, report results being recorded, aggregated, analyzed and solutions, suggestions, improvements and strategic directions being provided. - Developing KPIs to improve the management system and quality of customer care

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STAKEHOLDERS' INTERACTIONS, FEEDBACK AND PNJ'S ACTIONS (continued)

CONSULTATION ACTIVITIES	CONSULTATION ACTIVITIES	PNJ'S ACTIONS
CUSTOMER CARE		
<ul style="list-style-type: none"> - Reporting Net Promoter Score (NPS) and assessing the customers' satisfaction about PNJ - Organizing market surveys to assess customers' tastes, behaviors and degree of satisfaction on PNJ brand. 		<ul style="list-style-type: none"> - Investing in researching, developing, testing product quality - Gaining Vietnamese high quality goods for 22 consecutive years, Top 50 Leading brands in Vietnam.
EMPLOYEES, HUMAN RESOURCES		
<ul style="list-style-type: none"> - Annual seminars, preliminary reviews and summaries of business activities, family festivals, employees' conferences, trade union congresses, youth union ... - Building internal communication tools: internal website, fanpage, email, phone number, radio, internal LCD system, computer monitors, internal dispatching network - Internal notifications. Survey of employees in terms of working environment, salary, bonus, training programs - Whistleblowing policy 	<ul style="list-style-type: none"> - Good benefit and remuneration policies, ensuring training and development opportunities - Ensuring safe working conditions, equality, freedom, and occupational health care. 	<ul style="list-style-type: none"> - Ensuring occupational safety, salary, bonus and benefits schemes, increasing competitiveness, Top 100 best workplaces in Vietnam - Improving and developing the program of Developing and maintaining talents, building "Constantly learning team" - Employees are evaluated according to the KPIs system and the Criteria of Core competencies, ensuring fairness, objectivity and transparency.
STATE, REGULATORY AGENCY		
<ul style="list-style-type: none"> - Participating in seminars and conferences organized by the Government - Continuously updating policies and circulars issued by the Government - Periodic reports to the State authorities 	<ul style="list-style-type: none"> - Complying with State regulations and policies - Fully performing obligations with the State Budget - Sustainable business production and social responsibilities 	<ul style="list-style-type: none"> - Complying with State policies and circulars with reference to business activities - Fully and timely complying with and fulfilling tax obligations - Complying with safety and environmental licenses - Effective corporate governance towards sustainable development.
ASSOCIATION		
<ul style="list-style-type: none"> - Quarterly/annual reports - Seminars on gold, silver and gems business - Other relevant seminars and conferences - Monitoring and evaluation of the industry's business performance in the market in National and international - Regularly organizing to collect 	<ul style="list-style-type: none"> - Share information, improve competitiveness, cooperate and develop together with other members of the Association 	<ul style="list-style-type: none"> - Connecting, sharing experiences and resources to contribute to promoting the sustainable development business ecosystem, sustainable development industries.

CONSULTATION ACTIVITIES	CONSULTATION ACTIVITIES	PNJ'S ACTIONS
ASSOCIATION		
<p>information on the activities of the main competitors to promptly grasp the moves and adjustments in the strategic orientation of the brands in the domestic market.</p>		<ul style="list-style-type: none"> - Proposing to respond to competitive activities based on transparent and healthy criteria and not violating professional ethics and social standards
PRESS AGENCY		
<p>Regularly providing information</p> <ul style="list-style-type: none"> - Providing press releases by month, quarter, year or prominent events, programs - Providing information at the request of press organizations/agencies - Invitation to the company's events - Organizing interviews, participating in talk shows 	<ul style="list-style-type: none"> - Transparent disclosure with the press about business activities 	<ul style="list-style-type: none"> - Transparent disclosure of annual operating results, disclosure of important events - Having good relationship with press agencies, such that business information is updated promptly, objective, accurate and transparent
PARTNERS, SUPPLIERS – PNJP COMPANY		
<ul style="list-style-type: none"> - Negotiating and communicating directly with suppliers and partners - Disclosing transparent information by bidding price, offering competitive price - Measuring and managing suppliers' performance indicators - Sharing information, opportunities and risks from the market (Customers, competitors of the same industry, alternative products, technology ...), 	<ul style="list-style-type: none"> - Cooperating and developing, ensuring stable input with suppliers - Strictly implementing the agreed terms and conditions, indicating openness and transparency in cooperation 	<ul style="list-style-type: none"> - Ensuring reliability in business cooperation - Ensuring fairness between partners and suppliers - Punctual on maturity day payment - Ensuring a stable supply source, maintaining cooperation and development relationship
CSR COMMUNITY		
<ul style="list-style-type: none"> - Disseminating and raising awareness of sustainable development through communication and promotion of environmental and social programs - Regularly collecting information, communicating with local authorities to assess risks and challenges with respect to the local environment and society 	<ul style="list-style-type: none"> - Supporting local economic and social conditions - Ensuring environmental safety and sustainable development - Supporting and promoting the role of disadvantaged people 	<ul style="list-style-type: none"> - Pioneering to deploy and implement projects and programs for the community and environmental protection - Actively establishing PNJ Charity Fund to perform charitable activities such as granting scholarships to students and pupils; giving Tet Holiday gifts, supporting disadvantaged people... - Complying with regulations on wastewater, solid waste, exhaust and occupational environment - Top 10 out of 100 Sustainable Development Businesses in Vietnam

ASSESSMENT REPORT OF INDEPENDENT MEMBERS OF BOD TOWARDS BOD

REGARDING ORGANIZING BOD'S MEETINGS	<ul style="list-style-type: none"> The BOD organized effective coordination between online and offline 26 meetings in 2021, in accordance with the orders and procedures specified in the Company's Charter, the Regulation on CG and the Regulations on organization and operation of the BOD. BOD meetings were conducted with specific schedules, well-prepared documents, in accordance with principles. The content of the meetings was discussed, fully and deliberately evaluated by BOD's members based on the spirit of demand, openness and objectivity to provide the best orientations and solutions for the Company.
REGARDING SUPERVISION ON CEO AND OTHER MEMBERS OF BOD	<ul style="list-style-type: none"> In general, the BOD well-performed in supervising the management and administration of the BOM. In addition to discussing and exchanging at regular meetings/ other meetings of the BOM, the BOD also regularly communicated by phone, email as well as online meeting media about the strategic situation, results of production and business activities, the implementation of the Resolution of the AGM and the objectives proposed by the AGM in 2021. The company has strictly complied with the covid-19 prevention notices of the authorities from the beginning and throughout the beginning of the year until now. The BOD accompanied BOM to develop response scenarios and implement in a systematic and closed manner, ensuring the company's operations to be stable, safe, complying with the provisions of law, satisfying issues of production - business and financial activities. In addition, the BOD has paid a great attention to risk management issues in production and business activities and taken good care of the employees' lives during the social distance period. In general, in the difficult economic situation caused by the Covid-19 pandemic, the BOM and management levels constantly made efforts, creativity and initiative in their work to achieve the targets proposed by the AGM. In general, the BOD closely followed the enterprise operation and shared with the BOM especially during the Covid pandemic at peak to ensure the company's operation to be stable, safe, complied with the provisions of law and the AGM. The BOD members holding board titles regularly attended BOM's meetings. The BOD has always been aware of the company's operations, decisions, management and management activities of the BOM and the BOD has coordinated very well with the BOM to make timely and correct decisions and policies to overcome the challenges of the market and the Enterprise to achieve the best business results. The BOM was determined to implement the long-term strategies proposed by the BOD and made very high efforts to complete the business targets in 2021 as well as the targets of each department with a close connection.
GENERAL ASSESSMENT OF ACTIVITIES OF BOD AND PROFESSIONAL SUBCOMMITTEES	<ul style="list-style-type: none"> The BOD's work carried out in 2021 focused in accordance with the Resolution of the AGM and complied with the Company's Charter, the Regulation on Governance and the standard practices of CG The BOD proposed many effective solutions to help the BOM overcome several challenges in the process of running the Company, while leading the business to develop strongly towards global integration and become the leading enterprise in Asia. The BOD well-performed in monitoring and supervising to ensure the criteria of compliance with the law that the Company absolutely respects. Subcommittees under the BOD were established with clear and transparent objectives and plans, in accordance with the overall orientation of the organization. The activities of the sub-committees under the BOD has complied with the regulations and provisions of the BOD, contributing to helping the BOD fully perform its tasks in the period

SHAREHOLDER STRUCTURE

1. OWNERSHIP INFORMATION OF BOARD OF DIRECTOR'S MEMBERS

No.	Full name	Title	Ownership rate of Voting shares	Title of member of BOD holding in other joint stock companies
1	Cao Thi Ngoc Dung	Chair of BOD	2,8%	
2	Le Tri Thong	Vice Chair of BOD cum CEO	0,28%	
3	Le Huu Hanh	Member of BOD	1,10%	
4	Dang Thi Lai	Member of BOD	0,59%	
5	Tran Phuong Ngoc Thao	Member of BOD	2,53%	
6	Huynh Thi Xuan Lien	Member of BOD	0,03%	
7	Le Quang Phuc	Independent member of BOD	0,01%	- Chairperson of BDSC Management Consulting JSC - Member of BOD of Phat Dat Real Estate JSC - Member of BOD of Tay Ho Investment & Construction JSC - Member of BOD of SEAREFICO Refrigeration Industry Corporation (SEAREFICO)
8	Nguyen Tuan Hai	Member of BOD	0%	- Chairman of Alphanam Group
9	Tieu Yen Trinh	Independent member BOD	0%	- Founder & CEO of Talentnet Corporation - Member of BOD of Vietnam Dairy Products Joint Stock Company (Vinamilk)

2. OWNERSHIP INFORMATION OF AUDIT COMMITTEE

No.	Full name	Title	Ownership rate of Voting shares	Title in BOD
1	Le Quang Phuc	Chairperson of Audit Committee	0.01%	Independent member BOD
2	Nguyen Tuan Hai	Member of Audit Committee	0%	Independent member BOD

3. OWNERSHIP INFORMATION OF MEMBERS OF BOARD OF MANAGEMENT

No.	Full name	Title	Ownership rate of Voting shares	Title in BOD
1	Le Tri Thong	Chief Executive Officer	0.28%	Vice Chair of BOD
2	Dang Thi Lai	Senior Chief Finance – Operation Officer	0.59%	Member of BOD
3	Nguyen Anh Hung	Senior Chief Human Resources Officer	0.06%	
4	Dao Trung Kien	Senior Chief Strategy Officer	0.07%	
5	Phan Nguyen Hoai Anh	Acting Chief Marketing Officer	0.02%	
6	Dang Hai Anh	Senior Chief Information Technology Officer	0%	

4. OWNERSHIP INFORMATION OF CHIEF ACCOUNTANT

No.	Full name	Title	Ownership rate of Voting share	Title in BOD
1	Duong Quang Hai	Chief Accountant	0.09%	

SHAREHOLDER STRUCTURE (continued)

5. LIST OF AFFILIATES AND LINKAGE

No	Company Name	Business Industry	Charter Capital (VND)	PNJ's Proportion of ownership
1	PNJ Jewelry Production and Trading Company Limited,	Manufacturing and trading jewelry	200.000.000.000	100%
2	PNJ Laboratory Company Limited	Consulting and inspecting jewelry, precious stones	10.000.000.000	100%
3	CAO Fashion Company Limited (CAF)	Trading jewelry	130.000.000.000	100%

6. SHAREHOLDER STRUCTURE

STOCK (10/12/2021):

- Total stock as of 9th March 2021: 227,612,362 shares
- Number of shares outstanding: 227,366,563 shares
- Treasury shares: 245,799 shares

SHAREHOLDER STRUCTURE:

Subject	Amount Transferring limited shares	Amount of Free Transferring shares	Total	Proportion of Ownership
I. Insiders	1.981.120	20.347.933	22.392.053	9,81%
II. Treasury stock	0	245.799	245.799	0,11%
III. Corporate Union	0	68.800	68.800	0,03%
IV. Other preferred stock	0	0	0	0,00%
V. Other Shareholders	4.621.200	200.347.510	204.968.710	90,05%
1. Domestic	4.621.200	93.055.273	97.676.437	42,91%
1.1 Individual	4.621.153	62.293.340	66.914.493	29,40%
1.2 Organization	47	30.761.897	30.761.944	13,52%
Of which State:	0	0	0	0,00%
2. Foreign	0	107.292.273	107.292.273	47,14%
2.1 Individual	0	670.156	670.156	0,29%
2.2 Organization	0	106.622.117	106.622.117	46,84%
TOTAL:	6.602.320	221.010.042	227.612.362	100,00%

DOMESTIC/FOREIGN SHAREHOLDER STRUCTURE

No.	Subject	Number of Share	Proportion of ownership	Number of shareholder	Shareholder structure (person)	
					Organization	Individual
1	State shareholder	0	0,00%	0	0	0
2	Foundation	0	0,00%	0	0	0
	- Domestic	0	0,00%	0	0	0
	- Foreign	0	0,00%	0	0	0
3	Major shareholder (ownership from 5% above)	47.606.419	20,92%	10	9	1
	- Domestic	27.074.846	11,90%	2	1	1
	- Foreign	20.531.573	9,02%	8	8	0
4	Corporate union	68.800	0,03%	1	1	0
	- Domestic	68.800	0,03%	1	1	0
	- Foreign	0	0,00%	0	0	0
5	Treasury fund	245.799	0,11%	1	1	0
6	Preferred stocks	0	0,00%	0	0	0
7	Other shareholder	179.691.344	78,95%	12.180	252	11.928
	- Domestic	92.930.644	40,83%	11.924	122	11.802
	- Foreign	86.760.700	38,12%	256	130	126
	TOTAL	227.612.362	100,00%	12.192	263	11.929
	In which: - Domestic	120.320.089	52,86%	11.928	125	11.803
	- Foreign	107.292.273	47,14%	264	138	126

SHAREHOLDER STRUCTURE (continued)

Transactions between Company with company-related persons or between Company and major Shareholders, Insiders, Insider-related persons.

No	Name of Organization/ Individual	Related to Company	Number of Owner Certificate Date of issuance	Head Office/ Contact Address	Date of transaction with Company	Number of Resolution/ Decision of AGM/BOD ...of Approval (if any, date of issuance)	Content, Number, Total value transaction
01	PNJ Jewelry Production and Trading Company Limited, PNJ Laboratory Company Limited	Affiliate	0315018466, 28/04/2018. SKHĐT TPHCM	No. 23, Street 14, Ward 5, Go Vap District, HCMC, Viet Nam	01/04/2021	180/2021/NQ-HĐQT-CTY, 01/04/2021	Contracts/ transactions/ commercial agreements/ commercial agreements, purchases and services valued at less than 20% of the total value of assets stated in the Company's most recent financial statements
02	PNJ Laboratory Company Limited	Affiliate	0310521330, 16/12/2010, SKHĐT TPHCM	168A Phan Dang Luu Street, Ward 3, Phu Nhuan District, HCMC	01/04/2021	180/2021/NQ-HĐQT-CTY, 01/04/2021	
03	CAO Fashion Company Limited (CAF)	Affiliate	0309279212, 14/08/2009, SKHĐT TPHCM	170E Phan Dang Luu, Ward 3, Phu Nhuan district, HCMC	01/04/2021	180/2021/NQ-HĐQT-CTY, 01/04/2021	
04	Talent Connection Joint Stock Company	Related party to BOD member	0305202145, 18/09/2007 SKHĐT TPHCM	33 Mac Dinh Chi St., Dakao ward, District 1, HCMC	02/04/2021	180/2021/NQ-HĐQT-CTY, 01/04/2021	
05	Saigon House Production Trading Service JSC	Related party to BOD member	0316164237, 26/02/2020, SKHĐT TPHCM	148, Le Van Sy St., Ward 10, Phu Nhuan Dist., HCMC	01/06/2021	180/2021/NQ-HĐQT-CTY, 01/04/2021	
06	Golden Space Interior Decoration Joint Stock Company	Related party to BOD member	0310057126, 04/06/2010, SKHĐT TPHCM	497 Hoang Sa St., Ward 8, District Quận 3, HCMC	01/04/2021	180/2021/NQ-HĐQT-CTY, 01/04/2021	

TRANSACTIONS BETWEEN COMPANY AND OTHER ENTITIES:

- Transactions between the company and the company in which members of the Board of Directors, members of the Supervisory Board, the CEO and other managers have been founding members or members of the Board of Directors or CEO in the recent three (03) years (calculated at the time of report making):
 - Talent Connection Joint Stock Company: providing consulting services, solutions related to salary and welfare structure projects, organizational development and talent training.
 - Saigon House Production Trading Service JSC: providing services, providing goods, handicrafts, food and products in business.
 - 4 affiliates (PNJ Jewelry Production and Trading Company Limited, PNJ Laboratory Company Limited, CAO Fashion Company Limited (CAF), Customer Era Company Limited): contract/transaction/trade agreement, trading, industry-related services, occupations/products/services that the Company or its member companies do business in; borrowing/lending, renting/leasing property (workshops, offices, materials, equipment...); warranty, maintenance, repair and supply of jewelry/fashion materials; cooperation agreements, guarantees, cost sharing, sharing resources among the parties.
- Transactions between the company and the company in which the related persons of the Board of Directors, members of Supervisory Board, CEO and other managers are members of the Board of Directors, CEO:
 - Golden Space Interior Decoration Joint Stock Company: interior decoration - furniture (supply, installation, warranty, repair of tables and chairs, counters, cabinets ...) for offices, production and business systems
- Other transactions of the company (if any) may bring material or immaterial benefits to BOD members, members of the Supervisory Board, CEO and other managers:

ADDITIONAL INVESTMENT IN THE OWNER'S EQUITY

In 2021, PNJ did not make any changes to charter capital.

TREASURY STOCKS TRANSACTION

On January 29th 2021, PNJ published the buyback transaction result of the number of shares issued to the employees in the Employee Stock Ownership Plan in 2018, 2019 as treasury shares to the employees who had resigned before the end of the transferring due time: 76,240 shares.

ASSESSMENT BY ASEAN SCORECARD

Content	Assessment	Results of implementation in 2021 & Commitment/orientation in 2022 and onwards
BASIC RIGHTS OF SHAREHOLDERS		
The Company pays dividends within 30 days after publication or after being approved by the AGM	● Partially complied	The company implements a policy of paying stable dividends over the years on the basis of approval at the General Meeting of Shareholders
Shareholders are informed and involved in decisions related to fundamental changes of the company such as amendments of statutes, company's charter or similar documents	● Complied	Regulations and implementation in accordance with the Company's Charter
Shareholders have the right to participate in deciding on the plan to issue shares	● Complied	Regulations and implementation in accordance with the Company's Charter
Shareholders have the right to participate in decisions in the Company's key transactions	● Complied	Regulations and implementation in accordance with the Company's Charter
Regulations and implementation in accordance with the Company's Charter	● Complied	Regulations and implementation in accordance with the Company's Charter
Shareholders have the right to nominate candidates for BOD members	● Complied	Regulations and implementation in accordance with the Company's Charter
Shareholders have the right to vote for each BOD member candidate	● Complied	Regulations and implementation in accordance with the Company's Charter
The company publishes the voting procedures used before the meeting starting	● Complied	Regulations and implementation in accordance with the Company's Charter
Do the minutes of the latest AGM record that shareholders have the opportunity to ask questions or propose issues?	● Complied	PNJ notes that shareholders ask questions or propose issues at the annual AGM and responds fully.
Did the company disclose the voting results including approving, dissenting, and absenting votes for each agenda item for the most recent AGM?	● Complied	
Does the company disclose the list of board members who attended the most recent AGM?	● Complied	
Did all BOD's members, CEO/Managing Directors attend the most recent AGM?	● Complied	
The company has the provision of the right to vote in absentia	● Complied	Regulations and implementation in accordance with the Company's Charter
Did the company disclose the voting results including approving, dissenting, and absenting votes for each agenda item for the most recent AGM?	● Complied	
Does the company disclose that it has appointed an independent party (scrutineers/inspectors) to count and/or validate the votes at the AGM?	● Complied	At the AGM, PNJ always invites an independent party that is the representative of the company's shareholders to participate as a member of the Vote Counting Board and approved by the.

Content	Assessment	Results of implementation in 2021 & Commitment/orientation in 2022 and onwards
Does the company make publicly available by the next working day the result of the votes taken during the most recent AGM for all resolutions?	● Complied	
Do companies provide at least 21 days' Notice for all resolutions?	● Complied	
Does the company provide the rationale and explanation for each agenda item which require shareholders' approval in the Notice of AGM /circulars and/or the accompanying statement?	● Complied	
The right of shareholders to propose contents in the AGM	● Complied	
In cases of mergers, acquisitions and/or takeovers, does the board of directors/commissioners of the offeree company appoint an independent party to evaluate the fairness of the transaction price?	● Complied	
Do the company's ordinary or common shares have one vote for one share?	● Complied	
Where the Company has more than one class of shares, does the company publicize the voting rights attached to each class of shares?	● Complied	The company does not currently have this case.
Are the profiles of Board members /commissioners (at least age, academic qualification, date of first appointment, experience, and directorships in other listed companies) in seeking election / reelection included?	● Complied	
Meeting documents outlining the list of selected audit companies?	● Complied	
Documents requires to be proxy / Were the proxy documents made easily available	● Complied	
Are the Board members required to report their dealing in company shares within 3 business days?	● Complied	
Are the Board members required to report their dealing in company shares within 3 business days?	● Complied	
The company has a policy that requires board members to disclose their interests or conflicts of interest in transactions.	● Complied	
The company has a policy that requires board members to disclose their interests or conflicts of interest in transactions.	● Complied	
Does the company have a policy requiring a committee of independent members of BOD to review significant transactions to determine whether they are in the best interests of the company and shareholders?	● Complied	The AC of the Board of Directors performs this function.
Does the company have a policy requiring board members to abstain from participating in the board discussion on a particular agenda when they are conflicted in interest?	● Complied	
Does the company have policies on loans to BOD's members?	● Complied	

ASSESSMENT BY ASEAN SCORECARD (continued)

Content	Assessment	Results of implementation in 2021 & Commitment/orientation in 2022 and onwards
Does the company disclose that related party transactions are conducted in such a way to ensure that they are fair and at arms' length ?	● Complied	
In case of important transactions required the approval of shareholders, can minority shareholders participate in the vote?	● Complied	
ROLE OF STAKEHOLDERS		
The company stipulates the existence and scope of the company's efforts to address customers' interest	● Complied	The company has issued policies aimed at protecting customers and in PNJ's business philosophy, core values and culture.
The company formulates Procedures/process for Supplier/Contractor selection and criteria	● Complied	
The Company ensures the Company's value chain is environmentally-friendly or suitable for promoting sustainability development	● Complied	
Does the company make an effort to interact with the communities in which it operates?	● Complied	
Does the company issue a program and implement an anti-corruption process?	● Complied	The company issued PNJ's business philosophy, core values and culture.
The company has a statement on protecting the interests of creditors	● Complied	
The Company has separate reports on its activities related to environmental/economic and social issues	● Complied	The company has issued PNJ's business philosophy, core values and culture.
Does the company provide contact details via the company's website or Annual Report which stakeholders (e.g. customers, suppliers, general public etc.) can use to voice their concerns and/or complaints for possible violation of their rights?	● Complied	Customer care hotline: 1800 545457 PNJ Operator: +84 28 39951703 - Ext 0 Shareholder Relations Email: ir@pnj.com.vn
Does the company explicitly disclose the health, safety, and protection policy for its employees?	● Complied	
Does the company have training and development programs for its employees?	● Complied	
Does the company have a reward policy to boost its performance in the long term rather than in the short term?	● Complied	
Does the company have procedures for complaints by employees concerning illegal (including corruption) and unethical behavior?	● Complied	
Does the company have a policy or procedures to protect an employee/ person who reveals illegal/unethical behavior from retaliation?	● Complied	
DISCLOSURE AND TRANSPARENCY		

Content	Assessment	Results of implementation in 2021 & Commitment/orientation in 2022 and onwards
Does the information on shareholdings reveal the identity of beneficial owners, holding 5% shareholding or more?	● Complied	
Does the company disclose the direct and indirect (deemed) shareholdings of major shareholders?	● Complied	
Does the company disclose the direct and indirect (deemed) shareholdings of BOD's members?	● Complied	
Does the company disclose the direct and indirect (deemed) shareholdings of BOM?	● Complied	
Does the company disclose details of the parent/holding company, subsidiaries, associates, joint ventures: name, percentage of the Company held in these companies.	● Complied	
Does the annual report clearly disclose the company's governance objectives?	● Complied	
Does the company disclose Financial performance indicators?	● Complied	
Does the company disclose Non-Financial performance indicators?	● Complied	
Does the company disclose a dividend policy?	● Complied	
Biographical details (at least age, qualifications, date of first appointment, relevant experience, and any other directorships of listed companies) Board members	● Complied	
Attendance details of each member of the Board in respect of meetings held	● Complied	
Details of remuneration of each member of the board	● Complied	
Does the Annual Report contain a statement confirming the company's full compliance with the code of corporate governance and where there is non-compliance, does the report identify and explain reasons for such non-compliance?	● Complied	
Does the company disclose its policy covering the review and approval of significant related party transactions?	● Complied	
Does the company disclose the name of the related party and relationship for each significant related party transactions?	● Complied	
Does the company disclose trading in the company's shares by insiders?	● Complied	
Are audit and non-audit fees disclosed?	● Complied	The AC and formerly the Supervisory Board shall report the evaluation of audit service fees and audit fees to the BOD before submitting them to the AGM.
Do the non-audit fees exceed the audit fees?	● Partially complied	
Does the company disclose its quarterly report?	● Complied	
Does the company have a company website?	● Complied	
Does the company conduct conferences / seminars with financial analysts?	● Complied	

ASSESSMENT BY ASEAN SCORECARD (continued)

Content	Assessment	Results of implementation in 2021 & Commitment/orientation in 2022 and onwards
Does the company disclose in the media, press conferences and press releases?	● Complied	PNJ has continued to have many initiatives and improvements in the coming time
Is the audited annual financial report released within 120 days from the financial year end?	● Complied	
Is the annual report released within 120 days from the financial year end?	● Complied	
Is the true and fairness/fair representation of the annual financial statement/reports affirmed by the BOD and BOM?	● Complied	
Does the company's website publish its financial statements (the most recent quarter)?	● Complied	
Does the company's website publish the documents provided in briefings to analysts and media?	● Complied	
Is the annual report downloadable on the website?	● Complied	
Does the company's website publish an AGM and/or EGM notice?	● Complied	
Does the company's website publish the minutes of the AGM and/or EGM?	● Complied	
Does the company's website publish the company's charter?	● Complied	
Does the company disclose the contact details (e.g. telephone, fax, and email) of the officer responsible for investor relations?	● Complied	
Does the company disclose the policy of CG / operating charter of the Board of Directors?	● Complied	
Are the types of decisions requiring board of directors' approval disclosed?	● Complied	
Are the roles and responsibilities of the board of directors clearly stated?	● Complied	
Does the company have a statement about its latest vision and mission?	● Complied	
Does the Board of Directors have a role to lead the company to develop and review the company's strategy annually?	● Complied	
Do board members monitor/supervise the implementation of the company's strategy?	● Complied	
Are the details of the code of ethics or conduct disclosed?	● Partially complied	PNJ currently has labor regulations and conduct rules in the Company; in parallel, there are plans to implement the redesign into a Codes of conduct to suit the core values just reviewed and refreshed.
Does the company disclose that all BOD's members, senior management and employees are required to comply with the code?	● Complied	Workshops, teambuilding on corporate culture have been implemented and communicated on the principles of conduct, "Do & Don't behaviors" in each core values of PNJ people are shared to each employee, manager and leader (specifically, the vacation trip in conjunction with PNJ Cultural Day in Phu Quoc island with 3 trips, 6,000 employees and 2 nights/trip shared about the company's cultural values_

Content	Assessment	Results of implementation in 2021 & Commitment/orientation in 2022 and onwards
Does the company disclose how it implements and monitors compliance with the code of ethics or conduct?	● Complied	The 9-member PNJ Corporate Board was established in 2019 to serve as the implementation, communication, supervision of compliance with these codes of conduct throughout the system and develop programs to nurture and maintain the cultural values characteristic of PNJ's people.
Do independent board members make up more than 50% of the board members?	● Complied with the Vietnam Enterprise Law and company charter	According to the provisions of the Charter of PNJ Company, the proportion of independent board members accounts for at least 1/3 of the number of members of the BOD.
Does the company have a provision limiting the board member's term to no more than 9 years or up to 2 terms (5-year/term) for independent board members.	● Complied	
Does the company stipulate that each independent/non-executive board member may hold up to 5 board positions at the same time in another listed company?	● Complied	
Does the company have any executive directors who serve on more than two boards of listed companies outside of the group?	● Complied	
Does the company have a Human Resources Committee?	● Complied	The company has established the Human Resources Subcommittee in 2022. In 2021, the Strategy Subcommittee assigned Mrs. Tieu Yen Trinh to be an independent member of the BOD in charge of human resource management strategy, welfare compensation policy from employees, to leaders and members of the BOD of the company. By 2022, it is recommended to separate to practice in accordance with best practices.
Does the Human Resources Committee consist of a majority of independent board members?	● Partially complied	
Is the chairperson of the Human Resources Committee an independent board member?	● Partially complied	
Does the company disclose the operating regulations/governance structure/charter of the Human Resources Committee?	● Partially complied	
Does the Human Resources Committee meet at least twice a year? Does the company announce the situation of attending each member's meetings?	● Partially complied	
Does the company have a Remuneration Committee?	● Partially complied	
Does the Remuneration Committee comprise of a majority of independent board members?	● Partially complied	

ASSESSMENT BY ASEAN SCORECARD (continued)

Content	Assessment	Results of implementation in 2021 & Commitment/orientation in 2022 and onwards
Is the chairperson of the Remuneration Committee an independent board member?	● Partially complied	
Does the company disclose the terms of reference/ governance structure/ charter of the Remuneration Committee?	● Partially complied	
Does the Remuneration Committee meet at least twice during the year? Does the company announce the situation of attending each member's meetings?	● Partially complied	
Does the company have an Audit Committee (AC)?	● Complied	
Does the Audit Committee comprise entirely of Nonexecutive board members with a majority of independent board members?	● Complied	
Is the chairperson of the AC an independent board member?	● Complied	
Does the company disclose the terms of reference/governance structure/ charter of the Audit Committee?	● Complied	
Does at least one of the independent board member of the AC have accounting expertise (accounting qualification or experience)?	● Complied	
Did the Audit Committee meet at least four times during the year? Is the attendance of members at Audit Committee meetings disclosed?	● Complied	
Does the Audit Committee have primary responsibility for recommendation on the appointment, re-appointment and removal of the external auditor?	● Complied	
OPERATION PROCESS OF BOARD OF DIRECTORS		
Is the board meeting planned before the start of the fiscal year?	● Complied	
Do members meet at least 06 times a year?	● Complied	
Does each board member attend at least 75% of the board meetings during the year?	● Complied	
Does the company require that two-thirds of the board members attend meetings in adopting a board resolution?	● Complied	
Do non-executive board members of the company have a private meeting at least once a year without executive members present?	● Complied	
ACCESS TO INFORMATION		
Are board papers for BOD meetings provided to the board at least five business days in advance of the board meeting?	● Complied	
Does the company secretary play a significant role in supporting the board in discharging its responsibilities?	● Complied	
Is the company secretary trained in legal, accountancy or company secretarial practices?	● Complied	
BOD APPOINTMENTS AND RE-ELECTION		
Does the company disclose the criteria used in selecting new board members?	● Complied	
Does the company disclose the process followed in appointing new board members?	● Complied	
Are all the board members subject to re-election at least once every three years; or 5 years for companies listed in countries where the law stipulates the term of each company is 5 years?	● Complied	

Content	Assessment	Results of implementation in 2021 & Commitment/orientation in 2022 and onwards
REMUNERATION MATTERS		
Does the company disclose its remuneration (fees, allowances, benefit-in-kind and other emoluments) policy (i.e. the use of short term and long term incentives and performance measures) for its board members and CEO?	● Complied	
Is there disclosure of the fee structure for board members?	● Partially complied	
Do the shareholders or the Board of Directors approve the remuneration of the executive board members and/or the senior executives?	● Complied	
and standards to link the remuneration paid, based on the achievements of the Executive Board member or BOM with the long-term interests of the Company?	● Complied	
INTERNAL AUDIT		
Does the company have its own Internal Audit? function?	● Complied	
Is the head of Internal Audit identified or, if outsourced, is the name of the external firm disclosed?	● Complied	
Does the appointment and removal of the Internal Auditor require the approval of the Audit Committee?	● Complied	
RISK OVERSIGHT		
Does the company disclose the internal control procedures/risk management systems it has in place?	● Complied	
Does the Board of Directors conduct inspections and considerations of key areas to control (operations, finance, compliance) and the Company's risk management system during the year?	● Complied	PNJ's AC is in charge of this function
Does the company disclose the main risks that the company is financially involved in, activities including IT, environment, society, economy ...?	● Complied	
Does the Annual Report disclose that the members BOD or Supervisory Board have conducted a review of the company's material controls and risk management systems?	● Complied	
BOD PERSONNEL		
Does the company separate the role of Chairperson and CEO?	● Complied	
Is the chairperson an independent board member?	● Not yet	
Have any of the board members served as the company's chief executives for the past two years?	● Complied	
Are the chairperson's roles and responsibilities disclosed?	● Complied	
KEY BOD MEMBERS		
If the Chairperson is not independent, has the Board of Directors appointed the Head of the Independent/Non-Executive Board member?	● Complied	The Chairperson is a non-executive board member.
SKILLS AND COMPETENCIES		
Is there at least 01 non-executive board member with previous work experience in the main field in which the company is operating?	● Complied	Keep performing

ASSESSMENT BY ASEAN SCORECARD (continued)

Content	Assessment	Results of implementation in 2021 & Commitment/orientation in 2022 and onwards
SKILLS AND COMPETENCIES		
Training of board members		
Does the company have orientation programs for new board members?	● Complied	
Does the company have a policy that encourages board members to attend on-going or continuous professional education programs?	● Complied	PNJ is a regular partner of the Vietnam Institute of Directors and participates in forums on CG, business leaders.
Appointment and evaluation of the effectiveness of the CEO and BOM		
Does the company disclose how the board of members plans for the succession of the CEO/Managing Director/chairperson and key management?	● Complied	
Does the board of members conduct an Annual performance assessment of the CEO/Managing Director/chairperson?	● Complied	
BOD Appraisal		
Does the company conduct assessment on BOD/Members and disclose the criteria used in assessment process?	● Complied	
Is an annual performance assessment conducted of board members/individual commissioner and are the criteria used in assessment process disclosed?	● Complied	
Committee Appraisal		
Is an annual performance assessment conducted of the BOD's committees and are the criteria used in assessment process disclosed?	● Complied	

PENALTY SCORECARD

Content	Assessment	Results of implementation in 2021
RIGHTS OF SHAREHOLDERS		
Did the company fail or neglect to offer equal treatment for share repurchases to all shareholders?	● Complied	Continue to perform to make sure there are no violations.
Is there evidence of barriers that prevent shareholders from communicating or consulting with other shareholders?	● Complied	Continue to perform to make sure there are no violations.
Does the company include additional and unannounced content on the agenda in the announcement of the AGM/EGM?	● Complied	Continue to perform to make sure there are no violations.
Did the Chairperson of the BOD, the Chairperson of the AC and the CEO attend the latest AGM?	● Complied	Continue to perform to make sure there are no violations.
Did the company fail to disclose the existence of the shareholder agreement?	● Complied	Continue to perform to make sure there are no violations.
Did the company fail to disclose the existence of voting cap?	● Complied	Continue to perform to make sure there are no violations.
Did the company fail to disclose the existence of Multiple voting rights?	● Complied	Continue to perform to make sure there are no violations.
Is a pyramid ownership structure and/ or cross holding structure apparent?	● Complied	Continue to perform to make sure there are no violations.

Content	Assessment	Results of implementation in 2021 & Commitment/orientation in 2022 and onwards
EQUITABLE TREATMENT OF SHAREHOLDERS.		
Has there been any conviction of insider trading involving BOD, BOM and employees in the past three years?	● Complied	Continue to perform to make sure there are no violations.
Has there been any cases of Non-compliance with the laws, rules and regulations pertaining to significant related party transactions in the past three years?	● Complied	Continue to perform to make sure there are no violations.
Has there been any cases related party transactions that can be classified as financial support (i.e., not reasonably executed on a market basis) for non-affiliates entities?	● Complied	Continue to perform to make sure there are no violations.
ROLE OF STAKEHOLDERS		
Has there been any violations of any laws pertaining to labor/employment/ consumer/insolvency/ commercial/competition or environmental issues?	● Complied	Continue to perform to make sure there are no violations.
Has the company faced any sanctions by regulators for failure to make an announcement within the requisite time period for material events?	● Complied	Continue to perform to make sure there are no violations.
DISCLOSURE AND TRANSPARENCY		
Did the company receive a "qualified opinion" in its external audit report?	● Complied	Continue to perform to make sure there are no violations.
Did the company receive a "adverse opinion" in its external audit report?	● Complied	Continue to perform to make sure there are no violations.
Did the company receive a "disclaimer opinion" in its external audit report?	● Complied	Continue to perform to make sure there are no violations.
Has the company revised its financial statements for reasons other than changes in accounting policies?	● Complied	Continue to perform to make sure there are no violations.
RESPONSIBILITIES OF BOARD OF DIRECTORS		
Is there any evidence that the company has Not complied with any listing rules and regulations over the past year apart from disclosure rules?	● Complied	Continue to perform to make sure there are no violations.
Have there been any instances where Non-executive board members have resigned and raised any issues of governance-related concerns?	● Complied	Continue to perform to make sure there are no violations.
Has the company have any independent board member who has served for more than 9 years or 2 5-year terms in the same office?	● Complied	Continue to perform to make sure there are no violations.
Has the company not specified who is an independent member of the Board of Directors?	● Complied	Continue to perform to make sure there are no violations.
Does the company have non-executive/independent board members serving in more than 5 boards of listed companies?	● Complied	Continue to perform to make sure there are no violations.
In the past 2 years, has there been any board member or senior executive leader has been employee or a partnership member of the current independent auditing firm?	● Complied	Continue to perform to make sure there are no violations.
Has the chairperson been the company CEO in the last three years?	● Complied	Continue to perform to make sure there are no violations.
Has the chairperson been the company CEO in the last three years?	● Complied	Continue to perform to make sure there are no violations.

PENALTY SCORECARD (continued)

Content	Assessment	Results of implementation in 2021
RIGHTS OF SHAREHOLDERS		
Does the company allow the use of secure electronic voting in absentia at the general meetings of shareholders?	● Not yet	Consider improving in the near future.
EQUITABLE TREATMENT OF SHAREHOLDERS		
Does the company release its Notices of AGM (with detailed agendas and explanatory circulars), as announced to the Exchange, at least 28 days before the date of the meeting?	● Complied	Continuing
ROLE OF STAKEHOLDERS		
Does the company adopt an internationally recognized reporting framework for sustainability (i.e. GRI, Integrated Reporting, SASB)?	● Complied	Continuing
DISCLOSURE AND TRANSPARENCY		
Are the audited annual financial report/statement released within 60 days from the financial year end?	● Complied	The audited annual financial statements are always publicly announced within 60 days from the end of the fiscal year and before the AGM (usually taking place in April)
Does the company disclose details of remuneration of the CEO?	● Partially complied	
RESPONSIBILITIES OF BOARD OF DIRECTORS		
Does the company have at least one female independent director member?	● Complied	Continuing
Does the company have a policy and disclose measurable objectives for implementing its board diversity and report on progress in achieving its objectives?	● Complied	Continuing
Does the Nominating committee comprise entirely of independent board members	● Complied	Continuing
Does the Nominating Committee undertake the process of identifying the quality of directors aligned with the company's strategic directions?	● Complied	Continuing
Does the Nominating Committee undertake the process of identifying the quality of directors aligned with the company's strategic directions?	● Complied	Continuing
Does the company use professional search firms or other external sources of candidates (such as board members databases set up by BOD member or shareholder bodies) when searching for candidates to the board members?	● Complied	Continuing
Does the company have an independent/non-executive board member exceed 50% of the board members with the chairperson being an independent member?	● Complied	Of the nine members of the Board of Directors, there are 3 independent members and 03 non-executive members.
Does the Board describe the governance process on information technology-related issues such as disruption, cybersecurity, disaster recovery, to ensure that all major risks are identified, managed and reported to the Board of Directors?	● Complied	Continuing
Công ty có Tiểu ban QLRR riêng biệt?	● Not yet	PNJ's AC performs this function.



SWEET FRUIT **IN THE STORM**

"Every sweet fruit PNJ picked today is a crystallization of the endeavour and dedication that PNJ made during a year full of difficulties and pressures"



CEO'S MESSAGE

Mr. **LE TRI THONG**
CEO



Dear valued customers, partners, shareholders and members of PNJ Great Family,

Many analysts have named 2020 a "special" year when summing up and analyzing the huge impact of the COVID-19 pandemic on the Vietnamese economy in general and the strong negative effects on the jewelry retail industry in particular when the whole industry was in decline and many businesses fell into hibernation

or left the industry. With the same perspective, we would consider 2021 to be a "very special" year with difficulties, pressures, losses and challenges multiplied many times more than in 2020.

With PNJ, 2021 is "even more special" when in the middle of the pandemic, the Board of Management proposed the Board of Directors not to adjust the target, accept not to complete the plan ... to be able to actively "borrow that very harsh temperature

and pressure" of the environment to "Hit F5-Refresh". As a result, PNJ has crystallized more strongly its own "diamond qualities", continued to go upstream spectacularly in business results, reached out to affirm its international position, accumulated "strategic capital" to solidify the foundations and sustainable competitive advantages for the future.

Proactively responding to many scenarios outlined early, PNJ went through the harsh challenges of 2021 to continue "go upstream" to achieve very proud achievements with total business revenue reaching 19,735 billion VND, an increase of 11.6% compared to 2020. We continued to preserve the profit after tax at the trillion threshold of 1,029 billion VND, approximately the level of 2020 whereas we had to close most of the store system during the pandemic days; the cost of transportation and ensuring system safety and health for employees increased many times. And most importantly, we have still ensured health safety, income and life for all employees of PNJ. Through this letter, once again, I would like to sincerely thank the spirit of determination to fight, protect each other and love the dedication to the company of every PNJ member. Through difficulties, we have become more closely attached to each other and sharpened the qualities of PNJ people. Even in the life-and-death twists and turns of 2021, PNJ continued to be steadfast and agile to accelerate the process of "Hit F5-Refresh", borrowing "the pressures of the challenge" as an accelerated catalyst for the process of "reinventing yourself". Thanks to the "F5-Refresh" as early as 2019, PNJ's operating apparatus has been thoroughly rehearsed in proactively responding to fluctuations and changes. The continuous F5 actions have also helped the supply chain efficiency, the efficiency of PNJP plant, the efficiency of financial exploitation, the efficiency of branch operations to be constantly improved and gave PNJ a solid financial position in difficulty. The technology systems have been continuously improved and refreshed to improve operational efficiency and customer experience; newly built planning capacity has helped PNJ to proactively respond to the constant changes of the market; F5 initiatives on reward and human development have created a vitality and spirit of learning and eager to work non-stop... That compiling a series of "F5 buttons" has helped PNJ continue to expand the trust platform of customers, go upstream sharply increasing market share to accumulate solid competitive premises for the future.

These reinvented and refreshed platforms have helped PNJ continue to step up to a new position in its international competitive position by winning the grand prize "the Outstanding Manufacturer of the Year-Jewellery" in the Jewellery World Awards (JWA) and conquering a series of prestigious awards across sectors from business, brand, sustainable development to human resources, customer experience, information technology leadership. I strongly believe that the journey of "F5-Refresh" would continue

to "regenerate" the operating platforms, coordination, professional management capacity, autonomy and spirit of "break out to be creative" of employees, continuing to bring to PNJ a lot of sweet fruit seasons in the future.

The pressures of the challenges and difficulties of the pandemic did not shrink PNJ but, on the contrary, the true value of PNJ trust has been spread more strongly than ever in the most difficult and stressful circumstances. In 2021, PNJ was one of the few enterprises recognized by all levels of government, recognized by society and the community as typical in helping the community and society overcome the COVID-19 pandemic with effective and widespread initiatives such as Zero Dong Mini Supermarket, Accompanying Labor and Delivery, Tet Zero Dong Mini Supermarket ... PNJ's "community trust capital", "social prestige capital" has been strongly multiplied even in the most difficult times. These "strategic capital sources" would be a valuable asset that PNJ would continue to invest in and enrich to create the foundations for sustainable development for the future. On behalf of the Board of Management of the company, I would like to express my sincere and cherished gratitude to the support and trust that customers, partners and shareholders have always believed in PNJ. I would like to sincerely thank the companionship, sharing and side-by-side of the Board of Directors and all the loving members of PNJ Great Family who together we turned pressure and hardship into motivation for the upstream miracle to develop the company firmly and strongly.

We believe that with PNJ's solid foundation of people and corporate culture, with its strategic vision and spirit of always self-innovation, always awake to "Hit F5-Refresh", with the unanimous striving and dedicated commitment of its members, Our PNJ company will continue to accelerate and rise strongly to conquer new heights, continue to develop and firmly expand new business activities and spread true values.

Respectfully and kindly,

On behalf of the Board of Management
Chief Executive Officer

LE TRI THONG

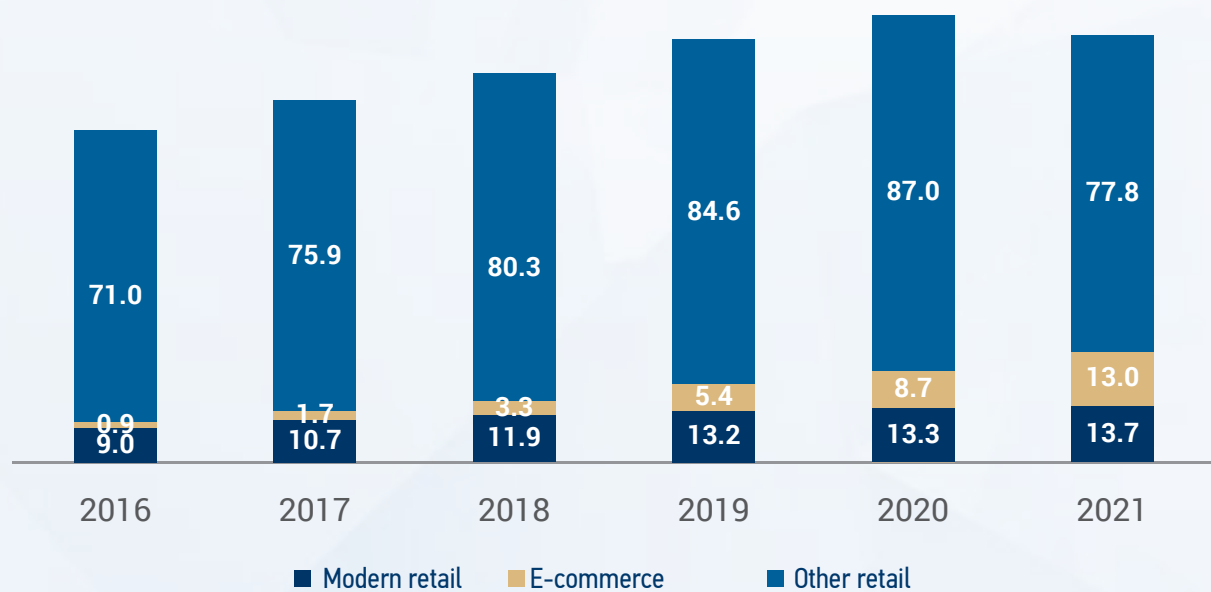
WITH THE POWER OF TRUST, GOING UPSTREAM SPECTACULARLY

In 2021, Vietnam was severely affected by the COVID-19 outbreak that lasted from April and the economy recorded record declines for the retail industry until the end of the third quarter. Entering the fourth quarter, in the face of the positive impacts of the policy of "living with COVID-19", the retail market gradually recovered, increasing by 28.1% compared to the previous quarter. In the recovery trend, many companies began to join or expand in the retail industry. The market also become more competitive. But this has also shown

the attractiveness of the retail market and the confidence of businesses in the potential of the industry in the near future.

The room for growth is still very large when Vietnam's per capita spending is still low, especially the penetration rate of modern retail channels (MT) and e-commerce (EC) is still relatively far from neighboring countries. It is estimated that the market size of new retail channels will increase 3-6 times within 10 years.

**RETAIL MARKET SIZE & NEW RETAIL CHANNELS 2016 - 2021
(BILLION USD)**



Source: Euromonitor

The current and future drivers of growth in the industry coming from 3 major trends:

- Middle-high-class growth: The disposable income of Vietnamese people is estimated to double after 10 years (from 45 million to 106 million VND in 2030).
 - Multi-channel – multi-touch and e-commerce become the main drivers for retail companies in the "New Normal". Modern door chains & e-commerce are benefited from the post-pandemic consumer shift. A series of moves to join, develop and expand the multidisciplinary - multi-platform ecosystem in the retail sector of large enterprises.
 - Gen Z and Millennials will be the next generation of mainstream customers with specific consumer needs and behaviors, requiring retailers to quickly transform themselves to adapt.
- Seizing the opportunity after the period of distance, from the fourth quarter, PNJ has made great efforts, quickly implemented continuously the programs "F5-Refresh", self-forged the determination of a warrior, strengthening resources with a proactive mind, flexible adaptation, being ready to face the pandemic developments and the accompanying economic consequences.

1. TAKING ADVANTAGE OF PRESSURE, CREATING MIRACLES

Those relentless efforts have continued to bring sweet fruits to PNJ with revenue growth of 11.6% over the same period despite having to "go against the wind" with weakening market conditions; total retail sales of goods and services decreased by 3.8%; purchasing power decreased sharply especially for non-essential items such as jewelry. PNJ's average daily revenue grew at 32% compared to 2020, demonstrating the flexibility to improvise to go upstream and recover strongly although the overall purchasing power still decreased. PNJ's market share thus expanded strongly right during the pandemic, which is a solid premise for the next stage of development after the pandemic.

Consistent with the strategic orientation of transforming from the "production - sales" mindset to the "retail" mindset, PNJ continues to strengthen the foundation, expand the market share and customer portfolios of medium and high-end jewelry retail customers in Vietnam. PNJ's customer portfolio has been constantly being exploited and expanded, bringing the total number of accumulated customers by 18% in 2021. PNJ has also been constantly learning, constantly improving and initially succeeding in building a professional modern retail model, developing a store network in depth, while integrating new drivers of growth and modern retail technology.

The release of human internal powers continued to be focus to PNJ's development. The spirit of F5 "Accelerate regeneration – Break out to reach beyond" continued to spread, creating a dynamic and effective working environment, caring for co-development, expanding the thinking & creativity of each individual, helping labor productivity in 2021 to increase by 19% over the same period and reached the peak since 2017.

As a worthy recognition, PNJ excelled over the world's leading jewelry and jewelry businesses to become Manufacturer of the Year - Jewellery Manufacturer of the Year in the JWA Awards 2021 – the award is likened to the "Oscar of the jewellery industry" in the world. This is a very important award to show recognition for the enterprise to demonstrate its stable and sustainable financial efficiency, expanding the market effectively, improving production performance with a healthy working environment, attracting labor and understanding customers.

REVENUE GROWTH
11%
compared to 2020

LABOR PRODUCTIVITY
19%
compared to 2020

MANUFACTURER OF THE YEAR
Manufacturer of the Year - Jewellery Manufacturer of the Year in the JWA Awards 2021



WITH THE POWER OF TRUST, GOING UPSTREAM SPECTACULARLY (continued)

2. TRANSPARENT, COMPREHENSIVE FINANCIAL MANAGEMENT

Effective management of assets continued to be the focus in the context of the volatile market.	By the end of 2021, PNJ's total assets reached 10,619 billion VND, an increase of 25% compared to 2020. In particular, inventories accounted for 82% of total assets, recording an increase of 34% over the same period. Other short- and long-term assets remained stable in the three years 2019-2021. Due to the specific field with many complex developments of the market, the BOM not only considered balancing the indicators of efficiency in terms of asset exploitation, but also making management decisions, macro judgments, ensuring the optimization of sources of goods for production and business activities and creating financial advantages for the company. In 2021, besides increasing strategic inventory, PNJ maintained good inventory management efficiency. The number of inventory days reached 175 days, shortening 1 day compared to the previous year. The return on total assets (ROA) in 2021 reached 10.8% in the context of loss of nearly 3 business months.
The company did not incur liabilities and bad assets during the year	In relation to the management of bad liabilities/receivables/bad assets, the company had no items affecting the results of its business, other than the long-term investment in DongA Bank that fully provisioned in previous years. To achieve this result, PNJ's BOM had built a model of combining Internal Audit, effective risk management to recognize, measure, evaluate and handle risk signs related to assets.
The company maintained secure financial leverage, in line with its business orientation.	The company optimized accounts payable at the appropriate rate and used short-term loans to finance working capital. As of December 31st, 2021, PNJ's liabilities on total assets reached 43%, leverage ratio of 1.77, equivalent to the average in the period 2019 - 2020. During the year, the demand for working capital financing increased, the company increased short-term borrowing debt to 2,722 billion VND (recorded at the end of 2021). Total debt was equivalent to 31% of inventory to ensure financial safety norms during operations.
Exchange rate differences has been positively impacting business operations	Besides the main market is the domestic market, the company has still had the import of goods (to diversify models) and raw materials (mainly gemstones) for production, leading to the need for foreign currency demand. In 2021, the company effectively managed international trade operations. Along with the USD/VND interbank exchange rate decreased by 1.3% compared to the same period, the company recorded positive results from the impact of the exchange rate difference, in 2021 the company profited 9.8 billion compared to a loss of 1.4 billion in 2020.
The company optimally managed cash flow, contributing to saving the cost of using loans	The total cost of using loans in 2021 recorded 104 billion, down 32% compared to the previous year. The efficiency index of loan cost/gross profit in 2021 stood at 2.9%, a significant decrease over the same period of 4.5%. The cost savings of using the loan positively impacted the company's business results.

	2020A	2021A	%(+/-)
a) FINANCIAL RATIOS			
Total Asset	8,483,146	10,619,016	25%
Net Revenue	17,510,789	19,547,059	12%
Operating Profit	1,508,304	1,408,824	-7%
Other Profit	(3,152)	(27,667)	-778%
Profit before tax	1,345,980	1,279,230	-5%
Profit after tax	1,069,310	1,029,042	-4%
b) KEY FINANCIAL RATIOS			
1. Solvency ratio			
+ Short-term Solvency ratio	2.2x	2.0x	
+ Quick ratio	0.2x	0.1x	
2. Capital structure			
+ Total Liabilities/Total Equity	0.2x	0.3x	
+ Liabilities/ Owner's Equity	0.4x	0.5x	
3. OPERATION COMPETENCY			
+ Inventory turnover ratio	2.07	2.08	
+ Asset turnover Ratio	2.05	2.10	
4. PROFITABILITY INDEX			
+ Profit after tax/Net Revenue	6.1%	5.3%	
+ Profit after tax/Owner Equity	21.8%	18.3%	
+ Profit after tax/Total Assets (ROA)	12.5%	10.8%	
+ Operating profit/Net revenue (ROS)	8.6%	7.2%	

Retail sales revenue - PNJ's core business segment continued to grow by 10.5% compared to 2020, the proportion of retail increased to 60.9% of the total group's net revenue. Notably, the average revenue of PNJ's actual operating days grew impressively this year, reaching 69 billion per day, an increase of 32% compared to last year.

WITH THE POWER OF TRUST, GOING UPSTREAM SPECTACULARLY (continued)

3. OUTSTANDING RESULTS OF MEMBER COMPANIES

CAO Fashion Company Limited (CAF)

CAF has been doing a great role of promoting brand development and increasing customer experience for specific segment groups, although the business time lost by 20~25%, the number of CAO brand customers still increased by 67% and the Watch label remained at the same level over the same period. In addition, the strategy of diversifying shop-in-shop and Omni channel business channels demonstrated positive business efficiency, minimizing the impacts caused by the pandemic.



PNJ JEWELRY PRODUCTION AND TRADING COMPANY LIMITED (PNJP)

In 2021, the company focused on completing and enhancing the factory capacity in Long Hau Industrial Park, while investing in upgrading the factory in Ho Chi Minh City to strengthen production capacity, prepare for the upcoming development strategy. In 2021, PNJP's labor productivity increased by 10% compared to 2020, the punctual-enough delivery rate to be ensured even though production stopped throughout the third quarter due to social distancing. The operating expenses on gross profit decreased by 7 percentage points compared to 2020. The inventory turnover increased 1.5 times over the same period.



PNJ LABORATORY COMPANY LIMITED (PNJLAB)

PNJLAB affirms to be the leading diamond, gemstone and precious metals inspection unit in Vietnam today and is one of the few domestic inspection companies to build and operate successfully according to ISO 17025. In 2021 PNJLAB completed the relocation of new Business locations. Despite the extended social distance period, PNJLAB finished with a 17% growth in revenue and goods delivered on time at a rate of over 95%.



4. MAJOR INVESTMENTS OF THE YEAR (FINANCIAL AND PROJECT INVESTMENTS)

According to Resolution No. 27/2021/NQ-HQT-CTY of the Board of Directors adopted on January 12th, 2021 on contributing capital to Golden Friend JSC to exploit the necessary capital for business, PNJ implemented business cooperation with Golden Friend JSC in the field of financial services business related to the jewelry industry.

Of which, PNJ participated in contributing capital to Golden Friend Joint Stock Company below 30% of the charter capital of Golden Friend Joint Stock Company at the time of participation. In addition, PNJ also supports Golden Friend Joint Stock Company to find partners to exploit the necessary capital in the course of business activities.

5. ORGANIZATIONS AND PEOPLE WITH CONSISTENCY, FLEXIBILITY, AND COHESION TOWARDS COVID-19 IMPROVISATION

In 2021, the BOM took advantage of pressure to increase the motivation for PNJ to accelerate and challenge to increase creativity in transforming the organization, highlighting the cultural values that PNJ has developed and preserved.

HIGHLIGHTS IN 2021

- 1. The staff very unanimously implemented the motto "No one is left behind"**. Hundreds of employees across the country pioneered the support and health care of employees and relatives, providing medicines and food even during the period of distance. The board of directors, Disease Prevention Committee of the company initiatively and timely promoted vaccination for employees very early to protect their health and "strengthen resistance" through the most difficult moment of the pandemic in 2021.
- 2. The board of directors of the company actively and proactively responded to many improvisation scenarios in each period of different epidemic effects**, proactively arranged resources; implemented effective financial solutions, optimized business efficiency, while ensuring remained income for all employees in the period of social distance with the general context of many workers in the market losing their jobs or reducing income. This initiative and flexibility helped PNJ "preserve its forces" in the period of distance and quickly broke through immediately after economic activity returned.
- 3. Hitting F5-Refresh through the redesign/construction of a new title and hierarchy in the direction of removing "barriers" to freeing up internal energy**. The new hierarchy of Mercer (the leading human resources consultancy company) would help PNJ compare each position – with international companies and large Vietnamese companies to have timely updates with the market – ensuring the competitiveness of regimes & policies for employees. The new title system is homogeneous & standardized but still creates flexibility - versatility. The new system also opens up many new avenues for career development; all employees would have many opportunities to develop their careers in accordance with the knacks and inclinations of each individual.
- 4. Hitting F5-Refresh through the new remuneration and welfare system** in the direction of flexibility, increasing fairness and differentiation to create worthy compensation for each individual and team according to the results of practical contributions to the company's business performance. The new mechanism also increases empowerment, in which leaders of business units are more proactive in rewarding outstanding employees, unleashing the capacity of each employee.
- 5. Transforming the organization with the consolidation of corporate cultural values as well as the enhancement of core competencies**. Enriching corporate culture and helping employees instill cultural values by consistently expressing values through practical implementation programs (health care and income assurance for employees, creativity in business scenarios, efforts to conquer goals, Zero Dong supermarket, ...); Promoting the development of team capacity and building a learning culture organization, increasing the experience on Digital Learning platform, standardizing the business team's capacity; Accelerating the digitalization roadmap by bringing human resources business processes to the HRIS (Human Resources Information System); Recruiting nearly 1,300 more employees to promote business activities, adding new competencies to the business model, accelerating to finish the targets in 2021 and creating a momentum for 2022.

SWEET FRUIT IN THE STORM

VALUES TO BE CREATED

For PNJ, the COVID-19 pandemic that has dragged on for the past two years has been an unprecedented event, affecting the company's entire manufacturing, operations and business operations. PNJ's business results are significantly affected when the pandemic has been constantly spreading. PNJ's revenue fell sharply in April 2020 when the decision to blockade the country in the first wave of pandemics was implemented.

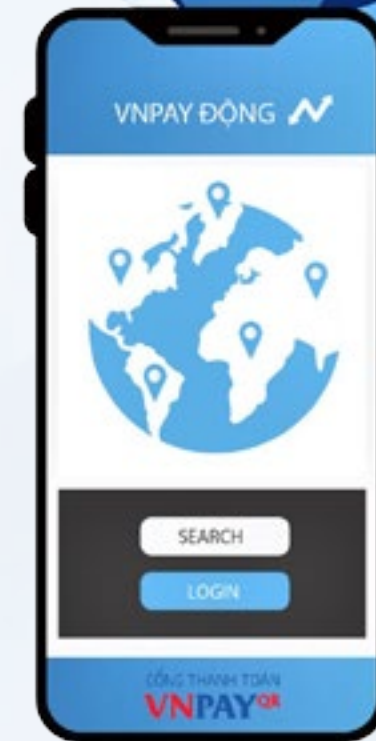
Despite this, the COVID-19 pandemic has also helped to forge and enrich the Group's internal strength. Starting from the fourth quarter of 2021 when the measures of "social distancing" were released, PNJ effectively implemented pandemic response measures while making the most of market opportunities after the blockade. The business activity recovered strongly, bringing new peaks in terms of business results.

In order to create the miracles of excellent achievements in the context of many pressures caused by the COVID-19 pandemic and the market transformation, PNJ deployed many actions to capture the trend, which has been worthy of its leading position in the jewelry industry.

1. DIGITAL TRANSFORMATION, OMNI-CHANNEL

At PNJ, digital transformation and Omni-channel development were well-invested since 2017.

- The new Omni-channel mixed-use store model at PNJ with the combination of modern physical stores nationwide and logistics services associated with diverse online platforms has helped Omni-channel revenue really explode with an average growth of over 200% per year in the last 3 years
- With customer-centricity, PNJ has created a network that quickly responds to customer needs with the ability to deliver:
- Consulting, ordering, delivery, payment methods are diverse, convenient and time-saving for customers, including door-to-door delivery & quick delivery within 3 hours in major cities;
- Sales channel through PNJ website & linked pages with friendly interface, constantly updating nearly 30,000 product samples ranging from gold and silver jewelry, diamonds, gemstones to accessories, glasses, watches in collections are always updated with many incentive programs.



2. CASHLESS PAYMENTS

The process of digital economy transformation and social distancing has created a favorable context for cashless forms of transaction to grow. Up to 89.3% of sellers rated it very positively on cashless forms of payments, considering it a trend of the present and the future.

Capturing that trend, PNJ has been flexible in encouraging customers to transfer money & offer new payment services through e-wallets such as VNPAY & Momo. In 2021, PNJ was in the TOP 10 strategic partners of VNPAY, together with VNPAY & Momo to implement many cashback promotions, giving gifts directly to customers who bought goods at PNJ as well as providing exclusive programs and services such as payment for gold purchases on God of Wealth Day... As a result, the number of customers using new forms of payment grew dramatically over the years, especially in 2021, reaching nearly 100,000 customers.

VALUES TO BE CREATED (continued)

3. OPTIMIZING CUSTOMER EXPERIENCE

With the retail trend putting customers at the center, retailers optimizing the experience to retain customers will get a better advantage in the market. A number of retail models are being started by many businesses including: in-store (shop in shop); multi-brand store; One-stop shop, ...

Not missing the above trend, PNJ has continued to affirm its position as a professional retailer as it continued to expand PNJ Next flagship store model in many localities, upgrading and expanding many existing stores into PNJ Center multi-brand stores. These new stores have given customers a special experience with luxurious, classy spaces. Inside the

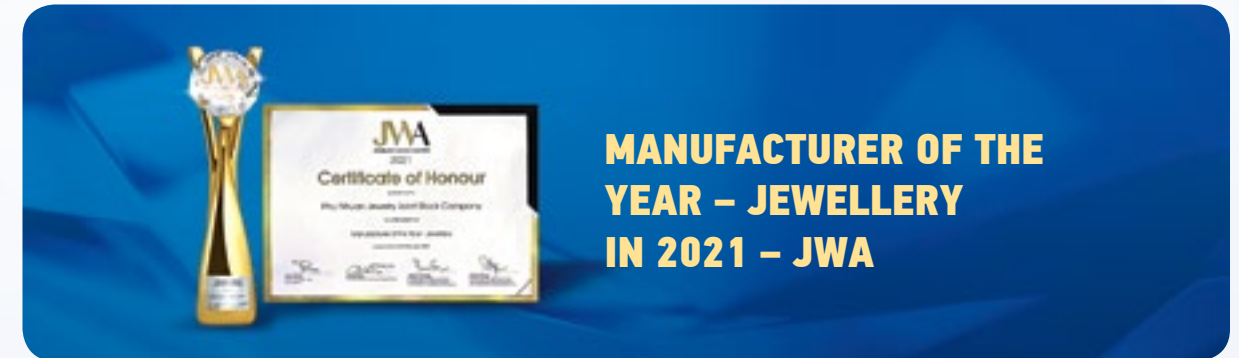
stores, PNJ organizes many interactive activities to increase customer experience such as check-in areas, lucky games on festive occasions, fashion exchange activities ...

In parallel, PNJ has constantly improved the professionalism and dedication of customer service of in-store consultants and online consultants to ensure the best service of customers' needs. Many customer service processes have been rethought and redesigned to speed up service. Thanks to these efforts, PNJ was honored Top 10 Leading Brands in Customer Experience in Vietnam surveyed and evaluated by KPMG.



4. REAPING SWEET FRUITS

Along with positive business achievements, PNJ continued to be honored in many prestigious awards ranging from management-business, culture-people to brand, outstanding as



TOP 10
ENTERPRISES MEETING
BUSINESS CULTURE
STANDARDS



TOP 10
OUT OF 100 SUSTAINABLE
DEVELOPMENT BUSINESSES
IN VIETNAM



TOP 50
MOST ATTRACTIVE
EMPLOYER BRANDS



TOP 100
BEST WORKING
ENVIRONMENTS IN VIETNAM



TOP 50
VIETNAM'S BEST-
PERFORMING COMPANIES



TOP 50
BEST LISTED COMPANIES
IN VIETNAM

VIETNAM VALUE-NATIONAL
BRAND

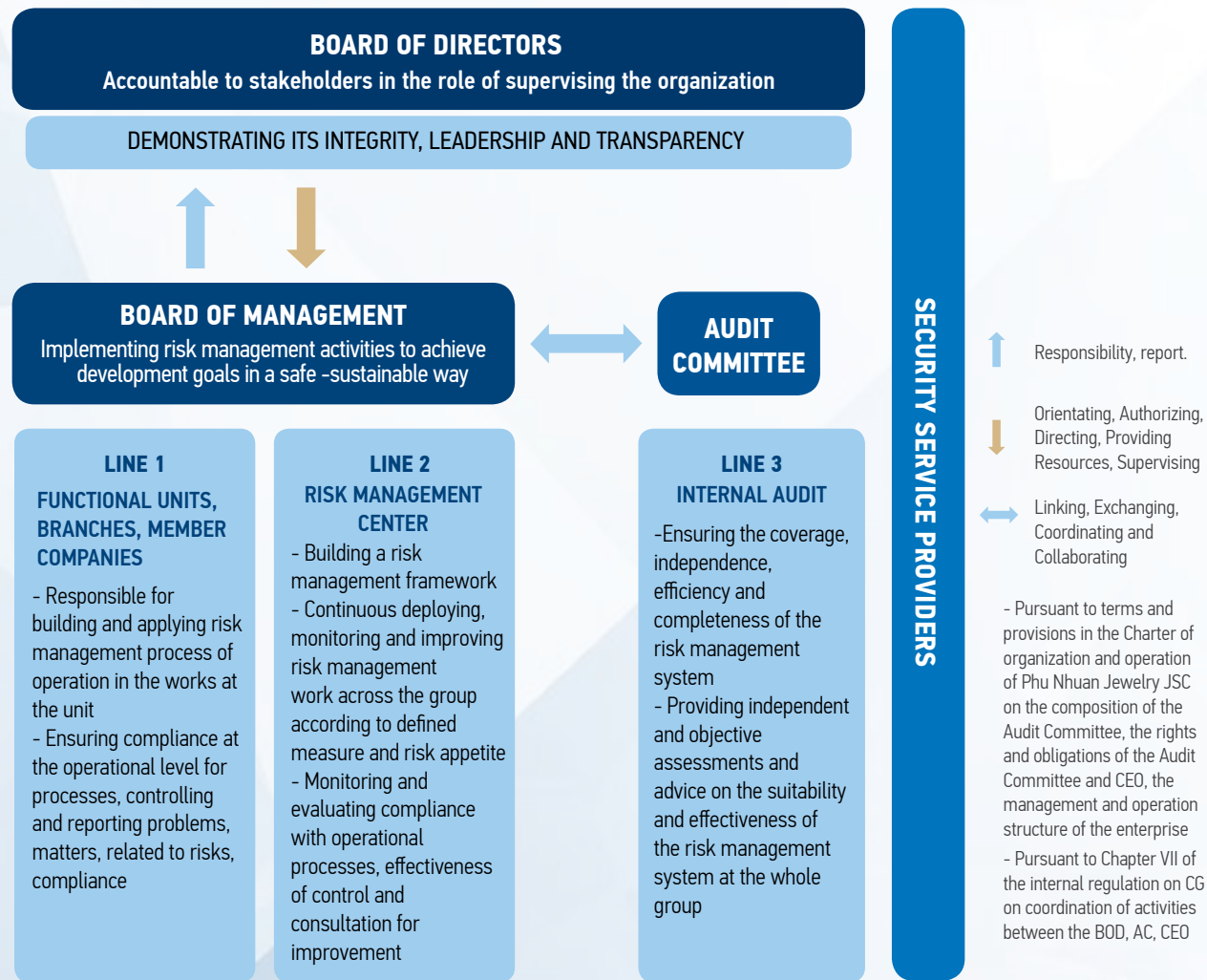


WEATHERING THE STORM BY FOCUSING ON RISK MANAGEMENT AND INTERNAL CONTROL

In the face of the complex covid-19 pandemic in 2021, PNJ promptly put in place appropriate compliance controls to ensure good operations in accordance with the target set at the beginning of the year. In 2021, PNJ continued to perfect the three-line control system – a model built by the U.S. Institute of Internal Auditors (IIA) and widely adopted by domestic and foreign businesses. Accordingly, the two control lines under the BOM include: Line 1 is the control in the operation process implemented within the specialized departments through the standardization and compliance

with regulations and procedures built for each business segment. Line 2 is the monitoring inspection activities of the BOM supporting departments in ensuring that the compliance requirements specified in Line 1 are fully implemented and the activities of identifying, assessing and controlling risks. In addition, in the 3-line model, there are also Internal Audit's activities – the function of supporting the BOD in ensuring and advising independently and objectively, while contributing to improving the value and perfecting the activities of the organization.

THREE-LINE MODEL



Source: U.S. Institute of Internal Auditors (IIA)

RISK IDENTIFICATION

In risk management activities, PNJ implemented risk identification and understanding of risks in the Vietnamese jewelry industry market. According to Statista, although there was a slight recovery in 2021, Vietnam's jewelry market has been still quite far from the scale of 2019 and there are many difficulties and challenges ahead. The key risks facing the jewelry industry include:



EXTERNAL RISKS	The COVID-19 pandemic could have been continuing to have a major impact on PNJ's business as stores in the retail system must adhere to social distancing measures to reduce the spread of the disease. This caused PNJ to lose sales at its main distribution channel, the stores system. At the same time, in the situation of the pandemic spreading strongly, consumers limited their needs to buy non-essential items, directly affecting the company's business results.
MANPOWER RISKS	The COVID-19 spread rapidly in office, factory, and store environments where many employees are concentrated and could have serious effects on people's health both physically, and mentally, directly affecting ability and productivity. In addition, the employees in areas with cases must comply with isolation measures leading to reduced productivity or temporary disruption in production and business activities.
INFORMATION TECHNOLOGY RISKS	With the rapid development of information technology, PNJ must continuously upgrade its infrastructure as well as develop information systems in production and business and products marketing to meet the requirements of customers in fast and convenient procurement and improve the experience across many different technology platforms. The company might face the challenge of reasonable investment costs for technology and human resources, synchronous linkage of information systems, data optimization for production and business activities, especially in the context of increasing remote working, online business during the COVID-19 pandemic.
REPUTATION RISK	Information technology security has been PNJ's top concern as the company recorded many cases of email attacks containing malicious code, forged PNJ brand on the network.
OPERATION RISKS	The business of high-value goods always carries security risks, losses, and cost-effectiveness during operations.

WEATHERING THE STORM BY FOCUSING ON RISK MANAGEMENT AND INTERNAL CONTROL (continued)

RISK IDENTIFICATION (continued)

On the basis of risk identification, PNJ carried out risk assessments and developed controls focused on critical risks, integrated into operational processes, and regularly monitored compliance with such controls through internal control and compliance monitoring systems.

1. COMPLIANCE CONTROL ACTIVITIES IN 2021:

- System-wide inventory and monitoring: 1,000 visits
- Control of system-wide focus activities: 400 times;
- Advising and contributing to the sales program in accordance with trade promotion regulations: 37 times;
- Contributing comments on building a safe and effective process: 30 times;
- Organizing store reviews, standard behaviors throughout the system: 2500 times;
- Implementing other compliance control activities such as security, safety and safety assurance as prescribed during the pandemic season;
- Organizing training to improve inspection and supervision capacity for employees in the operation process.

2. COMPLIANCE CONTROL ACTIVITIES IN ACCORDANCE WITH THE PROVISIONS OF LAW

The Legal and Compliance Department under the BOM has the role of ensuring that all management and business activities of PNJ are carried out based on the provisions of law, thereby minimizing legal risks and protecting the legal rights of PNJ. In order to ensure flexibility, but safety and efficiency in the new working conditions, the Legal Department also needs to propose the most appropriate solutions and ways in handling specific legal situations.

3. TYPICAL ACTIVITIES OF LEGAL DEPARTMENT IN 2021

- Advising the Board of Directors in formulating and promulgating legal documents on CG along with restructuring the governance model and being approved by the AGM: (1) Company charter, (2) Operating regulations of the Board of Directors, (3) Regulations on internal governance of the company, (4) Developing a new draft for the Operational Regulation of the AC;
- Regular activities:
 - Successful review of trading contracts: 1,450 contracts;
 - Supporting procedures for opening new and changing business licenses: 31 companies & 28 stores;
 - Number of trademarks successfully registered for intellectual property: 22 trademarks;
 - Issuance of new contract templates: 13 templates
 - Participating in PNJ's legal activities;
 - Taking up-to-date courses, workshops and improving knowledge.

4. COMPLIANCE CONTROL OPERATIONS PLAN IN 2022

- Continuing to carry out and maintain system-wide compliance control inspection activities;
- Strengthening inspection of key activities to have timely remedial and preventive plans;
- Combining with the development of Disaster Risk Reduction, Key Risk Indicator at departments, thereby identifying risk factors, non-compliance factors to plan to promote timely monitoring;
- Strengthening Risk Management awareness training and how to check and control daily operations for the management team.



CROSSING BOUNDARIES

FROM TRUST



"The pressures of 2021 also could not stop PNJ people from bringing their hearts and enthusiasm to share love for more difficult situations during the pandemic storm.

Along with financial capital and human capital, the sources of "social prestige capital" and "trust capital" were accelerated by PNJ in 2021 and would be solid foundations for PNJ to accelerate its breakthroughs.

And we believe that the trust from the community would help us achieve more miracles in the future."

HUMAN RESOURCES ARE VALUABLE ASSETS

From the early days of establishment, PNJ has always maintained the principle that people are the focus, the decisive factor to help businesses transform strongly in the face of all changes, as well as be able to respond flexibly to unexpected factors. In the heart of the storm, when businesses face many difficulties and have to make decisions to cut resources or close businesses, PNJ has remained steadfast, maintained the mentality, focused on making operational policies to care and develop internal resources. Because, simply, they have the valuable foundation of the assets that brought PNJ's success today.

Overcoming a turbulent 2021, with creativity and persistent effort, PNJ confronted and overcame challenges to build a strong internal strength, established a fast breakthrough momentum, created great miracles. PNJ's achievements today have been built on the hard work of each individual, from PNJ management to staff under the pressure of the times. Over time, PNJ has increasingly shone as it has not merely conquered economic goals, but also continuously spread positive values to the community, making efforts to contribute to forming the ideal environment for human development and sustainable-growth business population.



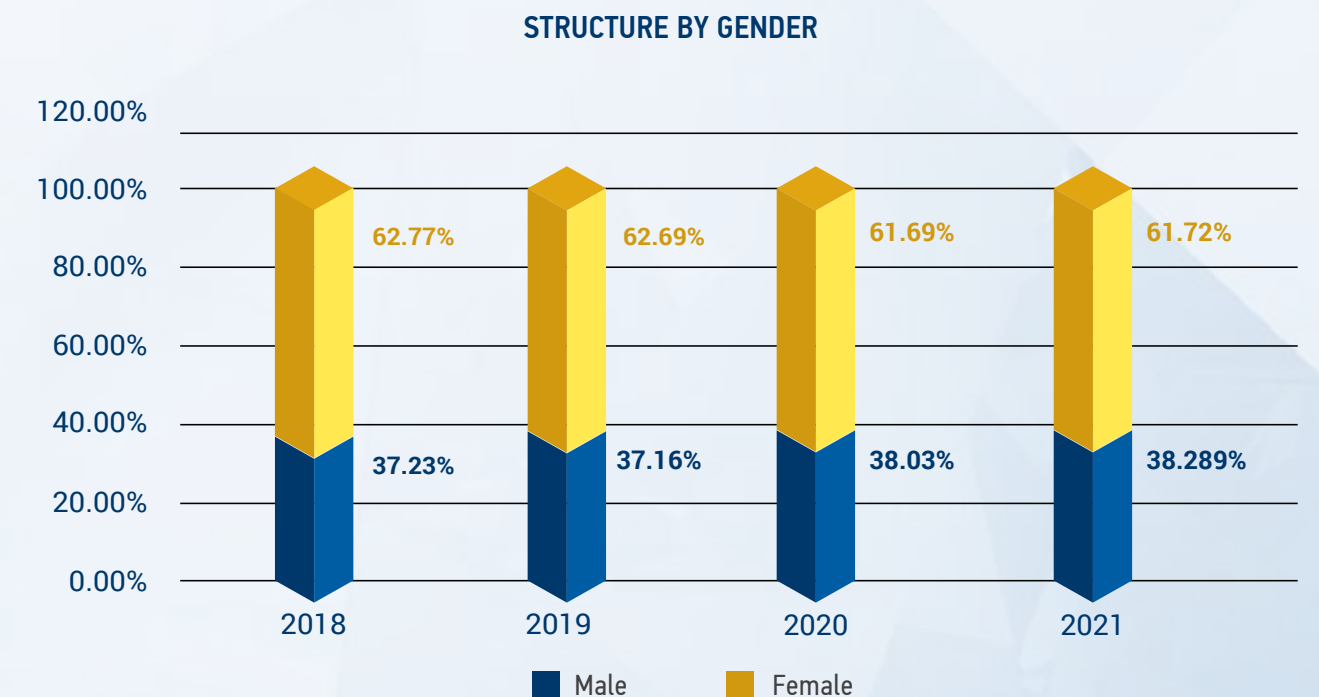
1. DIVERSITY AND EQUAL OPPORTUNITY

In 2021, PNJ had more than 6,400 official employees diverse in age, gender, ethnicity, religion and professional qualifications. PNJ has encouraged diversity and equality in the work culture, without any discrimination or boundaries of gender, ethnicity or religion. All of the company's labor policies are geared

towards the development of the "PNJ's One Family Culture", contributing to a friendly working environment where everyone cares about each other and there is no discrimination between bosses and employees.

Year		2018	2019	2020	2021
Total labor force		5,648	6,087	6,011	6,473
Gender	Male	2,103	2,262	2,286	2,478
	Female	3,545	3,825	3,725	3,995
Age	< 30	3,004	3,143	2,770	4,486
	30 – 50	2,507	2,765	3,047	1,946
	> 50	137	179	194	41
Region	North	564	774	763	679
	Central	752	1,068	1,013	1,475
	South	4,332	4,245	4,235	4,319

2. HUMAN RESOURCES STRUCTURE BY GENDER



CROSSING BOUNDARIES FROM TRUST

HUMAN RESOURCES ARE VALUABLE ASSETS (continued)

2. HUMAN RESOURCES STRUCTURE BY GENDER (continued)

Over the years, the gender gap in the labor structure tends to decrease gradually, properly demonstrating the Company's strategy:

Human resource development goes parallel with gender equality.

All PNJ employees have an equal opportunity to express their values and contribute to the overall success of the organization. The company specifically upholds the spirit of gender equality for women workers. PNJ always places a top priority on raising awareness of the role of women, both in the family and in society.

In particular, at PNJ, there are benefits for female workers such as:

Special days Benefits:

On every holiday such as Women's Day (08th Mar), Vietnamese Women's Day (20th Oct) ... The company always gives meaningful gifts to each PNJ employee and welcome activities to connect the working environment, while creating relaxing and memorable moments after working hard hours.

Maternity benefits:

- Maternity benefits in Health Insurance
- Break time for pregnant female employees
- Visiting policy for female employees after giving birth (2.3-2.5 million VND/ time)

- Milking room for employees with babies

Health care benefits:

- "Healthy living" activities for women with Yoga, Aerobic Club (PNJP)
- "Periodic health screening" activities with expanded items exclusively for female employees with a higher examination budget.

Cost and allowance policies for women

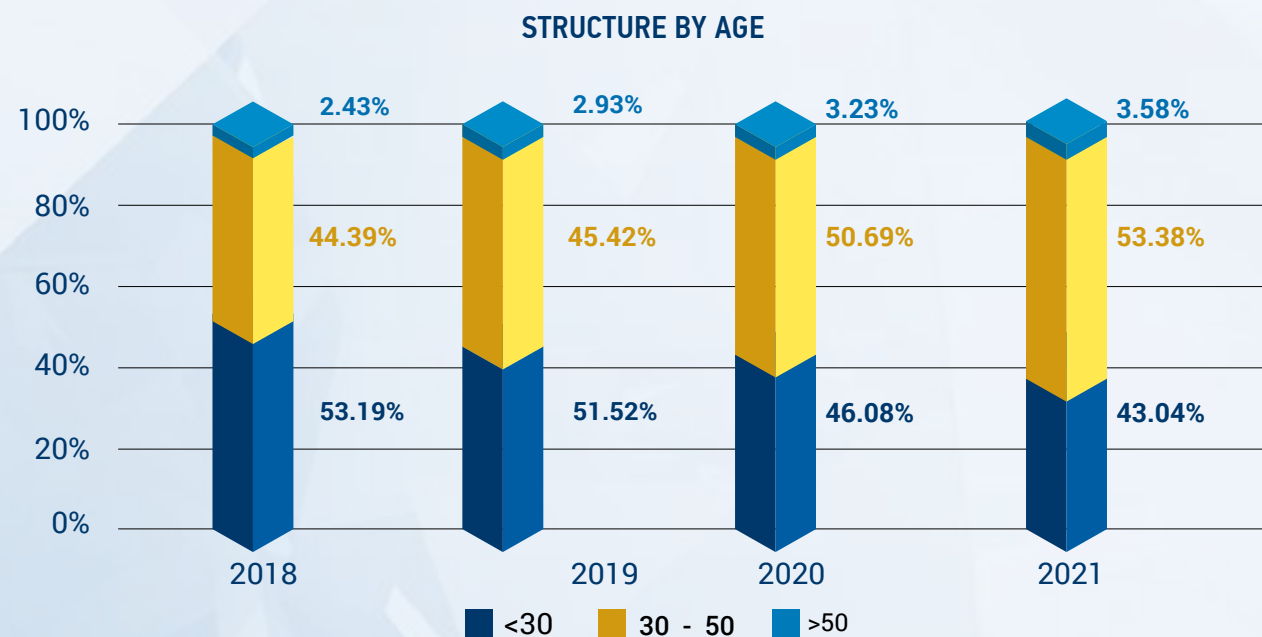
- Supporting higher dress costs for female employees
- Supporting the cost of makeup and socks exclusively for female employees

Activities to connect "PNJ Sisters"

PNJ has built a community for female employees working at PNJ group with a lot of activities to engage female employees such as Sharing tips for women, answering concerns in working life, Emulation activities such as Rice Tray in Covid Season, 21-day challenge... creating a comfortable environment and showing appreciation to the female employees in the "PNJ's One Family".

3. STRUCTURE BY AGE

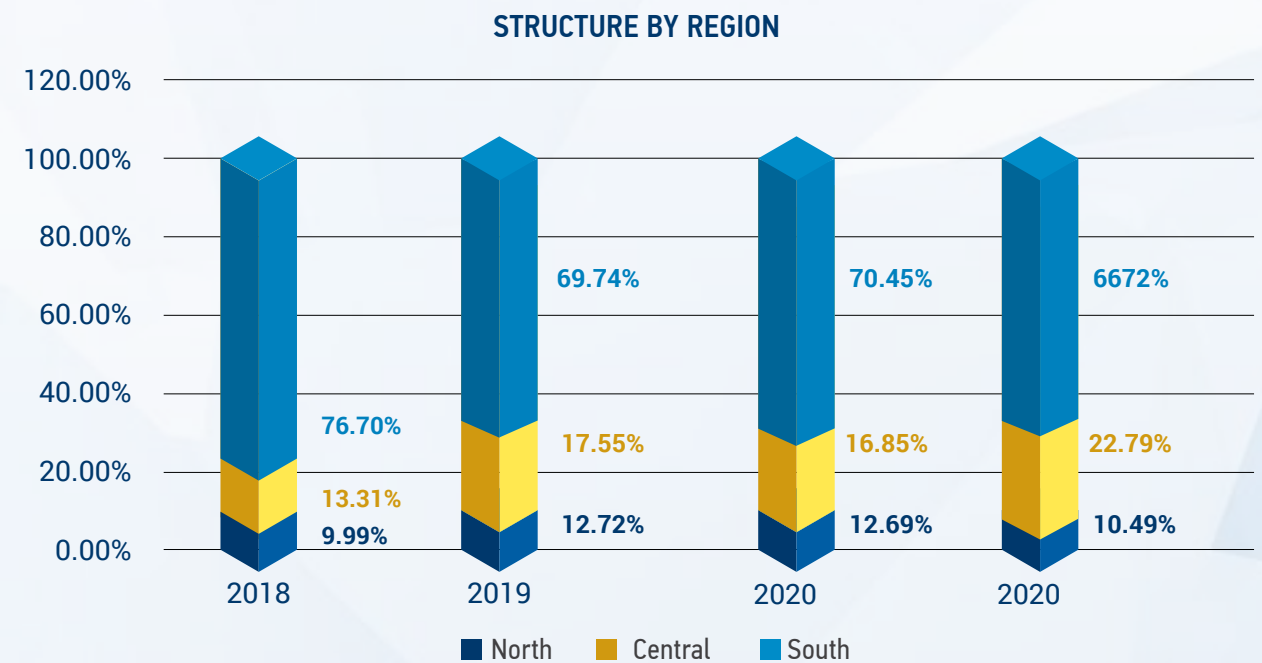
PNJ's human resources have been increasingly young and dynamic in parallel with improving skills, in line with PNJ's strategy of "rejuvenation" as it has expanded the market to attract young customers. With a dynamic, dedicated staff, it promises to make a breakthrough for the success of PNJ Next.



4. STRUCTURE BY REGION

PNJ's labor structure is still concentrated mainly in the Southern region due to the specificity of production and business areas. The company currently owns and operates two large-scale production facilities in Ho Chi Minh City: Go Vap and Long Hau Factories with production capacity of up to 4 million and 2 million products, respectively. By region, the

North and Central markets are still very modest compared to the South, there has been still a lot of potential. However, PNJ has been planning to expand its operations, attacking more aggressively in the Northern and central markets. This is also an opportunity for PNJ to create jobs and attract more quality human resources from all regions of the country.



5. STRUCTURE BY MANAGEMENT AND EMPLOYEE-LEVEL

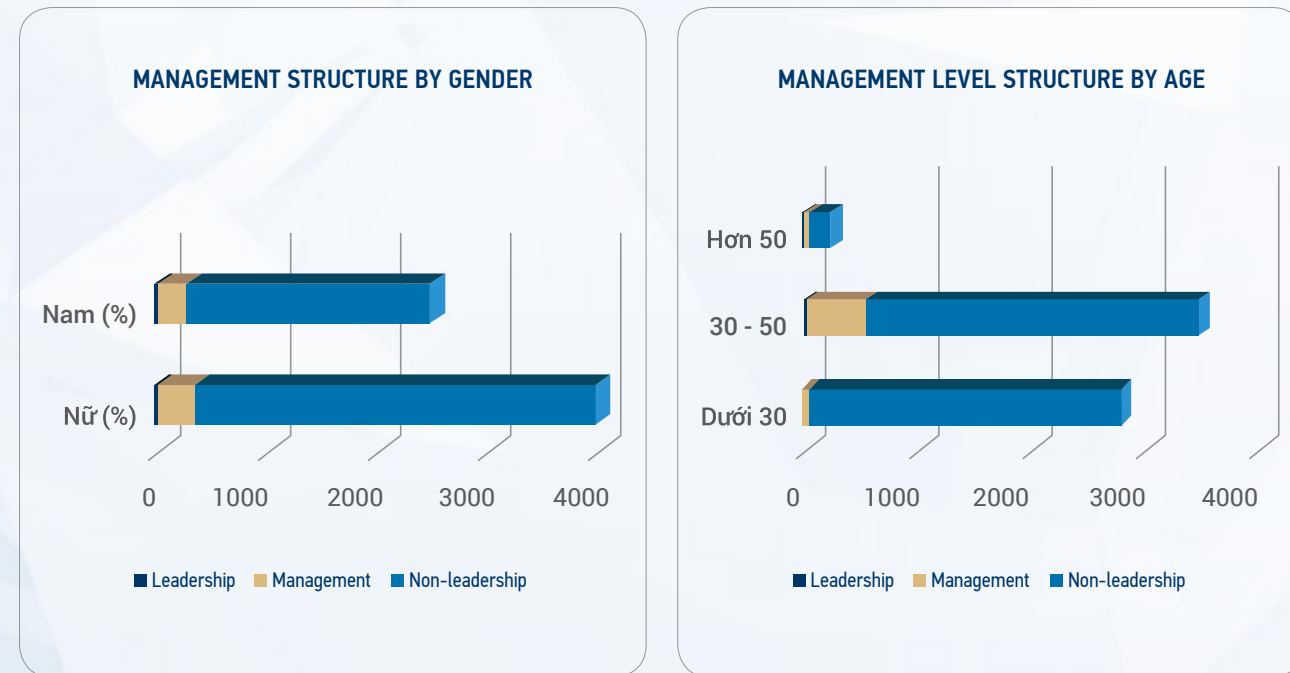


In order to meet the requirements of CG in the new situation, PNJ has continued to maintain a reasonable ratio of the management-level staff structure of the Board of Directors, the Board of Members and the Advisory committees of the Board

of Directors/ Board of Members. In 2021, the total number of managers at the management level of PNJ was 610 people, accounting for 9.42% of the total number of employees.

HUMAN RESOURCES ARE VALUABLE ASSETS (continued)

5. STRUCTURE BY MANAGEMENT AND EMPLOYEE-LEVEL (continued)



6. TALENT ACQUISITION

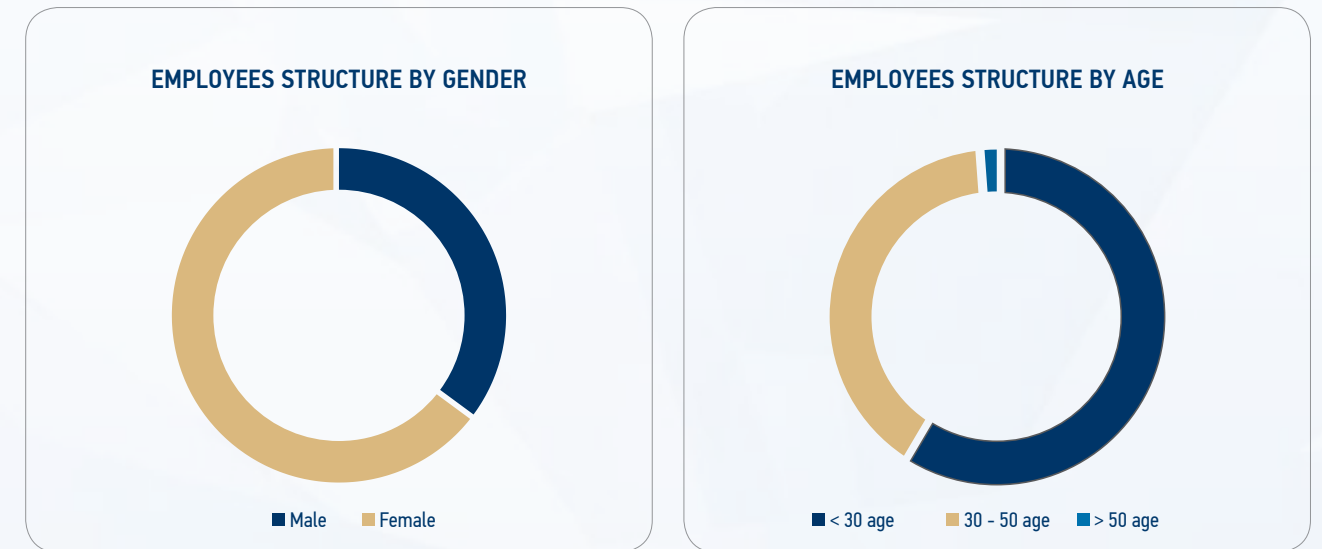
PNJ's policy of attracting talent is not competitive with salary but by long-term commitment and sharing of achievements. With the number of recruits in 2021 more than 1,700 employees, PNJ's recruitment team has excellently met the needs of business development as well as production of the Group in the context of fierce competition in the retail industry (the development and expansion of the system of a series of retail chains & F&B industry in the country as well as of foreign brands penetrating into the Vietnamese market)

as well as the pandemic impacts.

As a company with a large and prestigious brand, together with a visionary management board, modern management system, competitive compensation policies according to market surveys have so far been built and perfected, PNJ has certain advantages in attracting talent by receiving high rankings in the voting Best Working Place in Vietnam" and "Employer of Choice".

7. NEW RECRUITMENT STRUCTURE

In 2021, PNJ employed 1,733 people. Of the total number of candidates recruited, male candidates accounted for 35.14%, women accounted for 64.86%; Young candidates under the age of 30 were employed by PNJ with the highest proportion of 69.30%, followed by candidates aged 30 to 50 years old with 30.06% and candidates over 50 years old with 0.63%.



8. LABOR FLUCTUATIONS

In recent years, the business market has been volatile, especially during the Covid-19 pandemic. For PNJ, the period of having to close stores according to the distancing designation caused a lot of difficulties in maintaining the company's human resources. However, with the policy of investment, development and maintenance of human resources in 2021, the resignation rate of units decreased compared to the previous year, equivalent to 15.99% (down

8.8% and 10.37% compared to 2020 and 2019). Regarding the resignation structure in 2021, the resignation rate of Men was 5.08%, and Women's was 10.9%; in terms of age group, the resignation rate of workers over 50 years old (mainly retirement) accounted for 0.25%, young workers (under 30 years old) accounted for 9.44% and workers aged 30-50 years only accounted for 6.3%.

Năm		2019	2020	2021
Total Number of new employees		1.686	1.067	1.733
Gender	Male	557	467	609
	Female	1129	600	1124
Gender	< 30	1280	693	1201
	30 – 50	391	352	521
	> 50	15	22	11
Resigning employee		1.489	1.509	1.035
Gender	Male	533	593	329
	Female	956	916	706
Gender	< 30	951	929	611
	30 – 50	525	557	408
	> 50	13	23	16
Reason for resigning	Voluntary			512
	Involuntary			523

HUMAN RESOURCES ARE VALUABLE ASSETS (continued)

8. LABOR FLUCTUATIONS (continued)

In order to continue to build the necessary human resources for the continuous growth, in addition to establishing a recruitment process to meet the timely recruitment of candidates for the expansion of the business network, PNJ has also continuously improved the process, step by step, digital transformation of content, how to communicate with candidates to help candidates easily and conveniently access information about PNJ on the digital platform.

The Personal Performance Management Program is the process by which managers and employees work together to formulate goals, plan, monitor supervision to come up with an improvement/development plan, and ultimately evaluate the results of the implementation of the planned targets, as well as contributing results to the overall targets of the organization. The development of mechanisms and implementation of

the annual program is always focused by the management to build a mechanism to measure, review and evaluate the results of personal work clearly and reasonably; thereby encouraging employees, creating opportunities to reflect and develop themselves accordingly.

Every year, the results of the KPIs implementation and targets in the Set of Leadership Capacity Indicators of each rank are reported and evaluated to serve as the basis for the promotion assessment and compensation policy for each individual. At the same time, the KPIs system and the set of Leadership Capacity Indicators of each individual are also monitored and evaluated to discover individuals capable of helping the Human Resources department have the basis to build a suitable development roadmap for each employee.

9. ENSURING ECONOMIC CONDITIONS FOR EMPLOYEES

PNJ has well-understood and highly appreciated the importance of the company's staff. Therefore, we have always strived to create a healthy working environment as well as ensure the best economic conditions for workers. For remuneration policies, PNJ follows the

company's remuneration philosophy of is to ensure "Internal Fairness" and "Market Competition" through constantly improving the system of remuneration policies.

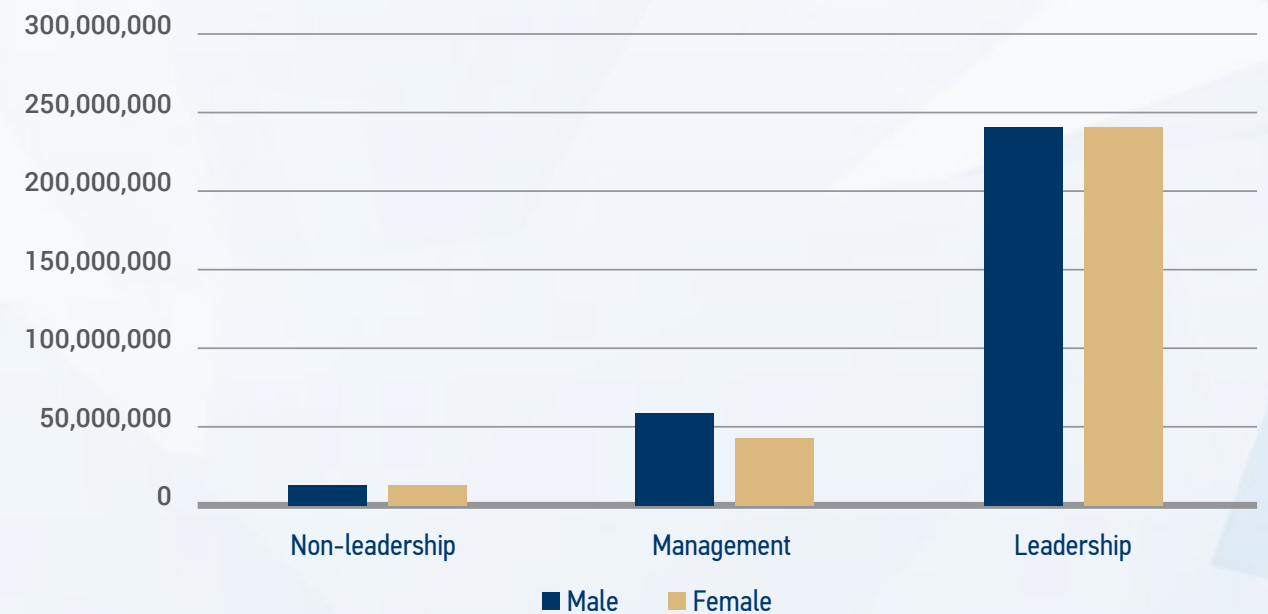
At PNJ	Starting salary by gender	Male	4.750.000
		Female	4.750.000
	Minimum salary (VND/month)		4.420.000
At PNJP	Ratio of starting salary by gender compared to minimum salary	Male	107,5%
		Female	107,5%
At CAJ	Starting salary by gender	Male	5.270.000
		Female	5.270.000
	Minimum salary (VND/month)		4.420.000
At CAF	Ratio of starting salary by gender compared to minimum salary	Male	119,2%
		Female	119,2%
At CAF	Starting salary by gender	Male	5.270.000
		Female	5.270.000
	Minimum salary (VND/month)		5.200.000
At CAF	Ratio of starting salary by gender compared to minimum salary	Male	117,6%
		Female	117,6%

Ratio of starting salary by gender compared to minimum salary

The starting salaries for employees in units PNJ vary depending on the nature and capacity requirements for employees.

However, we have always ensured that PNJ's starting salary is higher than the minimum salary as prescribed by law, while not discriminating against gender for the salary regime because with PNJ, each individual is equal.

AVERAGE INCOME AT PNJ LEVELS



In its efforts to ensure attractive income levels for employees throughout the system, PNJ has developed compensation policies for employees based on comprehensively constructed work efficiency, creating equitable opportunities for development for all employees:

- Implementing the 13th month salary, the salary scale according to the structure of the business direct salary group (Front), indirect business (Middle) and support (Back) to meet the strategy of the company's compensation structure, promulgating work rank under the new system referenced to the international work rank assessment standard to ensure the implementation in compensation philosophy of the company;
- Making income adjustments for positions with changes in the structure of the income framework and adjustments to salary increases to ensure compliance with the provisions of the law on regional salaries;
- Continuing to implement the consultant's salary, the level of income at the store level applied to some positions at the store;
- Reviewing and implementing regulations on welfares, allowances and annual support costs. Promulgating new policies to improve the comprehensive compensation package at PNJ such as Mid-shift meal costs, gasoline, telephone, costume costs and other cost support according to location and nature of work, cost of business travel.
- The policy of rewarding personal work results in 2021 was associated with the business results of the company/unit /individual, the work rank and the level of completion of the target: With the business situation in 2021 and the efforts to overcome the common difficulties caused by the Covid pandemic, the improved company bonus coefficient was higher than the previous year and so employee bonuses were also increased accordingly;

CROSSING BOUNDARIES FROM TRUST

HUMAN RESOURCES ARE VALUABLE ASSETS (continued)

10. HUMAN RESOURCE SKILLS TRAINING & DEVELOPMENT

In the KPIs set of PNJ, there is always a team capacity development section in which the leader/head of the unit must be responsible for building, organizing training programs and developing the team of their unit. It accounts for 10% of total KPIs.

With the characteristics of the jewelry industry that requires high skills in the manufacturing department as well as communication

skills when working directly with customers, PNJ has always focused on skills training for the workforce. PNJ's training programs include mandatory programs as prescribed by law, skills training programs to develop the orientation capacity of the organization, skills upgrade programs for Leadership and Management as well as sharing activities, spreading internal knowledge.

Năm	2019	2020	2021
Number of training courses	465	508	522
Internal training	297	391	401
External training	168	117	121
Total training hours	167.922	137.379	104.962
Internal training	120.475	105.727	82.716
External training	47.447	12.884	22.246
Staff level	149.658	92.770	74.224
Management level	18.264	25.841	30.738
Male	50.919	37.802	41.406
Female	117.003	80.809	63.556
Number of employees	20.695	24.257	35.330
Staff level	18,382	14,883	27.012
Management level	2,313	9,374	8.318
Male	6,524	7,179	9.728
Female	14,171	17,078	25.602

11. HIGHLIGHTS OF HUMAN RESOURCE TRAINING ACTIVITIES

ONE-HOUR TRAINING PROGRAM ON ZOOM PLATFORM HAS BECOME "HOT TREND"

If in 2020, One-Hour – learning program in an hour was considered a new form of training and a "New Normal Training" for everyone, then in 2021 this learning method was considered "trending" with all training topics, becoming a common sharing platform, familiar to both lecturers and students at PNJG.

Due to the prolonged Covid-19 outbreak and most of the country falling into a state of social distancing under the Instructions No.15

and No.16, from the beginning of June to November 2021, 90% of training programs at PNJG were conducted online on the zoom platform. This meant that offline training plans in 2021 were virtually impossible to implement and forced to gradually switch to online. This also stood for that the lecturers must rewrite the program, redesign interactive activities for students & made an effort to quickly familiarize themselves with the zoom online training tool.

RECORD NUMBERS OF COURSE ATTENDANCES CONSTANTLY BROKEN

500 students participating in a training class was a huge number – the record of 2020 was quickly surpassed with the number of participants increased to 600, 700, 800 in many programs in 2021. Therefore, at the time of not having time to upgrade zoom, the Training Department used 2 accounts of 500 people at the same

time as the program "Search & create loyal customers". In particular, after upgrading the zoom account to 1,000 people, it was still not enough to meet the program "Sales Marketing", the organizers of the program just combined livestream on The Library for more than 200 viewers and live online & full room for 1,000 people on zoom.

ATTRACTING AND PROMOTING A CULTURE OF CONTINUOUS LEARNING, OVERCOMING THE COVID-19 CRISIS

In 2021, the training activities recorded the participation of Internal Lecturers & participated in the training of many experts, Senior Managers or more from Divisions of Customers & Retail, Operations Finance, Marketing, Supply Department, Risk Management Center, ... Buon Ma Thuot branch. Especially, there were many new leadership teams from multinational corporations with a lot of knowledge and new perspectives.

The number of internal lecturers participating in teaching in 2021 at PNJG was 86, of which 45 was managers, experts or more with nearly 650 hours of flexible online & offline training. Besides, many of them were Senior Managers, Directors who had not been internal lecturers but very enthusiastic, willing to implement in the sharing programs at the invitation of the Training Department. This has shown that more and more leaders and managers have been interested in capacity development activities for the organization, knowledge transfer.

The training topics in 2021 were diverse and abundant on the

basis of meeting the competencies that need to be oriented to develop the capacity of the organization including:

- Retail Management Capacity Development
- Marketing capacity Development
- Financial and Accounting Capacity Development
- Professional Development & use of digital tools for sales team
- Customer experience
- Security, Safety & Risk Management
- Other New Competencies Development
- Production Capacity Development

Employees across the group, whether in retail stores, manufacturing or in the Supporting Center office group, have been free to choose to participate in general online programs and professional programs tailored to each specific title and expertise directly on Zoom or to study on playback materials at E-learning.

12. TYPICAL TRAINING PROGRAMS 2021

RETAIL MANAGEMENT

A professional head of store faces many problems that need better and better solutions, more and more complete. Therefore, retail management knowledge should always be up to date. In 2021, the retail industry in particular was heavily affected by the unpredictable impacts of the pandemic, so the problem needed to be solved with more conundrums. With the desire to contribute to solving this difficult problem, the Training Department had connected with the Directors, Senior managers who were in charge of expertise, experience in the field at the company to design the program, compose syllabus and implemented this "Retail Management" course. The program consisted of 4 sessions that took place every Tuesday morning & Friday morning, starting from September 7th to September 17th, 2021 with topics sticking to the new capacity framework for PNJ Heads of Stores.

1. Team building and staff development
2. Business management and planning
3. Commodity structure Management
4. Financial management and planning

The program helped more than 92% of the Heads of stores participating in the program to develop a business plan 2022 for their own store. This was also the level 4 assessment program – The only business impact assessment program of 2021.



HUMAN RESOURCES ARE VALUABLE ASSETS (continued)

12. TYPICAL TRAINING PROGRAMS 2021 (continued)



LIVE TALK-SHOW: THE SECRETS OF SEASON SALES

The record of Live Talk show at PNJ with 08 guests of Consultants, Heads of the stores with the highest revenue of 6 branches in the condition of the stores were lockdown due to the serious impact of the Covid-19 pandemic.

Participating in the program of colleagues – the Consultants received many interesting and unexpected “tips” from approaching, taking care of customers remotely to creating products pictures warehouses to easily consult products for customers, close orders and pack delivery goods, ... The program was also meant to motivate and encourage stores to overcome the Covid-19 crisis due to not being able to come to the store to do their favorite consulting and sales.

UNLEASHING LEADERS- HR FOR NON-HR MANAGERS

Following the orientation of unleashing the strength and potential of the team, building a strong organization based on the ability to lead human development at all levels, the Human Resources Department organized this special program and built a team of “Unleashing Leaders” at PNJ.

The program was for managers to help them recognize and promote the role of unleashing leadership at PNJ, together express the cultural values of “Caring for co-development” and leading the team to new successes, with 3 topics / 3 sessions:

1. Talent recruitment - Strategic role-playing
2. Development launching - Multipurpose improvisation
3. Consensus cohesion - Motivation for success

These were the first three sessions in a series of topics, with strings of topics followed in 2022.

FINANCE FOR NON-FINANCE MANAGERS

Within 2 sessions of the program, 4 lecturers from Operations Finance Division shared with students the real financial knowledge for a manager at PNJ; Helping them from understanding basic financial principles to applying analysis of financial indicators in reports and making decisions based on available data. In particular, the program took place at the right time when the units were preparing to plan the budget for in 2022 to help managers have good knowledge in budget planning & budget management of their units on ERP.



13. OCCUPATIONAL SAFETY & HEALTH

As a leading enterprise in the jewelry industry, PNJ has always strived to pay attention and had policies to ensure occupational safety, especially for those working in the area, potentially at risk of occupational diseases.

The risk comes from workers being exposed to wastewater, waste, hazardous emissions, working in high-temperature environments and noise pollution in a number of specific manufacturing processes such as casting, metals detaching, polishing, plating. With the investment and upgrading of modern technologies regularly at most stages, the workers only participated in programming so that machines could automatically perform production stages, thereby contributing to minimizing the risks of occupational diseases for workers.

PNJP had also made many efforts in treating and minimizing wastewater, waste, hazardous emissions, noise in the production process, complying with and achieving certification in accordance with Vietnam's technical standards.

The Objects at risk of occupational diseases have been also supported by PNJP to carry out periodic examinations of intensive tests to detect occupational diseases if any. The Safety Department of PNJP is a specialized organization on monitoring, evaluating and reporting on the periodic occupational safety for the BOM with timely handling directions. For years, PNJ has not detected any cases of workers suffering from occupational diseases.

INSURANCE POLICY

In 2021, PNJ company continued to pay attention and focused on developing welfare programs to bring practical welfare values to employees. All employees of PNJ Company participated in the compulsory insurance program in accordance with the state regulations, including Social Insurance, Health Insurance and Unemployment Insurance. The company also took initiative on communication to encourage the installation of VssID Application – Digital Social Insurance to increase employee awareness of the new application implemented by Vietnam Social Insurance.

In addition to fully complying with the regulations on compulsory insurance programs, PNJ also expanded the provision of Advanced Health Insurance Benefits to contribute to maintaining a healthy life for employees, sharing the financial burden when medical treatment costs arose, which brought employees more peace of mind in life and work. The Health Insurance Program provides 24/24 accident insurance, life insurance and health insurance with outpatient and inpatient treatment assistance for employees and extends to relatives who are spouses and children of management level.



HUMAN RESOURCES ARE VALUABLE ASSETS (continued)



MATERNITY LEAVE

PNJ applies maternity leave policy to employees (both men and women) in compliance with the provisions of labor law. In 2021, the actual number of employees on maternity leave was 322; of which, male workers with wives giving birth to children were entitled to maternity leave of 11 people, female workers who took maternity leave were 311 people. By the end of December 31st,

2021, 307 workers had returned to work after maternity leave, reaching 98.7%; in particular, male workers returned to work 100% and the number of female workers returning to work was 296, reaching 95.18%. PNJ is committed to and always ensures full employment for the number of workers on maternity leave to return to work in the old position after the end of the leave period.

WORKING ENVIRONMENT SAFETY

Policies on occupational safety such as 5S were propagated, disseminated and included in the operation process of each department and group to improve the general working environment safety of the whole company. Enforcement measures include:

- Ensure compliance with regulations on occupational safety, fire protection and security of the working environment;
- Maintain an average space of 12m2/person;
- Keep clear and clean working conditions, with air conditioning systems and systems to handle cool and convective air throughout the factory, ensuring clean air for workers;

- Construct a modern toilet system, ensuring and maintaining 100% clean conditions;
- Construct many independent smoking rooms to create a clean environment and minimize smoking for employees;
- Provide a medical system for employees who are sick or tired during the working and resting process during working hours, and offer a 30-minute leave policy for maternal women;
- Hire a cleaning company to clean the building, especially in glass and high areas on a quarterly basis;
- Have toxic policies for employees who work in related areas with money and refreshing drinks



TIGHTEN OUR HANDS TOGETHER TO OVERCOME COVID-19 STORM

In addition to the policies available to workers, with the spirit of tightening hands together to overcome COVID-19 storm, in 2021, PNJ improved to its operating model, navigating resources smoothly to meet the challenges. Actions and policies for workers in 2021 revolved around three pillars:

- 1. Taking care of health and ensuring human safety;**
- 2. Maintaining income stability and welfare for employees;**
- 3. Improving the team's work performance, morale and combat readiness.**

1. DEDICATED TO TAKING CARE OF HUMAN HEALTH AND SAFETY

Since the outbreak began in Vietnam in early 2020, PNJ immediately established the Group-level Disease Prevention Committee. The principles were quickly established; communication and guidance implemented throughout the Group to protect the safety of personnel. In 2021, the COVID-19 Prevention Committee issued 20 notices, and more than 60 detailed communication articles, providing detailed guidance and constantly updating measures to handle pandemic situations throughout the Group, closely monitoring the pandemic situation of each locality through the monitoring system, covid dashboard updates report automatically every day.

The information system throughout each member of the staff through Enterprise Internal Social Media (Workplace by Facebook) helped to equip knowledge and capacity, constantly updated the actions and response solutions from the Group as well as disseminated news and preventive knowledge to more than 6,000 employees working in the group.

From solutions implemented very early for staff such as remotely dividing forces, carrying out tests to review the infection situation, building medical isolation areas, equipping necessary medical equipment to respond to on-site support, PNJ staff received effective initial care and attention.

As the pandemic worsened with the number of infections and the risk of death constantly increasing, PNJ established a National Rapid Response Force with nearly 100 volunteers from PNJ's staff, connected to medical facilities and doctors in the industry, at the same time, quickly and flexibly supplied medicines, medical instruments and contacted the transfer of serious diseases to care for not only workers but also the workers' relatives when there were adverse health risks caused by the worsening disease.

Vaccination activities for employees were implemented quickly, safely, increasing coverage throughout the system.

2. ENSURING INCOME AND WELFARE FOR EMPLOYEES

During the period of being heavily affected by the temporary closure of business activities in localities nationwide under the Instructions No.15 and No.16, PNJ still took care of employees practically and thoughtfully through paying salaries earlier than the planned payment period at the end of the month so that employees could afford shopping food and foods reservation before the deadline for implementing social distancing; advance payment of 50% of the 13th month's salary by the end of June 2022 and ensuring income safety for all employees. According

to Mrs. Cao Thi Ngoc Dung, Chairperson of PNJ's BOD, during the pandemic, "No employee would be left behind".

In 2021, PNJ still considered adjusting annual income for employees and had many solutions to improve the competitive level of income and remuneration regimes, to constantly attract talents to the organization towards the greater development of business results and sustainable growth.

TIGHTEN OUR HANDS TOGETHER TO OVERCOME COVID-19 STORM (continued)

3. IMPROVING TEAM'S PERFORMANCE, MORALE AND COMBAT READINESS

Despite the complicated situation of the COVID-19 pandemic, PNJ continuously has had policies and activities to improve the performance, morale and combat readiness of employees throughout the system. The new business rewards policy was also effectively applied to bring positive encouragement to the team and created excitement for the entire business force. The monthly job bonus policy was also applied in testing at office units, helping PNJ create motivation towards high achievement development and create resilience to overcome obstacles due to the pandemic.

Simultaneously, online training solutions were constantly being implemented to refresh team capacity, equipped with in-depth knowledge and skills and spread knowledge in the system, ensuring construction of a team to be rich in both "quality" and "quantity". Corporate culture is also a factor

invested by PNJ through its activities of communication, reminders and examples.

During the peak of 2021 outbreaks, remote working (WFH) was effectively implemented. Thousands of training sessions were recorded. Dozens of projects/action plans remained on schedule during the distancing period, from which the company was well-prepared, as the foundation for revenue results in the fourth quarter of 2021 increased by 21% compared to the same period of 2020 (which was already very high). In 2021, all employees working at PNJ complied with the labor regulations issued. In addition, PNJ intended to reissue an updated version of the Code of Conduct in enterprises, requiring all employees from leaders to employees to comply, helping PNJ's operations become more and more professionally standardized.



BRINGING PEACE OF MIND TO CUSTOMERS

1. ENSURING SAFETY OF PRODUCT TO USERS

PNJ and CAO jewelry gold and fine art products do not contain substances harmful to the health of users, are not on the list prohibited for use in the production of jewelry and fine arts - according to the effective regulations of the state, at the time such products are produced, it does not adversely affect the environment, in accordance with the relevant applicable regulations.

2. PURCHASE & PAYMENT (INSTALLMENT POLICY, REFUND, DELIVERY)

PNJ introduced a 0% credit card installment program and the Installment Program through Mcredit Financial, ACS. PNJ has offered customers simple procedures, easy payment, flexible payment periods and many attractive incentives in order to bring the best and most favorable experience to customers in the process of using PNJ service to guide the flexible forms of purchase and payment at PNJ website to help customers freely choose.

In order to ensure the customers' interests, PNJ accepts requests for return/return of products or refunds in accordance with the terms and services outlined on the company's website. In addition, the return/refund process and the return period are also disclosed so that customers can easily use PNJ's services.

3. JEWELRY MANUAL

In order to increase customer experience and satisfaction, PNJ has provided and supplemented necessary knowledge about diamonds and gemstones on the website for customers to easily choose and trade depending on each customer's purpose.

4. WARRANTY AND EXCHANGE POLICIES

The conditions and duration of warranty and exchange for each jewelry group have been disclosed in details on the company's website to help customers know information about the benefits of their purchases.

5. LOYALTY POLICY

When becoming a loyal customer at PNJ, customers will receive privileged discounts corresponding to 4 types of cards: Connection, Member, Companion, Loyalty.

In addition, customers will receive special care benefits at PNJ such as

- Special gifts on birthdays, Tet holidays, ...
- Attractive offers with products and services that are partners of PNJ.
- Regular notification of existing offers at PNJ.

6. CUSTOMER INFORMATION PRIVACY POLICY

Protecting customer information has always been PNJ's top issue. Therefore, we respect and commit to keeping private information confidential and collecting only the necessary information related to the purchase.

The personal information of customers on the website is committed to absolute confidentiality by the management board in accordance with the information privacy policy that has been posted. The collection and use of the customer's information shall be carried out only with the customer's consent except in other cases of law provisions.

SPREADING LOVE TO THE COMMUNITY

"We inspire, bring love to PNJ people, and they themselves help us spread that love to the community."

1. ZERO DONG MINI SUPERMARKET- SPREAD LOVE

With the sustainable development strategy that has been developed and implemented over the years, PNJ has always integrated economic goals into community objectives with deep insight into the view: "Enterprises can only develop sustainably when they exist in a sustainable development society". This is the reason why the Company has constantly made efforts and left a bold mark in a series of community activities, typically in 2021 was the chain "Zero Dong Mini Supermarket", and other CSR activities aimed at supporting difficult circumstances during the Covid-19 pandemic.

From the first location held on June 26th in Thu Duc City, the model of Zero Dong Mini Supermarket was quickly replicated and implemented in 21 districts in Ho Chi Minh City, with the combination of online and offline forms, which supported more than 50,500 disadvantaged households, 5,500 students stuck in dormitories and more than 7,000 frontline doctors fighting the pandemic at 19 field hospitals for COVID-19.

The Program quickly attracted the companionship of many businesses and benefactors such as The Catholic Bishops' Conference of Vietnam, Nutifood, Kido, Phuc Khang, Ban Viet Bank, Fulbright University, YBA Golden Member Club, Hung Thinh Group, Former Executive Board of YBA Club, Dragon Capital, Vina Capital, Deloitte, Phat Dat Real Estate and hundreds of other organizations and individuals. The model was quickly replicated in many provinces and cities across the country. And in Hanoi, together with the Red Star Club and the Northern business community, PNJ continued to support 25,000 households through the most stressful period of the pandemic.

Not stopping there, PNJ continued to coordinate with the Vietnam Fatherland Front Committee -Ho Chi Minh City and HCMC Association for Women Executives & Entrepreneurs organized a chain of Tet Zero Dong Mini Supermarkets to create conditions to help disadvantaged households have the opportunity to shop Tet, have a happy spring, with essential items and new year products. There were 38 supermarkets to be quickly deployed in Ho Chi Minh City, Hai Phong, Da Nang, Dak Lak, Dong Nai and Soc Trang, which contributed to bringing a warm Tet to more than 30,000 households and frontline doctors. This especially meaningful activity contributed greatly to help relatives put aside their worries, towards a new year with a more optimistic spirit after 2 years of intense pandemic.



SPREADING LOVE TO THE COMMUNITY (continued)

2. DIVERSE ACTIVITIES TO BRING LOVE TO THE COMMUNITY

In order to share the burden of thousands of disadvantaged pregnant women in Ho Chi Minh City during the covid-19 outbreak, in September 2021, PNJ co-operated with The Saigon Liberation Newspaper, Ho Chi Minh City Women's Union, Ho Chi Minh City Midwifery Association and HCMC Association For Women Executives & Entrepreneurs (HAWEE) launched the "Accompanying Labor and Delivery" program with the initial campaign amount of up to 50 billion VND to support nearly 2,000 women who were about to give birth in difficult circumstances.

In 2021, PNJ also continued its journey to bring new and spacious houses to difficult situations throughout Vietnam by awarding 440 "Trust Houses" with a total value of 19.8 billion VND from the contribution of all PNJ employees. In addition,

there were timely and meaningful activities such as awarding scholarships to encourage learning, accompanying the mass wedding program of disadvantaged workers and frontline couples at Military Hospital 175, contributing social security funds in the districts...

The image of the "yellow-shirt warriors" PNJ persistently spreading to convey love on all fronts in the past year added faith, strength both materially and spiritually to the community & society in the midst of the toughest days. The "social prestige capital" and "trust capital" of the community were strongly enriched by PNJ during the pandemic. Along with financial capital, human capital, the sources of "social prestige capital" and "trust capital" accelerated by PNJ in 2021 would be the solid foundations for PNJ to accelerate breakthroughs in the future.

3. SUMMARY OF CSR PROGRAMS

ACTIVITY	LOCATION	VALUE
Supporting the relief of workers and workers in difficulty	Bac Giang	250.000.000
Sponsoring 3,000 test kits, Supporting the relief of workers, employees in difficulty, donating medical masks	Quang Ngai, Bac Ninh, Binh Thuan	525.000.000
Contributing and mobilizing chain of Zero Dong Mini Supermarkets	HCMC, Binh Duong, Can Tho, An Giang, Dak Lak, Da Nang, Ha Noi.	28.485.000.000
Supporting the Vaccines Fund of Vietnam Fatherland Front Committee in Ho Chi Minh City	HCMC	2.000.000.000
Funding protective clothing for frontline forces fighting pandemic in Ho Chi Minh City areas and ventilators for University Medical Center	HCMC	700.000.000
Program of 1 million meals for disadvantaged people (coordinated to implement The Vietnamese Arms campaign)	HCMC	30.000.000.000
Tet Zero Dong Mini Supermarket Program	HCMC, Hai Phong, Dan Nang, Dak Lak, Dong Nai, Soc Trang	12.000.000.000
Contributing and mobilizing the Accompanying Labor and Delivery Program	HCMC	5.000.000.000
Sponsoring HCMC Communist Youth Union for "Gratitude Diary program", Phu Nhuan District Social Security fund and New Year Bus Program supporting workers in need, and sponsoring Mass weddings of workers.	HCMC	455.000.000
STF-PNJ Scholarship Funding	HCMC	200.000.000
TOTAL		79.615.000.000

RAISING AWARENESS OF RESPONSIBILITY ON THE ENVIRONMENT

During the 34 years of establishment and development of the Group, PNJ has always integrated environmental protection in its sustainable development goals. The awareness on natural resources and environment protection has permeated all PNJ's actions and development goals. The company has policies and regulations on the environment and specific programs and activities to protect the environment and sustainable development, towards the goal of green growth in the future.

The year of 2021 was a difficult one for most businesses; however, with PNJ, besides efforts to develop production and business, has always focused on environmental protection. PNJ has applied outstanding measures and initiatives to economically and efficiently use raw materials and energy as well as waste treatment, contributing to the green - clean - beautiful circle of the corporate environment and the natural environment. These initiatives have also demonstrated the commitment of PNJ's board of directors and employees in preserving and protecting the environment.

1. ECONOMICAL AND EFFICIENT USE OF MATERIALS

Due to its peculiarity as one of the major jewelry makers and retailers, PNJ is aware of certain environmental impacts of its production and business activities have a certain impact on the environment, since most of PNJ's input materials are non-renewable materials. Therefore, PNJ's Board of Management has always paid constant attention to the efficient use of

input materials, thereby reducing negative impacts on the environment and nature

The company also has a policy of purchasing used products of customers to make renewable materials and has a process of recovering precious metals when disposing of waste.

INPUT MATERIAL TABLE

	Unit	2017	2018	2019	2020	2021	
Renewable materials	Rubber	kg	1.644	1.685	2.191	1.534	2,145
	Gilding water	Liter	4,2	172	223,6	157	4,573
Non-renewable materials	Gold material	kg	9.130	12.508	22.412	15.688,4	6,592
	Silver materials	kg	2.420	2,7	1.145	801,5	1,158
	Brass + other alloy materials	kg	2.200	998	1.297	907,9	741
	Diamond ^(*)	Kg or pcs	7,137kg	1.515	1.970	16,974,161	2,715,404
	Wax material	kg	1.143	1.513	1.967	1.376,9	1,950
Plaster material	kg	44.199	42.880	55.744	39.021	51,942	

RENEWABLE RATIO:

RENEWABLE MATERIALS	Year	2019	Tỷ lệ % 2020	2021
Gold materials		92%	94%	97%
Silver materials		98%	98%	94%
Brass and other alloy materials		95%	94%	90%
Stone materials		88%	89%	98%
Wax materials		25%	29%	0%

RAISING AWARENESS OF RESPONSIBILITY ON THE ENVIRONMENT (continued)

1. ECONOMICAL AND EFFICIENT USE OF MATERIALS (continued)

The Covid-19 pandemic in 2021 continued to be complicated and profoundly affecting in all aspects of socio-economic. PNJ Company was not out of that influence. In order to maintain a stable balance as well as a suitable balance in such a global difficult situation, PNJ's Board of Directors has still maintained a deep investment in technology, technical equipment to ensure modernity. amount, using raw materials effectively. In 2021, the average raw material - fuel input decreased by an average of 60% compared to 2020. The average loss reduction rate increased by 30% compared with the demand for raw materials - input fuels of the year. In particular, with some input materials, the rate of regeneration increased compared to the previous year, contributing to reducing the demand for materials extracted from nature.

In line with the Group's comprehensive strategy, PNJP implemented projects focusing on investment and renovation of equipment systems, facilities and infrastructures to improve the efficiency of fuel use:

- Completion of a new factory project in Long Hau Industrial Park - Long An with modern equipment and machinery, contributing to minimizing the rate of loss of input materials.

- Completion of the transfer of some highly polluted production stages such as Plating, metals detaching, and silver line to Long Hau Industrial Park to avoid environmental risks.

- Rearranging the Layout of PNJP factory to create a comfortable working environment, in accordance with the Law, contributing to improve morale for all employees of the company.

In parallel with the investment in modern machinery and equipment as well as suitable infrastructure for production purposes, PNJ also promoted training and propaganda for employees:

- Always focusing on training workers' skills, organizing many training courses and improving techniques for technical experts to operate the processes and machines effectively.

- Especially in 2021, PNJ focused on training and communication for employees, combined with strengthening identification and reminding employees daily about saving and recovering materials.

In general, the rate of renewable input materials at PNJ gradually has increased over the years, showing the effectiveness of applying modern technologies and technical equipment to the production and training and propaganda of PNJ.



2. ENERGY EFFICIENCY

The recovery in industrial production after the pandemic is forecast to push up energy demand. However, Vietnam is facing the risk of energy shortages. In addition, traditional energy sources are running out and the use of fossil energy sources also has negative impacts on people and habitats such as climate change, global warming. Therefore, economical and efficient use of energy is both an important solution in the national energy security policy, and the most effective solution to reduce pressure in the extraction, processing and supply of energies, thereby helping to preserve the national energy

source, protect the environment and reduce greenhouse gas emissions, contributing to reducing the impacts of global climate change.

Recognizing the role of each enterprise in the economical and efficient use of energy as well as responsibility for the country's energy resources, PNJ has always focused on maximizing efficiency and energy saving in production activities, business, joining hands to protect the environment and habitat.

DEMAND FOR ELECTRICITY AND FUEL

With two factories and a nation-wide network of stores and branches, PNJ's electricity and fuel energy demand is mainly focused on the purpose of manufacturing and maintaining operations, of which the demand for energy arises the largest at PNJP. The Enterprise is powered by the city's electricity gridline. It registered for support to saving energy at Ho Chi

Minh City Energy Saving Center. In addition to consuming electrical energy for its operations, PNJP equipped itself a stand-by generator with the capacity of 870KVA in case of power failure; the fuel used for the generator is 120 liters of DO oil used for 1 hour of power outages

ENERGY CONSUMPTION

	2017	2018	2019	2020	2021
Total products	2,552,133	2,615,217	3,295,173	1,837,037	2,335,589
Electricity (kwh)	2,491,312	2,881,411	3,745,834	2,415,948	2,793,056
Average (kwh/product)	0.98	1.1	1.13	1.24	1.20
Gas (kg)	4,056	4,238	5,509	4,190	3,044
Average (kg/1,000 products)	1.59	1.62	1.66	2.15	1.30
Oil (liter)	15,071	17,522	22,779	15,848	16,254
Average (liter/1,000 products)	5.9	6.7	6.9	8.12	6.96

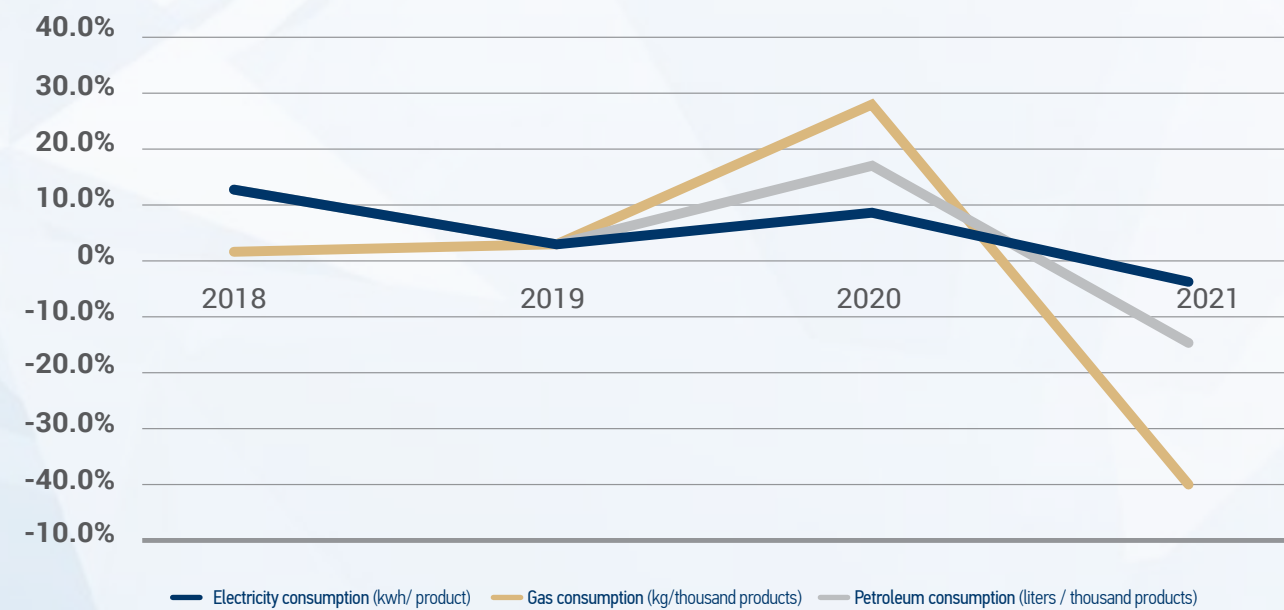
In 2021, although PNJ's total output increased by 20% to meet the increased market demand, the average consumption of raw materials per product decreased significantly in all three groups of electrical, gas and petroleum energy. In particular, the consumption of gas and gasoline decreased by 39% and 14%

respectively compared to 2020. This is a positive signal showing the efforts of all employees in reducing the amount of fuel consumed in production, contributing to reducing emissions to the environment as well as the pressure on energy supply in the context of the current energy crisis in the world.

RAISING AWARENESS OF RESPONSIBILITY ON THE ENVIRONMENT (continued)

2. ENERGY EFFICIENCY (continued)

INCREASE/DECREASE AVERAGE ENERGY CONSUMPTION PER UNIT OF PRODUCT OVER THE YEARS



EFFICIENT USE AND ENERGY SAVING

PNJ determined the efficient use and saving of energy as a measure to further raise its economic soundness and fulfill the responsibility for a sustainable development of the Company and the whole society. Therefore, PNJ has developed energy saving policies in both terms of awareness and action, technique and administration. In particular:

- Propaganda: PNJ has always paid attention to reinforcing the awareness of energy saving. This helps broadening the knowledge about of energy management and saving among all employees, thus aiding the reduction of production costs and intensification of business efficiency
- Administrative Solution: Communication, guidance and internal rules that require those employees operating energy consuming machines and equipment in production areas shall have the sense of duty and responsibility for power saving, assure the disciplined, stable and long-lasting economization of electricity. Simultaneously, PNJP has always reminded, warned and handled individuals who use energy in a wasteful manner.
- Technical measures

- Using modern energy saving machines and equipment for production and management
- Turning off the power main supply not in use
- Arranging workplaces in a clean and neat manner so as to lighten the working load of the air conditioning, ventilation and lighting systems
- Installing water cooling ventilation system at the walls of the floors.
- Converting steam welding technology from gas and gasoline to NH3, reducing energy consumption and CO2 emissions.
- Regularly cleaning energy-consuming devices to maximize their functional efficiency

The year of 2021 was the one that has witnessed the complex and prolonged developments of the Covid-19 epidemic, the closing time of PNJ accounted for about 22% of the time of the year; the employees alternately worked at the factory and office. To ensure optimal power use and avoid waste, PNJ implemented an energy saving program through the installation of an automatic air conditioning power shutoff system: reducing air-conditioning time after 15 minutes of work and before 15 minutes before the break.

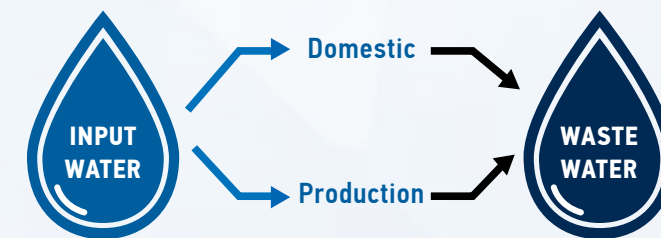
	Unit	2017	2018	2019	2020	2021
Reduction of Energy Consumption						
Electricity	Million VND	4,061	4,697	4,486	2,916	742
Gas	Million VND	694	688	581	180	7.2
Oil	Million VND	750	98.8	766	544	54
Investment Cost in saving initiatives	Million VND	200	500	979	2,000	1,580
Saved costs	Million VND	550	1,500	6,812	5,640	803

3. WATER EFFICIENCY

GREEN WATER SOURCE

At PNJ, we have understood and appreciated the value of water resources. In addition to water-saving initiatives and measures, PNJ has also offered initiatives to reuse water sources safely and efficiently, while treating wastewater

sources appropriately to protect the environment. The input water is used for production and domestic purposes, and discharged after reused.



WATER SUPPLY & WATER CONSUMPTION VOLUME

The input water is used by PNJ for domestic and production purposes. In 2021, the amount of water purchased and the amount of water consumed increased sharply compared to 2020. Specifically, the total amount of water purchased in 2021 increased by 79%, the total amount of water consumed increased by 42% (compared to 2020). That was due to the recovery of the economy after the Covid-19 distancing, increased demand for production, production output was on the way to recover with a growth rate of 27% in the past year.

Especially in 2021, Long Hau Factory was just put into operation, the water use and treatment system in this plant was not completely effective compared to Go Vap factory, making the average amount of water used per product and the amount of recycled water not as optimized as in the last 5 years. However, as an enterprise that has always integrated great importance to environmental factors in production, PNJ has still tried to optimize the water output, ensuring the rate of water treatment before discharging into the environment at 84%, even higher than in recent years.

Target	2017	2018	2019	2020	2021
Purchased water (m ³)	24.840	20.835	19.556	20.445	36.607
Total water consumption	24.480	20.835	21.840	25.864	36.618
Output	2.552.133	2.615.217	3.295.173	1.837.037	2.335.589
Average amount of water used/1000 sp (m ³)	9,59	7,97	6,63	13,3	15,7
Total amount of recycled/reusable water (m ³)	4.896	4.167	5.460	5.111	4.278
The total amount of treated water	19.872	16.668	16.341	15.077	30.730
Percentage of recycled/reusable water (%)	20%	20%	25%	25%	12%
Percentage of waste/treated water (%)	81%	80%	75%	58%	84%

CROSSING BOUNDARIES FROM TRUST

RAISING AWARENESS OF RESPONSIBILITY ON THE ENVIRONMENT (continued)

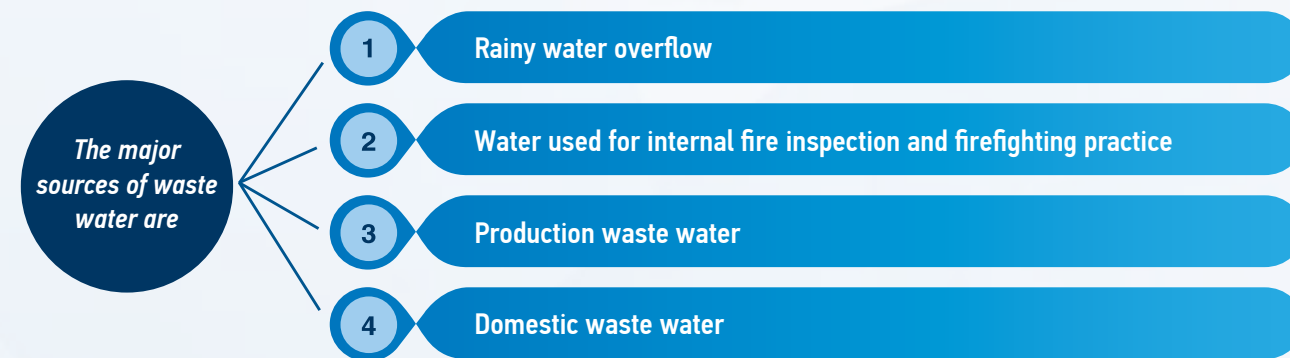
To achieve such a ratio, for industrial purposes, the supply water has been always saved as PNJ has been using Italian top-notch machines and technology which enable water consumption minimization. For domestic use, PNJ has constantly propagandized all staff members about the role of water resources and water saving, at the same time, delivers water saving slogans at tapping points and takes measures to warn violations or acts of wasting water

At PNJP & PNJ-LH, water is now reused at Plating group. Water is filled in the tubs to clean the products. Used water in the following sinks is reused at the previous sink until it is no longer usable to discharge.

The following amount of rainwater has a tank and then is checked to ensure the indicators will be pumped into the cooling water tank for the corridors contributing to ensuring the water energy source.

Currently, the enterprise is still in the process of equipping the new plant to improve the efficiency of water use, wastewater treatment capacity and at the same time put in place measures to use/recycle effectively the amount of water in this plant. PNJ believes that in the coming years, the indicators of water efficiency, recycling, reuse and water treatment will be improved and optimized.

4. ENSURING ENVIRONMENTAL IMPACT FACTORS



The two major sources of wastewater are industrial and domestic wastewater

Industrial wastewater: This comes from production stages, for example: plaster washing water at the Casting Stage; ultrasonic water, semi-finished and finished products cleaning; acids and bases neutralizing water at the metal residues separation process, polishing, ultrasonic and washing processes to recover precious metals; circulating water of the cooling system for the workshops, machinery and equipment. The wastewater volume is about 60 m³/day. This wastewater contains primarily heavy metals that are wasted from the restoration of precious metals, inorganic residues and gypsum dust, and so on

Domestic wastewater: This comes from the living activities of employees, on-the-job trainees and apprentices in the Enterprise, including: wastewater from toilets, hand washing water, floor washing water, laundry water, wastewater from air conditioning system, etc. The domestic wastewater volume of the Enterprise is about 80 ~ 90 m³/day. The main compositions are residues, nutrients (N, P), suspended solids (SS), organic substances (bOD₅, COD and bacteria), etc. Non-treated domestic wastewater when discharged will cause pollution to the local water and soil environment

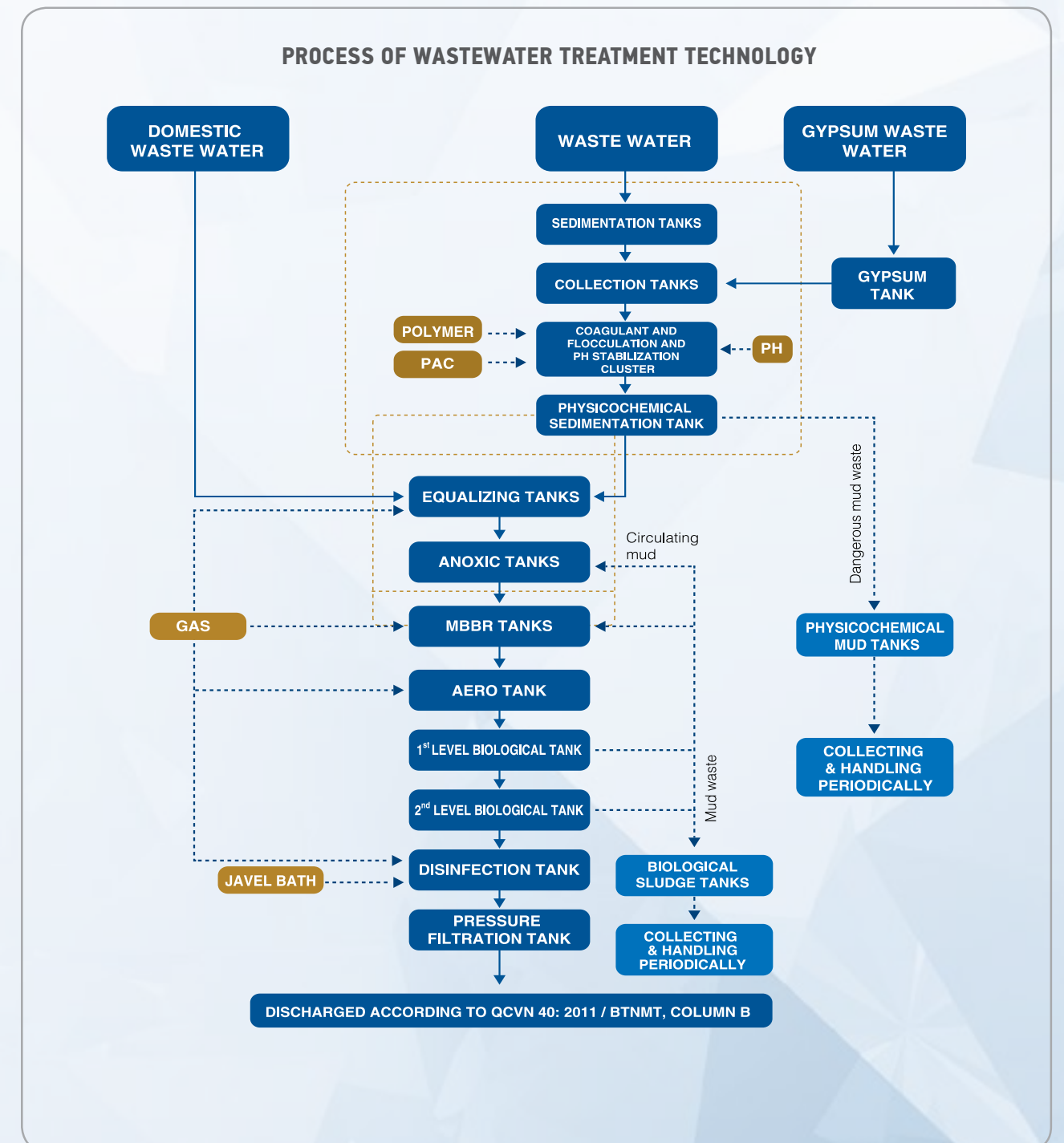
Indicators	Unit	2017	2018	2019	2020	2021
Total wastewater	m ³	19.872	16.668	16.341	15.077	30.739

WASTEWATER TREATMENT

The impact of wastewater that surpasses permitted environmental parameters will contaminate the destination, as it brings a high content of organics, suspended objects and pathogens. The high organic content in domestic wastewater as accumulated over time will ferment, decompose, generate gases, odors and colors that invite the proliferation of germs, hence a harm to the environmental aesthetics.

Moreover, industrial wastewater contains gypsum dust and heavy metals. Therefore, it must be treated to ensure the prescribed environmental standards before being discharged

MEASURES TO MINIMIZE THE IMPACTS OF WASTEWATER: A QUALIFIED WASTEWATER TREATMENT SYSTEM



CROSSING BOUNDARIES FROM TRUST

RAISING AWARENESS OF RESPONSIBILITY ON THE ENVIRONMENT (continued)

According to waste water analysis result of PNJP in latest samples collecting (Nov 2021), all analyzing indicators in wastewater samples after the Water treatment system meet QCVN 40:2011/BTNMT, column B – National Technical Regulation on Industrial Wastewater

TREATED WASTEWATER QUALITY IN 2021

No	PARAMETERS	UNIT	TESTING METHOD	TESTING METHOD	QCVN 40:2011/ BTNMT column B, K _q =0,9 and K _r =1,1
01	Color	Pt-Co	TCVN 6185:2015	12,3	150
02	pH	--	TCVN 6492:2011	6,1	5,5-9
03	TSS	mg/L	TCVN 6001-2:2008	15	100
04	COD	mgO ₂ /L	SMEWW 5220C: 2012	10	150
05	BOD ₅ (20°C)	mg/L	TCVN 6001-1: 2008	6	49,5
06	N-NH ₄ ⁺	mg/L	TCVN 5988:1995	KPH	9,9
07	Total N	mg/L	TCVN 6638:2000	30,4	39,6
08	Total P	mg/L	TCVN 6202:2008	0.86	5,94
09	Asen (As)	mg/L	SMEWW 3113B:2012	KPH	0,099
10	Mercury (Hg)	mg/L	SMEWW 3113B:2012	KPH	0,0099
11	Lead (Pb)	mg/L	SMEWW 3113B:2012	KPH	0,495
12	Cadimi (Cd)	mg/L	SMEWW 3113B:2012	KPH	0,099
13	CN-	mg/L	TCVN 6181:1996	KPH	0,099
14	Total grease	mg/L	SMEWW 5520 B&F: 2012	KPH	9,9
15	Coliforms	MPN/100ml	TCVN 6187-1:1996	1.400	5.000

(Source: Phuong Nam Science Technology and Environment Analysis Company Limited, June 2020)
Note: QCVN 40:2011/BTNMT, column B – National Technical Regulation on Industrial Wastewater

5. NOISE

The noise is incurred from the air conditioning system, pumps, standby generator, exhaust hood, wastewater treatment system, vehicles to transport materials, and the specific manufacturing stages: gold processing, welding, pounding, stamping, honing, polishing, etc.

The stand-by generator is placed in a closed room, so that its noise level is limited.

Vehicles also generate noise, yet this is an intermittent source of noise which posing just a little impact to the surrounding environment

Measures to minimize the impact on employees and the environment

PNJP has just a few noise sources. Machines with high noise levels are isolated (not placed concentrated on a single floor or into a separate cluster). Furthermore, all noise-causing equipment should be placed at heights of good dispersion so as to minimize impacts on other areas in the Company and the local community. The biggest source of noise is the stand-by generator, which poses a negligible interrupted impact because it is only used in case of power outage. Vehicles entering and leaving the factory are limited to the speed of 5km/h to reduce noise

Periodically, PNJP per request of the Division of Health carries out reporting on the working environment monitoring in accordance with Decree No. 44/2016/ND-CP dated July 29, 2016. As well, PNJ follows the Division of Health's recommendations

on working environment testing, health check-up, annual occupational check-up, equips well the working protection facilities such as noise-proof earplugs for those working at highly noisy machines.

Environmental supplier reassessment

PNJ always sets aside adequate budgets for initiatives towards efficient and economical use of energy sources and raw

materials, and cooperates with waste collection and treatment units through a rigorous supplier assessment and selection process to ensure these units have sufficient capacity and capacity to handle emissions and comply with applicable laws.

Every year, the Company periodically reassesses the supplier's competence based on the applicable Law Compliance Review and the supplier's updated records.

6. WASTE

Domestic solid waste, which basically contains biodegradable organic substances, not being collected and treated as prescribed will generate bad odors affecting workers' health and cause air pollution.

Hazardous waste refers to a waste that contains substances or compounds that have at least one property that causes harm or interacts with other substances to harm the environment and threaten the human health, for example: body injury, causing allergies, chronic and acute diseases, causing respiratory diseases, cancer, nervous system disorders, mutations, etc. Hazardous waste not properly disposed will destroy the environment and lead to potential public health hazards.

At PNJ, most of solid waste arises from the operation of PNJP, including

STIC SOLID WASTE:

This is generated mainly from the dining areas and office, including: Organic and biodegradable wastes from eating activities, tree leaves and branches in company area, recycling wastes such as plastic and metal containers without dangers, papers, carton boxes and so on.

The Enterprise stores and sorts domestic solid waste using plastic waste bins with lids, which are placed in a dedicated area to avoid exposing smell around

- Recyclable waste will be sold to waste recycling units in the city;
- For unusable waste, the Enterprise contracts with Go Vap District Public Service Co., ltd to collect, transport and dispose in accordance with the applicable Law.

PNJP's solid waste is collected for thorough treatment, hence a default of environment pollution.

PNJP'S DOMESTIC SOLID WASTE COLLECTION AND TREATMENT PROCESS:



HAZARDOUS WASTE FROM PRODUCTION:

PNJP implemented to register Hazardous waste source owner at Department of Natural Resources and Environment of Ho Chi Minh City. As a typical producer and processor of gold and silver, PNJP generated a number of hazardous wastes including:

- Rags, gloves stained with wastes
- Damaged fluorescent bulbs, used batteries
- Used cartridges
- Chemical containers
- Chemical wastes: chemical wastes from lab, engine gasoline and diesel,

- Sludge from wastewater treatment system.

Hazardous wastes are collected and stored separately to be compliant with law. PNJP contracted functional units to collect, transport and dispose these hazardous wastes according to the regulations. In addition, PNJP registered the Master Book of Hazardous Waste sources with the Department of Natural Resources and Environment of Ho Chi Minh City and periodically reported the management of hazardous waste to the management agency.

RAISING AWARENESS OF RESPONSIBILITY ON THE ENVIRONMENT (continued)

SLUDGE FROM SEPTIC TANKS AND THE CENTRALIZED WASTEWATER TREATMENT SYSTEMS

Sludge from the centralized wastewater treatment system includes biodegradable biological sludge from the biological settling tank and hazardous sludge from the physio-chemical settling tank.

Biological sludge is circulated to aerobic and anaerobic tanks to provide nutrition to microorganisms and a part of excess sludge is stored in the biological sludge tank and then to be collected and processed by a functional unit as regulated.

Sludge from septic tanks is sucked by a specialized septic tank vacuum truck and disposed of periodically by functional units as regulated.

Sludge from physicochemical tank is collected by a sludge filter and then put into the hazardous waste storage, periodically handing over to the functional unit to collect and treat hazardous waste in accordance with regulations.

Total amount of waste by disposal methods at PNJP:

Indicators	Action	Unit	2017	2018	2019	2020	2021
Total amount of waste by disposed method	Total	KG	25.610	17.775	33.024	27.067	87.201
	Recycling	KG	1.392	1.592	4.235	5.306	2.354
	Combustion-Burial	KG	23.430	13.983	28.391	21.005	84.499
	Other	KG	788	2.200	398	756	348

In 2021, the amount of sludge generated increased due to the increase in output in 2021 compared to 2020. In addition, PNJ built one more factory in Long Hau and built a separate wastewater treatment system from Go Vap Factory, so the amount of treatment sludge generated more.

7. DUST, EMISSIONS

- From traffic vehicles Traffic vehicles entering and escaping the Company's site include bicycles, motorbikes, four-wheel vehicles of all kinds. The majority of traffic volume is attributed to motorbikes, then cars. Most of these vehicles use gasoline and diesel oil, therefore they will emit a large amount of exhaust containing air pollutants such as: NO2, CxHy, CO, CO2, etc.
- From power generators PNJP uses 01 stand-by generator with a capacity of 500 kVA to power the production in case of a power outage. Since the standby generator is neither of regular use nor a high capacity, its emission imprint is negligible. - The major source of dust and emissions in PNJP's production process are:
 - Furnacing group
 - Furnacing room Emissions from the drainage and waste water treatment systems: these pollutant components come in a high diversity, namely NH3, H2S, Mecaptan. These gases cause bad odors, which may affect other areas in the Company, yet they incur in a low volume. On the other hand, the Company's drainage and wastewater treatment systems

- are designed to be closed so that the environmental threat is insignificant. PNJP measure working environment indicators as regulated and there has not been any violated cases.
 - Other measures to reduce and treat emissions
- Beside the industrial emission treatment system, PNJP involves other measures to mitigate air pollution, such as:
- Internal paved roads to reduce polluting dust volume that incurs from the transportation of raw materials, fuel and traffic activity of vehicles within the Company premises.
 - Ventilators in production and office areas to further ventilate the Company.
 - Regular sanitation of corridors, offices, workshops and collection of solid wastes to minimize dust dispersal
 - Providing protective outfit (masks) to those working in direct exposure to dust and gas generating areas (balancing and mixing gypsum, ...).
- Besides, the Enterprise has planted trees in the office to

create good scenery and limit dust and emissions around the surrounding environment. Moreover, the Enterprise plant trees in the campus to embellish

itself and limit dust and emissions dispersal. On annual basis, the Safety - Environment Division coordinates with functional units in objective measurement and analysis of emissions

The emission analysis results for waste sources as in November 2021 are as follows

Ratio Waste source	Flow P(m3/h)	Dust	CO	S02	N0x
(mg/Nm3)					
Air-pipe of Furnace group 1 (X=602537; Y=1198036) – measured at the waste source	P < 20.000	15	17,4	KPH	10,1
Air-pipe of Furnace room 2 (X=602534; Y=1198026) – measured at the waste source	P < 20.000	20	13,9	KPH	28,6
QCVN 19:2009/BTNMT (Column B)	Cmax=CxKpxKv Với : Kp = 1 và Kv = 1	200	200	200	200

Notes: QCVN 19:2009/BTNMT – National Technical Regulation on Industrial Emission of Organic Substances.

National Technical Regulation on Industrial Emissions for Dust and Inorganic Substances. FOR EMISSION AS SAMPLED AT THE WASTE SOURCES the measurement and analysis results show that readings at 2 locations (waste sources) in November 2021 are within the allowable limits of QCVN 19:2009/BTNMT, column B – National Technical Regulation on Industrial Emission of Organic Substances

"SAY NO TO SINGLE-USE PLASTIC" MOVEMENT

Being aware of the harmful effects of disposable items on the environment, since the beginning of 2021, PNJ launched the movement "Say no to single-use plastic". The company has set regulations to limit employees to bring ball bags, food containers, disposable drinks such as bottles, chopsticks, plastic bowls ... enter the Company.

PNJ also prohibits all employees from eating at work; the Employees can register meals at the company's canteen, bring their own rice and eat at the canteen or eat out, both creating a clean and hygienic working space, while ensuring the collection and treatment of waste from concentrated eating

activities. Violations of eating at work or bringing disposable plastic items into the company will be prompted.

In addition, the company also distributes water bottles that can be used many times for employees, both ensuring hygiene and raising awareness of environmental protection through the control of the use of disposable plastic items. In meeting rooms and shared spaces, PNJ replaces handy plastic drinking water bottles with glass jars, glass cups, and water purification machines. The movement has received a positive response from all PNJ employees and formed the beauty in PNJ's culture of environmental protection.

SEVERAL DIRECTIONS, PNJ'S PLANS TOWARDS GREEN DEVELOPMENT

With corporate environment, PNJ is committed to reducing emissions reflected in PNJ's plan to build a new office headquarters, in which the Company aims to design new working place in the direction of saving raw materials, creating open space and orienting to become a Green House to minimize emissions and waste.

With the external environment, PNJ is oriented to green area development activities. In the coming years, the ESG Subcommittee under the Board of Directors would look for green zone development projects such as reforestation, clean water projects...creating the premise for sustainable development and contribute to environmental protection.

ACCELERATE

TO CONQUER **NEW HEIGHTS**



"The pressure has not been over but 2022 will be the year that PNJ would not fall asleep with the miracles that the whole PNJ team has strived to achieve in 2021. Taking the pressure as motivation, PNJ would continue to set new goals, new plans, towards the vision of "To become an Asian leading jewelry manufacturer and retailer with products honoring beauty, reach global market". With the new strategic orientation from the BOD and the construction and implementation by the BOM, 2022 is promised to be a year of PNJ's transformation and continues to record a successful mark as a leader in the domestic and regional jewelry manufacturing market."

BOARD OF DIRECTORS' OPERATION PLAN IN 2022

In 2022, PNJ continues to focus on implementing and perfecting issues related to corporate governance and directing the implementation of key tasks throughout PNJ and its affiliates, specifically as follows:

1

Implementing the construction of ESG subcommittee

promoting the process of integrating ESG in its operating philosophy and business strategy to ensure the sustainable development of PNJ

2

Assessing the CG's practices according to the ASEAN Regional CG Scorecard, narrowing the gap in PNJ's CG with international standards.

3

Implementing Internal Audit activities

- Developing, implementing and improving the internal auditing framework:
 - Continuing to improve the process, build KPIs, improving the operation and performance of 03 risk management lines at PNJ;
 - Promoting communication activities at the Group on the functions of tasks and principles of internal audit activities;
- Professional activities:
 - Developing a long-term internal audit plan; building guaranteed matrix;
 - Assessing of risk management and compliance control in 2022;
 - Coordinating in the development of risk frameworks and governance frameworks;
 - Coordinating the implementation of standardized procedures and procedures for compliance control; supervising independent audits and other professional activities;
- Application of Information Technology in internal audit activities:
 - Identifying foundational data, building data reports; digitizing and applying software in internal audit;
- Continuing to maintain training activities to improve the expertise of the internal audit team.

4

Completing the internal audit and risk management structure under the "Three Lines" model; developing a risk management framework, taste and risk portfolio; raising awareness and forming a culture of risk management... to ensure that the internal audit and risk management system to be operated effectively and closely.

5

Continuing to regularly maintain the annual activities of the Board of Directors:

1. Implementing programs related to successors (BOD & BOM)
2. Organizing regular training programs for BOD members and training for newly appointed board members
3. Implementing the evaluation program for the activities of the Board of Directors, of each BOD and BOM member. The assessment program is conducted based on a set of standards developed by PNJ, in the form of cross-assessment and anonymity.

EVALUATION CRITERIA		
EVALUATION OF BOD	EVALUATION OF EACH BOB MEMBER	EVALUATION OF BOM
<ul style="list-style-type: none"> • General evaluation criteria <ul style="list-style-type: none"> - The combination of knowledge, experience, diverse characteristics of the members of the Board of Directors - Results of activities of committees/ subcommittees of the Board of Directors • Dynamic and professionalism of the Board of Directors 	<ul style="list-style-type: none"> • Level of interaction among members • Results of activities based on the assignment of tasks of each member 	<ul style="list-style-type: none"> • Level of implementation of resolutions, implementation of targets and plans • Level of coordination with the Board of Directors in the implementation of common activities and strategies

DEVELOPING 2022 - 2027 STRATEGY WITH BREAKTHROUGH HIGHLIGHTS



BREAKTHROUGH NO.1

DEVELOPING AN AMBITIOUS NEW STRATEGY, POSITIONING ASIA'S LEADING BRAND DESPITE RESOURCES AFFECTED BY COVID-19

Staying faithful to the philosophy of sustainable development "Integrate the customer and society benefits into the company's interests", PNJ would continue to work towards a harmonious balance of the interests of the stakeholders of the business, focusing on investment to nurture strong development in the long term. Taking advantage of stable geopolitics,

strategic trading position, increasingly favorable import and export conditions & young manpower quickly grasping the new technology trend of Vietnam... PNJ's Board of Directors has set the business an extremely challenging goal of "To become an Asian leading jewelry manufacturer and retailer with products honoring beauty, reach global market".

DEVELOPING 2022 – 2027 STRATEGY WITH BREAKTHROUGH HIGHLIGHTS (continued)

With the above strategic vision, PNJ defines for itself the strategy implementation model for the period of 2023 – 2027 with 04 strategic platforms:

PEOPLE	COMPANY ORGANIZATION	CULTURE	TECHNOLOGY & CREATIVITY
<p>PNJ upholds diversity, entrepreneurship, pioneering change with high commitment of internal resources;</p>	<p>The enterprise management and governance system continues F5-process in a professional and organizational way, according to the CG's best practices. PNJ has emphasized resilience, empowerment & motivation to be able to unleash its members' internal energy, develop a comprehensive retail ecosystem & expand new business opportunities.</p>	<p>PNJ's corporate culture & brand reputation for more than 30 years continues to be a foundation to help PNJ rise from the pressures, accelerate regeneration and break out. In the new stage of development, with unleashing orientation, PNJ will create an environment where creativity, autonomy and responsibility, integrity are always strong motivations for the company to self-operate to become a fast-growing and always evolving business;</p>	<p>This is an important foundation in the era of the 4.0+ industrial revolution and creativity, which is vital for businesses to compete and reach out in an increasingly flat market but the speed of change is high, the heat of competition is great and the volatility of the market is very fast. creating pressure for businesses that do not promptly transform themselves.</p>

On the basis of a solid strategic foundation, PNJ has focused on transforming the company apparatus through the improvement of competencies in the four strategic pillars.

- **Retail & marketing competence:** Expanding the customer portfolio through providing them with exceptional experiences and personalized services; leading the market in applying technology in business; upgrading extended point of sale & Omni-Chanel system to provide a comprehensive customer experience.
- **R&D and manufacturing:** Improving production capacity and R&D development along with increasing supply chain management efficiency to ensure transparency & make a difference in value as well as product quality with world-leading standards, meet the distinctively exquisite needs of the market and customers.
- **Finance and operations:** Strengthening financial resources & strong financial capacity as the foundation for the implementation and performance of strategies, optimizing operations by technology and digital transformation.
- **Business development:** Enhancing business development capacity with the spirit of internal entrepreneurship, cooperation and partner development, in order to help

PNJ maintain its leading position in the retail market in jewelry, develop a comprehensive ecosystem & expand new business opportunities.

PNJ's BOD and all employees have always been awake, **F5 - Refresh** fiercely to promote creativity and respond flexibly to the impacts of the Covid-19 pandemic, overcoming the rapid transformation of the economy and social-technological trends to ensure sustainable rapid growth and the position of the Most Outstanding Enterprise in the Asia-Pacific Jewellery Industry, as well as going further in the process of entering the international market. PNJ's Board of Directors has always been very well-prepared, invested with a focus, ensuring that PNJ has always been ready for the future with 4 strategic focuses for the period of 2021 – 2023:

- Solid growth with a focus on maintaining the number one position in the market;
- Constantly developing synchronous production capacity, supply chain management, strategic management, marketing, to create the comprehensive strength of the business;
- Continuing the enrichment of human resources, brand resources, customer resources, to increase the core values of the enterprise;

- Preparing human resources with enough knowledge, experience in analysis, use of data in business activities to move quickly and strongly into the retail era 4.0.

In addition, one of the typical activities in building and consolidating the development strategy is updating the Group's development strategy in the period of 2022 – 2027. The strategy is updated during the market period with many changes, in line with challenges and opportunities in the "new normal" conditions after Covid-19, company's potential, preparing for the next phase. Accordingly, PNJ accelerates

existing businesses, promotes research and development of new business segments, creating growth momentum for the future.

In parallel, enriching customer relationship assets through a new approach and interaction, with the motto "customer-centric", selecting strategic business partnerships and cooperation; Continuing to enrich PNJ brand assets - the group of PNJ brands through creating links and resonance between brands of PNJ ecosystem, increasing integration of programs, promoting effectiveness of CSR programs.

BREAKTHROUGH NO.2

INTEGRATING ENVIRONMENT, SOCIETY AND GOVERNANCE (ESG) IN CORPORATE GOVERNANCE STRATEGY TOWARDS SUSTAINABLE DEVELOPMENT

Sustainable development is an element to be integrated throughout PNJ's culture and activities throughout the 34-year development journey, expressed through the business philosophy of "Integrate the customer and society benefits into the company's interests". Therefore, the Board of Directors has always integrated ESG objectives in building and updating its business strategy in each period and annually. Specifically, the BOD, together with the BOM, has constantly strived to perfectly perform CG's best practice both domestically and internationally, and committed to implement environmental and social responsibility in accordance with international law and standards.

In 2022, the Board of Directors aims to develop a strategy on ESG in a methodical manner, perfect regulations and processes, identify the criteria for environmental protection,

respond to climate change, increase responsibilities to the community and society.

In addition, PNJ will re-standardize the work related to sustainable development activities in accordance with international standards. The new and pioneering establishment of the Environmental, Social and Governance Subcommittee (ESG) with the standing of its BOD's members is expected to enhance its long-term strategy and open up the future for the sustainable development of the Group. Together with the Subcommittee's consultancy, PNJ will continue to promote initiatives and sustainability development activities right from the unit level. In addition, PNJ will focus on "Green House" technology, green area development projects by maximizing fuel economy, as well as participating in reforestation projects, clean water development, etc.

BREAKTHROUGH NO.3

ENHANCING MANAGEMENT SYSTEM TO ENSURE PROFESSIONALISM AND INDEPENDENCE

PNJ believes that strong and professional CG operations are an important foundation to ensure the sustainable development of the company. Therefore, the Board of Directors has continuously raised the level of CG activities according to the philosophy of ensuring: (1) diversity and professionalism of the BOD and BOM, (2) transparency in disclosing information with investors, (3) fairness to all shareholders.

In addition to committing to practice CG in accordance with the Law of Vietnam on CG, the BOD also implements a roadmap to comply with CG's best practices - Vietnam Corporate

Governance Code and apply the ASEAN CG Scorecard. The BOD continuously improves the capacity of its members through sending members to participate in courses/ training courses on the role of board members, participating in annual seminar activities on CG to update knowledge about best practices being applied at listed companies in Vietnam. In addition, the Board of Directors also organizes CG department and Specialized Investor Relations with well-trained members to effectively implement CG's activities and provide information to shareholders and investors.

FINANCIAL STATEMENT



CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

CORPORATE INFORMATION

ENTERPRISE REGISTRATION CERTIFICATE

No. 0300521758 dated 2 January 2004 was initially issued by the Department of Planning and Investment of Ho Chi Minh City and the latest (the 32nd) amendment dated 6 January 2022.

BOARD OF DIRECTORS

Mrs Cao Thi Ngoc Dung	Chairwoman
Mr Le Tri Thong	Vice Chairman
Mr Le Huu Hanh	Member
Mrs Tran Phuong Ngoc Thao	Member
Mrs Huynh Thi Xuan Lien	Member
Mrs Dang Thi Lai	Member
Mrs Tieu Yen Trinh	Independent Member
Mr Le Quang Phuc	Independent Member
Mr Nguyen Tuan Hai	Independent Member

AUDIT COMMITTEE

Mr Le Quang Phuc	Chairman
Mr Nguyen Tuan Hai	Member
Mr Nguyen Anh Tuan	Head of Internal Audit(appointed on 10 November 2021)

BOARD OF SUPERVISION

Mr Nguyen Thanh Du	Head
Mrs Nguyen Ngoc Hue	Member
Mr Le Anh Duc	Member

(From 17 April 2021, the General Meeting of Shareholders terminated the Board of Supervision and dismissed all members of the Board of Supervision. Also, the Company established an Audit Committee under the Board of Directors)

BOARD OF MANAGEMENT

Mr Le Tri Thong	General Director (From 10 August 2020 the Board of Directors assigned Mr. Le Tri Thong to manage and operate the Customer & Retail and Supply sectors)
Mrs Dang Thi Lai	Chief Finance and Operation Officer
Mr Phan Nguyen Hoai Anh	Alternate Marketing Director
Mr Dao Trung Kien	Chief Strategy Officer
Mr Dang Hai Anh	Information Technology Division Director
Mr Nguyen Anh Hung	Human Resource Director
Mr Duong Quang Hai	Chief Accountant

Legal representative: Registered office	Mr Le Tri Thong – General Director 170E Phan Dang Luu Street, Ward 3, Phu Nhuan District, Ho Chi Minh City, Vietnam
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Auditor	PwC (Vietnam) Limited
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FINANCIAL STATEMENT

STATEMENT OF THE BOARD OF MANAGEMENT

RESPONSIBILITY OF THE BOARD OF MANAGEMENT OF THE COMPANY IN RESPECT OF THE CONSOLIDATED FINANCIAL STATEMENTS

The Board of Management of Phu Nhuan Jewelry Joint Stock Company (“the Company”) is responsible for the consolidated financial statements of the Company and its subsidiaries (together, “the Group”) which give a true and fair view of the consolidated financial position of the Group as at 31 December 2021, and of the consolidated results of its operations and its consolidated cash flows for the year then ended. In preparing these consolidated financial statements, the Board of Management is required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and estimates that are reasonable and prudent; and
- prepare the consolidated financial statements on a going concern basis unless it is inappropriate to presume that the Group will continue in business.

The Board of Management is responsible for ensuring that proper accounting records are maintained, which disclose, with reasonable accuracy at any time, the consolidated financial position of the Group and which enable the consolidated financial statements to be prepared which complies with the basis of accounting set out in Note 2 to the consolidated financial statements. We are also responsible for safeguarding the assets of the Group and hence for taking reasonable steps for the prevention and detection of fraud and error.

APPROVAL OF THE CONSOLIDATED FINANCIAL STATEMENTS

We hereby approve the accompanying consolidated financial statements as set out on pages 5 to 39 which give a true and fair view of the consolidated financial position of the Group as at 31 December 2021, and of the consolidated results of its operations and its consolidated cash flows for the year then ended in accordance with Vietnamese Accounting Standards, the Vietnamese Corporate Accounting System and applicable regulations on preparation and presentation of consolidated financial statements.

On behalf of the Board of Management



LE TRI THONG
General Director

Ho Chi Minh City, SR Vietnam
14 March 2022

INDEPENDENT AUDITOR'S REPORT

TO THE SHAREHOLDERS OF PHU NHUAN JEWELRY JOINT STOCK COMPANY

We have audited the accompanying the consolidated financial statements of Phu Nhuan Jewelry Joint Stock Company (“the Company”) and its subsidiaries (together, “the Group”) which were prepared on 31 December 2021 and approved by the Board of Management on 14 March 2022. The consolidated financial statements comprise the consolidated balance sheet as at 31 December 2021 the consolidated income statement and the consolidated cash flow statement for the year then ended, and explanatory notes to the consolidated financial statements including significant accounting policies, as set out on pages 5 to 39.

THE BOARD OF MANAGEMENT'S RESPONSIBILITY

The Board of Management of the Company is responsible for the preparation and the true and fair presentation of the consolidated financial statements of the Group in accordance with Vietnamese Accounting Standards, the Vietnamese Corporate Accounting System and applicable regulations on the preparation and presentation of consolidated financial statements and for such internal control which the Board of Management determines as necessary to enable the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

AUDITOR'S RESPONSIBILITY

Our responsibility is to express an opinion on the consolidated financial statements based on our audit. We conducted our audit in accordance with Vietnamese Standards on Auditing. Those standards require that we comply with ethical standards and requirements and plan and perform the audit in order to obtain reasonable assurance as to whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated to the Group's preparation and true and fair presentation of the consolidated financial statements. The procedures selected depend on the auditor's judgment, including an assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Board of Management, as well as evaluating the overall presentation of the consolidated financial statements.

AUDITOR'S OPINION

In our opinion, the consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Company as at 31 December 2021, its consolidated financial performance and consolidated cash flows for the year then ended in accordance with Vietnamese Accounting Standards, the Vietnamese Corporate Accounting System and applicable regulations on the preparation and presentation of consolidated financial statements.

OTHER MATTERS

The independent auditor's report is prepared in Vietnamese and English. Should there be any conflict between the Vietnamese and English copies, the Vietnamese copy shall take precedence.

For and on behalf of PwC (Vietnam) Limited



Tran Thi Thanh Truc
Audit Practising Licence No.
3047-2019-006-1
Authorised signatory

Report reference number: HCM11514
Ho Chi Minh City, 14 March 2022

Nguyen Vu Anh Tuan
Audit Practising Licence No.
3631-2021-006-1

CONSOLIDATED BALANCE SHEET

CODE	ASSETS	NOTE	AS AT 31 DECEMBER	
			2021 VND	2020 VND
100	CURRENT ASSETS		9,292,192,238,421	7,143,929,036,497
110	Cash		355,454,838,957	422,234,781,061
111	Cash	3	355,454,838,957	422,234,781,061
130	Short-term receivables		111,969,758,488	98,997,286,429
131	Short-term trade accounts receivable	4	59,930,655,833	67,591,685,619
132	Short-term prepayments to suppliers	5	30,659,175,548	20,218,946,599
136	Other short-term receivables	6(a)	22,831,538,994	12,261,206,010
137	Provision for doubtful debts – short-term		(2,004,798,077)	(1,202,878,846)
139	Shortage of assets awaiting resolution		553,186,190	128,327,047
140	Inventory		8,754,741,712,359	6,545,905,987,056
141	Inventories	7	8,754,741,712,359	6,545,905,987,056
150	Other current assets		70,025,928,617	76,790,981,951
151	Short-term prepaid expenses	8(a)	56,716,921,380	66,112,866,470
152	Value Added Tax to be reclaimed		8,705,831,517	10,670,276,957
153	Tax and other receivables from the State		4,603,175,720	7,838,524
200	NON-CURRENT ASSETS		1,326,824,308,701	1,339,217,061,954
210	Long-term receivable		84,131,506,164	77,310,617,360
216	Other long-term receivables	6(b)	84,131,506,164	77,310,617,360
220	Fixed assets		909,985,491,983	931,617,117,533
221	Tangible fixed assets	9(a)	259,137,188,160	281,244,232,172
222	Historical cost		633,614,629,426	600,464,186,725
223	Accumulated depreciation		(374,477,441,266)	(319,219,954,553)
227	Intangible fixed assets	9(b)	650,848,303,823	650,372,885,361
228	Historical cost		697,774,918,988	683,791,142,309
229	Accumulated amortisation		(46,926,615,165)	(33,418,256,948)
240	Long-term asset in progress		30,795,369,850	33,003,867,003
242	Construction in progress	10	30,795,369,850	33,003,867,003
250	Long-term investments		-	-
253	Investments in other entities		395,271,613,400	395,271,613,400
254	Provision for long-term investments		(395,271,613,400)	(395,271,613,400)
260	Other long-term assets		301,911,940,704	297,285,460,058
261	Long-term prepaid expenses	8(b)	201,443,147,089	206,301,766,031
262	Deferred income tax assets	21	100,468,793,615	90,983,694,027
270	TOTAL ASSETS		10,619,016,547,122	8,483,146,098,451

FINANCIAL STATEMENT (continued)

CONSOLIDATED BALANCE SHEET (continued)

Form B 01 – DN/HN

CODE	RESOURCES	NOTE	AS AT 31 DECEMBER	
			2021 VND	2020 VND
300	LIABILITIES		4,606,382,566,869	3,241,284,233,443
310	Short-term liabilities		4,563,002,409,508	3,231,907,356,443
311	Short-term trade accounts payable	12	680,447,298,103	481,588,464,720
312	Short-term advances from customers	13	156,729,112,135	157,182,968,364
313	Tax and other payables to the State	14	309,500,571,902	214,710,310,923
314	Payable to employees	15	385,144,216,152	290,765,645,610
315	Short-term accrued expenses	16	69,534,599,697	55,520,256,916
319	Other short-term payables	17	83,404,423,727	76,978,636,900
320	Short-term borrowings	18	2,721,930,701,144	1,839,275,064,065
321	Provision for short-term liabilities	20(a)	30,129,306,488	-
322	Bonus and welfare fund	19	126,182,180,160	115,886,008,945
330	Long-term liabilities		43,380,157,361	9,376,877,000
337	Other long-term payables		518,668,000	526,168,000
342	Provision for long-term liability	20(b)	42,861,489,361	8,850,709,000
400	OWNERS' EQUITY		6,012,633,980,253	5,241,861,865,008
410	Capital and reserves		6,012,633,980,253	5,241,861,865,008
411	Owners' capital 22, 23	22, 23	2,276,123,620,000	2,276,123,620,000
411a	- Ordinary shares with voting rights			
412	Share premium	23	2,276,123,620,000	2,276,123,620,000
415	Treasury shares	23	991,261,882,458	991,261,882,458
418	Investment and development fund	23	(4,908,890,000)	(3,384,090,000)
421	Undistributed earnings	23	800,503,556,918	372,779,556,918
421a	- Undistributed post-tax profits of previous years		1,949,653,810,877	1,605,080,895,632
421b	- Post-tax profits of current year		920,611,645,232	670,845,205,971
			1,029,042,165,645	934,235,689,661
440	TOTAL RESOURCES		10,619,016,547,122	8,483,146,098,451

NGUYEN THANH DAT
Preparer

DUONG QUANG HAI
Chief Accountant



LE TRI THONG
General Director
14 March 2022

UNCONSOLIDATED INCOME STATEMENT

Form B 02 – DN/HN

CODE	CODE	NOTE	AS AT 31 DECEMBER	
			2021 VND	2020 VND
01	Revenue from sales of goods and rendering of services		19,735,646,137,250	17,681,913,026,177
02	Less deductions		(188,587,772,416)	(171,124,375,178)
10	Net revenue from sales of goods and rendering of services	27	19,547,058,364,834	17,510,788,650,999
11	Cost of goods sold and services rendered	28	(15,948,760,134,458)	(14,076,055,770,112)
20	Gross profit from sales of goods and rendering of services		3,598,298,230,376	3,434,732,880,887
21	Financial income	29	16,326,114,795	2,368,958,316
22	Financial expenses	30	(118,252,734,395)	(161,541,087,492)
23	- Including: Interest expense		(104,380,274,160)	(154,416,694,276)
25	Selling expenses	31	(1,687,654,952,494)	(1,423,499,070,565)
26	General and administration expenses	32	(501,819,303,928)	(502,929,377,487)
30	Net operating profit		1,306,897,354,354	1,349,132,303,659
31	Other income		8,861,354,013	5,485,848,150
32	Other expenses		(36,528,186,336)	(8,637,683,094)
40	Net other expenses		(27,666,832,323)	(3,151,834,944)
50	Net accounting profit before tax		1,279,230,522,031	1,345,980,468,715
51	Business income tax - current	33	(259,673,455,974)	(279,422,477,414)
52	Business income tax - deferred	33	9,485,099,588	2,752,113,960
60	Net profit after tax		1,029,042,165,645	1,069,310,105,261
61	Owners of the parent company		1,029,042,165,645	1,069,310,105,261
70	Basic earnings per share	25(a)	4,197	4,308
71	Diluted earnings per share	25(b)	4,197	4,308

NGUYEN THANH DAT
Preparer

DUONG QUANG HAI
Chief Accountant



LE TRI THONG
General Director
14 March 2022

FINANCIAL STATEMENT (continued)

Form B 03 – DN/HN

CONSOLIDATED CASH FLOW STATEMENT (Indirect method)

CODE	NOTE	AS AT 31 DECEMBER	
		2021 VND	2020 VND
CASH FLOWS FROM OPERATING ACTIVITIES		1,279,230,522,031	1,345,980,468,715
01	Net accounting profit before tax		
	Adjustments for:		
02	Depreciation and amortisation	75,118,429,219	72,154,867,041
03	Provisions	64,942,006,080	6,391,807,846
04	Unrealised foreign exchange losses	2,504,365,377	177,425,063
05	(Profits)/losses from investing activities	(3,225,478,644)	1,237,319,162
06	Interest expense	104,380,274,160	154,416,694,276
08	Operating profit before changes in working capital	1,522,950,118,223	1,580,358,582,103
09	(Increase)/decrease in receivables	(23,111,709,097)	17,322,807,863
10	(Increase)/decrease in inventories	(2,208,835,725,303)	484,514,384,160
11	Increase/(decrease) in payables	354,804,359,041	(99,651,505,808)
12	Decrease/(increase) in prepaid expenses	14,254,564,032	(42,462,273,125)
14	Interest paid	(105,200,568,547)	(155,543,069,575)
15	BIT paid	(234,058,441,077)	(253,134,374,354)
17	Other payments on operating activities	(43,169,828,785)	(34,492,822,139)
20	Net cash (outflows)/inflows from operating activities	(722,367,231,513)	1,496,911,729,125
CASH FLOWS FROM INVESTING ACTIVITIES			
21	Purchases of fixed assets and other long-term assets	(61,304,197,645)	(85,433,646,180)
22	Tiền thu từ thanh lý, nhượng bán TSCĐ	12,869,426,085	792,669,960
27	Tiền thu từ lãi tiền gửi	267,480,935	251,771,651
30	Lưu chuyển tiền thuần từ hoạt động đầu tư	(48,167,290,625)	(84,389,204,569)
LƯU CHUYỂN TIỀN TỪ HOẠT ĐỘNG TÀI CHÍNH			
31	Proceeds from issuance of shares	-	46,375,540,000
32	Payments for share repurchases	(1,524,800,000)	(1,283,000,000)
33	Proceeds from borrowings	7,758,858,344,889	7,432,783,338,336
34	Repayments of borrowings	(6,876,202,707,810)	(8,208,110,896,493)
36	Dividend paid	(177,376,257,045)	(355,099,739,283)
40	Net cash inflows/(outflows) from financing activities	703,754,580,034	(1,085,334,757,440)
50	Net increase in cash	(66,779,942,104)	327,187,767,116
60	Cash at beginning of year	422,234,781,061	95,224,439,008
61	Effect of foreign exchange differences	-	(177,425,063)
70	Cash at end of year	355,454,838,957	422,234,781,061

NGUYEN THANH DAT
Preparer

DUONG QUANG HAI
Chief Accountant



LE TRI THONG
General Director
14 March 2022

Form B 09 – DN/HN

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

1. GENERAL INFORMATION

Phu Nhuan Jewelry Joint Stock Company (“the Company”) is a joint stock company established in SR Vietnam in accordance with the Enterprise Registration certificate No. 0300521758 which was initially issued by the Department of Planning and Investment of Ho Chi Minh City on 2 January 2004 and the latest (the 32nd) amendment dated 6 January 2022.

On 23 March 2009, the Company’s shares were officially listed in the Ho Chi Minh City Stock Exchange (“HOSE”) with the stock trading code PNJ in accordance with the Decision No. 129/UBCK-ĐKNY issued by the General Director of HOSE on 26 December 2008.

The principal activities of the Company are to manufacture and to trade gold, silver, jewelry and gemstones, and to import and export jewelry in gold, silver and gemstones.

The normal business cycle of the Company and its subsidiaries (“the Group”) is within 12 months.

As at 31 December 2021, the Company had 3 subsidiaries (as at 31 December 2020, the Company had 4 subsidiaries) as follows:

	Place of incorporation and operation	31.12.2021		31.12.2020		The principal activities
		% of ownership	% of voting right	% of ownership	% of voting right	
CAO Fashion Company Limited	Ho Chi Minh City	100	100	100	100	Trading of jewellery products
PNJ Laboratory Company Limited	Ho Chi Minh City	100	100	100	100	Jewelry inspection and consultancy services
PNJ Jewelry Production and Trading Company Limited	Ho Chi Minh City	100	100	100	100	Jewelry manufacturing and trading
Customer Era Company Limited (*)	Ho Chi Minh City	-	-	100	100	Retailing

(*) Pursuant to Decision No. 24/2021/NQ-HĐQT-CTY dated 12 January 2021, Customer Era Company Limited was merged into CAO Fashion Company Limited.

As at 31 December 2021, the Group had 56 branches (as at 31 December 2020: 56 branches) located in various provinces and cities in Vietnam.

As at 31 December 2021, the Group had 5,806 employees (as at 31 December 2020: 6,191 employees).

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

2.1 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS

The consolidated financial statements have been prepared in accordance with Vietnamese Accounting Standards, the Vietnamese Corporate Accounting System and applicable regulations on preparation and presentation of consolidated financial statements. The consolidated financial statements have been prepared under the historical cost convention.

The accompanying consolidated financial statements are not intended to present the consolidated financial position and results of consolidated operations and consolidated cash flows in accordance with accounting principles and practices generally accepted in countries and jurisdictions other than Vietnam. The accounting principles and practices utilised in Vietnam may differ from those generally accepted in countries and jurisdictions other than Vietnam.

The consolidated financial statements in the Vietnamese language are the official statutory consolidated financial statements of the Group. The consolidated financial statements in the English language have been translated from the Vietnamese version.

2.2 FISCAL YEAR

The Company's fiscal year is from 1 January to 31 December.

2.3 CURRENCY

The consolidated financial statements are measured and presented in Vietnamese Dong ("VND"), which is the Company's accounting currency. The Company determines its accounting currencies based on the currencies which are mainly used in sales of goods and rendering of services, which have a significant impact on selling prices of goods and services, which are normally used to list selling prices and receive payments; which are mainly used in purchases of goods or services, which have a significant impact on costs of labor, materials and other production or operating costs; and which is normally used as payments for those costs.

In addition, the Company and its subsidiaries also use these currencies to raise financial resources (such as via

issuance of shares or bonds) and/or regularly collect these currencies from business operations and savings.

2.4 EXCHANGE RATES

Transactions arising in foreign currencies are translated at exchange rates prevailing at the transaction dates. Foreign exchange differences arising from these transactions are recognised in the consolidated income statement.

Monetary assets and liabilities denominated in foreign currencies at the consolidated balance sheet date are respectively translated at the buying and selling exchange rates at the consolidated balance sheet date of the commercial banks with which the Group regularly trades. Foreign currencies deposited in banks at the consolidated balance sheet date are translated at the buying exchange rate of the commercial bank where the Group opens its foreign currency accounts. Foreign exchange differences arising from these translations are recognised in the consolidated income statement.

2.5 BASIS OF CONSOLIDATION

Subsidiaries

Subsidiaries are all entities over which the Group has the power to govern the financial and operating policies in order to gain future benefits from their activities, generally accompanying a shareholding of more than one half of the voting rights. The existence and effect of potential voting rights that are currently exercisable or convertible are considered when assessing whether the Group controls another entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are de-consolidated from the date that control ceases.

Inter-company transactions, balances and unrealised gains and losses on transactions between group companies are eliminated.

Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

The financial statements of the subsidiaries are prepared for the same accounting period of the Group for the consolidation purpose. If there are differences in end

dates, the gap must not exceed 3 months. Adjustments are made to reflect impacts of significant transactions and events occurring between the end dates of the subsidiaries' accounting period and that of the Group's. The length of the reporting period and differences in reporting date must be consistent between periods.

2.6 CASH

Cash comprise cash on hand, cash at bank and cash in transit.

2.7 RECEIVABLES

Receivables represent trade receivables from customers arising from sales of goods and rendering of services or non-trade receivables from others and are stated at cost. Provision for doubtful debts is made for each outstanding amount based on overdue days in payment according to the initial payment commitment (exclusive of the payment rescheduling between parties), or based on the expected loss that may arise. Bad debts are written off when identified.

Receivables are classified into long-term and short-term receivables on the consolidated balance sheet based on the remaining period from the consolidated balance sheet date to the maturity date.

2.8 INVENTORIES

Inventories are stated at the lower of cost and net realisable value. Cost is determined by the weighted average method and includes all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition. In the case of manufactured products, cost includes all direct expenditure and production overheads based on normal levels of operating activity. Net realisable value is the estimated selling price in the normal course of business, less the estimated costs of completion and selling expenses.

The Group applies the perpetual method for inventories.

Provision is made, where necessary, for obsolete, slow-moving and defective inventory items. The difference between the provision of this period and the provision

of the previous period are recognised as an increase or decrease of cost of goods sold in the year.

2.9 INVESTMENTS IN OTHER ENTITIES

Investment in other entities is investment in equity instruments of other entity without controlling rights or co-controlling rights, or without significant influence over the investee. This investment is initially recorded at cost. Subsequently, the Board of Management reviews all outstanding investments to determine the amount of provision to recognise at the year end.

Provision for investments in other entities is made when there is a diminution in value of the investments at the year end. It is calculated based on market value if market value can be determined reliably. If market value can not be determined reliably, the provision for investments in other entities is calculated similarly to provision for investments in subsidiaries.

Changes in the provision balance during the accounting period are recorded as an increase or decrease in financial expenses. A reversal, if any, is made only to the extent the investment is restored to its original cost.

2.10 FIXED ASSETS

Tangible and intangible fixed assets

Fixed assets are stated at historical cost less accumulated depreciation or amortisation. Historical cost includes any expenditure that is directly attributable to the acquisition of the fixed assets bringing them to a suitable condition for their intended use. Expenditure which is incurred subsequently and has resulted in an increase in the future economic benefits expected to be obtained from the use of fixed assets, can be capitalised as an additional historical cost. Otherwise, they are charged to the consolidated income statement when incurred.

Depreciation and amortisation

Fixed assets are depreciated and amortised using the straight-line method so as to write off the historical cost of the fixed assets over their estimated useful lives. The estimated useful lives of of each asset class are as follows:

Buildings and structures	5 - 25 years
Machinery and equipment	3 - 15 years
Motor vehicles	5 - 10 years
Office equipment	3 - 10 years
Software	3 - 5 years

Indefinite land use rights are stated at costs and not amortised.

Disposals

Gains or losses on disposals are determined by comparing net disposal proceeds with the carrying amount of the fixed assets and are recognised as income or expense in the consolidated income statement.

Construction in progress

Construction in progress represents the cost of assets in the course of installation or construction for production, rental or administrative purposes, or for purposes not yet determined, which are recorded at cost and comprise of such necessary costs to construct, repair and maintain, upgrade, renew or equip the projects with technologies as construction costs; costs of tools and equipment; project management expenditures; construction consulting expenditures; and capitalised borrowing costs for qualifying assets in accordance with the Group's accounting policies. Depreciation of these assets, on the same basis as other fixed assets, commences when the assets are ready for their intended use.

2.11 LEASED ASSETS

Leases where a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases are charged to the consolidated income statement on a straight-line basis over the term of the lease.

2.12 PREPAID EXPENSES

Prepaid expenses include short-term and long-term prepayments on the consolidated balance sheet. Prepaid expenses are recorded at historical cost and allocated on a straight-line basis over estimated useful lives.

2.13 PAYABLES

Classifications of payables are based on their nature as follows:

- Trade accounts payable are trade payables arising from purchase of goods and services; and
- Other payables are non-trade payables, and payables not relating to purchases of goods and services.

Payables are classified into long-term and short-term payables on the consolidated balance sheet based on remaining period from the consolidated balance sheet date to the maturity date.

2.14 BORROWING COSTS

Borrowings include borrowings from banks and individuals.

Borrowings are classified into long-term and short-term borrowings on the consolidated balance sheet based on remaining period from the balance sheet date to the maturity date.

Borrowing costs that are directly attributable to the construction or production of any qualifying assets are capitalised during the year of time that is required to complete and prepare the asset for its intended use. In respect of general-purpose borrowings a portion of which is used for the purpose of construction or production of any qualifying assets, the Group determines the amount of borrowing costs eligible for capitalisation by applying a capitalisation rate to the weighted average expenditure on that assets. The capitalisation rate is the weighted average of the interest rates applicable to the Group's borrowings that are outstanding during the year, other than borrowings made specifically for the purpose of obtaining a qualifying asset. Other borrowing costs are recognised in the consolidated income statement when incurred.

2.15 ACCRUED EXPENSES

Accrued expenses include liabilities for goods and services received in the year but not yet paid for, due to pending invoice or insufficient records and documents. Accrued expenses are recorded as expenses in the reporting period.

2.16 PROVISIONS

Provisions are recognised when the Group has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation and the amount has been reliably estimated. Provision is not recognised for future operating losses.

Provisions are measured at the expenditures expected to be required to settle the obligation. If the time value of money is material, provision will be measured at the present value using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as a financial expense. Changes in the provision balance during the accounting period are recorded as an increase or decrease in operating expenses.

2.17 PROVISION FOR SEVERANCE ALLOWANCES

In accordance with Vietnamese labour laws, employees of the Group who have worked regularly for full 12 months or longer are entitled to a severance allowance. The working period used for the calculation of severance allowance is the year during which the employee actually works for the Group less the year during which the employee participates the unemployment insurance scheme in accordance with the labour regulations and the working period for which the employee has received severance allowance from the Group.

The severance allowance is accrued at the end of the reporting period, on the basis that a half of an average monthly salary per each working year. The average monthly salary used for calculating the severance allowance is the employee contract's average salary for the year prior to the consolidated balance sheet date.

This allowance will be paid as a lump sum when the employees terminate their labour contracts in according with current regulations.

2.18 OWNERS' CAPITAL

Contributed capital of the shareholders is recorded according to the actual amount contributed and is recorded according to the par value of the shares.

Share premium is the difference between the par value and the issue price of shares and the difference between the repurchase price and re-issuing price of treasury shares.

Treasury shares brought before the effective date of the Securities Law (ie. 1 January 2021) are shares issued by the Company and bought-back by itself, but these are not cancelled and may be re-issued in accordance with the Law on securities.

Treasury shares brought after 1 January 2021 will be cancelled and adjusted to reduce equity.

Undistributed earnings record the Group's results profit after BIT at the reporting date.

2.19 APPROPRIATION OF NET PROFIT

The Group's dividend is recognised as a liability in the Group's the consolidated financial statements in the year in which the dividend are approved by the Group's the General Meeting of Shareholders.

Profit after BIT could be distribute to Shareholders after approval at a General Meeting of Shareholders, and after appropriation to other funds in accordance with the Group's charter and Vietnamese regulations.

The Group's funds are as below:

(a) Investment and development fund

Investment and development fund is appropriated from profit after BIT of the Group and subject to Shareholders' approval at the General Meeting of Shareholders. The fund is set aside for the use in the Group's expansion of its operation or in-depth investments.

(b) Bonus and welfare fund

Bonus and welfare fund is appropriated from the Group's profit after BIT and subject to Shareholders' approval at the General Meeting of Shareholders. This fund is presented as a liability on the consolidated balance sheet. The fund is set aside for the purpose of pecuniary rewarding and encouragement, common benefits and improvement of the employees' benefits.

2.20 REVENUE RECOGNITION

(a) Revenue from sales of goods

Revenue from sale of goods is recognised in the consolidated income statement when all five (5) of the following conditions are satisfied:

- The Group has transferred to the buyer the significant risks and rewards of ownership of the goods;
- The Group retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold;
- The amount of revenue can be measured reliably;
- It is probable that the economic benefits associated with the transaction will flow to the Group; and
- The costs incurred or to be incurred in respect of the transaction can be measured reliably.

No revenue is recognised if there are significant uncertainties regarding recovery of the consideration due or the possible return of goods.

Revenue is recognised in according with principle of “substance over form” principle and allocated to each sales obligation. If the Group gives promotional goods to customers associated with their purchases, the Group allocates the total considerations received between goods sold and promotional goods. The cost of promotional goods is recognised as cost of sales in the consolidated income statement.

(b) Revenue from rendering of services

Revenue from rendering of services is recognised in the consolidated income statement when the services are rendered, by reference to completion of the specific transaction assessed on the basis of the actual service provided as a proportion of the total services to be provided. Revenue from rendering of services is only recognised when all four (4) of the following conditions are satisfied:

- The amount of revenue can be measured reliably;
- It is probable that the economic benefits associated with the transaction will flow to the Group;
- The percentage of completion of the transaction at the consolidated balance sheet date can be measured reliably; and

- The costs incurred for the transaction and the costs to complete the transaction can be measured reliably.

(c) Interest income

Interest income is recognised on an earned basis.

(d) Dividend income

Income from dividend is recognised when the Group has established the receiving right from investees.

2.21 SALES DEDUCTIONS

Sales deduction include sales allowances and sales returns. Sales deductions incurred in the same period of the related sales of products, goods and services are recorded as deduction of revenue of that period.

Sales deductions for products, goods or services which are sold in the year but are incurred after the balance sheet date but before the issuance of the consolidated financial statements are recorded as deduction of revenue of the year.

2.22 COST OF GOODS SOLD AND SERVICES RENDERED

Cost of goods sold and services rendered are cost of finished goods, merchandises, materials sold or services rendered during the year, and recorded on the basis of matching with revenue and on a prudence basis.

2.23 FINANCIAL EXPENSES

Finance expenses are expenses incurred in the year for financial activities including expenses or losses relating to financial investment activities; expenses of borrowing; and losses from foreign exchange differences.

2.24 SELLING EXPENSES

Selling expenses represent expenses that are incurred in the process of selling products, goods, and providing services, which mainly include publicity, display, promotions, advertising expenses, warranty charges of goods and products, maintenance charges, packaging, and transportation.

2.25 GENERAL AND ADMINISTRATION EXPENSES

General and administration expenses represent expenses for administrative purposes which mainly include salary expenses of administrative staffs; social insurance, medical insurance, labour union fees, unemployment insurance of administrative staff, expenses of office materials, tools and supplies, depreciation and amortisation of fixed assets used for administration, land rental, outside services and other expenses.

2.26 CURRENT AND DEFERRED INCOME TAX

Income taxes includes all income taxes which is based on taxable profits. Income tax expense comprises current tax expense and deferred tax expense.

Current income tax is the amount of income taxes payable or recoverable in respect of the current year taxable profits at the current period tax rates. Current and deferred tax are recognised as an income or an expense and included in the profit or loss of the year, except to the extent that the tax arises from a transaction or event which is recognised, in the same or a different period, directly in equity.

Deferred income tax is provided in full, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. Deferred income tax is not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of occurrence affects neither the accounting nor the taxable profit or loss. Deferred income tax is determined at the tax rates that are expected to apply to the financial period when the asset is realised or the liability is settled, based on tax rates that have been enacted or substantively enacted by the consolidated balance sheet date.

Deferred income tax assets are recognised to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised.

2.27 RELATED PARTIES

Enterprises and individuals that directly, or indirectly through one or more intermediaries, control, or are controlled by, or are under common control with, the Group,

including holding companies, subsidiaries and fellow subsidiaries are related parties of the Group. Associates and individuals owning, directly or indirectly, an interest in the voting power of the Group that gives them significant influence over the enterprise, key management personnel, including the Chairwoman of the Board of Directors, members of the Board of Directors, the Board of Directors, the Board of Management of the Group and close members of the family of these individuals and companies associated with these individuals also constitute related parties.

In considering the related party relationship, the Group considers the substance of the relationship not merely the legal form.

2.28 CRITICAL ACCOUNTING ESTIMATES

The preparation of consolidated financial statements in conformity with Vietnamese Accounting Standards, the Vietnamese Corporate Accounting System and applicable regulations on preparation and presentation of consolidated financial statements requires the Board of Management to make estimates and assumptions that affect the reported amounts of assets, liabilities and disclosures of contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenues and expenses during the accounting period. Although these estimates are based on the Board of Management’s best knowledge of current events and actions, actual results may differ from those estimates.

Such estimates and assumptions are continually evaluated. They are based on historical experience and other factors, including expectations of future events that may have a financial impact on the Group and that are assessed by the Board of Management to be reasonable under the circumstances.

2.29 SEGMENT REPORTING

A segment is a component which can be consolidated by the Group engaged in sales of goods or rendering of services (business segment); or sales of goods or rendering of services within a particular economic environment (geographical segment). Each segment is subject to risks and returns that are different from those of other segments. A reportable segment is the Group’s business segment or the Group’s geographical segment.

FINANCIAL STATEMENT (continued)

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3. CASH

	2021 VND	2020 VND
Cash on hand	108,982,273,042	113,043,139,318
Cash at bank	213,630,437,624	286,111,163,400
Cash in transit	32,842,128,291	23,080,478,343
	355,454,838,957	422,234,781,061

4. SHORT-TERM TRADE ACCOUNTS RECEIVABLE

	2021 VND	2020 VND
FH Trautz GmbH	2,420,619,704	6,165,618,167
DC&D Co.	6,589,972,421	6,758,326,847
Aeon Vietnam Co., Ltd.		
- Binh Duong Branch	7,417,481,647	5,965,409,829
Aeon Vietnam Co., Ltd.	6,055,942,557	4,699,946,682
Aeon Vietnam Co., Ltd.		
- Binh Tan Branch	7,047,219,391	4,658,692,785
Others	30,399,420,113	39,343,691,309
	59,930,655,833	67,591,685,619

As at 31 December 2021 and 31 December 2020, there was no balance of short-term trade accounts receivable that was past due or not past due but doubtful.

5. SHORT-TERM PREPAYMENTS TO SUPPLIERS

	2021 VND	2020 VND
Gia Khang Construction Real Estate Corporation	476,099,621	3,035,860,000
Others	30,183,075,927	17,183,086,599
	30,659,175,548	20,218,946,599

6. OTHER RECEIVABLES

(a) Short-term

	2020 VND	2019 VND
Advances from employees	12,867,680,249	6,347,378,451
Others	9,963,858,745	5,913,827,559
	22,831,538,994	12,261,206,010

As at December 31, 2021 and December 31, 2020, the balance of short-term receivables that are past due is VND4,009,596,154. As at 31 December 2021, the Group has made provision for this receivable respectively VND2,004,798,077 (as at 31 December 2020: VND1,202,878,846).

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(b) Long-term

	2021 VND	2020 VND
Rent deposits	84,131,506,164	77,310,617,360

7. INVENTORIES

	2021 VND	2020 VND
Raw materials	635,145,088,845	390,491,615,025
Tools and supplies	34,566,769,933	28,975,937,334
Work in progress	147,603,238,069	148,684,491,248
Finished goods	173,951,077,140	379,933,495,924
Merchandise	7,763,475,538,372	5,597,820,447,525
	8,754,741,712,359	6,545,905,987,056

As at 31 December 2021, the Group's total inventories of VND3,303,916,000,000 (as at 31 December 2020: VND2,996,916,000,000) were pledged as collaterals for short-term borrowings from commercial banks (Note 18).

8. PREPAID EXPENSES

(a) Short-term

	2021 VND	2020 VND
Tools and supplies	8,256,792,363	10,320,459,979
Operating lease	25,131,143,445	30,263,584,357
IT expenses	15,347,742,167	12,490,883,142
Repairs and maintenances	2,687,986,462	5,572,063,499
Others	5,293,256,943	7,465,875,493
	56,716,921,380	66,112,866,470

(b) Long-term

	2021 VND	2020 VND
Tools and supplies	103,689,818,858	91,055,979,728
Office and store renovation	80,879,194,596	80,669,317,259
Store rental	8,930,291,938	13,759,093,930
Repairs and maintenances	2,190,418,018	18,248,358,470
Others	5,753,423,679	2,569,016,644
	201,443,147,089	206,301,766,031

Movements in prepaid expenses during the year were as follows:

	2021 VND	2020 VND
Beginning of year	270,404,042,417	229,952,359,376
Increase	483,139,145,191	575,275,386,825
Allocation	(494,840,534,604)	(532,813,113,700)
Disposal	(542,584,535)	-
End of year	258,160,068,469	272,414,632,501

9. FIXED ASSETS

(a) Tangible fixed assets

	Buildings and structures VND	Machinery and equipment VND	Motor vehicles VND	Office equipment VND	Total VND
Historical cost					
As at 1 January 2021	157,111,229,899	290,239,737,420	36,475,119,707	116,638,099,699	600,464,186,725
New purchases	1,083,881,871	18,007,702,847	13,824,473,800	3,272,364,127	36,188,422,645
Transfers from construction in progress (Note 10)	-	4,482,459,400	-	-	4,482,459,400
Disposals	(2,242,990,000)	(1,862,600,738)	(1,853,331,999)	(1,561,516,607)	(7,520,439,344)
As at 31 December 2021	155,952,121,770	310,867,298,929	48,446,261,508	118,348,947,219	633,614,629,426
Accumulated depreciation					
As at 1 January 2021	51,408,217,316	185,012,990,430	23,433,425,214	59,365,321,593	319,219,954,553
Charge for the year	8,334,030,537	32,357,234,809	4,628,183,446	15,219,564,459	60,539,013,251
Disposals	(134,461,703)	(1,743,802,614)	(1,853,331,999)	(1,549,930,222)	(5,281,526,538)
As at 31 December 2021	59,607,786,150	215,626,422,625	26,208,276,661	73,034,955,830	374,477,441,266
Net book value					
As at 1 January 2021	105,703,012,583	105,226,746,990	13,041,694,493	57,272,778,106	281,244,232,172
As at 31 December 2021	96,344,335,620	95,240,876,304	22,237,984,847	45,313,991,389	259,137,188,160

9. TFIXED ASSETS (continued)

(b) Intangible fixed assets

	Land use rights VND	Softwares VND	Total VND
Historical cost			
As at 1 January 2021	542,729,276,942	141,061,865,367	683,791,142,309
New purchases	22,727,350,000	-	22,727,350,000
Disposals	(7,672,515,570)	(1,071,057,751)	(8,743,573,321)
As at 31 December 2021	557,784,111,372	139,990,807,616	697,774,918,988
Accumulated amortisation			
As at 1 January 2021	-	33,418,256,948	33,418,256,948
Charge for the year	-	14,579,415,968	14,579,415,968
Disposals	-	(1,071,057,751)	(1,071,057,751)
As at 31 December 2021	-	46,926,615,165	46,926,615,165
Net book value			
As at 1 January 2021	542,729,276,942	107,643,608,419	650,372,885,36
As at 31 December 2021	557,784,111,372	93,064,192,451	650,848,303,823

As at 31 December 2021, the historical cost of land use rights of the Group amounting to VND27,089,291,000 (as at 31 December 2020: VND49,837,617,572) were pledged as collaterals for borrowings from commercial banks (Note 18).

As at 31 December 2021, the historical cost of software that were fully amortised but still in use was VND6,982,250,583 (as at 31 December 2020: VND6,982,250,583).

10. CONSTRUCTION IN PROGRESS

	2021 VND	2020 VND
Land use right in Di An - Binh Duong	26,137,767,250	26,137,767,250
Long Hau Fire System	-	2,574,172,400
Human resource management software	1,990,919,100	1,990,919,100
Others	2,666,683,500	2,301,008,253
	30,795,369,850	33,003,867,003

Movements in the construction in progress during the year are as follows:

	2021 VND	2020 VND
Beginning of year	33,003,867,003	28,457,398,434
Addition	2,388,425,000	6,483,065,709
Transfer to tangible fixed assets (Note 9(a))	(4,482,459,400)	(1,143,927,180)
Others	(114,462,753)	(792,669,960)
End of year	30,795,369,850	33,003,867,003

11. LONG-TERM INVESTMENT

	2021		2020	
	Cost VND	Provision VND	Cost VND	Provision VND
Dong A Commercial Joint Stock Bank(*)	395.271.613.400	(395,271,613,400)	395,271,613,400	(395,271,613,400)

(*) As at 31 December 2021 and 31 December 2020, Dong A Joint Stock Commercial Bank was still under special control of the State Bank of Vietnam and its shares have not been eligible transferable. Therefore, the Board of Management has decided to recognise full provision for diminution in value of this investment as at the consolidated balance sheet date.

As at 31 December 2021 and 31 December 2020, the Group had not determined the fair value of this investment to disclose in the consolidated financial statements because it does not have listed prices.

12. SHORT-TERM TRADE ACCOUNTS PAYABLE

	2021 VND	2020 VND
Finesse Impex Limited	419,140,437,414	185,106,975,192
Forte Jewellery (HK) Co., Ltd	161,906,400,863	126,662,589,601
Quang Vinh Nguyen Co., Ltd	-	912,591,777
Fu Sheng Company Limited	-	1,667,935,368
Others	99,400,459,826	167,238,372,782
	680,447,298,103	481,588,464,720

13. SHORT-TERM ADVANCES FROM CUSTOMERS

	2021 VND	2020 VND
Mrs.Nguyen Thi Anh Tuyet	6,165,000,000	15,000,000
LM Manufacturing Pty. Ltd.	2,005,462,968	2,005,462,968
Duoc Hau Giang Joint Stock Company	-	42,864,000,000
Others	148,558,649,167	112,298,505,396
	156,729,112,135	157,182,968,364

14. TAXES AND OTHER PAYABLES TO THE STATE

	2021 VND	2020 VND
Value added tax ("VAT")	106,359,582,855	47,328,341,499
BIT	184,591,961,711	154,678,620,526
Personal income tax ("PIT")	13,412,674,360	8,133,718,365
Others	5,136,352,976	4,569,630,533
	309,500,571,902	214,710,310,923

Movements in taxes and other payables to the State during the year are as follows:

	As at 1.1.2021 VND	Payable during the year VND	Paid during the year VND	(Netted off)/ Reclassified VND	As at 31.12.2021 VND
VAT	47,328,341,499	465,707,264,308	(399,771,568,908)	(6,904,454,044)	106,359,582,855
BIT	154,678,620,526	259,673,455,974	(234,058,441,077)	4,298,326,288	184,591,961,711
PIT	8,133,718,365	92,558,433,452	(87,279,477,457)	-	13,412,674,360
Others	4,569,630,533	2,073,002,614	(1,506,280,171)	-	5,136,352,976
	214,710,310,923	820,012,156,348	(722,615,767,613)	(2,606,127,756)	309,500,571,902

15. PAYABLE TO EMPLOYEES

The balances represent accruals for the 13th month salary and performance bonus payable to employees.

16. SHORT-TERM ACCRUED EXPENSES

	2021 VND	2020 VND
Advertising and marketing	47,856,371,900	40,969,790,347
Interest expense	2,611,807,589	3,432,101,976
Others	19,066,420,208	11,118,364,593
	69,534,599,697	55,520,256,916

17. OTHER SHORT-TERM PAYABLES

	2021 VND	2020 VND
Bonus for the Board of Management and Board of Directors (Note 35)	10,084,181,002	21,039,066,145
Dividend payables (Note 24)	15,684,687,047	11,167,693,692
Union trade	4,036,647,172	5,302,327,162
PIT paid on behalf of shareholders	4,531,133,392	4,531,133,392
Raw materials borrow for processing	26,949,152,804	5,035,237,406
Others	22,118,622,310	29,903,179,103
	83,404,423,727	76,978,636,900

18. BORROWINGS

	As at 31.12.2021 VND	Increase VND	Decrease VND	As at 31.12.2021 VND
Bank borrowings(*)				
Joint Stock Commercial Bank for Investment and Development of Vietnam	315,230,965,374	1,370,692,097,756	(1,287,123,063,130)	398,800,000,000
Vietnam Joint Stock Commercial Bank for Industry and Trade	439,980,551,393	1,821,316,339,965	(1,496,879,259,216)	764,417,632,142
Southeast Asia Joint Stock Commercial Bank	234,871,440,600	805,759,271,800	(770,671,440,600)	269,959,271,800
Vietnam International Commercial Joint Stock Bank	144,405,989,760	-	(144,405,989,760)	-
HSBC Bank (Viet Nam) Ltd.	165,436,846,311	316,734,601,473	(430,150,655,902)	52,020,791,882
CTBC Bank Company Limited - Ho Chi Minh City Branch	72,337,384,646	200,729,651,215	(186,380,654,121)	86,686,381,740
Ho Chi Minh City Development Joint Stock Commercial Bank	68,348,957,900	178,692,432,640	(247,041,390,540)	-
Shinhan Bank Vietnam Limited	65,000,000,000	82,900,000,000	(147,900,000,000)	-
Joint Stock Bank for Foreign Trade of Vietnam	115,747,972,000	1,671,355,880,077	(1,093,936,534,460)	693,167,317,617
Military Commercial Joint Stock Bank	47,338,228,281	30,000,000,000	(77,338,228,281)	-
China Construction Bank	44,800,000,000	115,800,000,000	(68,800,000,000)	91,800,000,000
Vietnam Bank for Agriculture and Rural Development	3,700,000,000	-	(3,700,000,000)	-
Petrolimex Group Commercial Joint Stock Bank	-	892,932,584,960	(610,000,000,000)	282,932,584,960
Woori Bank Vietnam Limited	-	13,500,000,000	(13,500,000,000)	-
KEB Hana Bank - Ho Chi Minh City	-	2,216,065,600	-	2,216,065,600
Individual borrowings (**)	122,076,727,800	256,229,419,403	(298,375,491,800)	79,930,655,403
	1,839,275,064,065	7,758,858,344,889	(6,876,202,707,810)	2,721,930,701,144

(*) Details of short-term bank loans are as follows:

	As at 31.12.2021 VND	Maturity date	Interest per annum	Collateral
BANK				
Joint Stock Commercial Bank for Investment and Development of Vietnam	398,800,000,000	From 8 March 2022 to 10 April 2022	5,1%	Inventories
Vietnam Joint Stock Commercial Bank for Industry and Trade	764,417,632,142	From 30 March 2022 to 9 June 2022	4,2%	Inventories
Southeast Asia Joint Stock Commercial Bank	269,959,271,800	From 25 February 2022 to 22 March 2022	5,2%	Unsecured
CTBC Bank Company Limited - Ho Chi Minh City Branch	86,686,381,740	From 15 April 2022 to 22 June 2022	4,5%	Inventories
Joint Stock Bank for Foreign Trade of Vietnam	693,167,317,617	From 21 January 2022 to 24 May 2022	4,6%	Land use rights, buildings and inventories
China Construction Bank	91,800,000,000	From 12 April 2022 to 26 April 2022	4,8%	Unsecured
Petrolimex Group Commercial Joint Stock Bank	282,932,584,960	From 2 March 2022 to 28 March 2022	5,2%	Unsecured
HSBC Bank (Viet Nam) Ltd.	52,020,791,882	To 3 February 2022	4,4%	Unsecured
KEB Hana Bank - Ho Chi Minh City Branch	2,216,065,600	To 30 March 2022	4,5%	Unsecured
	2,642,000,045,741			

(**) Individual loans represent unsecured loans from the Group's employees with original maturity of 12 months and bear interest at the interest rate of 3% - 7.6% per annum.

The land use rights at No. 52A-52B Nguyen Van Troi Street, Phu Nhuan District, Ho Chi Minh City; No. 195A Phan Dang Luu Street, Phu Nhuan District, Ho Chi Minh City; No. 577 Nguyen Kiem Street, Phu Nhuan District, Ho Chi Minh City and No. 174 Le Thanh Ton Street, District 1, Ho Chi Minh City with total carrying amount of VND63,592,666,838 were held by East Asia Commercial Joint Stock at the consolidated balance sheet date.

19. BONUS AND WELFARE FUND

	2021 VND	2020 VND
Beginning of year	115,886,008,945	90,682,831,084
Appropriation from undistributed earnings (Note 23)	53,466,000,000	59,696,000,000
Utilisation during the year	(43,169,828,785)	(34,492,822,139)
End of year	126,182,180,160	115,886,008,945

20 PROVISION FOR LIABILITIES

(a) Short-term

The balance represents the provision for warranty for products, goods which may be payable within one to six months after the financial year ended.

(b) Long-term

The amount in the provision for Severance allowance was determined base on the method presented at Note 2.17.

21 DEFERRED INCOME TAX ASSETS

Deferred income tax assets and liabilities are offset when The Group have a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred income taxes relate to the same taxation authority and same taxable unit. The offset amounts were as follows:

	2021 VND	2020 VND
Deferred tax assets:		
Deferred tax assets to be recovered after more than 12 months	83,207,628,911	82,009,418,884
Deferred tax assets to be recovered within 12 months	17,261,164,704	8,974,275,143
	100,468,793,615	90,983,694,027

The gross movements in the deferred income tax, taking into consideration the offsetting of balances within the same tax jurisdiction, are as follows:

	2021 VND	2020 VND
Beginning of year	90,983,694,027	88,231,580,067
Credit to consolidated income statement (Note 34)	9,485,099,588	2,752,113,960
Số dư cuối năm	100,468,793,615	90,983,694,027

Details of deferred tax assets:

	2021 VND	2020 VND
Deductible temporary differences	100,468,793,615	90,983,694,027

The deferred income tax assets are mainly derived from accruals and provisions.

The Group applied tax rate of 20% for determining deferred tax assets.

Deferred income tax assets are recognised to the extent that it is probable that future taxable profit will be available against which the temporary difference can be utilised.

22 OWNERS' CAPITAL

(a) Number of ordinary shares

	2021 VND	2020 VND
Number of shares registered	227,612,362	227,612,362
Number of shares issued	227,612,362	227,612,362
Number of shares repurchased	(245,799)	(169,559)
Number of existing shares in circulation	227,366,563	227,442,803

(b) Details of owners' shareholding

	2021 Ordinary shares (VND)	%	2020 Ordinary shares (VND)	%
Mrs. Truong Ngoc Phuong (**)	204,315,730,000	8.99	208,209,430,000	9.15
Dragon Capital Vietfund Management Joint Stock Company(*)	156,908,280,000	6.90	46,752,160,000	2.05
VinaCapital Fund Management Joint Stock Company(*)	113,840,180,000	5.01	156,537,510,000	6.88
Mrs. Tran Phuong Ngoc Ha	92,000,000,000	4.05	-	-
Mrs. Cao Thi Ngoc Dung	63,840,180,000	2.80	205,840,180,000	9.04
Other shareholders	1,645,219,250,000	72.36	1,658,784,340,000	72.93
Treasury shares	(2,457,990,000)	(0.11)	(1,695,590,000)	(0.06)
	2,273,665,630,000	100	2,274,428,030,000	100

(*) As at 31 December 2021 and 31 December 2020, Dragon Capital Vietfund Management Joint Stock Company and VinaCapital Fund Management Joint Stock Company were the representatives for a group of investors.

(**) As at 31 December 2021 and 31 December 2020, Ms. Truong Ngoc Phuong is the representative of a group of foreign investors.

(c) Movement of share capital

	Number of shares	Ordinary shares VND
As at 1 January 2020	225,188,176	2,251,881,760,000
New shares issued	2,318,777	23,187,770,000
Treasury shares	(64,150)	(641,500,000)
As at 31 December 2020	227,442,803	2,274,428,030,000
Treasury shares (*)	(76,240)	(762,400,000)
As at 31 December 2021	227,366,563	2,273,665,630,000

Par value per share: VND10,000 per share.

The Company do not have preferred share.

(*) According to the Resolution No. 217/2021/NQ-DHĐC dated 17 April 2021, the Company bought back 76,240 ESOP shares of the retired staffs. The Board of Management assessed that this transaction did not have a material impact on the consolidated financial statements of the year 2021, accordingly, the Company did not reduce its capital in 2021 (Note 23).

23 MOVEMENTS IN OWNERS' EQUITY

	Owners' capital VND	Share premium VND	Treasury shares VND	Investment and development fund VND	Undistributed earnings VND	Total VND
As at 1 January 2020	2,252,935,850,000	968,074,112,458	(2,101,090,000)	313,083,556,918	1,045,273,381,971	4,577,265,811,347
Issuance of ordinary shares under Employee Stock Ownership Plan to Employees (*)	23,187,770,000	23,187,770,000	-	-	-	46,375,540,000
Net profit for the year	-	-	-	-	1,069,310,105,261	1,069,310,105,261
Dividends appropriation	-	-	-	-	(360,262,591,600)	(360,262,591,600)
Repurchase share	-	-	(1,283,000,000)	-	-	(1,283,000,000)
Appropriation of bonus and welfare fund (Note 19)	-	-	-	-	(59,696,000,000)	(59,696,000,000)
Appropriation to investment and development fund	-	-	-	59,696,000,000	(59,696,000,000)	-
Appropriation to bonus for the Board of Directors and the Board of Management	-	-	-	-	(29,848,000,000)	(29,848,000,000)
As at 31 December 2020	2,276,123,620,000	991,261,882,458	(3,384,090,000)	372,779,556,918	1,605,080,895,632	5,241,861,865,008
Net profit for the year	-	-	-	-	1,029,042,165,645	1,029,042,165,645
Dividends appropriation (*)	-	-	-	-	(181,893,250,400)	(181,893,250,400)
Repurchase share	-	-	(1,524,800,000)	-	-	(1,524,800,000)
Appropriation of bonus and welfare fund (Note 19) (**)	-	-	-	-	(53,466,000,000)	(53,466,000,000)
Appropriation to investment and development fund (**)	-	-	-	427,724,000,000	(427,724,000,000)	-
Appropriation to bonus for the Board of Directors and the Board of Management (**)	-	-	-	-	(21,386,000,000)	(21,386,000,000)
As at 31 December 2021	2,276,123,620,000	991,261,882,458	(4,908,890,000)	800,503,556,918	1,949,653,810,877	6,012,633,980,253

23 MOVEMENTS IN OWNERS' EQUITY (continued)

(*) The Company has appropriated the 2020 dividends of VND181,893,250,400 to its shareholders in accordance with the Resolution No. 113/2021/NQ-HDQT-CTY dated 24 February 2021 of the Board of Directors.

(**) According to Resolution of the Shareholders General Meeting No. 217/2021/NQ-DHĐCĐ-CTY dated 17 April 2021, the Shareholders have approved the appropriation of net profit for the year ended 31 December 2020 as follows:

- Dividends payable in cash: VND453,387,000,000;
- Investment and development fund: VND427,724,000,000;
- Bonus and welfare fund: VND53,466,000,000; and
- Allowance for the Board of Directors and Board of Management: VND21,386,000,000.

24 DIVIDEND

	2021 VND	2020 VND
Beginning of year	11,167,693,692	6,004,841,375
Dividend payable during the year	181,893,250,400	360,262,591,600
Dividend paid in cash	(177,376,257,045)	(355,099,739,283)
End of year	15,684,687,047	11,167,693,692

25. EARNINGS PER SHARE

(a) Basic earnings per share

Basic earnings per share is calculated by dividing the net profit attributable to shareholders after deducting the bonus and welfare fund and allowance for the Board of Directors and the Board of Management by the weighted average number of ordinary shares outstanding during the year, adjusted for bonus shares issued during the year and excluding treasury shares. The details were as follows:

	2021 VND	2020 VND
Net profit attributable to shareholders (VND)	1,029,042,165,645	1,069,310,105,261
Less amount allocated to bonus and welfare fund, allowance for the Board of Directors and the Board of Management (VND) (Note 23)	(74,852,000,000)	(89,544,000,000)
	954,190,165,645	979,766,105,261
Weighted average number of ordinary shares in issue (shares)	227,366,563	227,442,803
Basic earnings per share (VND)	4,197	4,308

(b) Diluted earnings per share

The Company has no diluted earnings per share during the year and at the reporting date. Therefore, the diluted earnings per share is equal to the basic earnings per share.

26. OFF BALANCE SHEET ITEMS

(a) (a) Included in cash were balances held in foreign currencies of:

	2021	2020
United States Dollar - USD	1,059,414	1,464,450
Euro - EUR	3,677	3,724
British Pound - GBP	1,625	1,625
Australia Dollar - AUD	958	1,002

(b) (b) The future minimum lease payments under non-cancellable operating leases were VND1,444,225,351,587 and VND1,316,720,121,669 for years ended 31 December 2021 and 31 December 2020, respectively (Note 36).

27 NET REVENUE FROM SALES OF GOODS AND RENDERING OF SERVICES

	2021 VND	2020 VND
Revenue		
Revenue from sales of gold, silver and jewelry	19,608,294,312,644	17,487,379,140,948
Revenue from sales of accessories	79,149,769,974	153,937,831,108
Revenue from rendering of services	48,202,054,632	40,596,054,121
	19,735,646,137,250	17,681,913,026,177
Sales deductions		
Sales returns	(188,580,972,416)	(171,123,340,972)
Sales allowances	(6,800,000)	(1,034,206)
	(188,587,772,416)	(171,124,375,178)
Net revenue from sales of goods and rendering of services	19,547,058,364,834	17,510,788,650,999

28 COST OF GOODS SOLD AND SERVICES RENDERED

	2021 VND	2020 VND
Cost of gold, silver and jewelry sold	15,907,666,477,678	14,017,473,506,356
Cost of accessories sold	29,613,031,220	49,331,825,580
Cost of services rendered	11,480,625,560	9,250,438,176
	15,948,760,134,458	14,076,055,770,112

29 FINANCIAL INCOME

	2021 VND	2020 VND
Interest income	267,480,935	251,771,651
Realised foreign exchange gains	16,058,633,860	2,117,186,665
	16,326,114,795	2,368,958,316

30 FINANCIAL EXPENSES

	2021 VND	2020 VND
Interest expense	104,380,274,160	154,416,694,276
Realised foreign exchange losses	6,160,507,306	3,510,464,614
Net loss from foreign currency translation at year-end	2,504,365,377	177,425,063
Others	5,207,587,552	3,436,503,539
	118,252,734,395	161,541,087,492

31 SELLING EXPENSES

	2021 VND	2020 VND
Staff costs	927,933,521,764	689,190,889,491
Rental	246,307,802,475	258,343,539,717
Advertising and marketing	126,473,042,786	146,040,903,385
Tools and supplies	106,242,385,201	106,063,237,322
Depreciation	18,852,708,747	15,627,150,063
Outside services	158,156,935,122	120,084,763,960
Others	103,688,556,399	88,148,586,627
	1,687,654,952,494	1,423,499,070,565

32 GENERAL AND ADMINISTRATION EXPENSES

	2021 VND	2020 VND
Staff costs	334,815,199,923	362,870,156,577
Tools and supplies	13,345,577,420	12,944,672,439
Depreciation	28,655,150,417	29,840,270,105
Fee charges	1,273,038,584	1,063,819,767
Outside services	77,739,085,012	74,644,333,481
Others	45,991,252,572	21,566,125,118
	501,819,303,928	502,929,377,487

FINANCIAL STATEMENT (continued)

Form B 09 – DN/HN

Form B 09 – DN/HN

33 BIT

The BIT on the Group's accounting profit before tax differs from the theoretical amount that would arise using the applicable tax rate as follows:

	2021 VND	2020 VND
Net accounting profit before tax	1,279,230,522,031	1,345,980,468,715
Including		
- Accounting profit before tax	1,354,549,732,531	1,357,382,622,984
- Accounting loss before tax	(75,319,210,500)	(11,402,154,269)
Tax calculated at a rate of 20%	255,846,104,406	269,196,093,743
Effect of:		
Expenses not deductible for tax purposes	8,105,845,631	1,501,733,297
Temporary differences for which no deferred income tax asset was recognised	(21,196,075,967)	3,692,105,560
Impact of changes in tax rate	(741,406,483)	-
Tax losses for which no deferred income tax asset was recognised	6,429,003,684	2,280,430,854
Under-provision in previous years	1,744,885,115	-
BIT charge (*)	250,188,356,386	276,670,363,454
Charged/(credited) to income statement:	259,673,455,974	279,422,477,414
BIT – current	(9,485,099,588)	(2,752,113,960)
BIT – deferred (Note 21)	250,188,356,386	276,670,363,454

34 COSTS OF OPERATION BY FACTOR

Costs of operation by factor represent all costs incurred during the year from the Group's operating activities, excluding cost of merchandises for trading activities. Details are as follows:

	2021 VND	2020 VND
Raw materials	6,533,668,664,645	5,272,469,182,700
Staff costs	1,468,307,712,404	1,254,333,985,055
Tools and supplies	117,237,309,536	116,343,456,871
Depreciation	75,118,429,219	72,154,867,041
Outside services	651,162,176,248	615,489,113,790
Others	216,461,489,153	242,950,595,911
	9,061,955,781,205	7,573,741,201,368

35 RELATED PARTY DISCLOSURES

(a) Related party transactions

During the year, the following major transaction were carried out with related parties:

	2021 VND	2020 VND
Compensation of key management		
Gross salaries and other benefits	64,450,423,358	54,932,689,167
In which:		
Board of Directors	19,690,844,975	13,327,809,094
Board of Management	44,759,578,383	31,098,221,218

(b) Related party balances

	2021 VND	2020 VND
Other short-term payables (Note 17)		
Members of the Board of Management and Board of Directors	10,084,181,002	21,039,066,145

36 COMMITMENTS UNDER OPERATING LEASES

The future minimum stores lease payments under non-cancellable operating leases were as follows:

	2021 VND	2020 VND
Within one year	267,648,043,754	230,896,342,548
Between one and five years	814,210,958,710	727,906,892,402
Over five years	362,366,349,123	357,916,886,719
Total minimum payments	1,444,225,351,587	1,316,720,121,669

37 SEGMENT REPORTING

Geographical segment

The Group has performed all manufacturing and trading activities of gold, silver, jewelry, gemstones and services in Vietnam only. Therefore, the Group does not present the geographical segment.

Business activity segment

Manufacturing and trading gold, silver, jewelry and gemstones is the principal activities of the Group to generate revenue and earn profit for the Group, whereas, other income accounts for a small portion in total revenue of the Group, therefore, the Board of Management assumed that the Group is in one business activity segment only.

The consolidated financial statements were approved by the Board of Management on 14 March 2022.



NGUYEN THANH DAT
Preparer



DUONG QUANG HAI
Chief Accountant



LE TRI THONG
General Director

GRI INDEX REFERENCE

GRI STANDARD NO.	GRI CONTENT INDEX	GRI CONTENT INDEX
GENERAL DISCLOSURES		
ORGANIZATION PROFILE		
102-1	NAME OF THE ORGANIZATION	✓
102-2	ACTIVITIES, BRANDS, PRODUCTS, AND SERVICES	✓
102-3	LOCATION OF HEADQUARTERS	✓
102-4	LOCATION OF OPERATIONS	✓
102-5	OWNERSHIP AND LEGAL FORM	✓
102-6	MARKETS SERVED	✓
102-7	SCALE OF THE ORGANIZATION	✓
102-8	INFORMATION ON EMPLOYEES AND OTHER WORKERS	✓
STRATEGY		
102-14	STATEMENT FROM SENIOR DECISION-MAKER	✓
102-15	KEY IMPACTS, RISKS, AND OPPORTUNITIES	✓
ETHICS AND INTEGRITY		
102-16	VALUES, PRINCIPLES, STANDARDS, AND NORMS OF BEHAVIOR	✓
102-17	MECHANISMS FOR ADVICE AND CONCERNS ABOUT ETHICS	✓
GOVERNANCE		
102-18	GOVERNANCE STRUCTURE	✓
102-19	DELEGATING AUTHORITY	✓
102-20	EXECUTIVE-LEVEL RESPONSIBILITY FOR ECONOMIC, ENVIRONMENTAL, AND SOCIAL TOPICS	✓
102-21	CONSULTING STAKEHOLDERS ON ECONOMIC, ENVIRONMENTAL, AND SOCIAL TOPICS	✓
102-22	COMPOSITION OF THE HIGHEST GOVERNANCE BODY AND ITS COMMITTEES	✓
102-26	ROLE OF HIGHEST GOVERNANCE BODY IN SETTING PURPOSE, VALUES, AND STRATEGY	✓
102-29	IDENTIFYING AND MANAGING ECONOMIC, ENVIRONMENTAL, AND SOCIAL IMPACTS	✓
102-30	EFFECTIVENESS OF RISK MANAGEMENT PROCESSES	✓

GRI STANDARD NO.	GRI CONTENT INDEX	GRI CONTENT INDEX
102-32	HIGHEST GOVERNANCE BODY'S ROLE IN SUSTAINABILITY REPORTING	✓
102-35	REMUNERATION POLICIES	✓
102-36	PROCESS FOR DETERMINING REMUNERATION	✓
STAKEHOLDER ENGAGEMENT		
102-40	LIST OF STAKEHOLDER GROUPS	✓
102-41	COLLECTIVE BARGAINING AGREEMENTS	✓
102-42	THE BASIS FOR IDENTIFYING AND SELECTING STAKEHOLDERS WITH WHOM TO ENGAGE.	✓
102-44	KEY TOPICS AND CONCERNS RAISED	✓
REPORTING PRACTICE		
102-45	ENTITIES INCLUDED IN THE CONSOLIDATED FINANCIAL STATEMENTS	✓
102-48	RESTATEMENTS OF INFORMATION	NA
102-49	CHANGES IN REPORTING	NA
102-50	REPORTING PERIOD	✓
102-51	DATE OF MOST RECENT REPORT	NA
102-52	REPORTING CYCLE	✓
102-53	CONTACT POINT FOR QUESTIONS REGARDING THE REPORT	✓
102-54	CLAIMS OF REPORTING IN ACCORDANCE WITH THE GRI STANDARDS	✓
102-55	GRI CONTENT INDEX	✓
SPECIFIC STANDARDS		
LIST: ECONOMY		
ECONOMIC PERFORMANCE		
201-1	DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED	✓
201-2	FINANCIAL IMPLICATIONS AND OTHER RISKS AND OPPORTUNITIES DUE TO CLIMATE CHANGE	✓
201-3	DEFINED BENEFIT PLAN OBLIGATIONS AND OTHER RETIREMENT PLANS	✓

GRI INDEX REFERENCE

GRI STANDARD NO.	GRI CONTENT INDEX	GRI CONTENT INDEX
MARKET PRESENCE		
202-1	RATIOS OF STANDARD ENTRY LEVEL WAGE BY GENDER COMPARED TO LOCAL MINIMUM WAGE	✓
202-2	PROPORTION OF SENIOR MANAGEMENT HIRED FROM THE LOCAL COMMUNITY	✓
LIST: ENVIRONMENT		
MATERIALS		
301-1	MATERIALS USED BY WEIGHT OR VOLUME	✓
301-2	RECYCLED INPUT MATERIALS USED	✓
301-3	RECLAIMED PRODUCTS AND THEIR PACKAGING MATERIALS	✓
ENERGY		
302-1	ENERGY CONSUMPTION WITHIN THE ORGANIZATION	✓
302-2	ENERGY CONSUMPTION OUTSIDE THE ORGANIZATION	✓
302-3	ENERGY INTENSITY	✓
302-4	REDUCTION OF ENERGY CONSUMPTION	✓
302-5	REDUCTIONS IN ENERGY REQUIREMENTS OF PRODUCTS AND SERVICES	✓
WATER		
303-1	INTERACTIONS WITH WATER AS A SHARED RESOURCE	✓
303-2	MANAGEMENT OF WATER DISCHARGE-RELATED IMPACTS	✓
303-3	WATER WITHDRAWAL	✓
303-4	WATER DISCHARGE	✓
303-5	WATER CONSUMPTION	✓
EMISSIONS		
305-1	DIRECT (SCOPE 1) GHG EMISSIONS	✓
305-2	ENERGY INDIRECT (SCOPE 2) GHG EMISSIONS	✓
305-3	OTHER INDIRECT (SCOPE 3) GHG EMISSIONS	✓
305-5	REDUCTION OF GHG EMISSIONS	✓

GRI STANDARD NO.	GRI CONTENT INDEX	GRI CONTENT INDEX
EFFLUENTS AND WASTE		
306-1	WASTE GENERATION AND SIGNIFICANT WASTE-RELATED IMPACTS	✓
306-2	MANAGEMENT OF SIGNIFICANT WASTE-RELATED IMPACTS	✓
306-3	WASTE GENERATED	✓
306-4	WASTE DIVERTED FROM DISPOSAL	✓
306-5	WASTE DIRECTED TO DISPOSAL	✓
ENVIRONMENTAL COMPLIANCE		
307-1	NON-COMPLIANCE WITH ENVIRONMENTAL LAWS AND REGULATIONS	✓
LIST: SOCIAL		
EMPLOYMENT		
401-1	NEW EMPLOYEE HIRES AND EMPLOYEE TURNOVER	✓
401-2	BENEFITS PROVIDED TO FULL-TIME EMPLOYEES THAT ARE NOT PROVIDED TO TEMPORARY OR PART-TIME EMPLOYEES	✓
401-3	PARENTAL LEAVE	✓
LABOR/MANAGEMENT RELATIONS		
402-1	MINIMUM NOTICE PERIODS REGARDING OPERATIONAL CHANGES	✓
OCCUPATIONAL HEALTH AND SAFETY		
403-1	OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM	✓
403-2	HAZARD IDENTIFICATION, RISK ASSESSMENT, AND INCIDENT INVESTIGATION	✓
403-3	OCCUPATIONAL HEALTH ACTIVITIES	✓
403-4	WORKER PARTICIPATION, CONSULTATION, AND COMMUNICATION ON OCCUPATIONAL HEALTH AND SAFETY	✓
403-5	WORKER TRAINING ON OCCUPATIONAL HEALTH AND SAFETY	✓
403-6	PROMOTION OF WORKER HEALTH	✓
403-7	PREVENTION AND MITIGATION OF OCCUPATIONAL HEALTH AND SAFETY IMPACTS DIRECTLY LINKED BY BUSINESS RELATIONSHIPS	✓
403-8	WORKERS COVERED BY AN OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM	✓
403-9	WORK-RELATED INJURIES	✓

GRI INDEX REFERENCE

GRI STANDARD NO.	GRI CONTENT INDEX	GRI CONTENT INDEX
TRAINING AND EDUCATION		
404-1	AVERAGE HOURS OF TRAINING PER YEAR PER EMPLOYEE	✓
404-3	PERCENTAGE OF EMPLOYEES RECEIVING REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEWS	✓
DIVERSITY AND EQUAL OPPORTUNITY		
405-1	DIVERSITY OF GOVERNANCE BODIES AND EMPLOYEES	✓
405-2	RATIO OF BASIC SALARY AND REMUNERATION OF WOMEN TO MEN	✓
CHILD LABOR		
408-1	OPERATIONS AND SUPPLIERS AT SIGNIFICANT RISK FOR INCIDENTS OF CHILD LABOR	✓
FORCED OR COMPULSORY LABOR		
409-1	OPERATIONS AND SUPPLIERS AT SIGNIFICANT RISK FOR INCIDENTS OF FORCED OR COMPULSORY LABOR	✓
LOCAL COMMUNITIES		
413-1	OPERATIONS WITH LOCAL COMMUNITY ENGAGEMENT, IMPACT ASSESSMENTS, AND DEVELOPMENT PROGRAMS	✓
CUSTOMER PRIVACY		
418-1	SUBSTANTIATED COMPLAINTS CONCERNING BREACHES OF CUSTOMER PRIVACY AND LOSSES OF CUSTOMER DATA	✓
SOCIOECONOMIC COMPLIANCE		
419-1	NON-COMPLIANCE WITH LAWS AND REGULATIONS IN THE SOCIAL AND ECONOMIC AREA	✓

INDEX REFERENCE AS PER REQUEST OF CIRCULAR NO.96/2020/TT-BTC

INDEX AS PER CIRCULAR NO.96	DISCLOSURE REQUEST AS PER CIRCULAR NO.96/2020/TT-BTC	INTEGRATED REPORT IN 2021
1	ENVIRONMENTAL AIMPACTS	
	DIRECT AND INDIRECT GHG EMISSIONS	
	INITIATIVES AND SOLUTIONS ON REDUCTION OF GHG EMISSIONS	
2	MATERIAL MANAGEMENT	
	TOTAL AMOUNT OF MATERIALS USED TO PRODUCE AND PACKAGE ORGANIZATION'S KEY PRODUCTS AND SERVICES DURING THE YEAR	✓
	REPORTING PERCENTAGE OF RECYCLED MATERIALS USED TO PRODUCE ORGANIZATION'S PRODUCTS AND SERVICES	✓
3	ENERGY CONSUMPTION	
	DIRECT AND INDIRECT ENERGY CONSUMPTION	✓
	ENERGY SAVED THROUGH INITIATIVES OF EFFECTIVE ENERGY CONSUMPTION	✓
	ENERGY SAVING INITIATIVE REPORTS (PROVIDING ENERGY-SAVING PRODUCTS AND SERVICES OR USING RENEWABLE ENERGY); REPORTS ON RESULTS OF THESE INITIATIVES.	✓
4	WATER CONSUMPTION (ANNUAL VOLUMN FOR BUSINESS OPERATING)	
	WATER SUPPLY SOURCE AND USED VOLUMN	✓
	PROPORTION OF TOTAL VOLUMN OF RECYCLED AND RE-USED WATER	✓
5	COMPLIANCE WITH ENVIRONMENTAL PROTECTION LAW	
	NUMBER OF VIOLATIONS FOR NON-COMPLIANCE WITH ENVIRONMENTAL LAWS AND REGULATIONS	✓
	TOTAL AMOUNT OF MONEY DUE TO SANCTIONED VIOLATIONS FOR NON-COMPLIANCE WITH ENVIRONMENTAL LAWS AND REGULATIONS	✓
6	LABOR-RELATED POLICIES	
	NUMBER OF EMPLOYEES, AVERAGE SALARY FOR EMPLOYEES	✓
	LABOR POLICIES TO ENSURE HEALTH, SAFETY AND COMPENSATION OF EMPLOYEES	✓
	EMPLOYEES TRAINING ACTIVITIES: <ul style="list-style-type: none"> AVERAGE NUMBER OF TRAINING HOURS PER YEAR, ACCORDING TO EMPLOYEES AND ACCORDING TO EMPLOYEE CLASSIFICATION SKILLS DEVELOPMENT PROGRAMS AND ONGOING LEARNING TO SUPPORT EMPLOYEES IN SECURING EMPLOYMENT AND CAREER DEVELOPMENT 	✓
7	REPORTS RELATED TO REPOSIBILITY TO LOCAL COMMUNITY	
	COMMUNITY INVESTMENTS AND OTHER COMMUNITY DEVELOPMENT ACTIVITIES, INCLUDING FINANCIAL SUPPORT TO SERVE THE COMMUNITY	✓
8	REPORTS RELATED TO GREEN CAPITAL MARKET AS PER INSTRUCTION OF STATE SECURITY COMMISSION	
	ENCOURAGING BUSINESSES TO APPLY INTERNATIONAL REPORTING STANDARDS IN SUSTAINABLE DEVELOPMENT REPORTING	✓



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