



Ký bởi: Tổng Công ty Đầu tư và Phát triển Công nghiệp - CTCP  
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**TỔNG CÔNG TY ĐẦU TƯ VÀ  
PHÁT TRIỂN CÔNG NGHIỆP -  
CTCP**

**CỘNG HÒA XÃ HỘI CHỦ NGHĨA VIỆT NAM  
Độc lập – Tự do – Hạnh phúc**

**CÔNG BỐ THÔNG TIN TRÊN CỔNG THÔNG TIN ĐIỆN TỬ CỦA  
ỦY BAN CHỨNG KHOÁN NHÀ NƯỚC VÀ SỞ GIAO DỊCH CHỨNG  
KHOÁN THÀNH PHỐ HỒ CHÍ MINH**

**Kính gửi: Ủy ban Chứng khoán Nhà nước  
Sở giao dịch chứng khoán TP HCM**

Tổng Công ty Đầu tư và Phát triển Công nghiệp - CTCP

Trụ sở chính: Số 8, đường Hùng Vương, Phường Hòa Phú, thành phố Thủ Dầu Một, tỉnh Bình Dương.

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Địa chỉ: Số 8, đường Hùng Vương, Phường Hòa Phú, thành phố Thủ Dầu Một, tỉnh Bình Dương.

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**Nội dung thông tin công bố:**

Tổng Công ty Đầu tư và Phát triển Công nghiệp – CTCP xin công bố thông tin Báo cáo thường niên năm 2022 bản tiếng Anh.

Thông tin này đã được công bố trên trang thông tin điện tử của Tổng công ty vào ngày 23/05/2023 tại đường dẫn: <http://www.becamex.com.vn> mục *Quan hệ cổ đông - công bố thông tin*.

Chúng tôi xin cam kết các thông tin công bố trên đây là đúng sự thật và hoàn toàn chịu trách nhiệm trước pháp luật về nội dung các thông tin đã công bố.

Ngày 23 tháng 05 năm 2023

**Người công bố thông tin**



**PHẠM NGỌC THUẬN**



23050358



INNOVATION FOR DEVELOPMENT  
INNOVATION TO ADAPT

# ANNUAL REPORT 2022

INVESTMENT AND INDUSTRIAL DEVELOPMENT CORPORATION - JSC



## MESSAGE OF THE REPORT

2022 was the year that Vietnam's economy suffered from many adverse impacts from domestic and international macro factors. In such context, under the direction of the Board of Directors, the Board of Management and employees of Becamex Corporation united and strived to achieve the highest goals. As a result of that, Becamex has achieved many successes and been recognized with positive business results along with many valuable titles and awards.

The Annual Report of Becamex Corporation in 2022 chooses the topic "INNOVATION FOR DEVELOPMENT - INNOVATION TO ADAPT" which will give Shareholders, Investors, Partners and related Parties a better understanding of Becamex - a Becamex that is constantly innovating, bringing a modern and harmonious living environment, providing diverse types of work for industrial development and the image of people, projects and business activities, in order to send a message of solidarity, ceaseless efforts, promote the foundational strength to continue to develop, expand and elevate the Corporation's brand name.

In 2022, Becamex Corporation, in addition to efforts to maintain stable business operations, also made attempt to accelerate the implementation of digitalization of work processes and the project of measuring work performance (KPI) with a target to increase the efficiency and effectiveness of the Corporation's work.

Entering 2023, implementing the strategy of building a new ecosystem on the basis of the existing industrial-urban ecosystem and services, Becamex Corporation and its member units will invest in many strategic service and commercial projects with added value and strong spillover ability to continue to create great value for Shareholders and Partners, contributing to the socio-economic development of Binh Duong Province and the Southeast Region.



## TYPICAL MARK IN 2022

# 01

**On the morning of March 19, Prime Minister Pham Minh Chinh attended the inauguration and ground-breaking ceremony of Becamex social housing projects at Dinh Hoa Social Housing Area, Thu Dau Mot City**

Becamex IDC Corporation, trusted and assigned responsibility by Binh Duong Provincial People's Committee, is a pioneer in the development of social housing in the locality to create favorable conditions for people to live and work. In order to create the most convenient conditions for low-income workers to access social housing, Becamex IDC is determined to minimize costs by selecting a land fund that has been converted to use purposes to implement projects with the selling price of the apartment is only the value of construction and other infrastructure, completely excluding land price.



Prime Minister Pham Minh Chinh and delegates inaugurating the Becamex social housing project

# 02

**Becamex IDC won the title of the most prestigious Industrial Real Estate Company in Vietnam for 2 consecutive years**

On the afternoon of April 22, in Hanoi, Vietnamnet Newspaper and Vietnam Report Joint Stock Company (Vietnam Report) and the media partner held a ceremony to honor the Top 10 prestigious industrial real estate companies in 2022. Accordingly, for 2 consecutive years, Becamex IDC Corporation maintained its leading position in the rankings, the second position was awarded to VSIP Group, a joint venture between Becamex IDC (Vietnam) and Sembcorp (Singapore).



Mr. Nguyen Van Thanh Huy - Deputy General Director of Becamex IDC Corporation received a Certificate from the Organizing Committee of the Ceremony to announce the Top 10 prestigious industrial real estate companies in 2022

# 03

**Binh Duong officially entered the Top 7 communities with smart development strategies in the world for the second time in a row**

On the evening of June 21 at Becamex Hotel, Binh Duong New City, the world smart community forum ICF - a forum of nearly 200 prosperous smart cities in the world, has honored Binh Duong as one of the Top 7 communities with a typical Smart City Development Strategy in the world by 2022. Binh Duong entered the Top 7 for the second time, standing shoulder to shoulder with smart cities in the world.



ICF representatives and leaders of Binh Duong province raise a glass to congratulate Binh Duong on reaching the Top 7

# 04

**Becamex IDC for the second year in a row was honored in the Top 50 Best Listed Companies in Vietnam**

On the afternoon of August 4 in Ho Chi Minh City, Industrial Development and Investment Corporation - JSC, called Becamex IDC for short (stock code BCM) was honored by Forbes Vietnam as one of the 50 best listed companies by Forbes Vietnam magazine for the second time in a row. This is an annual prestigious award conducted by Forbes Vietnam to honor enterprises that not only lead in their field of activity but also establish a competitive position in the market.



Mr. Quang Van Viet Cuong - Deputy General Director of Becamex IDC Corporation received the title of "Top 50 best listed companies in 2022"

# 05

## Singapore's Deputy Prime Minister visited Block71 Saigon startup ecosystem

On the afternoon of September 14, Singapore Deputy Prime Minister Vuong Thuy Kiet - Coordinating Minister of Economic Policy of Singapore and Singapore delegation visited Block71 Saigon startup ecosystem in Ho Chi Minh City



Singapore Deputy Prime Minister Vuong Thuy Kiet took a photo with Leaders of Industrial Development and Investment Corporation (Becamex IDC)

# 06

## LEGO Group started construction of a factory of more than 1 billion USD in Binh Duong

On November 3, LEGO Group started construction of a children's toy factory in VSIP III Industrial Park (Tan Uyen town, Binh Duong), attending the ground-breaking ceremony of the factory were Permanent Deputy Prime Minister Pham Binh Minh and Crown Prince of Denmark Frederik. This factory is considered as one of the largest foreign-invested projects in Binh Duong



Delegates take souvenir photos at the ground-breaking ceremony

# 07

## Becamex IDC Corporation cooperates with the Federation of Thai Industries

On the afternoon of November 28, Becamex IDC Corporation said that it had signed a successful cooperation agreement with the Federation of Thai Industries in the field of industrial production, trade, services, innovation and entrepreneurship.



Cooperation signing ceremony in Thailand

# 08

## Binh Duong Province and Becamex IDC held an online conference to promote Dutch investment

On the afternoon of December 9, at Binh Duong Convention and Exhibition Center, Binh Duong Provincial People's Committee coordinated with Becamex IDC Corporation organized an online conference on investment promotion of the Netherlands



Attending at Binh Duong point were Mr. Frank de Laat - Deputy Consul General of the Netherlands in Ho Chi Minh City; Mr. Le Phu Hoa - Director of Binh Duong Department of Foreign Affairs; Mr. Pham Ngoc Thuan - General Director of Becamex IDC Corporation; Mr. Guido Van Rooy - Executive Director of the Dutch Business Association in Vietnam (DBAV); representatives of leaders of provincial departments and agencies



**IMPRESSIVE NUMBERS  
IN 2022**





**1<sup>ST</sup>**  
**POSITION**  
**IN VIETNAM**

**NO. 1**

**Largest Infrastructure Developer**

**+1 million**

**Jobs per year**

**+9.000**

**social housing has been invested**  
**(period 2018 - 2021)**

## MY PHUOC 1 INDUSTRIAL PARK

 Business area: 2,738,385 m<sup>2</sup>

 Occupancy Rate: 88%

 Ownership Rate: 100%



## MY PHUOC 2 INDUSTRIAL PARK

 Business area: 3,435,570 m<sup>2</sup>

 Occupancy Rate: 96%

 Ownership Rate : 100%



# MY PHUOC 3 INDUSTRIAL PARK

 Business area: 6,706,008 m<sup>2</sup>

 Occupancy Rate: 90%

 Ownership Rate : 100%





# BAU BANG INDUSTRIAL PARK

 Business area: 7,348,490 m<sup>2</sup>

 Occupancy Rate: 90%

 Ownership Rate: 100%



## BAU BANG EXPAND INDUSTRIAL PARK

 Business area: 7,546,721 m<sup>2</sup>

 Occupancy Rate: 68%

 Ownership Rate : 100%



## THOI HOA INDUSTRIAL PARK

 Business area: 1,528,546 m<sup>2</sup>

 Occupancy Rate: 85%

 Ownership Rate: 100%





## MESSAGE FROM THE CHAIRMAN OF THE BOARD OF DIRECTORS

Dear Shareholders, Partners,

First of all, on behalf of the Board of Directors, I would like to express my gratitude and respect to all Shareholders and Partners who have always trusted and accompanied the Corporation during the past time.

After more than 30 years of establishment and development, Industrial Development and Investment Corporation - JSC (Becamex Corporation) has always played an important role in promoting socio-economic development of Binh Duong Province in particular and the Southern Key Economic Zone in general.

Through industrial development, Becamex Corporation has contributed to the comprehensive development of technical infrastructure and social infrastructure on a large scale throughout Binh Duong Province, with the use of enterprise capital to build thousands of kilometers of intra-provincial roads, building new and expanding inter-regional roads, building a system of international hospitals, schools of all levels up to international standards, urban areas, green industrial parks, housing complexes in a modern civilized society, creating a new face for Binh Duong Province, forming a competitive advantage for the province, contributing to making Binh Duong a strong economic development center in the economic quadrangle of the Southern Key Economic Region including Ho Chi Minh City, Dong Nai and Ba Ria Vung Tau, directly contributing a great deal to the national budget.

Becamex Corporation, with the task of economic development intertwined with political tasks and social responsibility, has creatively and flexibly applied many mechanisms and policies of the Party and State to attract resources. As a result, in the 13-year period before equitization from 2005 to 2018, scale of charter capital of Becamex Corporation increased 47 times, from VND 213 billion to VND 10,125 billion through the accumulation process from the enterprise's own production and business activities. Thereby, making Becamex Corporation become one of the enterprises with the largest capitalization on the Ho Chi Minh Stock Exchange (HOSE) but still keep the state ownership rate to 95.44%, reflecting the efficiency in the management and investment of production and business activities of enterprises.

In the new development phase, Becamex Corporation, in addition to continuing to maintain and promote the success of the Industrial - Urban and Service Ecosystem model, has also been investing in building a new type of ecosystem, in order to create leverage and find new impetus for development in the era of digital economy and knowledge economy with the construction of a smart industrial platform, to develop new means of production, through invest in promoting the development of science and technology, industry 4.0 with a system of laboratories, research rooms, smart factory development, a foundation for start-up and innovation, developing a high-quality education and training system, etc. will be enough to create resilience for the economy of Binh Duong Province in particular and the Southern Key Economic Region in general.

Once again, I would like to express my sincere thanks for the trust and support of the Shareholders, Partners and other interested parties who have cooperated and believed in the development orientation and direction of the Board of Directors so that the Corporation can conquer higher development goals.

Wishing you health, happiness and success.

Sincerely thank you!

**48.290** billion VND  
TOTAL ASSETS

**6.506** billion VND  
NET REVENUE

**1.714** billion VND  
PROFIT AFTER TAX





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# 01

## INTRODUCTION OVERVIEW

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## LIST OF ACRONYMS

BCM/Corporation	:	Industrial Development and Investment Corporation - JSC
GM	:	General Meeting of Shareholders
BOD	:	Board of Directors
BOM	:	Board of Management
SB	:	Supervisory Board
FS	:	Financial statements
JSC	:	Joint Stock Company
GDP	:	Gross Domestic Product
CPI	:	Consumer Price Index
FDI	:	Foreign Direct Investment Capital
IP	:	Industrial Park
IPRE	:	Industrial Park Real Estate
Employees	:	Officials and employees

**VISION – MISSION – CORE VALUES**

**VISION**

To become a leading industrial and urban infrastructure developer, contributing to Vietnam's economic & social growth.

**MISSION**

At Becamex, our success comes from our mission to support, connect, promote, develop and promote shared prosperity, while shaping sustainable values for the community.

**CORE VALUES**

- Pioneering
- Innovate
- Responsibility
- People-oriented
- Determination



Constantly exploring new areas for continuous development

Flexibly adapt and innovate continuously for growth

Always act for the benefit of people, businesses and the community

Empowering people and respecting relationships, friendly cooperation.

Dedicating with the spirit of progress and promoting collective strength.



**ORIENTED DEVELOPMENT**



**INDUSTRY – URBAN – SERVICE DEVELOPMENT MODE**

**Creating an industrial city**

From the experience of Singapore, in order to create a driving force for industrial development to the north, Binh Duong decided to build a model of Binh Duong Industrial - Service - Urban Complex (Complex), with fine-tuning to suit the specifics of the locality, and thereby shape an integrated development model, including urban areas, industrial parks, commercial zones, high-quality entertainment services, residential areas, resettlement for people,... creating a modern and harmonious living environment, providing diverse types of jobs for industrial development, thus attracting millions of workers to live here, not only serving services for factories and enterprises, but also develop more supporting industries such as services, trade, and logistics. The combination creates a reciprocal, logical and sustainable development structure

The unique feature of this model lies in the fact that all land areas before being developed are either fallow or inefficient agricultural areas, located in an unfavorable position compared to existing urban areas. After being developed and expanded using the Industrial - Urban - Service model. That wasteland was converted into a methodical, modern and livable industrial city, which demonstrates the preeminence and necessity of multi-dimensional creation and development, create indirect development goals to achieve predetermined strategic goals.

On the other hand, at the center of the Complex is the Binh Duong New City urban area, Binh Duong built a centralized administrative center, Binh Duong Exhibition and Convention Area, with the desire to contribute to the change, building a one-stop administrative system, creating favorable conditions for businesses, there have been many international events held here over the years, such as the Horasis Asia Economic Forum, etc.

This contributes to shaping a new model, the new heart of Binh Duong urban area according to the TOD model, bringing a new role of the Industrial - Urban - Service model that is defining a new urban and return to renovate existing urban areas without losing the traditional values of existing urban centers.

At the Industrial - Urban - Service Complex, Becamex IDC Corporation has invested in a system of schools of all levels that meet international standards, from kindergarten to university, such as Eastern International University, with programs 100% training in English, focusing on key industries serving the industrial development foundation of the province, industries such as Information Technology, Mechatronics, Electronics, etc.

On the other hand, an Industrial - Urban - Service zone will not promote and develop strongly if the routes connecting the province and the region are not expanded and connected. Therefore, the Binh Duong Industrial - Urban - Service Park project not only develops the internal area but also develops momentum roads in the surrounding area, to promote and link the system of industrial parks with each other and with international airports and seaports, such as projects to expand Highway 13, to build a new route My Phuoc - Tan Van - Bau Bang to complete the traffic axis connecting to international airports and seaports such as Long Thanh Airport, Cai Mep - Thi Vai Port

Along with that, keep expanding and building new roads along the horizontal axis such as DT743, DT746, Bac Tan Uyen - Phu Giao - Bau Bang, etc. and some sections on Binh Duong of Vanh Dai 3, Vanh Dai 4, etc. forming a complete complex for internal area, inter-area and inter-regional development, creating spillover and active resonance development.

It can be seen that the Industry - Urban - Service model is not only industrial or urban real estate investment projects, but this model turns projects into strategic dynamic projects, in order to upgrade the existing urban planning system and industrial system, renovate the existing urban areas, comprehensively renovate the transportation system, and create a living environment that touches all social classes. In which investors find workers, workers find jobs, local people can stay in their homeland and be converted from agricultural production to commercial and service activities. All equally enjoy the achievements of common development.

With this model, the Corporation believes that industrial development and investment attraction become a tool to attract resources, create a surplus for the Corporation, etc. thereby forming a multicultural industrial community, each of which will hold its own role and place in the value chain of this new industrial urban socio-economy.





**ORIENTED DEVELOPMENT**



**INDUSTRY - URBAN - SERVICE - SMART**

**Ecosystem for industrial development in the digital economy era**

The world is facing a volatile period, geopolitical factors and the industrial revolution 4.0 create unpredictable variables, supply chain requirements and increasing technology content in production. Therefore, it is very important to use surplus resources from the successful development model to upgrade and build a new development model to meet the new requirements of the times.

With that view, Binh Duong has been developing a new type of ecosystem, complementing the Industry - Urban - Service model, which is the innovation and science and technology ecosystem, building smart industrial parks, green and sustainable smart cities, move towards building industrial parks associated with science and technology to attract industries with high added value, bringing the Corporation's industrial zone development to a higher segment in the global value chain, step by step building a new economic development engine to replace labor-intensive and land-intensive, as follows:



**Phase one:** New construction and upgrading of existing industrial parks into green, smart industrial parks, with the ability to provide 4.0 technology platforms such as IoT, Big Data, AI, etc. to help investors easily deploy smart factory model, smart production quickly and efficiently.



**Phase two:** Developing industrial parks associated with science and technology to attract institutions, research, development and innovation activities, service industries and digital services.

At Binh Duong Industrial - Urban - Service Complex, a system of research laboratories, Fablabs, Techlabs, Business Incubators, International Universities and World Trade Centers WTC have been formed as a foundation for research and develop new means of production, at the same time incubating a scientific working environment, creating favorable conditions for attracting knowledge human resources, gradually transforming the Industrial - Urban - Service ecosystem into a new one. new ecology: Industry - Urban - Service - Trade - Finance - Research and Development - Science and Technology - Innovation, contributing step by step to build a modern, balanced economy, helping to narrow the gap between industry and trade in services in the economic structure of the province, with the main development driving force being innovation, knowledge and technology-intensive instead of labor and land-intensive as in the past year.



## INVESTMENT AND INDUSTRIAL DEVELOPMENT CORPORATION - JSC

**Corporation Name** : INVESTMENT AND INDUSTRIAL DEVELOPMENT CORPORATION - JSC

**Transaction Name** : INVESTMENT AND INDUSTRIAL DEVELOPMENT JOINT STOCK COMPANY

**Short Name** : Becamex IDC Corp

**Business Registration Certificate** : Number 3700145020 issued by the Department of Planning and Investment of Binh Duong province for the first time on June 3, 2010, changed for the sixth time on July 15, 2019 and changed business lines on December 15, 2021.

**Stock code** : BCM

**Charter Capital** : 10,350,000,000,000 VND

**Address** : No. 8, Hung Vuong, Hoa Phu Ward, Thu Dau Mot City, Binh Duong Province

**Phone number** : (0274) 3822 655

**Fax number** : (0274) 3822 713

**Website** : [www.becamex.com.vn](http://www.becamex.com.vn)

**Email** : [quanhecodong@becamex.com.vn](mailto:quanhecodong@becamex.com.vn)

**Corporation Logo** :



# BRAND IDENTITY



### The Apex

Symbolising Becamex as the planner and leader in industrial developer.

# BEC MEX

**Structural and modern sans serif**  
Professional, credible.

**Forward arrow**  
Symbolising progress & future-forward.



The forward arrow symbol created from the letters E and X is a sign of a development process and a vision towards the future.



The Becamex logo consists of a specially created typeface and the Apex symbol – Peak Status represented by the letter "A" in the middle.



Using a warm color palette, the logo is designed with the dominant orange color and supported by purple, the new identity evokes the strength, power and positive spirit of the new brand



**STOCK INFORMATION**

- Industrial Development and Investment Corporation - JSC** was listed on Ho Chi Minh City Stock Exchange ("HOSE"), Vietnam on July 31, 2020.
- Stock code:** BCM
- Fiscal year ends on:** December 31st
- Independent Auditor:** A&C Auditing and Consulting Co, Ltd



**Total number of shares issued:** 1,035,000,000 shares  
**Number of shares outstanding:** 1,035,000,000 shares  
 - Number of shares freely transferable: 1,035,000,000 shares  
 - Number of shares limited to transfer: 0 shares  
**Number of treasury shares:** 0 shares  
**Share type:** Ordinary shares  
**Par value:** 10,000 VND/share  
**Trading treasury shares:** None  
**Other securities:** None

**Price growth of Becamex (BCM) compared to VNINDEX**  
 (Close price from January 1, 2022 to December 31, 2022)



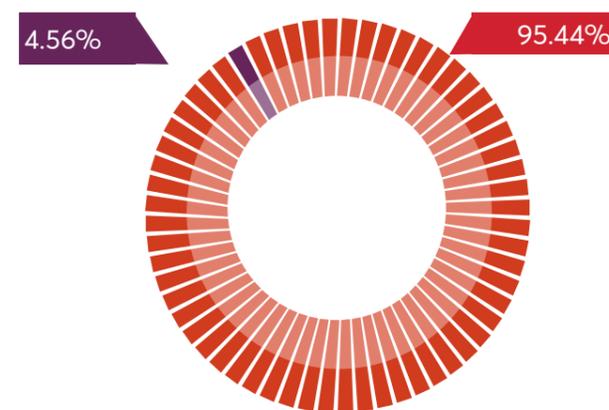
**Shareholder Structure (At October 10, 2022)**

No.	Type of Shareholder	Number of Shareholders	Number of shares	Value (VND)	Ownership Ratio/ Capital (%)
<b>I</b>	<b>Domestic Shareholders</b>	<b>1,565</b>	<b>1,006,417,490</b>	<b>10,064,174,900,000</b>	<b>97.24%</b>
1	Organization Shareholders	22	989,350,764	9,893,507,640,000	95.59%
2	Individual Shareholders	1,543	17,066,726	170,667,260,000	1.65%
<b>II</b>	<b>Foreign Shareholders</b>	<b>85</b>	<b>28,582,510</b>	<b>285,825,100,000</b>	<b>2.76%</b>
1	Individual	54	90,290	902,900,000	0.01%
2	Organization	31	28,492,220	284,922,200,000	2.75%
<b>III</b>	<b>Treasury shares</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>		<b>1,597</b>	<b>1,035,000,000</b>	<b>10,350,000,000,000</b>	<b>100.00%</b>

**List of Major Shareholders**

No.	Name	Number of shares (shares)	Ownership Ratio/ Charter (%)
1	People's Committee of Binh Duong province	987,804,800	95.44%

Source: VSD at October 10, 2022



**1976**

Industrial Development and Investment Corporation - JSC (Becamex IDC Corp), formerly known as Ben Cat General Trading Company (Becamex), was established with the main function of purchasing, processing agricultural products, distributing consumer goods.

**1992**

Ben Cat General Trading Company merged with provincial companies to establish Song Be Import-Export Trading Corporation (Becamex) on the basis of taking Ben Cat General Trading Company as the core with a broader and diversified function and scope of activities.

**1999**

The company officially changed its name to Trading - Investment and Development Company (trading name is BECAMEX Corp).

**2006**

Industrial Development and Investment Company (Becamex IDC Corp) was established on the basis of rearrangement and reorganization of activities of Investment and Development Trading Company (Becamex).

**2010**

Becamex IDC Industrial Investment and Development Company transformed into an Industrial Development and Investment Company operating in the form of a Parent Company - Subsidiary, in which the Parent Company is a one-member limited liability company.

**2018**

Industrial Development and Investment Corporation - One Member Limited Liability Company (Becamex IDC) officially changed to a Joint Stock Company with the new name of Industrial Development and Investment Corporation - JSC.

**2020**

In order to create an important stepping stone, marking the beginning of a new chapter in development, Becamex IDC recently launched a new Brand Identity.

July 31, 2020: BCM shares officially moved to listing on HOSE.

**2022**

After more than 40 years of construction and development, Becamex IDC has become the leading prestigious Industrial and Urban Real Estate Developer in Vietnam.

In the process of formation and development, in order to increase competitiveness, the Corporation has merged, invested and established member companies. Up to now, the Corporation has 23 member companies operating in the fields of: construction, commerce, real estate, services, telecommunications - information technology, concrete production, building materials, mining, electricity, ports, healthcare and education

**Change of charter capital over the years:**

YEAR 2005	YEAR 2006	YEAR 2010	YEAR 2011	YEAR 2013	YEAR 2018	YEAR 2019
213	797	2,143	5,500	8,500	10,125	10,350



## LINE OF BUSINESS

The Corporation's business activities include 6 main areas:

### Industrial Park Development

This is the core business of the Corporation with over 20 years of experience. Becamex IDC and its member companies are investing and managing dozens of industrial parks across the country stretching from North to South. All are model industrial parks with complete infrastructure, built according to criteria focusing on environmental protection, creating green and clean industrial parks according to the modern urban model for long-term and sustainable development. Up to now, industrial park systems have expanded and spread to other provinces such as Quang Ngai, Bac Ninh, Hai Phong, Nghe An, etc.

### Residential and Commercial Real Estate Development

For the purpose of providing services and accommodation for experts and workers, and contributing to improving the quality of life for people in the region and locally, the Corporation has invested in developing urban areas, residential area with synchronous planning adjacent to industrial parks including My Phuoc residential area, Thoi Hoa residential area, Bau Bang residential area (Bau Bang district) and VietSing residential area (Thuan An City) and in Thu Dau Mot City. Besides, the cooperation with member units and partners has launched mid-high-end commercial projects such as hotels, restaurants, commercial centers, etc. to give consumers many opportunities to shop, play, meet housing needs in a convenient and modern space, contributing to improving the quality of life for people

### Construction Activities

The Corporation determines that this is an auxiliary activity to serve the main construction of industrial park infrastructure and the infrastructure of real estate projects of the Corporation. After more than 20 years of construction and development, the construction capacity of the construction team of the Corporation, especially in the field of infrastructure, always ensures the quality and construction progress of many projects in the system.

### Provide Medical and Educational Services

This is the long-term strategic field of the Corporation for social security and sustainable development for the whole province. Specifically, the Corporation has developed and put into operation Eastern International University (EIU) since October 3, 2011 in order to train and improve the quality of human resources, serving socio-economic development for the Province. In terms of health, the Corporation has also put into operation My Phuoc Hospital and Becamex International General Hospital with a scale of more than 1,000 beds each with modern imported equipment, a team of professional doctors and nurses. This has contributed to improving the quality of medical examination and treatment, ensuring the health of investors, employees and the community.

### Electrical Installation and Trading

With upcoming work requirements on electrical installation and business to serve the needs of investors in Industrial Parks in the system, Becamex Corporation will participate in this field through capital contribution in new member units. These units will invest and trade in electricity and solar energy up to the voltage level of 110kV, invest in the development of the power grid, distribute and retail, manage, operate and repair the power grid up to the voltage level of 110kV, installation of transmission lines and substations.

### Port Operation

This is the field the Corporation is researching for investment. With this line of business, Becamex IDC will focus on developing inland waterway ports and transporting goods by water by barges and transport ships to reduce costs and time for manufacturers and shippers; developing warehouses and storing goods in bonded warehouses, cold storages and operating seaports and inland waterways. This is predicted to be an area of activity that opens up a lot of potential for businesses in the coming period.

## BUSINESS LOCATION

In the past years, Becamex Corporation mainly focused on exploiting the development of industrial parks and urban service areas in Binh Duong province. However, to meet the trend of sustainable development, the Corporation has been implementing projects in other provinces and cities such as Binh Dinh, Long An, Binh Phuoc, and Binh Thuan. In addition, Becamex Corporation together with VSIP has successfully developed industrial parks in the northern and central provinces such as: VSIP Bac Ninh, VSIP Hai Phong, VSIP Hai Duong, VSIP Nghe An, VSIP Quang Ngai.





**MANAGEMENT MODEL OF CORPORATION**

Understanding the importance of Corporation's governance activities for building a solid foundation, as a solid launch pad for the Corporation's sustainable development and breakthrough, the Corporation always focuses on updating and perfecting the governance model in the direction of meeting the good practices of the market and gradually approaching international standards based on the 4 basic principles of Transparency - Equity - Responsibility - Explanation.

Currently, the Corporation is operating under the governance model as prescribed at Point a, Clause 1, Article 137 of the Law on Enterprises, including the General Meeting of Shareholders, the BOD, the SB and the BOM with the following specific functions and duties:



**GENERAL MEETING OF SHAREHOLDERS**

The General Meeting of Shareholders is the highest decision-making body including all shareholders of the Corporation. The General Meeting of Shareholders meets once a year to decide on issues within its competence in accordance with the law and the Corporation's Charter



**BOARD OF DIRECTORS**

The BOD is the management agency of the Corporation, has full authority on behalf of the Corporation to decide and exercise the rights and obligations of the organization that are not under the authority of the General Meeting of Shareholders. The members of the BOD have a term of five years, elected and dismissed by the General Meeting of Shareholders. The head of the BOD is the Chairman of the BOD. Functions, duties, powers and responsibilities of the Chairman and members of the BOD shall comply with the provisions of law, the Charter of the Corporation, the Regulation on organization and operation of the BOD from time to time.

The BOD of the Corporation for the term 2018-2023 includes 05 members: 01 Chairman of the BOD, 01 Vice Chairman of the BOD, 01 independent member of the BOD, 01 member of the BOD cum General Director, and 01 non-executive member. The members of the BOD operate on a sense of responsibility and prudence, have sufficient information to serve the decision-making process, for the highest and long-term benefit of the Corporation and all shareholders.

With the oriented goal of "Establish a BOD with experience and professional management capacity" according to the Code of Best Corporate Governance, while ensuring the thoroughness and comprehensiveness of each decision of the BOD, the Corporation always strives to achieve diversity in expertise, skills, experience and leadership qualities, etc. The BOD works on a collective basis, but each member will ensure that he or she does not participate in voting on issues that such member and or related parties of that member have related to the Corporation. The members of the BOD are personally responsible for their work and jointly responsible to the General Meeting of Shareholders and the law for the documents, resolutions and decisions of the BOD regarding the operation and development of the Corporation



**THE SUPERVISORY BOARD**

The SB plays an independent role in the governance model of the Corporation with the function of acting on behalf of the General Meeting of Shareholders to check and monitor the legitimacy, accuracy and honesty in the management and administration of business activities of the Corporation. Members of the SB have a term of 5 years as appointed by the General Meeting of Shareholders. The head of the SB is the Head of the SB. Functions, duties, powers and responsibilities of the Head of the SB and members of the SB shall comply with the law, the Corporation's Charter and the Regulation on organization and operation of the SB from time to time.

The SB of the Corporation for the term 2018-2023 includes 03 members: 01 Head of the SB and 02 members of the SB



**BOARD OF MANAGEMENT**

The BOM, under the supervision of the SB, is responsible to the BOD and the General Meeting of Shareholders for directly implementing and operating business activities, at the same time, ensure that the Corporation operates in compliance with the law, operates effectively for the benefit of the Corporation, shareholders and related parties, according to the approved business strategy and plan approved by BOD and General Meeting of Shareholders.

The BOM of the Corporation at the end of 2022 has 06 members: 01 General Director and 05 Deputy General Directors. Members have a role in formulating and providing strategic direction recommendations; developing and recommending business plans and budgets; developing human resources and operating the Corporation's operations to achieve business strategies and plans

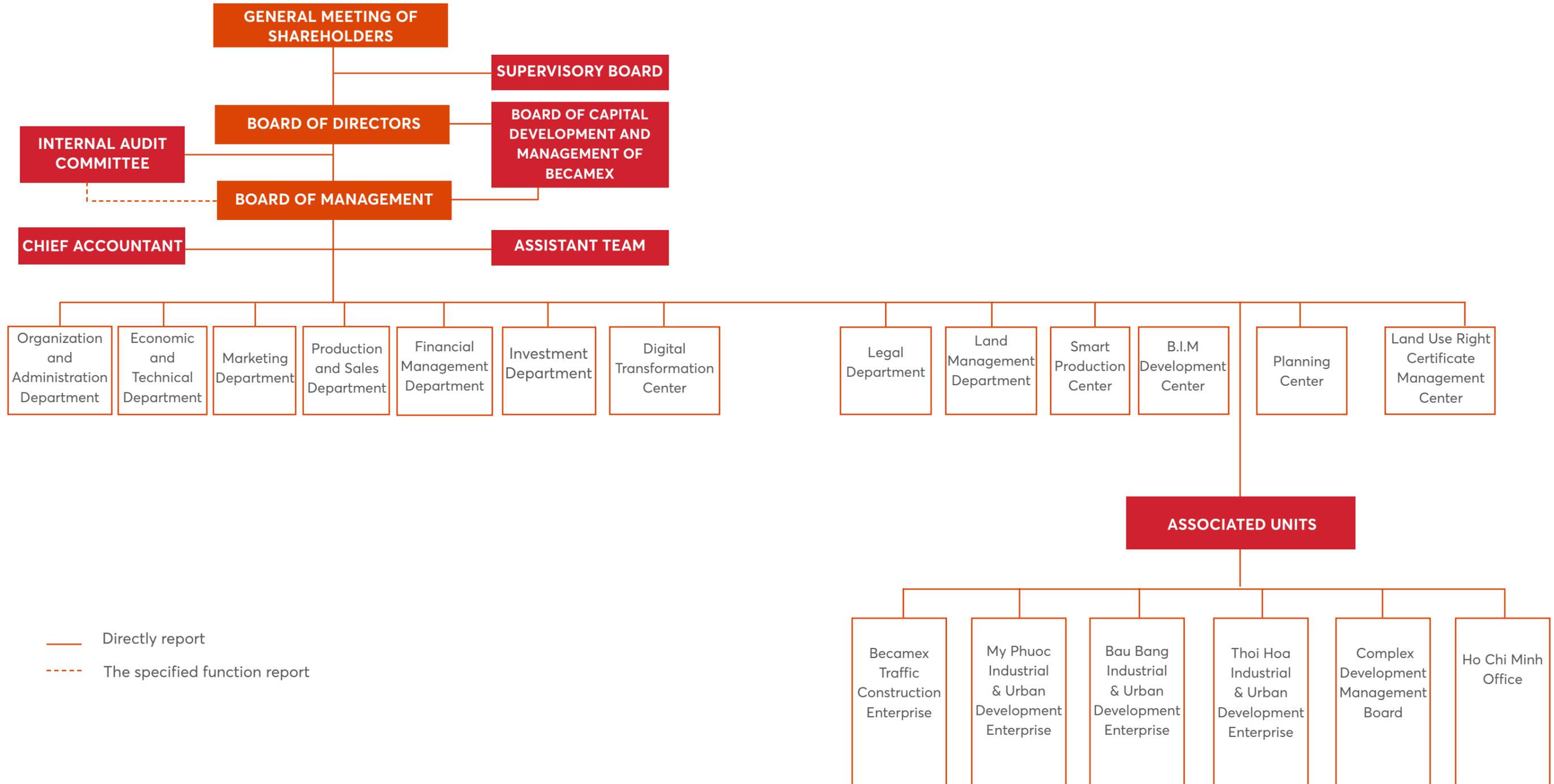


**FUNCTIONAL DIVISIONS, DEPARTMENTS**

Functional units, departments and divisions are responsible for advising the BOM on management and direction in the field of responsibility, implementation and concretization of work under the direction of the BOM in the production and business activities of the Corporation



**MANAGEMENT STRUCTURE**



No.	Subsidiaries	Address	Main fields of production and business	Charter capital (billion VND)	Becamex's ownership ratio
<b>I. SUBSIDIARIES</b>					
1	Binh Duong Business and Development Joint Stock Company (Becamex TDC)	No. 26-27, Lot I, Dong Khoi Street, Hoa Phu Ward, Thu Dau Mot City, Binh Duong Province	Business and investment in infrastructure of residential areas and urban areas. Construction of industrial and civil works. Production of building materials	1,000	60.70%
2	Urban Development Joint Stock Company (Becamex UDJ)	C1-2-3, Road DT6, Binh Duong Industrial - Service and Urban Complex, Hoa Phu Ward, Thu Dau Mot City, Binh Duong Province	Production of ready-mixed concrete. Investment in construction, trading in technical infrastructure of industrial parks, residential areas, urban areas, real estate business	165	51%
3	My Phuoc Hospital Joint Stock Company	TC3 Road, My Phuoc 1 Industrial Park, Ben Cat Town, Binh Duong Province	Medical examination and treatment	200	65.47%
4	Eastern International University	New Urban Area of Binh Duong Industrial - Service and Urban Complex, Thu Dau Mot City, Binh Duong province	Education	60	51%
5	Becamex International General Hospital Joint Stock Company	Binh Duong Boulevard, Go Cat Area, Lai Thieu Ward, Thuan An City, Binh Duong Province	Medical examination and treatment	200	85%
6	Binh Duong Construction and Transport Joint Stock Company (Becamex BCE)	Lot G Dong Khoi Street, Hoa Phu Ward, Thu Dau Mot City, Binh Duong Province	Civil construction and industry. Ground leveling, construction investment and business in infrastructure of residential and industrial zones. Real estate business	350	44.42%
7	Becamex IDC Startup Support One Member Company Limited- Block 71	Ground floor, Tower B2, Apartment complex Lot M2-No. 72 Nguyen Co Thach Street, An Loi Dong Ward, Thu Duc City, Ho Chi Minh City	Consulting service	2	100%

No.	Affiliates and Financial Investment	Address	Main fields of production and business	Charter capital (billion VND)	Becamex's ownership ratio
<b>II. AFFILIATES</b>					
1	Technical Infrastructure Development Joint Stock Company (Becamex IJC)	No. 230 Binh Duong Boulevard, Phu Hoa Ward, Thu Dau Mot City, Binh Duong Province	Maintenance, repair, exploitation and collection of traffic tolls. Civil & industrial construction, real estate business	2,170.97	49.76
2	Binh Duong Rubber Joint Stock Company	DT 750 Road, Ong Thanh Hamlet, Cay Truong II Commune, Bau Bang District, Binh Duong Province	Cultivation and trading of rubber and latex	180	46.94%
3	Setia Joint Stock Company - Becamex	Office building, R11-1 street, EcoLakes My Phuoc, Quarter 6, Thoi Hoa Ward, Ben Cat Town, Binh Duong Province	Real estate business	660	40%
4	Becamex Tokyu Co., Ltd	New urban area in the complex of Industry - Service - Urban Binh Duong Province, Hoa Phu Ward, Thu Dau Mot City, Binh Duong Province	Urban business	8,600	35%
5	Vietnam - Singapore Industrial Park Joint Venture Company Limited	No. 8 Friendship Avenue, Vietnam-Singapore Industrial Park, Binh Hoa Ward, Thuan An City, Binh Duong Province	Industrial park business	1,221.77	49%
6	Becamex - Binh Phuoc Technical Infrastructure Development Joint Stock Company	National Highway 14, Group 8, Hamlet 3, Minh Thanh Commune, Chon Thanh District, Binh Phuoc Province	Real estate investment and business	780	40%
7	BW Industrial Development Joint Stock Company	17th Floor Becamex Tower, No. 230 Binh Duong Boulevard, Phu Hoa Ward, Thu Dau Mot City, Binh Duong Province, Vietnam	Warehousing and storage of goods	13,774.78	30%

No.	Affiliates and Financial Investment	Address	Main fields of production and business	Charter capital (billion VND)	Becamex's ownership ratio
<b>II. AFFILIATES</b>					
8	Becamex Binh Dinh Joint Stock Company	11 Ngo May Street, Nguyen Van Cu Ward, Quy Nhon City, Binh Dinh Province	Real estate investment and business	100	40%
9	Vietnam Communication & Technology Joint Stock Company	21 VSIP II, Road No. 1, Vietnam - Singapore Industrial Park 2, Hoa Phu Ward, Thu Dau Mot City, Binh Duong Province	Telecommunications business, information technology	367.28	48.59%
10	Savi Pharmaceutical Joint Stock Company	Lot Z01-02-03a, Industrial Park in Tan Thuan Export Processing Zone, Tan Thuan Dong Ward, District 7, Ho Chi Minh City	Pharmaceutical business	160	35.19%
11	Eastern Education Development Joint Stock Company	Lot M2, Ly Thai To Street, Hoa Phu Ward, Thu Dau Mot City, Binh Duong Province	Education business	366	50%
12	Vietnam-Singapore Smart Energy Solutions Joint Stock Company	19th Floor, Becamex Tower, 230 Binh Duong Boulevard, Phu Hoa Ward, Thu Dau Mot City, Binh Duong Province	Providing electrical installation services	175	36%
13	East Saigon Industrial Development and Investment Joint Stock Company	No. 337, Vo Van Kiet Street, Phu Thuy Ward, Phan Thiet City, Binh Thuan Province	Real estate business	100	30%
14	VSIP Can Tho Joint Stock Company	Vinh Thanh Hamlet, Vinh Trinh Commune, Vinh Thanh District, Can Tho City	Industrial park infrastructure business	557.6	40%

No.	Affiliates and Financial Investment	Address	Main fields of production and business	Charter capital (billion VND)	Becamex's ownership ratio
<b>III. OTHER INVESTMENTS</b>					
1	Vietnam - Singapore Industrial Park and Urban Development Joint Stock Company	21st Floor, Capital Tower Building, No. 109 Tran Hung Dao, Cua Nam Ward, Hoan Kiem District, Hanoi City, Vietnam	Business and management of industrial zones	650.316	8%
2	Binh Duong Water - Environment Joint Stock Company	No 11, Ngo Van Tri, Phu Loi Ward, Thu Dau Mot City, Binh Duong Province	Investment, business of water supply and drainage	1,929.2	19.44%

No.	Subsidiaries	Total Revenue	Profit before tax	Profit after tax
<b>I. SUBSIDIARIES</b>				
1	Binh Duong Business and Development Joint Stock Company (Becamex TDC)	2,597	85	35
2	Urban Development Joint Stock Company (Becamex UDJ)	87	39	31
3	My Phuoc Hospital Joint Stock Company	282	25	21
4	Eastern International University	98	31	27
5	Becamex International General Hospital Joint Stock Company	485	115	101
6	Binh Duong Construction and Transport Joint Stock Company (Becamex BCE)	113	(58)	(58)
7	Becamex IDC Startup Support One Member Company Limited- Block 71	0.002	0.002	0.002

## II. AFFILIATES

1	Technical Infrastructure Development Joint Stock Company	2,002	641	511
2	Binh Duong Rubber Joint Stock Company	29	(15)	(15)
3	Setia - Becamex Joint Stock Company	376	116	92
4	Becamex Tokyu Co., Ltd	949	116	74
5	Vietnam - Singapore Industrial Park Joint Venture Company Limited	8,834	2,826	2,258

STT	Công ty con	Tổng Doanh thu	Lợi nhuận trước thuế	Lợi nhuận trước thuế
<b>II. AFFILIATES</b>				
6	Becamex - Binh Phuoc Technical Infrastructure Development Joint Stock Company	207	37	29
7	BW Industrial Development Joint Stock Company	1,303	(829)	(892)
8	Becamex Binh Dinh Joint Stock Company	116	10	11
9	Vietnam Communication & Technology Joint Stock Company	392	43	34
10	Savi Pharmaceutical Joint Stock Company	553	131	110
11	Eastern Education Development Joint Stock Company	414	105	94
12	Vietnam-Singapore Smart Energy Solutions Joint Stock Company	41	(29)	(29)
13	East Saigon Industrial Development and Investment Joint Stock Company	9	4	4
14	VSIP Can Tho Joint Stock Company (No revenue generated due to establishment at the end of 2022)	-	-	-

## III. OTHER INVESTMENTS

1	Binh Duong Water-Environment Joint Stock Company	3,656	838	747
2	Vietnam - Singapore Industrial Park and Urban Development Joint Stock Company (VSIP JSC)	2,128	986	765

**LIST OF BOARD OF DIRECTORS**

No.	Full name	Position	Date of starting as a member of the BOD
1	Mr. Nguyen Van Hung	Chairman of BOD	25/01/2018
2	Mr. Nguyen Phu Thinh	Deputy Chairman of BOD	25/01/2018
3	Mr. Nguyen Danh Tung	Non-Execute Member of BOD	25/01/2018
4	Mr. Nguyen Van Hien Phuc	Independent Member of BOD	25/01/2018
5	Mr. Pham Ngoc Thuan	Member of BOD cum CEO	26/06/2020

**01 MR. NGUYEN VAN HUNG**  
Chairman of Board of Directors

**Year of birth** : 1959

**Qualification** : Master of Business Administration

**Working experience:**

1991-1996	Song Be Province Import-Export Trading Company	General Director
1996-1998	Binh Duong Import-Export Company (Becamex)	General Director
1999-2000	Becamex Company	General Director
03/2000-2004	Trading - Investment and Development Company	General Director
2005-2010	Industrial Development and Investment Company (Becamex)	Chairman of the Members' Council cum General Director
05/2010-12/2017	Industrial Development and Investment Corporation - One Member Limited Liability Company	Chairman of the Members' Council cum General Director
01/2018-08/2018	Corporation Investment and Industrial Development JSC	Vice Chairman of the BOD cum General Director
09/2018-present	Industrial Development and Investment Corporation - JSC	Chairman of the BOD

**Total number of shares held:** 6,009,000 shares, accounting for 0.5806% of total outstanding shares

**02 MR. NGUYEN PHU THINH**  
Vice Chairman of the Board of Directors

**Year of birth** : 1964

**Qualification** : Bachelor

**Working experience:**

1983-1988	Ben Cat General Trading Company	Accountant
1988-10/1991	Ben Cat General Trading Company	Chief Accountant
10/1991-1998	Becamex Company	Chief Accountant
08/1998-05/2006	Becamex Company	Deputy General Director
2006-2018	Industrial Development and Investment Corporation - One Member Limited Liability Company	Member of the BOD
2018-present	Industrial Development and Investment Corporation - JSC	Vice Chairman of the BOD

**Positions at Other Organizations:** Capital representative of Binh Duong Provincial People's Committee at Becamex CorporationBecamex

**Total number of shares held:** 1,208,500 shares, accounting for 0.1168% of total outstanding shares

**03 MR. NGUYEN DANH TUNG**  
Member of Board of Directors

**Year of birth** : 1967

**Qualification** : Bachelor of Economics

**Working experience:**

10/1990-12/1991	Company level III Ben Cat District	Employee
12/1991-03/2003	Binh Duong Import-Export Company	Accountant
03/2003-05/2006	Binh Duong Construction and Transport Joint Stock Company	Chief Accountant
05/2006-10/2010	Becamex Company	Member of the Members' Council cum Head of SB
02/2010-06/2013	Administrative Organization - Becamex Corporation - One Member Limited Liability Company	Member of the Members' Council cum Deputy Director
06/2013-12/2017	Administrative Organization - Becamex Corporation - One Member Limited Liability Company	Member of the Members' Council cum Director
01/2018-present	Administration Department - Becamex Corporation - JSC	Member of the BOD cum Director

**Total number of shares held:** 5527,600 shares, accounting for 0.0510% of total outstanding shares

**04**

**MR. NGUYEN VAN HIEN PHUC**  
Independent Member of Board of Directors

<b>Year of birth</b>	: 1969	
<b>Qualification</b>	: Bachelor of Economics	
<b>Working experience:</b>		
09/2002-10/2003	Chinh Luat Law Firm- 230 Binh Duong Boulevard, Thu Dau Mot City, Binh Duong province.	Deputy Office
10/2003-01/2006	Chinh Luat Law Firm- 230 Binh Duong Boulevard, Thu Dau Mot City, Binh Duong province.	Office Manager
01/2006-01/2008	B.C.M Law Firm- 230 Binh Duong Boulevard, Thu Dau Mot City, Binh Duong province.	Office Manager
01/2008-06/2010	Becamex Law Firm	Director
6/2010-01/2018	Binh Duong Bar Association	Chairman
25/01/2018-nay	Industrial Development and Investment Corporation - JSC	Member of the BOD

**Positions in other organizations:**

Binh Duong Construction and Transport Joint Stock Company (BCE)	Member of the BOD
Member of the BOD of TCP Business and Development Binh Duong (TDC)	Member of the BOD

**Total number of shares held:** 932,300 shares, accounting for 0.0901% of total outstanding shares

**05**

**MR. PHAM NGOC THUAN**  
Member of Board of Directors cum CEO

<b>Year of birth:</b>	: 1966	
<b>Qualification</b>	: Bachelor of Business Administration	
<b>Working experience:</b>		
2005-09/2018	Industrial Development and Investment Corporation - One Member Limited Liability Company	Deputy General Director
10/2018-6/2020	Industrial Development and Investment Corporation - JSC	General Director
6/2020-present	Industrial Development and Investment Corporation - JSC	Member of the BOD cum General Director

**Total number of shares held:** 1,103,000 shares, accounting for 0.1066% of total outstanding shares

**CHANGE OF BOD MEMBER IN 2022:** None



**LIST OF BOARD OF MANAGEMENT**

No.	Full name	Position
1	Mr. Pham Ngoc Thuan	General Director
2	Mr. Nguyen Hoan Vu	Deputy General Director
3	Mr. Nguyen Van Thanh Huy	Deputy General Director
4	Mr. Quang Van Viet Cuong	Deputy General Director
5	Mr. Giang Quoc Dung	Deputy General Director
6	Mr. Trinh Xuan Duc	Deputy General Director
7	Ms. Nguyen Thi Thanh Nhan	Chief Accountant

**RESUME OF BOARD OF MANAGEMENT**
**01** **MR. PHAM NGOC THUAN**  
General Director

Please see the Curriculum Vitae in the Introduction of the BOD

**02** **MR. NGUYEN HOAN VU**  
Deputy General Director

**Year of birth** : 1973

**Qualification** : Construction Engineer

**Working experience:**

2009-09/2018	Industrial Development and Investment Corporation - One Member Limited Liability Company	Head of Production and Business Department
09/2018-present	Industrial Development and Investment Corporation - JSC	Deputy General Director

**Total number of shares held:** 63,900 shares, accounting for 0.0062% of total outstanding shares

**03** **MR. NGUYEN VAN THANH HUY**  
Deputy General Director

**Year of birth** : 1970

**Qualification** : Construction Engineer; Bachelor of Law

**Working experience:**

1996-1997	Technical Supervision of the Project	Staff
1997-1998	Becamex Construction Enterprise	Chief Engineer
1998-1999	Song Be Province Import-Export Trading Company	Deputy Head of Economic and Technical Department
1999-2004	Song Be Province Import-Export Trading Company	Chief Engineer
2004-2006	Sewer factory of Industrial Development and Investment Company	Deputy Director
2005-2006	Industrial Development and Investment Company	Deputy Head of Economic and Technical Department
2006-05/2017	Industrial Development and Investment Corporation - One Member Limited Liability Company	Head of Economic and Technical Department
2009-2015	Becamex Concrete Corporation ACC	Chairman of the BOD
5/2017-present	Industrial Development and Investment Corporation - JSC	Deputy General Director

**Other positions at other organizations:**

Binh Duong Construction and Transport Joint Stock Company (BCE) Chairman of the BOD

**Total number of shares held:** 618,000 shares, accounting for 0.0597% of total outstanding shares

**04** **MR. QUANG VAN VIET CUONG**  
Deputy General Director

**Year of birth** : 1970

**Qualification** : Bachelor of English

**Working experience:**

2009-2018	Industrial Development and Investment Corporation - One Member Limited Liability Company	Director of Investment Department
2018-present	Industrial Development and Investment Corporation - JSC	Deputy General Director

**Chức vụ tại Tổ chức khác:**

Technical Infrastructure Development JSC – Becamex IJC (IJC)	Vice Chairman of the BOD
Binh Duong Business and Development Joint Stock Company (TDC)	Member of the BOD
Urban Development JSC - Becamex UDJ (UDJ)	Vice Chairman of the BOD
Vietnam Communications Technology Joint Stock Company (TTN)	Member of the BOD

**Total number of shares held:** 607,400 shares, accounting for 0.058% of total outstanding shares



**05 MR. GIANG QUOC DUNG**  
Deputy General Director

**Year of birth** : 1974

**Qualification** : Master of Economic

**Working experience:**

2009-2018	Industrial Development and Investment Corporation - One Member Limited Liability Company	Assistant to the General Director, Secretary of the Members' Council
2019-present	Industrial Development and Investment Corporation - JSC	Deputy General Director, Secretary of the BOD

**Other positions at other organizations:**

Vietnam Technology and Communication JSC VNTT (TTN)	Chairman of the BOD
Binh Duong Business and Development Joint Stock Company (TDC)	Member of the BOD

**Total number of shares held:** 606,900 shares, accounting for 0.0586% of total outstanding shares

**06 MR. TRINH XUAN DUC**  
Deputy General Director

**Year of birth** : 1970

**Qualification** : Bachelor of Economics

**Working experience:**

01/07/2019 - 31/12/2020	Industrial Development and Investment Corporation - JSC	Deputy Investment Director
01/01/2021 - 02/03/2022	Industrial Development and Investment Corporation - JSC	Legal Director
03/03/2022-nay	Industrial Development and Investment Corporation - JSC	Deputy General Director

**Total number of shares held:** 0 shares

**07 MS. NGUYEN THI THANH NHAN**  
Chief Accountant

**Year of birth** : 1976

**Qualification** : Bachelor of Business Administration

**Working experience:**

05/1999-07/2010	Industrial Development and Investment Corporation - One Member Limited Liability Company	Accountant
08/2010-02/2017	Industrial Development and Investment Corporation - One Member Limited Liability Company	Controller
03/2017-nay	Industrial Development and Investment Corporation - JSC	Chief Accountant

**Total number of shares held:** 606,700 shares, accounting for 0.058% of total outstanding shares

**CHANGE OF THE BOARD OF MANAGEMENT IN 2022**

No.	Full name	Position	Note
1	Trinh Xuan Duc	Deputy General Director	Appointed Deputy General Director 03/03/2022
2	Cao Van Chong	Deputy General Director	Appointed Deputy General Director 03/03/2022 Dismissed from the position of Deputy General Director 02/06/2022

**LIST OF SUPERVISORY BOARD**

No.	Full name	Position
1	Ms. Nguyen Thi Thuy Duong	Head of SB
2	Mr. Huynh Vinh Thanh	Member of SB
3	Ms. Huynh Thi Que Anh	Member of SB

**01 MS. NGUYEN THI THUY DUONG**  
Head of Supervisory Board

**Year of birth** : 1988  
**Qualification** : Master of Finance

**Working experience:**

10/2012-4/2013	Industrial Development and Investment Corporation - One Member Limited Liability Company	Employee
5/2013-7/2014	Industrial Development and Investment Corporation - One Member Limited Liability Company	Project Management Board - Becamex International Hospital Project
8/2014-2/2014	Industrial Development and Investment Corporation - One Member Limited Liability Company	Employee of Production and Sales Department
1/2015-6/2016	Industrial Development and Investment Corporation - One Member Limited Liability Company	Vice Team Leader - Bidding Team, Economic and Technical Department
7/2016-4/2017	Industrial Development and Investment Corporation - One Member Limited Liability Company	Team Leader of Debt Collection Team
2017-present	Industrial Development and Investment Corporation - JSC	Head of SB

**Other positions at other organizations:**

Vietnam Communications and Technology Joint Stock Company VNTT Head of SB

**Total number of shares held:** 94,000 shares, accounting for 0.0091% of total outstanding shares

**02 MR. HUNH VINH THANH**  
Member of Supervisory Board

**Year of birth** : 1975  
**Qualification** : Bachelor of Finance and Accounting

**Working experience:**

1998-2000	Becamex Corporation - Hanoi Branch	Specialist
2000-2010	De Nhat Securities Joint Stock Company	Head of Corporate Customer Advisory Department
2010-2017	De Nhat Securities Joint Stock Company	Deputy General Director
1/2018-present	Industrial Development and Investment Corporation - JSC	Director of the BOM and Capital Development BECAMEX
	Industrial Development and Investment Corporation - JSC	Member of SB

**Others positions in other organizations:**

Urban Development Joint Stock Company (UDJ) Member of the BOD  
Binh Duong Construction and Transport Joint Stock Company (BCE) Member of the BOD

**Total number of shares held:** 0 shares

**03 MS. HUYNH THI QUE ANH**  
Member of Supervisory Board

**Year of birth:** : 1984  
**Qualification** : Master of Accountancy

**Working experience:**

11/2008-1/2018	Industrial Development and Investment Corporation - One Member Limited Liability Company	Employee
01/2018-present	Industrial Development and Investment Corporation - JSC	Member of SB

**Others positions in other organizations:**

Binh Duong Construction and Transport JSC (BCE) Member of SB  
Urban Development JSC (UDJ) Member of SB  
Binh Duong Business and Development JSC (TDC) Member of SB

**Total number of shares held:** 0 shares

**Change of Supervisory Board in 2022:** none

# 02

## OPERATION REPORT OF THE CORPORATION

- 70 Summary of financial information for 5 years
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**BUSINESS RESULTS**

The year 2022 was considered to be the year with the most economic and social instability since the War between Russia and Ukraine along with China's ZeroCovid policy that disrupted the global supply chain, Vietnam also affected by this crisis. With the correct and timely direction of the Government and quick and effective responses of businesses, Vietnam's economy was considered a bright spot in the gloomy economic picture of the whole world.

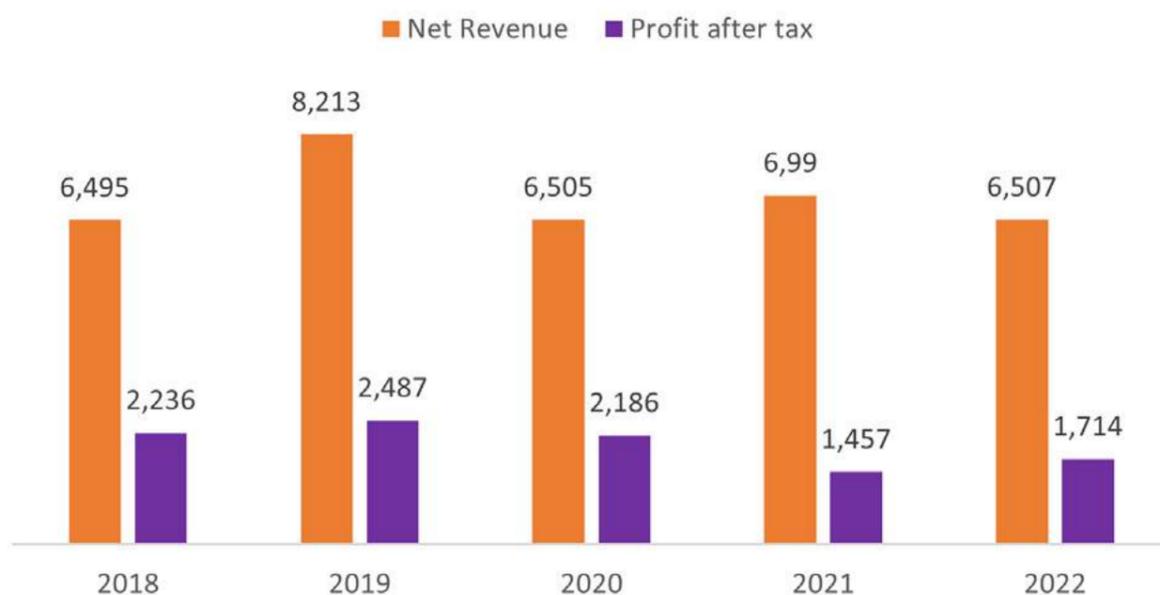
Despite suffering many impacted from the epidemic, thanks to the right direction of the BOD and the determination and efforts of the BOM and all employees, the consolidated business results of the Corporation Becamex company in the past year still achieved certain results. As follows:

According to the Consolidated Financial Statements.

Unit: Billion VND

CODE	YEAR 2018	YEAR 2019	YEAR 2020	YEAR 2021	YEAR 2022	INCREASE/ DECREASE COMPARED TO THE SAME PERIOD LAST YEAR
Net Revenue	6,495	8,213	6,505	6,990	6,507	(6.91%)
Gross Profit	3,238	3,387	3,261	3,221	2,761	(14.28%)
Net Profit from operating activities	2,617	2,896	2,470	2,216	1,773	(19.99%)
Profit after tax	2,236	2,487	2,186	1,457	1,714	17.64%

**Net revenue and Profit after tax**



**ASSETS/RESOURCES STATUS**

CODE	YEAR 2018	YEAR 2019	YEAR 2020	YEAR 2021	YEAR 2022
<b>Current Assets</b>	<b>30,512</b>	<b>27,965</b>	<b>26,709</b>	<b>29,147</b>	<b>27,851</b>
Cash and Cash Equivalents	2,578	417	1,306	2,985	1,071
Short-term financial investments	424	326	-	214	436
Short-term receivables	5,830	4,319	5,081	4,942	5,315
Inventory	21,619	22,877	20,301	20,931	20,861
Other current assets	61	26	21	75	168
<b>Long - term assets</b>	<b>14,672</b>	<b>15,551</b>	<b>11,708</b>	<b>19,805</b>	<b>20,438</b>
Long-term receivables	451	326	402	318	570
Fixed assets	1,729	1,844	720	1,220	1,244
Long-term unfinished assets	2,162	2,053	21	2,297	1,893
Investment real estate	659	664	486	456	424
Long-term financial investments	8,919	10,034	9,840	15,059	15,884
Other long-term assets	752	630	238	456	423
<b>Total assets</b>	<b>45,184</b>	<b>43,516</b>	<b>38,417</b>	<b>48,952</b>	<b>48,289</b>
<b>Liabilities</b>	<b>31,653</b>	<b>27,765</b>	<b>26,025</b>	<b>31,808</b>	<b>30,344</b>
Short - term liabilities	22,143	21,813	18,419	18,470	18,642
Long - term liabilities	9,510	5,953	7,607	13,337	11,703
<b>Equity</b>	<b>13,531</b>	<b>15,750</b>	<b>12,392</b>	<b>17,145</b>	<b>17,945</b>
<b>Total resources</b>	<b>45,184</b>	<b>43,516</b>	<b>38,417</b>	<b>48,952</b>	<b>48,289</b>

Source: Consolidated audited financial statements



**CASH FLOWS STATEMENT**

Unit: Billion VND

CODE	YEAR 2018	YEAR 2019	YEAR 2020	YEAR 2021	YEAR 2022
Cash Flows from Operating Activities	1,240	2,932	2,548	343	503
Cash Flows from Investing Activities	809	284	(1,092)	(1,078)	(880)
Cash Flows from Financing Activities	(2,060)	(5,378)	(97)	1,945	(1,538)
Net Cash Flows during the year	(11)	(2,161)	1,359	1,209	(1,914)
Cash and cash equivalents at the beginning of the year	2,589	2,578	417	1,776	2,985
Cash and cash equivalents at the end of the year	2,578	417	1,776	2,985	1,071

Source: Audited Consolidated Financial Statements

**FINANCIAL INDICATORS**

NO.	CODE	UNIT	YEAR 2021	YEAR 2022
<b>I</b>	<b>Solvency ratios</b>			
-	Current ratio	Times	1.57	1.49
-	Quick ratio	Times	0.45	0.37
<b>II</b>	<b>Capital structure ratio</b>			
-	Debt/Total Assets ratio	%	65.11%	62.84%
-	Debt/Equity ratio	%	186.58%	169.10%
<b>III</b>	<b>Performance Ratio</b>			
-	Inventory turnover	Turns	0.17	0.18
-	Total asset turnover	Turns	0.14	0.13
<b>IV</b>	<b>Profitability ratio</b>			
-	Profit after tax/Net revenue	%	21.54%	26.35%
-	Profit after tax/Average equity	%	8.93%	9.78%
-	Profit after tax/Average total assets	%	3.07%	3.52%
-	Operating profit/Net revenue	%	32.40%	27.25%

Source: Audited Consolidated Financial Statements





**ASSESSMENT OF THE GENERAL SITUATION IN 2022**

**Economic situation in the world**

In the first half of 2022, the world economy showed positive signs of recovery and strong growth after a year of recession because of the Covid-19 pandemic; But contrary to expectations, since mid-2022, the Russia-Ukraine conflict and China's "Zero Covid" policy made the economy face many great challenges.

Supply disruptions pushed up commodity prices, reduced investment and trade, etc., increasing risks to financial markets, currencies, energy security and global food security.

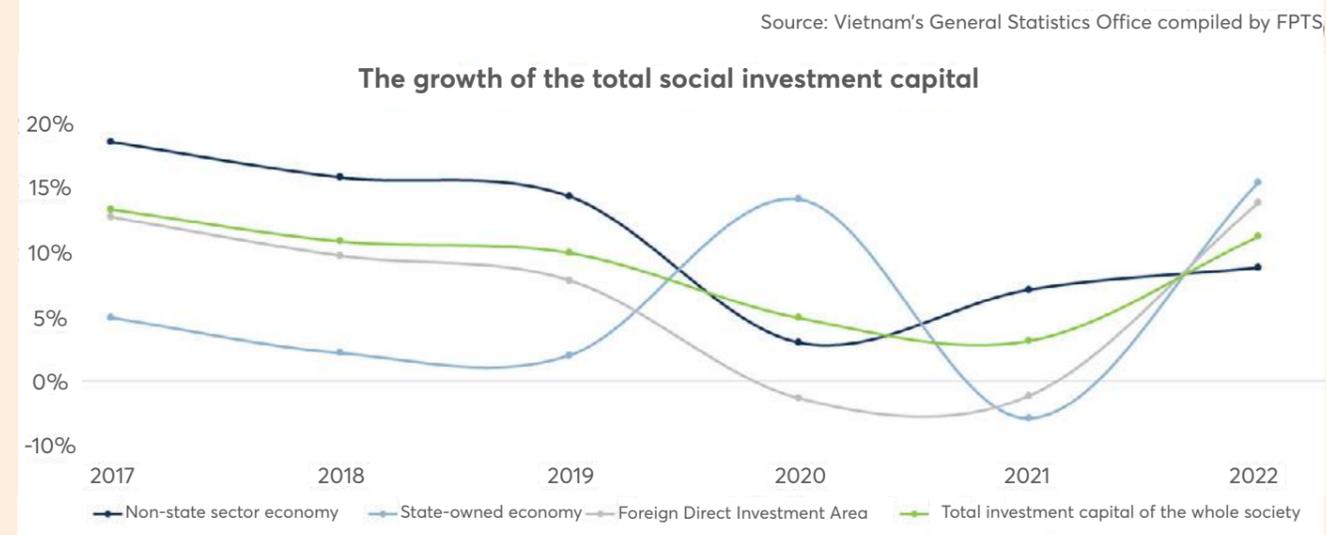
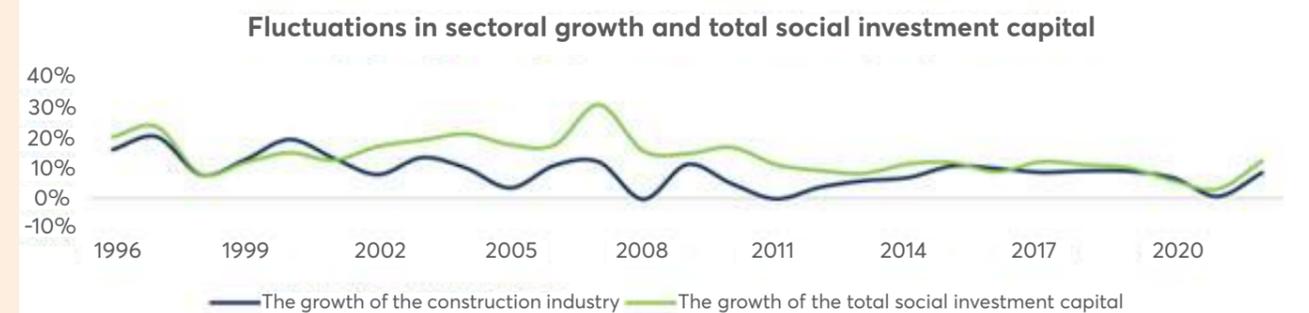
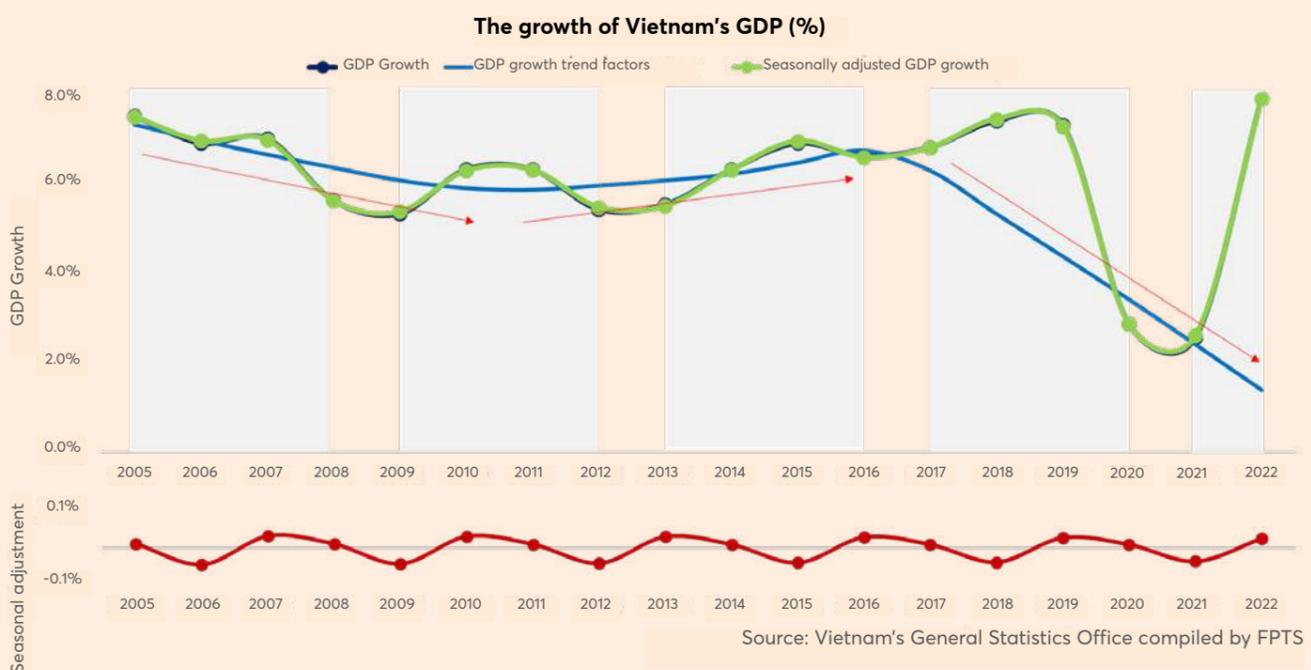
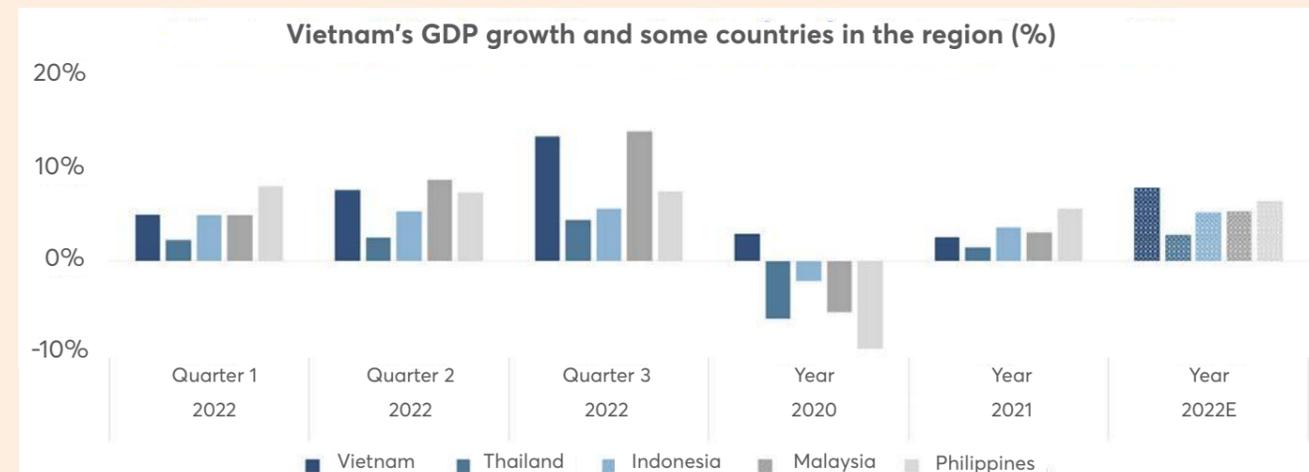
Accordingly, central banks had to tighten monetary policy quickly and strongly to control inflation.

With the wise leadership of the Government, Vietnam became a bright spot compared to other countries in the region when quickly restoring production, construction and service activities; thereby helping to achieve positive GDP growth and be present in the group of countries with outstanding growth.

**Vietnam's economic situation**

**GDP GROWTH**

By the end of 2022, Vietnam's GDP achieved a growth rate of 8.02%, exceeding the forecasts of major economic organizations in the world thanks to good and even developments in all 3 regions, in which the industry and construction recorded an increase of 7.78%.





**ASSESSMENT OF THE GENERAL SITUATION IN 2022**

**Vietnam's  
economic  
situation**

**Foreign Direct Investment (FDI) inflows**

In 2022, in the volatile world economic situation due to the covid-19 pandemic and the fluctuations of the geopolitical conflict in Europe, the total newly registered FDI capital reached 12.45 billion USD, down 18.4% from the previous year. However, in general, the proportion of FDI in real estate business improved significantly, reaching more than 4.45 billion USD (accounting for 16.1% of total registered FDI).

This bright spot of the real estate market was also one of the growth drivers for the construction industry this year.

**Foreign Direct Investment inflows  
(FDI-billion USD)**



**FDI capital structure by sector**



**Vietnam's  
economic  
situation**

**Consumer Price Index (CPI)**

The average CPI in 2022 increased by 3.15% over the same period in 2021, of which the construction price index recorded an increase of 4.92% due to the cost of main construction materials such as steel, cement, stone, etc. Increase sharply.

The large increase in input costs made it difficult for construction and real estate enterprises to control their finances and ensure project implementation progress.

**Fluctuations in steel and cement prices and pre-tax profit growth of construction enterprises**



Source: GSO, VSA, The Vietnam Cement Association





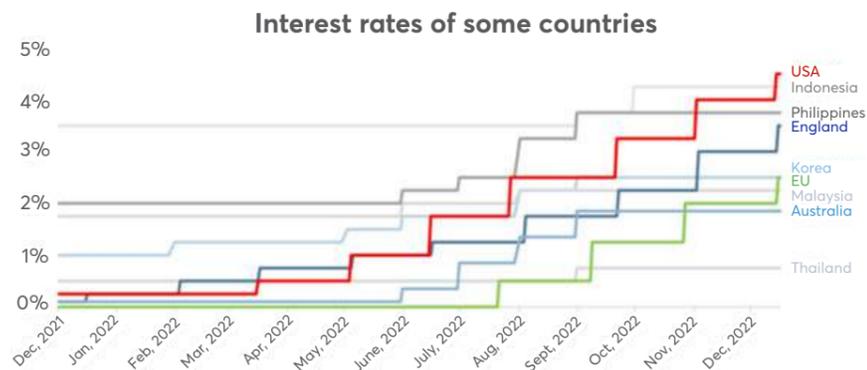
**ASSESSMENT OF THE GENERAL SITUATION IN 2022**



**Monetary Policy**

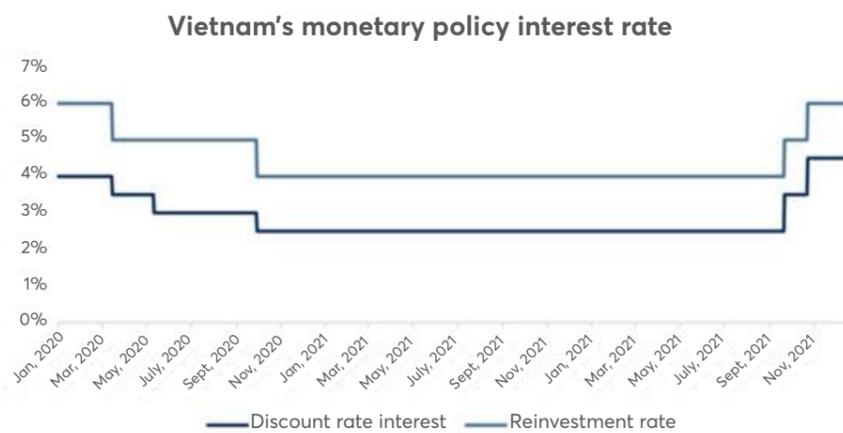
**Vietnam's economic situation**

In 2022, the US Federal Reserve (FED) continuously raised the target interest rate to deal with inflation, the current ceiling interest rate has increased from 0.25% to 4.5%. Accordingly, many central banks of countries around the world tended to accelerate monetary tightening through increasing interest rates along with the rise in the USD price, which has had a great impact on the international foreign exchange market, thereby increasing pressure on interest rates and exchange rates in Vietnam.



Source: Bloomberg, compiled by FPTs

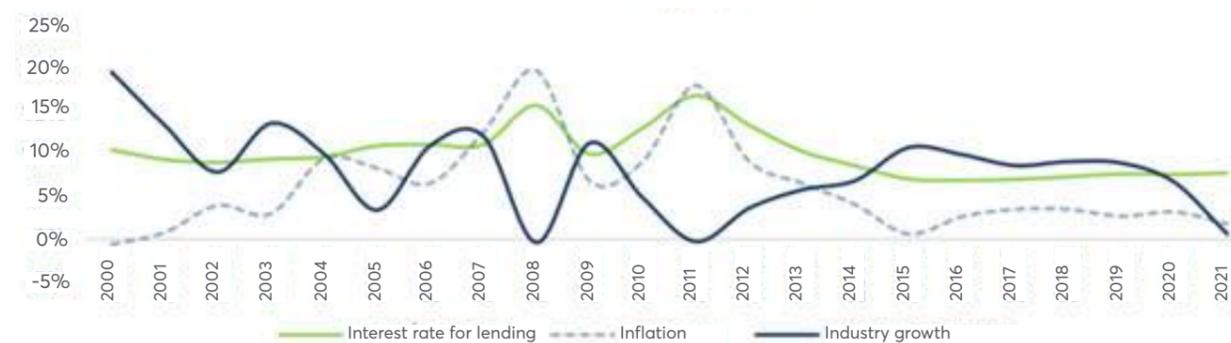
In Vietnam, the operating interest rate was kept unchanged in the first 9 months of the year, then adjusted to increase the discount rate and refinance rate twice in a row at the end of September and the end of October (increasing 1%/time) to bring the interest rate back to the level before the epidemic.



Source: SBV, compiled by FPTs

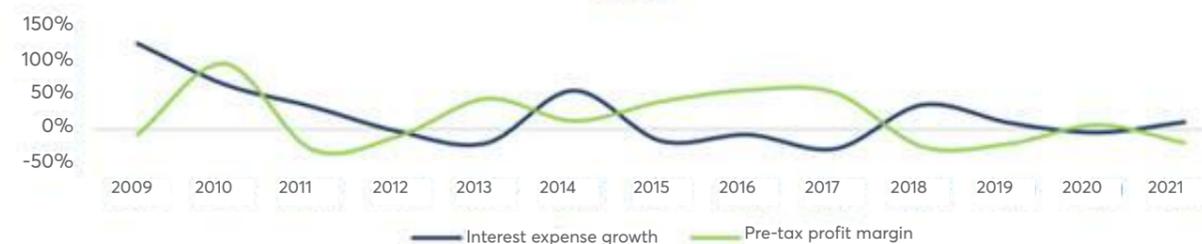
With the characteristic that the real estate industry is occupied with large working capital, most businesses operating in the industry had to borrow short-term loans of great value. Therefore, this interest rate adjustment also directly affected the profitability as well as the growth of the industry.

**Vietnam lending rate**



Source: World Bank, GSO, compiled by FPTs

**Pre-tax profit margin and interest cost growth of some listed construction companies**



Source: Financial statements of enterprises compiled by FPTs



## SWOT

### Strengths

Owning the largest industrial park land fund among listed companies in the South.

The land fund is concentrated in Binh Duong province, a key economic center in the South of Vietnam and one of the provinces with the fastest socio-economic development and FDI attraction in Vietnam.

Having a good reputation and brand in the market and always receiving the support of customers. Stable and diversified customer base in many countries.

Professional marketing team with representatives in Japan, Korea, Europe, America, etc. actively approach, relationship and work with foreign partners.

Having an experienced BOM with a good strategic vision. The staff is highly qualified and professional.

### Weaknesses

Multi-industry operation and investment in many fields will make it difficult to strictly control business activities.

### Opportunities

Vietnam has a young population structure, high urbanization rate and continuously improving per capita income, thereby promoting the demand for real estate shopping/formation of satellite cities.

The ongoing trend of shifting production from China to Vietnam will be the driving force for growth.

Vietnam's FDI attraction policies with many tax incentives (Corporate income tax exemption for the first 4 years of operation, 50% reduction of corporate income tax for the next 5 years) and support incentives other businesses.

The exchange rate is stable when the VND depreciates less against the currencies of countries in the region such as Indonesia, Thailand, India and Malaysia and other key markets of Asia Pacific such as Japan.

The field of public investment is being developed by the Government.

The legal corridor is concerned and adjusted synchronously and closely.

### Threats

The evolution of the Covid-19 epidemic and the Russia-Ukraine conflict still has many complicated changes.

The sharp increase in compensation costs is the most obvious challenge. Difficulty in site clearance compensation, especially for existing households.

The legal corridor for the implementation of the industrial estate real estate project still faces many difficulties and overlaps.

Scarcity of skilled and technically qualified labor supply





**BUSINESS RESULTS**

**Background**

In 2022, the world economy will began to recover on the basis of the relatively controlled global Covid epidemic. In the first six months of the year, the Government of Vietnam continued to implement policies to support the economy after the pandemic such as reducing VAT, low interest rates and other supportive policies have helped socio-economic activities begin to recover.

In the last six months of the year, the US and European economies faced the risk of high inflation leading to the large central banks here starting to tighten monetary policy by raising interest rates leads to large fluctuations in financial markets. As a manufacturing country with an economy heavily dependent on imports and exports, Vietnam suffered from many adverse fluctuations from the appreciation of the US dollar and the policy of increasing global interest rates, which reduced consumer demand for products that Vietnam had an advantage in production such as furniture, textiles, telephones, electronics, could certainly affect Vietnam's economic growth in the second half of 2022 and 2023.

**Factors affecting the results of production and business activities of the Corporation**

**About difficulty**

- The situation of attracting foreign investment was still facing many difficulties in the past 2022 because the countries' Covid epidemic prevention policies are not synchronized, affecting the recovery of international trade.
- The tightening monetary policy to fight inflation in countries with large trade relations with Vietnam caused the exchange rate and domestic loan interest rates to rise, increasing the Corporation's cost of capital.
- A number of adverse developments in the stock market and corporate bond market during the year affected the restructuring of business capital and capital mobilization for investment expansion of the Corporation.
- The environment of high interest rates had a direct impact on reducing consumption demand in general of the economy in which the demand for investment loans sharply declines.
- The general situation of legal procedures in the field of real estate in industrial zones nationwide affected the supply of projects to the market not as expected, affecting the Corporation's overall business results in the year.

**About advantages**

- In 2022, the epidemic situation in the country was well controlled, which was an important condition for the recovery of socio-economic activities.
- Marketing activities and direct investment attraction began to be organized again as partner countries gradually returned to normal activities.
  - With the advantage of an industrial - service - urban ecosystem that has affirmed its prestige and brand, the Corporation and its member units VSIP, BWID and Tokyu continued to attract large international investors investing in projects in the ecosystem in the past year (Capitaland, Lego, Pandora, Gamuda, etc.)
  - The event that China dismantled the Zero Covid policy to reopen its borders from the end of 2022 opens up prospects for trade growth and foreign investment attraction to Vietnam in 2023.
  - The Corporation implemented a strong digitalization strategy since 2018 to increase the speed and efficiency of work processing.

**The Corporation's 2022 results**

According to the consolidated financial statements data

Unit: Billion VND

NO.	CODE	IMPLEMENT 2021	PLAN 2022	IMPLEMENT 2022	IMPLEMENT 2022/ PLAN 2022	GROWTH COMPARED TO 2021
1	Total revenue	6,659	6,814	4,556	66.86%	68.42%
2	Total expenses	5,255	5,150	2,958	57.44%	56.29%
3	Profit befor tax	1,404	1,664	1,598	96.03%	113.82%
4	Profit after tax	1,182	1,381	1,498	108.47%	126.73%

In general, the production and business activities of the parent company Becamex in 2022 had many conditions to recover after the pandemic year 2021. Regarding investment attraction activities, the stable epidemic situation in the country and in partner countries created conditions for the Corporation to organize many direct investment promotion seminars in potential markets such as South Korea, Japan, Singapore, Australia, and the US.

Especially, after 2 years of the epidemic, in 2022, the Corporation reorganized many major international events in Binh Duong, attracting the participation of many scientific speakers, partners and domestic and foreign investors to discuss new development trends, creating opportunities for potential investors to explore cooperation opportunities such as Horasis India Forum 2022 or the event honoring Binh Duong in the Top 7 ICF (world's smart communities). At the end of 2022, the Corporation was honored to be selected as the venue for the Techfest Vietnam 2022 event to attract the participation of many product exhibitions, experience exchange of the innovative start-up community in Vietnam and international.

Besides the advantages, the production and business activities of the parent Corporation in the past year also faced many common difficulties. First, the Zero covid policy of major trading partner China for most of 2022 has affected FDI inflows into Vietnam. Thanks to its extensive operation and marketing network in many countries, the Corporation diversified to attract foreign investment capital into industrial park projects over the years.

In addition, from mid-2022, major countries in the world (USA and Europe) implemented tight monetary policies to combat inflation, leading to a sharp increase in domestic loan interest rates. In addition, with the characteristics of investing in large-scale projects, Becamex Corporation needs a relatively long time to complete the legal procedures, thus affecting the completion of the parent company's revenue target. Specifically, the parent company's total revenue in 2022 completed 66.86% of the set plan.

In return, capital investment in member units during the year achieved positive results, helping the parent company's financial revenue in 2022 reach more than VND 1,200 billion (an increase of VND 800 billion compared to 2021). Therefore, although the revenue has not yet completed the plan, the after-tax profit target of the Parent Company in 2022 was 1,498 billion VND (108.47% of the plan assigned by the General Meeting of Shareholders and increased by 26.73% compared to the same period last year).

**BUSINESS RESULTS**

**Consolidated results in 2022 of the Corporation**

According to consolidated financial statement data

Unit: Billion VND

NO.	CODE	IMPLEMENT 2021	PLAN 2022	IMPLEMENT 2022	IMPLEMENT 2022/ PLAN 2022	GROWTH COMPARED TO 2021
1	Total revenue	8,174	9,680	7,945	82.08%	(2.80%)
2	Total expense	6,384	6,424	6,051	94.19%	(5.22%)
3	Profit before tax	1,791	3,256	1,895	58.20%	5.81%
4	Profit after tax	1,504	2,888	1,714	59.35%	13.96%

Regarding the consolidated business results, in 2022, the business results of the member units had quite clear differentiation. Member units dealing in restaurant-hotel services, medical, education, toll collection in the system recorded positive and effective business results thanks to the return of economic and trade activities to the normal state. On the other hand, as analysis at the Parent Company, member units in the field of industrial and urban real estate faced the common difficulties of the real estate industry stemming from the general monetary tightening policy in the country from mid-2022, which has a negative impact on investment demand on the real estate market. In addition, some adverse fluctuations in the stock-bond financial market also affected the capital mobilization plan of some member units for investment expansion.

Regarding capital investment in member units, the Corporation selected to invest more capital in areas with sustainable growth prospects according to the Corporation's development orientation in the new period. Specifically, in 2022, the Corporation contributed to increase charter capital for BW Industrial Development JSC (investment in logistics factories for lease), Becamex Binh Phuoc Technical Infrastructure Development JSC (investing in industrial zones) and Vietnam Technology and Communication Joint Stock Company for these businesses to improve their financial capacity and invest in new projects.

With the adverse impact factors as analyzed, the total consolidated revenue in 2022 recorded VND 7,945 billion (completed 82.08% of the set plan) and Consolidated profit after tax reached VND 1,714 billion (completed 59.35% of the plan and grew 13.96% compared to 2021).



**BUSINESS PLAN IN 2023**

Regarding the development of the business plan in 2023, the Corporation's BOD forecasts that the business situation in 2023 will still face many difficulties affecting the ability to sell and raise capital in the financial market and the progress of implementing new projects of the enterprise. With the core foundation of industrial and urban real estate development, the BOD of Becamex Corporation determines that 2023 will be the pivotal year in the orientation of developing a new type of ecosystem for the Corporation in the direction of promoting the development of the fields of trade, services, smart production, and innovation in order to create a new growth engine in the period of 2023-2025.

With the above orientation, in 2023, besides continuing to invest in existing projects, the Corporation is expected to mobilize resources to invest in pervasive commercial and service projects and create great added value as follows:

1. Completing the legal and putting into business Cay Truong Industrial Park
2. Commencement of the A1 Roundabout project
3. Inauguration of A9 Building project
4. Invest in projects of commercial and service components in the new urban area TPM BD
5. Invest in completing the National Highway 13 expansion project

In addition, the Corporation's BOD will submit to the owner a scheme to arrange member units in the system for the period of 2023-2025 with the aim of increasing the operational efficiency of member units and the efficiency of capital investment of the Corporation.

After analyzing the factors, the Corporation develops the expected production and business plan of 2023 as follows:

**Business plan of The parent company in 2023**

Unit: Billion VND

NO.	CODE	IMPLEMENT 2022 (BILLION VND)	PLAN 2023 (BILLION VND)	RATIO (PLAN/ IMPLEMENT)
1	Total revenue	4,556	6,800	149.25%
2	Total expenses	2,958	4,875	164.81%
3	Profit before tax	1,598	1,925	120.46%
4	Profit after tax	1,498	1,597	106.61%

**Consolidated business plan in 2023**

Unit: Billion VND

NO.	CODE	IMPLEMENT 2022 (BILLION VND)	PLAN 2023 (BILLION VND)	RATIO (PLAN/ IMPLEMENT)
1	Total revenue	7,945	9,460	119.07%
2	Total expenses	6,051	6,832	112.91%
3	Profit before tax	1,895	2,628	138.68%
4	Profit after tax	1,714	2,263	132.03%

**EXPLANATION OF THE BOARD OF MANAGEMENT FOR THE AUDIT OPINION (NONE)**



# 03

## CORPORATE MANAGEMENT REPORT

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**BOD'S ACTIVITIES**

**Evaluation of the BOD on the activities of the Corporation**

2022 was a tumultuous year for the world economy as the wars between Russia and Ukraine along with China's ZeroCovid policy make the circulation of goods disrupted, but in Vietnam, with the close direction of the Government, ministries, agencies and local authorities have partly stabilized production and business activities and people's lives. As a result, the domestic economy has had positive results such as: GDP achieved impressive results with an increase of 8.02%.

In 2022, the BOD of the Corporation made drastic decisions and directions to the BOD to ensure the production and business activities of the Corporation as follows:

- » In the industrial zone segment, carried out the project of Investment in construction and infrastructure business of Cay Truong Industrial Park.
- » In the urban segment, the Corporation promoted attracting investors to the New Urban Area Project in Binh Duong New City. Focused on attracting commercial, service, office and hotel projects with high spillover effects.
- » For commercial and service projects invested by the Corporation, in 2022, the Corporation carried out the investment project "Cultural - Commercial, Service Area - Central Station A1 (WTC complex Binh Duong New City).
- » Contributed capital to establish VSIP Can Tho Joint Stock Company to implement the project of construction investment and infrastructure business in Vinh Thanh Industrial Park.
- » Continued to consolidate and apply the KPI project in 2022 to evaluate the working efficiency of the Corporation's employees. Completed the development and application of environmental quality management system according to ISO 14001:2015 standard.

In addition, in recent years, the economic development speed in Binh Duong province continuously increased, the synchronization between geographical location, infrastructure and preferential policies of the government created a friendly investment environment, attracting world-class partners. Therefore, Binh Duong was always on the list of provinces and cities attracting the largest FDI in the country.

The Corporation took advantage of the general growth of the domestic economy and the strength of the home province to ensure and promote the Corporation's business activities. Accordingly, the consolidated profit after tax in 2022 reached VND 1,714 billion, exceeding 13.96% over the same period and reaching 59.35% compared to the set target. The BOD commended and highly appreciated the initiative, flexibility, creativity and high determination of the BOD and all employees in organizing and implementing business activities.

In addition, during the above difficult period, Becamex Corporation still stabilized its personnel, did not allocate labor, and ensured salary and welfare benefits for employees, thereby demonstrating the commitment of the BOD to employees, creating a winning culture to be strong and confident to step forward to fulfill the set goals.

The year 2022 can be said to be a year of many difficulties, but also a year of many encouraging achievements, thereby contributing to creating confidence among all employees to devote themselves to the Corporation, creating gain trust for shareholders, investors, strategic partners and customers.



**Activities of the Board of Directors in 2022**

In 2022, the BOD held 51 formal meetings. All BOD members fully participated in BOD meetings with enthusiasm and high sense of responsibility towards the goal of optimizing benefits for shareholders and sustainable development of the Corporation.

NO.	BOD's Member	Position	Starting date as a Member of BOD	Number of meeting attended	Meeting attendance rate
1	Mr. Nguyen Van Hung	Chairman of BOD	25/01/2018	51	100%
2	Mr. Nguyen Phu Thinh	Vice Chairman of BOD	25/01/2018	51	100%
3	Mr. Nguyen Danh Tung	Non-Executive Member of BOD	25/01/2018	51	100%
4	Mr. Nguyen Van Hien Phuc	Independent Member of BOD	25/01/2018	51	100%
5	Mr. Pham Ngoc Thuan	Member of BOD cum General Director	26/06/2020	51	100%

**BOD'S ACTIVITIES**
**Activities of the Board of Directors in 2022**

The meetings were conducted in accordance with the order and procedures specified in the Enterprise Law, the Corporation's Charter and internal regulations of the Corporation, approving policies and assigning tasks to the BOM to deal with specific issues on the basis of the approved policy, promptly resolving the proposals of the BOM arising during the operation. Accordingly, the specific contents of the meetings and the Resolutions issued respectively were as follows:

Release Date	Content	Resolution issued
05/01/2022	Approving business results in 2021 and business plan in 2022	Resolution No. 01/2022/NQ-HĐQT
05/01/2022	Regarding the approval of the Corporation's cooperation policy to invest in VSIP Can Tho project.	Resolution No. 02/2022/NQ-HĐQT
14/01/2022	Approving sponsorship in the payment of meal costs for the No. 1 field hospital - Binh Duong	Resolution No. 03/2022/NQ-HĐQT
19/01/2022	Approving the policy of buying shares issued to existing shareholders of Vietnam Technology and Communication Joint Stock Company (VNTT)	Resolution No. 04/2022/NQ-HĐQT
08/02/2022	Approving the additional capital contribution of the owner to Becamex Binh Dinh Joint Stock Company (not charter capital)	Resolution No. 05/2022/NQ-HĐQT
08/02/2022	Approving the policy of competitive bidding for the project of Cultural - Commercial, Service - Central Station A1 (WTC Binh Duong New City Complex)	Resolution No. 06/2022/NQ-HĐQT
09/02/2022	Approving the establishment of the Corporation's Steering Committee and Expert Group to support resources to help Binh Duong province build the project "Planning of Binh Duong province in the period of 2021-2030, with a vision to 2050".	Resolution No. 06/QH/2022/NQ-HĐQT
17/02/2022	Approving the list of shareholders of Industrial Development and Investment Corporation - JSC (Becamex IDC)	Resolution No. 07/2022/NQ-HĐQT
28/02/2022	Approving the cost support for Becamex International General Hospital Joint Stock Company, My Phuoc Hospital Joint Stock Company and Eastern International University	Resolution No. 07/TT/2022/NQ-HĐQT
15/03/2022	Approval of loan guarantee for Becamex Tokyu Co., Ltd	Resolution No. 08/2022/NQ-HĐQT
22/03/2022	Approving the policy of implementing the component project: My Phuoc 3 Industrial Park Wastewater Treatment Plant	Resolution No. 09/2022/NQ-HĐQT
24/03/2022	Approving the adjustment of the Eastern International University investment project	Resolution No. 10/2022/NQ-HĐQT

Release Date	Content	Resolution issued
24/03/2022	Approving the adjustment of Binh Duong Province Guest House (B2G) investment project	Resolution No. 11/2022/NQ-HĐQT
28/03/2022	Approving the adjustment of the investment project of Binh Duong Provincial Government House (B2M)	Resolution No. 12/2022/NQ-HĐQT
30/03/2022	Approving the policy of receiving and transferring all contributed capital of Technical Infrastructure Development Joint Stock Company (BECAMEX IJC) at WTC Binh Duong One Member Limited Company	Resolution No. 13/2022/NQ-HĐQT
30/03/2022	Approving the policy of implementing the investment project "Cultural - Trade, Service - Central Station A1 (WTC Binh Duong New City Complex)"	Resolution No. 14/2022/NQ-HĐQT
08/04/2022	Approving the mobilization of personnel to assume the position of General Director of Vietnam Technology and Communication Joint Stock Company (VNTT).	Resolution No. 15/2022/NQ-HĐQT
21/04/2022	Approving the plan on arrangement and disposition personnel to participate in the BOD, SB and capital representatives at member units.	Resolution No. 16/2022/NQ-HĐQT
25/04/2022	Approving the investment project of an advanced production center to serve Scientific and Technological research and development and to train high-quality human resources.	Resolution No. 17/2022/NQ-HĐQT
09/05/2022	Agreed policy for Mr. Cao Van Chong - Deputy General Director of Industrial Development and Investment Corporation - Joint Stock Company to transfer to receive a new assignment at the Department of Culture, Sports and Tourism.	Resolution No. 18/2022/NQ-HĐQT
16/05/2022	Approving the selection of an independent auditing company in 2022	Resolution No. 19/2022/NQ-HĐQT
16/05/2022	Approving the merger of the Media Center into the Department of Administrative Organization	Resolution No. 20/2022/NQ-HĐQT
27/05/2022	Approving the guarantee for Becamex Tokyu Co., Ltd. to borrow short-term loans	Resolution No. 21/2022/NQ-HĐQT
27/05/2022	Approving the guarantee for Becamex Tokyu Co., Ltd. to borrow long-term loans	Resolution No. 22/2022/NQ-HĐQT
30/05/2022	Approving the policy of providing financial support for renovation, repair, supply and installation of furniture, equipment, etc. for official residences (06 houses) in Phu Chanh ward, Tan Uyen town, Binh Duong province.	Resolution No. 23/2022/NQ-HĐQT

**BOD'S ACTIVITIES**
**Activities of the Board of Directors in 2022**

Release Date	Content	Resolution issued
02/06/2022	Approving the dismissal of the position of Deputy General Director of Industrial Development and Investment Corporation - JSC	Resolution No. 24/2022/NQ-HĐQT
06/06/2022	Approving the Regulation on information disclosure on the stock market	Resolution No. 25/2022/NQ-HĐQT
12/07/2022	Agreeing to contribute capital to establish a Joint Stock Company to invest and trade in electricity in Industrial Parks	Resolution No. 26/2022/NQ-HĐQT
12/07/2022	Approving the loan, issuance of guarantee and mortgage of assets of Becamex IDC Corporation at Vietnam Joint Stock Commercial Bank for Industry and Trade - Dong Nai branch.	Resolution No. 27/2022/NQ-HĐQT
13/07/2022	Approving the implementation policy of the project of investment in construction and infrastructure business of Cay Truong Industrial Park	Resolution No. 28/2022/NQ-HĐQT
13/07/2022	Approving the extension of the 2020 dividend payment period for Binh Duong Business and Development Corporation (TDC)	Resolution No. 29/2022/NQ-HĐQT
25/07/2022	Liquidation of contract with Urban Development Joint Stock Company (Becamex UDJ)	Resolution No. 30/2022/NQ-HĐQT
25/07/2022	Approval of cooperation policy to establish Becamex Electricity Joint Stock Company - VSIP (Additional economic concentration profile)	Resolution No. 31/2022/NQ-HĐQT
15/08/2022	Approving the policy of approving the resource support, selecting a consultant to implement the planning of Binh Duong province in the period of 2021-2030, with a vision to 2050.	Resolution No. 32/2022/NQ-HĐQT
25/07/2022	Approving the extension of the 2021 dividend payment period to December 31, 2022	Resolution No. 33/2022/NQ-HĐQT
15/09/2022	Approving the policy of signing contracts and transactions with member companies	Resolution No. 34/2022/NQ-HĐQT
22/09/2022	Adjustment of Project of Construction Investment and Technical Infrastructure Business of My Phuoc Residential Area 3	Resolution No. 35/2022/NQ-HĐQT
26/09/2022	Closing the list of dividend payments in 2021 in cash	Resolution No. 36/2022/NQ-HĐQT

Release Date	Content	Resolution issued
26/09/2022	Adjustment of investment project on advanced production center	Resolution No. 37/2022/NQ-HĐQT
29/09/2022	Regarding the payment of construction costs for Class 2B, 2C, Primary School, Middle School and High School Ngo Thoi Nhiem	Resolution No. 38/2022/NQ-HĐQT
03/10/2022	Approving the credit loan at Joint Stock Commercial Bank for Foreign Trade of Vietnam - Binh Duong Branch (Vietcombank Binh Duong).	Resolution No. 39/2022/NQ-HĐQT
03/10/2022	Adjustment of the Project of Power Building, Ben Cat Convention and Exhibition Center and Traffic Infrastructure - Investment project of Thoi Hoa Industrial Park	Resolution No. 40/2022/NQ-HĐQT
25/10/2022	Extension of time for dividend payment in 2020 for TDC Company	Resolution No. 41/2022/NQ-HĐQT
25/10/2022	Approving the establishment of the Becamex Investment and Capital Development Management Board and the appointment of personnel from departments/units	Resolution No. 42/2022/NQ-HĐQT
31/10/2022	Adjustment of investment project in Thuan An General Service - Culture - Sports Center area (Zone A and Area B)	Resolution No. 43/2022/NQ-HĐQT
31/10/2022	Approving the Investment Project of Temporary Construction (welcome gate, security house, 2 adjacent model houses and green landscape) under the New Urban Area Investment Project	Resolution No. 44/2022/NQ-HĐQT
07/11/2022	Approving the guarantee for Becamex Tokyu Co., Ltd. to borrow short-term loans	Resolution No. 45/2022/NQ-HĐQT
14/11/2022	Approving the investment project of the project "Binh Duong Intelligent Operation Center - IOC"	Resolution No. 46/2022/NQ-HĐQT
22/11/2022	Approving the extension of dividend payment period in 2019 and 2020 for Binh Duong Rubber Joint Stock Company	Resolution No. 47/2022/NQ-HĐQT
14/12/2022	Contributing capital to establish Joint Stock Company to invest and trade in infrastructure of Vinh Thanh Industrial Park in Can Tho City	Resolution No. 48/2022/NQ-HĐQT
19/12/2022	Approving the amendment of the charter; Increasing charter capital and selecting strategic investors of BW Company	Resolution No. 49/2022/NQ-HĐQT
19/12/2022	Approving the contents related to borrowing capital at BIDV Bank - Binh Duong Branch	Resolution No. 50/2022/NQ-HĐQT
23/12/2022	Appointing capital representative at VSIP Can Tho Joint Stock Company	Resolution No. 51/2022/NQ-HĐQT

**BOD'S ACTIVITIES**

**Evaluation of the activities of the Board of Directors**

- » The work of the BOD carried out in 2022 was concentrated in accordance with the Resolution of the General Meeting of Shareholders and in compliance with the Corporation's Charter, Management Regulations and standard practices on governance regulations.
- » The BOD performed well the supervision and control to ensure the compliance with the law that the Corporation absolutely respects.
- » All members of the BOD had a high sense of responsibility and understand their responsibilities in performing their roles.
- » The BOD led and managed the Corporation to strive to fulfill the growth and profit targets of the year, well perform obligations to the State budget, brought high efficiency to shareholders and stable income for employees.
- » The BOD joined the BOM in implementing activities to foster BCM's culture, and through innovative methods, the BOD performed well its role in building sustainable values for the business in the Corporation's sustainable development strategy.

With sharp thinking, foresight and diverse experience in many fields, the members of the BOD of the Corporation drastically implemented and contributed breakthrough ideas to realize the Corporation's development strategy.

**Evaluation of the Board of Directors on the activities of the Board of Management:**

- » In 2022, the BOD of the Corporation seriously directed the BOM to set out production and business activities to fulfill the targets as planned by the General Meeting of Shareholders.
- » Faced with the general difficult situation in the world and in the country, the BOD made appropriate and strong decisions, together with the BOM in managing the activities of the Corporation effectively.
- » The BOM strengthened the legal consolidation of projects, implemented digitalization of processes at the Corporation and its member units; especially implementing a program to measure performance (KPI) with the expectation of increasing productivity and operational efficiency.
- » The BOM of the Corporation proactively and promptly proposed solutions to realize the Corporation's business goals.

**Evaluation of activities of independent Board of Directors members**

Regarding organizational structure: The BOD for the first term (2018-2023) consisted of 5 members. Including 1 independent member. All members of the BOD participated fully and actively in corporate governance activities to ensure good corporate governance practices.

**Regarding the results of management and supervision:**

- » The BOD performed well its role in implementing the plans, guidelines and strategic orientations set out by the General Meeting of Shareholders.
- » The Chairman of the BOD assigned the members to carry out the inspection and supervision of the Corporation's activities in accordance with the provisions of law and the charter.
- » The BOD properly performed its roles and responsibilities in directing, supporting and supervising the BOM to implement the contents approved by the General Meeting of Shareholders and the BOD, ensuring compliance with the provisions of the law, and at the same time harmonized the interests of the Corporation and its shareholders.
- » The Corporation complied with relevant regulations on the authority to approve, monitor and explain transactions between internal person of the Corporation, related persons of internal persons with the Corporation. These transactions were disclosed in accordance with the law.

**Conclude:**

- » The BOD fully performed the representative function of the owners in supervising the operating activities of the Corporation, giving appropriate orientation and timely direction to ensure effective use of resources to achieve the targets assigned by the General Meeting of Shareholders, on the basis of compliance with the provisions of law, the Charter of the Corporation.
- » The activities of the BOD in 2022 complied with the Corporation's Charter, Corporate Governance Regulations and legal regulations.
- » All members of the BOD complied with regulations in participating in BOD meetings, discussing and voting independently and objectively on the basis of ensuring the highest interests of the Corporation.



**PLANS AND ORIENTATIONS OF THE BOARD OF DIRECTORS IN 2023**

In addition to promoting key business areas such as industrial parks, civil real estate, etc. The Corporation has partially completed policies and strategic solutions to improve financial capacity and operational efficiency and completed the goal of restructuring the parent company, restructuring its subsidiaries, thanks to the process of investing in research and development, taking advantage of its strengths, and overcoming its limitations in 2022.

With the results of the implementation of the production and business plan in 2022 along with the available advantages and potentials of the business, especially the experienced management system, in 2023, the Corporation's BOD focused on Implement a number of key tasks and strategies as follows

- » Directing, promoting and supervising the Corporation's divisions to successfully complete all the plans set out in 2023. Continue to invest in research, develop development strategies, develop sustainably, medium and long-term vision.
- » Focusing on promoting strategies to attract investment capital, improve the efficiency of capital use. Continue to implement market research plans, expand operation scale, increase productivity of business and marketing activities.
- » Maintain a healthy financial position with high cash flow and short-term investments. Promote exploitation of investment projects to optimize available potentials, increase revenue and profit of the Corporation and its subsidiaries.
- » Directing and supervising the implementation of projects to complete the Industrial - Urban - Service model.
- » Regularly monitor and evaluate the capacity of management activities and production and business activities of the Parent Company and the entire Becamex system, thereby proposing appropriate improvement and replacement measures.
- » Focusing on research, development and implementation of a number of measures to rationalize production and services to increase labor productivity, save maximum operating costs, improve production and business efficiency in the whole system.
- » Enhance innovation in corporate governance and working environment through the application of new scientific and technological achievements in corporate governance and administration. Building company culture, constantly improving working methods, encouraging creative ideas, new solutions to improve productivity. In addition, consider changes in salary and welfare mechanisms to attract highly qualified human resources.
- » Continue to direct and supervise the management and administration of Becamex's stock-related activities, ensuring transparency in information disclosure to help investors better understand enterprise.

**LIST OF MEMBERS OF THE BOARD OF DIRECTORS WHO HAVE PARTICIPATED IN TRAINING PROGRAMS ON CORPORATE GOVERNANCE AND OBTAINED TRAINING CERTIFICATES IN CORPORATE GOVERNANCE**

Members of the BOD, members of the SB, the General Director, other managers and the Corporation Secretary participated in training on corporate governance when required.



**ACTIVITIES OF SUPERVISORY BOARD**

In 2022, the SB held 10 meetings to verify the data of the periodic financial statements as well as supervise. In addition, the BOD regularly invites the SB to attend meetings of the BOD

No.	Supervisory Board's Member	Position	Number of meeting	Attendance rate	Reason for not attending meetings
1	Nguyen Thi Thuy Duong	Head of SB	10/10	100%	None
2	Huynh Vinh Thanh	Member of SB	10/10	100%	None
3	Huynh Thi Que Anh	Member of SB	10/10	100%	None



**ACTIVITIES OF SUPERVISORY BOARD**

NO.	CONTENT	DATE OF MEETING	DETAIL	RESULTS
1	Plan of Control Action in 2022	March 21, 2022	<p>Discussion and comments on the content of the Control Action Plan in 2022 include the following main contents:</p> <ul style="list-style-type: none"> <li>Supervising and inspecting the observance of the Charter, Policies, Regulations and the implementation of the Resolution of the General Meeting of Shareholders by the BOD and the Board of General Directors.</li> <li>Check the Corporation's quarterly financial situation and evaluate the implementation of the business plan approved by the General Meeting of Shareholders.</li> <li>Consulting on issues and cases related to financial and accounting work and periodically reviewing financial statements in 2022 of member companies according to specific lists and plans from time to time.</li> <li>Propose a list of independent audits.</li> <li>Other consulting and inspection work at the request of the BOD and shareholders in accordance with the Law on Enterprises.</li> </ul>	Voting 100% of the operation plan of the SB in 2022 in accordance with the operation situation of the Corporation.
2	Approving the contents to be submitted to the General Meeting of Shareholders in 2022.	March 29, 2022	Prepare contents, review data, Report on situation and operation results in 2021, propose a list of independent auditing companies to audit financial statements in 2022.	Voting 100% of the contents of the report on activities of the SB in 2021, the list of independent auditing companies to audit the financial statements in 2022.
3	Approving the content of the review report for the first quarter of 2022.	May 04, 2022	<p>Reviewing the Corporation's business performance and financial statements for the first quarter of 2022, the SB assessed the Corporation's performance in the first quarter of 2022, with the following contents:</p> <ul style="list-style-type: none"> <li>Activities of the BOD.</li> <li>Activities of the BOM.</li> <li>Financial situation.</li> <li>Performance of obligations with the state budget.</li> </ul>	<p>Consolidated Profit before tax was 468 billion VND, reaching 14% of the year plan and equaling 92% of the same period in 2021.</p> <p>Profit before tax of the parent Corporation is 385 billion VND, reaching 23% of the year plan and equaling 111% compared to the same period in 2021.</p> <p>The resolutions of the BOD were issued in accordance with the authority, including the following: Approving business results in 2021 and business plan in 2022, closing the list of holding the annual General Meeting of Shareholders in 2022, cooperating with Vietnam - Singapore Industrial Park Joint Venture Company (VSIP) and Vietnam Singapore Industrial Park and Urban Development Joint Stock Company (VSIP JSC) to establish a Joint Stock Company to implement investment projects, construction and business of industrial park infrastructure, funding payment of meal costs for field hospital No. 1 - Binh Duong, approving the investment policy of the Cultural, Commercial and Service Area Project - A1 Central Station, approved the establishment of a Steering Committee and a specialized group of the Corporation to support resources to help Binh Duong province build developing the project "Planning of Binh Duong province in the period of 2021-2030, with a vision to 2050".</p> <p>Current debt ratio and short-term debt ratio of the Corporation are 1.46 times and 1.74 times, respectively, equivalent to those at the end of 2021, ensuring the ability to pay current debts.</p>

**ACTIVITIES OF SUPERVISORY BOARD**

NO.	CONTENT	DATE OF MEETING	DETAIL	RESULTS
4	Reviewing the report contents of the State Capital Representative at the Corporation for Investment and Industrial Development - JSC.	September 12, 2022	Reviewing the report contents according to Official Letter No. 676/2022/CV/IDC-QLTC dated August 30, 2022 on reporting and assessing the implementation of the 2022 financial plan, developing the annual financial plan 2023 and prepare the State budget estimate for the period of 2023-2025; Report on assessment of the financial situation of the first 6 months of 2022 dated August 9, 2022 of the representative of the state capital portion at the Corporation for Investment and Industrial Development - Joint Stock Company.	It is necessary to present the profit distribution plan in 2022 in line with the proposed charter capital increase plan for the 2021-2025 period in the hypothetical condition of implementing the proposed charter capital increase plan for the 2021-2025 period presented in Official Letter No. 531/2022/CV/IDC-QLCTCP dated 19/07/2022 when developing the financial plan for 2023 and the budget estimate for the period 2023-2025.
5	Reviewing the report contents of the State Capital Representative at the Corporation for Investment and Industrial Development - JSC.	September 20, 2022	Reviewing, discussing and commenting on the report on investment divestment in the Corporation in the third quarter of 2022 by the representative of State capital at the Corporation for Investment and Industrial Development - Joint Stock Company.	100% agreement with the data of the report: charter capital is 10,350,000 million VND, the value of state capital is 9,878,048 million VND.
6	Approving the content of the review report for the second quarter of 2022.	September 26, 2022	<p>Reviewing the Corporation's business performance and financial statements for the second quarter of 2022, the SB assessed the Corporation's performance in the second quarter of 2022, with the following contents:</p> <ul style="list-style-type: none"> <li>• Activities of the BOD.</li> <li>• Activities of the BOM</li> <li>• Financial situation.</li> <li>• Performance of obligations with the state budget.</li> </ul>	<ul style="list-style-type: none"> <li>• Consolidated pre-tax profit was 1,079 billion VND, reaching 33% of the year plan and equaling 190% compared to the same period in 2021.</li> <li>• Profit before tax of the parent company is 507 billion VND, reaching 30% of the year plan and equaling 254% compared to the same period in 2021.</li> <li>• The resolutions of the BOD are issued in accordance with the authority, including the following contents: Approving the plan to deposition and re-arrange personnel holding the position of Chairman of the BOD, General Director and capital representatives at member units; Approving the dismissal of the position of Deputy General Director of the Corporation for Investment and Industrial Development - Joint Stock Company transferred to receive a new job at the Department of Culture, Sports and Tourism; merging the Media Center into the Administration Department; Credit guarantee for Becamex Tokyu Co., Ltd; Approving the policy of providing financial support for renovation, repair, supply and installation of furniture, equipment, etc. for official residences (06 houses) in Phu Chanh ward, Tan Uyen town, Binh Duong province; Approving the investment project of an advanced production center; Approving the Regulation on disclosure of information on the stock market; etc.</li> <li>• Current debt ratio and short-term debt ratio of the Corporation are 1.48 times and 1.61 times, respectively. The Corporation guarantees its solvency.</li> </ul>

**ACTIVITIES OF SUPERVISORY BOARD**

NO.	CONTENT	DATE OF MEETING	DETAIL	RESULTS
7	Approving the content of the review report for the third quarter of 2022.	October 31, 2022	<p>Reviewing the Corporation's business performance and financial statements for the second quarter of 2022, the SB assessed the Corporation's performance in the second quarter of 2022, with the following contents:</p> <ul style="list-style-type: none"> <li>• Activities of the BOD.</li> <li>• Activities of the BOM</li> <li>• Financial situation.</li> <li>• Performance of obligations with the state budget.</li> </ul>	<p>Consolidated pre-tax profit was VND 311 billion, reaching 10% of the year plan and equaling 598% compared to the same period in 2021.</p> <p>Pre-tax profit of the parent Corporation is VND 169 billion, reaching 10% of the year plan and equal to 84% compared to the same period in 2021.</p> <p>The resolutions of the BOD are issued in accordance with the authority, including the following contents:</p> <ul style="list-style-type: none"> <li>• Approving the policy of capital contribution to establish Becamex Electricity Development and Investment Joint Stock Company – VSIP.</li> <li>• Approving the loan, issuance of guarantee and mortgage of the Corporation's assets at Vietnam Joint Stock Commercial Bank for Industry and Trade - Dong Nai branch. - Approving the implementation policy of Cay Truong Industrial Park Project; adjusting investment projects of advanced production centers; Adjustment of Project of Construction Investment and Technical Infrastructure Business of My Phuoc 3 Residential Area.</li> <li>• Liquidation of contract with Becamex UDJ Urban Development Joint Stock Company.</li> <li>• Approving the policy of implementing contracts and transactions with member companies.</li> <li>• About paying back to the Corporation the construction cost of Class 2B and 2C of Ngo Thoi Nhiem School.</li> <li>• Approving the policy of approving the resource support, selecting a consultant to implement the planning of Binh Duong province in the period of 2021-2030, with a vision to 2050.</li> <li>• Payment of dividends in 2021 in cash; extended the time for dividend payment 2020 for Binh Duong TDC Business and Development Joint Stock Company.</li> </ul> <p>Current debt ratio and short-term debt ratio of the Corporation are 1.49 times and 1.62 times, respectively, equivalent to those at the end of 2021. The Corporation guarantees its solvency.</p>
8	Reviewing the report content of the Representative of State capital at the Corporation for Investment and Industrial Development - Joint Stock Company.	November 11, 2022	Reviewing the data of Official Letter 896/2022/CV/IDC-QLTC dated October 27, 2022 on the reporting of a number of financial indicators for the third quarter of 2022 of the representative of State capital at the Investment and Development Corporation Industrial Development Joint Stock Company according to Decree 32/2018/ND-CP.	Voting 100% with the estimated data in Official Letter 896/2022/CV/IDC-QLTC dated October 27, 2022 of the Capital Representative at the time of preparation. It is estimated that the Corporation's business activities are profitable, preserving equity, revenue and profit after tax is estimated at 11% of the year plan. The SB found that there was no significant difference in the data performed in the third quarter of 2022.
9	Reviewing the report content of the Representative of State capital at the Corporation for Investment and Industrial Development - Joint Stock Company.	December 07, 2022	Reviewing the draft Report on reviewing the equitization process according to Official Letter 5821/UBND-KT.	The data in the report of the Capital Representative are consistent with the documents related to the equitization of the Corporation for Investment and Industrial Development - JSC mentioned in the report.
10	Reviewing the report content of the Representative of State capital at the Corporation for Investment and Industrial Development - Joint Stock Company.	28/12/2022	Reviewing, discussing and commenting on the report on the divestment of investment capital at the Corporation in the fourth quarter of 2022 by the representative of State capital at the Corporation for Investment and Industrial Development - Joint Stock Company.	Voting 100% with the data of the report: charter capital is 10,350,000 million VND, the value of state capital is 9,878,048 million VND.

### ACTIVITIES OF SUPERVISORY BOARD

In 2022, the SB has strengthened inspection and control activities, coordinated with the BOD and the BOM to closely follow the implementation process and evaluate the implementation results of the resolutions of the General Meeting of Shareholders and the BOD. Within the scope of functions and duties specified in the Law on Enterprises, the Charter and issued regulations, the SB also participated in supervising the audit, internal control at Becamex Corporation as well as at its member units, ensuring that operation, production and business activities comply with regulations to contribute to limiting risks in the fields of operation

### BUSINESS ACTIVITIES AND FINANCIAL SITUATION OF THE CORPORATION IN 2022

Binh Duong is a province heavily affected by the Covid-19 epidemic in 2021, despite facing many unpredictable difficulties and challenges, with the proactive spirit and dedication of the BOM in operating production and business activities, bring about quite good results in 2022. In 2022, approved by the Prime Minister, Binh Duong Provincial People's Committee, the BOD agreed to contribute capital to establish a Joint Stock Company to carry out investment projects, construction and business infrastructure of industrial parks in Can Tho City in order to achieve sustainable development for the Corporation. In the mission towards promoting smart city construction, the Corporation plays an important role in the construction and implementation of the "Binh Duong Intelligent Operation Center - IOC" project. In addition, the Corporation continues to promote the review and legal assurance of the projects. Although facing the general difficult situation of the real estate market in 2022, the Corporation has also completed a number of operational targets set out in the year.

Some specific metrics:

Total consolidated assets as of December 31, 2022 is VND 48,290 billion, down 708 billion VND compared to December 31, 2021

Consolidated profit after tax/Average equity (ROEA) in 2022 is 9.78%

Consolidated profit after tax/Average Total Assets (ROAA) in 2022 reached 3.52%

The debt/total assets ratio as of December 31, 2022 is 0.63 times, ensuring a safe level for production, business and investment and development

Capital preservation ratio as of December 31, 2022 is 1.04 times. The Corporation has preserved and developed capital.

### STATUS OF IMPLEMENTATION OF THE RESOLUTION OF THE GENERAL MEETING OF SHAREHOLDERS IN 2022

Main code:

Unit: Billion VND

No.	Code	Consolidate		General	
		The beginning of the year	The end of the year	The beginning of the year	The end of the year
1	Total assets	48,998	48,519	40,715	40,699
2	The owner's equity	17,098	17,837	12,539	13,199

Unit: Billion VND

Code	Consolidate			General		
	Implement	Plan	Ratio Implement/Plan	Implement	Plan	Ratio Implement/Plan
Total revenue	7,945	9,680	82.08%	4,556	6,814	66.86%
Profit before tax	1,894	3,256	58.17%	1,598	1,664	96.03%
Profit after tax	1,714	2,888	59.35%	1,498	1,381	108.47%



**STATUS OF IMPLEMENTATION OF THE RESOLUTION OF THE GENERAL MEETING OF SHAREHOLDERS IN 2022**

**Evaluation of the Supervisory Board on business results and financial situation**

- The SB agreed with the reports of the BOD and the BOM on the results of production and business activities and financial situation in the past year.
- With a spirit of serious work, for the legitimate interests of the Corporation, shareholders, the BOD always stick to the plan, deploy the tasks to achieve the best results in the difficult conditions of the market during the year 2022.
- Regarding the general financial results, although the net revenue from sales and provision of services at the Parent Corporation only reached 3,295 billion VND, equaling 53.53% compared to the performance in 2021, but due to the decrease in cost of goods sold, Therefore, the Corporation's gross profit reached 2,078 billion VND (only down 29.63% compared to 2021). In addition, the large financial revenue and the reduction of other losses helped the Parent Corporation reach a profit after tax of 1,498 billion VND, increased by 26.73% compared to 2021 and reached 8.47% of the plan set by the General Meeting of Shareholders.
- In terms of consolidated financial results, Net revenue reached 6,506 billion VND, down 6.81% compared to the performance in 2021. Thanks to an increase of 11.85% in profits in joint ventures and associates compared to 2021 and reducing other profit losses (other profit 2021: -471 billion VND; other profit 2022: 121 billion VND) helping the Corporation's consolidated business results reach a after-tax level of 1,714 billion VND, an increase of 13 ,96% compared to 2021. In general, Becamex Corporation's business activities in 2022 had a good growth in profit compared to 2021, but only reached 82.08% of the revenue plan and 59.35 % of profit after tax plan due to the slower-than-expected recovery of the global economy and instability in the domestic economic situation affected the business plan last year.
- The SB examines the quarterly, 6-monthly and annual financial statements on the basis of the independent auditor's report on the audit results and agrees with the audit conclusion of the 2022 financial statements, which are honestly prepared and presented in accordance with the Standards of Vietnamese accounting and the current regulations. During the fiscal year 2022, the Corporation uniformly applied accounting policies and principles for determining accounting estimates from the previous year's accounting period. No frauds or potential fraud risks are detected in the financial statements.
- Regularly review and evaluate transactions with related parties, ensuring compliance with applicable laws, the Company's Charter, regulations on related party transactions. Good compliance with regulations on information disclosure and stock trading of internal shareholders.
- During the year, the SB did not receive disputes and complaints related to the production and business situation of shareholders. In addition, the SB has completed the review of reports at the specific request of the representative of the State shareholder in accordance with Point c, Clause 2, Article 115 and Clause 6, Article 170 of the Enterprise Law 2020.



**Evaluation of the Supervisory Board on the activities of the Board of Directors**

In 2022, the BOD continues to have active and effective activities in the governance and administration of the Corporation, specifically:

- The BOD has seriously implemented the resolution of the General Meeting of Shareholders. Board meetings are held regularly to offer solutions to complete the business plan. Thereby, the resolutions of the BOD are issued in compliance with the provisions of law and the Charter of the Company. Specifically, during the year, the BOD held 51 meetings and issued 51 resolutions to implement work. Necessary and important issues were discussed publicly by the BOD in order to agree to make careful decisions before issuing resolutions.
- The SB supervises the activities of the BOD through meetings, discussions, and how to issue resolutions of the BOD in accordance with internal regulations and laws.
- Establishing a Steering Committee and a Specialized Group of the Corporation to support resources to help Binh Duong province develop the project "Planning of Binh Duong province in the period of 2021-2030, with a vision to 2050" according to the conclusion of Conclusion of Standing Committee of Provincial Party Committee



**Evaluation of the Supervisory Board on the management and administration activities of the Board of Management**

- The Head of the SB is invited to attend the meetings of the BOD in order to supervise the activities of Becamex Corporation to ensure compliance with the provisions of law.
- The BOM regularly assesses the positive and negative impacts of the market, especially the real estate market, in order to direct the Corporation's operations to bring efficiency. The BOM has proposed flexible and appropriate business and financial solutions in the difficult situation of the market, using and promoting resources of capital, assets and human resources effectively, completing tasks set forth by the General Meeting of Shareholders and the BOD.
- The BOM and departments of the Corporation have actively coordinated to create favorable conditions for the SB in collecting information, documents, resolutions as well as reports on business activities in a complete manner and timely, serving inspection and supervision in accordance with the provisions of the Corporation's Charter.



**Coordination of activities between the Supervisory Board for the activities of the Board of Directors, Board of Management and other managers**

- With a sense of responsibility, construction and cooperation in the process of operation, the SB always coordinated, exchanged and contributed candidly with BOD, BOM in meetings. Resolutions and decisions of the BOD and the BOM are issued in accordance with the objectives of the BOD and internal regulations of the Corporation.
- The BOD, the BOM provided timely and complete resolutions and decisions of the BOD to the SB, creating conditions for the SB to collect information and documents related to production and business activities when requested.



**THESE ACHIEVEMENTS**



The SB has implemented the Operational Plan in 2022 in accordance with actual requirements. To properly exercise powers and responsibilities as prescribed; closely follow the Resolution of the General Meeting of Shareholders, the operation plan and the actual situation of the Corporation.



Fully and promptly perform periodic and extraordinary monitoring activities as required. Timely capture information about the Corporation's business operations, ensure that the management is operating in accordance with authority and in compliance with regulations.



Supervisory activities of the SB are implemented in a variety of ways through reporting channels, exchanging ideas at meetings, interviewing with members of the BOD, the BOM and other managers depending on the topic to further improve risk management, improve compliance and improve processes, internal governance regulations.



Operating in compliance with the provisions of Law and internal regulations are maintained, ensuring that no material violations arise. Maintain good working relationship and cooperation/coordination with members of the BOD, BOM.



The SB has completed the review of reports at the specific request of the representative of the State shareholders in accordance with Point c, Clause 2, Article 115 and Clause 6, Article 170 of the Enterprise Law 2020.



Complete the provision of recommendations, consulting services on appropriate financial, accounting, compliance, and risk control issues.



Members of the SB work independently and carefully, always for the highest legitimate interests of shareholders and the development of the Corporation

**OPERATION ORIENTATION OF THE SUPERVISORY BOARD IN 2023**

Continue to strengthen supervision of the implementation of the BOM to ensure compliance with the provisions of the Law, the Company's Charter, Resolutions of the General Meeting of Shareholders, Resolutions and Decisions of the BOD and regulations, policies, internal management process of the Company.

Supervising the preparation and presentation of financial statements in compliance with current accounting standards and regimes and regulations on information disclosure for the Corporation as well as its member units.

Regularly monitoring and reviewing related party transactions, ensuring compliance with the provisions of the Law, the Company's Charter and internal regulations on governance.

Advise and coordinate in developing a roadmap to apply international accounting standards (IFRS) to replace Vietnamese accounting standards (VAS) approved by the Ministry of Finance of Vietnam.

Reviewing, surveying and selecting a professional consulting unit to improve the effectiveness of the internal control system, internal audit, risk management and early warning of the Corporation and coordinate with the selected unit to monitor the implementation of internal audit.

Proposing a list of independent auditing firms to be selected to conduct the review of the semi-annual financial statements, the audit of the financial statements in 2023, and the inspection of activities (if necessary) in 2023.

Provide other consulting services according to the topics and requirements of the BOD.



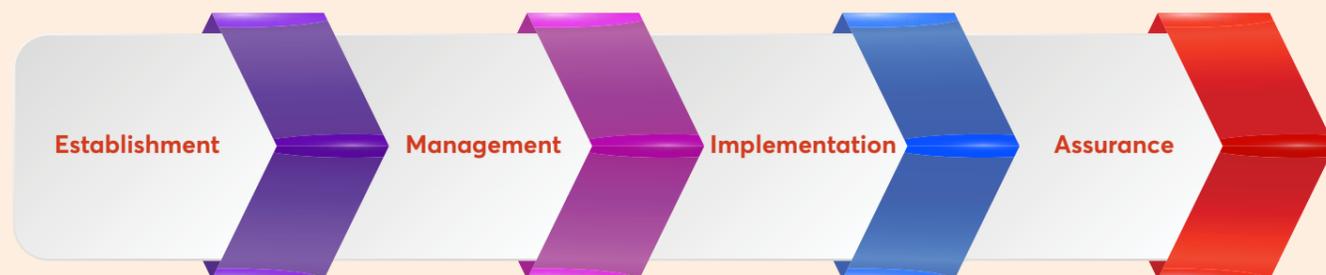


**RISK MANAGEMENT POLICY**

“ Risk management is one of the most frequent and important activities of an enterprise, especially in today’s competitive and volatile environment. With the characteristics of business activities in multi-industries, especially in the field of construction, the Corporation’s project construction activities exist many risk factors such as technique - quality, project schedule, efficiency, etc. cash flow, construction force, labor safety, environmental protection, etc. Therefore, in order to prevent and minimize risks that may arise, the Corporation has built a risk management system with strict layers of defense, focus on key areas and respond flexibly from time to time ”

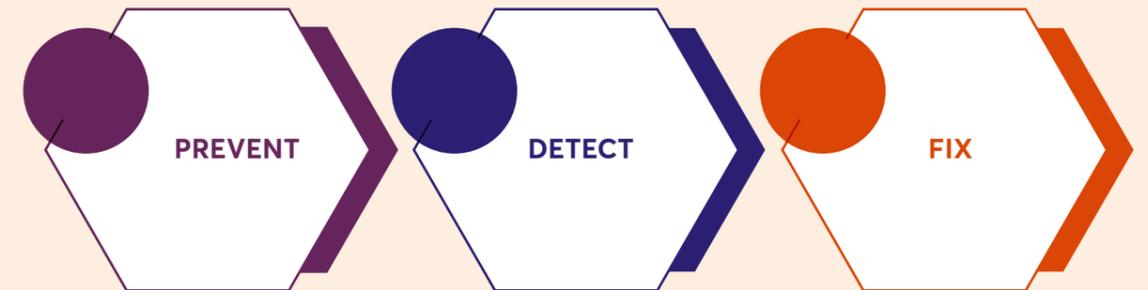
**Risk management structure**

The Corporation’s current risk management structure operates in a 4-layer structure: Establishment, Management, Implementation and Assurance



**Risk control layers**

Compatible with the Risk Management Structure, the Risk Management system at the Corporation is divided into 3 layers of strict control.



<b>Describe</b>	The Departments, Divisions, and Units directly engaged in construction activities have the function of identifying, controlling and minimizing risks.	The Departments, Divisions, Management Boards - Legal - Internal Control System are capable of developing risk management policies, setting risk management limits.	The SB provides independent assessments and advice on the effectiveness of the Corporation’s risk management system, thereby offering solutions for improvement.
<b>Purpose</b>	Careful risk assessment and the establishment of preventive control methods help to reduce the likelihood of a risk occurring.	Minimize the probability of a risk occurring; Minimize the level of impact/damage incurred.	Determine the most optimal response/remedial direction; Minimize the level of impact/damage incurred.



**GROUP OF RISKS IN BUSINESS ACTIVITIES**

**Economic risk**

**Identify and assess risks:**

Economic risk is defined as a type of systemic risk created from macro factors, in which the basic factors affecting business activities such as economic growth and construction industry, real estate movables; inflation rate and interest rate. Specifically, the strong and stable economic growth will lead to an increase in the demand for infrastructure for production, business and daily life, including factories, offices for lease, construction works, etc. In contrast, the economic instability or recession will affect the demand for infrastructure development and adversely affect the production and business activities of the industry in general and the Corporation in particular.

In 2022, the world economic situation is subject to many fluctuations due to the need to recover the economies of countries after the pandemic, the prolonged war between Russia and Ukraine.

causing inflation to increase due to cost-push driven by shortage of raw materials. In Vietnam, according to the General Statistics Office, Gross Domestic Product (GDP) increased by 8.02% compared to 2021, this figure is not affected by many fluctuations in the world but due to the determination to recover and develop. To develop the economy, maintain macroeconomic stability, monetary and fiscal policies are operated proactively, flexibly and effectively, inflation is under control.

**Response solutions of the Corporation:**

To minimize this risk, the Corporation has analyzed and predicted the macro-environmental situation in each period, carry out the implementation of projects with completion time suitable to those periods to minimize the impact of risks on the project. The analysis of the macro environment of the economy helps the Corporation to prevent the impact of risk factors on the growth strategy and ensure the operation of the business model.

**Inflation risk**

**Identify and assess risks**

Inflation is a macro factor that can affect all entities in the economy, significantly affecting the economy in general and the Corporation in particular. In 2022, the war between Russia and Ukraine along with China's ZeroCovid policy disrupted the commodity market and raised commodity prices.

In the opposite direction, inflation in Vietnam has shown signs of increasing slowly compared to the world, the inflation figure is generally well controlled because it is responsive and well-assured.

In the coming time, on the momentum of socio-economic recovery and the excitement of production, business and consumption activities, inflation pressure could increase, which could spill over into the bullish momentum of asset markets such as real estate. At the same time, an increase in the price of goods sold by the seller may also pose many risks to the Corporation's operations.

**Response solutions of the Corporation:**

In order to limit this risk, the Corporation is always proactive about the time when the demand for construction materials arises, estimates the volume of works as accurately as possible and control input prices for projects, to limit inflation risks.

**Interest rate risk**

**Identify and assess risks:**

In the field of infrastructure investment, the Corporation needs appropriate investment capital to maintain operations. This often requires businesses to borrow large amounts of capital, and the cost of capital will directly affect investment efficiency. If loan interest rates spike, there will be pressure on payable cash flow, negatively affecting overall business activities and especially the efficiency of each project.

**Response solutions of the Corporation:**

To limit this risk, the Corporation has signed loans with fixed interest rates with long-term partners, which helps the Corporation to limit the risk of interest rate increase. In addition, the Corporation has developed an annual investment and business plan and balanced capital sources, regularly monitored and assessed liquidity and well performed its obligations to credit institutions.



**GROUP OF RISKS IN PRODUCTION AND BUSINESS ACTIVITIES**

**Risk of construction progress and payment**

**Identify and assess risks:**

The Corporation also has some risks related to construction progress, payment schedule of customers. However, the construction of projects is carried out by member companies of the Corporation, so the risks are minimized.

**Response solutions of the Corporation:**

As for the risk of payment progress of tenants, due to the characteristics of the industrial park business, this risk is very small compared to other rental real estate business lines. The current lease contracts of the Corporation always ensure the legality and good payment schedule from customers.

**Multidisciplinary and financial operational risks**

**Identify and assess risks:**

Becamex IDC is an enterprise operating in a variety of industries, so it is likely that the Corporation will allocate capital inefficiently and risk in finding capital to meet projects of each industry that affect the project implementation, business results, development prospects of the Corporation.

**Response solutions of the Corporation:**

To address this risk, the Corporation always maintains the application of capital mobilization measures in a flexible manner and is most suitable to specific business conditions from time to time to be able to maintain the development of projects continuously and in a timely manner with the most reasonable capital cost.

**Legal risk**

**Identify and assess risks:**

The Corporation is operating and trading real estate in Vietnam, operating in the form of a joint stock company and listed on the Ho Chi Minh City Stock Exchange (HOSE) so Becamex Corporation is heavily influenced by laws such as Enterprise Law, Securities Law, Tax Law, Labor Law, Accounting Law, etc. or industry-specific legal documents such as Land Law, Planning Law ...so with small changes of the law also significantly affect the Corporation.

Currently, the legal system of our country is not stable and consistent, the guiding documents are still incomplete and in the final stage, so there are many amendments and supplements to match the development of the new economy, this leads to many changes and inadequacies, which will more or less affect the Corporation's business activities.

**Response solutions of the Corporation:**

To limit this risk, the Corporation always monitors, researches and updates new changes to promptly change appropriate business strategies, in addition, the Corporation will also consult outside opinions in case the issues are beyond the control of the Corporation.

**Market supply and demand risk**

**Identify and assess risks:**

The real estate market in general and the industrial zone sector in particular often move in direct proportion to the economic cycle so there may be a risk of imbalance between supply and demand in some real estate segments when the economy enters a recession cycle. The fluctuations of supply and demand will affect the price of the market. Choosing the right time to make investment decisions based on the growth-recession cycle of the economy in general and the industry in particular can decide many winners and losers.

With the industrial park real estate sector still dependent on foreign investment in Vietnam, when the world economy is in recession, foreign investment cash flow also decreases, this affects the performance of the Corporation.

**Response solutions of the Corporation:**

With the advantage of operating in Binh Duong Province, which is a leading place in the country in developing industrial park infrastructure, the Corporation bears less of this risk than other corporations in the same industry. Moreover, despite the decline in the world economy in 2022, Becamex IDC's industrial parks are still the first choice for investors.

**Occupational safety risks**

**Identify and assess risks:**

With business characteristics in the construction industry, at the Corporation, employees have to work in harsh conditions, affected by factors such as weather, altitude, heavy machinery, use of using a lot of workers, the construction progress is urgent... this will always face the risks of labor safety.

**Response solutions of the Corporation:**

The Corporation has been and will thoroughly implement and strictly implement the processes and regulations on occupational safety; regular maintenance, maintenance, new investment in construction equipment; and fully equipped with labor protection equipment as well as necessary insurance packages for employees to ensure that all activities of the Corporation always operate both effectively and safely.

At the same time, in addition to actively researching and applying new construction technologies, the Corporation also regularly organizes training sessions, checks, evaluates and reports on occupational safety to improve occupational safety and health. Raise the general awareness of all employees at Becamex Corporation.

**OTHER RISK GROUPS**

**Environmental risks**

**Identify and assess risks:**

Currently, the law related to the environment has many provisions on sanctions and very heavy penalty frameworks for acts that have negative impacts on the environment. Meanwhile, at the Corporation, throughout the development process of projects from site clearance to construction stage, it is inevitable that adverse impacts on the surrounding environment such as: noise, air pollution, water pollution, etc.

**Response solutions of the Corporation::**

The Corporation has implemented and maintained the Environmental Management System according to ISO 14001:2015 standard. Regularly update environmental aspects, identify significant environmental aspects at all production activities, thereby taking appropriate measures to ensure that the environment is always under control.

At the Management Boards of Industrial Parks and Urban Areas, the Corporation has issued Regulations on organization and operation in order to set out regulations, evaluation criteria and periodically inspect the assurance of these standards. The criteria are set out for the items of greenery, landscape, wastewater treatment, environmental sanitation, etc., aiming to always be "Green - Clean - Beautiful".

The Corporation always strives to further improve environmental management policies according to prescribed standards in order to economically and rationally use energy resources during the construction process, etc.

**Rủi ro công nghệ**

**Identify and assess risks:**

The corporation has carried out the digital transformation of all management activities. However, this also entails potential technology risks such as hacking, data loss, and information leakage, which could impact the corporation's production and business operations as well as its reputation.

**Response solutions of the Corporation:**

The corporation have successfully implemented and applied the ISO/IEC 27001:2013 Information Security Management System by standardizing our information security management processes, issuing information security regulations, providing technology training and raising awareness on information security for all employees at Becamex Corporation. We have also built a backup infrastructure (DR Site) to ensure the continuous operation of the system, established policies to prevent malicious code, developed procedures to handle incidents, and regularly updated the latest version of the software application system.

**Force majeure risk**

**Identify and assess risks:**

In addition to the main risks, the Corporation must also pay attention to force majeure risks such as: natural disasters, fires, epidemics, occupational accidents, etc. These risks are rare but they can affect greatly affect the operation of the Corporation.

**Response solutions of the Corporation:**

In order to minimize these force majeure risks, the Corporation has actively developed fire prevention plans and rescue plans at construction sites; strictly comply with regulations on fire prevention, rescue; regularly organize training, inspection, maintenance of fire fighting equipment; make sure to buy all necessary insurances during the year and regularly check the equipment, update weather and social information, etc.



**Ensure transparency and equality among Shareholders**

Always give priority to meeting compliance requirements with Disclosure of Information (Disclosure) in accordance with current laws

**Good management of information quality and investors need to provide.**

Information is selected, reviewed and approved by the BOM as well as the Head of Division, Department and related departments.

Information provided to the outside must not only be complete but also ensure the authenticity of the business's situation.

**Maintain and expand investor network**

During the year, Becamex Corporation held quarterly information updates to the Investment Funds, analysts and interested investors. In addition, the Corporation also promptly provided information to foreign investment funds in the form of online meetings when needed. Thereby helping to maintain the existing network of investors and develop more potential investors, creating a premise and foundation for the enterprise's capital raising activities in the future.



## THE IMPORTANCE OF COMPLYING WITH THE LAW AND LEGAL REQUIREMENTS FOR THE CORPORATION'S OPERATIONS

Over 46 years of establishment and development, the Corporation has made great strides, affirming its position in the real estate and construction market in Vietnam. To achieve those achievements, the first and most important factor to mention is the compliance with the law in all activities of the Corporation.

To ensure transparency, fairness, accountability in the internal relationship (between the owners/ shareholders of the enterprise, with business managers and with employees) as well as ensure legal compliance in relationships with customers, state agencies, in order to maximize profits and towards sustainable development, enterprises in general and the Corporation in particular always need to pay attention and considers legal compliance a key factor for the Corporation's sustainable development.

## THE EFFECTS OF NEW LEGAL REGULATIONS PROMULGATED IN 2022 AND ACTIONS OF THE CORPORATION

In 2022, many new legal documents have come into effect, which has contributed to stabilizing the construction industry market in the context of the volatile economy and society. Specifically:

### For industrial park development activities

#### Decree 35/2022/ND-CP dated May 28, 2022

Replace Decree No. 82/2018/ND-CP dated May 22, 2018 of the Government regulating the management of industrial parks and economic zones;

This Decree took effect from July 15, 2022;

The promulgation of Decree No. 35/2022/ND-CP is suitable with the actual situation in order to contribute to solving problems for industrial park infrastructure investors, creating a strong attraction in attracting investment, especially is a foreign investment, saving project implementation time and reducing costs for investors. In there:

- Specifying conditions and principles for determining the quantity and size of areas, cases of adjustment of industrial parks and economic zones in order to shorten time and save costs for localities in the process of setting up, appraise and adjust planning of industrial parks and economic zones in regional and provincial planning.
- Assign responsibility to the Ministry of Planning and Investment together with the provincial People's Committee to handle the procedures related to the operation of the industrial park.
- Amending and supplementing policy regulations to remove difficulties and promote the development of industrial parks and economic zones, including adding methods to attract investment capital; Regulations on export processing activities and industrial - urban - service zones.

### For business/administration activities of a listed corporation

#### Law No. 03/2022/QH15 dated January 11, 2022

Amending and supplementing a number of articles of 9 laws: Law on Public Investment, Law on Investment in the form of public-private partnership, Law on Investment, Law on Housing, Law on Bidding, Law on Electricity, Law on Enterprises, Law on Taxation excise and the Law on Civil Judgment Execution ("Law No. 03/2022/QH15")

The law took effect from March 1, 2022

The formulation and promulgation of this Law aims to promptly remove difficulties and obstacles related to institutions and laws, to open up and promote resources for socio-economic development in the context of COVID-19 epidemic prevention and control; cutting and simplifying procedures in investment and business, creating favorable conditions for people and businesses. In there:

- Regulations on mid-year financial statements of enterprises disclosing information are not required to be audited.
- Conditions for the resolution of the General Meeting of Shareholders to be adopted are determined based on the voting results of the attending shareholders and voting at the meeting in favor.
- In case the chairperson, the person taking the minutes refuses to sign the minutes of the meeting of the Board of Members/BOD, it is not required to have all the signatures of the attendees if they do not agree to approve the minutes of the meeting.

#### Decree No. 65/2022/ND-CP dated September 16, 2022

Amending and supplementing a number of articles of Decree No. 153/2020/ND-CP dated December 31, 2020 regulating the offering and trading of individual corporate bonds in the domestic market and bond offering businesses to the international market.

Decree took effect from September 16, 2022

The formulation and issuance of this Decree aims to standardize and standardize, increase the safety of the market, and at the same time propose measures to develop a healthy, safe and efficient corporate bond market. in there:

- Clear requirements on capital use purposes, principles of issuance and use of corporate bond capital.
- Stricter definition of professional securities investors - who are allowed to invest in and trade privately issued corporate bonds.
- Supplementing some regulations on the time limit and content of information disclosure to enhance the transparency of bond issuers and the use of bond issuance capital by enterprises.

## For activities of restructuring and rearranging State-owned enterprises



### Decision No. 360/QD-TTg dated March 17, 2022

Decision No. 360/QD-TTg dated March 17, 2022 of the Prime Minister approving the Scheme on restructuring State-owned enterprises, focusing on economic groups and State-owned Corporations for the period of 2021-2025

This Decision takes effect from March 17, 2022;

The promulgation of Decision No. 360/QD-TTg of the Prime Minister aims to contribute to speeding up the implementation of the project on restructuring state-owned corporations, and state-owned enterprises in localities. Specifically:

- For the agency representing the owner, it is necessary to direct economic groups, state-owned corporations, and state-owned enterprises to review and evaluate the results of enterprise restructuring; formulate and submit to competent authorities for approval a scheme on enterprise restructuring for contents and fields that have not been implemented or have not yet been implemented successfully.
- For economic groups, state-owned corporations, and state-owned enterprises, it is necessary to complete the rearrangement and handling of houses and land under their management in accordance with law; Review the contents that have not been implemented or have not yet been implemented successfully in the period of 2016 - 2020, supplemented with contents suitable to the development goals and strategies in the period of 2021 - 2025 to develop and submit to the competent authorities for approve and implementation of the restructuring plan of each enterprise in the period of 2021 - 2025.



## TRANSACTIONS, REMUNERATION AND BENEFITS OF THE BOD, SB AND BOM

### SALARY, BONUS, REMUNERATION, BENEFITS

In 2022, the total salary, bonus and remuneration of the BOD, the BOM and the SB complied with the approval of the General Meeting of Shareholders. As follows:

Unit: Dong

No.	Full name	Position	Salary	Bonus	Non-specialist remuneration
<b>Specialized management officer</b>					
1	Nguyen Van Hung	BOD's Chairman	2,426,160,000	1,200,000,000	
2	Pham Ngoc Thuan	General Director	1,831,524,000	900,000,000	
3	Nguyen Hoan Vu	Deputy General Director	1,231,524,000	600,000,000	
4	Quang Van Viet Cuong	Deputy General Director	1,231,524,000	600,000,000	
5	Giang Quoc Dung	Deputy General Director	1,231,524,000	600,000,000	
6	Nguyen Thi Thanh Nhan	Chief Accountant	1,241,071,200	600,000,000	
7	Nguyen Van Thanh Huy	Deputy General Director	1,235,815,200	600,000,000	
8	Cao Van Chong	Deputy General Director	306,540,000	100,000,000	
9	Trinh Xuan Duc	Deputy General Director	1,024,482,000	400,000,000	
10	Nguyen Danh Tung	BOD's Member	885,427,200	420,000,000	
11	Huynh Thi Que Anh	SB's Member	276,160,000	130,000,000	
12	Nguyen Thi Thuy Duong	SB's Head	866,160,000	420,000,000	
13	Huynh Vinh Thanh	SB's Member	761,542,000	324,530,000	
<b>TOTAL</b>			<b>14,549,453,600</b>	<b>6,894,530,000</b>	
<b>Non-specialized management officer</b>					
1	Nguyen Phu Thinh	BOD's Vice Chairman			300,000,000
2	Nguyen Van Hien Phuc	BOD's Member			180,000,000
<b>TOTAL</b>					<b>480,000,000</b>

### TRADING SHARES OF MAJOR SHAREHOLDERS AND INTERNAL SHAREHOLDERS (AS OF DECEMBER 31, 2022)

No.	Transaction person	Position/Relation with internal person	Number of shares owned at the beginning of the year		Number of shares owned at the end of the year		Lý do tăng, giảm
			Number of shares	Ratio	Number of shares	Ratio	
1	Pham Ngoc Thoi	Related person of BOD's Member cum General Director	10,400	0.001%	-	0.000%	Sell
2	Nguyen Hoan Vu	Deputy General Director	190,400	0.018%	63,900	0.006%	Sell
3	Nguyen Van Thanh Huy	Deputy General Director	727,700	0.070%	618,000	0.060%	Sell
4	Doan Thi Kieu Oanh	Related person of the Deputy General Director	6,500	0.001%	3,100	0.000%	Sell
5	Pham Thi Lan Thao	Related person of the Deputy General Director	1,000	0.000%	10,800	0.001%	Buy
6	Luong Le Quyen	Related person of the Deputy General Director	2,000	0.000%	-	0.000%	Sell
7	Nguyen Thi Thuy Duong	SB's Head	100,000	0.010%	94,000	0.009%	Sell
8	Huynh Thi Que Anh	SB's Member	67,000	0.006%	50	0.000%	Sell





CONTRACTS OR TRANSACTIONS WITH INTERNAL PERSON  
(AS OF DECEMBER 31, 2022)

No.	Company name	Relationship with the Corporation	Number of Business Registration Certificate, date of issue, place of issue	Head office address	Time of transaction with the Corporation	No. Resolution/contract/approval minutes (if any, specify the date of issue)	Contents of the contract
01	Becamex IJC	Affiliated companies, related organizations of internal shareholders	3700805566 issued on July 29, 2014 at Binh Duong Department of Planning and Investment	Binh Duong Boulevard, Hoa Phu Ward, Thu Dau Mot City, Binh Duong	March 30, 2022	13/2022/NQ-HĐQT	Transferring WTC BINH DUONG CO., LTD
02	Becamex UDJ	Subsidiaries, organizations related to internal person	3700785535	Industrial-DV-DT Complex, Hoa Phu Ward, Thu Dau Mot City, Binh Duong	July 25, 2022	30/2022/NQ-HĐQT	Liquidation of UDJ contract
03	Binh Duong Development and Business Joint Stock Company (TDC)	Subsidiaries, organizations related to internal person	3700413826	No. 26-27 Lot I, Dong Khoi Street, Hoa Phu Ward, Thu Dau Mot City, Binh Duong	September 16, 2022	34/09/2022/HĐVT/HĐ	Installation of fire fighting equipment, emergency lights and exits Housing Social Security Becamex – Bau Bang
04	Vietnam Communication and Technology Joint Stock Company - VNTT	Subsidiaries, organizations related to internal person	3700861497	21VSIP II, Road No. 1, VSII Industrial Park, Hoa Phu Ward, Thu Dau Mot City, Binh Duong	January 19, 2022	04/2022/NQ-HĐQT	Buy issued shares for existing shareholders
					November 10, 2022	45/11/2022/HĐVT/HĐ	Supply of labor
					November 25, 2022	74/10/2022/HĐVT/HĐ	Supply of labor
					October 06, 2022	17/10/2022/HĐVT/HĐ	Troubleshooting MBA-320KVA Power supply for My Phuoc 2 wastewater treatment plant
					October 06, 2022	21/10/2022/HĐVT/HĐ	Recovering temporary low-voltage lines to serve the construction of student internships
05	Becamex Tokyu Co., Ltd	Subsidiaries, organizations related to internal person	3702013478	Hoa Phu Ward, Thu Dau Mot City, Binh Duong	August 19, 2022	104A/08/2022/HĐVT/HĐ	Rent 10 buses with Becamex Tokyu Bus Co., Ltd



The Corporation's governance always strictly complies with the legal regulations, the Corporation's Charter, internal regulations and criteria to ensure that all activities of the Corporation are always transparent and smooth.

In addition, the strict implementation of regulations on governance also creates favorable conditions to help the BOD of the Corporation effectively supervise production and business activities, encourage the most effective use of resources, thereby helping the Corporation easily pursue its goals for the benefit of the Corporation and its shareholders.

Over the years, the Corporation has always enhanced the management knowledge of the members of the BOD and the BOM through sending staff to training according to the announcement of the State Securities Commission, related agencies and corporate governance classes. As a result, the Corporation's business efficiency and ability to access capital are increasingly improved, thereby helping to build the trust of shareholders and investors in the Corporation more firmly



# 04

## SUSTAINABLE DEVELOPMENT

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**"With the goal of sustainable development, Becamex Corporation always strives to bring positive benefits to society and the community, contributing to a better life and bringing a Green - Modern - Development for projects implemented by the Corporation."**

As an urban industrial park real estate developer, the Corporation's business activities are likely to impact the natural - social environment and the life of the community. Therefore, the Company has shaped its mission in bringing healthy values to society and the community, thereby creating a better life and a new face for the place where Becamex Corporation develops the project.

Becamex decides the path of sustainable development through the following activities:

- Actively use resources and sustainable energy through renewable energy sources such as solar and wind energy, while optimizing the use of resources such as water and land.
- Implement IP projects according to green, smart and sustainable standards to ensure environmental safety and meet customer needs.
- Promote activities that contribute positively to the community: Organize social contribution activities, contribute to environmental and community protection programs to help create a better connection with the community.
- Build a positive working environment: Improve the quality of life and health for employees, ensure labor rights, enhance employee training and development to create a positive working environment and encourage creativity.
- Implement environmental protection activities such as strengthening policies on waste and wastewater treatment, reducing pollutant emissions, and increasing the use of green energy.
- Regularly review operational processes related to sustainable development goals through proactive communication with stakeholders. The process of active dialogue between Becamex Corporation and related parties to ensure the implementation of effective solutions and in line with the strategy and sustainable development orientation.

### STRATEGIC VISION FOR SUSTAINABLE DEVELOPMENT

The Corporation always aims for sustainable development, whereby the Corporation understands that the success of a business will not simply be the revenue figures shown on the financial statements or annual reports, etc. but also outstanding and long-term values that BCM builds and brings to the community and society.

Becamex always persists with the goal of contributing to a happy and prosperous life for the Community through building a sustainable development strategy of "Business" and "Product" based on transparency requirements and responsibility, risk management and strategic direction.

### ENGAGING STAKEHOLDERS

On the journey of "Innovation and Development", under the direction of the BOD, the General Director is responsible for implementing and ensuring the effectiveness of sustainable development policies at Becamex Corporation with the commitment to create best value for stakeholders, environmental sustainability, social justice.

### THE PARTICIPATION OF STAKEHOLDERS OF BECAMEX CORPORATION

In addition, building and developing relationships with stakeholders is very important to Becamex's success, so on the basis of openness, transparency and honesty, the Corporation has established a process to identify Stakeholders in order to develop a mechanism so that all stakeholders can comment, contribute to the effective operation of the Corporation.



**BCM STAKEHOLDER IDENTIFICATION PROCESS**

Methods of interaction with stakeholders	Frequency of interaction
<b>SHAREHOLDERS – INVESTORS</b>	
General Meeting of Shareholders	Annual or extraordinary
Periodically update information via the Shareholder Relations section, in person, by phone, by email	When information arises and at the request of investors
Meet with Analysts	Quarterly and as often as they arise
<b>CUSTOMERS</b>	
Customer care center and active hotline number	24/7
Take a satisfaction survey	24/7
Social media and feedback tracking on social media	Daily
<b>Employees</b>	
Employee Conference	Annual
Satisfaction Survey	Annual
Internal publications, internal newsletters	Quarterly and as needed
Exchange with Trade Union	Annual
Environment for connection, training, exchange	Daily
<b>MANAGEMENT AGENCIES</b>	
Maintain regular dialogue mechanism	Monthly
Meet and exchange at forums	When arises
Provide thematic presentations and reports	When arises
Contributing to draft policies	When arises

Methods of interaction with stakeholders	Frequency of interaction
<b>COMMUNITY</b>	
Coordinate with local authorities	Annually and as needed
Social security programs join hands with local authorities	Annually and as needed
<b>PRESS AGENCY</b>	
Press Conference	Quarterly and as needed
Press release/periodical performance report	Quarterly and as needed
A team of experts responds to provide information to the press	When arises
<b>SERVICE PROVIDER</b>	
Meet and discuss additionally in the bidding regulations, cooperate with suppliers	When arises
Stay competitive	Constantly in the process
Ensure transparency in bidding	Constantly in the process
Quality of service, clear origin of goods	Constantly in the process



## MATERIALITY MATTERS ASSOCIATED WITH SUSTAINABLE DEVELOPMENT GOALS

### THE DRIVING FORCE FOR ECONOMIC GROWTH

Based on the inherently strong foundation of a comprehensive real estate ecosystem, the Corporation combines the strengths, capabilities and experiences of the parties to build quality, safe works, ensure progress and effectively contribute to the overall development of urban infrastructure; thereby creating stable and sustainable growth value for the Corporation in particular and for the economy and society in general.

#### Economic Performance (GRI 201)

##### Materiality Goals

With the goal of sustainable development, the Corporation always aims to bring lasting benefits to customers, shareholders, employees and the community. To achieve this goal, the Corporation focuses on building a solid business foundation, in which economic performance is considered as a measure and is also an important factor to create a business position. Therefore, ensuring economic performance is one of the key objectives and an important fulcrum for the Corporation to fulfill its commitments to related parties.

#### Direct economic value is created and distributed (GRI 201-1)

##### Direct economic value is created

The year 2022 took place in the context that Vietnam's construction industry was facing many challenges, including fierce competition among industry rivals, pressure on raw material prices, and negative impacts of the Covid-19 pandemic and political conflicts. Although production and business results decreased due to the impact of the volatile situation of the world economy in general and Vietnam in particular; However, the Corporation made efforts to achieve the expected business results, contributing a significant value to the economy. Specifically, the total direct economic value created reached more than 9,680 billion VND, mainly from sales and service provision. In which, the cost of goods sold and services provided is more than 3,770 billion VND, the cost of business administration was more than 535 billion VND, the expense paid the State budget the corporate income tax of more than 180 billion VND.

##### Direct value is allocated

With the motto "Simplify the apparatus, control costs, proactively operate", the Corporation has successfully completed cost control with the goal of optimizing costs while ensuring efficient operation and safe, especially in the context of complex epidemics and supply chain disruptions.

The Corporation aims to realize the strategy of "Innovation for development" by exploiting financial leverage in the development process and increasing debt to expand business activities, leading to increase in interest expense by 14.39% to VND 879 billion from VND 769 billion the previous year. However, the Corporation still controlled and ensured the capital structure ratio at a reasonable level to ensure the ability to pay debts and not let the pressure of interest payment affect the working capital flow.

In addition, Becamex Corporation has been creating more jobs for people as well as contributing to the development of infrastructure in communities where real estate projects are being implemented such as roads, traffic, drainage and other utilities.

#### Impact on financial results and risks/opportunities Due to climate change (GRI 201-2)

Becamex Corporation understands that climate change does not directly affect its business activities, it still affects the construction progress of projects. Therefore, as one of the leading industrial and urban development corporations, Becamex Corporation always actively controls and has a management plan to minimize the effects of these impacts on business activities.

#### Obligations under the specified welfare and other pension schemes (GRI 201-3)

Since its establishment, Becamex Corporation has always fulfilled its tax obligations, by contributing to the state budget and actively contributing to the development of the community and society.

##### Evaluation of management methods

Over the years, the Corporation, by focusing on strategic direction and applying new technologies in corporate governance, has contributed to achieving positive and positive business results, ensuring dividend payment to shareholders and increasing the value of contributions to the State Budget. Along with that, Becamex Corporation has enhanced the salary and welfare regime for employees, contributing to improving the income and quality of life of employees in the Corporation system. Becamex Corporation always tries to innovate and improve corporate governance to achieve sustainable development and sustainable growth in the future.





## MATERIALITY MATTERS ASSOCIATED WITH SUSTAINABLE DEVELOPMENT GOALS

### THE DRIVING FORCE FOR ECONOMIC GROWTH

#### Market presence (GRI 202)

##### Materiality Goals

The Corporation always focuses on creating favorable conditions for employees to develop and encourage working through the development of salary, bonus and welfare policies on the basis of equality, gender equality and suitability. In particular, the Corporation ensures a competitive salary policy compared to the regional minimum, helping to stabilize incomes and improve the living standards of employees; thereby contributing to improving social security, building a strong community through solving labor problems in the locality.

##### Management method

###### Management purpose

- The Corporation determines that competitive remuneration policy is an important factor in attracting talents and retaining employees, accordingly conducts recruitment from the local community and contributes to job creation along with the growth of the local economy where the Corporation operates and develops projects.
- In order to maintain a fair internal treatment policy for employees and increase the competitiveness of total income in the market, Becamex Corporation annually reviews and increases salaries for employees based on business results and individual employee performance (KPI) to create work motivation, increase the level of engagement with the business and contribute to the productivity of employees.
- Becamex Corporation still ensures that there is no reduction in staff and pays enough salaries and benefits for employees and also encourages recruiting and attracting talents even at a time when many companies have to cut staff and scale down operations.
- All employees at Becamex Corporation are treated fairly and gender equality with starting salaries always higher than regional starting salaries.
- The Corporation always focuses on developing the quality of human resources through improving the working environment, providing training programs, supplementing knowledge and skills for employees; As a result, all employees have access to advanced and modern technology applications in a professional working environment.

With the above policy and practice of implementing human resource training applied to the whole Corporation as above, the Corporation has been building an abundant and high-quality labor environment, creating a premise for raising the qualifications of the labor force across the country in general.

##### Management method

In order to ensure fairness and increase the competitiveness of total income in the market, the Corporation has established a remuneration policy within the Corporation for employees.

Every year, based on business results and individual working efficiency, the Corporation will consider and raise wages for employees to motivate them to work, increase the level of engagement with the enterprise and promote labor productivity of employees. In case, the Government adjusts the regional minimum wage, the Corporation will apply the new salary and adjust the income for employees to ensure the position and reputation of the Corporation in the market.

##### Ratio of starting salary by gender to regional minimum wage (GRI 202-1)

With the motto of ensuring a healthy life and enhancing welfare for people of all ages, the Corporation always advocates creating stable jobs for local workers. On average, the starting salary of employees is higher than the minimum wage of the region, contributing to ensuring the life of workers.

##### Percentage of Board members recruited from the local community (GRI 202-2)

Binh Duong is still the main attraction for senior workers. However, Becamex Corporation also prioritizes to consider and recruit human resources in other provinces as well as from abroad.

##### Evaluation of management methods

In 2022, the Corporation has policies and actions to adjust income for employees and currently, the lowest negotiated monthly salary for newly recruited employees regardless of male and female is already higher than the regional minimum wage.

#### Indirect economic impact (GRI 203)

##### Materiality Goals

The Corporation, with its the goal of becoming the leading developer of industrial parks and urban areas in Vietnam, always aims at a sustainable development strategy through indirect impacts to help promote the overall development of the economy and improve the quality of social and community life.

##### Management method

###### Management purpose

The Corporation constantly strives to support and carry out activities that bring indirect economic benefits to the community in an active and effective manner. The Corporation is proud to show initiative and responsibility in shouldering social tasks, and at the same time actively contribute to the process of building a more and more sustainable community life.

##### Management method

The Corporation is aware that at the place where the Corporation deploys the project, there will be certain impacts on the environment and society during the implementation of production and business activities.

The Corporation, to avoid negative impacts, always conducts a thorough survey of potential impacts that may occur during the implementation process at the project area before implementation. Based on these assessments, the Corporation will take reasonable measures to limit and prevent these risks.

In addition, the Corporation also creates positive impacts and surplus value through infrastructure projects for project implementation and volunteer activities to support local facilities, especially necessities during the Covid-19 epidemic situation.

## MATERIALITY MATTERS ASSOCIATED WITH SUSTAINABLE DEVELOPMENT GOALS

### THE DRIVING FORCE FOR ECONOMIC GROWTH

#### Infrastructure investment and supported services (GRI 203-1)

In its business activities, the Corporation not only strictly and fully complies with the State's regulations on business activities and other relevant regulations, but also actively participates in the construction of new products on the market.

Accordingly, in line with the local development strategy, the Corporation is coordinating with units in Binh Duong and member companies in the strategy of developing and creating integrated industrial and urban projects to create closed value chains.

#### Evaluation of management methods

In 2022, in the context of the Vietnamese and world economies faced many difficulties and challenges, the Corporation still maintained significant contributions to the local community and the economy, contributing with businesses to share and solve social problems. In the future, the Corporation will continue to maintain and promote social security activities, research and launch new products to enhance customer protection, expand activities to attract local human resources as well as contribute to promoting national economic development.

#### Procurement practices (GRI 204)

##### Materiality Goals

At the Corporation, the assessment of risks related to environment, society and governance in the supply chain is a very important factor not only for the Corporation but also for investors and customers. In order to achieve the goal of building a sustainable value chain as well as bring benefits to the Corporation and its stakeholders, the Corporation needs to associate sustainability with suppliers and investment projects.

Procurement practices also reflect the extent to which the Corporation's procurement practices, including conditions for selecting suppliers, are based on quality, reputation, supply capability, social responsibility, environment and many other factors. The application of these practices will affect the efficiency of the supply chain at the Corporation and the ability to supply to the community.

##### Management method

##### Management purpose

Becamex Corporation by integrating sustainability issues into its decisions is able to stick to the Corporation's sustainability goals and bring benefits to stakeholders, while also contributing to environmental and social protection.

##### Management method

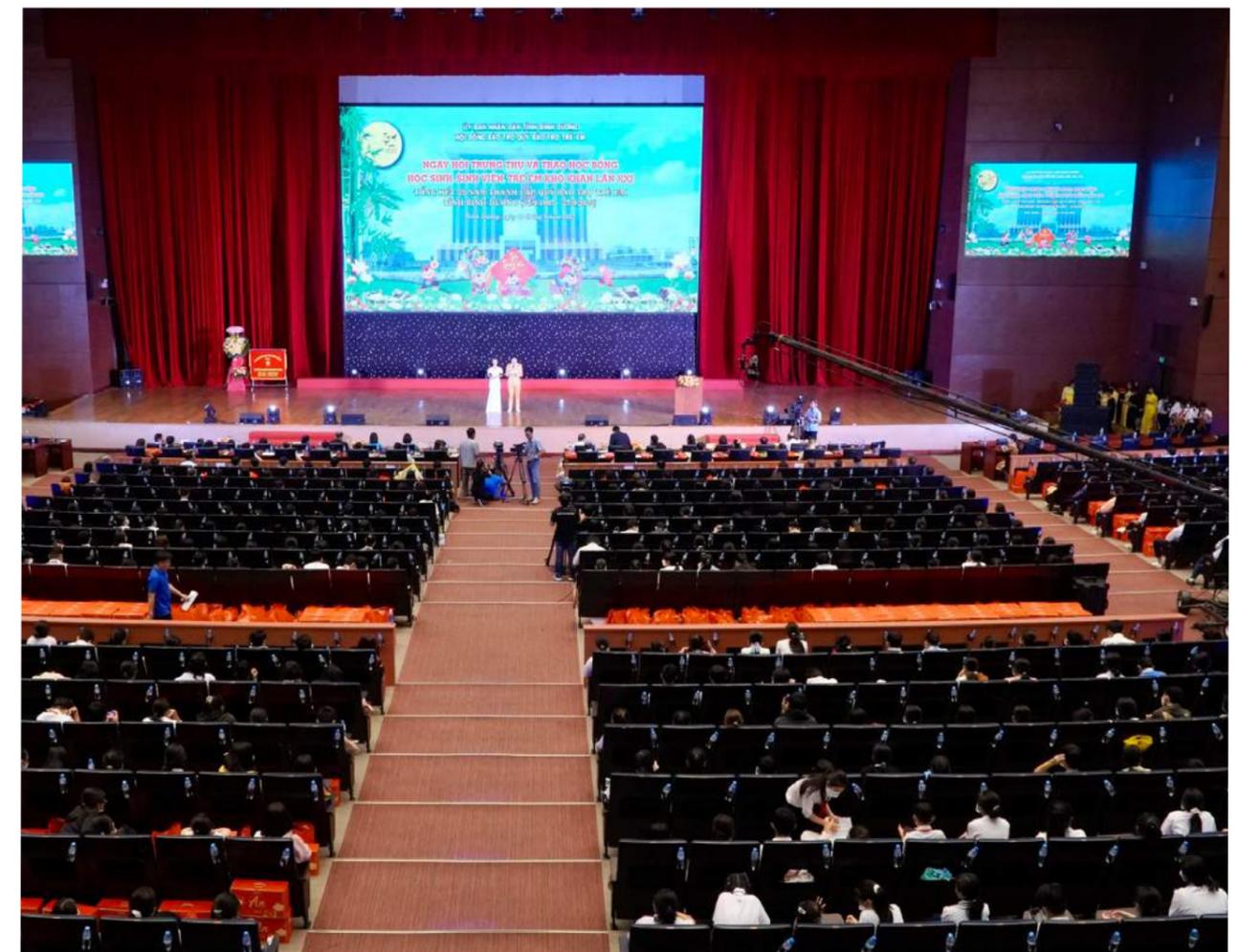
The Corporation, right from the time of selecting suppliers, has selected suppliers that fully comply with legal requirements, have a sense of responsibility for environmental protection, and have business ethics.

#### Ratio of spending to local suppliers (GRI 204-1)

The Corporation always appreciates the importance of cooperation and prioritizes the benefits of partners and customers through the implementation of projects on schedule as committed, with high quality and aesthetic standards

#### Evaluation of management methods

In the face of rapid and unpredictable economic fluctuations in 2022, the Corporation was flexible and proactive in selecting and diversifying suppliers, especially giving priority to domestic supply partners to ensure ensure the project progress as committed with the investor; Specifically, 100% of procurement value paid to suppliers in 2022 came from local suppliers.



## MATERIALITY MATTERS ASSOCIATED WITH SUSTAINABLE DEVELOPMENT GOALS

### THE DRIVING FORCE FOR ECONOMIC GROWTH

#### Anti-Corruption (GRI 205)

##### Materiality Goals

The Corporation has realized that strengthening anti-corruption through compliance with honesty, reasonable management and responsible business conduct will bring positive benefits to the business, meeting the requirements of the market, international regulations and stakeholders. This ensures the sustainable development of the Corporation, enhancing benefits for shareholders, customers and stakeholders.

##### Management method

###### Administration purpose:

The public and transparent implementation of regulations and processes in the process of operation will contribute to the prevention of corruption, and at the same time help businesses improve the awareness and responsibility of employees in corporate governance.

###### Administration method:

Understanding the negative impact of corruption on the economy and society in general and at the Corporation in particular, Becamex Corporation has been applying a number of anti-corruption policies such as:

- Comply with legal regulations related to anti-corruption
- Develop, supplement and implement detailed anti-corruption regulations in internal documents issued by the Corporation such as: Labor Regulations, Code of Conduct and Code of Ethics profession of officers, employees...
- Fully fulfill the obligations of enterprises towards the State and employees
- Comply with the statistical regime as prescribed by law
- Publicity and transparency in all activities of the Corporation.

#### Communication and training on anti-corruption policies and procedures (GRI 205-2)

All employees are required to comply with the above regulation through being proactive, open, transparent and honest in all actions, not abuse their power and position of work for personal gain to affect partners, customers and reputation of the Corporation.

In addition, Becamex Corporation has also combined many different measures and channels to communicate to all leaders and employees about anti-corruption and bribery policies and regulations, etc.

##### Evaluation of management methods

The Corporation is in the process of perfecting mechanisms and regulations to improve the effectiveness of anti-corruption policies, thereby serving as a basis for strengthening the monitoring of the implementation of policies in an objective manner and information security.

In 2022, Becamex Corporation approved the inspection to confirm that no corruption situation was recorded and reported.

### EFFORTS TO PROTECT THE ENVIRONMENT

As an enterprise operating in the field of construction, the business activities of Becamex Corporation have a direct impact on the environment. Therefore, the Corporation understands that monitoring, adapting and flexibly applying technology in the process of using energy and resources are extremely necessary actions to help minimize impacts on the environment, respond to with the epidemic situation, climate change and the general environmental protection of the community.

Accordingly, the Corporation has thoroughly grasped and strictly controlled the following strategic directions through specific measures and actions:

- Actively adjust internal processes and regulations to meet the requirements of compliance with the Law on Environmental Protection No. 72/2020/QH14, which officially takes effect from 2022;
- Monitor consumption of electricity, water, raw materials and gasoline periodically; propagate the sense of thrift to employees;
- Focus on increasing the application of new building materials/green building materials to construction works;
- Improving construction processes, methods and technologies towards environmental friendliness;
- Control of the waste treatment system;
- Propaganda to raise awareness of environmental protection in response to climate change.



# MATERIALITY MATTERS ASSOCIATED WITH SUSTAINABLE DEVELOPMENT GOALS

## EFFORTS TO PROTECT THE ENVIRONMENT

### Materials (GRI 301)

- Materials used by weight or volume (GRI 301-1)
- Recycled input materials used (GRI 301-2)

#### Materiality Goals

As an industrial and urban real estate developer, raw materials are one of the factors that affect the Corporation's business activities.

#### Management method

##### Administration purpose:

The Corporation always focuses on the management of raw materials, strictly implements policies and guidelines for environmental protection in accordance with regulations and directives of the State. Becamex Corporation, as a direct and indirect party to the construction and construction of works, should always pay attention to ensuring responsibility for the environment, in addition to improving product quality.

##### Administration method:

Becamex Corporation, as a production and business enterprise with a value foundation from a closed supply chain, always ensures the stability of the main source of raw materials for all the projects it performs. The supply of input materials is done from subsidiaries such as Binh Duong Business and Development Joint Stock Company (building materials), Binh Duong Investment and Construction Joint Stock Company (supply and construction of traffic works), industrial and civil works are implemented by partners with experience and long-term cooperation in the past time.

The Corporation always focuses on promoting technical technologies in all activities through continuously improving the ability to apply 3D models to the construction field. As a result, not only conflicts in design and risks during construction are controlled, detected and handled in a timely manner, but also helps to save construction materials and limit repair costs for the Corporation.

In addition, for the purpose of linking the Corporation's activities with social, environment and economy responsibilities in order to improve the quality of life for customers in particular, the surrounding community and society in general, the Corporation also pays special attention to and increases the application of modern construction methods and new environmentally friendly materials to the process of construction and completion of the project.



### Energy (GRI 302)

- Energy consumption within the organization (GRI 302-1)
- Reduced energy consumption (GRI 302-2)
- Reduce energy requirements of products and services (GRI 302-3)

#### Materiality Goals

During the operation, the Corporation understands that the adjustment and balance of energy sources directly or indirectly consumed by businesses can help minimize environmental impacts. Therefore, the Corporation always focuses on monitoring the use of energy and natural resources, thereby contributing to reducing the amount of energy used and reducing the intensity of greenhouse gas emissions and impacts on the environment and the environment.

#### Management method

##### Administration purpose:

Becamex Corporation believes that environmental goals will become easier when stakeholders, especially the parties in the value chain of the Corporation jointly participate in the implementation of environmental goals in business activities to ensure timely adaptation to the new normal. Thereby reducing the use of energy and resources, raising awareness and contributing to environmental protection.

##### Administration method:

With the characteristics of business activities in the industry, the consumed energy source is used in daily activities, system operation and machinery and equipment, the Corporation's main transportation is electricity, gasoline and diesel oil. Accordingly, the energy used at the Corporation is controlled through the operation time, the distance to move materials, etc.

In addition, the Corporation has many useful creative solutions to reduce energy consumption:

- Invest in modern machinery and equipment, using new high-efficiency equipment;
- Make a plan for periodic maintenance and maintenance of machinery and equipment;
- Monitor and control active electrical equipment during system operation;
- To rationalize the operation time of heavy machinery and equipment;
- Using LED lights instead of fluorescent lights, giving priority to using inverter air conditioners;
- Take advantage of wind and natural light options through architectural plans;
- Encourage all employees to actively implement the policy of "Off when not in use";
- Promote investment in solutions using solar energy.

#### Evaluation of management methods

In 2022, the Corporation's total energy consumption was as follows:

No.	Electricity consumption	Unit	Year 2021	Year 2022
1	Volum	kWh	11,867,056	13,835,904
2	Value	VND	31,637,571,090	36,886,520,748

# MATERIALITY MATTERS ASSOCIATED WITH SUSTAINABLE DEVELOPMENT GOALS

## EFFORTS TO PROTECT THE ENVIRONMENT

### Water (GRI 303)

#### Water input by source (GRI 303-1)

##### Materiality Goals

Water plays an extremely essential role for all activities on Earth, not just for humans. Although water makes up three-quarters of the Earth's area, 98% is salt water in the oceans, unusable for everyday purposes. Of the remaining 2%, about two-thirds is fresh water frozen in the form of snow and ice, leaving only 0.7% as fresh water available for use.

Currently, we are facing a serious global water-related crisis, and the main causes are ecosystem degradation, environmental pollution and climate change. Therefore, efficient and economical use of clean water is extremely important for people and the environment.

##### Management method

###### Administration purpose:

As a construction enterprise, Becamex Corporation understands that water plays an important role in business activities and has a direct impact on the surrounding environment. Therefore, the Corporation always links all water use activities with the goal of minimizing impacts on the environment, ensuring water resources are exploited, used economically and efficiently, and controlled waste sources.

###### Administration method:

The Corporation understands that water is an available resource in nature but is not inexhaustible, so the consumption of water, the saving of domestic water, the control of water supply points, the utilization of natural water sources such as rainwater... during the construction process of the project is always one of the major concerns of the Corporation.

In order to avoid wasteful use of water, the Corporation has taken measures to control the water source as well as the process of periodically checking the water system. At the same time, the Corporation also proposed a number of plans to reduce water use such as:

- Managing water and wastewater problems through wastewater treatment systems and post-treated water cisterns to reuse water for other purposes.
- Check the water system periodically if there are signs of abnormality in the norm, make sure the water valve is closed tightly after use.
- Building surrounding embankments at areas where raw materials are stored;
- Propaganda to all employees of the Corporation about the sense of using and saving water resources.
- Vigorously propagate and launch the employees directly at the construction site with the staffs in the office block to join in the practice of saving water.

##### Evaluation of management methods

In 2022, the Corporation's total water consumption was recorded as follows:

No.	Water consumption	Unit	Year 2021	Year 2022
1	Volume	m <sup>3</sup>	116,297	234,150
2	Value	VND	1,685,150,691	3,392,833,158

#### In the past year, the Corporation implemented a solution to recycle and reuse water

With the goal of sustainable development, water resource management is a core environmental factor in Becamex's urban and industrial park business. In addition to ensuring the supply of clean, standard water for customers in the industrial park, Becamex always wants to promote research and implementation of green development solutions, restore biodiversity and reduce industrial pollution emissions.

In 2022, Becamex's specialized team collaborated with German consultants to develop a typical project building a solution to improve the quality, circulation, reuse water for sustainable development in Bau Bang area, where industrial parks are concentrated: Bau Bang, Bau Bang Expand, and Cay Truong. The project evaluated the overall surface water system in streams, canals, reservoirs, underground water sources, industrial wastewater after treatment and rainwater collection system. The project prioritized the selection of Nature-Based Solutions (NBS) to enhance resilience, reduce disaster risks, adapt to climate change, at the same time bring many other benefits such as cleaning water and air, cooler streets and creating more green public space for the community. NBSs, in particular by creating artificial wetlands to enhance water quality after treatment or infiltration of stormwater, could then also be considered creating carbon credits and selling them to international voluntary carbon credit trading markets – a new approach to generating revenue for infrastructure operations.

In addition, rainwater - if managed appropriately - can bring about improvements in ecological function, as well as natural habitats and groundwater stability. Right in the heart of Bau Bang industrial park, a parkland area of nearly 10 hectares along the stream and available with a lake is being redesigned in detail to receive rain water from new rainwater collection systems such as: rain garden, biological trench system.





## MATERIALITY MATTERS ASSOCIATED WITH SUSTAINABLE DEVELOPMENT GOALS

### EFFORTS TO PROTECT THE ENVIRONMENT

#### Emissions (GRI 305)

##### Materiality Goals

The Corporation, with its green development motto, always gives priority to the use of clean raw materials and at the same time continues to research and apply clean energy technology in production to ensure efficient and economical use of resources in the construction activities; thereby minimizing harmful greenhouse gas emissions into the environment.

##### Management method

###### Administration purpose:

Reducing or eliminating adverse impacts on the environment through emission reduction, thereby reducing impacts on public health and the natural environment.

###### Administration method:

The Corporation has been implementing initiatives to reduce emissions such as:

- Invest in modern machinery and equipment, using new high-efficiency equipment;
- Planning maintenance, periodic maintenance of machinery and equipment;
- Monitor and control active electrical equipment during system operation;
- Streamline the operation time of heavy machinery;
- Use LED lights instead of fluorescent lights, prefer to use inverter air conditioners;
- Take advantage of wind and natural light options through architectural plans;
- Encourage all employees to actively implement the policy of "Off when not in use";
- Promote investment in solutions using solar energy.

##### Evaluation of management methods

In 2022, the Corporation implemented effective management of environmental emissions through the implementation of landscape planning of industrial and urban areas towards sustainability, specifically:

- The green plan is carried out by an international consultant, the National Parks Authority of Singapore (NPARKS). The design criteria are modern and latest updated in line with international trends: sustainability, bringing nature into urban life, using environmentally friendly materials and conserving water. Projects to develop industrial parks and urban areas are conducted based on social development criteria, forming destinations to connect communities with each other. The green design arrays are based on ecological factors, based on Singapore's experience and standards; which focuses on regenerating the typical ecosystems of the region, prioritizing the use of native tree species, in order to regenerate and connect ecosystems. Climate change has a strong impact on development, therefore, urban landscape design is flexible and adaptive, focusing on water regulation to prevent flooding. The design strategy shows attraction, focusing on central points, creating excitement for people to have easy access to entertainment spots; at the same time creating and rejuvenating space, taking the community as the center, in order to bring vitality to specific spaces.
- For established urban and industrial zones, trees are always planted additionally to increase the density of greening. For industrial parks and urban areas developed in the future, landscape planning is oriented towards meeting the criteria of eco-industrial parks, focusing on designing green areas towards nature.



**EFFORTS TO PROTECT THE ENVIRONMENT**

**Wastewater and Waste (GRI 306)**

**Materiality Goals**

Due to the nature of business in the construction industry, most of the wastewater from the building, if not treated before discharge and maintenance of the sewer system, will cause wastewater leakage and pollute the surrounding environment as well as affecting the general drainage system of the area, leading to impacts on the health and living environment of the community.

**Management method**

**Administration purpose:**

Reducing or eliminating adverse environmental impacts through the minimization of wastewater and waste, thereby reducing impacts on public health and the natural environment.

**Administration method:**

The Corporation is highly aware of environmental protection issues, so it always prioritizes technologies for treatment and management of waste and wastewater by classification in accordance with legal requirements.



**Total wastewater volume by quality and location (GRI 306-1)**

**Wastewater classification**

Rainwater and overflowing water:

- During the rainy season, a large amount of rainwater flows over the entire area of the project land.
- The quality of rainwater and overflow water is quite good, so it won't pollute the surface water around the project area.
- The Corporation collects and reuses natural water sources to save water consumption during project construction.

Domestic wastewater

- Wastewater in the process of living contains many residues, suspended solids, dissolved organic matter and bacteria should be able to spread diseases, affecting human health and the life of aquatic species in nature.
- The Corporation needs to treat the wastewater before it enters the general drainage system of the area to limit adverse impacts on the environment.

Construction wastewater

- Construction wastewater generated during the construction phase from cleaning construction machinery and equipment, the steps of making mortar, mixing concrete or in cleaning work, clean the road surface of the construction area, wash the car, etc.
- Although the amount of construction wastewater is small, it contains a lot of sludge and grease, which easily pollutes surface water around the construction area.
- The Corporation needs to treat the wastewater before it enters the general drainage system of the area to limit adverse impacts on the environment.

**Technical handling measures**

- Waste water before being discharged into the common drainage system must go through the wastewater treatment system and meet the prescribed standards.
- Hire a qualified unit to conduct monitoring and make periodic reports on the situation of wastewater collection, treatment and discharge and send it to the Department of Natural Resources and Environment (Department of Water Resources) according to regulations.
- Periodically supplementing microbial products to increase the efficiency of wastewater treatment in septic tanks, adding disinfectants to disinfect wastewater before being discharged into water sources.
- Regularly check the water collection, drainage and sewerage systems to avoid blockages and surface overflow even in the most adverse weather conditions;
- Organize training and improve management capacity for staff in charge of environment and wastewater treatment.

**Community solution**

- Set up warning variables, instructions on water use and garbage disposal in the toilet area in order to raise the awareness of employees in water use and discharge activities, keeping sink areas clean to avoid clogging pipes.
- Put up slogans to raise awareness of economical use of water in areas such as faucets, hand basins, toilets, and filtered water bottles.



**EFFORTS TO PROTECT THE ENVIRONMENT**

**Wastewater and Waste (GRI 306)**

**Total waste by type and treatment method (GRI 306-2)**

**Sorting waste**

Domestic waste:

- Domestic waste generated in the period from the daily life of workers working on the construction site.
- The amount of domestic waste is not large and is collected and transported for treatment at the centralized treatment plant.

Construction solid waste

- Construction solid waste arising from construction activities at the site (building materials such as sand, soil, stone, scattered cement, iron, scrap steel, wooden planks after use...) and construction activities of digging tunnels, diaphragm walls and foundations of the works (residual soils, etc.)
- Construction solid waste is quite large and is classified, collected and transferred for treatment at functional units.

Hazardous solid waste

- Hazardous waste generated during construction, mainly waste oil, oil-soaked rags, paint containers, etc.
- Hazardous solid waste is quite large and has a great risk of affecting the environment, so it must be concentrated in the hazardous waste storage area. (The Corporation has signed a contract with a unit with the function of collection and treatment in compliance with Circular No. 36/2015/TT-BTNMT).

**Technical handling measures**

- Arrange trash cans or garbage collection areas to facilitate collection and waste sorting.
- The cleaning staff cleans every day/periodically for both the office area, the corridor, the area around the building and at the construction sites;
- Requires employees to be responsible for collecting and garbage classification according to general regulations of the Corporation.
- Waste types after being collected and classified will be gathered in the concentrated waste storage area. This area is cleaned by the Corporation every day to ensure that no garbage is scattered, affecting the surrounding environment.
- Hazardous waste is classified at the source, collected and stored at a separate location with warnings according to regulations.
- Sign a contract, transfer hazardous waste and ordinary waste to the unit with the function of collection and treatment.

**Environmental solutions**

- Regularly propagate to raise awareness of employees about reducing waste to the environment through economical use of paper for document printing, reuse of stationery (including pens, plastic office furniture, etc.).
- Strengthening measures to control pollution sources by regularly monitoring, checking and maintaining machinery and equipment, constantly improving and upgrading treatment systems to achieve higher goals.

**Evaluation of management methods**

Over the past year, the Corporation built solutions to connect IOC to enhance the efficiency of technical and environmental infrastructure operation, specifically:

With the orientation of developing industrial parks and smart urban areas, Becamex is building an Intelligent Operation Center (IOC) - information technology application, data science into the management and operation of technical and environmental infrastructure: roads, trees, wastewater treatment, lights, etc. IOC helps promote digitization, operational data statistics, analysis, cost control more effectively, and quickly detect, fix or warn of risks and incidents.

In 2022, Becamex started to implement the creation of an IOC platform for all wastewater treatment systems with two main goals: connecting operational data about IOC and improving treatment quality, expected to be completed in 2023.

For the first goal, Becamex was installing sensors and measuring devices that directly transmit operating parameters to the IOC, create an online control and operation mechanism, and fully connect operation log data including wastewater quality criteria, dosage, volume of chemicals used, energy consumption and operating costs in real time.

For the second goal, Becamex also simultaneously improved the technology of wastewater treatment systems to improve treatment efficiency with a high safety factor for the environment, improve automation and save energy for wastewater treatment operations and reduce sludge generation. The renovation also focused on monitoring and adjusting the dose of chemicals according to the needs of wastewater composition, optimize chemical use.



## MATERIALITY MATTERS ASSOCIATED WITH SUSTAINABLE DEVELOPMENT GOALS

### ENHANCE SOCIAL RESPONSIBILITY

#### Employment (GRI 401)

- Number of new hires and turnover rate (GRI 401-1)**
- Benefits offered to full-time employees (GRI 401-2)**
- Maternity leave (GRI 401-3)**

#### Materiality Goals

The Corporation always respects and is aware that the values created by its members contribute to the success, regardless of position, age, gender, education, social status, personality, lifestyle, thought process, work experience, source, nation, etc. It is that philosophy that is the foundation for the Corporation to build a dynamic and fair working environment, each individual has the opportunity to work and train towards success and success, career development at Becamex Corporation.

Accordingly, the human resource management policy at BCM has the following main objectives:

- Create job opportunities for the domestic and local labor market;
- Create job opportunities for young candidates, fresh graduates;
- Develop a methodical training process towards the goal of building a professional and high-quality workforce;
- Rotating working positions to improve the capacity, experience and expand the expertise of the workforce;
- Create an equal and fair working environment

#### Management method

##### Administration purpose:

In order to create a professional and civilized working environment and build a strong staff with enthusiastic, motivated individuals, passion and enthusiasm for the common work, together dedicating to the strong development of the Corporation.

##### Administration method:

The Corporation always focuses on strictly and fully implementing the regulations on welfare, insurance and working time for Employees in accordance with Vietnamese law.

The Corporation always focuses on taking care of the material and spiritual life of employees by creating conditions for employees to work in an open and cohesive environment among colleagues, support and honesty between employees and senior management is the most important factor to retain employees at Becamex house and motivate employees to make more efforts to contribute to the success and development of the Corporation.

It can be said that with the deep concern of the BOM and a better remuneration policy compared to the common level of the market have helped employees feel secure in their work and long-term dedication to the Corporation, specifically:

##### Salary and bonus policy:

- Salary: Considered commensurate with the position and capacity of employees.
- Salary increase: The Corporation conducts quarterly performance appraisal of employees, serving as a basis for re-evaluating salary levels to suit the capacity and development orientation of employees.
- Bonus policy: Bonuses on major holidays of the year; evaluate and reward high level of job completion and business performance for employees.

##### Annual leave policy:

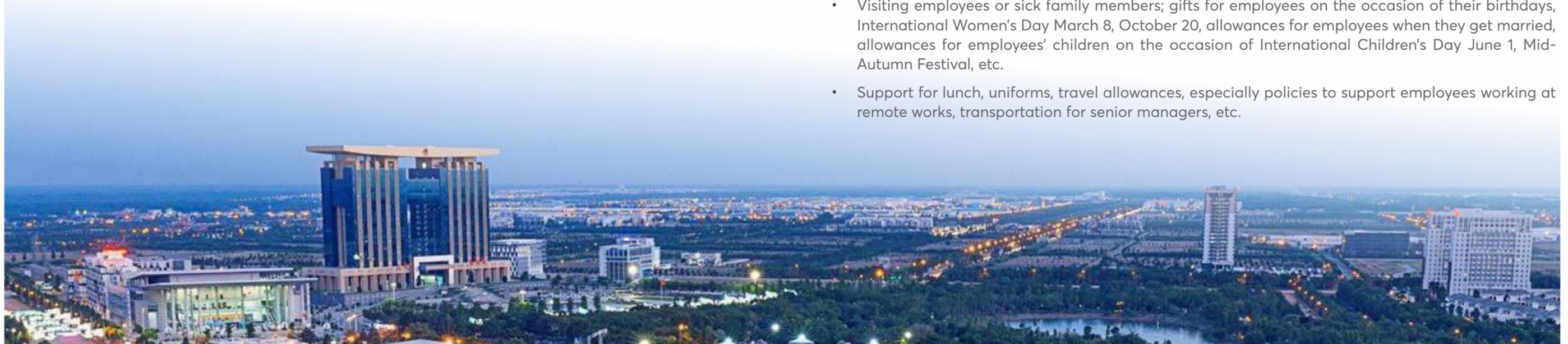
- Employees have 12 days of leave/year, the leave days are accumulated until March 31 of the following year and every 5 years employees will be increased by 01 day of leave.
- Always encourage and create conditions for employees to take leave in all situations.

##### Insurance policy:

- Participating in social insurance, health insurance and BBCM in accordance with law.
- Comprehensive health insurance regime suitable for each employee level.
- Personal accident insurance (24/24) for all employees.

##### Taking care of employees' lives:

- Visiting employees or sick family members; gifts for employees on the occasion of their birthdays, International Women's Day March 8, October 20, allowances for employees when they get married, allowances for employees' children on the occasion of International Children's Day June 1, Mid-Autumn Festival, etc.
- Support for lunch, uniforms, travel allowances, especially policies to support employees working at remote works, transportation for senior managers, etc.





# MATERIALITY MATTERS ASSOCIATED WITH SUSTAINABLE DEVELOPMENT GOALS

## ENHANCE SOCIAL RESPONSIBILITY

### Employment (GRI 401)

#### Evaluation of management methods

In 2022, the Corporation applied and fulfilled its commitments on policies on salary, bonus, leave, insurance, maternity regime, marriage regime and other rights and welfare policies for employees. Especially, as of December 31, 2022, the total number of employees of the Corporation 1,899 increased by 12.97% compared to the beginning of the year. In which, the average monthly salary of employees was VND 16.3 million /person. At the same time, applying KPIs to evaluate the working efficiency of the Corporation's employees.

By these management methods, Becamex Corporation has built a team of qualified, professional and enthusiastic personnel, in line with the Corporation's sustainable development goals.

In addition, Becamex Corporation has been and will continue to improve recruitment, training and welfare policies so that employees can feel secure in their work, improve their professional qualifications and stick with the Corporation for a long time.



### Labor/management relationship (GRI 402)

#### Minimum notice period for operational changes (GRI 402-1)

#### Materiality goals

In order to ensure fair treatment and respect for the rights of employees in the process of operation, Becamex Corporation has set requirements and standards on aspects of the working environment, including labor rights, professional ethics, safety and health, while respecting and supporting diversity, professional development and equal opportunities for all employees.

#### Management method

##### Administration purpose:

The management and supervision of labor relations and management issues not only helps to increase transparency, fairness and ensure the interests of employees, but also makes the management and administration of work in the Corporation become easier.

##### Administration method:

The promulgation of policies related to salary, bonus, welfare, reward and discipline has always been focused by the Corporation's BOM. This is shown through detailed, strict and consistent regulations in the Corporation's internal documents such as: Labor Regulations, Collective Labor Agreement, Employee handbook, Code of Conduct, Code of Professional Ethics of employees, Regulation on assessing the level of work completion of employees, etc.

All these internal regulations, rules and regulations are issued in accordance with the Law and are disseminated publicly throughout the Corporation. The Human Resources Department is responsible for early notification to all employees about important changes related to/affecting the work and rights of employees.

The issuance of these regulations not only helps to increase transparency, fairness and ensure the rights of employees, but also makes it easier to manage and operate the work in the Corporation. In addition, these policies also help create stability for the Corporation, help employees feel respected, and motivate them to stick around for a long time and work more efficiently.

#### Evaluation of management methods

With the proposed management methods, in 2022, the Corporation did not record any feedback on the labor relationship with the manager.



**ENHANCE SOCIAL RESPONSIBILITY**



**Labor and Employment (GRI 404)**

- The average number of training hours per employee per year (GRI 404-1)
- Employee Training and Transition Support Programs (GRI 404-2)
- The percentage of employees regularly assessed for performance and career development effectiveness (GRI 404-3)

**Materiality goals**

Investing in employee training and development helps to increase the ability to adapt to environmental changes and meet the organization's requirements in achieving sustainable goals.

**Management method**

**Administration purpose:**

The objective of training and development of human resources is not only to maximize and improve the efficiency of the production and business activities of the company but also to help employees better understand their work, master their profession, perform their functions and duties more self-consciously, and have better motivation for work, as well as to enhance their adaptability in the future.

**Administration method:**

The corporation always creates favorable conditions for participation in training programs and encourages a culture of continuous learning. The management and improvement of the effectiveness of training activities are based on the training needs, the required competencies, and the necessary professional knowledge for each specific job position of each employee. Therefore, each employee will have their own training path to develop their skills in the best way possible.

In addition, the corporation always maintains the task of evaluating the level of job completion of employees on a quarterly basis with the evaluation criteria always being reviewed and improved reasonably to ensure the quality of human resources to meet the needs of business operations. The evaluation process also helps to screen out employees who do not meet job requirements, from which there are plans to recruit high-quality personnel suitable to meet the development needs of the corporation.

**Evaluation of management methods**

Thanks to the focus and efforts to improve the quality of education and training, the Corporation has achieved a number of positive results when the employees at Becamex Corporation are always appreciated for their high quality and comprehensively developed in both professional and soft skills.



## MATERIALITY MATTERS ASSOCIATED WITH SUSTAINABLE DEVELOPMENT GOALS

### ENHANCE SOCIAL RESPONSIBILITY

#### Diversity and Equal Opportunity (GRI 405)

- Diversity of management and employees (GRI 405-1)
- Ratio of basic wages and remuneration of women to men (GRI 405-2)

#### Materiality goals

Human resources play a very important role in completing the mission and strategic goals of the Corporation.

During the process of operation and development, the Corporation always appreciates the contributions and dedication of the staff in general and the female staff in particular to the overall success of Becamex Corporation. Therefore, the Corporation always strives to implement competitive salary, bonus and welfare policies to ensure fair treatment for employees, ensure equal opportunities in training, development and promotion activities.

#### Management method

##### Administration purpose:

The Corporation considers human resources as one of the key factors to ensure sustainable development, thereby continuing to ensure the building of a working environment in the Corporation in a professional and positive trend, especially applying competitive welfare policies compared to the market through bonus policies according to the level of work completion and preferential policies when purchasing products of the Corporation, etc. to attract and retain talents.

Maintaining a culture of equality and diversity in the workplace will help promote social stability and support further economic development.

##### Administration method:

At the Corporation, the comparison between the diversity of employees in general and the diversity of management level provides a clear view of the current equality situation.

In addition, the Corporation is also active in reviewing other activities and policies to promote diversity, eliminate gender bias and support equal opportunities for all labor sectors. These principles are applied fairly and openly in recruitment activities, promotion decisions and remuneration policies, in which equality of remuneration is also an important factor for Becamex Corporation to apply in order to retain qualified employees.

In addition, the fair treatment of employees plays an important role in forming a good working environment, contributing to motivating employees to develop their abilities and stick with the Corporation.



## MATERIALITY MATTERS ASSOCIATED WITH SUSTAINABLE DEVELOPMENT GOALS

### ENHANCE SOCIAL RESPONSIBILITY

#### Evaluation of management methods

In 2022, the Corporation maintained a reasonable ratio between managers and employees, ensured optimality in corporate governance and administration, and created opportunities and encouraged female officers to join and hold managerial positions in the units.

The Corporation always arranges staff reasonably to ensure a balance and appropriate resources between management and employees as well as resources between the office and the project.

In the context of the increasingly fiercely competitive construction labor market, Becamex Corporation puts the assurance of high-quality resources on top. The current total resources with university degrees or higher in the year still maintained at a high level (43.18%), affirming the quality of the Corporation's human resources in the face of market fluctuations.

Due to the characteristics of the industry, the proportion of male employees of the Corporation is the majority compared to that of female employees, however, with 28.14% female in the human resource structure, it is a proportion suitable for corporations in the field of real estate.

The Corporation's human resources are over 35 years old, accounting for more than 66.15%, are a team of experienced people who have accompanied the Corporation for many years and are always ready to meet the changing and development needs of the Corporation.



### RESPONSIBILITY TO THE LOCAL COMMUNITY

The Corporation, along with its efforts in business activities, also devotes a lot of enthusiasm and attention to charity, humanitarian and social activities.

This mindset is reflected in the business motto of the whole Corporation from the very first day of its establishment which is "For a flourishing community". With their ability, the Corporation annually sets aside a separate fund for charity activities and participates in many humanitarian programs of different sizes for the community - society across the country. Through tireless journeys, the Corporation has brought material and spiritual sharing to millions of people in difficult circumstances across the country.

In addition, for the purpose of settling and stabilizing the lives of workers, officials and employees who have not owned houses and have low incomes in the area.

Social housing construction project with the motto of creating apartments with suitable prices, quality and harmonious architecture to help employees have the opportunity to own social housing in order to stabilize their residence and work peace of mind, contributing to stabilizing the labor force in Binh Duong province.

#### About the construction situation:

A total of 9,055 apartments have been completed and put into use, in which:

- + Thu Dau Mot City: 6,141 apartments
- + Thuan An City: 1,416 apartments
- + Ben Cat Town: 1,178 apartments
- + Bau Bang District: 320 apartments

**Regarding the implementation plan for the period from 2023 onwards:** Becamex Corporation plans to continue investing in the construction of Becamex Social Security Housing projects that have been approved in the Becamex Social Security Housing construction project (period 2018-2021) as follows:

- + In Thu Dau Mot City: about 8,724 apartments, 627,376 m2 of construction floor
- + In Thuan An City: about 9,383 apartments, 669,887 m2 of construction floor
- + In Ben Cat Town: about 10,476 apartments, 422,106 m2 of construction floor
- + In Bau Bang District: about 11,753 apartments, 482,087 m2 of construction floor



# 05

## FINANCIAL STATEMENTS



23050358

Code	Product	Price	Total		
			2017	2018	2019
T0001	RICE	120	1200	1320	1440
T0002	PORK	100	650	750	850
T0003	CORN	85	850	900	700
T0004	PEANUT	150	300	600	900
T0005	CHICKEN	100	2000	2500	2800
T0006	COCONUT	150	600	750	900
T0007	MANGO	70	700	840	770

Code	Product	Price	2014	2015
T0001	RICE	120	1200	1320
T0002	PORK	100	650	750
T0003	CORN	85	850	900
T0004	PEANUT	150	300	600
T0005	CHICKEN	100	2000	2500
T0006	COCONUT	150	600	750
T0007	MANGO	70	700	840

Code	Product	Price	2017	2018	2019	Total
T0004	CORN	120	1200	1320	1440	2500
T0005	PEANUT	100	650	750	850	2000
T0006	CHICKEN	150	850	900	700	1500
T0007	COCONUT	100	300	600	900	1000
T0007	MANGO	150	2000	2500	2800	5000
T0007	MANGO	70	600	750	900	1000
T0007	MANGO	70	700	840	770	2310





The audited financial statements for 2022 of the **Investment and Industrial Development Corporation - JSC** have been disclosed and posted on the Corporation's website according to the website: [www.becamex.com.vn](http://www.becamex.com.vn)



# ANNUAL REPORT 2022

## INVESTMENT AND INDUSTRIAL DEVELOPMENT CORPORATION - JSC

Binh Duong, April 19, 2023  
CONFIRMED BY THE LEGAL REPRESENTATIVE  
GENERAL DIRECTOR

PHAM NGOC THUAN



# BECA MEX

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