

**BẢN DỊCH**

Hanoi, 15th May 2024

## **REPORT OF THE BOARD OF DIRECTORS IN 2023 AND ORIENTATION IN 2024**

**To: Shareholders' General Meeting of Viettel Global Investment JSC**

### **I. REPORT ON ACTIVITIES IN 2023**

#### **1. Characteristics, general situation.:**

*International context:*

Regarding politics - Law: The world political situation is unstable, with many geopolitical conflicts. 2023 is a tumultuous year with many significant political events, ranging from local conflicts to historic changes in some countries. It is a year witnessing an increase in the arms race and significant changes in the international structure. The Russia-Ukraine war shows no signs of ending.

Regarding economy - society: The global economy in 2023 shows signs of recession, low growth, and high inflation. Global economic growth reached 2.8%, slightly lower than the 2.9% in 2022 (according to the IMF); trade growth reached 2.4%, lower than the 4.7% in 2022; inflation was 7.4%, higher than the 6.8% in 2022, especially food inflation reached 20%, higher than the 10% in 2022. Energy and food prices are surging, putting pressure on inflation, directly affecting underdeveloped countries where Viettel Global markets are concentrated; global stock markets have declined significantly, especially the S&P 500 index of the US has dropped more than 20% since the beginning of 2023.

Consumer behavior is changing due to inflation, high energy prices, and supply chain disruptions. Inflation, high energy prices, and supply chain disruptions are all causing the evolution of consumer behavior. These changes may have an impact on both the demand for products and services and the market structure.

Central banks tightening monetary policy, affecting consumer demand and investment. Tightening monetary policy to control inflation indirectly reduces consumer demand and investment. The economic recovery of major economies such as the US, China is slowing down, significantly impacting the export capabilities of developing countries.

Investment and operating costs are rising, financial risks are increasing. Raw material prices, labor costs are growing (According to the ILO report, the average wage of workers worldwide increased by 5% in

2023), leading to cost increases. Financial risks are high due to the unstable global economy (According to S&P Global statistics, the public debt-to-GDP ratio of countries worldwide increased from 84% of GDP at the beginning of 2023 to 90% of GDP at the end of 2023). According to Moody's report, the credit risk ratio of businesses worldwide experienced a jump from 4.5% at the beginning of 2023 to 5.5% at the end of 2023.

Regarding the environment: Climate change has caused many extreme weather events, severely affecting the economy and livelihoods. Extreme weather events have caused significant damage to people and property, disrupting production and business activities (Floods have occurred in many countries, including China, India, Germany, Belgium, the Netherlands... Floods have forced millions of people to evacuate their homes and caused serious damage to infrastructure; Droughts have occurred in many regions, including Africa, Australia, South America,... causing food and water shortages for millions of people, also contributing to large forest fires causing serious damage to forests and homes...), leading to economic growth slowdown. According to the World Bank report, extreme weather events have caused the global economy to lose about \$2.2 trillion in 2023.

Telecommunications and information technology industry worldwide context (ICT): The demand for ICT services is increasing, especially digital services. Telecommunications infrastructure is heavily invested in and developing rapidly. New technologies such as 5G, AI, IoT... are widely deployed. The ICT sector is increasingly contributing to the GDP of the country.

The development of the digital economy: The digital economy and digital transformation are being strongly promoted, driving the demand for telecommunications and information technology services. Businesses and organizations are increasingly focusing on applying technology to enhance operational efficiency. Governments of various countries are issuing many policies to support the development of the digital economy.

The development of new technologies: 5G is being widely deployed, opening up many new opportunities for various economic sectors. AI is being applied in many fields such as healthcare, education, finance... IoT is developing strongly, helping to connect everything in the real world together.

*The situation in Viettel Global investment countries:*

The inflation rate in Viettel Global investment countries is higher than forecasted at the beginning of the year, and economic growth does not meet expectations. Exchange rates in some markets are deteriorating, directly affecting market efficiency indicators (Financial revenue, profit, net cash flow, cash inflow). Inflation is higher than forecasted at the beginning of the year, especially increasing in Haiti, Burundi, and Laos.

Foreign exchange reserves in some markets (Laos, Burundi, Tanzania) are in crisis, and governments tighten foreign exchange payment policies in US dollars.

The political situation in some markets is relatively complex (Myanmar has not lifted sanctions, Haiti's politics are unstable, and there are many violent incidents).

Viettel Global investment countries are mostly in the early stages of digital transformation, with low telecommunications infrastructure and IT platforms. Although network operators and governments have begun to focus on investing in new technologies such as 5G, IoT... due to the low level of digital technology adoption among the population, there is a significant gap between businesses and the government, so there are not enough conditions for significant digital and technological transformations.

*General assessment:*

In 2023, there is a strong need to invest in ICT and strong digital transformation in all sectors by governments and organizations with the desire to invest in ICT and digital transformation to develop business models, create new products and services, and improve management efficiency, resource utilization, and decision-making capabilities. This growth is reflected in the sustained high growth of new service groups including Business Digital Services, Personal Digital Services, and Electronic Finance. These service groups are additional sources of growth for traditional telecommunications services that are becoming saturated.

In the fiercely competitive global telecommunications industry, many governments of Viettel Global's investment countries are continuously changing, with many policies to tightly control the business operations of telecommunications companies, issues related to subscriber development, tariffs, promotions; Especially with new product service groups, there is still much room for growth and development potential, promising to be a growth driver in the future.

## **2. Results of the Board of Directors' management in 2023**

In 2023, the Board of Directors ("BOD") of the Company seriously implemented the contents approved by the Annual General Meeting of Shareholders in 2023 in Resolution No. 02/NQ-ĐHĐCĐ-VTG dated April 27, 2023. At the same time, the BOD focused on strengthening the supervision of the activities of the General Director through regular meetings and ad hoc meetings to evaluate the results of production and business activities and other areas.

The meetings and activities of the BOD were organized and conducted in accordance with the Company's Charter and current laws. The minutes, resolutions, approval of issues within the functions, tasks, and powers of the collective, individual members of the BOD in the

Company's activities all achieved high consensus among members, ensuring compliance with regulations. The BOD held and issued 67 resolutions, directives guiding activities in the Company's operations, all of which are timely and for the legitimate interests of the Company.

### **3. Summary of the Board of Directors' activities in 2023**

**The BOD has managed, directed, and supervised to ensure Viettel Global to have developments in business, making a significant contribution to the overall success of Viettel Group in 2023, specifically:**

- Strategic direction, policy mechanisms: The BOD directed strategic direction, policy mechanisms, necessary resources to overcome difficulties, accompany and work together with the Executive Board to achieve and exceed the targets set by the Annual General Meeting of Shareholders in 2023.
- Impressive business results: Completed and exceeded the early-year delivery plan. The Viettel BOD demonstrated an important role in leading, managing, and supervising the operations of the Group, contributing to the overall success of Viettel Group in 2023.
- Review, adjust long-term goals tailored to each market according to actual developments. The board of directors requires the Executive Board to seek new solutions, opportunities to ensure maintaining high growth rates 2-3 times higher than global telecommunications growth. Ensure the continuous goal of project capital recovery of Viettel Global investments as soon as possible.
- Support working with major partners: The BOD actively and proactively works with the Executive Board to work with major partners in the telecommunications infrastructure sector to ensure infrastructure. Leveraging advantages in price, procurement progress to provide equipment as required by market companies in the context of global raw material shortages.
- Expanding business sectors: Adjustments to expand the business sectors of Viettel Global alongside proposals to expand new digital service product groups for market companies have been implemented.
- Enhancing investment promotion activities, expanding growth space: Surveying and evaluating the potential for cooperation with some potential new markets in Africa and Latin America (Uganda, Ecuador, Dominica, Venezuela) to expand growth space in the 2026-2030 period. Through substantial investments, through the results achieved in the markets, Viettel Global's image has become friendly, close, and reliable when promoting investments in new markets.
- Research trends and seek solutions: Viettel Global has consulting partners to conduct in-depth research to find flexible solutions on

- capital, technology, trends, and business models to always aim at preserving and developing investor capital as outlined in the Strategy.
- Maintaining the quality of BOD's operations: Governance work is self-assessed and professionally evaluated to identify limitations for adjustment to fit. Issues are promptly received and handled in a timely manner. Solutions are focused on seeking the highest goal, the project's effectiveness, and the investor's benefits.
  - Resolving legal issues: All complex issues that arise are reviewed by the BOD, and through major solutions, they directly participate with the Executive Board in resolving legal differences in some markets. This creates conditions for market companies to operate efficiently, reduce risks, and minimize unwarranted damages.
  - Summary: The BOD of Viettel Global in 2023 has made some important adjustments to the long-term goals of the company and its market companies. These adjustments are aimed at ensuring that Viettel Global can continue to develop strongly and achieve the goal of becoming a leading telecommunications service provider in the region and globally.

### **3.1. Supervisory work of the Board of Directors**

- In 2023, the BOD provided direct guidance and directives to the Executive Board through 67 Resolutions and assigned the General Director to carry out activities including monitoring, controlling investments based on approved financial targets, restructuring, and building the management function of the company for the most effective operation. Reports from the Market Capital Representative sent for feedback were promptly responded to. The company's operations complied with legal regulations. Transactions with related parties of the company or between the company and related internal personnel were transparently controlled (According to Appendix 1 attached); List of related parties of the company (According to Appendix 02 attached).
- The document states that in 2023, the total amount paid for salaries, bonuses, and other benefits of the Board of Directors (including the General Director and Deputy General Directors) was VND 14,929,702,842.

### **3.2. Shareholders and Shares**

- Providing information, responding to requests, issuing share ownership certificates to shareholders in accordance with regulations, coordinating with share management agencies to adjust shareholder information in a timely manner. In the year, 14 rounds of changes in shareholder information were issued, addressing approximately 1,000 opinions.

- Shares: In 2023, it was not only a difficult year for businesses but also a very challenging year for investors, especially in the stock market. The VGI stock price showed good growth, being a stock with a large market capitalization on the Upcom exchange.

### **3.3. Activities of other subcommittees under the Board of Directors**

The Office of the Board of Directors operates actively, provides professional advice, updates good regulations and practices on corporate governance to the Board members. It monitors the Board's activities through delegated authority. It assists the Chairman in evaluating regular Board members. It prepares meetings including content, meeting conditions for the Board to ensure. It provides information, timely and accurately discloses information within the prescribed deadlines.

### **3.4. Remuneration and operating expenses of the Board of Directors in 2023.**

The remuneration paid to the Board of Directors was carried out at the approved level and has been approved by the General Meeting of Shareholders. The total remuneration paid to the Board members in the 12 months of 2023 was: VND 956,800,000.

## **4. Công tác chỉ đạo, giám sát Tổng Giám đốc và Ban điều hành Direction and supervision of the General Director and the Executive Board**

In the year, the Board of Directors directed the Executive Board to develop business plans and scenarios closely following the market dynamics. Viettel Global has overcome challenges and achieved many successes in 2023.

Despite the complex fluctuations in the international market, Viettel Global has excellently achieved the set key business targets, leaving a mark with many impressive business results:

- Total revenue reached VND 32,165 billion
- Pre-tax profit (including exchange rate differences) exceeded VND 3.8 trillion, the highest ever, achieving the target of four consecutive years of positive consolidated pre-tax profit.
- Telecommunications subscribers reached 4.5 million.
- Digital subscribers reached 11 million (including electronic wallet subscribers and Super app subscribers).

The company Natcom (Haiti) has risen to the number 1 position in market share, bringing the total number of Viettel's leading market share markets to 6 (Metfone, Unitel, Mytel, Telemor, Lumitel, Natcom).

These achievements are evidence of the efforts, creativity, and determination of all employees of Viettel Global in adapting, overcoming

challenges, and seizing opportunities in the context of a globally volatile economy.

In addition to impressive business results, Viettel Global actively participates in social welfare activities, contributing to improving the community's quality of life in the countries where it invests and operates. With the successes achieved in 2023, Viettel Global has affirmed its position as the most effective outward investment enterprise. Viettel Global aims to continue strong growth in the coming years, aiming to become the number 1 network operator in investment in Southeast Asia, expanding its reach in the Asian region, and contributing to affirming Vietnam's position on the world technology map.

**The outstanding results in various fields are as follows:**

In 2023, Viettel Global continued to achieve impressive revenue growth in services (traditional telecommunications products and digital services) reaching 22.1%. The service revenue of Viettel Global showed remarkable growth, six times the average growth rate of the global telecommunications industry. This marks the seventh consecutive year that Viettel Global has maintained double-digit service revenue growth.

The Viettel companies in the markets of Cambodia, Laos, Timor-Leste, Myanmar, and Burundi are maintaining their leading positions in market share. In 2023, Viettel Haiti (Natcom) rose to the number 1 position in the market in Haiti. In the remaining markets, Viettel is also narrowing the gap in market share compared to the leading network operators. These are significant milestones that affirm the leading position of Viettel Group as the top Vietnamese enterprise investing abroad, serving as a crucial driving force in the development strategy of Viettel Group.

The growth momentum of traditional telecommunications services mainly comes from the African markets (4G) and the Asian markets (fixed broadband).

The revenue from the traditional telecommunications service group accounted for 88.4% of the total service revenue, continuing to decrease compared to 2022. This indicates that the direction in transitioning revenue structure towards digital services outside of telecommunications (individual customer digital services, enterprise customer solutions, digital finance) is yielding positive and fitting results with global trends, aiming to diversify revenue sources and sustain growth momentum in the future.

Outside of traditional telecommunications: The main contribution to the growth of non-traditional telecommunications sectors comes from electronic financial services with a growth rate of 121% (9 times higher than the world average growth rate of 13%). Companies like Unitel (in Laos), Telemor (in Timor), and Lumitel (in Tanzania) are leading in

market share for electronic financial services in their respective investment countries. Metfone (in Cambodia), Mytel (in Myanmar), and Movitel (in Mozambique) are in the top 2 in terms of market share for electronic financial services. Additionally, the enterprise customer segment also experienced a high growth rate of 13% (compared to the world average growth rate of 8%).

In addition to the impressive business results of the mentioned markets, the market companies have participated in and been honored at prestigious international awards. In 2023, Viettel Global as a whole received 13 prestigious international awards, with 60% of them being new awards.

**Viettel Global's achievements at the IT World Awards:**

- *Mytel: Gold Award for "Outstanding Company of the Year / Telecommunications"; Gold Award for "IT Products & Services for Telecommunications" for the MytelPay application.*
- *Unitel: Gold Award for "IT Products & Services for Large Enterprises | IT Solutions for Consumers". Best IT solution for consumers.*
- *Metfone: Silver Award in the category of "IT Products and Services for Utilities". Marketing campaign of the year - Internet/Telecommunications sector.*
- *Telemor: Gold Award for "IT Products & Services for Consumers". Financial solution of the year for the Mosan e-wallet product. Gold Award for "Network Products & Services" for the best network products and services.*

**5. Evaluate the implementation of the tasks assigned by the Board of Directors**

The Board of Directors highly appreciates the proactive and flexible approach of the Executive Board in organizing, managing, and implementing business plans. They have also performed well in supervising, supporting, and guiding the overall company and markets in the right strategic direction, especially:

Implementing the strategy, business plans closely follow the strategy set out by the General Meeting of Shareholders (GMS) and the Board of Directors in 2023. The Executive Board has effectively developed and implemented business plans that align with the actual situation, closely adhere to the objectives, and strategies.

Implementing and monitoring the resolutions of the General Meeting of Shareholders (GMS) and the Board of Directors' resolutions. The Executive Board has diligently implemented the resolutions of the GMS



and the Board of Directors, ensuring progress and quality, and providing comprehensive reports on the results of the assigned tasks.

Adhering to trends, conducting updated industry research, and making decisions based on market research. These studies have helped make appropriate and effective decisions.

Implementing reports, complying with regulations, and risk management at all levels within the company. The Executive Board has completed and submitted reports on time as required, complied with risk management regulations, and effectively developed and implemented a risk management system throughout the company.

By effectively implementing and executing the resolutions of the Board of Directors, in 2023 Viettel Global achieved many positive results. Revenue and profits continued to grow, the telecommunications market expanded, and the reputation and brand of Viettel Global were further enhanced. The Board of Directors believes that with the proactive, innovative, and highly responsible spirit of the Executive Board, Viettel Global will continue to achieve even greater success in the future.

## **II. ORIENTATION OF ACTIVITIES IN 2024**

### **1. Forecast of general situation**

#### *Global Economic Growth Situation and Challenges in 2024.*

**Global Economic Growth:** According to IMF forecasts, the global economic growth rate is expected to reach around 3.1% in 2024, better than in 2023. This is still a positive growth rate, indicating that the world economy is continuing to recover from the impacts of the COVID-19 pandemic. Global economic growth is expected to be supported by factors such as the recovery of consumer and investment demand, the growth of international trade, and the recovery of developing economies.

Retail sales and production growth are still expanding, import-export turnover is increasing, and GDP and macroeconomic indicators are forecasted to rise. This indicates that consumer demand is recovering, businesses are increasing investment, international trade is picking up, and developing economies are recovering.

In addition to the growth forecasts, indicators related to inflation, rising interest rates, etc., pose challenges to global economic growth.

**Inflation:** Despite decreasing to 5.8% in 2024 according to IMF forecasts, it remains high and could impact purchasing power and production costs.

**Rising Interest Rates:** The average interest rates in developed countries are expected to increase, potentially reducing spending and investment.

**Balance of Payments:** The global balance of payments deficit is projected to reach 1.5% of GDP in 2024.

Political Factors: Wars, political instability, and unpredictable election outcomes could cause global instability.

Chính Sách Chính Phủ: Các chính sách thuế và tiền tệ có thể ảnh hưởng lớn đến kinh tế.

Government Policies: Tax and monetary policies can have a significant impact on the economy.

*The economic context of Viettel's investment markets:*

According to forecasts from reputable economic organizations, GDP growth in Viettel's investment markets is expected to be strong, higher than the growth in 2023. This is because most of the countries where Viettel invests are oriented towards exporting basic essential products (agricultural products, fisheries, mining, etc.). Inflation is expected to stabilize compared to 2023, but the forecasted exchange rates are expected to continue to rise, which is the main reason for the decline in profits converted back to Vietnam.

*In the telecommunications and technology market context*

Traditional telecommunications services are expected to have growth rates equivalent to 2023 (3%), as the level of telecommunications penetration and 4G in many countries is reaching a saturation point.

*Enterprise Customer Number Service*

In addition to traditional telecommunications services, Viettel Global is directing its market companies to gradually transition to enterprise customer services based on Viettel's strengths (extensive transmission infrastructure, ability to provide wide bandwidth connections). This transition also involves leveraging the experience and knowledge of domestic corporations in providing digital solutions for governments (e-government, smart cities) and businesses.

## **2. The orientation of the company's activities**

With the results achieved in 2023 and the forecasts regarding the economic, political situation, and the development trends of the telecommunications and technology industry in 2024, the Board of Directors has set the following goals for the year 2024:

- Proactively research, analyze policies, and hire consultants to deeply evaluate new and challenging areas, ensuring effective investments and maximizing opportunities for business operations in the markets.
- Maintain direct support for the market, especially in new and challenging issues. Conduct in-depth evaluations of both existing and new areas to minimize risks to the maximum extent.

- Promote digital transformation within the Corporation and its market companies to enhance professionalism and efficiency in internal management as well as business operations.
- Diversify M&A activities: Proactively source funding, enhance Mergers and Acquisitions (M&A) activities, and expand into new markets when opportunities align with the overall strategy of the Corporation.
- Maintain the orientation of "Supremacy of Law and Harmony of Interests" in all activities and decisions of the enterprise.

### **Orientation towards key targets**

For consolidated targets: Priority is given to revenue and pre-tax profit growth, aiming to maintain positive development compared to the previous year.

- *Total revenue: VND 31.7 trillion, equivalent to 2023.*
- *Pre-tax profit: VND 5.4 trillion, a growth of 41% compared to 2023.*
- *Telecommunication subscribers: Minimum growth of 2 million subscribers.*
- *Digital subscribers: Minimum growth of 6 million subscribers.*

### **2.1. Direction by areas**

Regarding strategic business activities: Focus all necessary resources to ensure the completion of the business targets and objectives for 2024 based on the following main service groups:

- **Traditional Telecommunication Services:** Continues to play a leading role in maximizing profits. Prioritizes technology transformation investments. Focuses resources on areas with growth potential. Maintains the position as the number one network operator in the market.
- **Beyond Traditional Telecommunication Services:** Collaborates and expands with businesses in Digital Solutions, Digital Content, E-commerce, and Digital Finance. Implements applications to enhance business efficiency. Creates new momentum for revenue growth.
- **Growth Rate:** Maintains a double-digit growth rate. Traditional Telecommunication service growth >10%, non-traditional services >20% - 30%. Leads in markets with current and future services (E-wallet, Super App).
- **Key Markets (markets with high revenue share, large subscriber base):** Maintains a strong position as the number one in telecommunication subscribers. Enhances profit efficiency and customer value. Shapes the ecosystem of non-traditional telecommunication services. Ensures focus, efficiency, and readiness to face challenges from competitors, while expanding customer service capabilities through advanced digital services.

**Regarding technical and technological activities:**

- VoLTE and 4G/5G Network: Promoting the transition to VoLTE voice services to reduce resources for old technology and focus on developing the 4G network, aiming towards 5G.
- 4G Investment and Cost Optimization: Investing in expanding 4G, prioritizing mix-mode equipment for 5G. Minimizing investments in 3G, only investing in 2G for voice coverage in 4G areas. Efficiently reusing 3G equipment to optimize costs.
- Building an Efficient and Environmentally Friendly Network: Applying new technologies, automation in network operations. Implementing Solar Panel solutions for off-grid stations. Completing the deployment of OSS network management tools according to the plan.
- Developing ICT Infrastructure and Prioritizing Asian Markets: Building ICT infrastructure, developing Data centers, Cloud, Big data. Aligning development with global trends, prioritizing traditional Asian markets.
- Researching and Applying New Technologies: Implementing new technologies into real network infrastructure in markets (Electromechanical (wind turbines, high-efficiency PMTs, minishelters, HE Power 96% -98%...); core network (virtualizing core network nodes; deploying IMS, MSC, EPC on cloud platform, VoLTE roaming...); Broadband (XGSPON 10G, Wifi6...), ICT (hybrid vCloud infrastructure, All Flash SAN storage, security solutions: WAF, AntiDDos).
- Risk Management and Network Quality Improvement: Designating 2024 as the year of quality, addressing technical risks thoroughly, including: (i) Ensuring backups and contingencies in markets; (ii) Upgrading ICT infrastructure and SLA contracts for critical core network elements; (iii) Enhancing transmission networks to improve service quality. Viettel Global's direction for African markets involves continued investment in 4G networks in areas with development potential. Preparing for 5G readiness to meet increasing user demands. Focusing on developing new digital services based on the 4G platform, broadband internet services in the Asian and Latin American markets. Intensifying research and application of new technologies in the network to enhance service quality and reduce operational costs.

**Regarding Capital Management:**

- Compliance with International Accounting Standards: Applying international financial management standards to ensure global integrity and compliance with international accounting standards.
- Capital Management and Investment Efficiency: Ensuring sufficient and effective investment capital through tight management;

Monitoring, supervising, and evaluating investment performance for each project in each investment market.

- **Building a Comprehensive Financial Risk Management Strategy:** Developing a financial risk management strategy with a global vision, particularly focusing on exchange rate fluctuations and monetary policies. The goal is to minimize unwanted fluctuations in the international business environment, maintain and grow investment capital.
- **Optimizing Capital Sources in Markets:** Maintaining a flexible capital strategy, utilizing capital through appropriate funding strategies tailored to each market. Optimizing capital sources by utilizing available financial tools in the market.
- **Continuing Capital Solutions through M&A and Restructuring:** 2024 marks significant steps in capital solutions through M&A and capital restructuring. Creating new revenue sources, especially in markets with significant exchange rate fluctuations, such as Africa and Latin America.
- **Viettel Global needs to continue enhancing its international financial management capabilities to meet the group's development needs.** Focusing on financial risk management in an increasingly volatile international business environment. Continuously seeking new capital solutions to invest in promising markets.

**Regarding Human Resources Management and Training:**

- **Strong Employer Branding:** Directing market companies to become a leading employer brand in the local country by diversifying and focusing on innovative, attractive, and effective recruitment strategies.
- **Building a Highly Skilled Team:** Focusing on developing a quality workforce through advanced training programs to enhance skills and knowledge. Training to encourage long-term commitment to create a solid and professional core team.
- **Competitive Compensation Mechanisms:** Conducting research and implementing competitive compensation mechanisms in international markets. Optimizing labor management by applying outsourcing in simple areas to ensure the highest value for the company.
- **Optimizing operational costs, improving efficiency and effectiveness:** Enhancing outsourcing of tasks in simple areas that provide less value to streamline the organizational structure. Viettel Global needs to focus on building a comprehensive, cohesive human resources development strategy that aligns with the group's strategic direction. There should be an emphasis on developing a young, dynamic, creative workforce capable of adapting to the international work environment. Market companies need to continue investing in

technology to enhance the effectiveness of human resource management.

**Regarding Communication/Legal and Risk Management:**

- **Communication Activities:** Building a Global Communication Strategy, creating an integrated communication plan to ensure consistency and effectiveness in Vietnam and in the markets where Viettel is investing. Prioritizing International Media, using media with significant global influence to optimize reach and enhance credibility.
- **Professionalization of Risk Management Operations:** Managing risks comprehensively, especially in financial risk management, to minimize the impact of exchange rate fluctuations and unstable international business conditions, alongside evaluating and Preventing Technology Risks through implementing information security and technology measures to prevent and mitigate information security risks.
- **Legalization of Management and Professionalization of Legal Affairs:** Legalizing management activities, professionalizing legal affairs. Harmonizing all processes and regulations to ensure professional operation and compliance with the spirit of the law.
- Ensuring management and supervision activities are consistent from the parent company to each market company. Collaborating with reputable international consulting firms to research and apply policies in the Telecommunications, Electronic Finance, Information Technology, and new digital services sectors.
- Strengthening communication activities, professionalizing risk management operations, and legalizing management will contribute to enhancing Viettel's reputation and brand in the international market. Viettel Global needs to continue investing in these areas to maintain its position as a leading telecommunications group in the region and globally.

*The above is the report from the Board of Directors of Viettel Global, respectfully submitted for the General Meeting's review and approval./.*

*Sincere thanks.*

**Recipient:**

- Shareholders of Viettel Global;
- Filed: VT; BOD Secretariat; Quynh 02.

**ON THE BEHALF OF BOD  
CHAIRMAN**