



REPORT OF THE BOARD OF MANAGEMENT



“IMPLEMENTING GUIDELINES AND ORIENTATIONS OF THE GENERAL ASSEMBLY OF SHAREHOLDERS AND THE BOARD OF DIRECTORS, THE BOARD OF MANAGEMENT APPLIED FLEXIBLE, EFFECTIVE MANAGEMENT SOLUTIONS TO TAKE AN OPPORTUNITY AND TO RESPOND PROMPTLY FLUCTUATIONS OF THE MARKET AND THE ECONOMY.”

PRODUCTION AND BUSINESS PERFORMANCE OF THE FISCAL YEAR 2016 - 2017

PRODUCTION AND BUSINESS PERFORMANCE OF THE FISCAL YEAR 2016 – 2017 IN COMPARISON WITH THE PLAN

Ending the fiscal year 2016 – 2017, the sales volume of finished products reached 1,559,007 tons and exceeded 5% in comparison with the plan. The net sales reached VND 26,149 billion and exceeded 14% in comparison with the plan, the after-tax profit reached VND 1,332 billion.

ITEM	UNIT	PLAN OF THE FISCAL YEAR 2016 - 2017	PERFORMANCE OF THE FISCAL YEAR 2016 - 2017	COMPARING THE PERFORMANCE WITH THE PLAN
(A)	(B)	(C)	(D)	(E=(D/C)*100)
Total sales volume	Ton	1,575,000	1,660,204	105%
- Finished products	Ton	1,486,000	1,559,007	105%
- By-products	Ton	89,000	101,197	114%
Net sales	billion VND	23,000	26,149	114%
Consolidated after-tax profit	billion VND	1,650	1,332	81%

COMPARING THE BUSINESS PERFORMANCE OF THE FISCAL YEAR 2016 – 2017 WITH THE PLAN

BUSINESS PERFORMANCE OF THE FISCAL YEAR 2016 - 2017 IN COMPARISON WITH BUSINESS PERFORMANCE OF THE FISCAL YEAR 2015 - 2016

Compared to the fiscal year of 2015 - 2016, the business performance of the fiscal year 2016 - 2017 showed impressive figures of sales volume and net sales. Accordingly, the sales volume of finished products in the fiscal year of 2016 - 2017 increased 26% and the net sales increased 46% in comparison with the previous fiscal year.

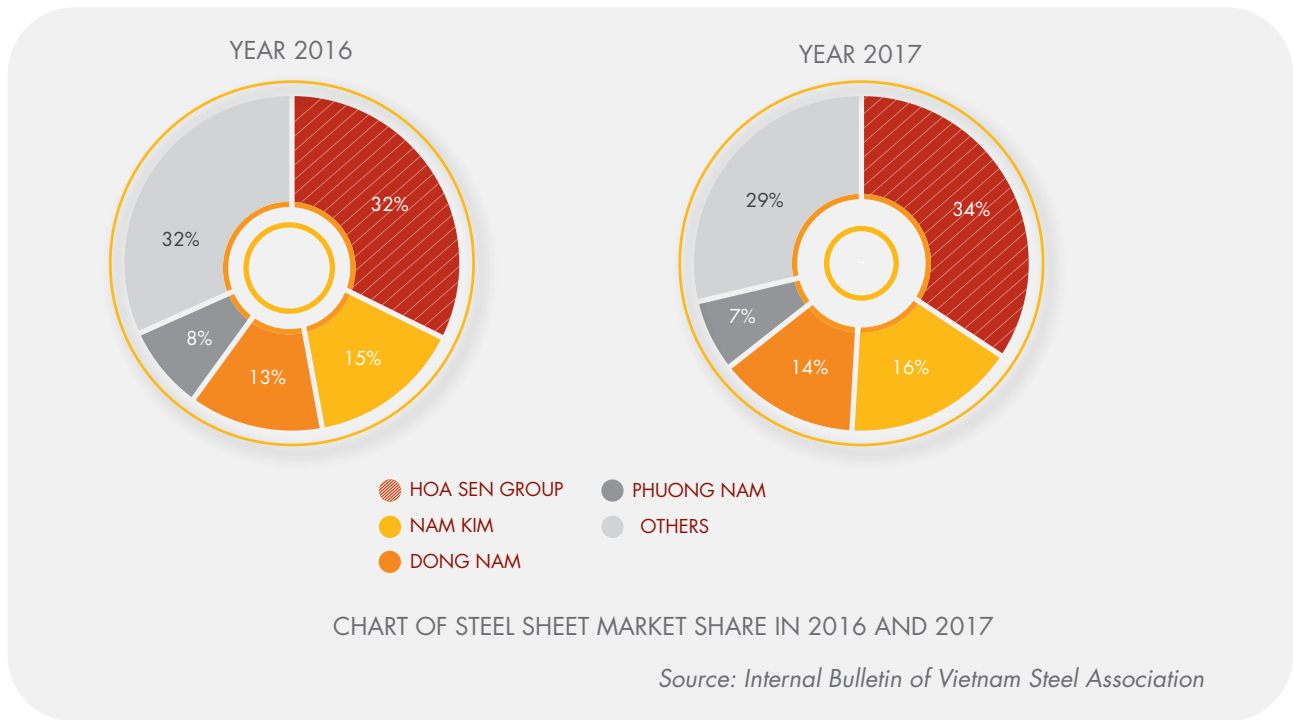
ITEM	UNIT	PERFORMANCE OF THE FISCAL YEAR 2015 - 2016	PERFORMANCE OF THE FISCAL YEAR 2016 - 2017	COMPARING THE PERFORMANCE OF FY 2016 – 2017 WITH THE PERFORMANCE OF FY 2015 – 2016
(A)	(B)	(C)	(D)	(E=(D/C)*100)
Total sales volume	Ton	1,317,101	1,660,204	126%
- Finished products	Ton	1,242,579	1,559,007	125%
- By-products	Ton	74,522	101,197	136%
Net sales	Billion VND	17,894	26,149	146%
Consolidated after-tax profit	Billion VND	1,504	1,332	89%

PERFORMANCE OF THE FISCAL YEAR 2015 - 2016

MARKET SHARE OF HOA SEN GROUP IN THE FISCAL YEAR 2016 - 2017

STEEL SHEET MARKET SHARE

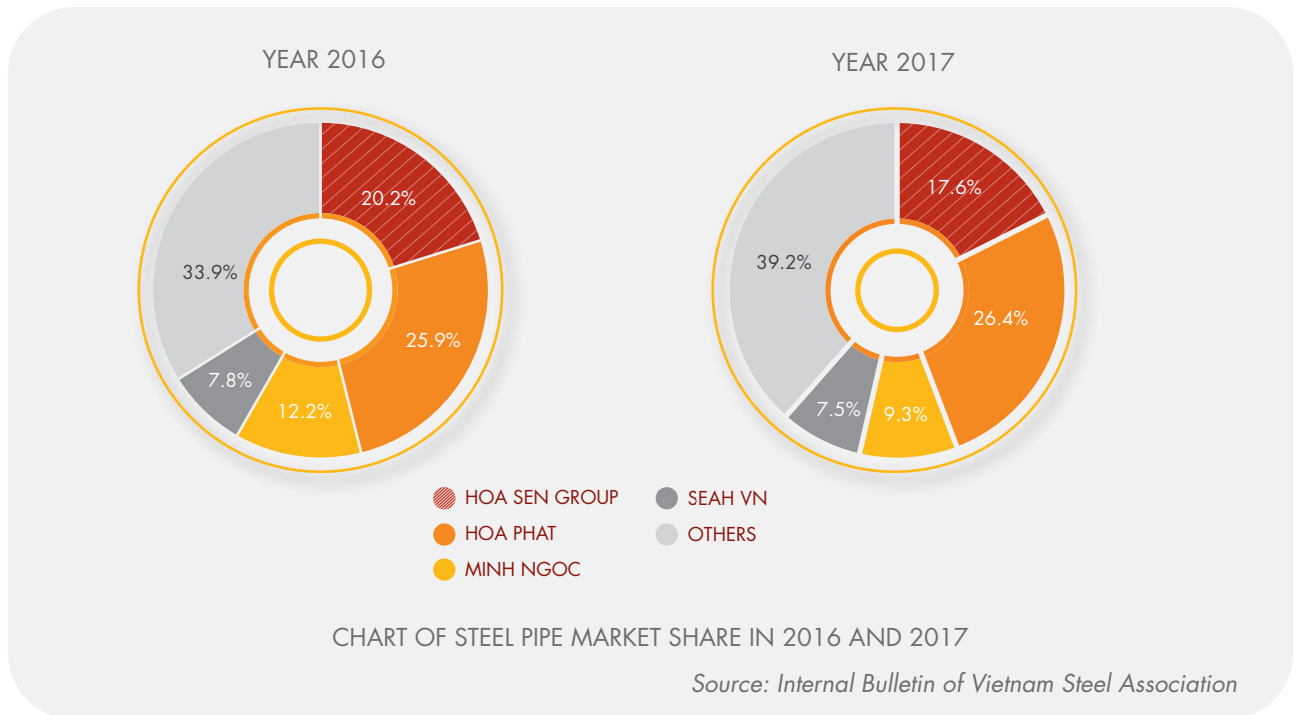
In 2017, Hoa Sen Group continued to maintain the leading position in domestic steel sheet market share by accounting for 34.3% of market share, increased 2% in comparison with the market share of 2016. In the fiscal year 2016 – 2017, the steel sheet sales volume of Hoa Sen Group reached over 1 million ton, increased 283,317 tons (equivalent increased 33%) in comparison with the market share of the fiscal year 2015 – 2016.



Remark: The statistics only consist of sales volumes of Vietnam Steel Association’s members and exclude sales volume of Pestima Vietnam because the tin coated steel sheets are not used for construction industry.

STEEL PIPE MARKET SHARE

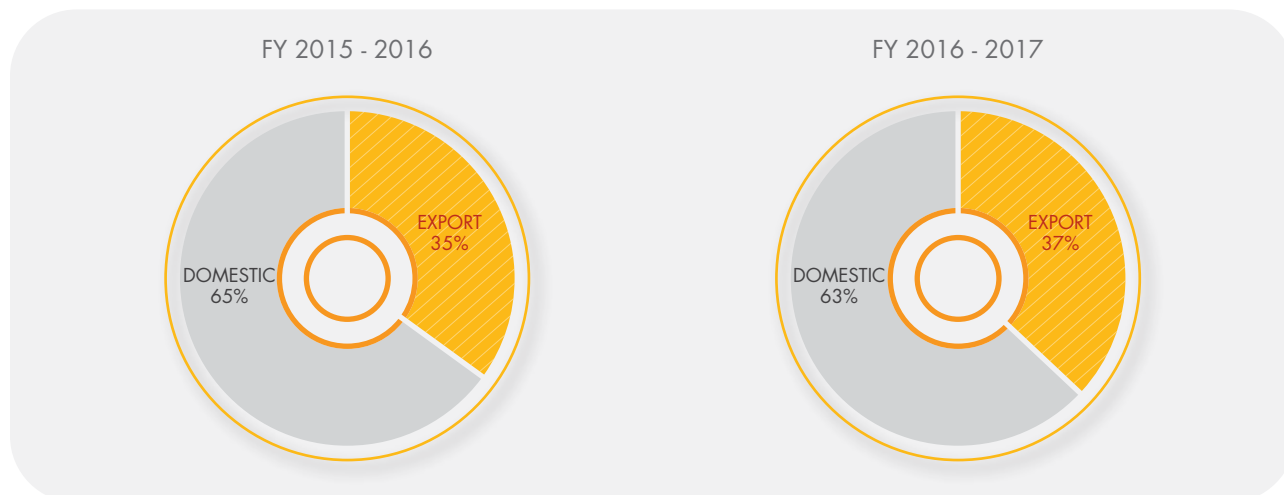
In 2017, Hoa Sen Group’s steel pipe market share ranked second position in the domestic steel pipe market share. In the fiscal year 2016 – 2017, Hoa Sen Group’s steel pipe sales volume reached 375,377 tons, increased 28,240 tons (equivalent increased 8%) in comparison with the market share of fiscal year 2015 – 2016.



Remark: The statistics only consist of sales volumes of members of Vietnam Steel Association

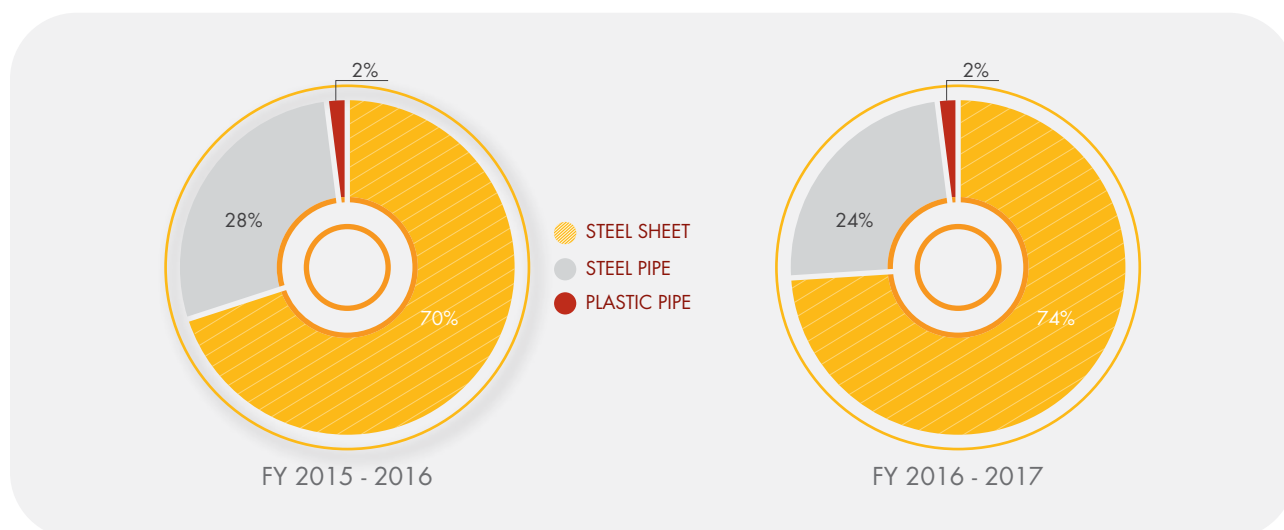
NET SALES STRUCTURE BY SALES CHANNELS

In the fiscal year 2016 – 2017, the domestic consumption channel continued to be the key channel that accounted for 63% of total net sales of the Group. In addition, the export channel remained stable, accounting for 37% of revenue structure.



SALES VOLUME STRUCTURE BY PRODUCT CATEGORY

The products of coated steel sheet and hot dip galvanized steel including galvanized steel sheet (GI), aluminum-zinc alloy coated steel sheet (GL), pre-painted galvanized steel sheet (pre-painted GI), pre-painted aluminum-zinc alloy coated steel sheet (pre-painted GL), pre-painted cold rolled coil (pre-painted CRC), etc. continued to be the main products which contributing 74% of the total sales volume. The steel pipe including galvanized steel pipe, steel pipe, galvanized purlin, purlin contributed 24% of the total sales volume; and plastic pipe products contributed 2% of the total sales volume of the Group.



THE EXPENSE TO SALES RATIO AS PER THE CONSOLIDATED FINANCIAL STATEMENTS

NO	ITEM	UNIT	FISCAL YEAR 2015 - 2016	FISCAL YEAR 2016 - 2017
1	Sales volume	Ton	1,317,101	1,660,204
1.1	- Finished products	Ton	1,242,579	1,559,007
1.2	- By-products	Ton	74,522	101,197
2	Net sales	Billion VND	17,894	26,149
3	Gross profit/Net sales	%	23.3	16.9
4	Financial expenses/Net sales	%	1.4	2.3
	Interest expenses/Net sales	%	1.2	1.8
5	Selling expenses/Net sales	%	6.4	5.8
6	General and Administrative expenses/Net sales	%	5.0	3.1

FINANCIAL RATIOS AS PER THE CONSOLIDATED FINANCIAL STATEMENTS

NO	ITEM	UNIT	FISCAL YEAR 2015 - 2016	FISCAL YEAR 2016 - 2017
	SOLVENCY RATIO			
1	Current ratio	Time	1.0	1.0
	Quick ratio		0.3	0.3
	CAPITAL STRUCTURE RATIO			
2	Debt/Total assets ratio	%	66	76
	Debt/Owners' Equity ratio	%	198	315
	Total assets/ Owners' Equity ratio	%	298	415
	OPERATION CAPABILITY RATIO			
3	Inventory turnover	Time	3.3	3.2
	Net sales/Total assets	Time	1.5	1.2
	PROFITABILITY RATIO			
4	Net profit after tax/Net sales ratio	%	8.4	5.1
	Net profit after tax/Owner's Equity Ratio	%	36.4	25.8
	Net profit after tax/Total assets ratio	%	12.2	6.2
	Operating profit/Net sales ratio	%	10.7	6.0
	Earnings per share	VND/share	4,226	3,672

MANAGEMENT OPERATIONS IN THE FISCAL YEAR 2016 - 2017

In order to maintain steady growth and to complete the guidelines, orientations of the General Assembly of Shareholders and the Board of Directors, as well as maintain the stable growth momentum, the Board of Directors has deployed effective solutions to promote the core competitiveness of the Group, contributing to the business performance of 2016-2017. The management solutions focus on 5 specific tasks:

PERFECTING THE MANAGEMENT AND ADMINISTRATION SYSTEM

To implement the guidelines and orientations of the General Assembly of Shareholders and the Board of Directors to perfect and improve the effectiveness of the management system and internal supervising system of the Group. The Board of Directors has implemented many flexible solutions to fulfill the tasks which are focusing on the following key tasks:

- Continuing to improve and strengthen the operations of the Regional Executive Offices in order to promote the Group's management efficiency, contributing to the growth of the Group.
- Coordinating with advisory divisions assisting the Board of Directors in improving the organizational structure, hierarchy system, managerial titles under the Group in order to strengthen the management capacity and promote the resources of the Group.
- Researching and proposing ways to restructure the management model of the



Group to the Board of Directors for the distribution system in order to build up a strict, effective administrative apparatus, along with leveraging and promoting the core competitiveness of the Group.

DEVELOPING NATIONWIDE DISTRIBUTION-RETAIL NETWORK

By implementing the strategy of "Buying directly from producers – Selling directly to end - users", at the same time to make use of and promote the competitive advantages of cost, delivery time, Hoa Sen Group continued to establish more distribution - retail branches across the country. Until the end of December, 2017, the total number of branches was 371 branches including 6 base depots. The branches are built, designed according to the technical - construction regulations issued by the Group and applied uniformly throughout the system, meeting the construction standards, ensuring the aesthetic, contributing to

spread image of the Group across the country.

The sale policy at every branch is flexible depends on each region and area, and is made and applied quickly in order to response timely to market changes.

The branches are managed consistently in accordance with model of Branch – Regional/Provincial Sales Manager – Regional Executive Office – Sales & Distribution Department. The smooth flow of information is always ensured, the branches also understand the Group's business directions and orientations. Therefore, Hoa Sen Group continues to increase significantly domestic sales volume and to maintain the leading position in steel sheet and steel pipe market share in the fiscal year 2016 – 2017.

DIVERSIFYING EXPORT MARKETS

In the fiscal year 2016 – 2017, Hoa Sen Group exported over 591,000 tons of products, increased by 24% in comparison with export sales volume of the previous fiscal year 2015 - 2016.

In addition, Hoa Sen Group always focuses on expanding and diversifying export markets, especially on potential markets in Europe, Americas, etc. Hoa Sen Group's products are recently presented more than 70 countries and territories over the world. The quality of Hoa Sen Group's products always meets international standards such as ASTM standards (American Society for Testing and Materials), BS EN standards of Europe (British Standards European Norms), JIS (Japanese Industrial Standards), AS (Australian Standards) of Australia, SNI (Indonesian National Standards) of Indonesia, MS (Malaysian Standards) of Malaysia.

HOA SEN GROUP
HAS BEEN EXPORTED

591

THOUSAND TONS

HOA SEN GROUP'S
PRODUCTS ARE PRESENTED
IN MORE THAN

70

COUNTRIES/TERRITORIES

COMPLETING KEY INVESTMENT PROJECTS, IMPROVING PRODUCTION CAPACITY, AND DIVERSIFYING PRODUCTS

In the fiscal year 2016 - 2017, Hoa Sen Group continued to implement investment projects to improve production capacity, diversify products and implement strategies to bring the plant close to the market to optimize transportation costs. The results of the implementation of investment projects in the 2016 - 2017 of Hoa Sen Group as of September 30th, 2017 as follows:



PROJECT

HOA SEN NGHE AN PLANT

Hoa Sen Nghe An Plant Project is located in Dong Hoi Industrial Zone, Quynh Lap Commune, Hoang Mai Town, Nghe An Province with designed capacity of 1,000,000 tons/year.

In the fiscal year 2016 - 2017, Hoa Sen Group has completed and put into operation a number of categories, machinery and equipment including:

- 01 pickling line with designed capacity of 800,000 tons/year;
- 01 galvanizing line (NOF technology) with designed capacity of 400,000 tons/year (Galvanizing line No. 2)
- 01 cold rolling line with designed capacity of 350,000 tons/years (Cold rolling line No. 1)
- 01 color coating line with designed capacity of 120,000 tons/year

(Color coating line No. 2)

- 01 cold rolling line with designed capacity of 350,000 tons/year (Cold rolling line No. 2)

Currently, Hoa Sen Group is continuing to complete categories of the second phase of the project including: 01 slitting line with designed capacity of 100,000 tons/year (Slitting line No. 2); 01 acid recycling line with designed capacity of 5,000 liters/hour; 01 NOF technology galvanizing line with designed capacity of 250,000 tons/year (Galvanizing line No. 3).

It is expected that in March 2018, Galvanizing line No. 3 – designed capacity of 250,000 tons/year will be officially put into operation.

PROJECT

HOA SEN NHON HOI - BINH DINH PLANT

Hoa Sen Nhon Hoi - Binh Dinh Plant Project was implemented in Hoi Son Village, Nhon Hoi Commune, Quy Nhon City, Binh Dinh Province, including the following two phases: "Hoa Sen Nhon Hoi – Binh Dinh Plant Project" and "Hoa Sen Nhon Hoi - Binh Dinh Plant Project Phase 2".

In the fiscal year 2016 – 2017, Hoa Sen Group completed and put into operation a number of categories, machinery and equipment in the first phase of the project, including:

- 01 galvanizing line (NOF technology) with designed capacity of 180,000 tons/year (Galvanizing line No. 1)
- 01 color coating line with designed capacity of 45,000 tons/year (Color coating line No. 1)

- 01 slitting line with designed capacity of 100,000 tons/year

- Waste water treatment system

- Workshop, infrastructure, office

Currently, the Group is focusing on completing the second phase of the project. It is expected that in the fiscal year 2017 - 2018, the Group will put into operation the following items: 01 Galvanizing line (NOF technology) with designed capacity of 250,000 tons/year (Galvanizing line No. 2); 01 color coating line with designed capacity of 150,000 tons/year (Color Coating Line No. 2); 01 cold rolling line with designed capacity of 350,000 tons/year; 01 acid recycling line with capacity of 5,000 liters/hour; 01 pickling line with capacity 800,000 tons/year.

PROJECT HOA SEN HA NAM PLANT

Hoa Sen Ha Nam Plant Project was implemented in Kien Khe I Industrial Zone, Kien Khe Town, Thanh Liem District, Ha Nam Province.

In the fiscal year of 2016 – 2017, Hoa Sen Group put into operation some categories of the first phase of the project, including:

- 01 centralized blending system – designed capacity of 12,000 tons/year
- 05 uPVC Plastic Pipe line – total designed capacity of 12,000 tons/year
- 01 PPR Plastic Pipe line – designed capacity of 1,800 tons/year
- 02 HDPE Plastic Pipe line – total designed capacity of 6,000 tons/year
- 10 Plastic accessories line
- 01 Slitting line
- 09 Steel pipe line.

PROJECT HOA SEN YEN BAI GALVANIZED STEEL PIPE

The project is expected to be implemented at IC-12 traffic point, Minh Quan commune - Bao Hung commune, Tran Yen district, Yen Bai province.

The project aims to produce 220,000 tons of galvanized steel pipes per year and 12,000 tons of insulated PU panel per year.

In the fiscal year 2016 – 2017, the Group focuses on implementing legal procedures for the project and ground leveling, basic construction to serve the installation of machinery.

It is expected that at the beginning of the fiscal year 2017 – 2018, the first phase of the project will be finished, including the following main items:

- 06 steel pipe line with designed capacity of 82,800 tons/year

EXPANDING INVESTMENT TO POTENTIAL AREAS, CREATING A PREMISE FOR NEW DEVELOPMENTS IN THE FUTURE

In the fiscal year 2016 - 2017, implementing the orientations and guidelines of the Board of Directors, Hoa Sen Group has conducted research and promotion investment for projects in the potential areas to create a premise for new developments of the Group, as follows:

PROJECT HOA SEN YEN BAI EVENT, RESTAURANT, HOTEL AND COMMERCIAL CENTER COMPLEX

- The project is implemented in the economic, political and cultural center of Yen Bai province, convenient for trade and tourist attraction.
- The project aims to build and operate a complex of commercial, service, hotel, restaurant and event holding in combination with selling shophouses associated with the land use right, contributing to the development of tourism, socio-economic in Yen Bai city in particular and the whole Yen Bai province in general.
- Currently, Hoa Sen Group is carrying out the following activities to support the implementation of the project:
 - Legal procedures: At present, the Group has been granted the land use right certificate for residential land with an area of 4,090.3 m² for the construction of the shophouse area, at the same time signed the Land Rental agreement No.68/2017/HDTD on the rent of 5,585.2 m² for the construction of hotel buildings, commercial center and events. On October 30, 2017, the project was also granted construction license by Department of Construction of Yen Bai province for the construction implemented on the project.
 - Construction and preparation for operation: The Group is currently focusing on implementing hotel buildings, commercial center and events holding. It is expected to put the project into operation in 2018.

PROJECT HOA SEN PHU MY HOT DIP GALVANIZED STEEL PIPE PLANT

The project is implemented at 1A Street, Phu My I Industrial Park, Phu My Town, Tan Thanh District, Ba Ria - Vung Tau Province.

The project aims to build a hot dip galvanized steel pipe plant with designed capacity of 240,000 tons/year on a 10.3 ha plot and divided into 04 phases.

In the fiscal year 2016 – 2017, the Group is focusing on finishing the production lines, machinery and equipment of the project's first phase, including:

- 01 Hot dipped galvanized steel pipe line, designed capacity of 85,000 tons/year
- 06 Steel pipe line
- 01 Slitting line
- Workshop, infrastructure



PROJECT HOA SEN QUY NHON TOWER – COMMERCIAL CENTER, HOTEL AND LUXURY APARTMENT COMPLEX

- The project is implemented at No. 01 Ngo May Street, Nguyen Van Cu Ward, Quy Nhon City, Binh Dinh Province, one of potential places for tourism development in the Central Coast.
- The project aims to build a complex of commercial, service, hotel and luxury apartment in harmony with the coastal park, creating a green, modern and environmentally friendly landscape.
- By the end of the fiscal year 2016 - 2017, Hoa Sen Group is in the process of research, selecting the design and preparation of resources for the effective implementation of the project.

PROJECTS IN NINH THUAN PROVINCE

The projects which are being implemented in Ninh Thuan province including the project of infrastructure investment and operation in Du Long Industrial Park and component projects belonging to Hoa Sen Ca Na - Ninh Thuan integrated iron and steel complex project.

HOA SEN DU LONG INDUSTRIAL PARK INFRASTRUCTURE INVESTMENT PROJECT:

In the fiscal year 2016 - 2017, after the assessment, study of conditions and potential in the Northern area of Ninh Thuan province, the Group has decided to acquire the whole Hoa Sen Du Long Industrial Park Infrastructure Investment Project in Thuan Bac district - Ninh Thuan province to meet the needs of future development.

By the end of the fiscal year 2016 - 2017, Hoa Sen Group is implementing the procedures of adjusting investment registration information for Hoa Sen Du Long Industrial Park Infrastructure Investment Project, at the same time design plans, construct the infrastructure of the project in the first phase and prepare necessary resources to implement the project.

THE COMPONENT PROJECTS OF HOA SEN CA NA - NINH THUAN INTEGRATED IRON AND STEEL COMPLEX PROJECT:

Currently, Hoa Sen Group is preparing, implementing and finalizing necessary legal procedures to register for projects investment. At the same time to continue to cooperate with prestigious consulting parties to select appropriate technology and machinery solutions to deploy the projects.



BUILDING PROFESSIONAL HUMAN RESOURCES

Implementing the guideline of the Board of Directors to build the human resources with "Integrity – Dedication – Effectiveness" and "Genius – Caste - Leading", the Board of Managements has directed Internal Affairs Division and supported departments including Restructuring Division, Human Resources Council to perform the following tasks:

- Continuing to implement KPI (Key Performance Indicator) to assess the operational effectiveness of each employee and each department specifically and comprehensively, making adjustment, placement and screening HR reasonably.
- Recruiting overseas students for the team of management trainees, making plans of arranging HR as well as having reasonable HR policies.
- Maintaining the cooperative relationship with prestigious colleges and universities through scholarships sponsor and job fairs to attract young and qualified workforce. This also is the Group's recruitment channel frequently.
- Establishing and completing the policy of salary and welfare which has favorable treatments for qualified human resources.

BUILDING THE STRONG BRAND NAME

These effective activities of PR and marketing in previous fiscal years were continuously conducted in the fiscal year 2016 – 2017 in order to strengthen the presence density of Hoa Sen brand name including:

- Implementing new TVCs with more creative contents and ideas and broadcasting in rush times on National and Local Television Channels.
- Installing outdoor advertising pannels at the locations with high traffic density and attractive view, providing sponsorship of signboards for building material stores, changing to new brand identification for all Hoa Sen Group distribution retail network.
- Strengthening the application of technology, digital technology such as Digital marketing, viral marketing, etc. to enhance activities, communication, brand name promotion of the Group.
- Changing interact of the new website, becoming a pioneer in the building materials industry to deploy online trading to bring the best utility for customers, thereby improving the value and brand image of the Group.

In the fiscal year 2016 – 2017, Hoa Sen Group achieved many significant achievements and made a strong impression on the partners and customers such as: Being recognized as "Vietnam Value" for three main product category: Hoa Sen Steel Sheet – Hoa Sen Plastic Pipe – Hoa Sen Steel Pipe for three consecutive times, etc.

Moreover, Hoa Sen Group also concerned to the fulfilment of social responsibilities by sponsoring many community-oriented and humanistic events such as: sponsoring for Startup Program of Vietnam National University – Ho Chi Minh City; support for people affected by flood in Central of Vietnam; sponsoring for "VTV International Cycling Tournament - Hoa Sen Steel Sheet Cup 2017".

Therefore, Hoa Sen brand name has gone into the consumers' minds deeply as a strong, friendly and community-oriented brand name.

BUSINESS PLAN OF THE FISCAL YEAR 2017 - 2018

Based on the forecast of growth rate of domestic and export markets, production capacity and business performance of the Group, the Board of Directors submitted the consolidated business plan of the fiscal year 2017 – 2018 to the General Assembly of Shareholders as follows:

ITEM	UNIT	PERFORMANCE OF FY 2016 - 2017	PLAN OF FY 2017 – 2018	IN COMPARISON WITH THE PERFORMANCE OF FY 2016- 2017	
				ABSOLUTE NUMBERS	RELATIVE NUMBERS
(A)	(B)	(C)	(D)	(E = D - C)	(F = ((D/C-1)* 100)
Total sales volume	Ton	1,660,204	1,908,000	247,796	15%
- Finished products	Ton	1,559,007	1,800,000	240,993	15%
- By-products	Ton	101,197	108,000	6,803	7%
Net sales	Billion VND	26,149	30,000	3,851	15%
Consolidated after-tax profit	Billion VND	1,332	1,350	18	1%

PERFORMANCE ORIENTATION

In order to perform objectives of the fiscal year 2017 – 2018, based on the Board of Directors' guideline, the Board of Management has oriented the key duties as follows:

FOR BUSINESS OPERATIONS:

- Continuing to expand the network of distribution and retail branches. It is expected that by the end of 2018, the total number of branches will reach 500. The development of the distribution retail network must be in combination with improving management effectiveness, controlling and perfecting the mechanism, management model as well as appropriate salary policy in order to further improve the performance of this key consumer channel.
- Boosting continuously export activities, looking and expanding new potential markets, having reasonable solutions and responding actively to trade remedies from the Group's strict export markets.
- Researching into the diversification of products based on the group of steel sheet – steel – plastic of the Group. In 2018, the Group will launch hot dip galvanized steel pipe and many new products and accessories in the plastic segment.
- Applying and implementing new sales methods such as online sales, installment sales to meet the consumer's trends.

FOR PRODUCTION ACTIVITIES

- Strengthening production system, upgrade technique, improving skills of engineers and workers to strengthen operational effectiveness of production lines, enhance products' quality, increase rate of finished products, minimize consumption of raw material and operating costs of machinery and equipment, lower products' price and ensure safety and continuity of the production.
- Controlling operation costs, watching carefully the fluctuations of raw materials'

price, calculating demands and suitable time to purchase raw materials with the best offer as well as ensuring continuously the Group's production operations.

- Researching and completing production system to create new products with good quality which meet the market demand.

FOR SUPPLY AND TRANSPORTATION OPERATIONS

- Implementing synchronous solutions in order to minimize time and costs of transportation and supply including: Researching and calculating methods and optimized transportation routes for each order; Conducting bid and competitive price offer to choose the transportation company with good quality and appropriate price; Building and promulgating rules and guidelines for road transportation and sea transportation in order to restrain risks and ensure the products' quality in transportation.
- Increasing in total of transportation means to serve for high-level transportation demand.
- Building professional management model of logistics - transportation system in order to control and manage these operations effectively.

FOR INVESTMENT ACTIVITIES

- Rapidly completing industrial projects such as Hoa Sen Nghe An Plant Project, Hoa Sen Nhon Hoi – Binh Dinh Plant Project, Hoa Sen Yen Bai Building Materials Plant Project, Hoa Sen Phu My Hot Dip Galvanized Steel Pipe Plant Project, etc. to increase production capacity, strengthen cost competitiveness and increase cash flow efficiency.
- Researching new investment plan to expand production scale, meet market's demands better and get ready for new period of growth.

FOR HR DEVELOPMENT ACTIVITIES

- Developing HR, focusing on inherited staff and management trainees, strengthening training activities and improving professional competences and skills for employees.
- Enhancing gradually standard and criteria in recruitment and strengthening initial training in order to build qualified inherited team.
- Applying completely the KPIs (Key Performance Indicators) system to evaluate effective performance.
- Ensuring the policy of salary, bonus and welfare for all employees of the Group.

FOR PR AND MARKETING ACTIVITIES

- Relentlessly promoting the branding through diverse, creative and effective marketing programs.
- Carrying out PR events, humanistic and community-oriented charity and sponsorship activities to fulfill its social responsibilities and contribute to building a strong and friendly Hoa Sen brand name.
- Building PR campaign to express the strong commitment that Hoa Sen Group always guarantees the customer's benefits by providing them with right price, right standard and right quality.
- Strengthening PR activities in online purchasing on Hoa Sen Group's website to suggest convenience online trading method, bringing the actual benefits to customer.
- Implementing marketing activities via digital marketing to enhance the influence of Hoa Sen brand name on social network, since approaching customer through advertisement tools with modern technology.