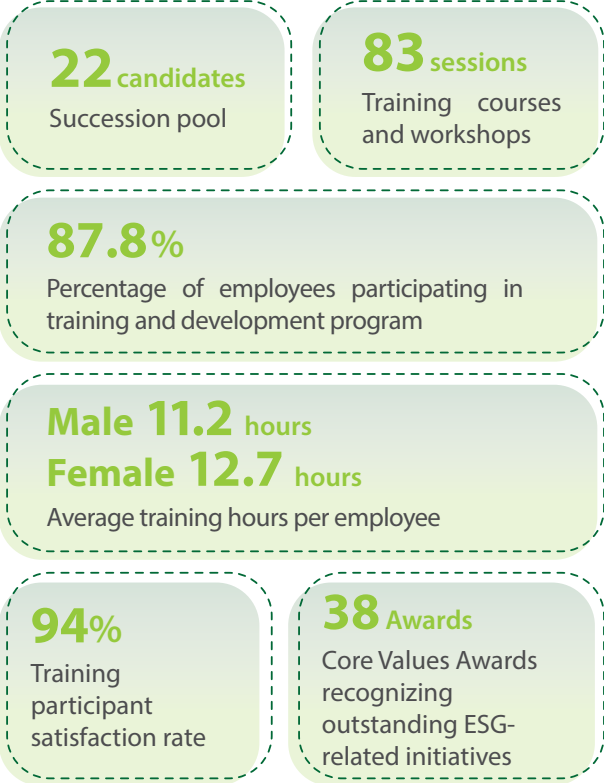




# HUMAN RESOURCE DEVELOPMENT AND TALENT MANAGEMENT



At Betrimex, human resources are regarded as a critical driver of success and a cornerstone of long-term sustainable development. Guided by the vision of fostering a dynamic and innovative organization, Betrimex is committed to investing in talent development and management by implementing specialized training programs and providing an environment where employees can fully unleash their potential and pursue their professional passions.

To fulfill these commitments, Betrimex has established a comprehensive management framework encompassing:

- Recruitment and talent attraction
- Training and capability development
- Performance management and career progression
- Corporate culture building

## STRATEGIC DIRECTION AND GOALS

On our journey towards greater ambitions, Betrimex places people at the heart of sustainable development. The human resource strategy is designed to support business expansion, uphold workforce excellence, and ensure the readiness of talent.

Betrimex emphasizes talent management and development through specialized training initiatives, Individual Development Plans (IDPs), and robust succession planning. These efforts are complemented by a focus on strengthening leadership capabilities and integrating advanced technologies to accelerate the digital transformation.

## PERSONNEL DEVELOPMENT

In 2024, Betrimex welcomed 977 new employees and conducted 54 onboarding training sessions to facilitate seamless integration and ensure new hires quickly adapted to the corporate environment. Employee turnover rates are closely monitored and analyzed by age group, gender, and geographic location to identify root causes.

The year 2024 marks a pivotal shift in Betrimex's development strategy, emphasizing the reinforcement of internal capabilities and increased organizational agility in response to global supply chain volatility. As part of this transformation, the company proactively restructured key departments and prioritized recruitment for critical roles:

- Digital transformation acceleration:** Intensify recruitment of highly specialized professionals in IT, data analytics, and process automation to enhance efficiency across operations, from production to supply chain management and ESG reporting.
- Strategic export market expansion:** Scale up hiring in export operations, logistics, and international business development to reinforce our global footprint, especially in high-priority markets such as the EU, Japan, and the US, where requirements on sourcing, corporate social responsibility, and environmental standards are increasingly stringent.
- R&D capability building:** Invest in R&D talent to drive product diversification, with a focus on developing organic, low-emission, and eco-friendly product lines.

Furthermore, turnover analysis reveals a higher attrition rate among employees under 30, indicating a growing demand for flexible work arrangements, transparent career progression, and continuous learning opportunities. In response, Betrimex is **refining our talent retention strategy**, in which emphasis is placed on **young leadership development programs and customized career pathways**.

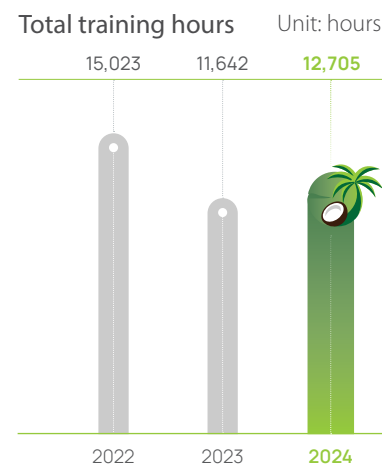




## HUMAN RESOURCE DEVELOPMENT AND TALENT MANAGEMENT

### HUMAN RESOUCE TRAINING AND DEVELOPMENT

In 2024, Betrimex delivered 83 specialized training programs and workshops with the participation of 87.8% of employees. The average training hours for employees pursuing professional development were 11.2 hours for male employees and 12.7 hours for female employees. The overall training satisfaction rate reached an impressive 94%.



2024 training program overview by topic:

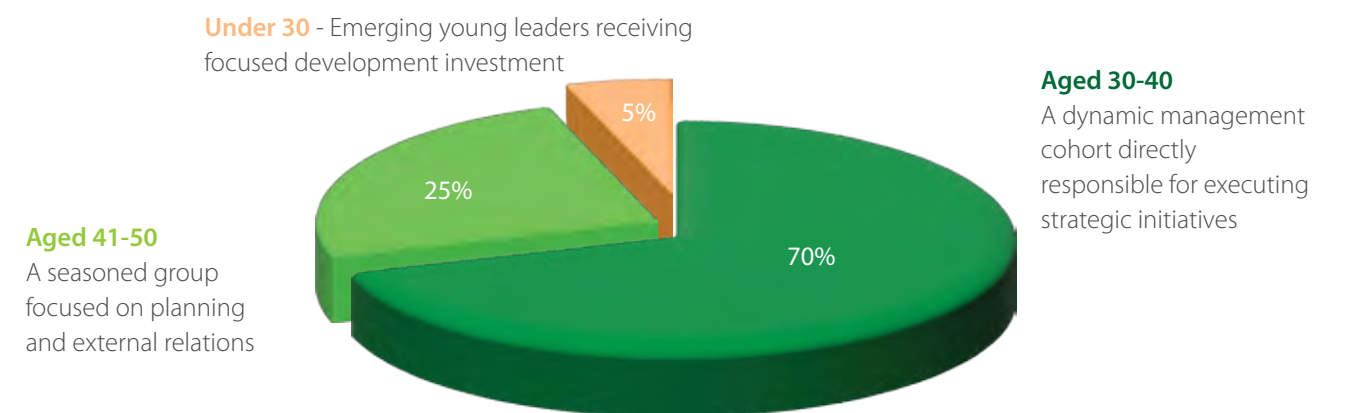
Topic	Objective	Number of programs
Governance & risk management	Strengthen operational governance, enhance decision-making, and mitigate legal and operational risks across the value chain.	5
Digital transformation & operational efficiency	Improve data utilization and technology application in operational management and optimize production performance.	3
Sustainable development & international standards	Embed ESG standards into quality management systems, ensure international compliance, and enhance brand credibility in export markets.	5
Agriculture & sustainable supply chain	Enhance farming and raw material preservation practices, support circular agriculture, and improve product transparency.	3
Health, Safety & Environment (HSE)	Ensure compliance with legal requirements, minimize the risk of work-related injuries, and foster a safe, supportive work environment.	3
Total		19 programs

A standout initiative in 2024 was **the Talent Development Program**. A total of 22 succession candidates from the management team and key personnel participated in a series of activities and achieved significant milestones, including 360-degree feedback, Individual Development Plans (IDPs), and structured coaching sessions.

### ENGLISH PROFICIENCY ENHANCEMENT FOR MANAGEMENT PERSONNEL

In alignment with our strategy to expand into international markets and strengthen global integration capabilities, Betrimex launched the “English Proficiency Enhancement” program in 2024, targeting management personnel across all levels. This initiative was implemented under the year’s central theme: “Power up, Win millions.”

#### Participation rate and personnel structure analysis



#### Strategic importance of the program

This initiative is not merely about enhancing language proficiency; it is a key enabler in Betrimex’s sustainable growth and internationalization roadmap. The program plays a vital role in:

- Supporting international market expansion and integration
- Strengthening collaboration in research and development
- Increasing transparency and readiness for participation in global supply chains
- Placing the company in a better position to meet international ESG standards

#### Long-term vision

The investment in English language training for management is a strategic step to:

- Position **“global integration capability”** as a core competency of the organization
- Develop a talent workforce aligned with Betrimex’s internationalization goals through 2030
- Cultivate a generation of **“globalization leaders”** - professionals who not only understand products, but also advocate Betrimex’s values, responsibilities, and vision on the international stage



### DEVELOPMENT SUPPORT AND PERFORMANCE EVALUATION

Betrimex actively promotes employee participation in courses, specialized workshops, and work-related initiatives. Leave policies are in place to support attendance at certification exams and professional seminars, ensuring that employees are given optimal conditions for personal growth.

The performance evaluation process is driven by pre-defined KPIs, complemented by peer assessments and one-on-one feedback. Succession candidates receive personalized consultation, coaching, and ongoing monitoring to ensure their long-term development.





## HUMAN RESOURCE DEVELOPMENT AND TALENT MANAGEMENT

### HONORING CORE VALUES THROUGH ESG INITIATIVES

The Core Values Awards is an annual initiative by Betrimex that honors individuals, teams, and departments for successfully implementing outstanding ESG initiatives - concrete actions that actively contribute to the company's sustainable development commitments. Each recognized initiative is not just a solution to environmental, social, or governance issues, but also a vivid expression of the core values that the Company pursues throughout our development journey.



1

#### Tethered Cap EU

- Increase Filling Line 4 capacity by ~1.26M boxes per conversion.
- Fulfill EU T-Cap orders.
- Reduce plastic waste.
- Increase recycling.

2

#### Optimization of frozen coconut cream usage

- Increase capacity and minimize loss during thawing and ice crushing.
- Optimize use of frozen coconut cream to improve financial efficiency.
- Economic benefits through cost savings: VND 2.9 billion.



3

#### Automatic coconut counting machine

- Apply advanced AI technology and algorithms.
- Speed: 30,000 coconuts/hour with error rate below 0.02%.
- Mark a breakthrough in Betrimex's automation strategy.

4

#### Expansion of lab testing parameters

- Upgrade testing capacity based on new parameters to meet customer requirements.
- Increase the validity and reliability of test results from the company.

5

#### Diversification of packaging suppliers

- Diversify suppliers.
- Mitigate the risk of supply chain disruption.
- Optimize input costs
- Economic benefits through sustainable initiatives: VND 7.4 billion

6

#### Scope of SCADA data updates

- Accelerate data storage and retrieval.
- Improve incident management.

7

#### Improved coconut oil production method

- Fully optimize zero-waste approach for coconut utilization.
- Economic benefits through sustainable initiatives: VND 1 billion.







## HUMAN RESOURCE DEVELOPMENT AND TALENT MANAGEMENT

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### Transition to domestic can packaging suppliers

- Replace imported packaging with locally produced alternatives of equal specifications and quality to reduce delivery time.
- Strengthen collaboration with domestic suppliers.
- Economic benefits through sustainable initiatives: **VND 13 billion.**

9

### Pallet conversion

- Improve workplace safety and minimize product damage due to pallet incidents during storage.
- Optimize shuttle robot operation to improve work efficiency.
- Economic benefits through sustainable initiatives: **VND 405,000 per pallet.**

10

### Reduction of raw material losses

- Prioritize recycling activities.
- Implement strict control over net weight and optimize fat content standards.
- Establish standards and procedures for coconut cream recovery.
- Economic benefits through sustainable initiatives: Minimize raw material losses by **390,000 tons**, equivalent to a cost saving of **VND 2.9 billion.**

11

### Production cost optimization

- **Material optimization:** Analyze and improve the usage of chemicals, PE, tape, and nitrogen.
- **Production control:** Standardize process quantification (e.g., cream pressing), reduce machine downtime, and increase the number of coconut water production cycles.
- **Comprehensive management:** Manage factory consumables and implement monthly monitoring of material losses
- Economic benefits through sustainable initiatives: **VND 4.3 billion.**

# CORE VALUES AWARDS

12

### Production process digitalization

- Replace manual methods with integrated Microsoft solutions, including Power Apps, SharePoint, Power BI, and Power Automate.
- Seamless information flow: Share production data, shipping updates, and documentation through applications.
- **Automation:** Enhance productivity through applications supporting OEE tracking and loss management.
- **Optimization:** Streamline the management and sale of by-products via applications.
- **Knowledge management:** Facilitate training, knowledge storage, and internal sharing through applications.

13

### Digitalization of Health, Safety & Environment (HSE) system

- Deploy E-tools to manage over 11,500 training records and 1,100 fire safety equipment to enable fast retrieval.
- **Automated wastewater monitoring:** Launch the system ahead of schedule, with data transmitted to the DONRE and MONRE, to ensure rapid incident response.
- Ensure compliance with laws and quick adaptability to inspection requirements (e.g., BSCI, SMETA), with zero disruptions to production operations.







# CORE VALUES AWARDS 2024

Through the Core Values Awards, Betrimex celebrates the spirit of innovation, initiative, and responsibility demonstrated by our people in creating sustainable value for the community, customers, and the planet. This recognition reinforces the belief that sustainable development is driven by the meaningful actions of each individual.

