December-2019 Unit: Months of Serice 200 300 400 500 600 G1 G2 G3 G4 G5 Average 53-58 10.2 32.7 23.3 Celadon 10.4 Canary 36.3 40.4 48.0 48-53 8.9 24.9 25.5 Long Bien ■G1 ■G2 ■G3 ■G4 ■G5 ■G6 Binh Tan 7.9 25.7 18.7 25.0 8.8 HO-HN 52 43-48 Male Female HQ - HCM 8.5 14.4 24.5 HQ - HN **Full-time employees** 33-38 Unit: Months of Serice G2 G3 G4 G5 Average Long Bien 28-33 Celadon 13.2 31.7 Canary 18.7 39.9 BinhTan Long Bien 15.5 32.2 33.6 22.2 47.1 16.8 11.9 29.0 16.0 45.9 32.4 44.8 Binh Tan 35.8 18-23 HQ - HCM 22.1 41.7 16.3 Others 0 HQ - HN 10.00% 15.00% 30.00% Education Tunrover **Total GMS** ■ Tiểu học THCS 6.99% 6.73% 4.62% 5.00% 5.57% 4.89% ■ THPT 4.73% 3.93% 832 2.78% ■ Trung Cấp Nghề ■ Trung cấp 2880 ■ Cao đẳng nghề Cao đẳng ■ Đại học ■ Thạc Sĩ 4299 2017 Turnover 2018 Turnover 2019 Turnover —2017 Turnover rate —2018 Turnover rate —2019 Turnover rate **Headcounts - Celadon Headcount - Canary Headcount - Long Bien Headcount - Binh Tan** SOFTLINE SOFTLINE SOFTLINE SOFTLINE HARDLINE 94.9% HARDLINE HARDLINE 90.0% HARDLINE 89.7% 94.8% Foodline 1 Foodline 1 Foodline 1 Foodline 1 103.8% 100.0% Customer Service 94.1% 100.0% 138.6% 120 40 60 80 120 140 40 60 80 120 ■ Budget HC ■ Actual HC Highlights II. In-depth analysis (Outstanding issues of Human resouce depends on annual objectives) III. Predictions & Recommended actions (Trends of part (II) and solution) 1. Human capital & company performance 1. Macro economics analysis Human capital ROI Operating profit per FTE PESTEL analysis 1. Employee Turnover Human Investment ratio Return on Human Ivestment Significant areas of issues 2. Significant internal human resource trends 2. Demographic & deversity Analysis & problems causation Demographic shift Population distribution by groups (working locations, age, genders, education, business units, contract HR's actions & results Workforce category) 2. Employee engagement Turnover Engagement survey item report 3. Headcount & Internal Movement Engagement Significant areas of issues Headcount plan achievement rate Internal movement rate (promote, transfer) Hire rate vs exit rate Retention rate Analysis & problems causation 4. Recruitment & Acquisition HR's actions & results Vacancy rate Acquisition index (phonescreen %, Requisition ratio (New vs Replacement) candidate/acquisition, accept/reject offer 5. Employee tenure & turn over Employee tenure (avrg staying duration) Employee turnover rate 6. Employee engagement & statisfaction Employee engagement index Employee statisfaction index

Gender

Seniority till Dec-19

Working location