TNH HOSPITAL GROUP JOINT STOCK COMPANY

SOCIALIST REPUBLIC OF VIETNAM
Independent – Freedom - Happiness

Thái Nguyên, April 23, 2026

REPORT ON ACTIVITIES
OF INDEPENDENT MEMBER OF THE BOARD OF DIRECTORS
ON THE ACTIVITIES OF THE BOARD OF DIRECTORS IN 2025

(Independent Member: Romeo Fernandez Lledo)

To: The General Meeting of Shareholders of the Company

I. Introduction

In accordance with best practices in corporate governance in Vietnam and the governance requirements under the Law on Enterprises and relevant guidelines issued by the State Securities Commission (SSC), I hereby submit my report on the performance of my duties as an Independent Director of the Company for the fiscal year 2025.

II. Attendance and Participation in Board Meetings

During 2025, the Board of Directors (BOD) convened regular and extraordinary meetings to deliberate on key strategic, financial, operational, and governance matters of the Company.

- **Attendance:** I attended **100% of all BOD meetings**, either in person or via online platforms, ensuring full compliance with attendance expectations for independent directors.
- **Active Participation:** I actively contributed to discussions, provided objective opinions, and raised clarifying questions to ensure that decisions of the Board were based on accurate information, proper analysis, and consideration of risks and alternatives.

My consistent presence in meetings reflects my commitment to good governance, fiduciary responsibility, and independent oversight.

III. Performance of Duties and Responsibilities

In 2025, I carried out the responsibilities expected of an Independent Director with focus on transparency, accountability, and the long-term interests of shareholders.

1. Oversight and Governance

- Ensured that management decisions presented to the Board were supported by validated data, sound financial analyses, and appropriate benchmarking.

- Reviewed major proposals, projects, budgets, and investment items to confirm alignment with regulatory requirements and the Company’s strategic objectives.
- Provided independent viewpoints on matters affecting shareholders’ rights, operational efficiency, and risk management.

2. Support for Key Board Resolutions

I supported Board resolutions only after reviewing the supporting documents, data analyses, and management presentations. Decisions were evaluated based on:

- Quantitative analysis (financial, operational, and risk impacts)
- Qualitative considerations (patient experience, quality of care, hospital reputation, management capability)
- Best practices in Vietnam's healthcare and corporate governance sectors

3. Committee Contributions

I actively participated in Board committees:

- Audit Committee
- Planning, Budgeting & Control Committee
- Quality Committee
- Oversight Procurement & Bidding Committee

My contributions involved reviewing technical proposals, assessing cost-benefit relationships, and advocating for systems and processes aligned with international best practices and Vietnam’s evolving regulatory standards.

4. Promotion of Best Practices

In 2025, I continuously promoted:

- Evidence-based decision-making
- Strengthening internal controls
- Improving transparency in financial reporting
- Enhancing hospital quality systems
- Procurement practices aligned with competitive bidding and compliance
- Long-term sustainability and risk mitigation

I also shared experience from other regional healthcare systems to support management in improving clinical and business performance.

IV. Compliance with Principles of Independence

Throughout the year:

- I maintained full independence with no conflict of interest.

- I did not engage in any transactions or relationships that could impair objective judgment.
- My decisions were solely guided by the interests of the Company, its shareholders, and stakeholders.

V. Recommendations for 2026

To further enhance governance effectiveness and long-term growth, I recommend that the Board prioritize:

1. Strengthening financial forecasting and monthly SOC (Budget) governance
2. Structured implementation of quality and patient safety programs
3. Professionalization of procurement through transparent competitive processes
4. Strengthening accountability of hospital leadership teams
5. Accelerating digitalization, data quality, and reporting systems
6. Enhancing risk management and internal audit functions

VI. Conclusion

In 2025, I fulfilled all responsibilities of an Independent Director in accordance with corporate governance standards and Vietnamese regulations. I remain committed to contributing my expertise, experience, and independent judgment to support the Company's sustainable development and governance excellence in 2026 and beyond.

INDEPENDENT MEMBER OF THE BOARD OF DIRECTORS

Recipients:
- AGM, BOD, EB;
- Save: Legal dept, AGM's documents.

(Signed)

Romeo Fernandez Lledo