

ENGLISH TRANSLATION

**REPORT OF THE BOARD OF DIRECTORS
AT THE 2021 ANNUAL GENERAL MEETING OF SHAREHOLDERS**

Dear Shareholders,

The Board of Directors (the “**BOD**”) of Masan High-Tech Materials Corporation (“**MHT**”) is honored to submit to shareholders the BOD’s Company’s 2020 performance assessment report.

BOD’S ASSESSMENT OF THE COMPANY’S PERFORMANCE

The BOD’s role is to represent shareholders’ interests, and this year we are proud to advise shareholders that while the company’s performance in 2020 was negatively impacted by the global pandemic, the company was still able to deliver positively against all major commitments.

Firstly, to address the largest impact in 2020, the global pandemic. The BOD recognizes the incredible work of the management team, unions, and our employees and contractors across our global business for staying largely covid free in 2020. As a team they enacted the crisis management plans, they modified and implemented revised work practices to keep our people and environment safe, kept our operations running, drove down our cost base, and still achieved a modest profit. This was all done within the context of taking our business global whilst dealing with challenging and constantly changing frameworks provided by local agencies, as well as engaging with a global customer base under incredibly high levels of uncertainty for most of the year. The BOD would like to publicly thank our employees and contractors for their patience, persistence, and unwavering resolve in the face of the pandemic, and to our communities, suppliers, customers, governments and importantly our shareholder for their continued support.

The BOD fundamentally believes the 2020 results demonstrate that the strategy to transform our business from a miner producing commoditized products to a global integrated advanced materials supplier providing unique customer solutions remains the right strategy.

In early June 2020, as the different regions of the world started to move towards individual country-based closures in response to the pandemic, MHT through its subsidiary Masan Tungsten Company, completed the purchase of the tungsten powders business of the H.C. Starck Group GmbH (“**HCS**”) and the ChemiLytics GmbH analytical services business. At the end of June 2020 at our Annual General Meeting, you, our shareholders voted overwhelmingly to support the change in company name from Masan Resources to Masan High-Tech Materials reflecting our future direction. You also approved the issuance of equity which was issued in September 2020 to Mitsubishi Materials Company at a premium over the then market price of the company’s shares, ratifying the strategy and the value of the MHT Business.

The equity injection into MHT has significantly improved the balance sheet strength of the company to ensure we are well positioned to benefit from the global recovery in future years, while also strengthening our partnership with a key customer.



Although faced with significant difficulties and challenges affecting our 2020 revenues, we achieved a net revenue of VND7,291 billion over the year 2020, which is an increase of 55% compared to 2019. This was significantly positively impacted by the consolidation of the acquired H.C. Starck Tungsten Powders business which was consolidated from June 2020.

MHT continued making a significant tax contribution to both the Vietnamese State budget, and to the local economies surrounding each of our global operations. In Vietnam specifically, MHT has contributed significantly to the state budget and fulfilled its tax obligations and fee payment responsibilities to the state and provincial budget which amounted to VND1,478 billion for the 2020 year, including corporate income tax, personal income tax, royalty tax, etc.

MHT continues applying world-class standards and practices across all our businesses and areas relating to the community, health, environment, sustainability, and safety. Last year MHT's global environment protection works remained focused on maintaining a "showcase model" in environmental protection for our partners to study and learn in the practices ranging from sustainable mining in Viet Nam through to being global leaders in the producing sustainable tungsten through recycling. In keeping with our commitment to reduce operational emissions we established renewable power contracts for our HCS & ChemiLytics operations in Germany.

In Vietnam, we continue to be publicly recognized for our significant contributions to the community development initiatives and Corporate Social Responsibility in Thai Nguyen province. Specifically, being awarded Top 50 Vietnam The Best, Top 50 Sustainable Development Enterprise in Vietnam (CSI), Top 100 Largest Public Companies in Vietnam, Top 500 Largest Enterprise in Vietnam (VNR500), Top 500 Fastest Growing Enterprise in Vietnam (FAST500).

The BOD has accomplished its duties in reviewing and approving the resolutions on the operation of the Company and its subsidiaries. In 2020, no members of the BOD received any remuneration for their duties as BOD's members, nor have they incurred any expenses.

BOD'S ASSESSMENT OF THE COMPANY MANAGEMENT TEAM PERFORMANCE

The global Management Team continues to manage the Company in a manner deserving the BOD's and shareholders on-going trust and support. The Chief Executive Officer and other managers fulfilled their duties and functions in 2020, and properly implemented all resolutions from the General Meetings of Shareholders. The appropriate sub-committees that were established in 2016, including the Sustainability Committee and the Risk Committee, have continued to fulfill their obligations in advising and assisting the BOD on matters having remarkable impacts on the Company's operation and reputation.

BOD PLANS AND DIRECTIONS

During the year and following the acquisition of the HCS business in June 2020 the executive management together with a number of other key managers held a global workshop and revised its vision and mission as follows.

Vision

MASAN HIGH-TECH MATERIALS CORPORATION

*Suite 802, Central Plaza, 17 Le Duan, Ben Nghe Ward, District 1,
Ho Chi Minh City, Vietnam*

M A S A N
HIGH-TECH MATERIALS



To be the leading integrated supplier of high-tech advanced materials critical to global innovation.

Mission

We aim to be the partner of choice to high-tech industries where our products are a key component in evolving and shaping the future of our world. Through the application of our materials, we will create unparalleled solutions to drive innovation and productivity which will deliver superior outcomes for all our partners and stakeholders.

The workshop which was held as a series of online workshops due to COVID19 brought together key managers from across the globe to discuss and debate the collection of businesses we have today and to dream about the future of these businesses. The workshop itself was enlightening in terms of the breadth of capability and intelligence we have amongst the leaders we entrust with our business. In 2020, while we achieved global scale with the H.C. Starck Tungsten Powders acquisition we are still transitioning from a commoditized materials supplier to a customer solutions company. This will take time as we work with our various global customers to position and tailor our products, materials, services, and solutions offerings to best suit their individual business needs. We are seeing strong traction with customers, but it remains an ongoing evolution. Through 2021 and into our future we will continue to invest in leading research, development, and innovation to advance our products and our processes for both our current business and customers but also position ourselves for the future to be a leader in supplying sunrise industries and global innovators their material needs. While 2020 was quiet on the patent front there are a number of advances developed through 2020 which we expect to be patenting in 2021.

The Company will also continue to promote and grow our own role in the circular economy through the adoption of “Reduce, Reuse & Recycle” philosophy; safeguarding the ecosystems of our people, our environment, our stakeholders; and ensuring superior financial results on a long- term sustainable basis. The H.C. Starck acquisition itself in 2020 has provided a significant increase in recycled material production in the overall business portfolio with over 40% of our Tungsten products now coming from recycle streams. We expect to further enhance and grow this aspect of our business over the next few years.

Given the foregoing, the BOD fully supports the Management Team’s efforts to continue to grow the company and deliver on the Vision and Mission, providing superior outcomes for all our partners and stakeholders, including you, our shareholders.

Yours faithfully,

Ho Chi Minh City, 11 March, 2021

ON BEHALF OF THE BOARD OF DIRECTORS

/signed and sealed/

DANNY LE

Chairman of the Board of Directors