

COOL **MATE**

# CODE OF BUSINESS CONDUCT AND ETHICS

2026

(Second Edition)

COOLMATE DOCUMENT

# Table of Contents

<b>INTRODUCTION</b>	<b>03</b>		
• What is the Coolmate Code of Conduct?	04		
• Why does Coolmate need a Code of Conduct?	05		
• Who must comply with the Code of Conduct?	06		
• Guidance & support regarding the Code of Conduct	08		
• Responsibilities of every Coolmate member	09		
• Responsibilities of Managers and Leaders	10		
<b>THE 10 RULES OF CONDUCT AT COOLMATE</b>	<b>12</b>		
• We always put our customers first	13		
• We build trust in our business relationships	15		
• We lead with integrity and by example	16		
• We care about our community and society	18		
• We respect our shareholders and resources	19		
• We provide a safe, fair, and respectful workplace and support a prosperous life	22		
• We comply with policies and laws	24		
		• We are committed to free and fair competition	26
		• We respect personal privacy	27
		• We prioritize cybersecurity	28
		<b>5 CORE VALUES OF COOLMATE</b>	<b>29</b>
		<b>10 LEADERSHIP BEHAVIOR STANDARDS AT COOLMATE</b>	<b>38</b>

## Section 01

# MESSAGE FROM THE CEO -PHAM CHI NHU

Coolmate was born from a simple yet powerful question:

**When will Vietnam have its own fashion brand - made in Vietnam and good enough to stand alongside international brands?**

Vietnam is among the world's leading garment exporters, yet Vietnamese consumers still have to pay premium prices for foreign products. Coolmate was created to change that.

From a warehouse of less than 50m<sup>2</sup> in 2019, with very limited resources, Coolmate set out with a clear mission from day one: to become a source of pride for Vietnam's textile and garment industry, and to deliver better choices for consumers around the world. This journey is not easy. And the further we go, the more we need a strong foundation of values so we never compromise our identity and mission for the sake of growth at all costs.

This Code of Conduct serves as a guiding compass for every Coolmate team member in how we act, make decisions, and grow not only when things are going well, but especially when we face difficult choices.

As CEO, I am committed to leading by example, together with the leadership team, in upholding and practicing this Code. I also expect every Coolmater to proactively read, understand, apply it, and speak up when necessary.

Coolmate can only go far and go sustainably when we do the right things together and take responsibility together.

Sincerely,

Pham Chi Nhu  
CEO, COOLMATE



Section 02

# GENERAL STATEMENT

## What is the Coolmate Code of Conduct?

This Code serves as a practical guide for our everyday decisions and a clear statement of who we are as Coolmate—how we choose to act as a business.

This Code is not just meant to be read or followed in formality, but to:

- Help every Coolmater make the right decisions in challenging situations
- Ensure consistency in behavior as Coolmate grows rapidly
- Protect our people, brand, and long-term reputation



# Why does Coolmate need a Code of Conduct and why must we comply with it?

To ensure sustainable growth and maintain our reputation as a brand that puts people, customers, and partners first, every team member must clearly understand, follow, and act in line with the Company's Code of Conduct.

Compliance with the Code of Conduct is not only about adhering to laws and internal policies, but also about building an open, transparent, and integrity-driven workplace—where everyone can perform at their best and take pride in how results are achieved.

When Coolmate identifies or receives information about any conduct that violates the Code of Conduct, Company policies, or the law, we will take it seriously—reviewing and addressing the matter appropriately, and implementing necessary measures to prevent recurrence. Depending on the severity and circumstances, actions may include training, guidance, strengthened controls, or disciplinary measures, up to and including termination of employment.

Every Coolmate team member has a responsibility to speak up when they become aware of or suspect any violations of the Code of Conduct, Company policies, or the law.

Timely reporting is a critical part of our shared commitment to protecting Coolmate's values, culture, and sustainable growth.

# Who must comply with the Code of Conduct?

All Coolmate team members are responsible for understanding and complying with the Code of Conduct, internal policies, and applicable laws relevant to their roles. Regardless of position, department, or working arrangement, the Code serves as a foundation to guide sound decision-making and appropriate actions.

At Coolmate, we believe that everyone is a leader—regardless of title or role. Complying with the Code of Conduct enables each individual to lead by example and serve as a positive role model for colleagues, partners, and customers.

Managers and leaders carry additional responsibility to set the example and to support their teams in understanding, applying, and complying with the Code in their daily work.

In addition, individuals and organizations working with or on behalf of Coolmate are expected to comply with relevant principles of the Code of Conduct, along with applicable policies. These requirements are incorporated into agreements with suppliers, partners, contractors, and distributors.



# How to make the right decision?

When facing a difficult decision, ask yourself:

01

Does this violate any laws, the Code of Conduct, or Company policies?

02

Does this conflict with Coolmate's core values and commitments?

03

Could this harm our customers, teammates, partners, shareholders, or Coolmate's reputation?

04

If this were made public, would I-and Coolmate be comfortable taking responsibility?

If the answer is **YES** or **UNCERTAIN**, seek guidance from the Company before taking action.



# Guidance and Support on the Code of Conduct

Coolmate has established comprehensive processes, guidelines, and support channels to help every team member comply with the Code of Conduct, internal policies, and applicable laws.

We encourage every team member to speak up, ask early, and use the right channels helping to protect Coolmate's values, culture, and sustainable growth.

When you have questions, concerns, or need guidance, you can proactively reach out to:

- Your direct manager or leadership team: for guidance and clarification on operational matters and standards within your team or function.
- Human Resources (HR): for questions related to HR policies, benefits, responsibilities, and the work environment.
- Whistleblower Portal: available 24/7 with strict confidentiality, allowing you to safely report concerns via Coolmate's official link:  
<https://www.coolmate.me/coolmate-whistle-of-integrity>
- The Company's ESG Specialist: for advice on business ethics, compliance, and sustainability matters via email: [phunghtk@coolmate.me](mailto:phunghtk@coolmate.me)

# Responsibilities of Every Coolmate Team Member

To uphold our core values and protect the Company's culture and reputation, Coolmate trusts and expects every team member to comply with the Code of Conduct in all actions.

If you become aware of or suspect any behavior that violates—or may lead to a violation of—the Code of Conduct, you have a responsibility to speak up. Asking questions and raising concerns is the right thing to do, helping the Company promptly prevent or address potential misconduct.

Whether reporting anonymously or openly, you are expected to provide sufficient and accurate information to enable timely and thorough review. You are also responsible for cooperating in any verification or investigation process when required.

Coolmate does not tolerate any form of retaliation against individuals who report concerns or support an investigation. Any act of retaliation will be subject to strict disciplinary action, including termination of employment.





# Responsibilities of Managers and Leaders

As people managers, you carry a unique and critical responsibility to lead by example and act consistently with the Code of Conduct. Through your daily behavior and decisions, you help set the right “tone from the top” and inspire your teams to uphold Coolmate’s standards.

## Key principles that managers are expected to follow:

- Lead by example in all actions, demonstrating integrity and ethical behavior at work.
- Make objective decisions, based on business interests and established principles.
- Review the Code of Conduct with your team at least once a year.
- Support team members in understanding and applying the Code of Conduct and related policies; guide them to the right support channels when needed.
- Ensure employees receive adequate training on applicable laws, policies, and standards relevant to their roles and responsibilities on behalf of the Company.
- Foster a safe and transparent work environment, where employees feel comfortable speaking up without fear of retaliation.
- Take all concerns seriously, assess their severity, and proactively escalate when necessary or when in doubt.
- Implement corrective or preventive actions when violations of the Code of Conduct occur.
- Fully cooperate and provide support in all verification and investigation processes

# COOLMATE'S PERSPECTIVE ON BUSINESS

“Business is about earning money by serving society through good products.” We would like to borrow this quote from Dr. Gian Tu Trung, Principal of PACE Business School and President of IRED Institute.

Revenue and profit are not the goal—they are the result.

When customers are satisfied with our products and services, they continue to choose us and recommend us to others. That is how sustainable revenue and profit are built.

## 2 CORE BELIEFS AT COOLMATE

Our first belief is that we are and will continue to be a team that is young, driven, and full of ambition. “Young” here is not just about age, but about mindset, energy, and a spirit of continuous innovation. This is what has enabled Coolmate to achieve many breakthroughs over the past years and what will continue to power our journey ahead.

Our second belief is that to do great things, we need many people who share the same vision, passion, and respect for one another. No one can achieve something truly great alone. To go far, we must go together and move in the same direction.

# 10 Coolmate Code of Conduct & Ethics

Coolmate's leadership team has aligned and translated our Code of Conduct and Ethics into 10 shared principles so that we can all have a common understanding and easily apply them in our daily work and interactions.

1. We always put our customers first in everything we do
2. We build trust in all our business relationships
3. We lead with integrity and by example
4. We care about our community and society
5. We respect our shareholders and resources
6. We provide a safe, fair, and respectful workplace and support a prosperous life
7. We comply with policies and laws
8. We are committed to free and fair competition
9. We respect personal privacy
10. We prioritize cybersecurity

# We always put our customers first in everything we do

At Coolmate, customer satisfaction is our highest priority and is reflected consistently in every decision, action, and operational policy.

## CUSTOMERS

Our first core value is “Customer Obsession.” Customers are always placed at the top of our priority list among all stakeholders.

To bring this to life, we have defined clear guiding principles and default behaviors. We align on the following practices:

### Continuous Innovation to Enhance Customer Experience

We continuously improve products, services, and processes to deliver better and better experiences from online shopping interfaces and delivery speed to made-to-order services, as well as collecting and implementing improvement initiatives.

### No Time Limits in Customer Interactions

Coolmate does not impose time limits on customer service calls. Employees are encouraged to listen and engage fully to ensure effective resolution - some calls have lasted up to 48 minutes.

### Customer First

Rather than focusing solely on dialogue, Coolmate prioritizes understanding and meeting customers' true needs. Strategic decisions are not based on short-term profit, but on delivering sustainable value and long-term customer satisfaction.

### Transparent, Convenient, and Effective Return Policy

Coolmate is a pioneer—and currently one of the few companies in Vietnam—offering a return policy of up to 60 days for any reason. Early on, we proactively worked with logistics partners to build a convenient two-way return process, enhancing trust and customer satisfaction.

### Personalized Interactions

We do not rely on rigid scripts or automated responses. Customer Service staff are trained to respond flexibly to each situation, recognizing that every customer has unique needs—there is no one-size-fits-all approach.

### Systematic Customer Listening

Coolmate proactively collects and analyzes customer feedback across multiple channels. A dedicated Customer Listening function operates independently, with 100% of reports submitted weekly to the CEO and relevant departments. Managers are expected to participate in analysis and propose concrete improvements.

### Easy and Timely Customer Support

Our hotline (1900 272737) is consistently displayed across Website, Email, Fanpage, labels, and packaging. The Customer Service team commits to responding within 100% of calls; missed calls are followed up promptly. Support operates 15 hours/day, 7 days/week, 363 days/year (from 8:30 AM to 10:00 PM).

### And Beyond

In addition to the above, Coolmate continuously updates and implements new policies and initiatives, with one ultimate goal:

**Maximize customer satisfaction**

# We build trust in business relationships

Coolmate is committed to building partnerships based on trust, transparency, and long-term value.

We believe that Coolmate's success cannot be separated from the companionship of our partners especially manufacturing partners in the textile industry, where product quality is shaped by great materials and great people.

## Our Commitments

### Integrity and Honesty in Partnerships

We always act with integrity even when it's difficult and when no one is watching. Coolmate does not conceal or distort information, nor take advantage of partners in any form.

### Building Long-term Strategic Partnerships

We prioritize deep and long-term collaboration, actively listening, providing feedback, and enabling partners to maximize their strengths thereby creating sustainable value for both sides. Coolmate does not coerce, pressure, or exploit partners.

### Two-way Information Sharing

Coolmate proactively updates partners on business directions and development plans. At the same time, we are open to sharing new technologies, industry trends, and product development opportunities.

On that foundation, Coolmate's partners clearly understand and choose to grow with us for the long term.

# We lead with integrity and by example

At Coolmate, integrity is the non-negotiable foundation for every leadership role.

## INTEGRITY

Integrity is more than just following rules or doing the right thing when supervised. It is the consistency between thoughts, words, and actions—especially in challenging situations, under high pressure, or when no one is watching.

## ALWAYS CHOOSE THE RIGHT THING

Leaders at Coolmate are expected to always choose the right path, even when it offers no short-term gain, is inconvenient, or requires personal sacrifice. Every decision and action must prioritize the long-term interests of the Company, customers, the team, and stakeholders above all else.

## LEADING BY EXAMPLE IS A CORE RESPONSIBILITY

Organizational standards are not built through slogans or documents, but are shaped by how leaders conduct themselves every day. What leaders do, more than what they say, will become the standard for the team to follow.



## COOLMATE LEADERS MUST:

- Strictly comply with regulations, policies, and core values before expecting the team to follow.
- Take initiative in assuming responsibility when errors occur; avoid blaming or evading; and be ready to publicly admit and correct mistakes.
- Act with transparency, fairness, and consistency in people management, performance evaluation, and decision-making.
- Keep promises, honor commitments, and only make proposals for which they are responsible for executing.

Coolmate believes that the trust of the team and the organization does not stem from authority, but from integrity demonstrated consistently over time.

A leader who leads by example with integrity will create an environment where people dare to take responsibility, speak the truth, and act correctly. This is the foundation for Coolmate's sustainable growth.

# We care about the community and society

Coolmate is committed to delivering value to the community by developing sustainable products, protecting the environment, creating jobs, and fulfilling all tax obligations.



# Environmental Responsibility

The fashion and apparel industry is highly sensitive and has a significant impact on the environment, particularly in textile and dyeing processes. Understanding this, we constantly strive to minimize our footprint through concrete actions.

## Using Sustainable Materials

We actively utilize recycled fibers and aim for 100% use of Recycled Poly or sustainable fibers by 2030, reflecting Coolmate's determination in this matter.

## Promoting Recycling and Reuse

We encourage the development of recycled products and the repurposing of sub-standard materials into useful accessories, a practice we are increasingly applying in our new collections.

## High-Durability Product Design

Instead of focusing on fast fashion, Coolmate concentrates on designing durable, high-quality products with a long lifespan to reduce overconsumption and resource waste.

## Reducing Manufacturing Waste

We ensure efficient production processes that minimize waste of raw materials, water, and energy. This includes optimizing cutting and sewing, reusing surplus materials, and reducing toxic chemicals in production.

## Lowering Carbon Emissions

Encouraging and gradually mandating green production solutions, using renewable energy, and reducing greenhouse gas emissions across our supply chain partners is one of our key goals.

## Ethical Manufacturing

### Fair and Safe Working Conditions for Workers

We establish sets of standards for partners in our supply chain to ensure fair and safe working conditions. This includes prohibiting child labor and forced labor, while ensuring reasonable wages and full benefits as required by law.

## Other Social Activities

### “A business doesn’t need to be big to do meaningful things”

Driven by this philosophy, Coolmate created the “Care & Share” program. This is a CSR project centered on fundraising through sales to organize social activities primarily focused on children.

“Care & Share: For a Better Childhood” embodies our desire to do small things with a small heart. At the very least, we have taken action and spread positivity.

A wide range of activities have been implemented, such as:

- Building schools for children in mountainous areas.
- Giving gifts on major holidays.
- Sponsoring the education of children in highlands.
- Most recently, funding surgeries for children with cleft lips, palates, and dental issues.

The number of programs has grown year by year. More importantly, Care & Share has connected a large community and spread positivity to even more people.

# We respect shareholders and resources

We must not engage in any actions that could harm our Company, customers, suppliers, shareholders, or colleagues.

## Utilization of Investment Capital

We are committed to our shareholders to use investment capital in our business operations efficiently and ethically. We do not tolerate the theft or waste of Company resources.

## Opportunity & Discovery

We do not deprive the Company of any opportunities—those discovered through the course of our work.

## Speech & Action

We are cautious when speaking or acting on behalf of Coolmate, ensuring that we only act in accordance with our policies, values, and legal requirements.

**We are committed to delivering long-term financial benefits to our investors.**

We provide an ethical, safe, fair, and respectful work environment and a prosperous life.

We aspire to build Coolmate into a model company where the majority of young people want to experience, work, or dedicate themselves. This can only be achieved when we ensure safety, fairness, and a robust benefits package.



## Creating Equal Opportunities

Coolmate complies with all anti-discrimination labor laws in every location where we operate.

We create fair employment opportunities for everyone and never discriminate against candidates or colleagues in violation of the law. Any action perceived as unfair will be verified and addressed by the Leadership Team.

## Mutual Respect

The Company is committed to providing an open, transparent, respectful, and caring work environment. We prioritize our people right after our customers, believing that human talent is the decisive factor for strong and breakthrough growth.

We say no to discrimination or harassment based on gender, skin color, religion, age, nationality, or disability.

## Superior-Subordinate Relationships

The Company ensures fair, cooperative, and respectful relationships with clear standards between levels. We encourage two-way listening and feedback.

At Coolmate, there are no communication barriers; employees have the right to approach any management level or the Board of Directors to voice opinions if their direct supervisors fail to listen or resolve grievances reasonably.

## Anti-Harassment and Anti-Discrimination

No one at Coolmate shall be discriminated against or harassed based on personal characteristics.

We do not tolerate words, emails, videos, or jokes that make colleagues feel harassed, intimidated, or unwelcome.

This expectation extends to our business partners and any external events we attend. We strictly

prohibit harassment or discrimination based on: race, gender, pregnancy, marital status, intellectual disability, skin color, gender identity, nationality, age, religion, sexual orientation, or physical disability.

## Human Rights

The Company is committed to complying with human rights laws within our sphere of influence and says NO to any form of forced labor.

Coolmate strictly prohibits the use of child labor across our entire system and business partners, regardless of the country or legal jurisdiction.

## Workforce Development

We consistently develop our workforce with a systematic orientation for the future of the organization.

We invest resources into developing leadership capabilities, building a positive culture, and enhancing professional, technical, and social interaction skills for our team.

## Occupational Health & Safety

We always emphasize the importance of the health and safety of our employees by providing a healthy, safe, and humane working environment.

## Substance Use (Drugs, Alcohol)

We expect our team to perform their duties and make decisions with a clear mind, unaffected by alcohol or drugs. Therefore, the Company strictly prohibits the use of illicit substances and discourages the use of alcohol during working hours.

# We comply with policies and the law

At Coolmate, we conduct business legally.

We comply with the law wherever we operate, including all applicable standards and regulations.

In addition to meeting all legal requirements, we adhere to local and global policies throughout our business processes to ensure compliance. If local laws are stricter than these policies, we will follow the local laws.

If a local business practice conflicts with our policies, we must adhere to our own policies. When in doubt about whether an activity is inappropriate, we seek guidance.



These commitments apply to everyone, and any exceptions must be approved by the Board of Directors.

### What is Bribery?

Bribery occurs when something of value is promised or given to gain an unfair advantage. "Something of value" can be anything that holds value for the recipient, including:

- Cash payments.
- Gift cards or cash equivalents; charitable donations.
- Loans, travel expenses, gifts, hospitality, job opportunities, or confidential information.

If offered or given with the intent or purpose of gaining an unfair business advantage, it is considered bribery. We do not tolerate bribery in any form. We will not make inappropriate payments on behalf of the Company or allow anyone else to engage in bribery for us. We will not accept bribes in any form.

### Furthermore, we strictly prohibit:

**Kickbacks:** Giving back a portion of a payment (made or due) and treating it as a reward for granting or nurturing a business opportunity.

**Grease Payments:** Fees or payments made to a government official to expedite a routine form or process.

**Note:** The above limits do not apply to officially approved discount or rebate programs, or to fees paid to government officials that have a legitimate legal receipt.

### Child Labor

The Company is committed to zero tolerance for child labor. We do not employ or recruit child labor across our entire system or within our business partnerships, regardless of the country or jurisdiction of operation.

### Anti-Money Laundering

Money laundering is the act of concealing illegal funds to make them appear legitimate. Coolmate strictly complies with all anti-money laundering laws.

To avoid becoming an unintentional accomplice to financial crimes, we must remain vigilant for red flags, including:

- Payment requests exceeding the agreed price.
- Payments from unusual or unrecognized accounts.
- Requests for payment in different currencies
- Requests for cash payments.
- Payments from third parties unrelated to the account

### Conflict of Interest, Anti-Bribery & Corruption

- **Integrity and Accountability:** These are our core values. We commit to conducting all business operations and tasks fairly, openly, honestly, and transparently, adhering to the highest ethical standards.
- **Zero Tolerance:** Bribery and corruption damage business ethics and organizational reputation. The Company resolutely opposes any inappropriate or illegal actions that compromise transparent business practices.
- **Clear Conduct Policy:** Our Anti-Bribery and Corruption Policy clearly defines the standards of behavior expected of every employee.
- **Company Interest First:** Employees must act in the best interest of the Company and distinguish clearly between corporate and personal interests. All decisions regarding potential conflicts of interest must align with our core values and legal standards.
- **Global Enforcement:** We apply a "zero-tolerance" policy toward all forms of bribery and corruption. This applies to all business activities in Vietnam and any other international markets.

# We are committed to fair and free competition

We succeed by delivering high-quality products and applying fair practices in an open market. We never seek advantage through unfair competitive practices.

We do not engage in any activities that may restrict fair competition or harm consumers.

We do not use confidential information for personal gain, nor do we disclose such information in ways that could undermine competition or violate the trust of our business partners.



# We Respect Personal Privacy

At Coolmate, we value the privacy of everyone, including employees, customers, and partners.

Every Coolmate employee is responsible for protecting and maintaining the confidentiality of personal information they access during their work. This includes data related to employees, customers, suppliers, and any other relevant parties.

The sharing, use, or disclosure of personal information must comply with legal regulations as well as the Company's privacy and security policies.

## Protecting Privacy Rights

We strictly prohibit any form of privacy violation, including monitoring, storing, or using personal information without clear consent from the individual concerned.

Coolmate is committed to processing personal data transparently, safely, and for its intended purpose to protect the privacy of all individuals.

## Guidance and Support

For any questions or concerns regarding privacy, employees should contact their direct manager or the HR department for guidance and support.

Coolmate commits to handling all personal privacy violations seriously and promptly.

## What Can I Do to Protect Personal Data?

Follow these basic privacy measures to help protect personal data at Coolmate:

- **Necessary Collection:** Only collect or use personal data when necessary and authorized to perform your job duties.
- **No Unauthorized Disclosure:** Do not disclose personal information without permission or a legitimate business need.
- **Security Maintenance:** Take all necessary steps to maintain the security of personal information.
- **Trusted Third Parties:** Carefully select trusted third parties for data processing. Ensure appropriate contracts are in place.
- **Secure Transfer:** Only transfer personal data to authorized third parties via secure methods.
- **Proper Disposal:** Destroy or delete personal data records when they are no longer needed, following Company policies and procedures.

# Cybersecurity as a Priority

The Company values the accurate and ethical use of Information Technology (IT) systems, integrated with legal compliance and appropriate information security measures.

All employees are required to maintain regular oversight of IT security configurations to protect Company data.

To maintain cybersecurity, we must adhere to the following measures:

- **Identity Separation:** Keep personal and professional identities separate; use only approved tools for work-related tasks
- **Vigilance:** Carefully inspect suspicious emails, calls, and messages to prevent phishing attacks.
- **Reporting:** Report phishing emails or cyber threats immediately to the Cyber Defense Center.
- **Secure File Handling:** Exercise caution when sending or receiving electronic files to avoid accidental information sharing.
- **Approved Storage:** Never store confidential information outside the Company's approved systems and strictly follow procedures when performing financial transactions.

COOLMATE CULTURE

# 5 Core Values of Coolmate

1. Deeply customer-oriented
2. Integrity and responsibility
3. Willing to change and learn new things
4. Cooperation, love and team support
5. Towards sustainability

# COOL MATE



# “GOOD PRODUCTS, FAST FEEDBACK, SINCERE BEHAVIOR”

## Deeply customer-oriented

At Coolmate, we always put the customer at the center and as the FIRST priority in our thoughts and decision-making. We have very clear defaults regarding this and absolute consensus for it, including:

- No matter what position you are in at Coolmate, please focus on these 3 factors: making good products, fast feedback, and sincere behavior with customers. A photograph from the Media department, a sales program, or a neatly packed box at the operations center... all are products that you bring to customers and remember that they need to be made with good quality.
- We always focus on bringing value to customers and doing everything to achieve this goal.
- Beyond that, we strive to create and bring DIFFERENCE and EXPERIENCES BEYOND EXPECTATION for customers. “WOW SERVICE”

With this core value, we have a “judge” always by our side to help us know right/wrong in making decisions. All of us understand that when customers are satisfied, our other goals are all achieved; we will have revenue, profit, brand, and sustainable development.

Expanding further on this core value is that we consider teammates and partners as our “CUSTOMERS” and try to bring them excellent experiences. And with that mindset, we will surely have very good relationships with stakeholders and work will have high efficiency, creating higher value. There is a saying that reflects this very clearly:

**“Treat others the way you want to be treated.”**

“My prestige is built from the commitments I make. When things happen, I choose to look back at my responsibility first.”

## INTEGRITY AND RESPONSIBILITY

Coolmate is a collection of young Vietnamese personnel with a strong desire to make great changes. To realize that, the important foundation of each Coolmater is to become a trustworthy person with prestige in work as well as in relationships.

Integrity at Coolmate is understood as the consistency between THOUGHTS - WORDS - ACTIONS according to ethical standards. We value our commitments: whatever we commit to, we strive to fulfill and take responsibility for that commitment. In work reality, there are unexpected situations that can make a commitment unable to be completed as originally planned. When that happens, each Coolmater needs to act:

1. Actively take responsibility for not completing the commitment, do not blame others or circumstances.
2. If accepting a task not within one's authority and responsibility, hand it over to the right person in charge without indifference.
3. Notify relevant parties clearly and fully.
4. Assess consequences and provide solutions to overcome consequences.
5. Make a new commitment.  
In addition, Coolmate encourages employees to dare to debate superiors for common goals. This helps build trust with people around. Trust drives business spirit, is a factor that stimulates innovation, and is the motivation that brings outstanding results to our customers.



“You won’t get NEW results by doing things the OLD way”

### BE READY TO CHANGE AND LEARN NEW THINGS

We are living in a modern world that is complex and constantly changing. What we are pursuing are things that have never existed before in Vietnam, so this journey will surely come with many challenges. The most important thing is to have the mindset of being ready to change, to do new things, and to create breakthroughs. This value requires us to:

- Always say YES to challenging missions assigned by the organization and leadership.
- Be willing to challenge ourselves with things we have never done before and commit to doing them with determination.
- Actively learn valuable things from those around us.

At Coolmate, never say:  
“That’s not my job” because that is the fastest way to take yourself out of this organization.



“There is no room for an outstanding individual in a failing team”

### COLLABORATION, CARE, AND TEAM SUPPORT

To clarify this further, we have reached a mutual agreement on actions that constitute team support, including:

- Respect the differences of all stakeholders; HOWEVER, when working or when conflicts arise, it is necessary to be decisive to the very end to resolve the issue once and for all.
- Acknowledge what teammates have achieved and provide sincere feedback on what they have not yet done well.
- Always find every way to support teammates in completing their tasks.

If you want to go far, go together.  
No one can succeed alone. If you help others, others will help you.



COOLM

199

# “Long-term survival must be based on sustainable values”

## TOWARDS SUSTAINABILITY

Coolmate maintains an ESG system audited by independent agencies.

We have a dedicated ESG department to regularly measure, evaluate, and upgrade the implementation of these standards. To go far and grow sustainably, we cannot simply sell products or build a brand; we must integrate sustainability into our core.

In every business activity, Coolmate is committed to sustainable development based on the three pillars of Environmental, Social, and Governance (ESG).

### ESG Guidelines for Coolmaters:

#### 01. Environmental

Coolmate is committed to minimizing environmental impact throughout the entire product lifecycle.

We prioritize recycled or eco-friendly raw materials, reduce manufacturing waste, and promote recycling and reuse. We also develop high-durability products to encourage more responsible and sustainable consumption.

#### 02. Social

Coolmate respects and protects the rights, benefits, and safety of our employees, building a fair, diverse, inclusive (DEI) work environment.

We partner transparently and fairly with suppliers and contribute actively to the community through social initiatives like Care&Share, aiming to create long-term positive value for society.

#### 03. Governance

Coolmate operates with a spirit of transparency, integrity, and ethics, complying with the law, current regulations, and relevant standards.

We pursue long-term strategies, practice proactive risk management, and make responsible decisions to protect the interests of the Company and stakeholders while ensuring sustainable growth.





## LEADERSHIP AT COOLMATE

At Coolmate, leadership is not a title; it is the capacity to empower a team to collectively achieve a shared vision and common goals.

An effective leader builds trust, unlocks human potential, provides clear direction, and transforms strategy into tangible results.

## General Expectations for the Leadership Team

We expect all leaders at Coolmate at every level to be high-performers with a steadfast commitment to Integrity and a deep focus on the customer in every decision and action.

Coolmate leaders do not compromise on high standards, never trade long-term value for short-term gains, and always prioritize the customer experience and interests.

## Empowerment Coupled with Responsibility

To fulfill these expectations, leaders at Coolmate are clearly and comprehensively empowered within their scope of responsibility. Empowerment comes with:

- Accountability for results.
- The authority to make swift and decisive decisions.
- Trust from the organization, provided that actions align with Coolmate's strategy, core values, and ethical standards

At Coolmate, empowerment does not mean being hands-off; it means creating the conditions for leaders to think big, take action, assume responsibility, and lead the team to achieve outstanding results in a sustainable way.

# 10 behavioral standards required for leaders at Coolmate

## 03. Processes and Policy Systems

Establish and operate according to clear, documented, and transparent processes and policies.

## 06. Leading by Example

Lead by example when doing right; publicly apologize and correct mistakes when doing wrong.

## 09. Periodic Inspection and Supervision

Ensure regular monitoring, evaluation, and adjustment so the team can develop sustainably.

## 01. Strategy and Objectives

Every leadership action must have a clear direction, with specific goals for measurement and evaluation.

## 04. KPIs, Plans, and Reports

Periodically establish plans, set goals (KPIs), and provide transparent reports on work results.

## 07. Work Discipline

Follow up on assigned tasks, take responsibility, and always provide feedback as promised.

## 10. Only discuss solutions, do not discourage

No blaming, no discouraging; only discuss solutions and the next steps.

## 02. Structure, Organization, and Job Descriptions

Build and organize the team with clear, transparent task assignments and job descriptions.

## 05. AI-First Mindset

The ability to use AI as the primary tool to solve problems and increase work productivity.

## 08. No Blaming

When an incident occurs, leaders proactively take responsibility, learn from the experience, and propose solutions.

# CEO'S CLOSING MESSAGE

This Code of Conduct is not created to be “read for formality” or “followed just to comply.” It represents our shared commitment to how Coolmate chooses to act, make decisions, and grow - not only when things are going well, but especially when we face difficult choices.

At Coolmate, we believe that a business can only go far and sustain its success when it is built on a foundation of integrity, transparency, and respect for people. Business results matter, but how we achieve those results matters even more. Every right decision we make today contributes to building credibility, trust, and long-term value for Coolmate in the future.

This Code of Conduct applies to all of us, regardless of role or position. As CEO, I am committed to leading by example alongside the leadership team in upholding and practicing these principles. I also expect every Coolmater to proactively read, understand, apply, and speak up when necessary because silence in the face of wrongdoing can harm the entire organization.

Coolmate is a long journey, and it can only be sustainable if we move forward together, do the right things together, and take responsibility together. I believe that with this Code of Conduct, along with a spirit of continuous improvement and accountability, Coolmate will continue to build a workplace we are proud of and a brand that society trusts.

Thank you for being part of Coolmate and for choosing to do the right thing - even when no one is watching.

**CEO**  
**Coolmate**

On behalf of Coolmate,  
thank you all for being  
here with us!

