

RECOMMENDATION LETTER

Re: Sustainable Success for the Collective Advantage (SSCA) Program

Dear Dr. Ramesh and the Talent Leadership Crucible Pte. Ltd. (TLC) Team,

On behalf of F88 Business Joint Stock Company, I would like to extend my heartfelt gratitude to Dr. Ramesh, Ms. Poorani, and the entire TLC team for organizing the transformative **"Sustainable Success for the Collective Advantage"** (SSCA) program held from January 2 to 4, 2025, in Vietnam. As the CEO of F88, I, along with our senior leadership team, had the privilege of participating in this remarkable program, which has left a profound impact on our perspective and approach to leadership and sustainable growth.

The SSCA program is far more than a training course—it is a journey of transformation that elevates participants from **personal awareness** to **systems awareness**, redefining how we perceive success and sustainability. Through the generous and insightful guidance of Dr. Ramesh and Ms. Poorani, we were introduced to a new paradigm of leadership rooted in **The Collective Advantage**, where the interconnectedness of **people, planet, and progress** forms the foundation for long-term prosperity.

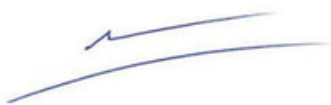
The program empowered F88's leadership team to shift from a **"surviving"** mindset to a **"thriving"** orientation. We learned to reframe our mental models to focus on our core commitments, enabling us to align actions with our shared purpose. Concepts such as **"listening for gold"** and the **CEO of BETA** (Collect, Engage, Operate) provided us with practical tools to enhance empathy, improve communication, and foster coordination within our teams. Most notably, the emphasis on **systems awareness** opened a new dimension of understanding, reinforcing that sustainable success is not merely about achieving what we want but about realizing what we all truly desire—a **thriving living system for all**.

One of the most powerful aspects of SSCA was its invitation to reflect on fundamental questions: **"Who is my Self?"** and **"What is my Work?"** These questions prompted deep introspection among F88's leadership, encouraging us to align our personal and collective purposes toward co-creating our fullest potential to build a sustainable society. The program inspired us to embrace the **3Ps commitments - People's Awareness, Planet's Renewal, and Progress Sharing**—which have become a guiding compass for F88's long-term development strategy, particularly in our journey to build and realize the Company's 2030 vision.

I am deeply grateful to TLC for delivering a program that not only imparts knowledge but also ignites a shift in mindset and action. SSCA has strengthened our leadership team's cohesion, enhanced our collective leadership capabilities, and clarified our strategic vision for the future. I firmly believe that any organization in Vietnam, whether in finance or other sectors, would greatly benefit from participating in SSCA. This program not only emphasizes leadership development but also serves as a pivotal step in fostering **sustainable success** for both **businesses and communities**.

With utmost respect, I recommend the SSCA program to all businesses and leaders in Vietnam. F88 is eager to share more about our experience and remains committed to supporting TLC in spreading the value of systems thinking to the Vietnamese business community.

Sincerely,



Phung Anh Tuan

Chairman of the Board & Chief Executive Officer

