

DRAFT
REPORT OF BOARD OF DIRECTORS
REPORT ON PRODUCTION AND BUSINESS RESULT 2021
AND PLAN FOR 2022

PART I
REPORT OF BOARD OF DIRECTORS

I – BOARD OF DIRECTORS’ ACTIVITIES

1. Personnel of BOD

In 2021, the personnel of BOD had lots of fluctuations, as followings:

1.1 The Annual General Meeting of Shareholders 2021 of Vietnam Container Shipping Corporation on March, 26th 2021 approved the dismissal and election of 03 members of BOD, as specific:

- Dismiss the member title of BOD’s members term 2020 – 2025 with 03 Members:
 - Mr. Nguyen The Trong
 - Mr. Nghiem Tuan Anh
 - Mrs. Dang Tran Gia Thoai
- Elect 03 members for BOD term 2020 – 2025:
 - Mr. Duong Tien Dung
 - Mr. Van Tran Hoan
 - Mr. Ta Cong Thong

1.2 Resolution of Vietnam Container Shipping Corporation’s AGM approved the method of collecting shareholders’ written opinions on September 22nd, 2021 on approving the dismissal and election of additional members for the Board of Directors of the Company for term 2020 – 2025 as follows:

- Dismissed the member of BOD term 2020 – 2025 with Mr. Nguyen The Duy since July 06th 2021.
- Elected additional Member of BOD term 2020 – 2025 with Mr. Tran Quang Tien since September 22nd 2021.

Seq	BOD Members	Position	Starting date / Quitting as BOD members	
			Appointment date	Resignation date
1	Mr Nguyen Viet Hoa	Chairman	Appointed on 19/06/2020	
2	Mr Nguyen Viet Trung	Member	Appointed on 19/06/2020	
3	Mr Duong Tien Dung	Member	Appointed on 26/03/2021	



4	Mr Van Tran Hoan	Member	Appointed on 26/03/2021	
5	Mr Ta Cong Thong	Member	Appointed on 26/03/2021	
6	Mr Tran Quang Tien	Member	Appointed on 22/09/2021	
7	Mrs Dang Tran Gia Thoai	Member	Appointed on 19/06/2020	Resigned since 26/03/2021
8	Mr Nghiem Tuan Anh	Member	Appointed on 19/06/2020	Resigned since 26/03/2021
9	Mr Nguyen The Trong	Member	Appointed on 19/06/2020	Resigned since 26/03/2021
10	Mr Nguyen The Duy	Independent Member	Appointed on 19/06/2020	Resigned since 06/07/2021
11	Mr Tran Tien Dung	Member	Appointed on 19/06/2020	Resignation letter since 08/09/2021
12	Mr Nguyen Van Tien	Member	Appointed on 19/06/2020	Resignation letter since 15/09/2021
13	Mr Nguyen Hoang Anh	Member	Appointed on 19/06/2020	Resignation letter since 08/03/2022

- In accordance with the Resignation letter for BOD member of Mr. Tran Tien Dung, The Board of Directors had released the Resolution No. 14/2021/NQ-HDQT dated September 08th 2021 in order to receive and accept the Resignation letter for BOD member of Mr. Tran Tien Dung since September 08th 2021 and reports to AGM for approval.

- In accordance with the Resignation letter for BOD member of Mr. Nguyen Van Tien, The Board of Directors had released the Resolution No. 15/2021/NQ-HDQT dated September 15th 2021 in order to receive and accept the Resignation letter for BOD member of Mr. Nguyen Van Tien since September 15th 2021 and reports to AGM for approval.

- In accordance with the Resignation letter for BOD member of Mr. Nguyen Hoang Anh, The Board of Directors had released the Resolution No. 04/2022/NQ-HDQT dated March 09th 2022 in order to receive and accept the Resignation letter for BOD member of Mr. Nguyen Van Tien since September 15th 2021 and reports to AGM for approval.

2. BOD's meeting

In 2021, the BOD held several regular, extraordinary meetings and meetings through emails.

BOD had a meeting to discuss and issue resolutions and decisions on time, in accordance with the actual operation of the Company, in compliance with the resolution orientation approved by the General Meeting of Shareholders.

Contents of important meeting of the BOD in 2021 are as follows:

Seq	Number	Date	Content
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1	01/2021/NQ -HDQT	27/01/2021	<p>1/ Approval on the Production and Business Result 2020 before audit of Vietnam Container Shipping Corporation, in particular:</p> <ul style="list-style-type: none"> - Revenue: 1.688,47 billion dong - Profit before tax: 334,91 billion dong <p>2/ Approval on the plan for Production and Business target in 2021 to submit to AGM 2021, in particular:</p> <ul style="list-style-type: none"> - Revenue: 1.700 billion dong - Profit before tax: 335 billion dong <p>In case when the pandemic Covid-19 continues to affect negatively and the container MT still in short:</p> <ul style="list-style-type: none"> - Revenue: 1.485 billion dong - Profit before tax: 296 billion dong <p>3/ Approval on the organization of the AGM 2021 of Vietnam Container Shipping Corporation, in particular:</p> <ul style="list-style-type: none"> - Implementation rate: 1 share – 1 vote - Meeting time: Planned in second half of March 2021 - Location: Will be informed later - The final date to exercise the right to attend the meeting: February 23rd 2021. - Contents: Contents concerning the authority of the AGM. <p>4/ Approval on the cash dividend payment to shareholders in 2020: 20% of Charter Capital and in 2021: 20% of Charter Capital submitted to AGM 2021 for consideration.</p> <p>5/ Approval on the development of the plan to increase VSC's Charter Capital to over 1,100 billion dong by issuing additional shares at the ratio of 1:1 for existing shareholders; submitted to AGM 2021 for consideration.</p>
2	02/2021/NQ -HDQT	11/03/2021	<p>1/ Approval on the receipt of Resignation Letter from 03 members of BOD of Vietnam Container Shipping Corporation: Mr. Nghiem Tuan Anh, Mr. Nguyen The Trong, Mrs. Dang Tran Gia Thoai; Time of resignation: Immediately after being approve by AGM.</p> <p>2/ The resignation of 03 members of BOD will be submitted to AGM by the BOD in the nearest Meeting as in accordance with the provisions of the Law and Company's Charter.</p>
3	03/2021/NQ -HDQT	25/03/2021	<p>1/ Approval on the reports to AGM 2021 on the production and business results in 2021 and plan in 2021.</p> <p>2/ Approval on the contents of proposals for opinions at AGM 2021.</p>
4	04/2021/NQ -HDQT	14/04/2021	<p>1/ Approval on the payment of second dividend of 2020 in cash to shareholders, in particular:</p> <ul style="list-style-type: none"> - Execution rate: 5% of par value (1 share will receive 500 đồng). - Last date to exercise the right to receive dividends: April 29th 2021. - Payment date: May 19th 2021 <p>Assign the CEO to direct the completion of the procedure and the payment of dividends in accordance with current regulations.</p>

			2/ Approval on the appointment of Chief Financial Office of Vietnam Container Shipping Corporation for Mr. Duong Tien Dung – born in 1977, bachelor of economics, member of BOD of Vietnam Container Shipping Corporation – since May 01 st 2021.
5	05/2021/NQ -HDQT	07/06/2021	1/ In response to the Prime Minister’s call to support the COVID-19 Vaccine Fund, the BOD approved the donation to COVID-19 Vaccine Fund with an amount of 5,000,000,000 dong (In words: Five billion VNDong). 2/ Approval on the policy of COVID-19 Vaccine Vaccination for all employees of Vietnam Container Shipping Corporation and VSC’s subsidiaries to protect resources and ensure the production and business of the companies to be continuous and stable.
6	06/2021/NQ -HDQT	08/06/2021	1/ Approval on the selection of PwC (Vietnam) Co. Ltd. to provide the service for reviewing semi-annual financial statements and auditing financial statements 2021 for Vietnam Container Shipping Corporation. 2/ Assign CEO to exercise necessary procedure to sign Contract in accordance with current regulations.
7	08/2021/NQ -HDQT	06/07/2021	1/ Approval on the Resignation letter for member of BOD of Vietnam Container Shipping Corporation of Mr. Nguyen The Duy. 2/ The resignation of Mr. Nguyen The Duy will be submitted to the nearest AGM by BOD for approval in accordance with the provisions of Law and Company’s Charter.
8	09/2021/NQ -HDQT	26/07/2021	1/ Approval on the appointment of position – Chief Operation Officer of Vietnam Container Shipping Corporation of Mr. Tran Tien Dung – born in 1975, engineer of shipping economics, bachelor of foreign language, member of BOD of Vietnam Container Shipping Corporation.
9	10/2021/NQ -HDQT	02/08/2021	1/ Approval on the plan to collect written opinions of AGM. 2/ Assign the Chairman of BOD and CEO to direct the relevant departments, units to carry out the procedures for collecting written opinions of the Company’s shareholders in accordance with the Law and the Company’s Charter and make adjustments to the documents, time to collect shareholders’ opinions in case of necessity.
10	11/2021/NQ -HDQT	07/08/2021	1/ Approval on the production and business results of the first 06 months of 2021 of Vietnam Container Shipping Corporation, in particular: <ul style="list-style-type: none"> - Revenue: 911, 98 billion dong - Profit before tax: 208,37 billion dong 2/ Assign the business plan targets for the last 06 months of the year and the year 2021 for each member unit and the entire Company system. It is expected to exceed the plan assigned by the Company’s AGM. 3/ Approval on the policy to buy 36% shares of Vinalines Dinh Vu Port JSC from the existing shareholders of Vinalines Dinh Vu Port JSC.

11	12/2021/NQ -HDQT	11/08/2021	<p>1/ Approval on the acquisition of 36% shares of Vinalines Dinh Vu Port JSC from the existing shareholders of Vinalines Dinh Vu Port JSC as plan approved by BOD of the Company.</p> <p>2/ Assign the CEO to carry out the necessary procedures to sign the share transfer contracts in accordance with the current provisions of law.</p>
12	13/2021/NQ -HDQT	18/08/2021	<p>1/ Approval on the resignation letter of Mr. Nguyen Van Tien – CEO of Vietnam Container Shipping Corporation. Dismissal of CEO position with Mr. Nguyen Van Tien since September 08th 2021.</p> <p>2/ Apoint Mr. Bui Minh Hung – born in 1977, engineer in shipping economics, currently Director of Greenport Service One Member Limited Liability Company – to hold the position of CEO of Vietnam Container Shipping Corporation since September 08th 2021.</p> <p>3/ From now until September 09th 2021, Mr. Nguyen Van Tien has the responsibility to hand over all related work, documents and legal paper to Mr. Bui Minh Hung to take over in accordance with the current regulations.</p>
13	14/2021/NQ -HDQT	08/09/2021	<p>1/ Approval on the receipt of Resignation Letter from the position of member of BOD and Chief Operation Officer of Vietnam Container Shipping Corporation of Mr. Tran Tien Dung since September 08th 2021.</p> <p>2/ The resignation of Mr. Tran Tien Dung will be submitted to nearest AGM by the BOD in accordance with the current regulations and the Company’s Charter.</p>
14	15/2021/NQ -HDQT	15/09/2021	<p>1/ Approval on receipt and approval of the Resignation letter from position of member of BOD of Vietnam Container Shipping Corporation of Mr. Nguyen Van Tien since September 15th 2021.</p> <p>2/ The resignation of Mr. Nguyen Van Tien will be submitted to nearest AGM by the BOD in accordance with the current regulations and the Company’s Charter.</p>
15	16/2021/NQ -HDQT	06/10/2021	<p>1/ Approval on the advance payment for first period dividend 2021 in cash to shareholders, in particular:</p> <ul style="list-style-type: none"> - Execution ratio: 5% of par value (1 share will receive 500 VND). - Last registration date to exercise the right to receive dividends: Oct 21st 2021. - Payment date: Nov 18th 2021. <p>2/ Assign CEO to direct the completion of necessary procedures to pay dividends in accordance with current regulations.</p>
16	138/2021/N Q-HDQT	06/10/2021	<p>1/ Approval on the implementation of the Stock Offering in accordance with the Resolution of AGM 2021 of Vietnam Container Shipping Corporation and Certificate of registration on the stock offering issued by the Chairman of the State Securities Commission.</p> <p>2/ Approval on the time to register to purchase, settle payment and transfer the right to purchase shares of the stock offerings to existing shareholders in 2021 as follows:</p>

			<p>- Time to transfer the right to purchase: From Nov 02nd 2021 to Dec 01st 2021.</p> <p>- Time to register to purchase and settle payment: From Nov 02nd 2021 to Dec 01st 2021.</p> <p>3/ Approval on the close of list of shareholders exercising the right to purchases shares. The last registration date to create list of shareholders for Vietnam Container Shipping Corporation is Oct 26th 2021.</p>
17	106/2021/NQ-HDQT	11/10/2021	<p>Approval on the correction of the content about transferring the rights to purchase in BOD Resolution No. 138/2021/HDQT-NQ dated Oct 06th 2021 as follows:</p> <ul style="list-style-type: none"> • Contents on transferring the right to purchase in Resolution of BOD No. 138/2021/VSC/HDQT-NQ dated Oct 06th 2021: <ul style="list-style-type: none"> - Time to transfer the right to purchase: From November 2, 2021 to December 1, 2021. - The right to purchase is allowed to be transferred 01 time. • Content of correction: <ul style="list-style-type: none"> - Time to transfer the right to purchase: From Nov 2nd 2021 to Dec 24th 2021. - The right to purchase is allowed to be transfered 01 time (not transferable to a third party).
18	18/2021/NQ-HDQT	19/10/2021	<p>1/ Approval on the cancellation of the BOD resolution No. 138/2021/VSC/HDQT-NQ dated Oct 06th 2021 on the implementation of the stock offering and the close list of shareholders exercising the right to purchase shares and the BOD resolution No. 106/2021/VSC/HDQT-NQ dated Oct 11th 2021 on correction of the content related to the transferring right to purchase shares.</p> <p>Reason: In order to create conditions for shareholders to have more time to reareach and prepare for the purchase of additional shares, BOD decided to cancel the close date of list of shareholders exercising the right to purchase. The time for settling payment and register to purchase, the time for transferring the right to purchase and the close list of shareholders are as prescribed in Article 2 and 3 of this Resolution.</p> <p>2/ Approval on the time to register to purchase, settle payment and transfer the right to purchase shares of the stock offerings to existing shareholders in 2021 as follows:</p> <ul style="list-style-type: none"> - Time to transfer the right to purchase: From Nov 16th 2021 to Dec 08th 2021. - Time to register to purchase and settle payment: From Nov 16th 2021 to Dec 15th 2021. <p>3/ Approval on the close of list of shareholders exercising the right to purchases shares. The last registration date to create list of shareholders for Vietnam Container Shipping Corporation is Nov 09th 2021.</p>
19	19/2021/NQ	25/10/2021	<p>Based on the results of production and business activities in the first 09 months of 2021 abd actual situation of the market, BOD agreed to</p>

	-HDQT		adjust the business plan targets for 2021 as follows: - Revenue: 1,700 billion VND, equal to the plan target assigned by the AGM. - Adjusted pre-tax profit: VND 445 billion VND, increase 32.84% compared to the target assigned by AGM.
20	22/2021/NQ -HDQT	27/12/2021	1/ Approval on the results of exercising the right to purchase stocks of existing shareholders in the stock offerings to increase charter capital of Vietnam Container Shipping Corporation (Stock code: VSC) 2/ Approval on the distribution of shares due to the fact that existing shareholders do not exercise their buying rights of the offering of shares to increase charter capital of Vietnam Container Shipping Corporation

3. Results of implementation of the Resolution of the General Meeting of Shareholders

Seq	Contents	Results
1	Production and business plan in 2021	Exceeding completed (Report in part II)
2	Paying dividends in 2020: Cash dividend: 20% of charter capital, of which: - First payment (November 2020): 15% of charter capital - Second payment (May 2021): 05% of charter capital	Completed
3	Paying dividends in 2021: Dividend rate in 2021: 20% of previous charter capital (Previous charter capital: 551.227.980.000 VND)	First advance dividend in 2021 at the rate: 05% / share as previous charter capital, payment date November 18 th 2021
4	Issue extra shares for existing shareholders with ratio 1:1, offer price: 10.000 VND/share, in order to increase the charter capital from 551.227.980.000 VND to expected 1.102.455.960.000 VND	Completed (Finish the stock offering on Jan 10 th 2022)
5	Selection of independent audited company to audit financial statement 2021 of the Company	Receiving authorization from the AGM, the Board of Directors has selected PwC (Vietnam) Company Limited as the auditor to audit the financial statements of the Company for 2021

4. Supervisory activities of the BOD for the General Director and management levels

The Board of Directors supervises the operating activities of the General Director and other managers, ensuring the safety of production and business activities of the Company, in compliance



with the provisions of law, in accordance with Resolution approved by the General Meeting of Shareholders

The BOD always stood side by side with the executive board, promptly made appropriate and flexible decisions to maintain the market and ensure efficient business operations.

With the efforts of the BOD, the executive board and employees collective, in 2021 the company exceeded business plan set out by the General Meeting of Shareholders.

II - BONUS FOR BOD, THE INSPECTION COMMITTEE AND EXECUTIVE BOARD IN 2021

1. Bonus of BOD and the Inspection committee:

Bonus for the BOD and the Inspection committee in 2020, approved by the AGM 2021, paid in 2021 are: VND 2.300.000.000

2. Salary, bonus for Executive Board in 2021: 4.217.989.551 VND.

PART II

REPORT ON PRODUCTION AND BUSINESS RESULTS IN 2021 AND PLAN FOR PRODUCTION AND BUSINESS IN 2022

I. REPORT ON PRODUCTION AND BUSINESS RESULTS IN 2021

* General Situation:

1. *World economic situation:* The world economy enters 2021 with the shock caused by Covid-19 that has plunged the world into the worst recession since the Great Depression of 1930, with the decline of Global gross domestic product (GDP) in 2020 is 3.1%, according to data from the International Monetary Fund (IMF). Thanks to a series of Covid-19 vaccines approved and deployed globally, economies have reopened and recovered. However, with each new strain appearing, the world economic outlook is clouded. In a report in early December 2021, credit rating agency Fitch Ratings lowered its forecast for global GDP growth to 5.7%, down 0.3 percentage points from the forecast in October. Outlook of 2022 also fell to 4.2% from 4.4%.

The uneven recovery of the global economy this year has been observed across different regions, across economies with different income levels, and among countries at the same level of development. The World Bank's twice-yearly Global Economic Outlook report released in June forecast that the global economy could grow by 5.6% in 2021, the strongest post-recession increase for 80 years. However, low-income economies could grow by just 2.9%, the slowest in 20 years for this group.

2. *Global supply chain:* has fallen into a state of "backhand" when the world economy recovered strongly after the pandemic. The demand for goods skyrocketed while manufacturing and transportation activities did not recover at the corresponding rate, causing the entire supply chain to be constricted at many points. The pandemic broke out in Southeast Asia in the third quarter, forcing factories in this region to close in series. Some major seaports in China are blocked because of strict Covid control measures. The crisis of chip shortage due to the booming demand for technology equipment, then the power shortage crisis in China, the lack of containers, the lack of cargo ships, the lack of truck drivers... all have made the global supply chain even more tangled. One of the consequences of supply chain bottlenecks is soaring ocean freight rates. According to the Freightos FBX ocean freight index, bets to ship a 40-foot container by sea in December are down 15% from a record above \$11,000 set in September. But before the pandemic, those rates were just under \$1,300.

3. *VIET NAM:* Economic growth was solid in the first half of 2021, but the COVID-19 outbreak that started in April delayed the recovery and led to massive human and economic losses. The outbreak that started in April 2021 and spread to many southern provinces and major economic centers - such as Ho Chi Minh City and Hanoi - has led to travel restrictions and epidemics. increasingly stringent epidemiology issued from May to August 2021. By early October, many provinces - including Hanoi and Ho Chi Minh City - began to ease travel restrictions. Economic

activities have been restored, but still face many difficulties due to a shortage of inputs and labor in the southern provinces.

4. *Cargo volume through seaports*: positive growth in the first 6 months of 2021. In particular, container volume recorded the strongest growth in the past few years, although still under considerable pressure from shortages. containers. This comes from the following factors:

- Demand for goods recovered in major consumer markets as economic activities resumed, vaccination rates reached high levels and disease control measures were eased.

- The momentum from the EVFTA and RCEP agreements has been reflected since the beginning of the year.

- Commodity output in Q2.2021 was at a low level due to the impact of the social distancing period.

However, from Q3.2021, the growth momentum of cargo volume was seriously affected, especially at southern ports when:

- The 4th outbreak of the virus and the implementation of high-level distancing measures disrupted production and import-export activities of enterprises, especially when industrial parks

- Road freight traffic and handling capacity at ports (especially in the inner city port of Ho Chi Minh City) decreased due to: (1) High degree of blockade measure and many inadequacies in the government books such as granting road permits to drivers, regulations on green-lane vehicles, groups of transport goods,...; (2) Appears inconsistency in operation between localities and affects inter-provincial transport.

- Sea freight rates continued to record a strong uptrend in Q3.2021.

1. Production and business results:

1.1. Volume target:

- Stevedore handling: 1.082.690 TEU, increase 8,27% comparing to plan and increase 4,36% comparing to 2020.

- Depot handling: 1.021.300 TEU, increase 20,86% comparing to plan and increase 11,06% comparing to 2020.

- Warehouse stevedore: 1.107.052 m3, increase 17,52% comparing to plan and increase 14,27% comparing to 2020.

- Trucking: 1.243.266 TEU, increase 12,01% comparing to plan and increase 12,15% comparing to 2020.

- Container Agency: 60.449 TEU, increase 25,94% comparing to plan and increase 20,38% comparing to 2020.

- Logs: 7.101 TEU decrease 15,96% comparing to plan and decrease 14,48% comparing to 2020.

1.2. Financial target:

- Revenue: 1.892,13 billion VND, exceed 11,30 % comparing to plan of AGM and exceed 12,04% comparing to 2020.

- Profit before tax: 482,69 billion VND, exceed 44,09% comparing to plan of AGM and exceed 43,70% comparing to 2020.

2. Organization, management and other tasks:

2.1. Organization and management:

- Continue to deploy Value-Added Services (VAS) throughout the system across 3 regions consistently in the direction of strongly applying technology in operating management and service provision.

- Management: orienting member units to maximize their advantages and functions in the full-service system of VICONSHIP in a scientific and effective manner; close to the reality of production and business; flexible and responsive to market fluctuations as well as COVID-19.

- Managing operation, business and financial activities in accordance with current legal regulations as well as corporate governance regulations.

- Management processes and operation processes are regularly reviewed, revised and refreshed quarterly to match the Company's production model. Subsidiaries and subsidiaries proactively amend and promulgate new processes close to actual work in the direction of reducing the proportion of book-document work, giving priority to computer data management systems, cloud technology...

- Raise a sense of responsibility; professionalism of employees, increasing work efficiency and productivity.

- Organize an exam for skilled workers, encourage employees and managers at all levels to promote innovative technical innovations, extensive application in daily work to improve the productivity of loading/unloading/transportation/repair and Cost savings.

2.2. Human resources; Training and developing human resources:

- Handling well the human resource tasks. Develop a long-term recruitment training plan to meet the human resource requirements for the development of the Company.

- Recruit employees in accordance to the provisions of Labor Law and actual requirements.

- In 2021, the human resource tasks are represented with following contents:

+ Management: 08 people

+ Professional expertise: 26 people

+ Foreign language: 45 people

+ Periodic training (fire fighting, hygiene safety, first-aid, etc): 1.146 people

+ Vocational training: 110 people

2.3. Policies Implementation for employees:

- Vietnam Container Shipping Corporation culture always considers people as the source of strength, so the Company always pays attention to the working environment; policy-benefits for employees. Regularly dialogue and exchange with the Trade Union through working programs and annual employee conferences.

- Labor norms; salary unit prices are reviewed and adjusted annually to suit the actual business operation; labor waste and strictly comply with applicable legal policies.

- Transparent and timely salary payment regulations. Ensuring employees have jobs; legal rest time and stable income.

3. Investment:

- Invest to expand production in the direction of providing logistics chain services and in accordance with the company's culture.

- Upgrade facilities, equipment, berth infrastructure to improve competitiveness and meet the increasing requirements of customers.
- Completing on schedule the investment items approved by the Board of Directors and putting them into service for timely and effective business exploitation.
- Total investment in 2021 is 520,60 billion VND (*details have separate report*).

GENERAL ASSESSMENT

2021 is still a year with many difficulties and fierce competition. With the retention of existing customers, VSC is rapidly increasing its position in operating a full logistics chain thanks to its possession of a highly efficient seaport - transportation - warehouse/container yard; Orientation to focus on developing seaport operations, logistics services and infrastructure, and Increase cooperation and participation in the governance of strategic partners.

The financial management, preservation and development of capital were implemented drastically, well managed the Company's revenue/expenditure sources and strictly and fully fulfilled the tax obligations.

Marketing work has received special attention and timely adaptation by the Company's Board of Directors during the year of the COVID-19 pandemic. The marketing strategy throughout the Company is raised on the orientation of "bringing more value-added services to customers - VAS" such as expanding the Green Customer Service Center in Greenport to do procedures for customers of the following countries. VSC's member company in Hai Phong, providing package services to customers from port, transportation, warehouse, yard, customs clearance...

The company continued to operate effectively, revenue and profit both reached and exceeded the set plan. The Company's brand name is known by more and more customers/financial institutions/Companies in the same industry at home and abroad and set up cooperation relationships as well as becoming shareholders of the Company. Employees are guaranteed jobs; stable income. Social security work; responsibility to the community is well done.

II. BUSINESS PLAN IN 2022

* Assessment of the situation and basis for setting development goals & plans:

In its World Economic Outlook released on January 25th, the International Monetary Fund (IMF) announced that the global economy is expected to grow 4.4% in 2022, down 0.5% compared with the forecast in October last year. The World Bank forecasts that global economic growth will slow to 4.1% in 2022, lower than 5.5% in 2021, and may even decrease further to 3.2% next year. as governments scale back their monetary and financial assistance programs that were enacted during the pandemic. The IMF forecasts US growth will be only 4%. Meanwhile, the IMF pointed out that the recent blockade measures in China have caused a decrease in personal consumption and challenges in the real estate sector have slowed the growth rate of the world's second-largest economy. This rate decreased by 0.8% to 4.8% in 2022. However, the IMF had an optimistic assessment of the Indian economy when it forecast that the country's growth rate would increase by 0.5%, to the level of the Indian economy. 9% in 2022. Meanwhile, Japan is assessed by the IMF to record a moderate growth rate, at 3.3%.

Geopolitical tension: After a severe decline at the end of last year, crude oil price from the beginning of the year has had a strong growth, breaking the threshold of \$ 90 per barrel, increasing by 20% in 2022 and more than 80% since the beginning of the year. 2021. Limited supply and demand for post-pandemic economic recovery are the reasons for this growth. In addition, geopolitical tensions in Ukraine are expected to contribute to this further escalation.

Vietnam's inflation will increase to 5.1%: The report predicting world oil prices and the impact on Vietnam's economy recently published by BSC shows a less positive scenario if oil prices remain at 80 USD. per barrel, Vietnam's inflation could rise to 4.5%. However, if the Russia-Ukraine-US-EU crisis is not completely resolved, the oil price is likely to surpass the threshold of \$100/barrel, and inflation may rise to 5.1%.

On September 22, 2021, the Prime Minister issued Decision No. 1579/QĐ-TTg approving the master plan on development of Vietnam's seaport system in the period of 2021 - 2030, with a vision to 2050. According to the functional scale, Hai Phong & Vung Tau are special ports.

To Vietnam Container Joint Stock Company::

+ Competition in the Company's main service areas still exists, typically the seaport operation in Hai Phong in 2022 when TC-HICT completes dredging to welcome large ships to share sources of goods with feeder ports. traditional;

+ Some of our major customers are still heavily affected by supply chain congestion, high charter rates, and shortage of empty containers, so they have to temporarily stop or restructure service routes in Hai Phong.

+ The cost of some items is forecasted to increase, especially fuel prices.

+ The signed and signed contracts are affected by the above factors and will affect the production and business results in 2022.

With both positive and negative factor conditions mentioned above, the Board of Directors and the Board of Managements of the Company clearly define the goals and targets for 2022 as follows

1. Objectives:

- Keeping track of the market, ensuring well maintaining the company's main business activities stably in the North, Central and South regions.

- Consistency with the marketing strategy and make the market "keep existing customers and seek new customers" by providing "Service Pack" solutions with customers in parallel with providing more " Value-added service".

- Invest in expanding production for infrastructure items closely associated with the company's core businesses to develop for 2022 and the following years. Commencement of the deep-water port project in Hai Phong in 2022, continuing to research and invest in deep-water ports in Da Nang, Vung Tau and potential logistics zones.

- Improve the quality of human resources, the professionalism of employees and the leadership and management team. Train human resources for long-term goals and visions, create conditions, support and encourage employees to improve their professional qualifications, management skills and creative initiative.

- Always pioneering in the application of technology in management, administration, service provision and marketing as a market.

- Reviewing human resources, salaries and reasonable labor transfer among units to manage and use the most effective labor.

- Strengthen inspection and supervision of subsidiaries, member units.

- Manage well resources and costs; thoroughly save; ensure effective business; Dividend rate reaches 20% and has accumulated to invest in business expansion.

2. Planned targets for 2022:

2.1 Volume target:

- Terminal stevedore: 1,1 million TEU
- Depot stevedore: 1,05 million TEU
- Warehouse stevedore: 1,2 million m³
- Trucking: 1,3 million TEU
- Container Agency: 62.000 TEU
- Logs: 6.900 TEU

2.2 Financial target:

- Revenue: 1.900 billion VND
- Profit before tax: 500 billion VND

3. Human resource tasks:

- Training management team from Head of Department level; Deputy director; Director approved courses at the Company; domestic training programs and foreign online training courses.

- Improve professional expertise as well as managerial / technical capacity through on-site training courses; through online foreign specialized classes.

- Develop internal human resources and cooperate with specialized universities in the country.

- Improve the ability of all employees to use foreign languages and apply technology.

Specifically, the main targets:

- + Management: 25 people
- + Professional expertise: 50 people
- + Foreign language: 60 people
- + Periodic training (fire fighting, hygiene safety, first-aid, etc): 1,168 people
- + Vocational training 2: 116 people

4. Investments:

Selecting necessary and economical investment items to serve business expansion such as upgrading yards; loading and unloading equipment; truck; dredging waters in front of the wharf, ... estimated 793.60 billion dong (*details have separate reports*).

PART III

INVESTMENT REPORT IN 2021 AND PLAN FOR 2022

Results of investment in construction, equipment, repair of CY, terminals, and offices of Viconship limited companies and the joint stock companies that Viconship holds dominant power in 2021 and plan for 2022 as follows:

Unit: Billion dong

SEQ	Items	Performance in 2021	Plan in 2022
1	Greenport One Member Service Ltd. Co. (GP)	<u>5,79</u>	<u>6,77</u>
1.1	Construction	<u>2,95</u>	<u>1,07</u>
	- Construction and upgrade yard at BB area	0,70	
	- Construction of customer center and office re-decoration	1,02	
	- Construction and repair the container sanitary area	0,20	
	- Upgrade CC, wastewater treatment area in accordance with environmental regulations	1,03	
	- Plan to renovate the running track for KM at NQ yard		0,30
	- Plan to upgrade the floodplain compensation		0,77
1.2	Dredging	<u>2,84</u>	<u>3,50</u>
	- Performance in 2021 (stream border not cut)	2,84	
	- Plan in 2022		3,50
1,3	Equipment	<u>0,00</u>	<u>2,20</u>
	- Plan to invest 01 electric 2.5T forklift		1,00
	- Plan to invest 01 diesel 3.5T forklift		1,20
2	Green Star Lines One Member Ltd. Co. (GSL)	<u>0,00</u>	<u>1,20</u>
2.1	Construction	<u>0,00</u>	<u>0,00</u>
2.2	Equipment	<u>0,00</u>	<u>1,20</u>
	- Plan to invest 02 x 20' trailers with load of 30T	-	1,20
3	Green Logistics Center One member Ltd. Co. (GLC)	<u>16,56</u>	<u>511,30</u>
3.1	Construction	<u>15,53</u>	<u>0,70</u>
	- Upgraded and raised the ground level; handling the rubber subsidence	5,00	

	- Upgraded and raised the ground level; handling the rubber subsidence in storage area	9,98	
	- Upgrade wastewater drainage system and repairing warehouse	0,55	
	- Plan to repair the warehouse sytem, open more warehouse doors		0,40
	- Plan to upgrade, repair the toilet for 3 rd floor office and warehouse office		0,30
3.2	Equipment	<u>1,03</u>	<u>10,6</u>
	- Invest 06 used trailers	0,70	
	- Invest server system, wifi router	0,33	
	- Plan to setup storage racking system at the warehouse		0,90
	- Plan to purchase 05 used trailers		6,50
	- Plan to purchase 02 tier-4 electronic forklifts with working load of 2T		2,00
	- Plan to purchase 01 DO forklift with working load of 3.5T		1,20
3,3	New project	-	<u>500,00</u>
	- Plan to purchase more yard (including yard and CFS)	-	500,00
4	VIP Greenport Joint Stock Company (VGR)	<u>97,11</u>	<u>192,50</u>
4.1	Construction	<u>10,51</u>	<u>2,50</u>
	- Construction of container yard and RTG operation pillow at C4	7,30	
	- Construction and upgrade of yards at area A8, B7	0,46	
	- Compensation for land subsidence and painting, repair the main gate area	2,75	
	- Plan to repair yard, compensate for land subsidence, etc. for the damage area on yard		1,22
	- Plan to build workshop to repair equipment		0,70
	- Paint, draw wharf, container loading yard		0,58
4.2	Dredging	<u>18,50</u>	<u>18,00</u>
	- Performance in 2021	18,50	
	- Plan in 2022.		18,00
4.3	Equipment	<u>68,10</u>	<u>172,00</u>
	- Purchase 02 new RTGs	64,00	
	- Setup new substation of 1600KVA, electrical wirring, electrical cabinets, etc. powering the new electric RTGs.	3,61	
	- Purchase 01 used diesel forklift with working load of 2.5T	0,07	

	- Setup Dell server system	0,42	
	- Plan to setup GPS navigation system for RTG TCM and RTK		5,00
	- Plan to purchase 01 QC with reach of 40m, 100% brand new German origin.		140,00
	- Plan to deploy new port software system (hardward included)		27,00
5	Green development and investment service JSC (GIC)	<u>2,42</u>	<u>1,83</u>
5.1	Construction	<u>2,42</u>	<u>1,83</u>
	- Upgrade the parking lot and repair the garage yard	1,95	
	- Repair office, makeover and new paint for garage	0,47	
	- Plan to repair yard, compensate for land subsidence in the outbound laden area	-	1,83
5.2	Equipment	<u>0,00</u>	<u>0,00</u>
6	Central Container Joint-Stock Company (VSM)	<u>4,49</u>	<u>20,00</u>
6.1	Construction	<u>0,00</u>	<u>0,00</u>
6.2	Equipment	<u>4,49</u>	<u>20,00</u>
	- Purchase 01 7-seated car	1,24	
	- Purchase 02 tractors + 02 trailers at Quy Nhon branch	2,80	
	- Setup GPS monitoring system	0,45	
	- Plan to invest 15 tractors + 10 x 40'-trailers		20,00
7	Viconship office	<u>394,23</u>	<u>60,00</u>
7,1	Construction	<u>0,19</u>	<u>0,00</u>
	- Water proofing, upgrade office	0,19	0,00
7,2	Equipment	<u>1,55</u>	<u>60,00</u>
	- Purchase new 07-seated car	1,55	0,00
	- Plan to purchase 05 forlift 40T new 100%		60,00
7,3	Investing in VIMC Dinh Vu Port Joint Stock Company	<u>392,49</u>	<u>0,00</u>
	- Purchase 8.928.000 shares of VIMC Dinh Vu Port JSC (equivalent to 36% of charter capital of VIMC Dinh Vu Port JSC). Investment purpose: Long-term holding.	392,49	0,00
	<u>In which:</u>		



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	<i>Construction + others</i>	445,43	527,60
	<i>Equipment</i>	75,17	266,00
	Total of year 2021 and plan in 2022	520,60	793,60