

INFORMATION DISCLOSURE WITHIN 24 HOURS

**To: State Securities Commission
Hanoi Stock Exchange**

- 1- Enterprise name: CAM RANH PORT JOINT STOCK COMPANY
- 2- Stock code: CCR
- 3- Head office address: 29 Nguyen Trong Ky, Cam Linh Ward, Cam Ranh City, Khanh Hoa Province
- 4- Phone: 0258.3854307 Fax: 0258.3854536

Content of disclosed information:

Update on changes and supplements to the 2025 Annual General Meeting of Shareholders documents and the 2025-2030 term

Pursuant to Resolution No. 279/2025/NQ-CCR.HDQT dated May 22, 2025 of the Board of Directors of Cam Ranh Port Joint Stock Company on approving the Agenda, Content, and Documents for the 2025 Annual General Meeting of Shareholders and the 2025-2030 term, which was disclosed on May 22, 2025;

Pursuant to the supplemented contents and documents of the 2025 Annual General Meeting of Shareholders and the 2025-2030 term;

Cam Ranh Port Joint Stock Company hereby announces and discloses information on the updated changes and supplements to the documents for the 2025 Annual General Meeting of Shareholders and the 2025-2030 term.

The updated changes and supplements to the documents are posted on the website: www.camranhport.vn. Link: <https://camranhport.vn/Quanhecodong.html>

Cam Ranh Port Joint Stock Company respectfully requests the State Securities Commission and the Hanoi Stock Exchange to be informed of the above information disclosure and to carry out public information disclosure in accordance with current regulations.

We hereby commit that the information disclosed above is true and shall be fully responsible before the law for the content of the disclosed information.

AUTHORIZED PERSON FOR INFORMATION DISCLOSURE


Ho Nguyen Tu Anh

RESOLUTION

BOARD OF DIRECTORS OF CAM RANH PORT JOINT STOCK COMPANY

**Approving the agenda, content of documents
for the 2025 Annual General Meeting of Shareholders
and the 2025 - 2030 term of Cam Ranh Port Joint Stock Company**

Pursuant to Law on Enterprises No. 59/2020/QH14 and effective guiding documents;

Pursuant to Law on Securities No. 54/2019/QH14 and effective guiding documents;

Pursuant to the Charter of Cam Ranh Port Joint Stock Company approved by the General Meeting of Shareholders on date April 15, 2024;

Pursuant to Decision No. 06/QĐ-CCR.HĐQT date April 21, 2023 of the Company's Board of Directors on the issuance of the Regulations on Corporate Governance of Cam Ranh Port Joint Stock Company;

Pursuant to Meeting Minutes No. 02/2025/BB-CCR.HĐQT date March 21, 2025 of the Board of Directors of Cam Ranh Port Joint Stock Company,

Pursuant to Resolution No. 233/2025/NQ-CCR.HĐQT, date April 23, 2025 on organizing the 2025 Annual General Meeting of Shareholders of Cam Ranh Port Joint Stock Company;

DECISIONS

Article 1. The Board of Directors unanimously approves the agenda, content of the documents for the 2025 Annual General Meeting of Shareholders and the 2025-2030 term of Cam Ranh Port Joint Stock Company as follows:

1. Time: At 07:30 a.m on Thursday, date April 06, 2025.

2. Location: Auditorium of Cam Ranh Port Joint Stock Company

Address: No. 29 Nguyen Trong Ky Street, Cam Linh Ward, Cam Ranh City, Khanh Hoa Province.

3. Attendees: All shareholders on the list as of date May 22, 2025 (*According to the consolidated list of securities holders provided by Vietnam Securities Depository and Clearing Corporation – VSDC*).

4. Agenda Content: Meeting Agenda (*attached*).

5. Contents to be presented at the Meeting:

5.1. Report on the activities of the Company's Board of Directors in 2024 and operational orientation for 2025 and Report on the results of the Board of

Directors' activities for the 2020-2025 term and operational orientation for the 2025-2030 term (*attached*).

5.2. Report on the activities of the Board of Supervisors in 2024 and work plan for 2025, Report on the results of activities for the 2020-2025 term and work plan for the 2025-2030 term (*attached*).

5.3. Report of the General Director on Business Results in 2024; Audited Financial Statements for 2024 and Business Plan for 2025 (*attached*).

5.4. Proposal on the Audited Financial Statements for 2024; Business Results in 2024; Plan for profit distribution, fund allocation, and dividend payment for 2024 (*attached*).

5.5. Proposal on the Business Plan for 2025 of Cam Ranh Port Joint Stock Company (*attached*).

5.6. Proposal on the results of salary and remuneration payment for the Board of Directors, Board of Supervisors in 2024 and approval of the salary and remuneration levels for the Board of Directors, Board of Supervisors in 2025 (*attached*).

5.7. Proposal on selecting an independent audit firm to audit the Company's Financial Statements for 2025 (*attached*).

5.8. Proposal on the dismissal of Members of the Board of Directors, Board of Supervisors for the 2020 – 2025 term (*attached*).

5.9. Proposal on the election of the Board of Directors for the 2025 – 2030 term (*attached*).

5.10. Proposal on the election of the Board of Supervisors for the 2025 – 2030 term (*attached*).

Article 2. This Resolution is effective from the date of signing.

Mr./Ms.: Members of the Board of Directors, Board of Supervisors, General Director of the Company are responsible for implementing this Resolution in accordance with relevant current regulations./.

Recipients:

- Board of Directors' members;
- Member of the Board of Supervisors (for monitoring);
- General Director;
- Archived: Correspondence, Company Governance Officer.

**ON BEHALF OF
THE BOARD OF DIRECTORS
CHAIRMAN OF THE BOARD**



Phạm Huu Tan

RESOLUTION
BOARD OF DIRECTORS OF CAM RANH PORT JOINT STOCK COMPANY

Pursuant to Law on Enterprises No. 59/2020/QH14 and guiding documents for implementation currently in effect;

Pursuant to Law on Securities No. 54/2019/QH14 and guiding documents for implementation currently in effect;

Pursuant to the Charter of Cam Ranh Port Joint Stock Company approved by the General Meeting of Shareholders on April 15, 2024;

Pursuant to the Internal Regulation on Corporate Governance of Cam Ranh Port Joint Stock Company issued together with Decision No. 06/QĐ-CCR.HĐQT dated April 21, 2023 of the Company's Board of Directors;

Pursuant to the Regulation on the Operations of the Board of Directors of Cam Ranh Port Joint Stock Company issued together with Decision No. 07/QĐ-CCR.HĐQT dated April 21, 2023 of the Company's Board of Directors;

Pursuant to Resolution No. 233/2025/NQ-CCR.HĐQT, dated April 23, 2025 regarding the organization of the Annual General Meeting of Shareholders for 2025 and the 2025-2030 term of Cam Ranh Port Joint Stock Company;

Pursuant to the Opinion Poll and the Minutes of the Summary of Opinion Polls of the Board of Directors No. 07/2025/BB-CCR.HĐQT, dated June 09, 2025 regarding the contents to be added to the submissions to the General Meeting of Shareholders,

RESOLVES

Article 1. The Board of Directors unanimously approves the contents to be added to the submissions to the General Meeting of Shareholders, specifically:

1. Supplementing the 2025 Investment Plan with the following contents:

- Project Name: Construction of Berth No. 2 – Ba Ngoi Port (Phase 2).
- Investment Scale: 10.3 ha
- Total Investment Capital: VND 60 billion
Of which: Equity is VND 18 billion; borrowed capital is VND 42 billion.
- Project Commencement Time: October 2025
- Project Completion Time: expected December 2028

2. Unanimously agrees to submit to the General Meeting of Shareholders for approval the election of members of the Board of Directors of Cam Ranh Port Joint Stock Company for the 2025-2030 term, as follows:

- Number of Board of Directors Members: 05 persons.
Of which, Independent Board of Directors Member: 01 person

- Term of office as Board of Directors Member: 2025-2030 Term.
- List of Candidates for Election as Board of Directors Members:
- + Candidates nominated by the institutional Shareholder being Vietnam Maritime Corporation - JSC:

- 1) Mr. Do Hung Duong, born on October 14, 1968, nationality: Vietnamese;
- 2) Mr. Nguyen Van Thang, born on April 27, 1968, nationality: Vietnamese;
- 3) Ms. Nguyen Thi Yen, born on June 12, 1977, nationality: Vietnamese;
- 4) Mr. Luu Van Dung, born on August 15, 1979, nationality: Vietnamese, elected as Independent Board of Directors Member.

- + Candidates nominated by the institutional Shareholder being Phu Xuan Consulting and Construction Joint Stock Company:

- 1) Mr. Nguyen Van Tai, born on May 08, 1969, nationality Vietnamese;
(Summary Resumes of Board of Directors Candidates attached)

3. Unanimously agrees to submit to the General Meeting of Shareholders for approval the election of members of the Supervisory Board of Cam Ranh Port Joint Stock Company for the 2025-2030 term, as follows:

- Number of Supervisory Board Members: 03 persons.
- Term of office as Supervisory Board Member: 2025 – 2030 Term.
- List of candidates for election to the Supervisory Board: Candidates introduced by the institutional shareholder, Vietnam Maritime Corporation - JSC, include:

- 1) Mr. Hoang Viet, born on December 12, 1982, nationality: Vietnamese;
- 2) Ms. Tran Thi Thanh Thuy, born on August 8, 1977, nationality Vietnamese;
- 3) Ms. Bui Thi Ngoc Luong, born November 4, 1980, nationality: Vietnamese.

(Summary Resumes of Supervisory Board candidates attached)

Article 2. This Resolution is effective from the date of signing.

To Mr/Ms: Members of the Board of Directors, Supervisory Board, and General Director of the Company are responsible for implementing this Resolution in accordance with relevant current regulations./.

Recipients:

- Members of the BOD;
- Supervisory Board;
- General Director;
- Save: Office, Person in charge of Corporate Governance.

**ON BEHALF OF THE BOARD OF DIRECTORS
CHAIRMAN**



Pham Huu Tan

**I. CURRICULUM VITAE SUMMARY OF CANDIDATES FOR ELECTION
MEMBERS OF THE BOARD OF DIRECTORS OF CAM RANH PORT
JOINT STOCK COMPANY FOR TERM 2025-2030**

(Attached to Proposal No. 44/TTr-CCR.HDQT dated June 9, 2025 of the Board of Directors)

No.	Full Name	Date of Birth	CIC/Passport No.	Permanent Address	Professional Qualification	Current Position
01	Do Hung Duong	14/10/1968	030068014277	Rm. 604, Building A1, Lane 229 Vo Vong Street, Dong Tam Ward, Hai Ba Trung District, Hanoi City	Marine Control Engineer	Member of the Board of Directors of Vietnam Maritime Corporation - JSC; Representative of the capital contribution of Vietnam Maritime Corporation at Cam Ranh Port Joint Stock Company.
02	Nguyen Van Thang	27/4/1968	030068019295	Hoa Phuoc Residential Group, Cam Nghia Ward, Cam Ranh City, Khanh Hoa Province	Mechanical Engineer; Construction Engineer	Deputy Secretary of the Party Committee, Member of the Board of Directors, General Director of Cam Ranh Port Joint Stock Company; Representative of the capital contribution of Vietnam Maritime Corporation at Cam Ranh Port Joint Stock Company.
03	Nguyen Thi Yen	12/6/1977	031177011606	House No. 134 Vuong Thua Vu Street, Khuong Trung Ward, Thanh Xuan District, Hanoi City	Master of Economics; Engineer of Maritime Economics	Member of the Executive Committee of the Party Committee, Head of Human Resources Department of Vietnam Maritime Corporation; Representative of the capital contribution of Vietnam Maritime Corporation at Hai Phong Port Joint Stock Company; Member of the Board of Directors of Cam Ranh Port, Representative of the capital contribution of Vietnam Maritime Corporation at Cam

						Ranh Port Joint Stock Company
04	Nguyen Van Tai	08/5/1969	001069011119	House BT1C31 Splendor Urban Area, Bac An Khanh, Hoai Duc, Hanoi City	Construction Engineer	Director of Tien Manh Construction and Development Joint Stock Company; Member of the Board of Directors of Cam Ranh Port Joint Stock Company, Representative of the capital contribution of Phu Xuan Consulting and Construction Joint Stock Company at Cam Ranh Port Joint Stock Company
05	Luu Van Dung	15/8/1979	049079019519	Lot 23 Le Ninh Street, An Hai Bac Ward, Son Tra District, Hanoi City.	Master of Logistics and Transportation Management; Bachelor of IT	Member of the Executive Committee of the Technical Branch under the Party Committee of Da Nang Port, Head of IT Department of Da Nang Port Joint Stock Company.

**II. CURRICULUM VITAE SUMMARY FOR ELECTION MEMBER OF THE
SUPERVISORY BOARD OF CAM RANH PORT JOINT STOCK
COMPANY FOR TERM 2025-2030**

(Attached to Proposal No. ~~344~~.../TTr-CCR.HĐQT dated June 09, 2025 of the Board of Directors)

No.	Full Name	Date of Birth	CIC/Passport No.	Current Address	Professional Qualification	Current Position
01	Hoang Viet	12/12/1982	001082003020	Room 704, CT2 Skylight Building, No. 125D Minh Khai, Minh Khai Ward, Hai Ba Trung District, Hanoi City	Master of International Business Management	Deputy Head of Internal Audit Department, Vietnam Maritime Corporation - JSC
02	Tran Thi Thanh Thuy	08/08/1977	031177008786	House No. 116C2, Alley 158, Ngoc Ha Street, Ba Dinh District, Hanoi City	Master of Accounting	Specialist in Finance and Accounting Department, Vietnam Maritime Corporation - JSC; Member of the Supervisory Board, Cam Ranh Port Joint Stock Company.
03	Bui Thi Ngoc Luong	04/11/1980	031180008686	No. 55, Lane 342, Khuong Dinh Street, Ha Dinh Ward, Thanh Xuan District, Hanoi City	Master of Transport and Logistics Management	Full-time Member of the Party Committee's Inspection Committee e, Vietnam Maritime Corporation- JSC; Member of the Supervisory Board, Cam Ranh Port Joint Stock Company.

**CAM RANH PORT
JOINT STOCK COMPANY**

No: 317/2025/BC-CCR.HĐQT

**SOCIALIST REPUBLIC OF VIETNAM
Independence - Freedom – Happiness**

Cam Ranh, June 13th, 2025

**REPORT OF THE BOARD OF DIRECTORS
On the results of operations in 2024, orientation for 2025 and results of
operations for the 2020 – 2025 term, orientation for the 2025-2030 term**

To: The 2025 Annual General Meeting of Shareholders
Cam Ranh Port Joint Stock Company

*Pursuant to the Law on Enterprises No. 59/2020/QH14;
Pursuant to the Charter of Cam Ranh Port Joint Stock Company;
Pursuant to the Regulations on Corporate Governance of Cam Ranh Port Joint
Stock Company,*

The Company's Board of Directors (BOD) reports to the General Meeting of Shareholders of Cam Ranh Port Joint Stock Company on the results of operations in 2024, orientation for 2025, and results of operations for the 2020 – 2025 term, orientation for the 2025-2030 term, as follows:

**PART I
RESULTS OF OPERATIONS IN 2024, ORIENTATION FOR 2025**

I. RESULTS OF THE BOD'S OPERATIONS IN 2024

1. BOD Personnel Structure

The Company's Board of Directors consists of 05 members; as of the current time, the Board of Directors' members are as follows:

No.	Name	Title	Date of Appointment	Date of Dismissal
1	Mr. Pham Huu Tan	Full-time Chairman of the Board of Directors	12/6/2020	
2	Mr. Nguyen Van Thang	Member of the Board of Directors, General Director	21/4/2023	
3	Mr. Nguyen Van Tai	Member of the Board of Directors	12/6/2020	
4	Mrs. Nguyen Thi Yen	Member of the Board of Directors	23/4/2021	

5	Ms. Nguyen Thi Minh Ngoc	Independent member of the Board of Directors	21/4/2022	
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The Board of Directors operates under the principle of collective leadership, individual responsibility, decision by majority, exercising rights and obligations according to the Company Charter, the Regulations on the Operations of the Board of Directors, and legal regulations. The Board of Directors' members are assigned specific tasks based on the principle of leveraging the strengths of each member, creating collective intellectual strength to fulfill the responsibilities of the Board of Directors as regulated in the most effective manner.

2. Evaluation of the implementation of the 2024 AGM' Resolution

Pursuant to Resolution No. 01/2024/NQ-CCR.ĐHĐCĐ on 15/4/2024 of the 2024 Annual General Meeting of Shareholders, the Company's Board of Directors issued Action Program No. 14/CTHĐ CCR.HĐQT on 27/5/2024, resolutely implementing the Content in strict accordance with the Company Charter, the Regulations on Corporate Governance, the Regulations on the Operations of the Company's Board of Directors, and current legal regulations, assigning specific tasks to members in directing, supporting, and supervising the Board of Management to ensure the achievement of the Resolution's objectives.

The Board of Directors promptly resolved issues arising within its authority, creating favorable conditions for the operational activities of the Executive Board in market and customer work, expanding business activities beyond port operations, investment work, organizational structure arrangement, etc. The results of implementing the 2024 General Meeting of Shareholders' Resolution are as follows:

a. Business results in 2024

- Implementation of production-business targets

No.	Indicator	Unit	Plan 2024	Performance 2024 (Financial Statements)	% Comparison	
					Performance 2023	Plan 2024
I	Consolidated					
1	Volume throughput port	Tons	2.400.000	2.416.292	108,6%	100,7%
2	Revenue	Million VND	170.000	179.188	119,7%	105,4%
3	Profit before tax	Million VND	20.000	21.228	114,0%	106,1%
II	Parent Company					
4	Revenue	Million VND	160.000	171.938	124,8%	107,5%
5	Profit before tax	Million VND	19.000	20.474	117,3%	107,8%

- Investment completion results in 2024

No.	Indicator	Disbursement status as of 31/12/2024
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		Million VND
I	Capital construction investment in infrastructure	16.141
1	Renovation and upgrade of Berth No. 1 to receive vessels up to 50,000 DWT (reduced capacity)	4.840
2	Yard foundation on the West side of Cam Ranh Port; Yard No. 5-KB(II)	4.999
3	Yard foundation on the West side of Cam Ranh Port; Yard No. 6-KB(II)	5.333
4	Main Drainage System of the Western Storage Yard	472
5	Leveling ponds to create yards and drainage	497
II	Investment in purchasing equipment	1.890
1	Auditorium LED screen system	218
2	Upgrading petroleum business management software	103
3	Upgrading HDR-04RD Camera system at the pier	111
4	Multi-purpose berth BE2 and BE3	395
5	Power cable system for T.351 substation	218
6	Water supply pipeline for Pier No. 2	688
7	Low-voltage power supply system for warehouse No. 6	157
	Total	18.031

- Implementation of financial targets

Indicator	Unit	Consolidated Financial Statements in 2024	Parent Company Financial Statements in 2024
1. Total Assets	Million VND	314.731	308.364

Indicator	Unit	Consolidated Financial Statements in 2024	Parent Company Financial Statements in 2024
2. Liabilities	Million VND	34.224	33.580
3. Equity	Million VND	280.507	274.784
4. Profit After Tax / Total Assets (ROA)	%	5,33%	5,27%
5. Profit After Tax / Equity (ROE)	%	5,98%	5,92%
6. Total Liabilities / Equity	Times	0,12	0,12

Evaluation: In 2024, the macroeconomic environment saw many positive signs. Vietnam's GDP in 2024 increased by 7.09% thanks to contributions from the industrial and construction sectors; Vietnam's port industry continued to maintain growth momentum, benefiting from the recovery of the domestic economy and international trade. However, challenges remained, such as fuel price fluctuations, competition among ports, and the complex global economic situation. The Board of Directors proactively directed the General Director to closely monitor the domestic economic situation and the industry to make timely decisions, ensuring the Company's production-business activities achieved efficiency, maintained stability, and grew.

+ Regarding output: In the total cargo throughput via the port, the cargo structure changed significantly compared to 2023, with export cargo decreasing and domestic export and import cargo increasing. In 2024, the number of new customers the Company attracted was 44, including 03 particularly potential customers: Nhat Chau Company (bulk cement), ACC Aviation Construction Corporation, Hoang Dai Vuong Company (wood pellets). The statistical result of output exploited from new customers/new items in 2024 was 270,000 tons, achieving 337.5% compared to the full year 2024 plan (80,000 tons).

+ Regarding revenue: Loading and unloading revenue accounted for the highest percentage (43%), petroleum business revenue reached VND 43.82 billion, achieving 96.7% compared to the plan (VND 45.3 billion); domestic waterway terminal revenue reached 165.9% compared to the plan (VND 1 billion); non-loading and unloading revenue reached VND 51.4 billion, achieving 95.7% compared to the 2024 plan (VND 53.7 billion).

+ Regarding costs: Total costs in 2024 were VND 151.46 billion, an increase of 8% compared to the plan, due to: cost of goods sold incurred during the period increasing by 13% compared to the plan (fuel for production, repair costs, outsourced service costs). Enterprise management costs were VND 26.4 billion, equal to 90% compared to the plan.

+ Regarding profit before tax: Reached VND 20.47 billion, an increase of 17.3% compared to the same period in 2023 (VND 17.45 billion), achieving 107.74% compared to the 2024 plan (VND 19 billion).

The overall assessment of the enterprise's financial situation in 2024 is stable. Basic financial indicators are all within the safe range. The Company has Implemented well the management of capital and assets, preserving owner's equity.

This result demonstrates the great effort, unity, high determination, proactive grasp of the situation, and synchronous, effective implementation of solutions by the Board of Directors and the Board of Management, along with the solidarity, dynamism, and creativity of the Company's employees.

b. Appropriation of funds and dividend payment for 2023

- The Company has fully implemented the appropriation of funds: Bonus Fund, Welfare Fund, Board of Management Bonus Fund for 2023 in accordance with the regulations approved by the 2024 General Meeting of Shareholders.

- Regarding the dividend payment for 2023: Based on the Resolution of the 2024 Annual General Meeting of Shareholders, the Board of Directors has Implemented the dividend payment for 2023 at the rate approved by the General Meeting of Shareholders, which is 4.5% per share; Form of dividend payment: cash, the record date for payment was July 24, 2024, the payment date was August 05, 2024 (Resolution No. 14/2024/NQ-CCR.HĐQT on July 11, 2024).

c. Payment of salaries and remuneration to the Board of Directors and the Board of Supervisors

In 2024, the Company has implemented the payment of salaries and remuneration to the Board of Directors and the Board of Supervisors in accordance with regulations.

- Total salary fund paid to the Chairman of the Board of Directors is VND 843,125,000 (eight hundred forty-three million, one hundred twenty-five thousand dong); The average actual salary level of the Chairman of the Board of Directors is VND 70,260,000/month (based on the basic salary level and increased according to the regulated percentage compared to profit growth).

- Total remuneration fund paid to the Board of Directors and the Board of Supervisors is: VND 446,400,000 (Four hundred forty-six million, four hundred thousand dong). Of which:

+ Total remuneration paid to non-executive Board of Directors' members is: VND 268,800,000 (Two hundred sixty-eight million, eight hundred thousand dong)

+ Total remuneration for the Board of Supervisors is: VND 117,600,000 (One hundred seventeen million, six hundred thousand dong)

d. Regarding the selection of the audit firm for the 2024 Financial Statements

Pursuant to the authorization of the General Meeting of Shareholders, the Board of Directors has selected UHY Auditing and Consulting Company Limited as the audit firm to review the separate and consolidated financial statements for the

first 6 months and the 2024 Financial Statements of Cam Ranh Port Joint Stock Company.

e. Amendment of the Company Charter

Immediately after the 2024 General Meeting of Shareholders approved the amendment of the Company Charter on 15/4/2024, the Company's Legal Representative signed (8th amendment and supplement) and disclosed information on the website in accordance with regulations.

3. Organization and operation of the Board of Directors in 2024

a. Board of Directors' Meetings: In 2024, the Board of Directors held 4 in-person meetings and collected opinions in writing 15 times to promptly review and approve content related to matters within the Board of Directors' authority.

No.	Board of Directors' members	Number of meetings attended by BOD (in person, online)	Attendance rate	Reasons for not attending the meeting
01	Mr. Pham Huu Tan	04/04	100%	
02	Mr. Nguyen Van Thang	04/04	100%	
03	Mr. Nguyen Van Tai	04/04	100%	
04	Ms. Nguyen Thi Yen	03/04	75%	<i>On a business trip and authorized Mr. Pham Huu Tan, Chairman of the BOD, to attend the meeting and vote on the contents approved at the meeting.</i>
05	Ms. Nguyen Thi Minh Ngoc	04/04	100%	

The Board of Directors' meetings were well-prepared and conducted seriously, ensuring sufficient time and quality, with the Board of Directors' members demonstrating a high sense of responsibility. The Board of Directors' meetings were attended by the Board of Management and the Board of Supervisors for discussion; depending on the meeting agenda content, the Board of Directors also invited Heads of units to attend to explain related issues.

In addition to the meetings, the Board of Directors' members also frequently exchanged and discussed to coordinate in resolving issues arising outside of the official meetings.

b. Resolutions/Decisions of the Board of Directors

In 2024, the Board of Directors issued 21 Resolutions and 35 Decisions within the Board of Directors' authority to implement the Company's management and

operation work. The resolutions and decisions have been disclosed in the 2024 Corporate Governance Report and posted on the Company's website: www.camranhport.vn

The resolutions and decisions of the Board of Directors were unanimously approved by the majority of the Board of Directors' members before being issued; the collection of opinions in writing was carried out in strict compliance with the provisions of the Company Charter and relevant legal regulations. The Board of Directors decided on the policies, strategies, and operational guidance solutions for the Company's activities through the following resolutions and decisions:

- Convening and organizing the 2024 Annual General Meeting of Shareholders.
- Approving the Company's 2024 production-business Plan, investment and development plan, and BSC-KPI targets; Assigning the production-business Plan, investment and development plan, and BSC-KPI targets to the Representatives of Cam Ranh Port at CMS Service Joint Stock Company.
- Approving contracts and transactions with related parties in 2024 within the Board of Directors' authority.
- Approving the Company's actual wage fund for 2023; Approving the 2024 labor utilization plan and the Company's 2024 planned wage fund.
- Approving the 2024 Internal Audit, Inspection, and Supervision Plan of the Internal Audit Board.
- Resolutions and decisions on personnel matters (appointing 01 Deputy General Director; appointing Representatives of Cam Ranh Port at enterprises with contributed capital; appointing and re-appointing Heads of units)
- Internal Governance: issued 09 regulations and rules related to the management of activities in the areas of finance, investment, human resources, risk management, decentralization, and delegation of authority, specifically: Risk Management Regulation; Labor and Wage Management Regulation; Fixed Asset Management and Utilization Regulation; Regulation on Decentralization of Authority from the Board of Directors to the General Director in managing and operating the Company's activities; Regulation on Delegation of Authority between the Board of Directors and the General Director; Regulation on Management and Operation of the Company's Representatives at enterprises with contributed capital; Financial Management Regulation; Investment and Procurement Activity Management Regulation; Regulation on Appointment, Re-appointment, Resignation, Dismissal, Termination, Retirement, Evaluation, and Ranking of Company personnel in accordance with prescribed authority.

c. Report on affiliated persons

List of affiliated persons and transactions between the Company and its affiliated persons; between the Company and major shareholders, internal persons, affiliated persons of internal persons: Has been disclosed by the Company in the 2024 Report on Corporate Governance and posted at: www.camranhport.vn (Company's Website)

d. Board of Directors' Supervision Activities

The Board of Directors conducts comprehensive supervision of the Company's operations, focusing on the following areas:

- **Guidance and Operational Direction:** Regularly assign members to attend the Company's briefing meetings to grasp the actual situation and provide timely guidance and feedback to the Board of Management during operations; Issue Resolutions and Decisions to guide and support the Board of Management in the areas of business, investment, human resources, finance, risk management, and other important matters. Ensure these directives comply with the Company's Charter, internal regulations, and legal provisions.

- **Monitoring and Performance Evaluation:** Monitor and evaluate the implementation of plan targets assigned by the General Meeting of Shareholders, as well as the Resolutions and Decisions of the Board of Directors; Review the progress and results of implementation, thereby making timely adjustments or providing guidance to the Board of Management.

- **Supervision of Legal and Internal Regulation Compliance:** Monitor the observance and compliance with the Law on Enterprises, the Company's Charter, current State regulations, and the Company's internal governance in the operational activities of the Board of Management.

- The provision of information and reports to non-executive members is carried out regularly and fully in writing, by telephone, and email to unify guidance opinions and issue Decisions to promptly serve the direction and supervision work of the Board of Directors towards the General Director.

e. Board of Directors' Evaluation of the Executive Apparatus

The Board of Directors highly appreciates the efforts of the Board of Management in implementing the 2024 business plan. Through supervision activities, the Board of Directors notes:

- In 2024, the General Director operated the Company's production and business activities in accordance with duties, powers, and compliance with legal provisions, the Company's Charter, internal management regulations, as well as the Resolutions and Decisions of the Board of Directors. The Board of Management has:

- + Provided full information and facilitated the Board of Supervisors' access to and inspection of the Company's financial situation and operations.

- + Effectively maintained regular meetings to discuss, implement, and evaluate work, promptly adjusting management and business solutions. Grasped and responded flexibly to favorable and difficult factors in business operations.

- + Issued internal documents to effectively control all Company activities and perform the risk control role well.

- + Implemented salary policies well, improved working conditions for employees, and complied with legal provisions and the Company's Charter.

- + Carried out information disclosure fully, accurately, transparently, and on time.

+ Coordinated closely with the Board of Directors, strictly complying with corporate governance regulations.

- The executive apparatus has performed its assigned functions and duties well, advised the General Director on the effective use of resources, organized the implementation of plans, and ensured the interests of stakeholders.

- The Capital Representatives of Cam Ranh Port at the Company's subsidiaries and associated companies have basically completed their tasks and complied with regulations.

- The collective of employees has united, strived to complete their tasks well, contributing to the overall success of the Company.

4. Activities of Independent members of the Board of Directors and the evaluation results by Independent members of the Board of Directors on the activities of the Board of Directors

a. Activities of the Independent Member of the Board of Directors

In 2024, the Independent Member of the Board of Directors, Ms. Nguyen Thi Minh Ngoc, attended 100% of the Board of Directors' meetings and consultations, participating in the Company's important policies and decisions regarding organizational structure, personnel work, business, investment, market, customers, etc.

The Independent Member of the Board of Directors implemented her duties in accordance with the law and the Company's Charter with prudence, dedication, and high responsibility. The opinions of the Independent Member of the Board of Directors on matters put to a vote in the Board of Directors were objective, constructive, independent, and for the stability and development goals of the Company.

b. Evaluation by the Independent Member of the Board of Directors

Overcoming challenges in production and business activities regarding the market, customers, and increasingly fierce competition among ports in the region, in 2024 the Company excellently completed the targets assigned according to the Resolution of the General Meeting of Shareholders.

The Board of Directors worked with a spirit of responsibility and transparency in governance, strictly complying with regulations. The Board of Directors fully implemented the representative function of the owners in supervising the Company's operational activities, providing appropriate orientation and timely guidance in the effective use of resources to achieve the targets assigned by the General Meeting of Shareholders, based on compliance with the provisions of law and the Company's Charter. In addition to performing the function of managing and supervising operational work, the Board of Directors closely coordinated with the Board of Management to seek solutions to boost business activities. In 2024, the Board of Directors implemented many decisive solutions in supervising and directing the Board of Management to effectively implement the Resolution of the General Meeting of Shareholders and the Resolution of the Board of Directors, ensuring the interests of the Company and shareholders.

II. ACTIVITY PLAN OF THE BOARD OF DIRECTORS FOR 2025

In 2025, Vietnam remains steadfast on the path of export-import growth, maximizing the solid macroeconomic foundation and effectiveness from Free Trade Agreements (FTAs). Particularly, 2025 is a pivotal phase for breakthrough, realizing the success of the Five-Year Plan (2021-2025). The Board of Directors, the Board of Management, and the collective of Company employees are determined to unite, innovate governance, enhance production and business efficiency, strongly promote investment and creativity, aiming to excellently complete the targets assigned by the General Meeting of Shareholders in this pivotal year, with the following plan and orientation:

1. Targets

The Board of Directors agreed on some key targets in the 2025 business plan, reporting and submitting them to the 2025 General Meeting of Shareholders for consideration and approval, including the following targets:

Indicator	Unit	Plan 2025
I. Consolidated		
1. Output	Tons	2.650.000
- <i>Container Throughput</i>	Teu	300
2. Revenue	Million VND	198.000
3. Profit Before Tax	Million VND	23.500
II. Parent Company		
1. Revenue	Million VND	189.000
2. Profit Before Tax	Million VND	22.500
3. Dividend Payment	%	5,5%
4. Investment	Million VND	32.673

2. Solutions for plan completion

- Solutions regarding market, customers, cargo sources, and supply chain service development: Improve service quality and reduce costs to retain existing customers and cargo sources; attract new customers and cargo sources; strengthen market efforts to proactively exploit new cargo sources and new customers according to defined objectives; solutions regarding cooperation and linkage to develop production and business/supply chain services with enterprises within VIMC; solutions regarding customer policy "Customer-centric".

- Solutions regarding finance and investment: Allocate resources reasonably for development investment to ensure effective capital utilization, leverage conditions to mobilize external capital; enhance capital turnover efficiency; review and prioritize projects based on investment priority levels; Further shorten and accelerate the progress of approved projects.

- Solutions for governance, corporate innovation, human resources: Promote decentralization and delegation of authority between the Board of Directors and the General Director; between the General Director and Deputy General Directors, and subordinate units; Review and reorganize the structure of the business and customer care departments; regularly review and update the system of regulations and rules; Strongly apply information technology solutions in corporate governance; consolidate the management and operational apparatus, review and reorganize the organizational structure; regularly review the planning for the team of staff from middle management upwards to have appropriate training policies for succession planning staff, preparing a ready team of staff to replace key leadership positions of the Company in the years 2025, 2026. Periodically conduct personnel review and evaluation at work positions, team/group level management staff to promptly provide training and replace personnel who do not meet the requirements.

- Solutions for technology, digital transformation, kaizen, and innovation: Continue researching and selecting to make new investments and gradually replace means, equipment, and machinery with modern technology, aiming for green technology; Focus on the digital transformation strategy. Enhance the application of information technology in managing business operations and port operations. Build and perfect a team of information technology personnel with sufficient qualifications and capacity to manage and operate software and digital technology infrastructure; Foster a habit of always striving for innovation, improvement, and waste reduction among all employees, develop creative staff, maintain high work efficiency, and promote the improvement movement in all areas.

- Risk management and response measures: Identify key risks that may affect the implementation of the 2025 plan and develop proactive response measures:

+ Market risk: Fluctuations in global import-export demand and increasing competition will be closely monitored. The Company will strengthen market research and develop flexible business strategies.

+ Financial risk: Exchange rate and interest rate fluctuations and access to capital will be tightly managed through financial risk hedging tools and optimization of capital structure.

+ Operational risk: Supply chain disruptions, port operation issues, and technical incidents will be minimized by strengthening supply chain management, investing in infrastructure maintenance and upgrades, and developing emergency response procedures.

+ Legal and policy risk: Changes in laws and policies related to trade and maritime will be regularly updated to ensure compliance and timely operational adjustments.

Building upon the achievements gained in 2024, with the unity, creativity, and determination of the Company's leadership team and the efforts of all employees, the Board of Directors is confident that in 2025 the Company will fulfill the tasks assigned by the Annual General Meeting of Shareholders and continue to achieve even better results, ensuring the Company's long-term stable development and continuously increasing benefits for shareholders.

PART II
OPERATIONAL RESULTS FOR THE 2020-2025 TERM,
OPERATIONAL ORIENTATION FOR THE 2025-2030 TERM

I. OPERATIONAL RESULTS OF THE BOARD OF DIRECTORS FOR THE 2020-2025 TERM

1. Overview of the Company's Board of Directors' activities

a. Personnel Structure

- The number of members of the Company's Board of Directors is 05. During the 2020-2025 term, the appointment and dismissal of Board of Directors' members were as follows:

No.	Board of Directors' members	Position (<i>Independent members of the BOD, Non-executive members of the BOD</i>)	Date of appointment/ dismissal as member of the BOD/Independent member of the BOD	
			Date of appointment	Date of dismissal
1	Mr. Pham Huu Tan	Full-time Chairman of the BOD	12/06/2020	
2	Mr. Nguyen Viet Nham	Member of the BOD, General Director	12/06/2020	21/04/2023
3	Mr. Nguyen Van Thang	Member of the BOD, General Director	21/04/2023	
4	Mr. Nguyen Van Tai	Non-Executive Member of the BOD	12/06/2020	
5	Mr. Nguyen Dang Song	Non-Executive Member of the BOD		23/04/2021
6	Mr. Hoang Quoc Phuong	Non-Executive Member of the BOD		23/04/2021
7	Ms. Nguyen Thi Yen	Non-Executive Member of the BOD	23/04/2021	
8	Ms. Kieu Phuong Ngoc	Non-Executive Member of the BOD	23/04/2021	21/04/2022

9	Ms. Nguyen Thi Minh Ngoc	Independent Member of the BOD	21/04/2022	
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b. Information on meetings, issuance of resolutions/decisions

Year	Meeting/Opinion collection		Issue Resolution (No.)	Issue Decision (No.)	Area of issuing resolutions, decisions
	Meeting (times)	Ballot Opinion collection (times)			
2020	10	15	29	37	Related to business operations, investment, personnel, and other important matters within the authority of the Board of Directors, in accordance with the current regulations and provisions of the Company and the law.
2021	05	30	35	36	
2022	08	17	27	41	
2023	04	18	21	32	
2024	04	15	21	35	

Since 2021, during and after the Covid-19 pandemic, in-person meetings have gradually decreased simultaneously with increased written consultations and online meetings through IT applications, saving business management costs while still ensuring the Board of Directors makes timely and effective decisions.

2. Results of implementing the General Meeting's Resolution for the 2020-2025 term

The Board of Directors for the 2020-2025 term implemented the production-business plan and orientation according to the Resolution approved annually by the General Meeting of Shareholders. The Board of Directors implemented its oversight function to ensure the achievement of the set objectives. Specifically as follows:

The Resolution of the Annual General Meeting of Shareholders in 2020 and for the 2020-2025 term of Cam Ranh Port Joint Stock Company approved the strategic orientation and business plan for the 2020-2025 term with the following targets: Average output growth rate: 8%/year; Average revenue growth rate: 9%/year; Average profit growth rate: 3%/year; Annual dividend increase rate is 0.5% of Charter Capital.

The table of specific targets is as follows:

No.	Indicator	Unit	Plan 2020	Plan 2021	Plan 2022	Plan 2023	Plan 2024	Plan 2025
A	Parent Company Data							
1	Total Port Throughput	Thousand Tons	3.050	3.200	3.510	3.770	4.138	4.500
2	Total Revenue	Mil. VND	160.6	168.000	184.0	202.0	222.0	245.0
3	Profit Before Tax	Mil. VND	30.0	32.0	32.5	33.5	34.0	35.0
4	Dividend	%	6,5%	7,0%	7,5%	8,0%	8,5%	9,0%
5	Investment	Mil. VND	31.720	28.200	62.800	42.200	61.400	101.400
B	Consolidated Data							
1	Throughput Volume	Thousand Tons	3.050	3.200	3.510	3.770	4.138	4.500
2	Total Revenue	Mil. VND	170.6	168.0	184.0 f	202.0	222.0	245.0
3	Profit Before Tax	Mil. VND	30.5	32.0	32.5	33.5	34.0	35.0

- Implemented Results: Average output growth rate: 4.1%/year; Average revenue growth rate: 9.3%/year; Average profit growth rate: 10.2%/year; Annual dividend increase rate is -5% of Charter Capital.

+ The average port throughput growth target did not meet expectations, with an average growth result of 4.1%/8% compared to the plan, indicating that during the term, the Company faced many difficulties and challenges in market, customer, and operational activities.

+ The average revenue growth target reached 9.3%/9% compared to the plan and the average profit growth target reached 10.2%/3% compared to the plan, showing that the Company made significant efforts to increase revenue by expanding service, trade, and logistics activities, specifically, revenue from non-port operation activities increased from VND 45 billion/year in 2020 to VND 80 billion/year in 2024, along with effective cost management solutions.

+ The average dividend increase target of -5%, not meeting the plan, is due to a sudden surge in profit in 2021, with dividends increasing from 7% to 12%, which affected the average dividend increase rate.

+ Investment projects were effectively implemented, meeting production-business needs; information technology applications were enhanced, improving management and operational efficiency; organizational structure was regularly reviewed and streamlined; Charter capital was maintained stably at VND 245.018 billion, financial indicators (equity, total assets) showed slight growth, the Company fully fulfilled its budget contribution obligations as regulated.

During the past term, Cam Ranh Port's production-business activities faced many difficulties due to several objective reasons: the Covid-19 pandemic causing disruptions to the global supply chain; armed conflicts and geopolitical tensions among major countries affecting international trade; the regional socio-economic

situation showing little positive change, along with the emergence of many new ports in the area increasing competition and fragmenting the market share of some of Cam Ranh Port's key commodities (wood chips, sand, export stone). The Board of Directors and the Board of Management implemented effective solutions to maintain stability and develop production-business activities, during the 2020-2025 term, the Company achieved many remarkable results, although some important targets were not met as planned.

Attachment:

- *Appendix 1: Performance results of targets for the period 2020-2024*
- *Appendix 2: Investment results for the period 2020-2024*

- In addition, throughout the term, the Board of Directors closely followed and fully implemented the Resolutions of the General Meeting of Shareholders such as: Issuing, amending the Regulations on Corporate Governance; amending the Company's charter; Profit distribution; Selecting audit firm; Approving contracts and transactions with Related Persons...

3. Implementation of corporate governance tasks and other key tasks

- The Board of Directors managed and supervised the Corporation's production and business activities to complete the targets assigned by the General Meeting of Shareholders.

- Best practice governance model: The Board of Directors added 1 independent member to the Board of Directors; the Board of Directors established the Internal Audit Committee and built a 3-line risk management system; appointed the Person in charge of Corporate Governance.

- Governance activities comply with the requirements for listed companies and aim to go beyond compliance.

4. Overall evaluation of the 2024-2025 term

The period 2020-2025 was a period with many instabilities causing significant fluctuations in the world and domestic economies. However, this period also witnessed many positive, profound, and comprehensive changes in all aspects of Cam Ranh Port's operations towards sustainable development. During the term, the Board of Directors issued many important Resolutions and Decisions related to the Company's business, investment, personnel, and other matters within its authority, in accordance with the Company's Charter, regulations, and current laws.

Notable milestones during the 2020-2025 term:

- Year 2021: Business results saw a breakthrough increase: revenue reached VND 192.804 billion; Profit reached VND 53.299 billion; Dividend rate reached 12%;

On 26/10/2021, Ha Noi Stock Exchange approved the listing registration of Cam Ranh Port Joint Stock Company's shares; 19/11/2021 was the first trading date of Cam Ranh Port Joint Stock Company's shares on HNX.

- Year 2023: On 27/2/2023, Cam Ranh Port Joint Stock Company organized a Connectivity and Investment Promotion Conference with the theme "Connectivity - Cooperation - Investment for Logistics Service Development at Cam Ranh Port". Within the framework of the Conference, the Company signed many cooperation

agreements with partners and customers.

- Year 2024: On 31/7/2024, Cam Ranh Port became the exclusive distributor of lubricants and petrochemical products under the AP Saigon Petro brand in Khanh Hoa province.

Overall, during the 2020-2025 term, the Board of Directors demonstrated its leadership role in the Company's strategic direction, established effective oversight mechanisms to ensure the Board of Management operated correctly, complied with regulations, and achieved the set objectives. The Board of Directors prioritized the interests of shareholders, ensuring that all Board of Directors' Decisions aimed at increasing value for shareholders. The Board of Directors seriously issued and implemented internal governance regulations, regularly updated new legal provisions to make timely adjustments, ensuring compliance and transparency in Cam Ranh Port's operations.

II. OPERATIONAL ORIENTATION FOR THE 2025-2030 TERM

During the period 2025-2030, Cam Ranh Port will face many fluctuations from the world and domestic economies. The global economy is expected to develop complexly due to geopolitical and trade tensions, but the Asian region is predicted to be a new growth driver. In Vietnam, the digital economy is expected to grow strongly, along with the development of transportation infrastructure and the logistics sector. However, Cam Ranh Port also faces fierce competition from other seaports in the region and challenges regarding infrastructure, cargo sources, and logistics. Therefore, rapid and effective adaptation to these changes is very important for the development of Cam Ranh Port.

1. Key Targets

The Board of Directors has agreed on several key targets in the 2025-2030 business plan, to be reported and submitted to the 2025 General Meeting of Shareholders for review and approval, including the following targets:

No.	Indicator	Unit	Plan 2025	Plan 2026	Plan 2027	Plan 2028	Plan 2029	Plan 2030
A Parent Company Data								
1	Total Port Throughput	Thousand Tons	2.650.000	2.700.000	2.900.000	3.100.000	3.200.000	3.500.000
2	Total Revenue	Million VND	189.000	207.000	229.000	252.000	283.000	317.000
3	Profit Before Tax	Million VND	22.500	5.100	28.300	31.100	33.800	37.000
4	Dividend	%	5,5	6,0	6,5	7,0	7,5	8,0
B Consolidated Data								
1	Throughput Volume	Thousand Tons	2.650.000	2.700.000	2.900.000	3.100.000	3.200.000	3.500.000
2	Total Revenue	Million VND	198.000	214.300	236.600	259.500	290.800	325.200

3	Profit Before Tax	Million VND	23.500	25.800	28.900	31.800	34.600	37.800
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For the 2025-2030 term, strive for: Average annual port throughput growth of 6.15% or more, reaching 3.5 million tonnes or more by 2030; Average annual revenue growth of 11% or more, striving to reach VND 317 billion or more by 2030; Average annual profit growth of 10% or more, striving to reach VND 37 billion or more by 2030; Average annual dividend growth of 0.5%.

2. Strategic orientation solutions to achieve objectives

In the context of significant fluctuations in the global and domestic economy, Cam Ranh Port identifies the 2025-2030 term as a crucial phase for consolidating its position and achieving breakthroughs. To realize the goal of sustainable growth and development, the Board of Directors (BOD) has proposed comprehensive strategic orientation solutions, focusing on the following key areas:

a. Business and market solutions

- Market and business development linked to investment: Invest in upgrading berths to accommodate large vessels (over 60,000 DWT) to increase competitiveness and avoid market share loss; Invest in building warehouses (including cold storage) and post-port logistics areas to anticipate the trend of developing into a logistics tourism urban area; Invest in modern handling equipment (cranes with large lifting capacity) to maximize cargo handling capacity.

- Build a multimodal logistics service chain: Survey and select shipping lines and road transport units to develop multimodal transport options.

- Expand connections with industrial parks and other seaports: Intensify work with industrial parks in Ninh Thuan and Khanh Hoa; Research cooperation and linkage with sister ports under VIMC to form inter-regional supply chains; Regularly conduct field trips to quarries and raw material areas to seek cargo sources and logistics cooperation opportunities.

- Enhance customer interaction and brand building: Build the brand image of Cam Ranh Port as a high-quality service provider; Develop and implement customer care policies, retaining existing customers by improving service quality and digital transformation.

- Develop petroleum commercial distribution channels: Develop distribution channels for petroleum, oil, and grease for corporate customers in industrial parks.

b. Investment activity solutions

- Build and implement infrastructure investment plan: Develop plans and prepare projects to obtain the certificate of land lease right for the approved 67.09 ha area; Invest in building technical infrastructure and a complete warehouse system according to the master plan.

- Capital mobilization for port infrastructure investment: Mobilize capital from various sources, including joint ventures, associations, and partner advances; Focus on upgrading berths and extending Berth No. 2 by an additional 60m; Invest in handling equipment with large lifting capacity; Accelerate the dredging of the navigation channel.

c. Financial management solutions

- Cost management and financial capacity enhancement: Strictly manage costs and ensure efficient use of capital.

- Build a flexible capital mobilization strategy: Seek investment funding sources with low capital costs (business cooperation, joint ventures, associations...); Build a capital mobilization strategy suitable for the market; Build investor confidence by enhancing company reputation; Transform location and land advantages into financial resources; Intensify promotion of the Cam Ranh Port brand to mobilize capital.

- Manage cash flow and improve capital utilization efficiency: Ensure good control of cash flow plan, reduce debt, and improve liquidity; Build a long-term plan for internal accumulation increase; Emphasize the role of Vietnam Maritime Corporation in seeking financial resources; Strengthen management of receivables and efficient use of idle capital; Improve capital turnover efficiency and restructure debt.

d. Solutions for restructuring, governance, and enterprise innovation

- Innovate organizational model and structure: Aim for a modern governance model based on digital technology, creative and sustainable development; Consolidate the operational management model towards being lean, dynamic, flexible, and specialized; Build an organizational structure suitable for the characteristics of the enterprise, clearly defining the functions, tasks, powers, and responsibilities of departments.

- Effective enterprise governance: Apply advanced management tools and methods; Strongly apply information technology in management, operation, and business operations; Establish information systems and perfect information technology application processes serving operational management; Focus on building and standardizing internal management systems, processes, regulations, standards, etc., towards being lean, digitalized, and customer-centric; Strengthen internal control work, revise, supplement, and perfect management regulations and rules.

- Risk management: Effectively implement the Risk Management System and risk defense lines; Strengthen systemic and comprehensive risk management solutions.

- Compliance and information disclosure: Comply with the governance regulations and standards of listed companies; Perform information disclosure well according to regulations, ensuring accuracy, transparency, and completeness.

- Innovation and development: Innovate operating and management models and transform business models to a digital environment; Take technology as the operational foundation and core value of the enterprise; Regularly review, update, and systematize the company's regulations and rules to ensure suitability and effectiveness.

e. Solutions for human resource development

- Training and human resource development: Implement a human resource development strategy, focusing on training to enhance professional Qualification,

expertise, and skills; Recruit high-quality, skilled labor; Have mechanisms for evaluation, screening, and personnel arrangement. Build policies for remuneration, attraction, and retention of talent.

- Consolidate the management apparatus and create a professional working environment: Arrange and staff labor, ensuring the promotion of each individual's capacity; Create a professional, friendly working environment and develop a corporate culture that is “Customer-centric” and “People-centric”.

f. Solutions for Technology, Digital Transformation, and Innovation

- Technology: Continue researching, selecting, and investing in modern, advanced technology means, equipment, and machinery (e.g., automatic cranes) to enhance loading/unloading productivity and optimize operational processes; Gradually integrate green and environmentally friendly technology solutions in port operations; Apply technology solutions to effectively manage and maintain equipment and means; Optimize energy and resource utilization through smart management systems.

- Digital transformation: Prioritize digital transformation of core port processes such as vessel management, cargo management, warehouse management, and related logistics services; Build a digital platform to connect stakeholders in the seaport supply chain; Strongly apply information technology in management, operation, inspection, and supervision.

- Innovation: Encourage innovative initiatives and solutions to improve service quality, enhance customer experience, and optimize operating costs; Research and apply emerging technologies to create new services and business models in the seaport and logistics sector.

Cam Ranh Port not only aims for economic growth targets but also focuses on sustainable development, environmental protection, and contributing to the overall development of the community. The Board of Directors, Management Board, and all staff and employees of Cam Ranh Port are determined to realize these goals in the 2025-2030 term, bringing long-term value to shareholders and stakeholders.

This is the report of the BOD, respectfully submitted to the GMS for consideration and approval./.

**ON BEHALF OF THE BOARD OF DIRECTORS
CHAIRMAN**



Phạm Hữu Tân

**REPORT OF THE BOARD OF SUPERVISORS
AT THE 2025 ANNUAL GENERAL MEETING OF SHAREHOLDERS**

To: General Meeting of Shareholders of Cam Ranh Port Joint Stock Company

Pursuant to Law on Enterprises No. 59/2020/QH14 dated June 17, 2020;

Pursuant to the Charter of Cam Ranh Port Joint Stock Company approved by the General Meeting of Shareholders;

Pursuant to the Regulation on Organization and Operation of the Board of Supervisors approved by the GMS;

Pursuant to the provisions in Decision No. 484/QĐ-HHVN dated December 11, 2023 on the promulgation of the “Regulation on Management of Supervisors at enterprises with contributed capital from Vietnam Maritime Corporation”.

Pursuant to the 2024 Financial Statements of Cam Ranh Port Joint Stock Company reviewed by UHY Auditing and Consulting Co., Ltd.

The Board of Supervisors (BOS) of Cam Ranh Port Joint Stock Company hereby reports on the situation of operations, inspection, and supervision in 2024 as follows:

PART I. ACTIVITIES OF THE BOARD OF SUPERVISORS IN 2024

I. Personnel Situation of the Board of Supervisors

The Board of Supervisors consists of 03 members, including:

1. Ms. Nguyen Thi Hien - Head of the Board
2. Ms. Tran Thi Thanh Thuy - Member
3. Ms. Bui Thi Ngoc Luong - Member

II. Regarding the Operational Situation of the Company's Board of Supervisors

1. Operational Situation of the Board of Supervisors

In 2024, the BOS closely coordinated with the Board of Directors (BOD) and the Board of Management (BOM), carrying out the work of inspection and supervision regarding compliance with the Charter and legal regulations in the management activities of the BOD and the operational activities of the BOM. Specifically, the tasks implemented are as follows:

+ Supervised compliance with legal regulations and the Company's Charter. Organized inspection and supervision of the activity program of the BOD and the Company's BOM in 2024. Reviewed the Resolutions and Decisions issued by the BOD and BOM during the process of managing and operating production and

business activities, the organization of implementing the Resolutions and Decisions, as well as the situation of implementing the Resolution of the General Meeting of Shareholders (GMS) and the Resolution of the BOD in 2024.

+ The BOS attended quarterly and requested Meetings of the BOD, promptly grasping the Company's actual business situation and contributing opinions to the BOD and BOM in implementing the objectives approved by the GMS and recommending necessary changes. The BOD, BOM, and BOS always closely coordinated to ensure the enterprise's operations comply with legal regulations and the Charter and achieve efficiency.

+ Inspected and supervised the situation and results of implementing production and business tasks, the implementation of investment projects approved by the 2024 GMS.

+ Appraised the Company's Financial Statements prepared by the BOM; reviewed the recommendations made by the auditor; reviewed and discussed with the BOM and the auditor the draft Reviewed Statements for the first 06 months of 2024 and the 2024 Audit Statements to assess the honesty, objectivity, and reasonableness of the financial data in accordance with accounting standards, regulations, and current policies.

2. Situation and Results of the BOS Meetings

In 2024, the BOS held 07 meetings. The attendance, content, and results of the meetings are specifically as follows:

Information about the Members of the Board of Supervisors (BOS)

No.	Member of the Board of Supervisors	Position	Date of appointment	Date of Dismissal	Number of meetings attended	Attendance rate	Reasons for Non-Attendance
1	Nguyen Thi Hien	Head of Board	21/4/2023		08	100%	
2	Tran Thi Thanh Thuy	Member	23/04/2021		08	100%	
3	Bui Thi Ngoc Luong	Member	15/04/2024		04	100%	
4	Mrs. Bui Thi Ngan Hoa	Member		15/4/2024	04	100%	

- February 26, 2024: Member of the Board of Supervisors met to implement supervision for 2023 and Q1/2024; agreed to amend and update the Regulations on Operation of the Board of Supervisors.

- March 7, 2024: Agreed on the draft report of the Member of the Board of Supervisors for 2023 and selected an independent auditing firm to audit the Financial Statements for 2024.

- April 8, 2024: Agreed on the evaluation and ranking by the Member of the Board of Supervisors for Representative of Capital Contribution at Cam Ranh Port in 2023.

- April 12, 2024: Agreed on the quick assessment report by the Member of the Board of Supervisors for Cam Ranh Port in Q1/2024.

- April 23, 2024: Agreed on the Q1/2024 report of the Member of the Board of Supervisors; assigned duties to the Members of the Board of Supervisors of Cam Ranh Port (at the 2024 General Shareholders' Meeting where new members of the Board of Supervisors were elected).

- August 20, 2024: Members of the Board of Supervisors met, agreed on the content of inspection and supervision for the first 6 months of 2024; agreed on the 6-month report of the Board of Supervisors for 2024.

- October 25, 2024: Members of the Board of Supervisors met, agreed on the content of inspection and supervision for the first 9 months of 2024; agreed on the 9-month report of the Board of Supervisors for 2024.

- At the meeting in December 2024, the Members of the Board of Supervisors met and agreed on the content of inspection and supervision for Q4/2024.

3. Recommendations of the Board of Supervisors

In 2024, during the performance of its duties, the Board of Supervisors made recommendations regarding the activities of the Board of Directors and the Board of Management in managing and operating production-business activities as follows:

- Recommended improving cost accounting, debt management, payment documents, provisioning for bad debts, and advances to employees of Cam Ranh Port.

- Recommended the implementation of Cam Ranh Port's effective cost management program to strengthen control and management of production-business costs.

- Recommended regarding investment activities, verification and approval of final accounts for completed projects, payment procedures for project implementation costs; regarding the performance of production-business tasks.

- Recommended regarding personnel organization, evaluation of personnel utilization efficiency, personnel classification to arrange, assign, and rotate personnel in accordance with staffing levels and organizational structure; provided opinions on recruitment and planning; labor and wages.

- Recommended regarding the development and implementation of SOP procedures; regarding internal audit activities.

III. Evaluation of the performance of the members of the Board of Supervisors

- The activities of the members of the Board of Supervisors complied with legal regulations, the Company's Charter, and the Regulations on Operation of the Board of Supervisors.

- Each member implemented their assigned duties seriously, cautiously, and honestly. The members of the Board of Supervisors regularly communicated during the performance of their duties.

IV. Salaries, remuneration, and operating expenses of the Board of Supervisors in 2024.

- Remuneration of the members of the Board of Supervisors: All members of the Supervisory Board work on a concurrent basis and receive remuneration. The remuneration paid to the Supervisory Board members is in accordance with the Resolution of the 2024 General Meeting of Shareholders. The total remuneration paid by the Company to the Supervisory Board in 2024 is 177,600,000 VND.

- Operating expenses of the Board of Supervisors: complied with the provisions of the Enterprise Law, the Regulations on Operation of the Board of Supervisors, and the Company's internal spending regulations.

PART II. RESULTS OF INSPECTION AND SUPERVISION

I. Results of supervision of the activities of the BOD and the BOM

1. Results of supervision of the activities of the BOD

Pursuant to Resolution No. 01/2024/NQ-CCR.DHĐCĐ dated April 15, 2024, of the General Shareholders' Meeting, the Board of Directors regularly directed and supervised the Board of Management in implementing the Resolution of the General Shareholders' Meeting, the Resolutions of the Board of Directors, as well as strictly complying with legal regulations on corporate governance and the Company's business tasks.

The Board of Directors operated in accordance with the functions, duties, and powers stipulated in the Charter and the Regulations on Corporate Governance. At Meetings of the Board of Directors as well as through internal message exchanges, the members contributed constructive or critical opinions on matters within the authority and responsibility of the Board of Directors, such as providing feedback on investment projects, personnel appointments, personnel organization arrangements, salary fund approval, etc., in order to provide appropriate and correct directions and policies.

Basically, the Board of Directors ensured governance principles as required by legal regulations, the General Meeting of Shareholders, and the owner (including the Charter, the Regulations on Corporate Governance, the Operating Regulations of the Board of Directors, assignment of duties within the Board of Directors; the Board of Directors had an annual action plan, held meetings as stipulated, once per quarter, and assigned BSC-KPIs to the Board of Management for implementation and evaluation).

Each Board of Directors' member proactively performed their assigned duties and completed them well, participating fully and casting votes on matters within their authority. The Member of the BOD coordinated well in leading, directing, and managing the company, achieving high consensus and unity within the Board of Directors regarding decisions on the company's important policies, strategies, directions, and tasks; participating fully in regular and extraordinary meetings as stipulated by the Charter and the Company's internal regulations.

In 2024, the Board of Directors held 04 regular sessions with the participation of Member of the BOD, Members of the Board of Supervisors, and the Board of Management; conducted 15 written consultations with Member of the BOD; issued 21 Resolutions and 35 Decisions related to personnel work, production-business activities, investment, the General Meeting of Shareholders, internal audit work, inspection, supervision, labor, salary, emulation and commendation, innovation, digital transformation, etc. The Company's Board of Directors implemented the content of the Resolution of the General Meeting of Shareholders, such as: amendment of the Charter, profit distribution, establishment of funds, dividend payment, allocation and payment of remuneration to the Board of Directors and Members of the Board of Supervisors in accordance with the Resolution of the 2024 Annual General Meeting of Shareholders. The Resolutions and Decisions of the Board of Directors were issued promptly, following the correct procedures, within the correct authority, and consistent with the meeting minutes, content of the Board of Directors' meetings, as well as the legal basis according to legal regulations and the Company's Charter. The Board of Directors promptly supervised the company's activities, coordinated with the Board of Management to direct the Company's operations according to the Resolution of the General Meeting of Shareholders, such as implementing production and business activities, investment activities, personnel work, etc.

The Capital Representative of VIMC participating in the Board of Directors of Cam Ranh Port seriously implemented and complied with the regulations in the Regulations on Management and Operation of VIMC's Capital Representatives in companies with contributed capital and VIMC's directives, such as: organizing and voting at the 2024 General Meeting of Shareholders, directives in management and production-business activities: developing and implementing BSC-KPIs, personnel work, selection of audit firm, developing internal management processes and regulations, etc.

In 2024, VIMC issued 50 Contents of directives to the Capital Representative at Cam Ranh Port. As a result, 50/50 tasks were completed.

Overall assessment: During the period, the Board of Directors implemented activities based on the production and business plan approved by the 2024 General Meeting of Shareholders. The Board of Directors held meetings and issued

resolutions, decisions, and regulations within their full authority, consistent with the Company's Charter as well as legal regulations, and simultaneously supervised and supported the Board of Management in implementing and completing their tasks.

2. Results of the supervision of the activities of the General Director and Board of Management

The General Director and Board of Management have proactively and diligently implemented the tasks and targets approved by the General Meeting of Shareholders. During the operation process, they have always strictly and fully implemented the Resolutions and Decisions of the Company's Board of Directors. They have proactively taken measures to enhance the efficiency of production and business activities, develop the market, etc., in accordance with the Resolution of the General Meeting of Shareholders, the direction of the Board of Directors, and in compliance with the company's Charter, legal regulations, meeting the requirements for managing and operating the Company's production and business activities.

The Board of Management regularly holds meetings to discuss, exchange, and review the production and business situation as well as the implementation of the resolutions and decisions of the Board of Directors in order to promptly adjust or resolve arising issues.

In 2024, the Board of Management has been proactive in market development, customer acquisition, attracting an additional 44 customers (for items such as containers, bulk sugar, bagged sugar, molasses, bulk white sand, concrete piles, granite blocks, construction stone, supplies and machinery equipment, cement, etc.) and 02 new cargo sources from existing customers, namely concrete piles and concrete components. The volume generated from new customers/new items in 2024 is 270,000 tonnes (achieving 337.6% compared to the annual plan: 80,000 tonnes).

The Company has boosted market and customer activities through the following activities:

- Supporting customers in searching for, connecting, and attracting wood chip cargo sources to Cam Ranh Port; domestic construction stone cargo sources to connect supply and demand and implement flexible, timely measures.

- Increasing direct access to end customers to gather information on cargo situation and market trends in order to implement appropriate attraction policies for each customer group and item.

- Applying flexible pricing policies to promote increased volume and revenue.

- Obtaining vessel schedules from customers early to coordinate and consult on reasonable berth arrangement, minimizing vessel waiting time.

- Researching and evaluating the market and collaborating with capable satellite units to open new types of services, linking with service providers in the area to build a logistics service supply chain.

- Pursuing and directly approaching potential customers and cargo sources identified as likely to be attracted through the port, including: domestic construction materials exported to islands and imported domestically to serve projects in Cam Nghia and Cam Thinh, and white sand, to gather information, attract, promote, and market specifically and appropriately for each item and customer.

- Actively working with industrial clusters/industrial parks in Khanh Hoa and Ninh Thuan provinces, understanding cargo packing practices, transportation methods, and issues in operating the logistics chain. Prioritizing market activities for dry bulk cargo to consolidate cargo, persuading customers to switch their current packing practices to containerized cargo.

- Boosting communication and digital marketing to increase presence and enhance interaction with customers on internet platforms (developing electronic brochures, video clips on cargo handling processes, warehousing, transportation; ...). Communication Content is implemented in various forms (news articles, written articles, short clips, images, etc.), comprehensively leveraging the competitive advantages of Cam Ranh Port; promoting keywords related to the company's key objectives in each phase (including port operations, domestic container route operations, etc.) in articles, and distributing articles on the company's official communication channels.

- Establishing comprehensive cooperation relationships with Quy Nhon Port to exchange and share information on the market and cargo sources; introducing customers and partners with business development needs to the partner port area.

- Survey and thoroughly grasp information about competitors (Nam Van Phong Port, Tan Cang - Petro Cam Ranh, Ca Na Port, Vinh Tan Port).|

By the end of 2024, the Port successfully negotiated the loading, unloading, and staging of bulk cement at the Port to serve key projects in the area that will be implemented in 2025.|

Overall assessment: The Board of Management has been active and proactive in managing the Enterprise's operations as well as proposing necessary measures to the Board of Directors to enhance efficiency in implementing the Company's production and business activities in accordance with the Resolution of the General Meeting of Shareholders, the direction of the Board of Directors, and in strict compliance with the Company Charter, legal regulations, meeting the requirements for managing and operating the Company's production and business activities during the year.

3. Assessment of operational coordination between the Board of Directors, Board of Management, and Board of Supervisors|

The Board of Supervisors maintains a cooperative working relationship and exchanges information with the Board of Directors and the Board of Management within the scope of their respective rights and duties to facilitate business operations,

based on the principle of ensuring the rights and interests of the Company and shareholders, complying with legal regulations and the Company's internal rules and regulations.

The Board of Directors and General Director facilitate the Board of Supervisors in fulfilling its duties, consulting the opinion of the Board of Supervisors at meetings or in submissions when needed.

4. Appraisal of business results report, assessment of the Board of Directors' management and administration work

The Board of Supervisors Implemented the appraisal of the 2024 production and business results report and assessed the management and administration work of the Board of Directors submitted to the 2024 General Meeting of Shareholders. The Board of Supervisors fundamentally agreed with the Content reported by the Board of Directors to the General Meeting of Shareholders.

II. Appraisal and supervision of Financial Statements, production and business activities in 2024

1. Appraisal of Financial Statements

Based on the 2024 Financial Statements (Separate Financial Statements and Consolidated Financial Statements) of Cam Ranh Port audited by UHY Auditing and Consulting Co., Ltd., which is among the list of auditing firms approved at the 2024 Annual General Meeting of Shareholders.

The Board of Supervisors agreed with the auditor's opinion: *"The separate and consolidated Financial Statements have presented fairly and reasonably, in all material respects, the separate and consolidated financial position of Cam Ranh Port Joint Stock Company as of December 31, 2024, as well as the separate and consolidated business results and separate and consolidated cash flows for the financial year ended on the same date, in accordance with Vietnamese accounting standards, the Vietnamese corporate accounting system, and relevant legal regulations concerning the preparation and presentation of Financial Statements"*.

The Company has prepared Financial Statements and disclosed periodic information on the Ha Noi Stock Exchange in accordance with regulations on information disclosure on the stock market, as well as posting information on the Company's Website.

2. Business results of the Parent Company

2.1. Business results

INDICATOR	Actual 2023	Plan 2024	Actual 2024	Actual 2024 /2023	Actual 2024/ Plan 2024
Throughput Volume	2.224.622	2.400.000	2.416.292	108,6	100,7

Total Revenue	137.798	160.000	171.938	124,8	107,5
Net Revenue	137.061		170.448	124,4	
Financial Revenue	657		1.472	224,1	
Other Income	81		18	22	
Total Expenses	120.341		151.464	125,9	
Cost of Goods Sold	99.371		123.832	124,6	
Selling Expenses	283		392	138,4	
General and Administrative Expenses	19.761		26.402	133,6	
Financial Expenses	909		778	85,6	
Other Expenses	16		59	368,8	
Profit Before Tax	17.458	19.850	20.474	117,3	103,1
Profit After Tax	13.643		16.263	119,2	

**Assessment*

- Actual output in 2024 was 2,416,292 tons, reaching 100.6% of the plan, equal to 109.1% of 2023, thanks to the notable growth of some other items, compensating for the decrease in output. Specifically:

+ *The growth in stone, materials, construction equipment, and water supply for vessels going to islands* was a significant highlight during the year, thanks to the simultaneous implementation of many island projects, along with the Company's flexible policies. The actual output in 2024 clearly shows the outstanding growth of domestic construction stone goods, elevating this item to the second position in the structure of cargo throughput volume (765,910 tons, an increase of 119% compared to the annual plan). Besides traditional customers such as Hoa An, Dan Gia, MH, Quyet Thang, and strategic customer Dacinco, the company has also developed new customers with regular cargo throughput volume, such as Thanh Sang, ACC Corporation, etc.

+ *In addition, the increased output compared to the plan for some other cargo items* also contributed to the overall growth, specifically: imported frozen fish doubled its output, cement exceeded by 15%, white sand output exceeded by 29%, and concrete components output exceeded by 79% (compared to the plan).

- 2024 revenue was VND 171,938 million, reaching 107.5% of the plan and 124.7% compared to 2023, thanks to the following factors:

+ Domestic stone cargo has a much higher handling unit price compared to export stone. Therefore, although the export stone output decreased, the domestic stone output was large enough to compensate, and handling revenue still saw a significant jump.

+ Other construction materials, concrete components, and supplies shipped to islands grew very well in line with the stone cargo, contributing a significant portion to handling revenue.

+ Logistics services were also significantly promoted in 2024; as a result, handling revenue at the warehouse/yard and revenue from non-handling services increased considerably (warehouse/yard occupancy Percentage was 93%, providing package logistics services for cement cargo).

+ In 2024, the company expanded into the trading sector, becoming the exclusive distributor of the AP Saigon Petro brand in Khanh Hoa. Revenue from the trading of various oils, lubricants, and greases also contributed a portion to the company's overall revenue growth.

However, when developing the 2024 plan, the port did not anticipate the objective risk of a change in policy and requirements from the Maritime Administration regarding the temporary suspension of receiving vessels with deadweight tonnage exceeding the design capacity for entering and leaving the port berth, thus causing a significant fluctuation in the cargo throughput structure compared to the 2024 plan. Specifically:

+ Export wood chips cargo: the plan included a 53,000 DWT vessel lightering to receive cargo in the last months of the year (the latest plan was November 2024), however, as the Maritime Administration has not provided feedback on the vessel reception, the Company cannot confirm the receiving plan for this vessel.

+ Export stone cargo: At the end of date July 2024, the cargo owner Hoa An conducted a trial with 01 small vessel carrying 30,000 tons. (This differs from the previous shipping vessel size option of 50-55,000 DWT, with a total cargo volume carried of about 40-42,000 tons). This option does not conflict with the Maritime Administration's policy but is not cost-optimized for the enterprise. Subsequently, the export stone quarry of cargo owner Hoa An in Ninh Thuan had to temporarily suspend mining because it is located within the highway safety corridor, leading to the company not receiving any more export stone vessels after August 2, 2024.

+ Imported frozen fish cargo, despite still facing competition and sharing volume with Tan Cang Petro, the output achieved in 2024 exceeded the expectations set in the plan.

+ Cement cargo had a planned output of 40,000 tons. But in the last 6 months of 2024, the real estate and construction sectors started showing more positive signs, and the Company also made efforts to provide additional package service chain to customers (yard rental, forwarding, transportation), while also improving service

quality, thus the cement cargo throughput through the port exceeded the initial planned output target.

- 2024 financial revenue was VND 1,472 million, reaching 267.6 Percentage of the plan, and 224 Percentage of 2023, increasing due to dividends, shared profit, and increased interest on deposits.

+ Total costs in 2024 were VND 151,461 million, reaching 107.4 Percentage compared to the plan and 125.9 Percentage of 2023. Of which:

- Cost of Goods Sold was VND 123,832 million, equaling 109.2% of the plan and 124.6% compared to 2023. Within the Cost of Goods Sold structure, direct labor cost was VND 28,281 million, accounting for a Percentage of 22.84%, an increase of 35% compared to 2023 due to salary and shift meal costs; Depreciation cost was VND 20,147 million, accounting for a Percentage of 11.83%, an increase of 5% compared to the same period in 2023 (due to increased recognition of fixed assets); fuel cost was VND 2,382 million, equaling 165.6% compared to 2023 because Hangcha forklifts and Sany cranes were increasingly used in handling operations during the year, leading to a significant increase in this cost; Outsourced service costs increased: during the period, the volume of frozen fish cargo handled through the port exceeded the 2024 plan by 99.5%, so Cam Ranh Port increased outsourcing the handling of this item to expedite vessel turnaround.;

- Business management costs were VND 26,401 million, equaling 104.4% of the plan and 136.6% compared to 2023. Of which, management employee costs were VND 12,429 million, an increase of 20% compared to 2023; repair costs were VND 1,000 million, equaling 217.4% of the plan and 190.8% compared to 2023; other costs were VND 3,129 million, an increase of 73% compared to 2023,...;

* Profit Before Tax in 2024 reached VND 20,476 million, equaling 117% compared to 2023, and achieving 107.8% compared to the plan.;

+ Maximize utilization of leasable warehouse area (occupancy Percentage reached 93%).;

+ Construction stone and building materials shipped to islands increased sharply, and the loading/unloading service unit price for these items was high, contributing to increased revenue and profit.;

+ Effective cost management and savings practices continued to be strictly implemented.;

2.2. Business performance results over the last 03 periods.

a) Performance results over the last 3 years;

Unit: VND million

Indicator	2022	2023	2024
Volume	2.283.430	2.224.622	2.416.292
Total Revenue	147.637	137.000	171.938

PBT	18.016	17.250	20.476
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b) Evaluation of production-business results over the last 03 years;

2024 was the year the port completed and exceeded all 3 targets: output, revenue, and PBT, whereas in previous years, not all targets were fully met. The results show clear growth in the port's production-business activities in 2024.;

Output in 2024 was 2.4 million tons, an increase of 109% compared to 2023, and an increase of 105% compared to 2022. Cam Ranh Port's revenue and profit increased compared to the previous 02 periods, specifically: revenue in 2024 increased by 125% compared to 2023 and by 116.5% compared to 2022; profit in 2024 increased by 117% compared to 2023 and by 113% compared to 2022. In 2022, Cam Ranh Port handled equipment cargo (especially in 2021, the output of equipment cargo increased significantly), so the port's production-business results were relatively good. In 2023, there was no wind power equipment, and the output of some key cargo items also decreased, leading to a decrease in the port's production-business results. In 2024, the loading/unloading unit price for some domestic stone items was much higher than for exported stone. Therefore, despite the decrease in exported stone output, the domestic stone output was large enough to compensate, resulting in a significant jump in loading/unloading revenue, an increase of 140% compared to 2023. Other construction materials, concrete components, and materials shipped to islands grew very well in line with stone cargo, contributing significantly to loading/unloading revenue, an increase of 184% compared to 2023. Logistics services were also significantly promoted in 2024; as a result, loading/unloading revenue at the warehouse/yard and revenue from non-loading/unloading services increased significantly (warehouse occupancy Percentage was 93%, providing package logistics services for cement cargo). The company also expanded into the trading sector, becoming the exclusive distributor of the AP Saigon Petro Lubricant brand in Khanh Hoa. Revenue from trading various types of lubricants and grease also contributed partly to the company's overall revenue growth. Other service revenue increased by 190% compared to 2023.

Some key changes in the Port's cost structure are as follows:

- Direct, indirect, and outsourced labor costs in 2024 increased sharply in line with revenue growth; repair costs and land tax in 2024 increased sharply.
- No interest expense was incurred in 2022; in 2023, the Port began borrowing to invest in cranes, resulting in interest expenses of VND 909 million in that year and VND 778 million in 2024.
- In 2022 and 2023, the Port made provisions/reversals for repair costs, salary costs, etc., thus these provisions/reversals affected the business results during the period; this expense was not incurred in 2024.

2.3. Assessment of Financial Situation

(i). Asset and Capital Situation:

+ Asset Structure:

Unit: VND million

Asset Structure	1/1/2024	31/2/2024	Difference
Total Assets	300.977	308.364	7.386
Current Assets	31.386	46.355	14.968
Non-current Assets	269.591	262.009	-7.582

Total assets at the end of 2024 were VND 308,364 million, an increase of VND 7,386 million compared to the beginning of the year. Of which:

- Current assets were VND 46,355 million (accounting for 15.03% of total assets), an increase of VND 14,968 million compared to the beginning of the year. This was mainly due to an increase of VND 19,206 million in cash and cash equivalents, a decrease of VND 3,133 million in short-term receivables, and a decrease of VND 1,891 million in other current assets.

- Non-current assets were VND 262,009 million (accounting for 84.96% of total assets), a decrease of VND 7,582 million compared to the beginning of the year, mainly due to the recognition of asset increases and depreciation of fixed assets during the period.

The asset structure of Cam Ranh Port, where fixed assets account for a high percentage of total assets (82.33% of total assets), is appropriate for the asset structure of a business operating in the seaport sector due to significant infrastructure investment.

+ Capital Structure:

Unit: VND million

Indicator	1/1/2024	31/2/2024	Difference
Total Capital	300.977	308.364	7.386
Liabilities, of which:	28.829	33.580	4.750
- <i>Current Liabilities</i>	16.925	24.850	7.925
- <i>Non-current Liabilities</i>	11.904	8.729	-3.175
Equity	272.148	274.784	2.636
Contributed Capital by Owners	245.018	245.018	0
Equity / Contributed Capital by Owners (Times)	1,11	1,12	0,01

As of December 31, 2024, total capital was VND 308,364 million, an increase of VND 7,386 million compared to the beginning of the year. Of which: Liabilities were VND 33,580 million, an increase of VND 4,750 million, mainly due to increases in accounts payable to suppliers, employee costs payable, and other short-term payables (VND 7,925 million), etc. Owner's equity was VND 274,784 million,

an increase of VND 2,636 million, mainly due to an increase in undistributed profit after tax.

The ratios of liabilities/total capital (or owner's equity) both increased slightly compared to the beginning of the year due to an increase in borrowings and owner's equity. Liabilities accounted for 10.98% of total capital, equivalent to 12.34% of owner's equity, indicating that Cam Ranh Port's assets are primarily funded by its own capital. The Percentage of owner's equity/owner's invested capital is 1.12 (greater than 1), showing that owner's equity is being preserved and developed.

(ii) Financial Indicators

Key Financial Indicators

Indicator	Unit	As of December 31, 2023	As of December 31, 2024
Liquidity Ratios			
1. Quick Ratio	Times	1,82	1,81
2. Current Ratio	Times	1,85	1,87
3. General Liquidity Ratio	Times	10,44	9,18
Debt Ratios			
1. Liabilities to Total Assets Ratio	%	9,58	10,89
2. Liabilities to Equity Ratio	%	10,59	12,22
3. Debt to Equity Ratio	Times	0,04	0,03
4. Total Assets to Equity Ratio	Times	1,11	1,12

* Assessment:

+ Liquidity: Liquidity ratios at the end of 2024 all decreased compared to the same period last year. The overall liquidity ratio decreased (9.18 times), and the current ratio was greater than one (1.87 times), indicating that the Company's ability to pay its debts is still ensured.

+ Profitability:

Indicator	Unit	1/1/2024	31/2/2024
Net Profit Margin	%	9,95	9,54
ROA (Profit After Tax / Total Assets)	%	4,53	5,27
ROE (Profit After Tax/Equity)	%	5,01	5,92

As of December 31, 2024, business results increased slightly compared to the same period last year. Some profitability ratios increased slightly, while others decreased, specifically:

The PAT/Revenue ratio = 9.54% decreased slightly compared to the same period last year (9.95%), indicating that one unit of revenue in the previous year generated very little profit compared to the same period last year.

ROA = 5.27%, a slight increase compared to the same period last year (4.53%), indicating improved profitability of assets in 2024 compared to the same period last year.

ROE = 5.92%, an increase compared to the same period last year (5.01%), indicating improved profitability of equity in 2024 compared to the same period last year.

Evaluation: The indicators related to profitability and capital management efficiency of the company are maintained and capital is developed.

3. Financial Investment Activities

3.1. Investment in Company's subsidiaries, associated companies

As of December 31, 2024, Cam Ranh Port made capital contributions to 02 Companies (01 Company's subsidiary and 01 associated company). Specifically: Cam Ranh Port Maritime Services Joint Stock Company is 51% (VND 3,569.79 million), Cam Ranh Urban Joint Stock Company is 6.5% (VND 2,340 million).

Evaluation: Regarding the investments in the two companies mentioned above, both were profitable in 2024, and dividends were distributed, specifically: Cam Ranh Port Maritime Services Joint Stock Company is VND 356.98 million and Cam Ranh Urban Joint Stock Company is VND 653.7 million.

3.2. Business capital contribution in the form of a business cooperation contract

- In 2018, Cam Ranh Port signed a business cooperation contract for the Gottwald crane and contributed capital for the crane investment with Quang Hung Maritime Joint Stock Company in the amount of VND 7,000 million. The results achieved from the investment and operation of the Gottwald crane in 2024 were a total revenue of VND 10,390 million, and the Port's share of revenue was VND 5,950 million; after deducting expenses, the profit earned was VND 3,920 million.

Evaluation: The aforementioned investment cooperation between the Port and Quang Hung Maritime Joint Stock Company is being maintained and capital is being developed.

- In 2023, Cam Ranh Port signed a business cooperation contract for investing in a yard and contributing capital to the Ba Ngoi upstream petroleum storage and aviation fuel project with Vietnam Oil and Gas Group - Joint Stock Company (PVOIL) in the amount of VND 17,000 million. In 2024, the project's investment policy was approved by the Provincial People's Committee. However, the Provincial People's Committee is requesting the Company and PVOIL to coordinate in adjusting the investment certificate to divide the project into two parts (Land reclamation and construction of petroleum storage).

4. Investment and Asset Procurement Activities

According to the 2024 plan approved by the General Meeting of Shareholders, with a total investment level of VND 44,210 million, execution reached 35%, equivalent to VND 15,308 million, specifically:

a. Asset Procurement and Liquidation:

Equipment Investment and Procurement: In 2024, Cam Ranh Port completed the investment in equipment for digital transformation, including: LED screen for the hall, Petroleum Business Management Software and Upgrading of Petroleum Business Management Software, Upgrading the camera system, with an amount of VND 418 million; assets were increased by VND 299 million.

b. Capital Construction Investment: In 2024, Cam Ranh Port completed the investment in leveling 2.3 hectares of yard area on the West side of Cam Ranh Port and assets were increased by VND 10,332 million.

In addition, the Port implemented 5 items not included in the 2024 investment plan (Main drainage system for the West yard area, Leveling pond areas to create yards and drainage, Water supply system for berth 2 jetty, Power cable system for T.351 substation, Power supply system for warehouse K6). These project items were implemented, and the Company's Board of Directors delegated authority to the General Director to decide on the investment plan and carry out investment procedures according to current regulations, ensuring investment objectives and efficiency. To promptly meet the requirements of production-business activities, the General Director approved the implementation with a total investment level for these projects of VND 2,146 million.

The remaining projects are continuing to be implemented, such as: Ba Ngoi Pier Capacity Enhancement Project, Berth No. 1 Port Renovation and Upgrade, etc.

Evaluation: In 2024, the Port's investment in asset procurement and capital construction work is being implemented according to the Company's regulations and legal provisions. On 26/12/2024, the Company Implemented Procurement Law No. 22/2023/QH15 dated June 23, 2023 to reissue the regulations on managing the Port's investment and procurement activities.

5. Organization, labor, salary, and remuneration work

5.1. Recruitment work

In 2024, the Company recruited 17 employees, including 04 professional and technical staff in the Business, Technical - Technology, and Planning - Investment departments; for unskilled labor of a simple nature, the Company did not follow the recruitment process according to SOP but established an interview and capacity assessment team for direct selection (02 electric and gas welders, including 01 welder recruited from CMS Company's subsidiary to supplement the Mechanical and Electrical team; 08 cargo handlers; 01 sailor and 01 deck officer to replace 02 officers and crew members who resigned in September 2024; 01 field dispatcher to supplement the currently understaffed dispatch team). The recruitment work was

implemented according to the steps stipulated in the recruitment process and regulations. Documents and procedures were completed and fully stored at the Company.

5.2. Training work

The Company organized 08 internal training courses; organized OSH training for all employees every 02 years/session according to OSH legal regulations; participated in knowledge update courses on the dissemination of the 2023 Procurement Law for investment staff; online training on decentralization and delegation of authority in enterprises; online training on building a modern human resource management system organized and trained by VIMC; participated in the Leadership training course, the seaport training course in the Kingdom of Belgium, the “Comprehensive English Proficiency Enhancement” training course implemented by the Corporation in coordination with Native X; in addition, staff and employees were sent to participate in training courses and knowledge updates to meet job requirements.

5.3. Organization and personnel work

- Regarding personnel work, the Company Implemented the appointment to the position of Deputy General Director of the Company from the internal personnel source; the implementation of personnel work in general and the appointment of personnel to the position of Deputy General Director of the Company was carried out publicly and transparently according to the personnel procedures stipulated in the regulations and processes.

- The Company Implemented the standardization of the system of Job Descriptions for positions/titles according to Decision No. 639/2024/QD-CCR on 29/11/2024. Based on the personnel's Job Descriptions, the workload and personnel utilization efficiency in the departments, divisions, and centers were evaluated, thereby classifying personnel to serve the reorganization and restructuring of the Company's apparatus in 2025.

- Implemented the review of planning and developed planning for middle-level personnel for the 2021-2026 period and the 2026-2031 period according to Decision No. 521/2024/QD-CCR on 20/9/2024 of Cam Ranh Port Joint Stock Company. Regarding the review and development of planning for senior leaders and management personnel for the 2021-2026 period and the 2026-2031 period, the Company Implemented the senior personnel planning process and is awaiting the decision approving the plan from the Corporation.

5.4. Regarding labor, salary, and policies for employees

**. Labor Situation*

Total number of employees as of December 31, 2024 is 168 people. Of which: Management employees 03 people; Professional and technical employees 42 people; Direct production (production team workers, logistics, electrical mechanics,

mechanics, fuel sales) 83 people; Direct support (Dispatch, tugboat, inland waterway terminal, berths) 23 people; Indirect support (Security, drivers, janitorial staff) 17 people

Labor increase/decrease situation:

+ Labor increase: In 2024, Cam Ranh Port recruited 17 new employees as detailed in the recruitment report above.

+ Labor decrease: The number of employees who resigned or retired in 2024 is 19 employees, including: 01 Chief Accountant retired in April 2024, 01 electric and gas welder under survivor's benefit scheme, 01 Deputy General Director, 01 Head of Technical Department, 01 investment staff and 01 technical staff; 10 stevedores; 01 sailor and 01 deck officer; 01 Head of Berth Team.

**. Salary and Remuneration Situation*

- The Company implements salary payment, pays Social Insurance, Health Insurance, Unemployment Insurance, Occupational Accident and Disease Insurance for employees in accordance with regulations. In 2024, the Company Implemented salary payment for Managers and Employees according to the Salary Regulation issued together with Decision No. 27/2021/QD-CCR.HDQT of the Board of Directors of Cam Ranh Port and the Labor and Salary Management Regulation of Cam Ranh Port Joint Stock Company issued together with Decision No. 10/2024/QD-CCR.HDQT on 22/02/2024 of the Board of Directors

- Situation of salary fund allocation and implementation:

+ Planned salary fund for 2024 is: 29,877 million VND, of which the planned salary fund for the Board of Directors is 811.944 million VND; the planned salary fund for the Board of Management and Employees is 29,065.056 million VND (of which the planned salary fund for the Board of Management is 1,823.549 million VND, the planned salary fund for Employees is 27,241.507 million VND).

+ Implemented salary fund for 2024: 28/3/2025, the Board of Directors issued Decision No. 147/2025/QD-CCR.HDQT approving the Implemented salary fund for 2024 of Cam Ranh Port as 33,200 million VND, of which: (i) The implemented salary fund for the full-time Chairman of the Board of Directors is: 843.13 million VND, the average implemented salary of the Chairman of the Board of Directors is 70.26 million VND/month; (ii) The salary fund for Employees and Board of Management is 32,356.86 million VND, specifically: The implemented salary fund for Employees is 30,900.44 million VND, the average implemented salary for Employees is 15.71 million VND/person/month; The implemented salary fund for the Board of Management is: 1,456.43 million VND, the average implemented salary for the Board of Management is: 53.94 million VND/person/month

* Remuneration payment situation: The Company implements remuneration payment for the Board of Directors, Member of the Board of Supervisors according to the Resolution of the General Meeting of Shareholders in 2024 and the Labor and

Salary Management Regulation of Cam Ranh Port Joint Stock Company, specifically:

Unit: VND

No.	Full Name	Title	Monthly remuneration	Total remuneration
1	Nguyen Van Thang	Member of the BOD	5.600.000	67.200.000
2	Nguyen Thi Yen	Member of the BOD	5.600.000	67.200.000
3	Nguyen Thi Minh Ngoc	Independent member of the BOD	5.600.000	67.200.000
4	Nguyen Van Tai	Member of the BOD	5.600.000	67.200.000
5	Nguyen Thi Hien	Head of the BOS	5.600.000	67.200.000
6	Bui Thi Ngan Hoa	Former Member of the BOS	4.600.000	18.400.000
7	Bui Thi Ngoc Luong	Member of the BOS	4.600.000	36.800.000
8	Tran Thi Thanh Thuy	Member of the BOS	4.600.000	55.200.000
	TOTAL			446.400.000

6. Regarding the development and issuance of internal management regulations, processes, and rules

In 2024, the Board of Directors of Cam Ranh Port issued 10 internal management regulations in various areas such as labor and salary, fixed asset management, risk management, grassroots democracy, management decentralization, contributed capital management, financial management, investment and procurement management, and personnel work.

Regarding SOP processes, as of December 31, 2024, Cam Ranh Port has developed new or adjusted and issued 12 standard processes following the VIMC template, focusing on operations such as chain services, marketing, customer care, cargo handling, bidding, construction investment, labor management, procurement and payment, cash flow management, and container handling.

Regarding the actual implementation of the unit's standard SOP processes issued in 2023: The Company has issued and implemented relatively fully the steps according to the 2023 SOP processes listed in document number 294/HHVN-KTNB dated March 07, 2024 (including 06 processes: equipment maintenance process,

recruitment process, marketing process, risk management process, KPI development and implementation process, service contract signing and implementation process).

7. Regarding obligations to the state

The periodic tax declaration and settlement in 2024: Cam Ranh Port has implemented the declaration, settlement, and payment of state budget obligations according to regulations.

8. Regarding information disclosure:

In 2024, Cam Ranh Port has fully implemented periodic information disclosure such as: financial statements, annual reports, Report on Corporate Governance, organization of the annual General Meeting of Shareholders, etc., and has implemented extraordinary information disclosure for arising business activities according to regulations.

9. Report on transaction evaluation:

Article 167 of the Enterprise Law stipulates the approval of contracts and transactions between the company and affiliated persons. The General Meeting of Shareholders or the Board of Directors approves contracts and transactions between the Company and affiliated persons according to regulations.

In 2024, Cam Ranh Port entered into contracts and transactions with some enterprises identified as affiliated persons such as: Vietnam Maritime Corporation, Cam Ranh Port Maritime Services Joint Stock Company, Cam Ranh Port Urban Joint Stock Company, Maritime Engineering Construction Consulting Joint Stock Company, VIMC Maritime Specialized Project Board of Management, Vosa Nha Trang.

The aforementioned contracts and transactions were approved by the Company's Board of Directors, and the Company has implemented information disclosure according to regulations.

IV. 2025 Work Plan of the Board of Supervisors

Based on the activities of the Board of Supervisors in 2024 and the 2025 business production and investment plan, the Board of Supervisors sets out the activity plan for 2025 specifically as follows:

1. Supervise the compliance with the Company's Charter and state laws. Supervise the implementation status of the Resolutions, Decisions, Regulations of the company's Board of Directors and the Company's internal management regulations.

2. Control the business production and investment status of Cam Ranh Port approved by the General Meeting of Shareholders. Supervise the management and operation work of the Board of Directors, Board of Management according to their functions and duties.

3. Conduct appraisal of business production activity reports, interim and 2025 financial statements, supervise the investment and capital contribution status of Cam Ranh Port, and evaluate the effectiveness of capital contribution investment.

4. Fully attend meetings of the Board of Directors and relevant meetings to grasp the Company's business production activity status, and simultaneously issue timely warnings to ensure the interests of shareholders.

5. Enhance coordination with the Company's Board of Directors and Board of Management to fully and best implement the 2025 General Meeting of Shareholders' Resolution.

Above is the entire content of the Report on supervising the business production activities in 2024 of Cam Ranh Port Joint Stock Company and the 2025 activity plan of the Board of Supervisors.

Respectfully./.

**ON BEHALF OF THE BOARD OF SUPERVISORS
HEAD OF THE BOARD**

Nguyen Thi Hien

**REPORT OF THE BOARD OF SUPERVISORS
CAM RANH PORT JOINT STOCK COMPANY
TERM 2020-2025**

To: General Meeting of Shareholders of Cam Ranh Port Joint Stock Company

Pursuant to the Law on Enterprises No. 59/2020/QH14 dated June 17, 2020;
Pursuant to the Charter of Cam Ranh Port Joint Stock Company approved by
the General Meeting of Shareholders;

Pursuant to the Regulations on the Organization and Operation of the Board
of Supervisors approved by the GMS;

Pursuant to the provisions in Decision No. 484/QĐ-HHVN dated December
11, 2023 on the promulgation of "Regulations on the Management of Supervisors at
Enterprises with Capital Contribution from Vietnam Maritime Corporation".

The Board of Supervisors (BOS) of Cam Ranh Port Joint Stock Company
hereby reports on the operational status for the term 2020-2025 as follows:

**I. Regarding the organization and operation of the Board of Supervisors
for the term 2020-2025**

1. Personnel of the Board of Supervisors:

The AGM of Cam Ranh Port dated June 12, 2020 approved the number of
BOS members for the term 2020-2025 as 03 members, ensuring the number of BOS
members complies with the provisions in the Charter on organization and operation
of Cam Ranh Port. The personnel of BOS members during the term 2020-2025 are
as follows:

No.	Name	Title	Date of appointment	Date of resignation
1	Duong Thi Hong Hanh	Head of the Board	12/6/2020	21/04/2023
2	Nguyen Thi Ngoc Hoa	Member		23/04/2021
3	Duong Thi Thanh Mai	Member		23/04/2021
4	Tran Thi Thanh Thuy	Member	23/04/2021	
5	Bui Thi Ngan Hoa	Member	23/04/2021	15/04/2024
6	Nguyen Thi Hien	Head of the Board	21/04/2023	
7	Bui Thi Ngoc Luong	Member	15/04/2024	

Currently, the Board of Supervisors consists of 3 members: Nguyen Thi Hien - Head of the Board, Tran Thi Thanh Thuy - Member, Bui Thi Ngoc Luong - Member.

2. Operational Status of the Board of Supervisors

During the term 2020-2025, the BOS closely coordinated with the Board of Directors (BOD) and the Executive Management, carrying out inspection and supervision work regarding compliance with the Charter and legal regulations in the management activities of the BOD, and the executive activities of the Executive Management. Specifically, the tasks implemented are as follows:

- + Supervised compliance with legal regulations and the Company Charter. Organized inspection and supervision of the operational plan of the BOD and Executive Management for the term 2020-2025. Reviewed the Resolutions and Decisions issued by the BOD and Executive Management during the process of managing and operating business activities, the organization and implementation of the Resolutions and Decisions, as well as the status of implementation of Resolutions of the General Meeting of Shareholders (GMS) and Resolutions of the Board of Directors (BOD).

- + The BOS attended quarterly and requested Meetings of the Board of Directors, promptly grasping the actual business situation of the Company and contributing opinions to the BOD and Executive Management in the implementation of objectives approved by the GMS and recommending necessary changes to increase the operational efficiency of the Port. The BOD, Executive Management, and BOS always maintained close coordination to ensure the company's operations comply with legal regulations, the Charter, and achieve the highest efficiency.

- + Inspected and supervised the status and results of implementing business production tasks, the implementation of investment projects approved annually by the GMS.

- + Appraised the Company's financial statements prepared by the Executive Management; reviewed the recommendations made by the auditors; reviewed and discussed with the Executive Management and auditors regarding the draft annual audit report of the Company to assess the truthfulness, objectivity, and reasonableness of the financial data in accordance with current accounting standards, regulations, and policies.

- + Organized regular meetings of the BOS to assign tasks to the BOS members, review, discuss, and evaluate the Company's operations during the inspection and supervision period.

- + The operating expenses of the BOS were implemented according to the company's internal regulations. The annual remuneration for BOS members was implemented according to the remuneration level approved annually by the GMS.

- + Other tasks according to the functions and duties of the Board of Supervisors

3. Situation and results of the meetings of the Board of Supervisors

During the past term, annually, the Board of Supervisors ensured the number and effectiveness of meetings as stipulated in the company's Charter and the Regulation on Organization and Operation of the Board of Supervisors (at least once per quarter). All members of the Board of Supervisors attended fully or were absent for valid reasons and reported to the Head of the Board of Supervisors. The meeting attendance percentage complied with the regulations of the Law on Enterprises and the Company Charter.

4. Recommendations of the Board of Supervisors

During the 2020-2025 term, the Board of Supervisors (BOS) of Cam Ranh Port performed its duties and made recommendations to enhance the effectiveness of management and operation of production and business activities by the Board of Directors and the General Director. Specifically, the recommendations focused on the following areas:

- + Improving accounting work: The Board of Supervisors recommended standardizing the accounting of revenue, expenses, payment documents, debt management, performing periodic debt reconciliation and confirmation, as well as setting up provisions for bad debts and managing advances for employees.

- + Enhancing cost management effectiveness: The Board of Supervisors commented on the Effective Cost Management Program to strengthen control and management of production and business costs, contributing to profit optimization.

- + Strengthening investment management and project implementation: Regarding investment activities, the process for appraising and approving the final accounts of completed projects, as well as the process for paying project implementation costs. In addition, the Board also made recommendations related to the performance of production and business tasks.

- + Regarding personnel organization: Reviewing personnel organization, evaluating personnel utilization efficiency, classifying personnel to develop plans for arranging, assigning, and rotating personnel in accordance with staffing levels and organizational structure. Furthermore, the Board of Supervisors also provided input on recruitment, personnel planning, as well as issues related to labor and wages.

- + Regarding the development and improvement of the process system: Developing and implementing Standard Operating Procedures (SOPs). At the same time, the Board of Supervisors commented on the completion of important internal regulations and procedures such as financial management regulations, internal spending regulations, wage regulations, and made recommendations regarding internal audit work.

II. Results of monitoring the activities of the Board of Directors

1. Board of Directors Personnel

No.	Name	Title	Date of appointment	Date of resignation
1	Mr. Pham Huu Tan	Chairman of the BOD	12/06/2020	
2	Mr. Nguyen Viet Nham	Member of the BOD <i>General Director</i>	01/06/2020	21/04/2023
3	Mr. Nguyen Van Tai	Member of the BOD	12/06/2020	
4	Mr. Nguyen Dang Song	Member of the BOD	12/06/2020	23/04/2021
5	Mr. Hoang Quoc Phuong	Member of the BOD	12/06/2020	23/04/2021
6	Ms. Nguyen Thi Yen	Member of the BOD	23/04/2021	
7	Ms. Kieu Thi Phuong Ngoc	Member of the BOD	23/04/2021	21/04/2022
8	Ms. Nguyen Thi Minh Ngoc	Independent member of the BOD	21/04/2022	
9	Mr. Nguyen Van Thang	Member of the BOD <i>General Director</i>	21/04/2023	

The Company's current Board of Directors consists of 5 members: Mr. Pham Huu Tan - Chairman of the Board of Directors; Mr. Nguyen Van Thang - General Director, Member of the Board of Directors; Ms. Nguyen Thi Yen - Member of the Board of Directors; Ms. Nguyen Minh Ngoc - Independent member of the Board of Directors; Mr. Nguyen Van Tai - Member of the Board of Directors.

2. Results of monitoring the activities of the Board of Directors

During the 2020-2025 term, the Board of Directors held regular meetings in accordance with the provisions of the Charter and the regulation on the organization and operation of the Board of Directors. The Board of Supervisors evaluated the activities of the Board of Directors as being consistent with the Company's Charter, meeting the requirements for managing and operating the Company's activities during the year. Specifically:

+ The Board of Directors implemented the contents of the annual General Meeting of Shareholders' Resolutions that were approved, such as: implementing the production and business plan; investment plan; implementing profit distribution, setting up funds, paying dividends, allocating and paying remuneration to the Board of Directors and the Board of Supervisors in accordance with the annual General Meeting of Shareholders' Resolution. The Resolutions and Decisions of the Board of Directors were fully implemented, issued promptly, effectively performed the

governance function of the Board of Directors, and simultaneously met the requirements for operating the Company's production and business.

+ The Board of Directors organized and regularly maintained periodic meetings as regulated (31 meetings). Additionally, to issue timely approval decisions and business directives, the Board of Directors solicited opinions from members by obtaining written opinions (95 times opinions were obtained by ballot). In the meetings and during the opinion solicitation instances, the members participated/provided full responses. All meetings had specific content and were recorded in the meeting minutes, with meeting Resolutions issued as a basis for implementation (133 Resolutions and 181 Board of Directors' decisions). The issuance of Resolutions/Decisions primarily focused on business operations, investment, personnel, and other important matters within the scope of the Board of Directors' authority, in accordance with its functions and duties, and in compliance with legal regulations, the Company Charter, and the Regulations on Operation of the Board of Directors.

+ The Board of Directors presented to the General Meeting of Shareholders matters related to the annual business production and investment plan; amended some articles of the Company Charter, submitted for approval the content of the Regulations on Corporate Governance, and the Regulations on Operation of the Board of Directors to comply with the Enterprise Law and relevant regulations; concurrently, it issued the Company's set of internal regulations and rules within its authority and numerous resolution and decision documents, providing a basis for systematic, centralized, and unified governance.

+ The Members of the Board of Directors, according to their assigned duties and powers in accordance with the Company Charter, have implemented and completed their duties. Governance activities ensured transparency and openness, focusing on the Company's business strategy and aiming for efficiency.

III. Results of monitoring the activities of the Board of Management

Based on the Board of Directors' Resolutions, during the 2020-2025 term, the General Director implemented the Company's business production activities in accordance with the Resolutions of the GMS, the directives of the Board of Directors, and in strict compliance with the Company Charter and legal regulations, meeting the requirements for managing and operating the Company's business production activities, specifically:

+ The General Director provided close and decisive direction in implementing annual tasks. The General Director made significant efforts to ensure the

maintenance and development of business production activities, managed and utilized the Company's resources including capital, assets, and employees, fulfilled all obligations to the state, and implemented policies and benefits for employees.

+ Financial and accounting work basically complied with current Accounting Standards and accounting regulations, effectively implemented financial reporting, and disclosed Company operational information periodically/extraordinarily as required. Debt Management work has been emphasized: The Company opened detailed ledgers for each debtor and conducted debt reconciliation; however, the confirmation reconciliation percentage has not yet reached a high level.

+ During the term, the General Director implemented synchronized measures to help the Company reduce costs, maintain positive cash flow, and ensure the Company's operations are stable and growing. Activities related to ensuring security and order, safety regarding fire prevention and fighting, disease prevention, environmental sanitation were effectively maintained, and employee benefits and policies were correctly implemented. Annually, attention and support have been given to the Company's union activities.

IV. Assessment of business production activities during the 2020-2025 period

1. Verification of Financial Statements:

The Board of Supervisors conducted a review of the Company's annual financial statements, which were audited and reviewed by independent audit firms from the list of audit units approved by the Annual General Meeting of Shareholders. Based on the review, the Board of Supervisors fundamentally agreed with the opinion of the audit unit, stating that the financial statements truthfully and reasonably reflect, in all material aspects, the financial position of the Company as of 31/12, as well as the production-business results and cash flows during the year.

The financial statements of Cam Ranh Port were prepared in compliance with current accounting standards, accounting regulations, and relevant legal provisions; periodic information disclosure is made on the Ha Noi Stock Exchange according to regulations on information disclosure in the securities market, as well as information posted on the Company's Website.

2. Production-business performance results:

2.1. Consolidated production-business results:

Unit: million dong

Indicator	Year 2020	Year 2021	Year 2022	Year 2023	Year 2024
Total Revenue	139.706	152.842	196.112	179.189	144.278
- Revenue from sales and service provision	138.417	151.878	194.944	177.533	143.511
- Financial revenue	1.068	926	754	1.193	643
- Other income	222	37	414	462	123
Total Expenses	111.446	134.055	142.155	157.961	125.841
Profit before tax	28.260	18.786	53.958	21.228	18.437

2.2. Production-business performance results of the Parent Company:

Unit: million dong

Indicator	Year 2020	Year 2021	Year 2022	Year 2023	Year 2024
Volume of goods	2.317.419	1.680.027	2.435.923	2.224.622	2.416.292
Total Revenue	135.407	192.804	147.637	137.798	171.938
Net revenue	134.130	191.431	146.364	137.061	170.448
Financial Revenue	1.259	959	1.236	657	1.472
Other Revenue	18	414	37	81	18
Total Expenses	107.880	139.574	129.620	120.341	151.464
Cost of goods sold	81.994	107.919	108.860	99.371	123.832
Financial Expenses	3.882	741	0	909	778
Selling expenses	263	240	298	283	392
General and administrative expenses	21.741	28.180	20.456	19.761	26.402
Other expenses	0	2.494	6	16	59
Profit before tax	27.527	53.230	18.016	17.458	20.474
Profit after tax	23.264	42.465	14.429	13.643	16.263
Dividend	7	12	5,5	4,5	Expected 5%

General assessment:

Regarding the annual plan targets approved by the General Meeting of Shareholders, in the years 2020, 2022, and 2023, the Company did not meet the production-business plan targets; in 2021, the volume target was not met, but revenue and profit targets saw a sudden increase; in 2024, all three targets (volume, revenue, profit) were exceeded. However, the General Director proactively found many solutions, focusing on boosting market development, emphasizing retaining existing customers; seeking and attracting more new customers and new sources of

goods to compensate for the shortages and fluctuations in traditional goods to achieve the results shown in the table above.

+ During the period 2020-2024, cargo volume through the port maintained relative stability. Notably, 2022 and 2024 recorded strong growth compared to previous years. In 2024, volume reached 2,416,292 tons, an increase of 4% compared to the same period in 2020. This growth was primarily driven by the increase in imported frozen fish and domestic stone and construction materials, which compensated for the decline in items like wood chips (due to competition from neighboring ports) and exported construction stone (due to political instability and increased transportation costs).

+ Along with the stability in volume, the Parent Company's revenue also showed an upward trend during this period. The revenue growth rate outpaced the volume growth rate, indicating improved business efficiency. In 2021, revenue increased sharply due to an equipment item passing through the port which had low volume but high revenue and profit. In 2024, total revenue reached 171,938 million dong, an increase of 27% compared to the same period in 2020, mainly thanks to the growth in revenue from core production-business activities.

Revenue in 2024 increased by 25% compared to 2023, which resulted from a change in revenue structure. Specifically, revenue from petroleum business decreased, while revenue from loading/unloading and warehouse rental increased.

+ Total operating costs showed a gradual increasing trend from 2020 to 2024. However, the rate of cost increase was higher than the rate of revenue increase, which affected profit.

+ Profit before tax fluctuated significantly over the years (2020-2024 period). Profit before tax in 2020 and 2021 increased due to an equipment item passing through the port from late 2020 to 2021; this item was no longer present from 2022 onwards. In 2024, it reached 20,474 million dong, which was 0.74 times that of 2020.

2.3. Financial Situation Assessment

Indicator	Unit	Year 2020	Year 2021	Year 2022	Year 2023	Year 2024
Liquidity						
Quick Ratio (Current Assets - Inventory) / Current Liabilities	Times	0,92	2,10	2,15	1,82	1,81
Current Ratio (Current Assets / Current Liabilities)	Times	0,94	2,15	2,22	1,85	1,87

Asset Structure						
Current Assets / Total Assets	%	7,2	13,4	11,0	10,4	15,0
Long-term Assets / Total Assets	%	92,8	86,6	89,0	89,6	85,0
Fixed Assets / Total Assets	%	91,1	84,9	86,6	87,2	82,3
Debt Ratios						
Liabilities / Total Assets	%	13,12	7,60	9,18	9,58	10,89
Liabilities / Equity	%	15,11	8,22	10,10	10,59	12,22
Long-term Liabilities / Equity	%	6,32	1,47	4,67	4,37	3,18

Assessment:

1. Liquidity:

(i) Quick Ratio: Showed an increasing trend from 2020 to 2022, indicating the ability to pay short-term debts with highly liquid current assets. However, this ratio slightly decreased in 2023 and 2024 (1.82 and 1.81 times).

(ii) Current Ratio: This ratio also increased sharply from 2020 to 2022, indicating a significant improvement in the ability to pay short-term debts with all current assets. This ratio slightly decreased in 2023 and 2024 (1.85 and 1.87 times).

Overall, the company's solvency has significantly improved compared to 2020. However, there are signs of slight decline in 2023 and 2024, but the ratios remain above 1, indicating good current and quick solvency.

* Debt Ratio: The company's debt situation has significantly improved compared to 2020, indicating an increased level of financial safety. However, there are signs of a slight increase in the Percentage of liabilities to total assets and equity in recent years, which needs to be monitored to ensure it does not create financial pressure in the future. The Percentage of long-term debt to equity is maintained at a low level, which is a positive sign.

+ Asset Structure:

Item	Unit	Year 2020	Year 2021	Year 2022	Year 2023	Year 2024
CURRENT ASSETS	Million VND	22.832	43.150	33.121	31.386	46.355
LONG-TERM ASSETS	Million VND	293.827	277.756	268.849	269.591	262.009
TOTAL ASSETS	Million VND	316.659	320.906	301.970	300.978	308.364

Current Assets / Total Assets: This Percentage is quite low, indicating that the majority of the company's assets are long-term assets. There is fluctuation, decreasing from 2021 to 2023 and increasing sharply in 2024.

Long-term Assets / Total Assets: This Percentage is very high, accounting for the majority of total assets, indicating that the company primarily invests in long-term assets. There is an inverse fluctuation compared to Current Assets/Total Assets.

Fixed Assets / Total Assets: Similarly, this Percentage is also very high, indicating that fixed assets account for the majority of long-term assets. It shows a similar trend of fluctuation to long-term assets/total assets.

+ Capital Structure:

Item	Unit	Year 2020	Year 2021	Year 2022	Year 2023	Year 2024
TOTAL CAPITAL SOURCES	Million VND	316.659	320.906	301.969	300.977	308.364
LIABILITIES. Of which:	Million VND	41.558	24.381	27.712	28.829	33.580
Current Liabilities	Million VND	24.178	20.029	14.911	16.925	24.850
Long-term Liabilities	Million VND	17.380	4.352	12.802	11.904	8.729
EQUITY	Million VND	275.101	296.525	274.257	272.148	274.784
Contributed Capital by Owners	Million VND	245.018	245.018	245.018	245.018	245.018
Treasury shares	Million VND	-482	-482	-482	-482	-482
Development Investment Fund	Million VND	4.060	7.550	13.937	13.937	13.937
Undistributed After-tax Profit	Million VND	26.505	44.439	15.784	13.675	16.311

Assessment: The company's total capital shows slight fluctuations over the years, indicating a relatively stable scale of operations. Liabilities have shown an increasing trend in recent years, especially current liabilities which increased sharply in 2024; this needs attention to ensure solvency. Equity fluctuates mainly due to changes in undistributed after-tax profit, indicating unstable business performance.

+ Assessment of Capital Utilization Efficiency:

Item	Year 2020	Year 2021	Year 2022	Year 2023	Year 2024
Profitability					
PBT/Net Revenue Ratio	20,5	27,8	12,3	12,7	12,0
PAT/Net Revenue Ratio	17,3	22,2	9,9	10,0	9,5
Management Efficiency					

ROA (After-tax Profit/Total Assets Ratio)	7,3	13,2	4,8	4,5	5,3
ROE (After-tax Profit/Equity Ratio)	8,5	14,3	5,3	5,0	5,9

Regarding Profitability: The company recorded a significant improvement in the profit margin on revenue during the 2020-2021 period. However, this efficiency has declined in subsequent years and tends to stabilize at a lower level.

Regarding Management Efficiency: The efficiency of managing assets and equity significantly improved in 2021 but then sharply declined and remained at a lower level.

Assessment: The company's equity is preserved and developed. However, indicators of profitability and capital management efficiency have declined after 2021 and need to be reviewed to improve operational efficiency in the future.

3. Investment Activities

3.1. Investment in Company's subsidiaries, associates

As of December 31, 2024, Cam Ranh Port has invested capital in 02 Companies (01 Company's subsidiary and 01 associate). Specifically: Cam Ranh Port Maritime Services Joint Stock Company is 51% (VND 3,569.79 million) and Cam Ranh Urban Joint Stock Company is 6.5% (VND 2,340 million). The investments in the two aforementioned companies are effective, and dividends have been received each year as follows: Cam Ranh Port Maritime Services Joint Stock Company respectively: VND 286 million in 2020, VND 286 million in 2021, VND 357 million in 2022, VND 357 million in 2023, and estimated VND 357 million in 2024; and Cam Ranh Urban Joint Stock Company respectively: VND 123 million in 2020, VND 265 million in 2021, VND 561 million in 2022, VND 654 million in 2023, and estimated VND 1,120 million in 2024.

Assessment:

Cam Ranh Port Maritime Services JSC (Company's subsidiary): This investment shows stability in providing dividends to Cam Ranh Port. The dividend level remained relatively stable around VND 357 million during the 2022-2024 period, with VND 286 million in 2020 and 2021. With control rights, Cam Ranh Port can direct dividend policy, ensuring stable revenue from the Company's subsidiary.

Cam Ranh Urban JSC (Associate Company): This investment shows significant growth in profitability through dividends. The expected dividend amount for 2024 is VND 1,120 million, a strong increase compared to previous years (VND 123 million in 2020, VND 265 million in 2021, VND 561 million in 2022, VND 654

million in 2023). This indicates that the associate company's business activities are developing strongly and bringing increasingly high profits to Cam Ranh Port, despite the non-controlling Percentage of ownership.

Comment: Overall, both capital contribution investments by Cam Ranh Port show positive effectiveness in generating cash flow through dividends: (i) The investment in Cam Ranh Port Maritime Services JSC shows stability; (ii) The investment in Cam Ranh Urban JSC shows strong growth in profits from dividends.

3.2. Business cooperation in the form of business cooperation contracts

+ Business cooperation contract for Gottwald crane with Quang Hung Maritime JSC: Since 2018, Cam Ranh Port has signed a business cooperation contract and contributed capital to invest in a Gottwald crane with an amount of VND 7,000 million. The results of operating the Gottwald crane from 2020 to 2024 recorded total revenue of VND 22,405 million, of which the Port's shared revenue was VND 12,631 million and the profit earned after deducting expenses was VND 5,769 million.

Assessment: The investment cooperation activity with Quang Hung Maritime JSC is showing effective capital preservation and development.

+ Business cooperation contract for investing in the PVOIL project yard with PetroVietnam Oil Corporation (PVOIL): Since 2023, Cam Ranh Port has signed a business cooperation contract to invest in the yard belonging to the PVOIL project with a contributed capital of VND 17,000 million. The project has been approved in principle by the Provincial People's Committee. Currently, Cam Ranh Port and PVOIL are coordinating to adjust the Investment Certificate, dividing the project into 2 phases (Land reclamation and Petroleum storage).

4. Regarding organizational structure, labor, and wages

+ Organizational structure: The Company's organizational structure has undergone multiple reviews and streamlining, ensuring suitability with actual operational conditions and enhancing efficiency. Compared to 2020, the number of functional departments has not changed; however, the names, functions, and duties of the departments have been adjusted to meet new requirements.

+ Personnel work: The work of planning, appointing, assigning, and rotating personnel is carried out transparently, following the correct procedures and regulations.

+ Human resource development: The Company always focuses on developing and improving the quality of its workforce by reviewing and assessing the capabilities of personnel and employees, and classifying potential employees to build appropriate training, development, and talent development programs. Recruitment work has been innovated by adding examination and candidate interview methods. During the 2020-2024 period, the Company recruited 54

employees to replace and supplement those who resigned or retired, resulting in a reduction of 17 employees in the total workforce compared to the beginning of the term.

+ Training and development activities: The Company pays special attention to fostering and improving the professional qualifications of its employees. During this period, 279 employees were sent to participate in training and coaching courses on leadership skills, management, occupational safety and health, fire prevention and fighting, basic security, petroleum business operations, as well as professional development classes on the Bidding Law, archival work, electrical engineering, social insurance work, and related legal policies. In addition, the Company organized 23 internal training and coaching sessions to enhance the professional skills of its employees.

+ Salary and compensation policy: The Company fully complies with its obligations towards employees as stipulated by law regarding Social Insurance, Health Insurance, and Occupational Accident and Disease Insurance. The Job Description system for job titles has been standardized, ensuring that salaries are paid commensurate with work performance. Motivation and reward activities are implemented promptly, creating incentives for employees. The average annual income of employees remained relatively stable during the 2020-2024 period, reaching: VND 16.8 million (2020), VND 20.6 million (2021), VND 12.6 million (2022), VND 12.4 million (2023), and VND 17 million (2024). Salary payment for Managers and Employees is carried out according to the Company's Salary Payment Regulations, and remuneration is paid according to the resolution of the annual General Meeting of Shareholders.

5. Regarding the development of regulations and procedures:

+ The Company has issued, amended, and supplemented 84 internal regulations, rules, and procedures across various areas of production and business activities, including labor and salary, fixed asset management, risk management, grassroots democracy, management decentralization, contributed capital management, financial management, investment and procurement management, and personnel work. Specifically, the Company has promoted the decentralization and delegation of authority between the Board of Directors and the General Director (according to Decision No: 29/2024/QD-CCR.HDQT on 17/7/2024), as well as between the General Director and the Deputy General Director, Chief Accountant, and heads of specialized departments (according to Decision No. 356/2024/QD-CCR on 28/6/2024).

+ Regarding SOP procedures, Cam Ranh Port has developed new or amended and issued standard procedures according to VIMC's template, focusing on operations such as chain services, marketing, customer care, cargo handling,

bidding, construction investment, labor management, procurement and payment, cash flow management, and container delivery and receipt.

6. Other Content:

+ Information disclosure: The Company has fully complied with periodic information disclosure requirements, such as: financial statements, annual reports, report on corporate governance, the organization of the annual General Meeting of Shareholders, etc., and has implemented extraordinary information disclosure for arising business activities as regulated.

+ Regarding obligations to the state: Cam Ranh Port has implemented periodic tax declaration and finalization and paid state budget obligations as regulated during the term.

+ Regarding the Report on transaction evaluation: During the term, Cam Ranh Port entered into contracts and transactions with enterprises identified as affiliated persons, including Vietnam Maritime Corporation (VIMC), Cam Ranh Port Maritime Services Joint Stock Company, Cam Ranh Port Urban Joint Stock Company, Maritime Construction Consulting Joint Stock Company, VIMC Maritime Specialized Project Management Board, and Vosa Nha Trang. These contracts and transactions were all approved by the Company's Board of Directors, and the Company implemented information disclosure as regulated.

+ Ensuring the rights and interests of shareholders: The Board of Directors has directed the implementation of profit distribution, fund allocation, and annual dividend payment basically according to the plan approved by the General Meeting of Shareholders (in 2020, 2021, the dividend payout ratio exceeded the plan assigned by the General Meeting of Shareholders; in 2022, 2023, it did not meet the plan assigned by the General Meeting of Shareholders; in 2024, it is expected to meet the plan). The selection of an independent audit firm to audit the annual financial statements has been carried out in strict compliance with the criteria approved by the General Meeting of Shareholders, ensuring compliance with the prescribed deadline.

+ During the term, the Board of Supervisors did not receive any complaint or denunciation letters related to the Board of Directors and the Executive Board.

IV. Work Plan for the 2025-2030 term of the Board of Supervisors

1. Assignment of duties to each member of the Board of Supervisors.
2. Issuance of regulations on the organization and operation of the Board of Supervisors for the term.
3. Development of annual inspection and supervision programs and plans.

4. Supervision of compliance with the Company's Charter and state law. Supervision of the implementation of Resolutions, Decisions, and Regulations of the Company's Board of Directors and the Company's internal management regulations.

5. Inspection of the reasonableness, legality, truthfulness, and prudence in the management and operation of business activities, in the organization of accounting and statistics work, and in the preparation of quarterly and annual financial statements.

6. Appraisal of reports on business performance, interim and annual financial statements; appraisal of the assessment report on the management work of the Board of Directors and the Board of Management in accordance with the functions and duties of each Member of the Board of Supervisors.

7. Full participation in meetings of the Board of Directors and related meetings to grasp the Company's business performance, and simultaneously provide timely warnings to ensure the interests of shareholders.

8. Strengthening coordination with the Company's Board of Directors and Board of Management to fully and effectively implement the Resolution of AGM.

9. Implementing digital transformation, applying new technologies to audit and supervision activities to maximize labor efficiency; strictly complying with relevant legal regulations; enhancing the capacity of each Member of the Board of Supervisors; directing the consolidation and improvement of the quality of the Company's internal audit department as an extended arm for the Board of Supervisors, contributing to making Cam Ranh Port a unit with good risk management within the VIMC ecosystem.

The Members of the Board of Supervisors shall base themselves on the prescribed duties and powers and the unified assignment within the Board of Supervisors to implement the above plan with the highest effectiveness.

This is the report evaluating the performance results for the 2020-2025 term and the activity plan for the 2025-2030 term of the Board of Supervisors of Cam Ranh Port Joint Stock Company.

Sincerely./.

**ON BEHALF OF THE BOARD OF SUPERVISORS
HEAD OF THE BOARD**

Nguyen Thi Hien

**REPORT OF THE GENERAL DIRECTOR
On the 2024 business results and 2025 business plan
of Cam Ranh Port Joint Stock Company**

**To: The 2025 Annual General Meeting of Shareholders
Cam Ranh Port Joint Stock Company**

I. 2024 OPERATING RESULTS

1. General overview of the business environment

- Military conflicts among countries show no signs of cooling down; trade competition is increasingly fierce; climate change and natural disasters continue to occur in many places, partly affecting global trade activities.

- The global economy shows signs of recovery after the Covid-19 pandemic but remains at a low level.

- Domestically, the Government has boosted public investment, improved the investment and business environment, creating favorable conditions for businesses to develop.

- Vietnam's economic growth for the whole year 2024 reached 7.09% - a bright spot for economic growth in the region and globally.

- In the region, the economy is developing slowly compared to other parts of the country; goods circulating, exported, and imported through seaports are mainly minerals, agricultural, forestry, and aquatic products, with a small amount of light industrial goods. However, the surplus supply of seaport and logistics services leads to competition to attract goods among seaports and other modes of transport.

2. Results of implementing production-business targets

No.	Indicator	Unit	Actual 2023	Plan 2024	Actual 2024	Comparison	
						Actual 2023	Plan 2024
1	Volume	Tonnes	2.224.622	2.400.000	2.416.292	108,6%	100,7%
2	Revenue	Billion VND	137.788	160.000	171.938	124,8%	107,5%
3	Profit before tax	Billion VND	17.460	19.000	20.474	117,3%	107,1%
4	Timely and full payment to the state budget as required by law.						

3. Financial Situation (Audited 2024 Financial Statements)

Indicator	Unit	Consolidated Financial Statements	Parent Company Financial Statements
ASSETS	VND	314.730.641.379	308.363.854.185
Current assets	VND	50.645.911.762	46.354.553.827
Non-current assets	VND	264.084.729.617	262.009.300.358
CAPITAL SOURCES	VND	314.730.641.379	308.363.854.185
Liabilities	VND	34.223.966.082	33.579.629.659
Current liabilities	VND	25.494.766.082	24.850.429.659
Non-current liabilities	VND	8.729.200.000	8.729.200.000
Equity	VND	280.506.675.297	274.784.224.526
FINANCIAL INDICATORS			
Profit after tax/Total assets (ROA)	%	5,33	5,27
Profit after tax/Equity (ROE)	%	5,98	5,92
Total liabilities/Equity	Times	0,12	0,12
Current ratio (Current assets/Current liabilities)	Times	1,99	1,87

** Analysis and assessment of the financial situation*

- The company's 2024 financial indicators are all within the safe range, the financial situation is transparent, and equity capital is preserved and developed.

- The Company's cash flow situation in 2024 was quite good and stable. The net cash flow during the period and the cash generated by the Company sufficiently met the needs for the company's business, investment, and financial activities and ensured sufficient funds to timely pay off due debts.

4. Investment Implementation Results

Investment items always strictly comply with the regulations, rules, and annual resolutions and plans approved by the company's General Meeting of Shareholders. When put into operation, the projects have all demonstrated effectiveness and achieved investment objectives.

4.1 Investment items according to the 2024 plan

No	Project/Work Name	Scale	Total Investment (Billion VND)	2024 Investment Plan (Billion VND)	Disbursement Status (Billion VND)	Volume Implemented
1	Capital Construction Investment				15,172	
1.1	Renovation and upgrade of Pier No. 1 to accommodate vessels up to 50,000 DWT reduced capacity (Carried over from 2023)	Upgrade Pier 1 to 50,000 DWT reduced capacity	5,300	4,840	4,840	100%
1.2	Western Yard Area of Cam Ranh Port (Carried over from 2023)	Leveling 1.3 ha	5,600	4,480	4,999	100%
1.3	Western Yard Area of Cam Ranh Port (phased investment)	Leveling 2.3 ha	17,000	17,000	5,333	43%
-	Yard No. 6 – KBII (Phase 1)	Leveling 1.0 ha	6,711	0	5,333	100%
2	Equipment Procurement				0,872	
2.1	Tools and equipment for digital transformation (Carried over from 2023)	System	2,000	2,000	0,432	15%
-	Auditorium LED screen	4,8m x 2,72m	0,220	0	0,218	100%
-	Petroleum Business Management Software	1 software and 03 electronic indicators	0,075	0	0,073	100%

No	Project/Work Name	Scale	Total Investment (Billion VND)	2024 Investment Plan (Billion VND)	Disbursement Status (Billion VND)	Volume Implemented
-	Upgrade of HDR-04RD Camera system at the pier	Data storage system; Replace and install 11 new cameras.	0,123	0	0,111	100%
-	Upgrade of Petroleum Business Management Software	Upgrade of software and card reader set	0,030	0	0,030	100%
2.2	Handling Tools - Equipment	Procure and manufacture according to production-business needs	2,000	2,000	0,395	20%
-	Multi-purpose Ben	02 units	0,515	0	0,395	100%
	Total				15,999	

4.2 Investment items implemented outside the 2024 plan

No.	Project/Work Name	Scale	Total Investment (Billion VND)	Disbursement Status (billion VND)	Progress	
					Start	Completion
1	Capital Construction Investment		2,168	2,032		
1.1	Main Drainage System for West Warehouse Area	Dredging ditches and building retaining walls	0,510	0,472	6/2024	7/2024
1.2	Filling ponds to create yard and drainage	Filling ponds and installing	0,535	0,497	6/2024	8/2024

No.	Project/Work Name	Scale	Total Investment (Billion VND)	Disbursement Status (billion VND)	Progress	
					Start	Completion
		drainage pipes				
1.3	Power Cable System for T.351 Substation	Reinforcing power cables for T.351 Substation	0,223	0,218	6/2024	9/2024
1.4	Water Supply Pipeline System for BS2 Jetty	716m of HDPE D90 pipe	0,728	0,688	7/2024	10/2024
1.5	Low-voltage Power Supply System for K6 Warehouse	Reinforcing power cables for K6 warehouse to operate silo	0,172	0,157	11/2024	12/2024
2	Equipment Procurement		0,000	0,000		
	Total		2,168	2,032		

5. Maintenance, upkeep, and repair work to maintain the operation of vehicles and equipment

During the year, plans were made and implemented to repair many items of technical infrastructure (Docks, warehouses, electricity, water), vehicles and equipment (Tugboats, cranes, forklifts, conveyors...), handling tools (grabs, spreaders, hoppers...), ensuring they are always in good technical condition, well meeting the Company's production-business needs.

6. Regarding governance and operation

6.1 Improvements in policies and management

The system of internal governance documents has continued to be reviewed, adjusted, amended, supplemented, and re-issued in compliance with legal regulations and the Company's regulations; work execution processes are regularly reviewed and improved to minimize redundant steps; decentralization and delegation of authority are promoted, creating a favorable mechanism for the organizational structure to operate effectively.

6.2 Reforms in organizational structure and labor

During the year, the Company continued to review and improve its organizational structure and personnel towards streamlining and effective operation, accordingly, Implemented the process of appointing 01 Deputy General Director;

transferred, arranged, and reorganized some personnel in departments/centers; issued Decisions to establish and consolidate the Company's councils, boards, and specialized teams; recruited an additional 17 new employees to replace 19 employees who retired or resigned. As of Date 31/12/2024, the total number of employees of the Company was 168 people (A decrease of 02 people compared to the beginning of 2024).

6.3 Improvements in management systems and tools

The Company has focused on and promoted the application of IT in management and production-business operations, specifically: Applying port operation software (STOS); deploying accounting software (FAST); investing in upgrading the company Website; implementing the use of electronic invoices in the enterprise; transfer payment by scanning QR codes; applying information technology in customer care; implementing Management Information System and Business Intelligence (MIS-BI) reporting on the MIS-BI software of Vietnam Maritime Corporation; investing in LED screens for the hall.... helping the Company facilitate management and operation; in performing the professional tasks of departments and centers; in connecting with and caring for customers, while significantly reducing costs for the Enterprise.

6.4 Regarding the implementation of salary policies and insurance schemes for employees

The Company has fully Implemented regimes and policies for employees such as: Social insurance, health insurance, unemployment insurance, salary, bonus, and welfare schemes in accordance with current regulations. The average salary of employees in 2024 reached VND 15,712,000/person/month.

7. Regarding the implementation of Resolutions of the General Meeting of Shareholders and the Board of Directors

In 2024, the Company's management and operation activities were deployed according to the plan and supervised for implementation, strictly complying with the Resolutions of the General Meeting of Shareholders and the Board of Directors.

The Company's Board of Management successfully completed its assigned tasks, managing and operating the Company appropriately and in strict compliance with the Enterprise Charter and legal regulations.

II. Business Plan for 2025

1. Market assessment and evaluation

- The US tariff policy in the first months of the year affects the import and export activities of goods of other countries and Vietnam.
- Geopolitical tensions and armed conflicts between some countries around the world are still ongoing, partly affecting trade activities.
- The global economy is forecast to grow at a low rate, around 2.8% in 2025, a decrease of 0.4% compared to 2024.
- The Government is making determined efforts to implement drastic measures such as boosting public investment, institutional reform, removing bottlenecks in investment and business, proactively responding to external risks, and is determined to achieve a growth target of 8% or higher.

- In the region, importers and exporters of goods are expected to face many difficulties in production-business activities due to the impact of the US tariff policy.

2. Production and Business Plan 2025

No.	Indicator	Unit	Plan 2025
1	Volume of goods	Tons	2.650.000
2	Revenue		
2.1	<i>Parent Company Revenue</i>	Million VND	189.000
2.2	<i>Consolidated Revenue</i>	Million VND	198.000
3	Profit		
3.1	<i>Parent Company Profit</i>	Million VND	22.500
3.2	<i>Consolidated Profit</i>	Million VND	23.500
4	Dividend Payment	%	5
5	Investment	Million VND	32.673

(Attached – Appendices I, II: Business Plan 2025 and Investment Plan 2025)

2.1 Market and cargo source analysis:

- Import and export goods: Import and export goods such as wood chips, export construction stone, and frozen fish are forecasted to face significant difficulties in import and export activities due to the impact of US tariff policies. It is expected that the volume of these goods imported/exported through the Port will decrease in 2025 compared to 2024.

- Various types of construction stone, construction materials, cement, and domestic concrete components for import/export: Forecasted to remain stable and show growth in 2025 compared to 2024. The reason is the acceleration of investment projects on islands and in provinces/cities in line with the government's policy to promote public investment.

- Domestic export white sand: Exploitable sources are limited and face fierce competition from Tan Cang - Petro.

- Other minor domestic import/export goods (coal, scrap, etc.): Still maintain stable import/export through the port, but the volume is insignificant.

2.2 Analysis of the 2025 investment and repair plan

- The Company's 2025 Investment Plan primarily focuses on continuing the implementation of ongoing projects (carried over from 2024) and accelerating the execution of projects aimed at upgrading berth operational capacity and expanding infrastructure such as warehouses and yards, purchasing handling tools and equipment, and digital transformation to serve business operations at the Port.

- The 2025 investment projects are necessary and align with the objectives in the Strategy and investment development plan for Cam Ranh Port for the period 2025-2030.

3. Solutions for implementing the 2025 plan

3.1 Market solutions

- Enhance the promotion of Cam Ranh Port's image and brand identity; boost trade promotion activities.
- Seek and approach potential customers, especially import/export enterprises and businesses in industrial zones and clusters in the area, to develop cargo sources.
- Expand cooperation with strategic partners such as shipping lines, service companies, and ports within the VIMC ecosystem to create a closed supply chain, attracting more cargo and vessels to the port.

3.2 Customer policy solutions

- Apply flexible pricing policies suitable for each cargo group and customer segment, creating a competitive advantage compared to neighboring ports.
- Design all-inclusive service packages with specific incentives to reduce logistics costs for customers (waive/reduce storage fees, transportation, entrusted delivery and receipt).
- Develop a specialized customer care system (CRM) to record feedback, track transaction history, and promptly handle requests – enhancing satisfaction and retaining long-term customers.

3.3 Technical – Technology solutions

- Invest in upgrading port infrastructure such as berths, warehouses, yards, electricity, and water systems to well meet customer needs.
- Equip with more specialized handling equipment and improve processes to increase productivity and reduce cargo handling time.
- Deploy port operation management software (e-Port), digitizing the entire process from vessel reception, handling, cargo delivery and receipt to payment – helping customers track information online and reduce paperwork.
- Enhance periodic maintenance of vehicles, equipment, and infrastructure to ensure safety throughout the operation process.

3.4 Corporate Governance Solutions

- Review, streamline, and restructure the organizational apparatus towards leanness, efficiency, and clear functions and responsibilities among units.
- Apply digital technology in management and operations to increase management and operational efficiency and reduce costs.
- Improve the performance evaluation system based on KPIs, linked to salary and bonuses, to increase transparency and create motivation for employees.
- Strengthen internal control, improve work processes, minimize intermediate procedures and operational error risks.
- Implement the "Lead by Example" Campaign "Remember, Do, Remind, Praise" and the 5C commitment "Actively Listen – Pay Attention to Detail – Value Feedback – Personal Integrity – Smile and Thank" to all company officers, employees, and workers, developing corporate culture.

3.5 Financial – Investment Solutions

- Develop a reasonable financial plan, strictly control costs, and optimize cash flow, especially maintenance, operating, and investment costs.

- Select and prioritize investment in necessary items, ensuring investment efficiency; further shorten and accelerate the progress of approved projects.
- Consider joint ventures and associations with external partners and customers to reduce investment capital pressure, retain customers, or share risks for high-risk projects.

3.6 Human Resources Solutions

- Organize professional and vocational skills training for employees, improving human resource quality.
- Implement fair and transparent salary, bonus, and welfare policies, creating a positive working environment and retaining capable individuals.
- Arrange labor reasonably, putting the right person in the right job, avoiding human resource waste, and simultaneously implementing measures to improve work efficiency.
- Build a successor team with Qualification and management capabilities, meeting long-term development requirements.

3.7 Other Solutions

- Coordinate closely with State management agencies (Customs, Border Guard, Quarantine, Port Authority, etc.) to support administrative procedures and facilitate customers.
- Strengthen environmental protection efforts, ensure hygiene in the port area, contributing to building the image of a green – clean – beautiful port, enhancing reputation and brand.
- Build corporate culture associated with community responsibility, promote internal solidarity, and create a friendly, professional corporate image.
- Proactively respond to natural disaster risks, technical incidents, and market fluctuations with contingency plans, ensuring uninterrupted port operations.

This is the Report on 2024 Business Performance and 2025 Business Plan of the General Director, respectfully submitted to the Company's General Meeting of Shareholders./.

Recipients:

- As above;
- Board of Directors, Board of Supervisors;
- File: Office, Investment Planning.

GENERAL DIRECTOR



Nguyen Van Thang

(Red circular stamp: M.S.D.N: 40020050-CTC, CÔNG TY CP CẢNG CAM HANH, TP. CAM HANH - T. KHÁNH HÒA)

APPENDIX I: 2024 BUSINESS PERFORMANCE AND 2025 BUSINESS PLAN

Indicator	Unit	Implemented 2024		Plan 2025	Comparison of Plan 2025 with Implemented 2024	
		CCR Parent Company	Consolidated		Parent Company	
				Parent Company	Increase/Decrease Amount	%
I. Throughput Volume		2.416.292	2.416.292	2.650.000	233.708	109,7%
1. Container Throughput	Teu	160	160	300		
2. Non-container Throughput	Tons	2.416.292	2.416.292	2.650.000		
II. Total Revenue	Million VND	171.938	179.188	189.000	17.062	109,9%
1. Revenue from Sales and Service Provision	Million VND	170.448	177.533	187.600	17.152	110,1%
2. Financial Activities Revenue	Million VND	1.472	1.193	1.200		
- Bank Deposit Interest	Million VND	414	491	200		
- Dividends, Distributed Profits	Million VND	1.011	655	1.000		
- Other Revenue	Million VND	47	47	0		
3. Other Operating Income	Million VND	18	462	200		
III. Total Expenses	Million VND	151.463	157.960	166.500	15.037	109,9%
1. Business Operating Expenses	Million VND	150.626	157.123	164.800	14.174	109,4%
1.1- Cost of Goods Sold	Million VND	123.832	128.646	140.155		
1.2- General and Administrative Expenses	Million VND	26.794	28.477	24.645		
2. Financial Activities Expenses	Million VND	778	778	1.050	272	135,0%
2.1 - Interest Expenses	Million VND	778	778	1.050		
2.2- Other financial expenses	Million VND	0	0	0		
3. Other operating expenses	Million VND	59	59	650	591	1101,7%
IV. EBITDA	Million VND	42.535	44.216	45.150	2.615	106,1%
V. PROFIT BEFORE TAX (II-III)	Million VND	20.475	21.228	22.500	2.025	109,9%
VI. LABOR-SALARY INDICATORS						
1. Average headcount	persons	167		173		

Indicator	Unit	Implemented 2024		Plan 2025	Comparison of Plan 2025 with Implemented 2024	
					Parent Company	
		CCR Parent Company	Consolidated	Parent Company	Increase/Decrease Amount	%
2. Total salary fund 2024	Million VND	33.200		36.300		
3. Average employee salary/month	Million VND/person	15,712		16,414		

APPENDIX II: 2025 INVESTMENT PLAN

Item No.	Project Name	Project Scale/Description	Total Investment (billion VND)	Capital Source (billion VND)		Implementation Progress		2025 Implementation Plan	
				Own/Mobilized	Loan	Commencement	Completion	Volume (%)	Value (billion VND)
I	Projects carried over from 2024								
1	Capital Construction Investment		80,6	40	40,6				20
1.1	Enhance operational capacity of Ba Ngoi Port	Upgrade Berth No. 1 to 50,000 DWT and Berth No. 2 to 70,000 DWT to reduce load	58	17,4	40,6	Jul-21	Dec-24		0
1.2	Leveling and creating yard for Ba Ngoi upstream petroleum depot combined with aviation fuel	02 ha	17	17		Jun-23	Dec-25	100	15
1.3	West yard foundation of Cam Ranh Port (Phase 2)	1,3 ha	5,6	5,6		Jan-25	Dec-25	100	5
2	Equipment Procurement		4	4					3,173
2.1	Digital transformation tools and equipment project	System/Software/Equipment	2	2		Jan-24	Dec-25	100	1,568
2.2	Tools - equipment, handling equipment project	According to production-business needs for procurement, manufacturing	2	2		Jan-24	Dec-25	100	1,605
II	Projects commencing in 2025								
1	Capital Construction Investment		2	2					9,5
1.1	Drainage ditch system for main road T1	800m	2	2		Jan-25	Dec-25	100	2
2	Equipment Procurement		40	12	28				

Item No.	Project Name	Project Scale/Description	Total Investment (billion VND)	Capital Source (billion VND)		Implementation Progress		2025 Implementation Plan	
				Own/Mobilized	Loan	Commencement	Completion	Volume (%)	Value (billion VND)
2.1	40T Mobile or fixed crane project	01 unit	40	12	28	Jan-25	Dec-25	19	7,5
	Total								32,673



No: 318/TTr-CCR.HĐQT

Cam Ranh, June ..09th, 2025

PROPOSAL

**Approving the Audited Financial Statements for 2024; Business Results;
Plan for profit distribution and allocation to enterprise funds
and dividend payment for 2024**

To: The Annual General Meeting of Shareholders 2025
of Cam Ranh Port Joint Stock Company

Pursuant to:

- *Business results for 2024;*
- *The 2024 Financial Statements audited by UHY Auditing Firm Co., Ltd.,*

The Board of Directors of Cam Ranh Port Joint Stock Company hereby submits to the General Meeting of Shareholders the audited Financial Statements for 2024; Business Results for 2024 and requests approval for the level of allocation to enterprise funds and the dividend rate for 2024, specifically as follows:

1. Approving the audited Financial Statements for 2024:

(Attached are the Separate Financial Statements and Consolidated Financial Statements for 2024 - which have been disclosed and posted on the company's website: www.camranhport.vn)

Auditor's Opinion: Unqualified opinion on the Company's Financial Statements.

2. Approving the business results for 2024 with specific figures as follows:

Item	Unit	Implemented
1- Volume of goods throughput port	Tons	2.416.292
2- Revenue and Income		
Parent Company Revenue and Income	Million VND	171.938
Consolidated Revenue and Income	Million VND	179.189
3- Profit Before Tax		
Parent Company Profit Before Tax	Million VND	20.474

Consolidated Profit Before Tax	Million VND	21.228
4- Profit After Corporate Income Tax		
Parent Company Profit After Tax	Million VND	16.263
Consolidated Profit After Tax	Million VND	16.784

3. Approving the investment completion results for 2024, specific figures as follows:

No.	Item	Disbursement Status as of December 31, 2024 (Million VND)
I	Capital Construction Investment in Infrastructure	16.141
1	Renovation and upgrade of Pier No. 1 to accommodate vessels up to 50,000 DWT (reduced load)	4.840
2	Western yard foundation of Cam Ranh Port; Yard No. 5-KB(II)	4.999
3	Western yard foundation of Cam Ranh Port; Yard No. 6-KB(II)	5.333
4	Main drainage system for the Western warehouse yard	472
5	Filling ponds to create yards and drainage	497
II	Investment in purchasing equipment	1.890
1	Auditorium LED screen system	218
2	Fuel management software	103
3	Upgrade HDR-04RD Camera system for the pier	111
4	Multi-purpose berth BE2 and BE3	395
5	Power cable system for substation T.351	218
6	Water supply pipeline for Pier Berth No. 2	688
7	Upgrade low-voltage electricity for warehouse No. 6	157
	Total	18.031

4. Profit distribution, allocation to enterprise funds, and dividend rate for 2024: (Separate Financial Statements for 2024)

Unit: Million VND

Content	Proposal for 2024	
	Percentage (%)	Amount
1. Actual Profit		20.474
2. Corporate Income Tax incurred	20%	4.211
3. Profit after tax (3 = 1 - 2)		16.263
4. Appropriation to enterprise funds (4=4.1+4.2+4.3+4.4)		4.059
4.1. Development Investment Fund	0%	0
4.2. Bonus Fund	9,0%	1.464
4.3. Welfare Fund	14,0%	2.277
4.4. Bonus Fund for the Board of Executive and Management	1,96%	318
5. Remaining profit of this year for dividend distribution (5 = 3 - 4)		12.204
6. Undistributed dividends from the previous year		47
7. Total accumulated dividends by the end of this year (7 = 5 + 6)		12.251
8. Shares eligible for dividend distribution (8=8.1-8.2)		244.536
8.1. Charter capital		245.018
8.2. Less treasury shares (not eligible for dividends)		(482)
9. Expected actual dividend distribution this year	5,0%	12.227

* Note:


Charter capital: VND 245,018,170,000; Less treasury shares (not eligible for dividend payment): VND 482,000,000; Shares eligible for dividend payment: VND 244,536,170,000.

Actual Dividend Paid: VND 244,536,170,000 x 5% = VND 12,226,809,000

- Form of dividend payment for 2024: In cash.
- Time of dividend payment: Dividend payment shall be made in accordance with the regulations of the law on securities and the stock market.

Respectfully./.

ON BEHALF OF THE BOARD OF DIRECTORS

Recipients: 
 - Board of Directors;
 - Save: Office, Finance-Accounting.

CHAIRMAN

 PHẠM HUU TAN

No: ~~349~~/2025/TTr-CCR.HĐQT

Cam Ranh, June 09, 2025

PROPOSAL

Business Production Plan for the year 2025

To: The 2025 Annual General Meeting of Shareholders
of Cam Ranh Port Joint Stock Company

Pursuant to:

- *Law on Enterprises No. 59/2020/QH14 passed by the National Assembly of The Socialist Republic of Vietnam on 17/06/2020;*
- *Charter of Cam Ranh Port Joint Stock Company approved by the General Meeting of Shareholders on 15/04/2024;*
- *2024 Business Results and 2025 Business Plan;*

The Board of Directors of Cam Ranh Port Joint Stock Company respectfully submits to the General Meeting of Shareholders for approval of the 2025 Business Plan of Cam Ranh Port Joint Stock Company, specifically as follows:

Indicators	Unit	Plan 2025
I. Consolidated		
1. Volume of goods	Tons	2,650,000
- <i>Container Throughput</i>	Tons	300
2. Revenue	VND Million	198,000
3. Profit Before Tax	VND Million	23,500
II. Parent Company		
1. Revenue	VND Million	189,000
2. Profit Before Tax	VND Million	22,500
3. Dividend Payout	%	5.5%
4. Investment	VND Million	32,673

(Attached: 2025 production-business and Investment Plan)

Sincerely./.

Recipients:

- General Meeting of Shareholders;
- BOD, BOS;
- Archive: Office, Person in charge of CG.

**ON BEHALF OF THE BOARD OF DIRECTORS
CHAIRMAN**



Pham Huu Tan

2025 PRODUCTION-BUSINESS PLAN (PARENT COMPANY)

Indicator	Unit	Plan of 2024	Actual of 2024	Plan of 2025	Comparison (%) Actual 2024/Plan 2024	Comparison (%) Plan 2025/Actual 2024
(1)	(2)	(3)	(4)	(5)	(6)	(7)
I. VOLUME OF GOODS	Tons	2,400,000	2,400,000	2,650,000	100%	110%
1. Throughput by Cargo Type	Tons	2,400,000	2,400,000	2,650,000	100%	110%
1.1. Container Throughput	Tons	-	-	300	-	-
Export	Tons	-	-	-	-	-
Import	Tons	-	-	-	-	-
Domestic	Tons	-	1,530	5,000	-	327%
1.2. Non-containerized Cargo Volume	Tons	2,400,000	2,398,470	2,645,000	100%	110%
2. Passenger Throughput	Passengers				-	-
3. Number of Vessel Calls	Vessels	350			-	-
II. MARITIME SERVICE VOLUME	Tons	630,000	630,000	730,000	100%	116%
1. Warehouse and Yard Services	Tons	280,000	280,000	300,000	100%	107%
2. Vehicle and Equipment Services	Tons	250,000	250,000	280,000	100%	112%
3. Offshore Transshipment Volume	Tons	0			-	-
4. Other Services	Tons	100,000	100,000	150,000	100%	150%

III. TOTAL REVENUE (3+6+8)	Million VND	160,000	171,000	189,000	107%	111%
1. Revenue from Sales and Service Provision	Million VND	159,300	169,682	187,600	107%	111%
2. Deductions	Million VND	0		0	-	-
3. Net Revenue from Service Provision (1-2)	Million VND	159,300	169,682	187,600	107%	111%
IV. TOTAL COST (4+7+9)	Million VND	139,600	151,000	166,500	108%	110%
4. Production-Business Operating Expenses (4.1 + 4.2+4.3)	Million VND	138,050	150,150	164,800	109%	110%
4.1 Cost of Goods Sold	Million VND	112,044	127,252	140,155	114%	110%
4.2 General and Administrative Expenses	Million VND	25,286	22,523	24,245	89%	108%
4.3 Selling Expenses	Million VND	720	375	400	52%	107%
5. Operating Profit (3-4)	Million VND	21,250	19,532	22,800	92%	117%
6. Financial Income	Million VND	550	1,300	1,200	236%	92%
7. Financial Expenses	Million VND	1,500	800	1,050	53%	131%
8. Other Income	Million VND	150	18	200	12%	1111%
9. Other Expenses	Million VND	50	50	650	100%	1300%
V. EBITDA	Million VND	43,000	41,740	45,150	97%	108%
VI. PROFIT BEFORE TAX (III-IV)	Million VND	20,400	20,000	22,500	98%	113%
VII. PROFIT AFTER TAX	Million VND	14,500	15,512	17,500	107%	113%
VIII. BUDGET CONTRIBUTION	Million VND	10,000	14,500	15,100	145%	104%
10. LABOR-WAGE INDICATORS					-	-

10.1 Average Labor	Persons	172	167	177	97%	106%
10.2. Total Wage Fund, Remuneration	Million VND	30,290	32,112	35,904	106%	112%
10.3 Average Income per Staff/Employee (including salary and other income directly received by employees)	Million VND/person/month	15	15	17	100%	114%
IX. OTHER INDICATORS					-	-
11. Average Productivity of Container Handling/crane/hour	Moves/crane/hour				-	-
12. Average Productivity of Container Handling/vessel/hour	Moves/vessel/hour				-	-
13. Average Productivity of Bulk and General Cargo Handling	Tons / day		6,667	7,222	-	108%

2025 PRODUCTION-BUSINESS PLAN (CONSOLIDATED)

Indicator	Unit	Plan of 2024	Actual of 2024	Plan of 2025	Comparison (%) Actual 2024/Plan 2024	Comparison (%) Plan 2025/Actual 2024
(1)	(2)	(3)	(4)	(5)	(6)	(7)
I. THROUGHPUT VOLUME	Tons	2,400,000	2,400,000	2,650,000	100%	110%
1. Throughput by Cargo Type	Tons	2,400,000	2,400,000	2,650,000	100%	110%
1.1. Container Throughput	Tons	-	-	300	-	-
Export	Tons	-	-	-	-	-
Import	Tons	-	-	-	-	-
Domestic	Tons	-	1,530 (T)	300	-	327%

1.2. Non-container Throughput	Tons	2,400,000	2,398,470	2,645,000	100%	110%
2. Passenger Throughput	Passengers				-	-
3. Number of Vessel Calls	Vessels	350			0%	-
II. MARITIME SERVICE VOLUME	Tons	630,000	630,000	730,000	100%	116%
1. Warehouse and Yard Services	Tons	280,000	280,000	300,000	100%	107%
2. Vehicle and Equipment Services	Tons	250,000	250,000	280,000	100%	112%
3. Offshore Transshipment Volume	Tons	-			-	-
4. Other Services	Tons	100,000	100,000	150,000	100%	150%
III. TOTAL REVENUE (3+6+9)	Million VND	170,000	177,766	198,000	105%	111%
1. Revenue from Sales and Service Provision	Million VND	169,400	176,301	196,550	104%	111%
2. Deductions	Million VND	-	-	-	-	-
3. Net Revenue from Service Provision (1-2)	Million VND	169,400	176,301	196,550	104%	111%
Of which: Internal Revenue	Million VND	-	5,700	165,500	-	2904%
IV. TOTAL COST (4+7+10)	Million VND	150,000	157,023	173,900	105%	111%
4. Production-business Operating Costs (4.1 + 4.2+4.3)	Million VND	148,480	156,173	172,600	105%	111%
4.1 Cost of Goods Sold	Million VND	120,910	131,715	146,953	109%	112%
4.2 General and Administrative Expenses	Million VND	26,850	24,083	25,247	90%	105%
4.3 Selling Expenses	Million VND	720	375	400	52%	107%

5. Operating Profit (3-4)	Million VND	20,920	20,128	21,900	96%	109%
6. Financial Income	Million VND	380	1,003	1,250	264%	125%
7. Financial Expenses	Million VND	1,520	800	1,250	53%	156%
8. Share of Profit or Loss in Joint Ventures and Associates	Million VND	-	-	-	-	-
9. Other Income	Million VND	220	462	200	210%	43%
10. Other Expenses	Million VND	-	50	50	-	100%
V. EBITDA	Million VND	43,570	43,413	46,800	100%	108%
VI. PROFIT BEFORE TAX (III-IV)	Million VND	20,000	20,743	23,500	104%	113%
VII. PROFIT AFTER TAX	Million VND	15,200	16,025	18,300	105%	114%
VIII. BUDGET CONTRIBUTION	Million VND	10,900	15,300	15,800	140%	103%
11. LABOR-WAGE INDICATORS			-	-	-	-
11.1 Average Labor	Persons	196	190	200	97%	105%
11.2. Total Wage Fund	Million VND	33,447	35,172	38,804	105%	110%
11.3 Average Income per Employee	Million VND/person/month	14	15	14	108%	88%
IX. OTHER INDICATORS			-	-	-	-
12. Average Container Handling Productivity / Crane / Hour	Moves/crane/h		-	-	-	-
13. Average Container Handling Productivity / Vessel / Hour	Moves/vessel/h		-	-	-	-
14. Average Handling Productivity for Bulk Cargo and General Cargo	Tonnes / day		6,667	7,222	-	108%

2025 INVESTMENT PLAN

No.	Project Name	Expected Plan for 2025
	Total	32,673
	Capital Construction Projects	22,000
	Equipment Procurement	10,673
I	Projects Carried Over from 2024	<u>23,173</u>
1	Capital Construction Projects	20,000
1.1	Ba Ngoi Port Terminal Capacity Enhancement Project	0
1.2	Ba Ngoi Upstream Petroleum and Aviation Fuel Storage Facility Site Leveling and Preparation Project	15,000
1.3	Cam Ranh Port West Yard Foundation Project (Phased Investment)	5,000
-	Cam Ranh Port West Yard Foundation Project (Phase 2)	5,000
2	Goods and Equipment Procurement Projects	3,173
2.1	Digital Transformation Tools and Equipment Project	1,568
2.2	Project for tools - equipment, handling equipment	1,605
II	Projects commencing in the Plan Year 2025	<u>9,500</u>
1	Capital Construction Investment Projects	2,000
1.1	Construction of Berth No. 2 – Ba Ngoi Port (Phase 2)	0
1.2	Drainage ditch system for main road T1	2,000
2	Equipment Procurement	7,500
-	Project for 40T Mobile or Fixed Crane	7,500



No.: ~~320~~/TTr-CCR.HĐQT

Cam Ranh, June ..~~09~~¹⁰, 2025

PROPOSAL

Regarding the approval of salaries and remuneration for the Board of Directors and Board of Supervisors in 2024; proposal for the level of salaries and remuneration for the Board of Directors and Board of Supervisors in 2025

To: The Annual General Meeting of Shareholders 2025
of Cam Ranh Port Joint Stock Company

Pursuant to:

- *Law on Enterprises No. 59/2020/QH14 adopted by the National Assembly of The Socialist Republic of Vietnam on June 17, 2020;*
- *The Charter of Cam Ranh Port Joint Stock Company approved by the General Meeting of Shareholders on April 15, 2024;*
- *The business results in 2024 and the business plan for 2025,*

The Board of Directors of Cam Ranh Port Joint Stock Company hereby submits to the Annual General Meeting of Shareholders 2025 for approval the salary and remuneration fund for the Board of Directors and Board of Supervisors in 2024 and proposes the salary and remuneration fund for the Board of Directors and Board of Supervisors in 2025, specifically as follows:

1. Approval of the actual salary and remuneration fund for the Board of Directors and Board of Supervisors in 2024

- The total actual salary fund in 2024 for the full-time Chairman of the Board of Directors is VND **843,125,000**.
- The total remuneration fund paid to non-executive members of the Board of Directors and Board of Supervisors in 2024 is VND **446,400,000** (Four hundred forty-six million four hundred thousand dong).

Of which:

+ Total remuneration paid to non-executive Members of the Board of Directors is VND **268,800,000** (Two hundred sixty-eight million eight hundred thousand dong).



+ Total remuneration paid to non-executive Members of the Board of Supervisors is VND **177,600,000** (One hundred seventy-seven million six hundred thousand dong).

(Detailed table attached)

2. Proposed Salary and Remuneration Fund for the Board of Directors and Board of Supervisors in 2025

Based on the production and business plan for 2025;

Based on the requirements for governance and supervision of business activities in 2025,

The Board of Directors hereby submits to the General Meeting of Shareholders for approval the level of salaries and remuneration for the Board of Directors and Board of Supervisors in 2025, specifically as follows:

a. Planned salary fund for 2025 for the full-time Chairman of the Board of Directors:

- The planned monthly salary level for 2025 is VND 68,000,000/month

- The planned salary fund for 2025 is VND **816,000,000**

(Eight hundred sixteen million dong).

b. Planned remuneration for non-executive Members of the Board of Directors and Board of Supervisors in 2025:

+ Remuneration for the Chairman of the Board of Directors (If any) is VND 8,400,000/person/month.

+ Remuneration for Members of the Board of Directors/ Independent Members of the Board of Directors is VND 5,200,000/person/month.

+ Remuneration for the Head of the Board of Supervisors is VND 5,200,000/person/month.

+ Remuneration for Members of the Board of Supervisors is VND 4,200,000/person/month.

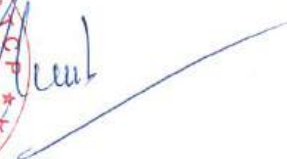

The final settlement of the actual salary and remuneration fund for the BOD and BOS shall be based on the Company's business results in 2025, in accordance with the regulations in the Governance, Labor, and Salary Regulations of Cam Ranh Port Joint Stock Company.

Sincerely./.

Recipients: 

- General Meeting of Shareholders;
- BOD, BOS;
- Save: Office, Person in charge of CG.

**ON BEHALF OF THE BOD
CHAIRMAN**



Pham Huu Tan

**RESULTS OF SALARY AND REMUNERATION PAYMENT TO THE
BOARD OF DIRECTORS AND BOARD OF SUPERVISORS IN 2024**

(Attached to Proposal No. 320 /TTr-CCR.HĐQT, June 20th, 2025)

No.	Name	Title	Period	Monthly Remuneration (Million VND)	Number of Months	Total Salary Fund 2024 (Million VND)	Total Remuneration Year 2024 (Million VND)
I	Board of Directors						268,8
1	Pham Huu Tan	Chairman of the BOD	From Jan 2024 – Dec 2024		12	843,125	
2	Nguyen Van Thang	Member of the BOD	From Jan 2024 – Dec 2024	5,6	12		67,2
3	Nguyen Van Tai	Member of the BOD	From Jan 2024 – Dec 2024	5,6	12		67,2
4	Nguyen Thi Yen	Member of the BOD	From Jan 2024 – Dec 2024	5,6	12		67,2
5	Nguyen Thi Minh Ngoc	Independent member of the BOD	From Jan 2024 – Dec 2024	5,6	12		67,2
II	Board of Supervisors						177,6
1	Nguyen Thi Hien	Head of the BOS	From Jan 2024 – Dec 2024	5,6	12		67,2
2	Bui Thi Ngan Hoa	Member of the BOS	From Jan 2024 – Apr 2024	4,6	4		18,4
3	Bui Thi Ngoc Luong	Member of the BOS	From May 2024 – Dec 2024	4,6	8		36,8
4	Tran Thi Thanh Thuy	Member of the BOS	From Jan 2024 – Dec 2024	4,6	12		55,2
	Total					843,125	446,4

No: 321/TTr-CCR.BKS

Cam Ranh, June 09th, 2025

PROPOSAL

Regarding the selection of an audit firm for the 2025 Financial Statements

To: 2025 General Meeting of Shareholders
of Cam Ranh Port Joint Stock Company

Pursuant to:

- *Law on Enterprises No. 59/2020/QH14 passed by the National Assembly of the Socialist Republic of Vietnam on June 17, 2020;*
- *Charter of Cam Ranh Port Joint Stock Company approved by the General Meeting of Shareholders on April 15, 2024,*

Exercising the rights and obligations stipulated in the Company Charter and legal regulations, the Board of Supervisors of Cam Ranh Port Joint Stock Company hereby submits to the General Meeting of Shareholders for approval the list of audit firms to perform the audit of the 2025 Financial Statements of Cam Ranh Port Joint Stock Company as follows:

1. Criteria for selecting audit firm

- Is a reputable and well-known independent audit firm, trusted by many public companies, with a team of highly qualified and experienced auditors.
- Is a legally operating entity in Vietnam, included in the list of eligible audit firms announced annually by the Ministry of Finance.
- Proposes a reasonable audit fee level, commensurate with the scope of work, service quality, and audit progress required by the Company. Priority is given to selecting leading audit firms from the list of eligible audit firms announced by the Ministry of Finance to perform the audit and review of the Company's 2025 Financial Statements.

2. List of proposed audit firms

Based on the selection criteria mentioned above, the Board of Supervisors of Cam Ranh Port Joint Stock Company proposes that the General Meeting of Shareholders consider and approve the list of 03 independent audit firms that fully meet the conditions:

- AASC Auditing and Consulting Co., Ltd.;
- A&C Auditing and Consulting Co., Ltd.;
- UHY Auditing and Consulting Co., Ltd..

The Board of Supervisors of Cam Ranh Port Joint Stock Company respectfully submits to the General Meeting of Shareholders to approve the proposed selection criteria and the list of audit firms mentioned above, and to authorize the Company's Board of Directors to decide on the selection of an audit firm to perform the review of the semi-annual Financial Statements and the audit of the 2025 Financial Statements of Cam Ranh Port Joint Stock Company, ensuring quality, efficiency, and reasonable cost in accordance with legal regulations.

The Board of Supervisors respectfully submits to the General Meeting of Shareholders for consideration and approval./.

Recipients:

- General Meeting of Shareholders;
- BOD; BOS
- Save: Office, Person in charge of CG

**ON BEHALF OF THE BOS
HEAD OF THE BOARD**

(signed)

Nguyen Thi Hien

No: 322./TTr-CCR.HĐQT

Cam Ranh, Jun ...th, 2025

PROPOSAL

**Regarding the Dismissal of members of the Board of Directors and Board
of Supervisors of Cam Ranh Port JSC for the term 2020-2025**

To: The 2025 Annual General Meeting of Shareholders
Cam Ranh Port Joint Stock Company

Based on:

- Law on Enterprises No. 59/2020/QH14 and effective guiding documents;
- Law on Securities No. 54/2019/QH14 and effective guiding documents;
- Charter of Cam Ranh Port Joint Stock Company approved by the General Meeting of Shareholders on April 15, 2024;
- Minutes of Meeting No. 02/2025/BB-CCR.HĐQT dated March 21, 2025, of the Board of Directors of Cam Ranh Port Joint Stock Company,

The Company's Board of Directors respectfully submits the following content to the General Meeting of Shareholders for approval:

1. Dismissal of Member of the Board of Directors of Cam Ranh Port Joint Stock Company, term 2020-2025, for the following individuals:

No.	Members of the Board of Directors	Position	Date of appointment
1	Mr. Pham Huu Tan	Chairman of the Board of Directors	12/6/2020
2	Mr. Nguyen Van Thang	Member of the Board of Directors	21/4/2023
3	Mr. Nguyen Van Tai	Member of the Board of Directors	12/6/2020
4	Ms. Nguyen Thi Yen	Member of the Board of Directors	23/4/2021
5	Ms. Nguyen Thi Minh Ngoc	Independent member of the Board of Directors	21/4/2022

- Reasons for dismissal: End of term of operation.

2. Dismissal of members of the Board of Supervisors of Cam Ranh Port Joint Stock Company, term 2020-2025, for the following individuals:

No.	Member of the Board of Supervisors	Position	Date of commencement as a member of the BOS
01	Nguyen Thi Hien	Head of Board	21/4/2023
02	Tran Thi Thanh Thuy	Member	23/4/2021
03	Bui Thi Ngoc Luong	Member	15/4/2024

- Reasons for dismissal: End of term of operation

Respectfully submitted to the General Meeting of Shareholders for voting approval.

Recipients:

- As above;
- BOD, BOS;
- Save: Office; Person in charge of CG

**ON BEHALF OF THE BOARD OF DIRECTORS
CHAIRMAN**



Pham Huu Tan

No: ~~323~~./TTr-CCR.HDQT

Cam Ranh, June 09th, 2025

PROPOSAL

***Regarding the election of members of the Board of Directors
of Cam Ranh Port Joint Stock Company, term 2025-2030***

To: The 2025 Annual General Meeting of Shareholders
Cam Ranh Port Joint Stock Company

Pursuant to:

- Law on Enterprises No. 59/2020/QH14 and guiding documents for implementation currently in effect;

- Law on Securities No. 54/2019/QH14 and guiding documents for implementation currently in effect;

- Charter of Cam Ranh Port Joint Stock Company approved by the General Meeting of Shareholders on April 15, 2024;

- Minutes of Meeting No. 02/2025/BB-CCR.HDQT dated March 21, 2025 of the Board of Directors of Cam Ranh Port Joint Stock Company;

- Resolution No. 314/NQ-CCR.HDQT dated November 9, 2025, of the Board of Directors of Cam Ranh Port Joint Stock Company;

The Board of Directors hereby submits to the General Meeting of Shareholders for approval the election of members of the Board of Directors of Cam Ranh Port Joint Stock Company for the 2025-2030 term, as follows:

1. Number of members of the Board of Directors: 05 people. Including:
Independent Member of the Board of Directors: 01 person

2. Term of office for members of the Board of Directors: 2025-2030 term.

3. List of candidates for election of members of the Board of Directors: ...

Pursuant to the Regulations on Nomination, Candidacy, and Election of Members of the BOD of Cam Ranh Port JSC and the Nomination and Candidacy Forms for members of the BOD for the 2025-2030 term, the BOD hereby submits to the GMS the List of candidates for supplementary election of members of the BOD for the 2025 – 2030 term, including:.....

1) Mr. Do Hung Duong, born on October 14, 1968, nationality: Vietnamese;

2) Mr. Nguyen Van Thang, born on April 27, 1968, nationality: Vietnamese;

3) Ms. Nguyen Thi Yen, born on June 12, 1977, nationality: Vietnamese;

4) Mr. Nguyen Van Tai, born on May 8, 1969, nationality: Vietnamese;

5) Mr. Luu Van Dung, born on August 15, 1979, nationality: Vietnamese.

(Summary CVs of Board of Directors candidates are attached)

Respectfully submits to the GMS for voting approval and proceeding with the election procedures at the Meeting in accordance with the provisions of Law.

Recipients:

- General Meeting of Shareholders;

- BOD; BOS;

- Save: Office, Person in charge of CG.

**ON BEHALF OF THE BOD
CHAIRMAN**


Phạm Huu Tan

**CURRICULUM VITAE SUMMARY OF CANDIDATES FOR ELECTION
MEMBERS OF THE BOARD OF DIRECTORS OF CAM RANH PORT JOINT STOCK
COMPANY FOR TERM 2025-2030**

(Attached to Proposal No. 123/Tr-CCR.HDQT dated June 9, 2025 of the Company's Board of Directors)

No.	Full Name	Date of Birth	CIC/Passport No.	Permanent Address	Professional Qualification	Current Position
01	Do Hung Duong	14/10/1968	030068014277	Rm. 604, Building A1, Lane 229 Vo Vong Street, Dong Tam Ward, Hai Ba Trung District, Hanoi City	Marine Control Engineer	Member of the Board of Directors of Vietnam Maritime Corporation - JSC; Representative of the capital contribution of Vietnam Maritime Corporation at Cam Ranh Port Joint Stock Company.
02	Nguyen Van Thang	27/4/1968	030068019295	Hoa Phuoc Residential Group, Cam Nghia Ward, Cam Ranh City, Khanh Hoa Province	Mechanical Engineer; Construction Engineer	Deputy Secretary of the Party Committee, Member of the Board of Directors, General Director of Cam Ranh Port Joint Stock Company; Representative of the capital contribution of Vietnam Maritime Corporation at Cam Ranh Port Joint Stock Company.
03	Nguyen Thi Yen	12/6/1977	031177011606	House No. 134 Vuong Thua Vu Street, Khuong Trung Ward, Thanh Xuan District, Hanoi City	Master of Economics; Engineer of Maritime Economics	Member of the Executive Committee of the Party Committee, Head of Human Resources Department of Vietnam Maritime Corporation; Representative of the capital contribution of Vietnam Maritime Corporation at Hai Phong Port Joint Stock Company; Member of the Board of Directors of Cam Ranh Port, Representative of the capital contribution of Vietnam Maritime Corporation at Cam

						Ranh Port Joint Stock Company
04	Nguyen Van Tai	08/5/1969	001069011119	House BT1C31 Splendor Urban Area, Bac An Khanh, Hoai Duc, Hanoi City	Construction Engineer	Director of Tien Manh Construction and Development Joint Stock Company; Member of the Board of Directors of Cam Ranh Port Joint Stock Company, Representative of the capital contribution of Phu Xuan Consulting and Construction Joint Stock Company at Cam Ranh Port Joint Stock Company
05	Luu Van Dung	15/8/1979	049079019519	Lot 23 Le Ninh Street, An Hai Bac Ward, Son Tra District, Hanoi City.	Master of Logistics and Transportation Management; Bachelor of IT	Member of the Executive Committee of the Technical Branch under the Party Committee of Da Nang Port, Head of IT Department of Da Nang Port Joint Stock Company.

No: 324./TTr-CCR.HĐQT

Cam Ranh, June 9th, 2025

PROPOSAL

***Regarding the election of members of the Board of Supervisors
of Cam Ranh Port Joint Stock Company, term 2025-2030***

To: The 2025 Annual General Meeting of Shareholders
Cam Ranh Port Joint Stock Company

Pursuant to:

- Law on Enterprises No. 59/2020/QH14 and guiding documents for implementation currently in effect;

- Law on Securities No. 54/2019/QH14 and guiding documents for implementation currently in effect;

- Charter of Cam Ranh Port Joint Stock Company approved by the General Meeting of Shareholders on April 15, 2024;

- Minutes of Meeting No. 02/2025/BB-CCR.HĐQT dated March 21, 2025 of the Board of Supervisors of Cam Ranh Port Joint Stock Company;

- Resolution No. 314/NQ-CCR.HĐQT dated November 9, 2025, of the Board of Directors of Cam Ranh Port Joint Stock Company,

The Board of Supervisors hereby submits to the General Meeting of Shareholders for approval the election of members of the Board of Supervisors of Cam Ranh Port Joint Stock Company for the 2025-2030 term, as follows:

1. Number of members of the Board of Supervisors: 03 people.
2. Term of office for members of the Board of Supervisors: 2025-2030 term.
3. List of candidates for election of members of the Board of Supervisors:

Pursuant to the Regulations on Nomination, Candidacy, and Election of Members of the BOS of Cam Ranh Port JSC and the Nomination and Candidacy Forms for members of the BOS for the 2025-2030 term, the BOD hereby submits to the GMS the List of candidates for supplementary election of members of the BOS for the 2025 – 2030 term, including:

- 1) Mr. Hoang Viet, born on December 12, 1982, nationality: Vietnamese;
 - 2) Ms. Tran Thi Thanh Thuy, born on August 8, 1977, nationality: Vietnamese;
 - 3) Ms. Bui Thi Ngoc Luong, born on November 4, 1980, nationality: Vietnamese.
- (Summary CVs of Board of Supervisors candidates are attached)*

Respectfully submits to the GMS for voting approval and proceeding with the election procedures at the Meeting in accordance with the provisions of Law.

**ON BEHALF OF THE BOD
CHAIRMAN**

Recipients:

- General Meeting of Shareholders;
- BOD; BOS;
- Save: Office, Person in charge of CG.



Pham Huu Tan

CURRICULUM VITAE SUMMARY FOR ELECTION
MEMBER OF THE SUPERVISORY BOARD OF CAM RANH PORT JOINT STOCK
COMPANY FOR TERM 2025-2030

(Attached to Proposal No. ~~24~~²⁴/TTr-CCR.HDQT dated June 09, 2025 of the Board of Directors)

No.	Full Name	Date of Birth	CIC/Passport No.	Current Address	Professional Qualification	Current Position
01	Hoang Viet	12/12/1982	001082003020	Room 704, CT2 Skylight Building, No. 125D Minh Khai, Minh Khai Ward, Hai Ba Trung District, Hanoi City	Master of International Business Management	Deputy Head of Internal Audit Department, Vietnam Maritime Corporation - JSC
02	Tran Thi Thanh Thuy	08/08/1977	031177008786	House No. 116C2, Alley 158, Ngoc Ha Street, Ba Dinh District, Hanoi City	Master of Accounting	Specialist in Finance and Accounting Department, Vietnam Maritime Corporation - JSC; Member of the Supervisory Board, Cam Ranh Port Joint Stock Company.
03	Bui Thi Ngoc Luong	04/11/1980	031180008686	No. 55, Lane 342, Khuong Dinh Street, Ha Dinh Ward, Thanh Xuan District, Hanoi City	Master of Transport and Logistics Management	Full-time Member of the Party Committee's Inspection Committee, Vietnam Maritime Corporation

No: .../2025/NQ-CCR.ĐHĐCĐ

Cam Ranh, Jun 03th 2025

Draft

**RESOLUTION
OF THE 2025 ANNUAL GENERAL MEETING OF SHAREHOLDERS AND
THE 2025-2030 TERM OF CAM RANH PORT JOINT STOCK COMPANY**

**GENERAL MEETING OF SHAREHOLDERS
CAM RANH PORT JOINT STOCK COMPANY**

Pursuant to the Law on Enterprises No. 59/2020/QH14 and its effective guiding documents;

Pursuant to the Law on Securities No. 54/2019/QH14 and its effective guiding documents;

Pursuant to the Charter of Cam Ranh Port Joint Stock Company approved by the General Meeting of Shareholders on 15/4/2024;

Pursuant to Minutes No.: .../2025/BB-CCR.GMS, dated 12/6/2025, of the 2025 Annual General Meeting of Shareholders and the 2025-2030 term of Cam Ranh Port Joint Stock Company

RESOLVES:

Article 1. The 2025 Annual General Meeting of Shareholders and the 2025-2030 term of Cam Ranh Port Joint Stock Company unanimously approve the following specific contents:

1.1. Approve the report on the activities of the Company's Board of Directors in 2024 and the operational orientation for 2025, and the report on the results of the Board of Directors' activities for the 2020-2025 term and the operational orientation for the 2025-2030 term (*Attached report*).

1.2. Approve the report on the activities of the Board of Supervisors in 2024 and the work plan for 2025, the report on the results of activities for the 2020-2025 term and the work plan for the 2025-2030 term (*Attached report*).

1.3. Approve the report of the Company's General Director on the Business Results in 2024; and the operational direction for 2025 (*Attached report*).

1.4. Approve the audited Financial Statements for 2024; Business Results for 2024; Plan for profit distribution, fund appropriation, and dividend payment for 2024

(The separate Financial Statements and consolidated Financial Statements for 2024 have been disclosed and posted on the company's website: www.camranhport.vn)

1.4.1. Approve the business results for 2024 with the following specific figures:

Item	Unit	Actual
1- Port throughput	Tons	2,416,292
2- Revenue and income		
Parent Company Revenue and income	Million VND	171,938
Consolidated Revenue and income	Million VND	179,189
3- Profit before tax		
Parent Company Profit before tax	Million VND	20,474
Consolidated Profit before tax	Million VND	21,228
4- Profit after Corporate Income Tax		
Parent Company Profit after CIT	Million VND	16,263
Consolidated Profit after CIT	Million VND	16,784

1.4.2. Approve the results of investment completion in 2024, with the following specific figures:

Unit: million VND

No.	Item	Disbursement status as of 31/12/2024 (Million VND)
I	Investment in Infrastructure Construction	16,141
1	Renovation and upgrade of Berth No. 1 jetty to receive vessels up to 50,000 DWT (reduced load)	4,840
2	Yard foundation on the West side of Cam Ranh Port; Yard No. 5-KB(II)	4,999
3	Yard foundation on the West side of Cam Ranh Port; Yard No. 6-KB(II)	5,333
4	Main drainage system for the West side warehouse and yard area	472
5	Filling low-lying areas to create yards and drainage	497
II	Investment in Equipment Procurement	1,890

No.	Item	Disbursement status as of 31/12/2024 (Million VND)
1	Auditorium LED screen system	218
2	Fuel management software	103
3	Upgrade of HDR-04RD Camera system for the jetty	111
4	BE2 and BE3 multi-purpose grabs	395
5	Power cable system for T.351 substation	218
6	Water supply pipeline for Berth No. 2 jetty	688
7	Upgrade of low-voltage electricity for Warehouse No. 6	157
	Total	18,031

1.4.3. Profit distribution, appropriation of enterprise funds, and dividend rate for 2024: *(Separate Financial Statements for 2024)*

Unit: million VND

Content	Proposal for 2024	
	Percentage (%)	Amount
1. Actual Profit		20,474
2. Corporate Income Tax incurred	20%	4,211
3. Profit after tax (3 = 1 - 2)		16,263
4. Allocation to enterprise funds (4=4.1+4.2+4.3+4.4)		4,059
4.1. Investment and Development Fund	0%	0
4.2. Bonus Fund	9.0%	1,464
4.3. Welfare Fund	14.0%	2,277
4.4. Executive Management Bonus Fund	1.96%	318
5. Remaining profit for dividend distribution this year (5 = 3 - 4)		12,204
6. Undistributed dividends from previous years		47
7. Total accumulated dividends by the end of this year (7 = 5 + 6)		12,251
8. Shares eligible for dividend (8=8.1-8.2)		244,536

8.1. Charter capital		245,018
8.2. Less treasury shares (not eligible for dividend)		(482)
9. Expected dividend to be actually paid this year	5.0%	12,227

* *Note:*

*Charter capital: VND 245,018,170,000; Less treasury shares (no dividend payment): VND 482,000,000; Shares eligible for dividend payment: VND 244,536,170,000
Actual dividend paid: VND 244,536,170,000 x 5% = VND 12,226,809,000*

- Form of dividend payment for 2024: Cash.
- Time of dividend payment: The dividend payment shall be made in accordance with the provisions of the law on securities and the securities market.

1.5. Approve the Business Plan for 2025 of Cam Ranh Port Joint Stock Company (attached).

Indicator	Unit	Plan 2025
I. Consolidated		
1. Output	Ton	2,650,000
- Container Throughput	Teu	300
2. Revenue	VND million	198,000
3. Profit before tax	VND million	23,500
II. Parent Company		
1. Revenue	VND million	189,000
2. Profit before tax	VND million	22,500
3. Dividend paid	%	5.5%
4. Investment	VND million	32,673

(Attached: Production-Business and Investment Plan for 2025)

1.6. Approve the results of salary and remuneration payment for the Board of Directors and Board of Supervisors in 2024 and approve the salary and remuneration levels for the Board of Directors and Board of Supervisors in 2025.

1.6.1. Actual salary and remuneration fund for the Board of Directors and Board of Supervisors in 2024

- The total actual salary fund for the full-time Chairman of the Board of Directors in 2024 is VND 843,125,000.
- Total remuneration fund paid to non-executive Member of the Board of Directors, Member of the Board of Supervisors in 2024 was VND 446,400,000 (Four hundred forty-six million four hundred thousand dong).

1.6.2. Planned salary fund for 2024 for the executive Chairman of the Board of Directors

- Planned salary level for 2025 is VND 68,000,000/month
- Planned salary fund for 2025 is VND 816,000,000 million dong (Eight hundred sixteen million dong).

1.6.3. Planned remuneration for the Board of Directors and non-executive Member of the Board of Supervisors in 2025:

+ Remuneration for the Chairman of the Board of Directors (If any) is VND 8,400,000/person/month.

+ Remuneration for Member of the Board of Directors / Independent Member of the Board of Directors is VND 5,200,000/person/month.

+ Remuneration for the Head of the Member of the Board of Supervisors is VND 5,200,000/person/month.

+ Remuneration for Member of the Board of Supervisors is VND 4,200,000/person/month.

1.7. Authorize the Company's Board of Directors to decide on selecting an audit firm to perform the review of the semi-annual Financial Statements and audit the annual Financial Statements for 2025 of the Company. The selected audit firm must be an audit firm approved to perform audits for public interest entities in 2025 issued together with Decision 2324/QD-BTC, date 14/11/2022 of the Ministry of Finance and meet the following specific requirements:

a. Audit firm selection criteria

- Is a reputable, well-known independent audit firm trusted by many public companies, with a team of highly qualified and experienced auditors.
- Is a legally operating entity in Vietnam, on the list of qualified audit firms published annually by the Ministry of Finance.
- Propose a reasonable audit fee, commensurate with the scope of work, quality of service, and audit progress required by the Company. Prioritize selecting leading audit firms from the list of accredited audit firms published by the Ministry of Finance to perform the audit and review of the Company's 2025 Financial Statements.

b. List of proposed audit firms

Based on the selection criteria mentioned above, the Board of Supervisors of Cam Ranh Port Joint Stock Company proposes the General Meeting of Shareholders to consider and approve a list of 03 independent audit firms that fully meet the conditions:

- AASC Auditing Firm Company Limited;
- A&C Auditing and Consulting Company Limited;
- UHY Auditing and Consulting Company Limited.

1.8. Approve the proposal to dismiss Member of the Board of Directors, Board of Supervisors for the 2020 – 2025 term (*attached*).

1.9. Approve the results of electing the Board of Directors for the 2025 – 2030 term (*attached*).

1.10. Approve the results of electing the Board of Supervisors for the 2025 – 2030 term (*attached*).

Article 2. Assign the Board of Directors, based on the objectives, tasks, and plans approved by the General Meeting of Shareholders, to organize and implement this Resolution within its authority and in accordance with relevant current regulations.

Article 3. Implementation clause

This Resolution was unanimously approved in full by the 2025 Annual General Meeting of Shareholders of Cam Ranh Port Joint Stock Company with 100% of the total voting shares Approved at the Meeting and is effective from the date .../.../2025.

Mr./Ms.: Member of the Board of Directors, Board of Supervisors, General Director of the Company, and relevant units and individuals are responsible for implementing this Resolution./.

Recipients

- Company Shareholders,
- Members of the Board of Directors;
Member of the Board of Supervisors,
- Board of Management;
- Archived: Correspondence, Company
Governance Officer.

**ON BEHALF OF THE GENERAL
MEETING OF SHAREHOLDERS
CHAIRPERSON OF THE MEETING**

**Pham Huu Tan
CHAIRMAN OF THE BOARD OF
DIRECTORS**

2025 PRODUCTION-BUSINESS PLAN (PARENT COMPANY)

Indicator	Unit	Plan of 2024	Actual of 2024	Plan of 2025	Comparison (%) Actual 2024/Plan 2024	Comparison (%) Plan 2025/Actual 2024
(1)	(2)	(3)	(4)	(5)	(6)	(7)
I. VOLUME OF GOODS	Tons	2,400,000	2,400,000	2,650,000	100%	110%
1. Throughput by Cargo Type	Tons	2,400,000	2,400,000	2,650,000	100%	110%
1.1. Container Throughput	Tons	-	-	300	-	-
Export	Tons	-	-	-	-	-
Import	Tons	-	-	-	-	-
Domestic	Tons	-	1,530	5,000	-	327%
1.2. Non-containerized Cargo Volume	Tons	2,400,000	2,398,470	2,645,000	100%	110%
2. Passenger Throughput	Passengers				-	-
3. Number of Vessel Calls	Vessels	350			-	-
II. MARITIME SERVICE VOLUME	Tons	630,000	630,000	730,000	100%	116%
1. Warehouse and Yard Services	Tons	280,000	280,000	300,000	100%	107%
2. Vehicle and Equipment Services	Tons	250,000	250,000	280,000	100%	112%
3. Offshore Transshipment Volume	Tons	0			-	-
4. Other Services	Tons	100,000	100,000	150,000	100%	150%
III. TOTAL REVENUE (3+6+8)	Million VND	160,000	171,000	189,000	107%	111%

Indicator	Unit	Plan of 2024	Actual of 2024	Plan of 2025	Comparison (%) Actual 2024/Plan 2024	Comparison (%) Plan 2025/Actual 2024
1. Revenue from Sales and Service Provision	Million VND	159,300	169,682	187,600	107%	111%
2. Deductions	Million VND	0		0	-	-
3. Net Revenue from Service Provision (1-2)	Million VND	159,300	169,682	187,600	107%	111%
IV. TOTAL COST (4+7+9)	Million VND	139,600	151,000	166,500	108%	110%
4. Production-Business Operating Expenses (4.1 + 4.2+4.3)	Million VND	138,050	150,150	164,800	109%	110%
4.1 Cost of Goods Sold	Million VND	112,044	127,252	140,155	114%	110%
4.2 General and Administrative Expenses	Million VND	25,286	22,523	24,245	89%	108%
4.3 Selling Expenses	Million VND	720	375	400	52%	107%
5. Operating Profit (3-4)	Million VND	21,250	19,532	22,800	92%	117%
6. Financial Income	Million VND	550	1,300	1,200	236%	92%
7. Financial Expenses	Million VND	1,500	800	1,050	53%	131%
8. Other Income	Million VND	150	18	200	12%	1111%
9. Other Expenses	Million VND	50	50	650	100%	1300%
V. EBITDA	Million VND	43,000	41,740	45,150	97%	108%
VI. PROFIT BEFORE TAX (III-IV)	Million VND	20,400	20,000	22,500	98%	113%
VII. PROFIT AFTER TAX	Million VND	14,500	15,512	17,500	107%	113%

Indicator	Unit	Plan of 2024	Actual of 2024	Plan of 2025	Comparison (%) Actual 2024/Plan 2024	Comparison (%) Plan 2025/Actual 2024
VIII. BUDGET CONTRIBUTION	Million VND	10,000	14,500	15,100	145%	104%
10. LABOR-WAGE INDICATORS					-	-
<i>10.1 Average Labor</i>	<i>Persons</i>	172	167	177	97%	106%
10.2. Total Wage Fund, Remuneration	<i>Million VND</i>	30,290	32,112	35,904	106%	112%
10.3 Average Income per Staff/Employee (including salary and other income directly received by employees)	<i>Million VND/person/month</i>	15	15	17	100%	114%
IX. OTHER INDICATORS					-	-
11. Average Productivity of Container Handling/crane/hour	Moves/crane/hour				-	-
12. Average Productivity of Container Handling/vessel/hour	Moves/vessel/hour				-	-
13. Average Productivity of Bulk and General Cargo Handling	Tons / day		6,667	7,222	-	108%

2025 PRODUCTION-BUSINESS PLAN (CONSOLIDATED)

Indicator	Unit	Plan of 2024	Actual of 2024	Plan of 2025	Comparison (%) Actual 2024/Plan 2024	Comparison (%) Plan 2025/Actual 2024
(1)	(2)	(3)	(4)	(5)	(6)	(7)
I. THROUGHPUT VOLUME	Tons	2,400,000	2,400,000	2,650,000	100%	110%
1. Throughput by Cargo Type	Tons	2,400,000	2,400,000	2,650,000	100%	110%
1.1. Container Throughput	Tons	-	-	300	-	-
Export	Tons	-	-	-	-	-
Import	Tons	-	-	-	-	-
Domestic	Tons	-	1,530 (T)	300	-	327%
1.2. Non-container Throughput	Tons	2,400,000	2,398,470	2,645,000	100%	110%
2. Passenger Throughput	Passengers				-	-
3. Number of Vessel Calls	Vessels	350			0%	-
II. MARITIME SERVICE VOLUME	Tons	630,000	630,000	730,000	100%	116%
1. Warehouse and Yard Services	Tons	280,000	280,000	300,000	100%	107%
2. Vehicle and Equipment Services	Tons	250,000	250,000	280,000	100%	112%
3. Offshore Transshipment Volume	Tons	-			-	-
4. Other Services	Tons	100,000	100,000	150,000	100%	150%
III. TOTAL REVENUE (3+6+9)	Million VND	170,000	177,766	198,000	105%	111%

Indicator	Unit	Plan of 2024	Actual of 2024	Plan of 2025	Comparison (%) Actual 2024/Plan 2024	Comparison (%) Plan 2025/Actual 2024
1. Revenue from Sales and Service Provision	Million VND	169,400	176,301	196,550	104%	111%
2. Deductions	Million VND	-	-	-	-	-
3. Net Revenue from Service Provision (1-2)	Million VND	169,400	176,301	196,550	104%	111%
Of which: Internal Revenue	Million VND	-	5,700	165,500	-	2904%
IV. TOTAL COST (4+7+10)	Million VND	150,000	157,023	173,900	105%	111%
4. Production-business Operating Costs (4.1 + 4.2+4.3)	Million VND	148,480	156,173	172,600	105%	111%
4.1 Cost of Goods Sold	Million VND	120,910	131,715	146,953	109%	112%
4.2 General and Administrative Expenses	Million VND	26,850	24,083	25,247	90%	105%
4.3 Selling Expenses	Million VND	720	375	400	52%	107%
5. Operating Profit (3-4)	Million VND	20,920	20,128	21,900	96%	109%
6. Financial Income	Million VND	380	1,003	1,250	264%	125%
7. Financial Expenses	Million VND	1,520	800	1,250	53%	156%
8. Share of Profit or Loss in Joint Ventures and Associates	Million VND	-	-	-	-	-
9. Other Income	Million VND	220	462	200	210%	43%
10. Other Expenses	Million VND	-	50	50	-	100%

Indicator	Unit	Plan of 2024	Actual of 2024	Plan of 2025	Comparison (%) Actual 2024/Plan 2024	Comparison (%) Plan 2025/Actual 2024
V. EBITDA	Million VND	43,570	43,413	46,800	100%	108%
VI. PROFIT BEFORE TAX (III-IV)	Million VND	20,000	20,743	23,500	104%	113%
VII. PROFIT AFTER TAX	Million VND	15,200	16,025	18,300	105%	114%
VIII. BUDGET CONTRIBUTION	Million VND	10,900	15,300	15,800	140%	103%
11. LABOR-WAGE INDICATORS			-	-	-	-
11.1 Average Labor	Persons	196	190	200	97%	105%
11.2. Total Wage Fund	Million VND	33,447	35,172	38,804	105%	110%
11.3 Average Income per Employee	Million VND/person/month	14	15	14	108%	88%
IX. OTHER INDICATORS			-	-	-	-
12. Average Container Handling Productivity / Crane / Hour	Moves/crane/h		-	-	-	-
13. Average Container Handling Productivity / Vessel / Hour	Moves/vessel/h		-	-	-	-
14. Average Handling Productivity for Bulk Cargo and General Cargo	Tonnes / day		6,667	7,222	-	108%

2025 INVESTMENT PLAN

No.	Project Name	Expected Plan for 2025
	Total	32,673
	Capital Construction Projects	22,000
	Equipment Procurement	10,673
I	Projects Carried Over from 2024	<u>23,173</u>
1	Capital Construction Projects	20,000
1.1	Ba Ngoi Port Terminal Capacity Enhancement Project	0
1.2	Ba Ngoi Upstream Petroleum and Aviation Fuel Storage Facility Site Leveling and Preparation Project	15,000
1.3	Cam Ranh Port West Yard Foundation Project (Phased Investment)	5,000
-	Cam Ranh Port West Yard Foundation Project (Phase 2)	5,000
2	Goods and Equipment Procurement Projects	3,173
2.1	Digital Transformation Tools and Equipment Project	1,568
2.2	Project for tools - equipment, handling equipment	1,605
II	Projects commencing in the Plan Year	<u>9,500</u>
1	Capital Construction Investment Projects	2,000
1.2	Drainage ditch system for main road T1	2,000
2	Equipment Procurement	7,500
-	Project for 40T Mobile or Fixed Crane	7,500