

MINISTRY OF FINANCE  
AIRPORTS CORPORATION  
OF VIETNAM

THE SOCIALIST REPUBLIC OF VIETNAM  
Independence – Freedom – Happiness

No: 3003/TCTCHKVN-VPTCT

Ho Chi Minh City, June 27, 2025

Re: Updated and Supplementary Materials for the  
2025 Annual General Meeting of Shareholders

To: Hanoi Stock Exchange

Based on Article 10 of Circular No. 96/2020/TT-BTC dated 16/11/2020, issued by the Ministry of Finance, providing guidelines on information disclosure in the stock market, Airports Corporation of Vietnam hereby discloses the information to the Hanoi Stock Exchange as follows:

1. Name of organization: Airports Corporation of Vietnam

- Stock code: ACV

- Address: No. 58 Truong Son Street, Ward 2, Tan Binh District, Ho Chi Minh City.

- Tel: (84.28) 38485383

Fax: (84.28) 38445127

- Website: <https://www.vietnamairport.vn/>

2. Contents of disclosure:

- Documents for the 2025 Annual General Meeting of Shareholders of Airports Corporation of Vietnam (Supplementary Update)

This information was published on the company's website on 27/06/2025, as in the link: <https://www.vietnamairport.vn/>.

We hereby certify that the information provided is true and correct and we bear the full legal responsibility to the law.

To:

- As above;
- Board of Directors;
- Board of Management;
- Board of Supervisors;
- Administration Office (Upload to the website);
- Archived: Office.

Chairman of the Board of Directors



Vũ Thế Phiệt

Note: In the event of discrepancies or differing interpretations between the information in Vietnamese and English, the Vietnamese version shall prevail.

*Ho Chi Minh City, June 27, 2025*

## **PROPOSAL**

### **Contents submitted to the 2025 Annual General Meeting of Shareholders for voting and approval**

To: The General Meeting of Shareholders

Pursuant to the Law on Enterprises dated June 17, 2020;

Pursuant to the Charter of Airports Corporation of Vietnam;

The Board of Directors of Airports Corporation of Vietnam respectfully submits to the 2025 Annual General Meeting of Shareholders for review and approval the following matters:

1. Report on business results in 2024 and the business plan for 2025;
2. Report on the activities of the Board of Directors in 2024 and directions for 2025;
3. Report on supervisory activities of the Supervisory Board in 2024 and the plan for 2025;
4. Proposal for approval of the audited separate and consolidated financial statements for 2024;
5. Proposal on the plan for distribution of after-tax profits in 2024 of Airports Corporation of Vietnam;
6. Proposal on the implementation of the salary, remuneration, and bonus fund in 2024, and the plan for the salary and remuneration fund for the Board of Directors and the Supervisory Board in 2025;
7. Proposal for approval of the selection of the auditing firm for the 2025 financial statements;
8. Proposal for approval of the dismissal of Mr. Lai Xuan Thanh and Ms. Le Thi Dieu Thuy from their positions as members of the Board of Directors;

9. Other documents related to the organization and operation of the General Meeting.

(Detailed contents are presented in the attached submissions and reports.)

Respectfully submitted to the General Meeting of Shareholders./.

*To:*

- As above;
- Archived: Office.

ON BEHALF OF THE BOARD OF DIRECTORS

Chairman of the Board of Directors



Vũ Thế Phiệt

***Note:** In the event of discrepancies or differing interpretations between the information in Vietnamese and English, the Vietnamese version shall prevail.*

## **REPORT ON BUSINESS RESULTS IN 2024 BUSINESS PLAN FOR 2025**

To: The General Meeting of Shareholders

Airports Corporation of Vietnam (ACV) respectfully submits to the General Meeting of Shareholders the Report on Business Performance in 2024 and the Business Plan for 2025 as follows:

### **PART 1. BUSINESS PERFORMANCE IN 2024**

In 2024, ACV's business operations took place in the context of the aviation transport market facing numerous challenges. Although the international market showed signs of recovery compared to 2023, the domestic market experienced a sharp decline. Airlines in Vietnam faced a shortage of aircraft fleets, while fuel costs surged and exchange rates increased. These factors led to a continuous rise in airfares throughout the year, resulting in reduced demand for air travel.

Faced with this situation, ACV implemented various flexible leadership and management solutions. With the unity and consensus of the leadership team and all employees—and especially with the strong support and guidance from the Government, ministries, and local authorities—ACV carried out comprehensive and effective measures to overcome difficulties, particularly in the implementation of key national investment projects with wide-reaching impacts. These efforts contributed significantly to promoting and achieving the country's socio-economic development goals.

Despite the challenging environment, ACV achieved several notable business results in 2024, including:

#### **1. Business Results in 2024**

- Total passengers in 2024: 110 million passengers, achieving 97% of the annual target and decreasing by 3% compared to 2023. Of which, international passengers were 41 million, achieving 99% of the target and increasing by 27% compared to 2023; domestic passengers were 69 million, achieving 95% of the target and decreasing by 15% compared to 2023.



- Total cargo and mail volume in 2024: 1,540 thousand tons, reaching 113% of the annual plan and increasing by 22% compared to 2023. Of which, international cargo and mail were 1,080 thousand tons, reaching 114% of the plan and increasing by 20% compared to 2023; domestic cargo and mail were 460 thousand tons, reaching 109% of the plan and increasing by 28% compared to 2023.

- Total commercial take-offs and landings in 2024: 669 thousand movements, achieving 95% of the annual plan and decreasing by 6% compared to 2023. Of which, international movements were 261 thousand, reaching 101% of the plan and increasing by 19% compared to 2023; domestic movements were 409 thousand, achieving 91% of the plan and decreasing by 17% compared to 2023.

- Total revenue: VND 21,817 billion, achieving 107% of the annual plan, up 9% compared to 2023.

- Total expenses: VND 9,095 billion, achieving 83% of the annual plan, down 18% compared to 2023.

- Profit before tax: VND 12,722 billion, achieving 136% of the annual plan, up 43% compared to 2023.

- Key financial indicators: ROA: 14.32%; ROE: 18.82%.

*(The above financial indicators have excluded runway-related operations for comparative purposes. For detailed figures, shareholders are kindly requested to refer to the consolidated and parent company financial statements for 2024 audited and published on ACV's official website.)*

## **2. Investment Activities**

In 2024, ACV's investment in aviation infrastructure development remained a key highlight, marking numerous critical and decisive milestones in the implementation of national key projects and major initiatives in the transport sector. Particularly, following the Prime Minister's directives - "focus on execution, not discussion"; "a promise must be fulfilled, a commitment must be honored" - construction activities were carried out with utmost determination under the spirit of "endure the sun, conquer the rain", "seize every minute to eat, rest with urgency", operating "three shifts in four crews", and "working through holidays and weekends". As a result, major projects have achieved highly positive progress. Specific outcomes include:

***(1) Component Project 3 – Essential airport facilities under Phase 1 of the Long Thanh International Airport Development Project:***

The progress of project implementation closely followed the directions of the Government, the Prime Minister, and relevant authorities, meeting the planned schedule. Construction is expected to be substantially completed by December 31, 2025, and put into commercial operation in the first half of 2026, as directed by the Prime Minister.

Regarding the construction of the second runway, ACV has completed the procedures for the approval of the adjusted Component Project 3 – Long Thanh International Airport Phase 1, and is finalizing the legal procedures to commence construction of the second runway in the late dry season of 2025. The goal is to complete and commission runway No. 3 in sync with the Long Thanh International Airport Development Project – Phase 1.

**(2) *Passenger Terminal T3 – Tan Son Nhat International Airport:*** The terminal was inaugurated on April 19, 2025, two months ahead of schedule, coinciding with the 50th anniversary of the Liberation of the South and National Reunification.

**(3) *Expansion of Passenger Terminal T2 – Noi Bai International Airport:*** Construction commenced in 2024 and is progressing on schedule (expected to be completed and put into operation before December 31, 2025)

**(4) *Several new projects were also initiated in 2024:*** including the expansion of the aircraft apron at Dong Hoi Airport and the construction of a cargo terminal at Cat Bi International Airport. Construction works for these projects are being carried out in accordance with the planned schedule and required quality standards.

**(5)** ACV has continued to prepare for investment in key sectoral projects such as: Passenger Terminal T2 at Cat Bi International Airport; Passenger Terminal T2 at Dong Hoi Airport; cargo terminal projects at Da Nang and Cam Ranh International Airports; and the expansion and upgrade project of Ca Mau Airport.

**2024 Performance Results:** The total executed volume reached VND 27,402 billion, achieving 83% of the annual plan. The total disbursed value reached VND 13,109 billion, achieving 40% of the annual plan.

### **3. General Evaluation of 2024 Performance**

#### ***3.1. Aviation Security, Safety, Operations***

- Ensured absolute safety and security for 110 million passengers, 1.5 million tons of cargo and parcels, and 669 thousand commercial flights; handled 382 VIP flights (domestic and international) serving the Party and the State, 3,603 priority flights to and from airports, and 1,280 cases of denied entry passengers;

- Successfully completed preparations for the 2024 ICAO Universal Safety Oversight Audit Programme (USOAP), achieving outstanding results. Notably, the AGA area (aerodrome and ground aids) made significant progress, reaching 83.85%, an increase of 28.9% compared to the 2016 assessment result (54.95%);

- Maintained full operational standards and conditions at airports in accordance with ICAO regulations (On March 3, 2025, IATA officially announced and awarded the International Standard for Ground Operations (ISAGO) certification to ACV and Phu Quoc International Airport);

- Noi Bai International Airport and Da Nang International Airport were honored among the "Top 100 Best Airports in the World" by Skytrax, a globally prestigious air transport rating organization. This marks the first time for Da Nang International Airport and the sixth time for Noi Bai International Airport to be included in the ranking — a milestone in ACV's journey to enhance service quality and passenger experience across its airport network;

- ACV issued standardized regulations on ground service staff conduct, service timing, and equipment requirements; published a unified Standard Operating Procedure (SOP) manual for ground services applicable across all airports under ACV's operation.

### **3.2. Corporate Governance and Business Operations**

- ACV continued to implement consistent and synchronized solutions to flexibly adapt to practical conditions. The company strictly adhered to the principle of cost-saving, developed a centralized cash flow management model, closely monitored cash flow, and established monthly/quarterly disbursement plans. As a result, ACV fulfilled its business plan targets approved by the owner and the General Meeting of Shareholders, preserved and developed state capital, maintained major financial and investment balances, and ensured full welfare policies and stable income for nearly 10,000 employees, including health insurance benefits.

- Organizational structure and human resources: ACV continued to streamline and reorganize its organizational structure and human resources towards greater efficiency. It also made adequate preparations regarding organizational structure and staffing for national key projects to ensure operational readiness upon project completion.

- Enterprise risk management: ACV collaborated with Deloitte Vietnam to implement the service contract "Consulting on the development of a risk management system at the Corporation's Head Office." The main objectives of the project were to assess the current status of enterprise risk management at the Head Office, propose a roadmap for risk governance implementation in the

following years, develop a risk management framework aligned with ACV's strategy, structure, and operations, and raise staff awareness of enterprise risk management. The project aims to professionalize risk management across ACV and enhance corporate governance capacity.

- In 2024, ACV promptly selected a contractor and signed a service contract with the Incheon Airport Consortium for "Management and Operation Consulting Services for Long Thanh International Airport." This is a critical step toward ensuring that the airport will be smoothly, safely operated from day one, thereby enhancing the project's competitiveness.

### **3.3. Digital Transformation**

During phase 2 of the digital transformation roadmap (2023–2025), ACV achieved several notable successes in 2024: successfully implemented and operated the SCN and iCUTE network infrastructure, enabling online check-in for domestic airlines. Deployed automated, non-stop toll collection systems at five airports: Noi Bai, Tan Son Nhat, Da Nang, Cat Bi, and Phu Bai, and commenced phase 2 of the project for the remaining airports.

- Implemented the A-CDM (Airport Collaborative Decision Making) model: On February 1, 2024, the Civil Aviation Authority of Vietnam issued official approval for the implementation of A-CDM at Tan Son Nhat and Noi Bai international airports. This milestone signifies that both airports have officially adopted A-CDM, aligning with regional and international standards. The project has brought practical benefits to operations, including infrastructure and equipment optimization, reduced flight delays, and minimized waiting times for takeoffs and landings.

- Gradually improved internal control and management systems, enhanced operational efficiency, reduced risks, and integrated and automated financial, HR, and airport operation systems. These improvements have enhanced decision-making and information management, resulting in more efficient operations, reduced errors, and greater transparency.

- The successful implementation of the digital transformation roadmap in airport management and corporate governance has significantly contributed to reducing regular operating costs and increasing productivity and business efficiency. In 2024, ACV's revenue increased by 9%, and profit rose by 43%.

## **PART 2: BUSINESS PLAN AND DEVELOPMENT INVESTMENT PLAN FOR 2025**

### **1. Key Targets of the 2025 Business Plan**



Based on an assessment of both favorable and challenging factors in operations and business activities, the Corporation has proactively reviewed and formulated the 2025 business plan in alignment with the objectives and tasks set out in Resolution 25/NQ-CP. The core business operations are targeted to grow by more than 8% compared to 2024. The key projected targets are as follows:

**a. Transport Volume (Excluding international volumes at Da Nang and Cam Ranh Airports)**

- Total passengers: 119 million, an increase of 8% compared to 2024. Of which: International passengers: 45 million, up 9% from 2024; Domestic passengers: 74 million, up 7% from 2024.

- Total cargo and mail volume: 1,577 thousand tons, up 2% compared to 2024.

- Total commercial take-offs and landings: 722 thousand movements, up 8% compared to 2024.

**b. Financial Plan for ACV (Holding Company)**

- **Total revenue: VND 22.239 billion, up 2% compared to 2024. (Of which, revenue from core business activities: VND 21,563 billion, up 8.6%/2024);**

- Total expenses: VND 11.708 billion, up 29% compared to 2024.

- **Profit before tax: VND 10.531 billion, equivalent to 83% of 2024 performance. (Of which, profit from core business operations: VND 11.747 billion, achieving 8.1%/2024);**

- Contribution to state budget: VND 2.251 billion.

- ROA: 10.37%; ROE: 13.42%.

**c. Revenue and Expense Plan for Airside Operations**

- Takeoff and landing revenue: VND 2.951 billion.

- Expenses: VND 2.593 billion.

- Surplus (Revenue – Expense): VND 358 billion.

**2. Investment plan for 2025**

Based on Resolution No. 456/NQ-HDQT dated September 28, 2023 of the Board of Directors of Airports Corporation of Vietnam (ACV) on the approval and implementation of ACV's development strategy for the 2021–2030 period with a vision to 2035, and the business and investment development plan for the 5-year period from 2021 to 2025;

**In 2025, ACV will continue to focus resources on implementing national key projects and key transport sector projects, specifically:**

- Long Thanh International Airport: basically completed in 2025, to be put into commercial operation in the first half of 2026.

- Projects completed in 2025: Passenger Terminal T3 – Tan Son Nhat International Airport (completed and put into operation on April 19, 2025); expansion of Terminal T2 and synchronous infrastructure – Noi Bai International Airport (expected to be completed in Q4/2025); expansion of the aircraft apron – Dong Hoi Airport (expected to be completed in Q2/2025).

- Projects commenced in 2025: Terminal T2 – Dong Hoi Airport (commenced on April 19, 2025); Phase 2 apron expansion – Cat Bi International Airport (commenced on May 11, 2025); projects planned to commence in August 2025: Terminal T2 – Cat Bi International Airport; expansion of Ca Mau Airport; renovation of the domestic terminal and expansion/improvement of the aircraft apron – Vinh International Airport; cargo terminal – Da Nang International Airport.

- For newly started basic construction investment projects in 2025: mainly focused on investment preparation according to the medium-term plan to 2025.

- Continued investment in operational equipment and technology in accordance with the aviation security scheme and the digital transformation roadmap.

- For group C projects and equipment systems: capital needs will be considered and allocated based on the medium-term plan and project prioritization assessment.

**2025 plan: Total estimated investment: VND 146.819 billion; capital requirement: VND 39.828 billion.**

The above is the report on 2024 operations and the 2025 business and investment development plan of Airports Corporation of Vietnam.

Respectfully submitted to the General Meeting of Shareholders for consideration and approval.

Sincerely./.

## **REPORT ON ACTIVITIES OF BOARD OF DIRECTORS IN 2024 VÀ 2025 ORIENTATION OF AIRPORT CORPORATIONS OF VIETNAM**

To: The General Meeting of Shareholders

The Board of Directors (BOD) of Airport corporations of Vietnam (ACV) respectfully reports to the general meetings of shareholders on its activities in 2024 and the orientation for 2025 as follows:

### **I. ASSESSMENT BY THE BOARD OF DIRECTORS ON ACTIVITIES OF ACV IN 2024**

In 2024, the business and production activities of ACV took place in a global and regional context that continued to evolve rapidly, with complexity and unpredictability. While the international air transport market showed signs of recovery compared to 2023, the domestic air transport market experienced a significant decline. In this context, ACV strictly followed the directives of the Government, the Prime Minister, and relevant ministries and agencies, and thanks to the concerted efforts and unity of the leadership and staff, the Corporation achieved remarkable results. In 2024, ACV fulfilled and exceeded most of the targets set out in the annual plan approved by the General Meeting of Shareholders. Notably, the profit target reached an all-time high. Investment activities achieved significant results, which were highly appreciated by Party and State leaders as well as the public. ACV successfully preserved and developed state capital and shareholder equity, maintained major financial and investment balances, and ensured full welfare policies and stable income for more than 10,000 employees.

### **II. ACTIVITIES OF THE BOARD OF DIRECTOS IN 2024**

#### **1. Board structure and members**

At the beginning of 2024, The Board of Directors of ACV consisted of 07 members. The composition of The Board of Directors complies with legal provisions to enhance independence and clearly delineate responsibilities between The Board of Directors and the Board of Management, particularly in the decision-making processes of the Board of Directors regarding the direction, supervision, and evaluation of the the Board of Management's activities.



At the end of 2024, The Board of Directors of ACV consisted 06 members, Mr. Lai Xuan Thanh – Chairman of The Board of Directors was dismissed from his position and retired in accordance with regulations as of September 1, 2024. Mr. Vu The Phiet – Member of The Board of Directors – was also dismissed from his position and appointed as Chairman of The Board of Directors as of September 6, 2024.

List of members of The Board of Directors in 2024:

No	Member of the BOD	Position	Date of appointment		Date of Dismissal
			Term 2016-2021	Term 2021-2026	
1	Lai Xuan Thanh	Chairman of the BOD	28/06/2017	27/07/2021	01/09/2024
2	Vu The Phiet	Member of the BOD, General Director	24/07/2018	27/07/2021	
3	Vu The Phiet	Chairman of the BOD	-	06/09/2024	-
4	Dao Viet Dung	Member	16/03/2016	27/07/2021	-
5	Le Thi Dieu Thuy*	Member	16/03/2016	27/07/2021	-
6	Le Van Khien	Member	-	27/07/2021	-
7	Nguyen Thi Hong Phuong	Member	-	27/07/2021	-
8	Nguyen Ngoc Quy	Member	-	09/05/2023	-

\* Ms. Le Thi Dieu Thuy currently submitted a letter of resignation from her position as Member of the Board of Directors, effective February 24, 2025, due to a job transfer

## 2. Activites of the Board of Directors

To implementing the task assigned by the 2024 annual the general meeting of shareholders , ensuring that the operation of ACV comply with the law, the Charter of ACV, and internal regulations, the Board of Directors delegate specific members to take charge of and oversee tasks in designated fields. This delegation ensures the Board of Directors' timely, effective direction and supervision over operations of ACV.

In 2024, the Board of Directors held 37 meetings and organized opinions collecting from members of the Board of Directors, resulting in the issuance of 373 Resolutions/ Decisions within the authority of the Board of Directors. All the Board of Directors members performed their duties with honesty, diligence and in the best interests of the shareholders and ACV

The report records the attendance of members of the Board of Directors at the Board of Directors meetings in 2024 as follows:

No	Members of BOD	Number of BOD Meetings Attended	Meeting Attendance Rate	Reason for non-attendance
1	Lai Xuan Thanh	21/21	100%	Retirement from September 1, 2024
2	Vu The Phiet	37/37	100%	
3	Dao Viet Dung	36/37	97,3%	Day off
4	Le Thi Dieu Thuy	37/37	100%	
5	Le Van Khien	37/37	100%	
6	Nguyen Thi Hong Phuong	32/37	86,5%	Business trip
7	Nguyen Ngoc Quy	33/37	89,2%	Business trip

#### **The main activities of the Board of directors in 2024**

In 2024, the Board of Directors directed ACV to implement various solutions to flexibly adapt operations in alignment with actual conditions :

##### **(1) Security, safety, and aviation services:**

The Board of Directors identified this as a key and core mission of the Corporation, placing strong emphasis on ensuring absolute aviation security and safety in operations; investing in innovation and improving service quality at airports to enhance Vietnam's credibility and competitive advantage in the region.

The Board of Directors instructed ACV to comply with and maintain full conditions for operation at the airports under its management. It also directed the signing and implementation of coordination regulations with state management agencies and armed forces to ensure security, safety, and order at airports.

##### **(2) Financing:**

The Board of Directors maintained a consistent policy of cost-saving and strict expense control; developed a centralized cash flow management model and closely monitored cash flow, with monthly/quarterly disbursement planning. Key activities included:

- Monitoring market developments and analyzing ACV's business performance to promptly adjust business policies, improve organizational structure, and add suitable management and labor resources. The Board of Directors implemented strict cost controls, enhanced internal audit and supervision, and resolved unplanned or executive-level issues. Thanks to the synchronized implementation of these measures, all business indicators in 2024 significantly exceeded both the annual targets and 2023 results. Notably, the 2024 pre-tax profit reached VND 12,722 billion – the highest to date – achieving 136% of the annual plan, up 43% from 2023. Key financial metrics remained healthy, ensuring state equity growth at ACV: ROA at 14.32%, ROE at 18.82%, and VND 4,489 billion contributed to the state budget. Employee welfare policies and stable incomes were ensured for over 10,000 staff.

- The Board of Directors instructed the Executive Board to regularly report receivables, particularly from airlines, and actively worked to ensure debtors provided clear commitments and repayment plans.

### (3) Investment:

In 2024, ACV's infrastructure investment activities continued to be a highlight, aligning with the directions of the Government, Prime Minister, and the State Steering Committee for key national transport projects.

- The Board of Directors approved investment policies and decisions within its authority under ACV's financial regulations; directed and supervised the Executive Board and project management boards to strictly follow schedules, report to authorities, and work with related parties to resolve policy and mechanism issues.

- Finalized capital mobilization plans for key projects, including increasing charter capital from post-tax profit as of December 31, 2023, submitted for approval. ACV conducted a shareholder vote and received approval on May 20, 2025, for the distribution plan of accumulated undistributed post-tax profit. Follow-up procedures are underway.

The implementation results of several key projects are as follows:

***(i) Component Project 3 – Essential airport facilities under the investment project for the construction of Long Thanh International Airport,***

**Phase 1:** Progress is on schedule per government directives. ACV is mobilizing all resources to complete construction by 31/12/2025 in celebration of the 14th National Party Congress and the 80th anniversary of the Socialist Republic of Vietnam. The project is expected to begin commercial operations in early 2026.

**(ii) Passenger Terminal T3 – Tan Son Nhat International Airport:** Inaugurated on 19/04/2025, two months ahead of schedule, marking the 50th anniversary of Southern Liberation and National Reunification (30/4/1975–30/4/2025).

**(iii) Expansion of Terminal T2 – Noi Bai International Airport:** Construction began in 2024, on track for completion and operation before 31/12/2025.

**(iv) New projects launched in 2024:** Apron expansion at Dong Hoi Airport, and construction of a cargo terminal at Cat Bi International Airport – all meeting quality and timeline goals.

**(v) Preparation of major upcoming projects:** Terminal T2 – Cat Bi International Airport (Estimated investment: VND 2,690 billion); Terminal T2 – Dong Hoi Airport (Estimated investment: VND 1,750 billion); Cargo terminals at Da Nang and Cam Ranh International Airports; Expansion and upgrade of Ca Mau Airport (Estimated investment: VND 2,400 billion)

#### **(4) Science and Technology:**

Recognizing the importance of science, technology, and digital transformation, alongside infrastructure development at airports, ACV has actively implemented information technology projects in line with its digital transformation roadmap for operational and management activities. The corporation is advancing the digitalization of various domains related to airport governance, operations, and aviation safety and security management. This includes transitioning and systematizing data from paper-based documents into electronic data formats. To date, ACV has completed the deployment and commissioning of the SCN network infrastructure and the iCUTE system to support online check-in for domestic airlines. In addition, a non-stop toll collection system has been implemented at five airports: Noi Bai, Tan Son Nhat, Da Nang, Cat Bi, and Phu Bai. The second phase of this project is currently underway to extend the system to the remaining airports.

#### **(5) Completion of internal regulations:**

In 2024, to further enhance the effectiveness and efficiency of governance and management activities, and to promptly address practical requirements in ACV's operations, the Board of Directors has issued directives to revise and



improve internal regulations, policies, and procedures of the Corporation to better align with actual operational practices.

(6) Organizational restructuring and human resources:

As an ongoing task, the Board of Directors continued to strengthen leadership, enhance high-level personnel, and refine organizational structures and responsibilities to improve operational efficiency. ACV has merged, restructured, and closed four departments at headquarters (Secretariat, Legal, Construction, and Security) and reorganized airport structures for better alignment.

(7) Other key areas:

- Directed, supervised, and evaluated the performance of ACV's capital representatives at other enterprises, ensuring that subsidiaries and affiliates operate in alignment with ACV's strategic objectives, while safeguarding and enhancing ACV's invested capital.

- Developed work plans and monitoring methodologies to assess ACV's business operations based on assigned responsibilities of each Board member; accordingly, directed ACV to improve and enhance its business performance.

- Directed the development of a risk management system at the Corporation's headquarters; launched the implementation of ACV's new brand identity system, thereby progressively strengthening ACV's position and brand recognition in airport management, investment, and operation.

- Focused on directing the subsidiaries of the Corporation to seriously implement the conclusions of the Ministry of Finance's Inspectorate and the State Audit Office of Vietnam (SAV) in 2024; reported to the competent state authorities in accordance with current regulations. Specifically:

- + Adjust accounting books, settlement reports, and financial statements; make supplemental tax declarations and fulfill obligations to the State Budget in accordance with the audit results of the SAV and the Ministry of Finance Inspectorate.

- + Implement solutions to improve business performance; take strong measures to recover overdue receivables, prevent the emergence of new bad debts, and develop debt settlement plans to address existing issues and difficulties in the debt collection process, with the goal of preserving and enhancing the efficiency of state capital invested in ACV.

- + Closely monitor ACV's investments in other entities to improve investment efficiency and ensure the preservation and growth of ACV's invested capital.

+ Direct the rectification and remediation of shortcomings and limitations identified in the inspection and audit conclusions, and determine the root causes. Review and hold accountable any collectives or individuals responsible for these shortcomings. Strengthen internal inspection and supervision to enhance ACV's operational and business efficiency.

- The Board of Directors worked closely with and created favorable conditions for the Supervisory Board to fully exercise its rights and responsibilities in accordance with legal regulations, the Company's Charter, and internal governance rules. The BOD received and acted upon the Supervisory Board's feedback and recommendations, thereby improving the effectiveness of corporate governance, supervision, and management.

### **3. Activities of the Board of Directors**

In 2024, the members of the Board of Directors effectively fulfilled their rights and obligations according to the law, the ACV charter and the internal regulations. They successfully carried out their duties in supervising and evaluating the fields assigned to them by the Board, as follows:

#### **3.1. Mr. Lai Xuan Thanh – Chairman of the BOD**

- Provided comprehensive leadership and direction for all activities of the Board of Directors.

- Advised on the issuance of Resolutions and Decisions of the Board; organized the supervision of ACV's operations in key areas, including: strategic direction and investment planning; overall business planning; mobilization, allocation, and management of capital; profit distribution and fund allocation; legal affairs; anti-corruption efforts; organizational structure and personnel; as well as commendation and disciplinary matters.

- Oversaw the preparation of documentation submitted to the General Meeting of Shareholders and managed the resolution of issues raised by the Supervisory Board.

(Mr. Lai Xuan Thanh retired according to regulations from September 1, 2024)

#### **3.2. Mr. Vu The Phiet - Chairman of the BOD**

a) Period from January 1, 2024 – September 6, 2024: Member of the Board of Directors cum General Director

- Performed the duties and exercised the powers of the General Director and Legal Representative of ACV in accordance with the law, the Company's Charter, and internal regulations and policies of ACV.

- Organized the implementation of Resolutions and Decisions of the Board of Directors related to ACV's business operations. Disclosed information regarding ACV's activities.

b) Period from January 1, 2024 – September 6, 2024: Chairman of the Board of Directors

- Led and directed all activities of the Board of Directors.

- Advised on the issuance of Resolutions and Decisions of the Board; organized the supervision of ACV's activities in the areas of strategic orientation, investment and development planning; overall business plans; capital mobilization, allocation, and management; profit distribution; fund allocation; legal affairs; anti-corruption; organizational and personnel matters; commendation and disciplinary actions. Disclosed information regarding ACV's activities.

- Performed the duties and exercised the powers of ACV's Legal Representative as prescribed by law, the Company's Charter, and internal regulations.

- Directed the preparation of documents for submission to the General Meeting of Shareholders. Managed and handled matters raised by the Supervisory Board.

### **3.3. Ms. Le Thi Dieu Thuy – Member of the BOD**

- Advised on the issuance of Resolutions and Decisions of the Board of Directors, handled recommendations from the Supervisory Board; organized the supervision of ACV's activities in areas such as the management of ACV's investment capital in other enterprises; and matters related to the development and implementation of the business plan.

- Directed and organized the management of ACV's representatives at other enterprises; and the organization of General Meetings of Shareholders. (Ms. Le Thi Dieu Thuy submitted her resignation from the position of Member of the Board of Directors effective from February 24, 2025)

### **3.4. Mr. Dao Viet Dung – Member of the BOD**

- Advised on the issuance of Resolutions and Decisions of the Board of Directors, addressed recommendations from the Supervisory Board; organized the supervision of ACV's activities in the following areas: airport planning; airport operation management; Chair of the Debt Settlement Council; asset management and utilization; management and use of non-airport land. These responsibilities were related to the formulation and implementation of the business plan.

- Oversaw and directed internal audit activities, risk assessment; securities issuance, shareholder relations; external affairs, and communications of the Board of Directors.

### **3.5. *Mr. Le Van Khien – Member of the BOD***

- Advised on the issuance of Resolutions and Decisions of the Board of Directors, addressed recommendations from the Supervisory Board; organized the supervision of ACV's activities in the areas of finance and accounting; organization and operations of project management units under ACV. These responsibilities were related to the development and implementation of the business plan.

- Directly monitored implementation and advised the Board of Directors on directing and deciding matters within its authority related to key construction investment projects. Served as Chairman of the Appraisal Council under the Board of Directors for construction investment projects falling within the Board's decision-making authority.

### **3.6. *Mr. Nguyen Ngoc Quy – Member of the BOD***

- Advised on the issuance of Resolutions and Decisions of the Board of Directors, addressed recommendations from the Supervisory Board; organized the supervision of ACV's activities in the following areas: legal affairs; human resource development; training and education; labor utilization planning; recruitment; employee compensation and policies; application of science and technology. These responsibilities were related to the development and implementation of the business plan.

- Served as Vice Chairman of the Appraisal Council under the Board of Directors for construction investment projects falling within the Board's decision-making authority.

### **3.7. *Ms. Nguyen Thi Hong Phuong – Member of the BOD***

- Advised on the issuance of Resolutions and Decisions of the Board of Directors, addressed recommendations from the Supervisory Board; organized the supervision of ACV's activities in the following areas: aviation and non-aviation service business; aviation security and safety assurance; investment and procurement projects; procurement of outsourced services. These responsibilities were related to the development and implementation of the business plan.

- Monitored and urged the implementation of coordination regulations between the Board of Directors and the Party Executive Committee, the Executive Board; and among the Board of Directors, the Executive Board, and



the Supervisory Board of ACV.

#### **4. Activities of the Subcommittees under the Board of Directors**

##### ***4.1. Activities of the Internal Audit Committee***

In 2024, the Internal Audit Committee effectively fulfilled its advisory and supporting functions for the Board of Directors in the following areas:

- Assisted the Board of Directors in evaluating the effectiveness and efficiency of the internal control system and risk management framework.

- Conducted reviews, assessments, and submitted reports for the Board's consideration and approval of the draft consolidated and combined financial statements of the Corporation in accordance with legal reporting periods.

- Carried out internal audits at the following international airports: Da Nang, Cat Bi, Cam Ranh, and Con Dao; as well as thematic inspections and supervision of ACV's business operations and investment projects. Regularly monitored and reported to the Board of Directors and Executive Board on the implementation status of conclusions and recommendations issued by competent state authorities and internal audit. These efforts contributed to enhancing the effectiveness of internal control by improving compliance across units and recommending improvements to business processes and internal management regulations.

- Implemented the project to provide consulting services for the development of a risk management system at the Corporation's head office, with the goal of integrating risk management more practically into daily operations and embedding it as a core component in pursuing the Corporation's strategic objectives.

##### ***4.2. Activities of the Secretariat***

In 2024, the Secretariat—led by the Head of the Secretariat, who concurrently served as the Corporate Secretary—effectively fulfilled its advisory and support functions for the Board of Directors in the following areas:

- Monitored compliance with the Charter, internal regulations, and policies of ACV, as well as adherence to applicable legal provisions in production and business operations.

- Oversaw the implementation of Resolutions of the General Meeting of Shareholders and the Board of Directors, as well as Decisions of the General Director, through participation in the Board of Directors meetings, executive briefings, and review of reports submitted to the Corporation.

- Performed secretarial duties at the Board of Directors meetings, including

drafting minutes, resolutions, and documents under the Board of Directors' authority. In 2024, the Secretariat advised and assisted the Board of Directors in issuing a total of 373 Resolutions/Decisions. It also handled quarterly governance and management reports, reports submitted to the Commission for the Management of State Capital at Enterprises (CMSC) and the Ministry of Transport, and ensured the preparation of high-quality documentation for the Board of Directors meetings.

- Supported the Board of Directors in managing the activities of ACV's representatives at subsidiaries and joint venture/affiliated companies. This included timely advising on documents seeking opinions from capital representatives in accordance with ACV's Charter, regulations, and applicable laws.

- Provided assistance to the Board of Directors members in organizing and implementing comprehensive oversight activities of ACV's operations, in line with the approved annual work plan of the Board.

- Carried out shareholder relations tasks, coordinated with relevant departments to advise and assist the Board of Directors in providing information to shareholders, organizing annual and extraordinary General Meetings of Shareholders, processing share transfers, fulfilling disclosure obligations, and ensuring other shareholder and corporate rights and responsibilities in compliance with applicable legal regulations.

**4.3.** In addition to the aforementioned specialized committees, the Board of Directors also established the Debt Resolution Council and the Project Appraisal Council for investment projects under the Board's decision-making authority. These councils were responsible for advising and making recommendations on relevant matters for the Board's review and decision in accordance with its authority.

(As of now, the Project Appraisal Council has concluded its activities. The appraisal of investment projects under the authority of the Board of Directors is now uniformly based on the appraisal results provided by the Corporation's Appraisal Council, chaired by a Deputy General Director.)

## **5. Overall Assessment of the Board of Directors' Performance**

The Board of Directors closely monitored market developments and actively analyzed and assessed the business performance of ACV. It promptly directed the Executive Board to implement and execute the contents approved by the 2024 Annual General Meeting of Shareholders in alignment with actual demand and market conditions. The Board also coordinated closely with the Supervisory Board to oversee the Executive Board's adherence to the

Corporation's strategic goals and business plans.

The Board paid particular attention to key investment projects, directing the Executive Board and Project Management Units to make concerted efforts to stay on schedule and ensure that the progress of individual components did not delay the overall project timeline. ACV has developed detailed weekly and monthly implementation schedules for these projects to maintain strict adherence to approved timelines. The Board also ensured timely reporting to relevant authorities to seek resolutions for arising issues due to external factors, while facilitating and guiding investment efforts to meet the Government's assigned priorities and deadlines.

In terms of institutional development and corporate governance, the Board of Directors continued to direct the refinement of internal governance regulations and the strengthening of organizational structures at branch airports and functional departments. These efforts aimed to ensure consistency in strategic direction and execution at all levels and to enhance operational efficiency and effectiveness across ACV.

The Board fully exercised its rights and responsibilities, promptly guiding the Corporation's activities in compliance with applicable laws, the Company's Charter, and internal regulations. It continued to improve business performance and governance capacity, ensuring ACV's sustainable development in the best interests of shareholders and the Corporation as a whole.

## **6. Compensation, Allowances, and Other Benefits of the Board of Directors and Each Member**

The compensation of the Board of Directors is implemented in accordance with Circular No. 28/2016/TT-BLĐTBXH, which provides guidelines on labor, salaries, compensation, and bonuses for companies with dominant State ownership or capital contribution.

Details of the salaries and bonuses for each member of the Board of Directors are presented in the audited financial statements for the year 2024.

## **7. Report on Transactions Between the Company, Its Subsidiaries, and Affiliates Controlled by the Public Company (Over 50% Charter Capital) and Members of the Board of Directors or Their Related Persons; and Transactions Between the Company and Any Company in Which a Member of the Board of Directors is a Founding Shareholder or Has Served as a Manager Within the Last Three Years Prior to the Transaction**

Details of transactions are presented in Appendix 04 attached to the 2024 Corporate Governance Report No. 61/BC-HĐQT dated January 23, 2025.

### **III. ASSESSMENT BY THE BOARD OF DIRECTORS ON THE PERFORMANCE OF THE BOARD OF MANAGEMENT**

Currently, the ACV Executive Board consists of four Deputy General Directors, one of whom has been assigned to lead the Executive Board.

(Mr. Vu The Phiet – Member of the Board of Directors and former General Director of ACV – was appointed as Chairman of the Board of Directors of ACV effective from September 6, 2024; Mr. Nguyen Tien Viet – Deputy General Director – has been assigned to lead the Executive Board since September 24, 2024).

#### **1. Monitoring method**

In 2024, the Board of Directors conducted oversight of the Executive Board in implementing the Resolutions of the General Meeting of Shareholders and the Resolutions and Decisions of the Board of Directors through the following methods:

- The Board of Directors held regular weekly and ad-hoc meetings to review the implementation of ACV's business plans, promptly adjust business strategies and policies to align with actual market conditions, analyze and assess risks, and address emerging issues within the Board of Directors' authority or at the request of the Executive Board.

- In addition to meetings, the Board of Directors reviewed and provided written opinions on arising matters related to operations that were outside the approved plans or beyond the authority of the Executive Board.

- The Board of Directors worked closely with the Supervisory Board, as the representative of shareholders in oversight. It received feedback and proposals from the Supervisory Board with openness and transparency, incorporating them into governance and decision-making processes.

- In 2024, the Board of Directors issued a comprehensive supervision plan covering ACV's business activities and the Executive Board's operations. Specific members of the Board of Directors were assigned to lead implementation efforts, in coordination with and utilizing the results from the Supervisory Board and the Internal Audit Committee. Based on the monitoring reports submitted by the Board of Directors members, the Board directed actions within its authority to address recommendations, and promptly rectified existing limitations in corporate governance and executive management.

- On a quarterly basis, the Board of Directors, based on synthesized reports provided by the Secretariat, reviewed and assessed the Executive Board's implementation of Resolutions and Decisions issued during the period.

- Members of the Board of Directors regularly participated in monthly executive briefings with the Executive Board and key management personnel, received operational updates, and jointly analyzed business performance. This allowed the Board of Directors to closely follow ACV's business developments, anticipate market trends, and make timely decisions on appropriate response measures to ensure responsiveness and adaptability amid abnormal market fluctuations and irregularities in business operations.

## **2. General evaluation**

The Board of Management made significant efforts and took a proactive approach in implementing a range of coordinated, decisive, and highly effective measures to manage ACV's business operations. With strong unity and consensus among the leadership team and employees, and especially with the attention and direction from the Government, the Prime Minister, ministries, agencies, and local authorities, ACV was able to address operational challenges through effective and synchronized solutions, thereby achieving positive results across all areas of operation.

Through its oversight of ACV's business activities, the Board of Directors assessed that the Board of Management fulfilled its assigned rights and responsibilities in accordance with legal regulations, the ACV Charter, as well as resolutions and decisions of the General Meeting of Shareholders and the Board of Directors. The Board of Management managed operations with diligence, caution, and a strong sense of responsibility, consistently overcoming difficulties and continuously improving professional governance capabilities to accomplish assigned tasks, ensuring the best interests of ACV and its shareholders.

## **IV. ORIENTATION OF THE BOARD OF DIRECTORS IN 2025**

In 2025, the global landscape is forecast to remain highly volatile, complex, and unpredictable. Domestically, under the leadership of the Party and the State, this year marks a critical period of preparation as the nation enters a new era—an era of national advancement and transformation. With a clear understanding of its role and responsibilities, ACV has developed a focused strategic direction aimed at seizing emerging opportunities, responding to challenges, and optimizing its business performance. The core strategic orientations are as follows:

### **1. Business and Production Plan for 2025**

- Total passengers: 119 million, an increase of 8% compared to 2024.
- Total cargo and mail parcels: 1.577 million tons, up 2% compared to

2024.

- Aircraft movements (take-offs and landings): 722,000 flights, an increase of 8% compared to 2024.

- Total revenue: VND 22,239 billion, up 2% compared to 2024.

- Profit before tax: VND 10,531 billion, equivalent to 83% of the 2024 result.

- Revenue and expenditure from airfield management: VND 358 billion (including: take-off and landing revenue: VND 2,951 billion; expenses: VND 2,593 billion).

Planned development investment capital in 2025: VND 39,828 billion.

## **2. Orientation of the Board of Directors**

- Adhere closely to the guidelines and policies of the Party and the State, and the directions of the Government, the Prime Minister, the Ministry of Finance, and other ministries, sectors, and local authorities. Ensure compliance with the legal responsibilities, authority, and obligations of an airport operator as stipulated by aviation law.

- Guarantee absolute aviation safety in operational management. Maintain seamless operations and enhance service quality across all airports.

- Continue reforming operational methods to improve the efficiency and effectiveness of ACV's performance. Review, revise, and refine internal regulations in alignment with the Company Charter and applicable laws, ensuring effective and efficient management and governance. Promote independence and critical oversight within the supervisory activities of the Board of Directors and the Supervisory Board. Each member of the Board of Directors shall effectively implement monitoring and evaluation responsibilities for their assigned areas. Innovate governance and executive approaches, including greater accountability of the Board of Management through enterprise-wide management practices (covering operations, finance, investment projects, human resources, etc.).

- Continue streamlining and optimizing the organizational structure in line with Resolution No. 18-NQ/TW. Strengthen decentralization and delegation of authority to ensure efficient and effective operations. Finalize the development of a KPI-based performance evaluation system; revise compensation and bonus regulations, and develop a salary allocation mechanism to ensure fairness and

motivation, improve productivity and service quality; sustain long-term development and strengthen ACV's position as the key enterprise in Vietnam's airport investment and operations sector.

- Mobilize all resources, implement comprehensive solutions, and accelerate the progress of key ACV investment projects while ensuring safety, quality, and efficiency in execution.

- Exercise strict cost control, proactively recover outstanding receivables, and strive to achieve the highest results in the 2025 business and investment plan. Enhance the effectiveness of capital use, safeguard and grow the State's invested capital and shareholder equity.

- Finalize the plan to increase charter capital through stock dividends derived from after-tax profits for the periods 2019–2022 and 2023–2024, aimed at supplementing investment capital for airport infrastructure development projects approved by competent authorities.

- Develop and submit for approval the business and investment development plan for the period 2026–2030, outlining ACV's long-term strategic direction.

- Seek and implement capital mobilization plans for key projects to ensure cash flow and investment balance.

- Continue to promote the application of information technology and digital transformation solutions across the enterprise, gradually learning, adapting to, and mastering technology to enhance operational efficiency and competitive capability.

The above is the 2024 Performance Report and 2025 Strategic Direction of the Board of Directors of Airports Corporation of Vietnam – JSC.

We respectfully submit it to the General Meeting of Shareholders for consideration and approval.

*Ho Chi Minh, June 27, 2025*

**REPORT  
ON THE SUPERVISORY ACTIVITIES OF THE SUPERVISORY  
BOARD IN 2024 AND OPERATIONAL PLAN FOR 2025**

To: The General Meeting of Shareholders

Pursuant to:

- The Law on Enterprises;
- The Charter on the organization and operation of Airports Corporation of Vietnam (“ACV”) as approved by the General Meeting of Shareholders.

The Supervisory Board of Airports Corporation of Vietnam respectfully submits to the 2025 Annual General Meeting of Shareholders the report on the results of its inspection and supervision activities in 2024, along with its operational plan for 2025, as follows:

**PART I: RESULTS OF ACV'S INSPECTION AND SUPERVISION  
ACTIVITIES CONDUCTED BY THE SUPERVISORY BOARD IN 2024**

**I. Activities of the Supervisory Board:**

**1. Activites:**

The Supervisory Board (SB) of Airports Corporation of Vietnam (ACV), for the 2021–2026 term, consists of three (03) members: one (01) Head and two (02) full-time members. The Supervisory Board operates in accordance with the Charter of ACV.

In 2024, the SB held four (04) official meetings covering the following topics: (i) Approval of the SB’s 2024 activity report to be submitted to the Annual General Meeting of Shareholders (AGM); (ii) Review of each member’s quarterly performance and discussion of the supervisory tasks planned for submission to the AGM. In addition, the SB also conducted written consultations among its members regarding the review and appraisal of the Financial Statements.

Key activities of the SB in 2024 included:

- Participated fully in all Board of Directors (BOD) meetings; the



Supervisory Board thoroughly reviewed meeting materials to provide comments to the BOD to ensure ACV's operations comply with legal regulations.

- Appraised the 2023 financial statements and the first half of 2024.
- Prepared a monitoring report on the implementation of Resolution 21/NQ-HĐQT dated January 30, 2023, regarding the management and recovery of debts and late payment interest from domestic airlines.
- Reviewed quarterly financial statements for 2024.
- Contributed comments to BOD meeting documents, including feedback on debt management, service business activities, and investment projects.
- Monitored the implementation of the 2024 business plan in accordance with the resolutions of the General Meeting of Shareholders and the BOD.
- Oversaw office block operations by reviewing documents and contracts related to investment (as outlined in Document No. 17/BKS dated August 15, 2024, on the inspection results of procurement documents for aircraft pushback tractors with 150-ton push capacity, tow bars, and tow heads for ACV-affiliated airports, and 2.5-ton towing vehicles for the same) as well as revenue and expenditure contracts. Several investment and procurement contract comments were addressed by relevant departments.
- Conducted direct inspections of investment management, service supply contracts, and service purchase contracts at Pleiku Airport, Phu Quoc International Airport, and Vinh International Airport, and completed inspections at Phu Cat and Dong Hoi Airports as planned for Q1/2025.
- Indirectly monitored airport operations through Internal Audit Division's inspection results and provided opinions on some branches' reports.
- Monitored ACV's capital investment activities in other enterprises by reviewing General Shareholders' Meeting documents and reports from ACV's capital representatives in those enterprises.
- Contributed to the development, amendment, and supplementation of several internal regulations, including: Construction Investment Management Regulation; ACV's Procurement Regulation; Internal Audit and Supervision Regulation; Debt Management Regulation; Internal Spending Regulation; Internal Document Management Regulation; and the Regulation on the Role of ACV's Capital Representatives in Other Enterprises.
- Provided input in developing service pricing frameworks and service

provision contracts.

- Responded to inquiries from the Commission for the Management of State Capital at Enterprises regarding the financial supervision reports for 2023 and the first half of 2024.

- Supervised the implementation of recommendations from inspection and audit authorities. In 2024, ACV acted upon recommendations concerning the following projects: Component Project 3 of Long Thanh International Airport Phase 1; Passenger Terminal T2 – Phu Bai International Airport; Phase 2 expansion of the northern apron – Da Nang International Airport; Phase 1 expansion of the apron – Phu Bai International Airport; Phase 1 apron expansion – Cat Bi International Airport; Doppler weather radar system – Noi Bai International Airport.

And issues related to ACV's finance and accounting. Some conclusions by inspection and audit authorities are still in the process of implementation, including: recovering compensation costs for site clearance; collecting overdue debts and late payment interest from domestic airlines; monitoring capital invested in loss-making enterprises; completing legal documentation for post-investment public assets at Cat Bi, Tho Xuan, and Cam Ranh Airports for handover to ACV for management.

## **2. Compensation and Benefits of the Supervisory Board and Individual Members**

The salaries of the three full-time members of the Supervisory Board were implemented in accordance with Circular No. 28/2016/TT-BLĐTBXH, which provides guidelines on labor, wages, remuneration, and bonuses applicable to companies with dominant State ownership or capital contribution. Information disclosure has been carried out in compliance with applicable regulations.

## **II. Supervision Results for 2024**

Pursuant to the Charter of the Corporation and the Internal Governance Regulations, the Supervisory Board conducted inspections and oversight of the activities of the BoD and the Board of Management (BoM) regarding the implementation of the Resolutions of the General Meeting of Shareholders in 2024:

### **1. Activities of the Board of Directors:**

The BoD performed its duties and exercised its authority in directing and overseeing the business operations of ACV. Key activities in 2024 included:

- Implementing the 2024 business plan as approved by the Annual General Meeting of Shareholders.

- Issuing and revising several key internal regulations, including: Regulations on the management and operation of non-aeronautical services at airports; Regulations on debt management; Regulations on procurement of goods and services; Regulations on citizen reception and the resolution of complaints, denunciations, recommendations, and feedback; Regulations on internal supervision and inspection; Regulations on construction investment management and procurement of goods; Regulations on training and professional development; Regulations on commendation and rewards; Regulations on the duties and operation of ACV's capital representatives in other companies.

- Approving business cooperation policies for contracts under the authority of the BoD.

- Approving adjustments and supplements to contractor selection plans for major investment projects, including: The Passenger Terminal T3 Project at Tan Son Nhat International Airport; Several bidding packages under Component Project 3 – Long Thanh International Airport (Phase 1); Adjustments to package 5.11 “Installation and supply of airport management system equipment” and related IT systems for Component Project 3 – Long Thanh International Airport (Phase 1).

- Finalizing capital mobilization plans for key investment projects, including: Long Thanh International Airport (Phase 1 – Component Project 3); Passenger Terminal T3 at Tan Son Nhat International Airport; Expansion of Terminal T2 at Noi Bai International Airport.

- Approving amendments to the ACV Restructuring Plan for the 2021–2025 period for submission to the General Meeting of Shareholders and overseeing its implementation.

- Issuing directives to expedite the recovery of overdue receivables.

- Reviewing and providing opinions on AGM materials and financial statements of companies in which ACV holds equity, to guide capital representatives in shareholder voting.

- Conducting a written consultation process regarding amendments to the ACV Charter.

## **2. Activities of the Board of Management:**

In 2024, the BoM demonstrated strong dynamism and commitment in

leading ACV's business operations, with a focus on the following key areas:

- Organized and implemented key tasks under ACV's Restructuring Plan for the 2021–2025 period, the Development Strategy for 2021–2030 with a vision to 2035, and the Five-Year Business and Investment Plan for 2021–2025, as mandated by the BoD

- Executed the 2024 Business Plan in line with resolutions of the General Meeting of Shareholders and the BoD, with a focus on cost-effectiveness and efficiency.

- Mobilized resources to ensure on-schedule implementation of key investment projects, including: Component Project 3 – Long Thanh International Airport (Phase 1); Passenger Terminal T3 – Tan Son Nhat International Airport; Contractor selection for construction and equipment installation packages under the Expansion of Terminal T2 – Noi Bai International Airport, and the construction of Terminal T2 – Dong Hoi Airport; Accelerated construction of the Apron Expansion Project – Dong Hoi Airport;

- Coordinated closely with stakeholders to expedite the approval of technical designs and cost estimates for the construction of Terminal T2 – Cat Bi International Airport.

- Focused on settlement of completed projects, with 20 investment projects finalized and capital settlements completed.

- Advanced contractor selection for capital construction and equipment procurement serving operations at ACV's branches.

- Developed and consolidated a unified pricing framework for aeronautical and non-aeronautical services, submitted to the BoD.

- Focused on negotiating and recovering outstanding debts from domestic airlines; promoted the signing of appendices related to late payment interest and new service contracts for the 2024–2025 period.

- Signed a syndicated loan agreement with Vietcombank, VietinBank, and BIDV to finance Component Project 3 – Long Thanh International Airport (Phase 1).

- Drafted several internal regulations for submission to the BoD, including: Management of non-aeronautical services at airports; Debt management; Procurement of goods and services; Citizen reception and resolution of complaints, denunciations, and feedback; Internal audit and supervision; Investment and procurement management; Training and development;

Commendation and reward;

- Governance of capital representatives in other enterprises.
- Prepared quarterly financial statements, reviewed semi-annual and annual financial reports.
- Conducted audits of accounting records at branch level; coordinated with the Ministry of Finance's inspection regarding compliance with financial regulations.
- Continued implementing recommendations from the Inspectorate and State Audit Office, with follow-up consolidated by the Internal Audit Division based on reports submitted by functional departments (as per documents No. 18/KTNB dated April 11, 2024; No. 58/KTNB dated July 19, 2024; and No. 84-KTNB dated October 16, 2024).

### **3. Assessment of the Coordination Between the Supervisory Board, the Board of Directors, and the Board of Management**

- The Supervisory Board was invited to attend all meetings of the BoD and the BoM.
- Feedback and recommendations from the Supervisory Board on internal regulations were acknowledged and incorporated by the BoD to ensure practical relevance and effectiveness.
- The BoM received and acted upon several recommendations from the Supervisory Board.
- Some recommendations are still in the process of implementation, including: Accelerating the recovery of outstanding receivables related to service provision and late payment penalties; Collecting payment for assets handed over to the Vietnam Air Traffic Management Corporation since 2017; Recovering advance payments for land clearance at Terminal T2 – Noi Bai International Airport; Finalizing procedures for airport land lease agreements and managing the use of off-airport land and facilities that fall outside the official airport planning framework.

## **4. Evaluation of the Implementation of the 2024 Plan**

### **4.1. Opinion on the Financial Statements for the year 2024**

- The Supervisory Board has reviewed and assessed the 2024 financial statements of ACV, which were audited by UHY Auditing and Consulting Co., Ltd. The Supervisory Board concurs with the opinion expressed by the auditors

in the Independent Auditors' Report. The consolidated and separate financial statements present fairly, in all material respects, the financial position of ACV as of December 31, 2024, and are in conformity with the Vietnamese Accounting Standards, the Vietnamese Corporate Accounting Regime, and relevant legal regulations on the preparation and presentation of financial statements.

- The Supervisory Board also agrees with the key audit matters emphasized by the auditors in the Independent Auditors' Report.

- Accordingly, the audited figures of the 2024 financial statements are as follows:

**a. Balance sheet**

*Unit: billion*

No	Details	Separated Financial Statement		Consolidated Financial Statement	
		31/12/2024	31/12/2023	31/12/2024	31/12/2023
<b>I</b>	<b>Total assets</b>	<b>76.500</b>	<b>66.724</b>	<b>77.282</b>	<b>67.348</b>
	- <i>Current assets</i>	40.565	42.558	40.695	42.680
	- <i>Long-term assets</i>	35.935	24.166	36.587	24.668
<b>II</b>	<b>Total liabilities</b>	<b>17.237</b>	<b>16.921</b>	<b>17.241</b>	<b>16.934</b>
	- <i>Current liabilities</i>	7.630	6.717	7.634	6.722
	- <i>Long-term liabilities</i>	9.607	10.204	9.607	10.212
<b>III</b>	<b>Owners' Equity</b>	<b>59.263</b>	<b>49.803</b>	<b>60.041</b>	<b>50.414</b>
	<i>Including Owners' contributed capital</i>	21.772	21.772	21.772	21.772

**b. Income Statement**

*Unit: Billion*

No	Details	Separated Financial Statement	Consolidated Financial Statement
1	Total Revenue and Income	21.817	21.969
2	Total Expenses	9.095	9.058
3	Total profit before tax	12.722	12.911
4	Total profit after tax	10.253	10.434

**c. Financial index:**

Index	Separated Financial Statement		Consolidated Financial Statement	
	2024	2023	2024	2023
ROA	14,32%	11,34%	14,41%	11,34%
ROE	18,82%	15,38%	18,87%	15,34%

*(According to the audited financial statements for the fiscal year ended December 31, 2024 excluding the Airfield Operations segment at section b,c)*

#### **4.2. Assessment on business performance:**

In 2024, ACV made proactive and determined efforts in managing its business operations and achieved positive results, specifically:

- Total revenue reached VND 21,817 billion, equivalent to 107.34% of the annual plan and an increase of 9.45% compared to 2023. Of which: Operating revenue amounted to VND 19,851 billion, up 13.5% year-over-year; Financial income was VND 1,922 billion, down 20.53% compared to 2023, primarily due to a decline in interest income from deposits, as capital was allocated to ongoing construction investment projects.

- Total expenses in 2024 were VND 9,095 billion, fulfilling 83.08% of the annual plan and decreasing by 17.81% compared to 2023.

- Profit before tax reached VND 12,722 billion, representing an increase of 43.43% compared to 2023 and achieving 135.66% of the target approved by the General Meeting of Shareholders.

### **III. Report on Contracts and Transactions Between ACV and Related Parties**

*Unit: Billion*

No	Related party	Relationship	Transaction Details in 2024	Total Transaction Value in 2024
1	Noi Bai Aviation Fuel Services Joint Stock Company	Subsidiary	Service provision	3,39
			Service procurement	104,51
			Dividend	10,8
2	Tan Son Nhat Airport Services Joint Stock Company	Affiliate	Service provision	513,24
			Service procurement	31,32
			Dividend	106,51
3		Affiliate	Service provision	96,98

No	Related party	Relationship	Transaction Details in 2024	Total Transaction Value in 2024
	Hanoi Ground Services Joint Stock Company		Service procurement	2,38
			Dividend	15,38
4	Saigon Ground Services Joint Stock Company	Affiliate	Service provision	172,9
			Service procurement	7,79
			Service procurement	40,32
5	Southern Aviation Trading Joint Stock Company	Affiliate	Service provision	0,02
			Service procurement	0,58
6	Southern Air Transport Joint Stock Company	Affiliate	Service provision	11,45
			Service procurement	0,75
7	Southern Airports Aircraft Maintenance Services Limited Liability Company	Joint Venture	Service provision	8,47
			Dividend	15,58

#### **IV. Assessment of Supervisory Performance for the Year 2024:**

- The Supervisory Board has performed its functions and duties in accordance with ACV's Charter and implemented several activities outlined in the 2024 operational plan through quarterly supervision schedules.

- Based on the results of direct inspections at branches and at the Corporation's office units, the Supervisory Board submitted recommendations to the BoD and the General Director for consideration.

- Through the content and outcomes of supervision in 2024, the Supervisory Board successfully fulfilled its responsibilities and obligations, ensuring the protection of the rights and interests of ACV shareholders.

- Each member of the Supervisory Board conducted a self-assessment of their supervisory performance and reported to the Group of State Capital Representatives at ACV.

#### **V. Recommendations:**

The Supervisory Board recommends that the Corporation:

- Strengthen and intensify measures to recover receivables under signed contracts, focusing particularly on overdue debts and those considered unlikely to be collected.

- Continue to implement the recommendations of the Supervisory Board.



## **PART II: OPERATIONAL PLAN OF THE SUPERVISORY BOARD FOR 2025**

The Supervisory Board's operational plan for 2025 includes the following key activities:

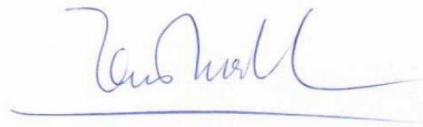
- Monitor the implementation of the business plan in accordance with the resolutions of the 2025 General Meeting of Shareholders.
- Supervise the execution of resolutions issued by the BoD.
- Oversee investment, accounting, and financial activities.
- Review and appraise financial statements.
- Monitor ACV's capital investment activities in other enterprises.
- The supervisory plan will be developed quarterly by each member of the Supervisory Board based on their assigned supervisory duties.
- Respectfully submitted for approval by the General Meeting of Shareholders. Wishing the Meeting great success.

Sincerely./.

***Recipients:***

- As above;
  - Board of Directors;
  - Archived:
- Office of the Supervisory Board

**ON THE BEHALF OF THE SUPERVISORY BOARD  
CHAIRMAN**



**Huỳnh Thị Diệu**

## PROPOSAL

### Regarding the Approval of the Audited Combined and Consolidated Financial Statements for 2024 of Airports Corporation of Vietnam

To: General meeting of Shareholders

- Pursuant to the Enterprise Law No. 59/2020/QH14 dated June 17, 2020;
- Pursuant to the Charter of Airports Corporation of Vietnam;
- Pursuant to the audited combined financial statements for the fiscal year ended December 31, 2024, of Airports Corporation of Vietnam;
- Pursuant to the audited consolidated financial statements for the fiscal year ended December 31, 2024, of Airports Corporation of Vietnam.

In accordance with the obligations stipulated in the Charter of Airports Corporation of Vietnam and applicable laws and regulations, the Board of Directors of Airports Corporation of Vietnam (ACV) respectfully submits to the General Meeting of Shareholders for approval the audited combined and consolidated financial statements for the year 2024 as follows:

#### 1. Approve the audited combined financial statements of Airports Corporation of Vietnam for the fiscal year ended December 31, 2024

Key financial indicators are as follows:

Unit: VND

No	Financial indicators	For the fiscal year ended 31/12/2024
1	Total assets	76.499.813.454.725
2	Owners' equity	59.262.865.001.503
3	Total liabilities	17.236.948.453.222
4	Net Revenue from Sales and Services	22.599.363.543.433
5	Revenue from financial activities	1.922.439.095.443
6	Net Profit from Operating Activities	14.244.443.664.940
7	Other profits	31.156.876.154

<b>No</b>	<b>Financial indicators</b>	<b>For the fiscal year ended 31/12/2024</b>
8	Profit before tax	14.275.600.541.094
9	Profit after tax	11.495.743.163.434
	Including:	
	- <i>Profit of ACV</i>	10.253.061.710.515
	- <i>Profit from the exploitation activities of the aviation infrastructure assets</i>	1.242.681.452.919

**2. Approve the audited consolidated financial statements of Airports Corporation of Vietnam for the fiscal year ended December 31, 2024**

Key financial indicators are as follows:

*Unit: VND*

<b>No</b>	<b>Financial indicators</b>	<b>For the fiscal year ended 31/12/2024</b>
1	Total assets	77.281.952.865.562
2	Owners' Equity	60.040.686.921.411
3	Total liabilities	17.241.265.944.151
4	Net revenue from Sales and services	22.596.600.942.144
5	Revenue from financial activities	1.739.173.190.855
6	Net profit from operating activities	14.431.354.166.211
7	Other profits	33.428.377.297
8	Profit before tax	14.464.782.543.508
9	Profit after tax	11.676.570.657.881
	Including:	
	- <i>Profit of ACV</i>	10.420.908.235.040
	- <i>Profit from the exploitation activities of the aviation infrastructure assets</i>	1.242.681.452.919

### **3. Propose to the General meeting of Shareholder:**

- Approve the audited combined financial statements for the fiscal year ended December 31, 2024.

- Approve the audited consolidated financial statements for the fiscal year ended December 31, 2024.

Respectfully submitted to the General Meeting of Shareholders for consideration and approval.

Sincerely./.

## PROPOSAL

### Re: Plan for Appropriation to Funds and Distribution of 2024 Profits of Airports Corporation of Vietnam

To: General meeting of Shareholders

- Pursuant to the Law on Enterprises No. 59/2020/QH14 dated June 17, 2020;
- Pursuant to the Charter of Airports Corporation of Vietnam;
- Pursuant to the audited consolidated and separate financial statements for the financial year ended December 31, 2024 of Airports Corporation of Vietnam;

In accordance with the Charter of Airports Corporation of Vietnam and applicable laws and regulations, the Board of Directors of Airports Corporation of Vietnam (ACV) respectfully submits to the General Meeting of Shareholders for approval the plan for fund appropriation in 2024 and the distribution of undistributed after-tax profits as follows:

#### 1. Approval of the plan for fund appropriation and distribution of after-tax profits for 2024 as follows:

No	Indicators	Value (VND)
1	Undistributed after-tax profit as presented in the consolidated financial statements	32.166.286.228.983
2	Undistributed after-tax profit as presented in the separate financial statements (Holding Company)	31.444.854.889.271
3	After-tax profit pending distribution in accordance with Resolution No. 02/NQ-ĐHĐCĐ dated May 20, 2025 of the General Meeting of Shareholders (*)	14.059.439.554.899
4	Undistributed after-tax profit for the year 2024	10.253.061.710.515

No	Indicators	Value (VND)
4.1	Appropriation to the Development Investment Fund	3.075.918.513.155
4.2	Appropriation to the Welfare and Bonus Fund, and Management Bonus Fund	943.036.581.000
4.3	Undistributed after-tax profit to be distributed upon approval by the competent authority (= 4 - 4.1 - 4.2) (**)	6.234.106.616.360

(\*) The General Meeting of Shareholders approved the plan to increase charter capital through dividend payment in shares, derived from after-tax profits for the period 2019–2023, as stated in Resolution No. 02/NQ-DHĐCĐ dated May 20, 2025. Currently, ACV is finalizing the documentation to report to the State Securities Commission in order to carry out the share-based dividend payment in accordance with regulations.

(\*\*) ACV is currently awaiting guidance from the competent State authority regarding the remaining 2024 profit distribution plan. Accordingly, ACV will seek shareholder approval via written consultation or convene an Extraordinary General Meeting of Shareholders to approve this matter promptly after receiving the required opinion from the competent authority, in accordance with applicable regulations.

## **2. Proposal to the General Meeting of Shareholders:**

- To approve the plan for fund appropriation for the year 2024..
- Regarding the remaining undistributed after-tax profit for 2024, the distribution will be proposed to the General Meeting of Shareholders for approval after receiving guidance from the competent authority.

We respectfully submit this for the consideration and approval of the General Meeting of Shareholders.

Sincerely./.

Note: In the event of discrepancies or differing interpretations between the information in Vietnamese and English, the Vietnamese version shall prevail.

## PROPOSAL

Salary, Remuneration, and Bonus Fund Implementation in 2024 and the  
2025 Salary and Remuneration Fund Plan for the Board of Directors and  
the Supervisory Board

To: General Meeting of Shareholders

*Pursuant to the Law on Enterprises;*

*Pursuant to the Charter of Airports Corporation of Vietnam;*

*Pursuant to Decree No. 53/2016/ND-CP dated June 13, 2016 of the Government on regulations regarding labor, salaries, remuneration, and bonuses applicable to companies with State controlling shares or capital contributions, and Circular No. 28/2016/TT-BLDTBXH dated September 1, 2016 of the Ministry of Labor, War Invalids and Social Affairs guiding the implementation thereof;*

*Pursuant to Decree No. 44/2025/ND-CP dated February 28, 2025 of the Government on the management of labor, salaries, remuneration, and bonuses in state-owned enterprises, and Circular No. 003/2025/TT-BNV dated April 28, 2025 of the Ministry of Home Affairs guiding the implementation of this regulation;*

*Pursuant to Official Letter No. 9492/BTC-DNNN dated 27/06/2025 from the Ministry of Finance regarding the participation in providing opinions, voting, and deciding on matters at the 2025 Annual General Meeting of Shareholders;*

Airports Corporation of Vietnam is a joint stock company with controlling capital contributed by the State. Accordingly, the determination of salaries, remuneration, and bonuses for managers in 2024 shall comply with the provisions of Decree No. 53/2016/ND-CP and Circular No. 28/2016/TT-BLDTBXH; the 2025 planned salary and remuneration fund for the Board of Directors and the Supervisory Board shall be implemented in accordance with Decree No. 44/2025/ND-CP and Circular No. 003/2025/TT-BNV. The specific figures are as follows:

1. With respect to the salary, remuneration, and bonus fund actually implemented for the Board of Directors and the Supervisory Board in 2024:

+ Salary fund: **26.617.248.000 VND**

+ Bonus fund: **3.327.156.000 VND**

*The above salary and bonus funds are determined collectively for an average of **14,67** managerial personnel (calculated based on the monthly average), including: 6,67 members of the Board of Directors, 4 Deputy General Directors, 1 Chief Accountant, the Head of the Supervisory Board, and 2 full-time Supervisors, in accordance with the provisions of Circular No. 28/2016/TT-BLDTBXH.*

2. With respect to the planned salary and remuneration fund for the Board of Directors and the Supervisory Board in 2025:

+ Salary fund: **17.012.640.948 VND** *(determined collectively for **6** members of the Board of Directors, the Head of the Supervisory Board, and 2 full-time Supervisors in accordance with the provisions of Circular No. 003/2025/TT-BNV).*

+ Bonus fund: **388.644.000 VND** *(determined for 1 member of the Board of Directors concurrently holding the position of General Director, in accordance with the provisions of Circular No. 003/2025/TT-BNV).*

Respectfully submitted to the General Meeting of Shareholders for consideration and approval.

Sincerely./.



*Ho Chi Minh City, June 27, 2025*

## **PROPOSAL**

### **Regarding the selection of an audit firm for the 2025 financial statements of Airport Corporation of Vietnam**

#### **To: The General Meeting of Shareholders**

*- Pursuant to the Charter of Airports Corporation of Vietnam.*

The Supervisory Board of Airports Corporation of Vietnam respectfully submits to the 2025 Annual General Meeting of Shareholders the proposed plan for selecting an independent audit firm to conduct the audit of the 2025 Financial Statements as follows:

For many years, ACV has selected qualified audit firms to perform annual financial statement reviews and audits. The Supervisory Board hereby proposes that the General Meeting of Shareholders authorizes the Board of Directors to decide on the selection of the audit firm to conduct the review and audit of the 2025 financial statements of Airports Corporation of Vietnam, based on the following criteria:

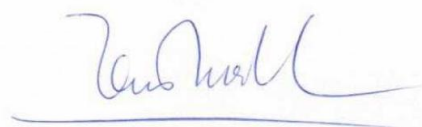
- The audit firm must be legally operating in Vietnam and approved by the State Securities Commission of Vietnam to audit listed companies in 2025.
- Demonstrated experience in auditing Vietnamese public companies.
- Reputable for audit quality.
- Possesses a team of highly qualified and experienced auditors.
- Capable of meeting ACV's requirements regarding audit scope and schedule.
- Offers a fee structure that is reasonable relative to the quality and scope of the audit.

Respectfully submitted to the General Meeting of Shareholders for review and approval!

Sincerely thank you!

**ON BEHALF OF THE SUPERVISORY BOARD**

**CHAIRMAN**



**Huỳnh Thị Diệu**

Note: In the event of discrepancies or differing interpretations between the information in Vietnamese and English, the Vietnamese version shall prevail.

## PROPOSAL

Re: Dismissal of Members of the Board of Directors of  
Airports Corporation of Vietnam

To: The General Meeting of Shareholders

*Pursuant to:*

- *The Law on Enterprises No. 59/2020/QH14 dated June 17, 2020, and related guiding legal documents;*
- *The Law on Securities No. 54/2019/QH14 dated November 26, 2019, and related guiding legal documents;*
- *The Charter of Airports Corporation of Vietnam;*
- *Decision No. 216/QĐ-UBQLV dated June 3, 2024, of the Commission for the Management of State Capital at Enterprises regarding the retirement and social insurance benefits for Mr. Lai Xuan Thanh;*
- *Decision No. 126/QĐ-UBQLV dated February 24, 2025, of the Commission for the Management of State Capital at Enterprises on the restructuring of the state capital representative at Airports Corporation of Vietnam;*
- *The resignation letter dated February 24, 2025, of Ms. Le Thi Dieu Thuy from her position as a member of the Board of Directors.*

The Board of Directors of Airports Corporation of Vietnam respectfully submits to the General Meeting of Shareholders for review and approval the dismissal of members of the Board of Directors as follows:

1. Dismissal of Mr. Lai Xuan Thanh, member of the Board of Directors of Airports Corporation of Vietnam, from the Board of Directors due to retirement.

2. Dismissal of Ms. Le Thi Dieu Thuy, member of the Board of Directors of Airports Corporation of Vietnam, from the Board of Directors due to her job transfer.

The Board of Directors respectfully submits this for the consideration and approval of the General Meeting of Shareholders.

Sincerely./.

Note: In the event of discrepancies or differing interpretations between the information in Vietnamese and English, the Vietnamese version shall prevail.