



# AN GIANG PORT JOINT STOCK COMPANY

Address: National Route 91, Group 15, Dong Thinh B Quarter, My Thoi Ward, An Giang .

Tel: (0296) 383 1401

Fax: (0296) 383 1129

Website: www.angiangport.com.vn



## AGENDA 2026 ANNUAL GENERAL MEETING OF SHAREHOLDERS

(Commencing at 07:30 on June 18, 2026)

Time	Content	Implementation
07:30 - 08:00	<b>I. Welcoming guests and verifying shareholder eligibility</b> - Welcoming delegates and shareholders. - Verifying shareholder eligibility, distributing voting ballots, voting cards, and meeting documents.	- Organizing Committee. - Shareholder Eligibility Verification Committee - preparation
08:00 - 08:30	<b>II. Opening of the General Meeting</b> - Report on the verification of shareholder eligibility attending the General Meeting - Stating the purpose, introducing the Presidium. - The Chairperson introduces the Secretariat and the Shareholder Eligibility Verification Committee; approves the Ballot Counting Committee. - The Chairperson approves the Working Regulations and the General Meeting Program.	- Organizing Committee - preparation.
08:30 - 09:30	<b>III. Reports submitted to the General Meeting for approval:</b> 1. Report of the Board of Directors on the operating result in 2025 and the 2021–2025 term; operational direction of the Board of Directors for the 2026–2030 term. 2. Report of the Board of Executives on the business results of 2025 and the business plan for 2026. 3. Report on the Board of Executives on the development strategy of An Giang Port JSC for the 2026–2030 period. 4. Report of the Board of Supervisors on the operating result in 2025 and the 2021–2025 term; operational direction for the 2026–2030 term. <b>IV. Proposals submitted to the General Meeting for approval:</b> 1. Proposal on the audited financial statements for 2025. 2. Proposal on the profit distribution for 2025. 3. Proposal on the business plan for 2026 and the 2026-2030 term. 4. Proposal on remuneration for the Board of Directors and the Board of Supervisors in 2025 and the 2026 remuneration plan.	



Time	Content	Implementation
	<p>5. Proposal on the selection of an audit firm for the financial statements of 2026.</p> <p>6. Proposal on amendments and supplements to the Charter of the Company.</p> <p>7. Proposal on amendments and supplements to the Financial Regulations of the Company.</p> <p>8. Proposal on amendments and supplements to the Internal Regulations on Corporate Governance.</p> <p>9. Proposal on the Regulations on Operation of the Board of Directors of the Company.</p> <p>10. Proposal on the organizational structure and personnel arrangement scheme of An Giang Port JSC.</p> <p>11. Proposal on the dismissal of members of the Board of Directors and the Board of Supervisors for the 2021-2025 term.</p> <p>12. Proposal on the dismissal of a member of the Board of Directors, Mr. Nguyen Van Linh, pursuant to his resignation letter.</p> <p>13. Proposal on the number of members and structure of the Board of Directors and the Board of Supervisors for the 2026-2030 term, and the list of candidates for the Board of Directors and the Board of Supervisors for the 2026-2030 term.</p> <p><b>V. Discussion and voting</b></p> <ul style="list-style-type: none"> <li>- The General Meeting discusses and proceeds to vote on each issue.</li> <li>- The Ballot Counting Committee performs its duties.</li> </ul>	
<p>09:30</p> <p>-</p> <p>10:00</p>	<p><b>VI. Election of members of the Board of Directors and the Board of Supervisors for the 2026-2030 term.</b></p> <ul style="list-style-type: none"> <li>- Approval of the Regulations on nomination, candidacy, and election of the Board of Directors and the Board of Supervisors.</li> <li>- The General Meeting proceeds with the election.</li> </ul>	<p><i>Chairperson</i></p>
<p>10:00</p> <p>-</p> <p>10:30</p>	<ul style="list-style-type: none"> <li>- Break, the Ballot Counting Committee performs its duties.</li> </ul>	<p><i>Chairperson</i></p>
<p>10:30</p> <p>-</p> <p>11:00</p>	<ul style="list-style-type: none"> <li>- Announcement of the voting results for the approval of reports, proposals, and the election of the Board of Directors and the Board of Supervisors.</li> <li>- The Board of Directors meets to elect the Chairperson of the Board; the Board of Supervisors meets to elect the Head of the Board of Supervisors and announces the results.</li> <li>- The new Board of Directors and Board of Supervisors are introduced to the General Meeting.</li> </ul>	<p><i>Chairperson</i></p>

Time	Content	Implementation
11:00 -	- The Secretariat reads the draft Minutes and Resolution of the General Meeting.	<i>Chairperson</i>
11:20	- The General Meeting votes for approval.	
11:20 - 11:30	<b>VII. Closing of the General Meeting</b> - The Presidium declares the closing of the General Meeting.	<i>Chairperson</i>

**ORGANIZING COMMITTEE**





**AN GIANG PORT JOINT STOCK COMPANY**  
National Highway 91, Group 15, Dong Thinh B Quarter, My Thoi Ward,  
An Giang Province  
Tel: 0296 3831447 – 3831535 Fax: 0296 3831129  
Website: <https://angiangport.com.vn/>

**DRAFT**

## **REGULATIONS ON ORGANIZATION**

### **2026 ANNUAL GENERAL MEETING OF SHAREHOLDERS**

#### **Pursuant to:**

- *Law on Enterprises No. 59/2020/QH14 passed by the National Assembly of the Socialist Republic of Vietnam on June 17, 2020;*
- *Law on Securities No. 54/2019/QH14 passed by the National Assembly of the Socialist Republic of Vietnam on November 26, 2019;*
- *Charter of Organization and Operation of An Giang Port Joint Stock Company;*

To ensure that the 2026 Annual General Meeting of Shareholders of An Giang Port Joint Stock Company is conducted successfully, the Board of Directors has developed these Regulations on Organization, principles of conduct, and voting rules for the General Meeting of Shareholders to approve as follows:

#### **1. PURPOSE**

- To ensure that the sequence, principles of conduct, and voting at the Annual General Meeting of Shareholders of An Giang Port Joint Stock Company are carried out in accordance with regulations and are successful.
- The Resolutions of the General Meeting of Shareholders shall express the unified will of the General Meeting of Shareholders, meet the aspirations and interests of shareholders, and comply with the law.

#### **2. SUBJECTS AND SCOPE**

- Subjects: All shareholders, representatives (authorized persons), and guests attending the Annual General Meeting of Shareholders of An Giang Port Joint Stock Company must abide by and comply with the provisions of these Regulations, the Charter of the Company, and current legal regulations.
- Scope of application: These Regulations are used for organizing the 2026 Annual General Meeting of Shareholders of An Giang Port Joint Stock Company.

#### **3. DEFINITION OF TERMS/ABBREVIATIONS**

- Company : An Giang Port Joint Stock Company
- BOD : Board of Directors
- BKS : Board of Supervisors
- OC : Organizing Committee
- GMS : General Meeting of Shareholders
- Delegate : Shareholder, representative (authorized person)

#### **4. CONTENT OF THE REGULATIONS**

##### **4.1. Conditions for convening the General Meeting of Shareholders**

- The General Meeting of Shareholders of the Company shall be conducted when the number of attending delegates represents at least 51% of the total voting shares.

- In case there is an insufficient number of delegates within thirty (30) minutes from the scheduled opening time of the General Meeting, the General Meeting must be reconvened within thirty (30) days from the intended date of the first GMS. The reconvened GMS shall only be conducted when the attending members are delegates representing at least 33% of the voting shares.

- In case the second Meeting is not conducted due to an insufficient number of delegates within thirty (30) minutes from the scheduled opening time of the General Meeting, the third GMS may be convened within twenty (20) days from the intended date of the second Meeting. In this case, the General Meeting shall be conducted regardless of the total number of voting shares of the attending shareholders, shall be considered valid, and shall have the authority to decide on all matters intended to be approved at the first General Meeting of Shareholders.

##### **4.2. Conditions for shareholders to attend the General Meeting**

Shareholders with voting rights of the Company according to the list finalized on May 22, 2026, have the right to attend the GMS; they may attend in person or authorize their representatives to attend. In case there is more than one authorized representative as prescribed by law, the number of shares and votes of each representative must be specifically determined.

##### **4.3. Guests at the General Meeting**

- These are management positions of the Company, guests, and members of the Organizing Committee who are not shareholders of the Company but are invited to attend the

## General Meeting.

- Guests shall not participate in speaking at the General Meeting (except in cases where they are invited by the Chairperson of the General Meeting, or have registered in advance with the Organizing Committee and have been approved by the Chairperson of the General Meeting).

### **4.4. Delegates attending the General Meeting must comply with the following regulations**

- Be punctual, wear polite and formal attire, and comply with security checks (if any);
- Shareholders attending the General Meeting must have the following full documents:
  - + Meeting invitation notice;
  - + ID card/Citizen ID card or passport;
  - + Power of attorney (in case of being authorized to attend the General Meeting, for individual shareholders, it must be signed by the shareholder; for corporate/organizational shareholders, it must be stamped and signed by the legal representative of that entity).

- Receive documents and papers serving the General Meeting at the reception desk before the General Meeting hall;

- Late shareholders have the right to register immediately and then have the right to participate and vote immediately at the General Meeting. The Chairperson is not responsible for stopping the General Meeting to allow late shareholders to register for attendance; the voting results for matters that have been voted on before the delegate arrives shall not be affected;

- Do not talk privately, do not use mobile phones during the General Meeting. All mobile phones are requested to be turned off or set to silent mode;

- Comply with the regulations of the Organizing Committee and the Chairperson presiding over the General Meeting;

- In case a delegate does not comply with the inspection regulations or the above-mentioned measures and regulations, the Chair, after careful consideration, may refuse or expel the said delegate from the General Meeting venue to ensure that the General Meeting proceeds normally according to the planned program;

### **4.5. Chairperson and Presidium:**

- The Presidium consists of 03 people, including 01 Chairperson and 02 Members. The Chairman of the Board of Directors is the Chairman of the Presidium and the Chairperson of the GMS. The Chairman of the Presidium directs the work of the General Meeting according

to the content and program approved by the GMS.

- In case the Chairman of the Board of Directors is absent or temporarily unable to work or is suddenly absent while the General Meeting is taking place for more than 30 minutes, the remaining members of the Board of Directors shall elect one of them as the Chairperson of the General Meeting person by majority vote. In case there is no one who can act as the Chair, the Head of the Board of Supervisors shall preside so that the General Meeting of Shareholders can elect the Chairperson of the General Meeting person from among those present, and the person with the highest number of votes shall act as the Chairperson of the General Meeting.

- In other cases, the person who signed the notice to convene the General Meeting of Shareholders shall preside so that the General Meeting of Shareholders can elect the Chairperson of the General Meeting, and the person with the highest number of votes shall be appointed as the Chairperson of the General Meeting.

- Duties of the Presidium:

- Direct the activities of the GMS of the Company according to the expected program of the BOD approved by the GMS;

- Guide delegates and the General Meeting to discuss the contents in the program;

- Present drafts and conclude necessary contents for the General Meeting to vote on;

- Answer contents requested by the General Meeting;

- Resolve contents arising during the General Meeting.

- Working principles of the Presidium: The Presidium works on the principle of collective leadership, democratic centralism, and majority decision.

#### **4.6. Secretary of the General Meeting**

- The Chairperson of the General Meeting person appoints 02 people to act as GMS secretaries.

- Duties and powers:

- Record the content of the General Meeting fully and honestly;

- Receive registration forms for speaking from delegates;

- Prepare Meeting Minutes and draft GMS Resolutions;

- Assist the Chairperson in disclosing information related to the GMS meeting and notifying shareholders in accordance with the law and the Charter of the Company;

- Other duties as requested by the Chair

- The Chairperson and the GMS secretary have the right to take necessary measures to conduct the General Meeting in a reasonable, orderly manner, in accordance with the approved program, and reflecting the wishes of the majority of attendees.

#### **4.7. Delegate Eligibility Verification Committee**

- The General Meeting's Delegate Eligibility Verification Committee consists of 03 people, including 01 Head and 02 members, established by the BOD and introduced to the General Meeting by the Presidium.

- Duties of the Delegate Eligibility Verification Committee:

- Verify the eligibility and status of shareholders and shareholder representatives attending the General Meeting.

- The Head of the Delegate Eligibility Verification Committee reports to the GMS on the status of shareholders attending the General Meeting. If the General Meeting has a sufficient number of shareholders and authorized representatives with the right to attend representing at least 51% of the voting shares, the Company's GMS meeting shall be conducted.

#### **4.8. Ballot Counting Committee**

- The Ballot Counting Committee is introduced by the Chairperson for the General Meeting to approve by raising voting cards. Candidates participating in the election or nomination (when conducting elections) shall not participate in the Ballot Counting Committee.

- Duties of the Ballot Counting Committee:

- Disseminate principles, rules, and instructions on how to vote and elect.
- Count and record voting ballots, prepare vote counting minutes, and announce results; transfer the minutes to the Chairperson to approve the voting and election results.

- Promptly notify the secretary of the voting and election results.

- Consider and report to the General Meeting on cases of violation of voting or election rules or complaints about voting or election results.

#### **4.9. Speaking at the General Meeting**

Delegates attending the General Meeting who wish to express their opinions must obtain the consent of the Chairperson of the General Meeting. Delegates shall speak concisely and focus on the key points to be discussed, consistent with the program content approved by the

General Meeting, or send their opinions in writing to the General Meeting Secretary for summary and reporting to the Chair.

The Chairperson of the General Meeting shall arrange for delegates to speak in the order of registration, and at the same time answer shareholders' questions at the General Meeting or record them for later written response.

#### **4.10. Voting to approve contents at the General Meeting**

##### **4.10.1. Principles**

- All contents in the General Meeting's program and content must be discussed and voted on publicly by the GMS.

- Voting cards, voting ballots, and election ballots are printed by the Company, stamped with the company seal, and sent directly to delegates at the General Meeting (attached with the GMS attendance document set). The voting cards, voting ballots, and election ballots clearly state the delegate code, full name, number of shares owned, and authorized voting shares of that delegate.

- The form of voting is as follows:

➤ Voting by raising Voting Cards: this form is used to approve contents such as: Meeting Program; Regulations on Organization at the General Meeting; Regulations on nomination, candidacy, and election of the Board of Directors and Board of Supervisors; Composition of the Ballot Counting Committee; approval of Minutes, Resolutions, and other contents at the General Meeting (if any);

➤ Voting by filling out Voting Ballots: this form is used to approve contents: Report on activities of the Board of Directors; Report on activities of the Board of Supervisors; Audited financial statements for 2024; and voting to approve the contents of Proposals at the General Meeting.

##### **4.10.2. Voting method**

- Delegates perform voting to Agree, Disagree, or Abstain on an issue brought to a vote at the General Meeting by raising their Voting Card or filling in the options on the Voting Ballot corresponding to the contents to be voted on as prescribed in Section 4.10.1.

- When voting by raising a Voting Card, the front of the Voting Card must be raised towards the Presidium.

➤ In case a delegate does not raise their Voting Card in all three times of voting Agree, Disagree, or Abstain on an issue, it shall be considered as voting to agree on that issue.

➤ In case a delegate raises their Voting Card more than one (01) time when voting Agree, Disagree, or Abstain on an issue, it shall be considered an invalid vote.

➤ According to the voting method by raising Voting Cards, members of the Delegate Eligibility Verification Committee/Ballot Counting Committee mark the delegate code and corresponding number of voting shares of each shareholder as Agree, Disagree, Abstain, or Invalid.

- When voting by filling out a Voting Ballot, for each content, the delegate chooses one of the three options “Agree”, “Disagree”, “Abstain” printed on the Voting Ballot by marking an “X” or “ ” in the box they choose. After completing all contents to be voted on at the General Meeting, the delegate sends the Voting Ballot to the sealed ballot box at the General Meeting according to the instructions of the Ballot Counting Committee. The Voting Ballot must be signed and clearly state the full name of the delegate.✓

#### **4.10.3. Validity of Voting Ballots**

A **valid voting ballot** is a ballot according to the pre-printed template issued by the Organizing Committee, without erasure, scratching, tearing, damage, etc., without writing any other content other than what is prescribed for this ballot, and must be signed, and under the signature, there must be the full handwritten name of the attending delegate.

On the voting ballot, the voting content (Report, Proposal) is valid when the delegate marks one (01) of the three (03) voting squares. Invalid voting content is content that does not comply with the regulations of valid voting content.

#### **Invalid voting ballots:**

- Writing other content on the voting ballot;
- The voting ballot is not according to the pre-printed template issued by the Organizing Committee, the ballot does not have the Company's red seal, or has been erased, scratched, or had other content written on it other than what is prescribed for the voting ballot, in which case all voting contents on the voting ballot are invalid.

#### **4.10.4. Voting rules**

Every 01 (one) common share is equivalent to one voting right. Each attending delegate representing one or more voting rights shall be issued a Voting Card and a Voting Ballot.

- As of the shareholder list closing date of May 28, 2025, the total number of shares of the Company is: 13.800.000 shares, equivalent to 13.800.000 voting rights.

- Contents requiring voting at the General Meeting shall only be approved when reaching an approval voting rate of at least 51% of the shares with voting rights attending the General

Meeting. Specifically, for some cases of voting contents prescribed in Clause 2, Article 20 of the Charter of the Company, there must be the consent of at least 65% of the shares with the right to attend the General Meeting.

**- Note:**

- Shareholders/authorized representatives with related interests do not have the right to vote on contracts and transactions valued from 35% (total value of the Company's assets recorded in the most recent financial statement; these contracts or transactions shall only be approved when shareholders/authorized representatives accounting for 65% of the remaining total voting shares agree (according to Clause 4, Article 167, Law on Enterprises No. 59/2020/QH14).

- Shareholders/authorized representatives of shareholders owning from 51% of the total voting shares or more or related persons of such shareholders do not have the right to vote on contracts and transactions valued at more than 10% (total value of the assets of the Company recorded in the most recent financial statement) with that shareholder (according to Point b, Clause 3 and Clause 4, Article 167, Law on Enterprises No. 59/2020/QH14).

#### **4.10.5. Recording voting results**

- At the General Meeting, the General Meeting of Shareholders shall approve the Ballot Counting Committee.

- The Ballot Counting Committee has the duty to collect voting ballots.

- The Ballot Counting Committee shall check the number of votes for Agree, Disagree, and Abstain for each content and be responsible for recording, statistics, and reporting the results of the vote counting at the GMS.

#### **4.11. Minutes and Resolutions of the General Meeting**

The Minutes and Resolutions of the General Meeting must be read and approved before the General Meeting closes.

### **5. IMPLEMENTATION**

- All delegates, representatives, and guests attending the General Meeting have the responsibility to fully comply with the contents prescribed in these Regulations, the Company's current regulations, internal rules, management regulations, and relevant legal provisions.

- The GMS convener has the right to:

- Require all attendees to undergo inspection or other security measures;

- Require competent authorities to maintain order at the General Meeting; expel those

who do not comply with the management rights of the Chairperson, intentionally disrupt order, prevent the normal progress of the General Meeting, or do not comply with security check requirements from the GMS.

- Contents not detailed in these regulations shall be uniformly applied according to the provisions of the Charter of the Company, Law on Enterprises No. 59/2020/QH14, and current legal documents of the State.

*These Regulations shall take effect immediately after being approved by the GMS of the Company.*

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

**Le Viet Thanh**





**REPORT  
ON OPERATING RESULT FOR TERM III (2021 – 2025)  
AND OPERATIONAL DIRECTION FOR TERM IV (2026 – 2030)  
OF THE BOARD OF DIRECTORS OF  
AN GIANG PORT JOINT STOCK COMPANY**

Dear: Dear Delegates. Shareholders

Pursuant to the Charter of the Company, the Board of Directors of An Giang Port JSC is holding the 2026 Annual General Meeting of Shareholders today to elect the Board of Directors and the Board of Supervisors for the 2026 – 2030 term. On behalf of the Board of Directors, I would like to report to the General Meeting on the operational status of the Board for the 2021 – 2025 term, as well as the orientations and solutions for the Company's business operations for the 2026 – 2030 term, as follows:

*Part I*

**REPORT ON THE RESULTS OF THE BOARD OF DIRECTORS IN 2025  
AND TERM III (2021–2025)**

**I. OVERVIEW OF THE 2021 – 2025 TERM**

**1. Personnel of Board of Directors**

On May 13, 2021, the 2021 Annual General Meeting of Shareholders elected the Board of Directors (BOD) of An Giang Port Joint Stock Company (the Company) for the 2021 – 2025 term, consisting of 05 members, structured as follows:

- Representatives of the State Capital Investment Corporation (SCIC): 03 members (*including 01 non-executive member and 02 full-time representative members*).

- Shareholder representatives: 02 members (*including 01 non-executive member and 01 independent member*).

On May 17, 2024, at the 2024 Annual General Meeting of Shareholders, the General Meeting reviewed the resignation of Mr. Nguyen Quoc Bao from the Board of Directors and elected Mr. Nguyen Van Linh, a shareholder owning 2.531.300 shares, accounting for 18,34% of the charter capital of An Giang Port JSC, as an additional member of the Board of Directors.

On January 05, 2026, at the Extraordinary General Meeting of Shareholders, the General Meeting dismissed Mr. Bui Thanh Hiep and Mr. Tran Van Cam from the Board of Directors and elected Mr. Nguyen Van Phu, Deputy General Director in charge of An Giang Port JSC, as an additional member of the Board of Directors.

As of now, the list of members of the Board of Directors of An Giang Port JSC compared to the beginning of the 2021 – 2025 term is missing 01 member, specifically as follows:

**\* List of current BOD members**

No.	Full name	Title	Shares owned/ Capital representative of SCIC	Ratio (%)
1	Le Viet Thanh	Chairman of the BOD, Non-executive	0/ 4.551.600	0%/32,98%
2	Nguyen Van Phu	Member of the BOD, Deputy General Director in charge of the Company	0/ 2.760.000	0%/20%
3	Nguyen Van Linh	Member of the BOD, Non-executive	2.531.500/ 0	18,34%/0%
4	Phan Thanh Tien	Member of the BOD, Independent	15.000/ 0	0,11%/0%

**2. Evaluation on activities of the Board of Directors**

During the 2021 – 2025 term, the business operations of An Giang Port took place in a context where the global and domestic economy faced intertwined opportunities, advantages, and challenges, with challenges being more prevalent. Key impacts included: *1. The Covid-19 pandemic; 2. Armed conflicts in Ukraine and the Middle East, tariff policy adjustments by major countries, and trade wars; 3. Natural disasters, storms, floods, and landslides occurring with high frequency and intensity; 4. Increasingly fierce technological competition.*

Furthermore, the economy of the Mekong Delta region has not developed commensurate with its potential. Economy of An Giang is primarily based on rice and fish, with development in tourism and related service products; meanwhile, logistics services and industrial zones have not developed synchronously, and the hinterland of An Giang Port lacks stability and sustainability regarding cargo sources passing through the port.

The members of the Board of Directors, with their assigned duties and powers in accordance with the Charter, have generally fulfilled their assigned tasks well and made positive contributions to the strategic planning of production and business development. The Board of Directors has consistently kept abreast of practical situations, leveraged the capacity of the port, and provided direction and guidance for the Board of Executives to achieve the goals and tasks set by the Annual General Meeting of Shareholders. Production, business, and port services have been conducted with a customer-centric approach. Strategies, production and business development plans, and management methods were prioritized and implemented seriously. The

performance indicators for the 2021 – 2025 term are: Cargo volume reached 6,7 million tons (*average 1,34 million tons/year*); revenue reached nearly 293 billion VND (*average 58,6 billion VND/year*); profit before tax reached nearly 18 billion VND (*average 3,6 billion VND/year*); budget contribution reached nearly 27 billion VND (*average 5,4 billion VND/year*); and average dividend payout was nearly 1,598%/year.

## **II. SUMMARY OF THE OPERATIONS OF THE BOARD OF DIRECTORS IN 2025**

### **1. Assess the situation**

In 2025, the business operations of An Giang Port were affected by international conditions such as: Geopolitics in Europe and US tariff policies, which disrupted the global supply chain, caused inflation, and threatened global economic growth for import-export goods of various countries. Given this situation, entering the 2025 production and business tasks, it was evident that key export goods passing through the port, such as rice, paddy, and aquatic products, faced many output difficulties, and export prices were unstable; especially for exported rice and containerized rice exported through An Giang Port. On the other hand, domestic market purchasing power decreased, mainly for rice exported to the northern provinces. Consequently, cargo volume and vessel arrivals at the port decreased, and the structure of cargo passing through the port was uneven.

In addition to general challenges, An Giang Port faces specific difficulties, such as: the channel entrance for large-tonnage vessels entering the Hau River is limited by draft, allowing only small-tonnage vessels (5.000 tons); and the infrastructure and port hinterland lack large industrial zones to stabilize the operation of logistics services.

In light of this, the Board of Directors and the Board of Executives provided decisive direction and management in business, working together with the collective staff and employees to fulfill the Resolution set by the 2025 Annual General Meeting of Shareholders, aiming to improve benefits for shareholders and increase income for employees.

### **2. Results of production and business activities in 2025**

Implementing the Resolution of the 2025 Annual General Meeting of Shareholders, the Board of Directors defined and implemented the plan and direction for production and business, with the results of basic indicators as follows:

<b>Indicator</b>	<b>Unit</b>	<b>Plan for 2025</b>	<b>Result in 2025</b>	<b>Ratio %</b>	<b>Ratio % vs previous period</b>
1. Throughput	Tons	1.200.000	1.127.000	93,92	129,99
2. Total revenue	million VND	49.000	49.507	101,03	107,76
3. Profit before tax	//	2.600	933	0,36	(1,14)
4. Profit after tax	//	2.080	775	0,37	(1,25)
5. Amount payable to the State Budget	//	5.008	4.142	82,71	114,03

### **3. Investment situation and project implementation in 2025**

- Regarding investment: To continue expanding production and business, and to fully exploit logistics services for container transport by consolidating cargo from factories to the port, the Company has invested in 03 container tractors to meet the requirements for transporting containers loaded at factories both within and outside the province. The Company has also invested in a fire protection system and pallets for cargo storage at the My Thoi Port Enterprise in accordance with regulations. Investment procedures were carried out in compliance with state laws.

- Regarding the implementation of the My Thoi Port Expansion Project: Implementing Official Dispatch No. 5538/VPUBND-KTN, dated October 04, 2022, of the An Giang Provincial People's Committee (former) regarding the "revocation of documents related to the policy of land allocation with land use fees without going through land use right auctions...". On December 22, 2025, the An Giang Department of Finance issued Notice No. 116/TB-STC regarding the termination of the My Thoi Port Expansion Investment Project.

### **4. Operational status of the Board of Directors in 2025**

#### ***4.1. Attendance at meetings of Board of Directors and direction work***

During the year, the Board of Directors maintained all regular meetings. The members of the Board of Directors attended fully, with the participation of members of the Board of Supervisors. The Board organized 05 regular and extraordinary sessions to review and evaluate the operational situation of the Company and issued 07 Resolutions and 12 decisions. The resolutions and decisions passed at the sessions received 100% consensus from the attending members and were seriously implemented by the Board of Executives, staff, and employees, contributing to internal stability and the development of production and business for the benefit of shareholders and employees in the Company.

#### ***4.2. Working relationships***

The members of the Board of Directors coordinated closely and shared information on relevant issues during the process of handling the work of the Board of Directors.

For every issue or content submitted by the Board of Executives for direction, the Board of Directors issued Resolutions and decisions for the Board of Executives and the apparatus to implement; simultaneously, the Board of Directors closely monitored, inspected, and supervised the implementation of those resolutions and decisions.

The Board of Directors coordinated closely with the Board of Supervisors while still ensuring the independence of the Board of Supervisors's operations. For every meeting, the Board of Directors sent meeting invitations and documents to the Board of Supervisors in accordance with the regulations applicable to Members of the Board of Directors, respecting, listening to, and incorporating the opinions of the Board of Supervisors members attending the Board of Directors' meetings.

#### ***4.3. Supervisory activities of the Board of Directors over the Board of Executives***

In 2025, the Board of Directors performed regular and timely supervision and direction of the Board of Executives's activities in accordance with its functions and authority, consistent with the law and the Charter of the Company, specifically:

- The General Director and the Board of Executives proactively proposed solutions to successfully complete the targets approved by the Annual General Meeting of Shareholders.

- Compliance with legal regulations, the Charter, and Resolutions of the Board of Directors, implementing necessary solutions in corporate governance as directed by the Board of Directors and proposals from the Board of Supervisors. Financial status was basically well-controlled; owner's equity was preserved and developed. Information regarding production and business status was disclosed fully and in accordance with regulations to shareholders, state management agencies, and related parties on a transparent, accurate, and timely basis.

- Reviewing and unifying the contents of reports submitted to the Annual General Meeting of Shareholders in accordance with regulations.

- Maintaining the periodic reporting regime to the Board of Directors by the General Director regarding the status of production, business operations, and company management.

#### ***4.4. Activities of the independent member of the Board of Directors***

The Board of Directors of An Giang Port Joint Stock Company has 01 independent member, Mr. Phan Thanh Tien, appointed on May 13, 2021, pursuant to Resolution No. 01/NQ-GMS of the 2021 General Meeting of Shareholders. In 2025, the independent member of the Board of Directors fulfilled the tasks assigned by the Board, fully performing the role of a Member of the Board of Directors, such as: monitoring the activities of the Board of Directors and providing opinions to ensure that the Board can make unbiased, public, and transparent decisions that harmonize the interests of shareholders.

During the regular meetings of the Board of Directors, the independent member also studied and provided feedback and contributions regarding strategy, solutions, and business implementation directions, thereby enhancing the independence, objectivity, transparency, efficiency, and quality of the resolutions and decisions of the Board of Directors.

#### ***4.5. Organization and personnel work for the management apparatus of the Company***

The Board of Directors has identified the key tasks requiring leadership and direction as organizational consolidation and the enhancement of management quality, linked to work quality and efficiency to meet the expectations of customers and shareholders. The Board of Directors has unanimously assigned the Board of Executives to review and consolidate the organizational structure to ensure it has the capacity to perform management and operational tasks for production and business, flexibly utilizing labor to improve productivity and service quality. Simultaneously, the Board of Directors aims to complete and synchronize legal documents and internal

regulations according to functions and tasks. In particular, the Board of Directors will implement regulations to reduce costs, such as unnecessary investments, repairs, and procurement; and reduce expenses for materials, fuel, conferences, and hospitality, in a manner that improves efficiency.

#### ***4.6. Supervisory activities of the Board of Supervisors regarding the Board of Directors, the Board of Executives, and shareholders***

- The Board of Supervisors inspects and supervises to ensure the company complies with the Law on Enterprises, the Charter of the Company, and the Resolutions of the Annual General Meeting of Shareholders.

- Inspect and appraise the quarterly, semi-annual, and annual financial statements of the Company.

#### ***4.7. Coordination between the Board of Supervisors and the activities of the Board of Directors, the Board of Executives, and other managers***

- The Board of Supervisors proactively coordinates closely with the Board of Directors and the Board of Executives in inspecting and supervising all production and business activities of the company, frequently exchanging relevant information and documents.

- The Board of Directors and the Board of Executives regularly create favorable conditions for the Board of Supervisors to collect information and documents related to the production and business activities of the Company.

### **III. RESULTS OF THE BOARD OF DIRECTORS' ACTIVITIES FOR TERM III (2021-2025)**

Implementing the Resolution of the General Meeting of Shareholders for the 2021–2025 term, the Board of Directors identified and implemented annual production and business plans and directions. Over the 5-year term, the Board of Directors performed its supervisory function to ensure the achievement of the targets set forth by the Resolution of the General Meeting of Shareholders. The specific results of the basic targets are as follows:

#### **1. Preservation and development of capital**

*Unit: Million VND*

<b>Content</b>	<b>Year 2021</b>	<b>Year 2022</b>	<b>Year 2023</b>	<b>Year 2024</b>	<b>Year 2025</b>
Equity	148.456	149.692	146.822	143.222	143.997
Charter capital	138.000	138.000	138.000	138.000	138.000

#### **2. Results of 5-year production and business activities**

<b>Indicator</b>	<b>Unit</b>	<b>Year 2021</b>	<b>Year 2022</b>	<b>Year 2023</b>	<b>Year 2024</b>	<b>Year 2025</b>
Throughput	million tons	1,491	1,832	1,351	867	1,127

Indicator	Unit	Year 2021	Year 2022	Year 2023	Year 2024	Year 2025
Total revenue	million VND	55.995	77.857	63.021	45.944	49.507
Profit before tax	million VND	6.206	8.275	3.927	(820)	933
Profit after tax	million VND	5.307	6.277	3.093	(662)	775
Paid to State Budget	million VND	6.897	7.400	6.042	3.632	4.142
Dividend payout	%	2,9%	3,41%	1,68%	-	-
Average income	million VND	8,69	9,30	7,80	8,20	8,80

Implementing the Resolution of the General Meeting of Shareholders for the 2021–2025 term, the Board of Directors planned the development strategy for An Giang Port, focusing on key areas: developing production linked to services and investment expansion, and enhancing production capacity, with service quality for customers as the foundation for maintaining and stabilizing all production activities, ensuring practical benefits for shareholders.

However, the production and business activities of An Giang Port over the past 5 years have always faced certain difficulties, such as:

- The prolonged impact of the Covid-19 pandemic, the ongoing military conflict between Russia and Ukraine, and other factors have affected the global socio-economic situation, leading to high inflation, rising interest rates, tightened monetary policies, and significant difficulties for the production and business activities of exporters, especially those exporting goods through the port.

- The two main commodities of the port are containers and rice (including rice for North-South transport and export rice). Rice accounts for 65% to 70% of the cargo structure through the port. In 2024 and 2025, export rice volume decreased by nearly 65% compared to the first 2 years of the term, while domestic rice decreased slightly by 5% to 10% compared to the beginning of the term; containers also decreased by about 32% compared to the beginning of the term. This is the main reason affecting the term's results. In 2021, profit before tax reached 6,206 million VND; in 2022, profit before tax reached 8,275 million VND; by 2025, profit before tax only reached 933 million VND, and the company even incurred a loss in 2024. Dividend rates have also gradually decreased, with no dividends paid in 2024 and 2025.

- Due to the food import-export policies of various countries, especially in Southeast Asia, unstable prices have affected rice export customers, particularly those using An Giang Port. The navigation channel for large-tonnage vessels entering the port has silted up and has not been thoroughly dredged, allowing only small-tonnage vessels (5.000 tons) to enter and exit for loading and unloading, while most vessels focus on rice exports at ports in the Ho Chi Minh City area.

- Old and frequently damaged loading and unloading equipment has increased repair costs, affecting production and business efficiency as well as the quality of service provision.

In addition, An Giang Port faces infrastructure difficulties, such as a short wharf that has been exploited to full capacity; road traffic remains inadequate, affecting container transport operations in the region; and the port hinterland lacks large industrial zones to stabilize import-export sources through the port in a sustainable manner.

Based on the above factors, the results of achieving the targets for the past term were low and did not meet the expectations of shareholders. Despite internal fluctuations, economic conditions, and existing difficulties, the Board of Directors issued timely resolutions and decisions to the Board of Directors and the General Meeting of Shareholders to stabilize internal affairs, maintain production and business activities, ensure employment and income for employees, and preserve and develop capital.

### 3. Investment situation and project implementation

*Unit: Million VND*

Indicator	Year 2021	Year 2022	Year 2023	Year 2024	Year 2025
Investment	295	2.774	490	0	3.184
<i>In which:</i>					
Equipment facilities	295	2.774	490	0	3.184
Basic construction	-	-	-	-	-

a). Regarding investment: During this period, the focus was on investing in improving loading and unloading capacity, such as: replacing the 560KVA-22/0.4kV 3-phase transformer; 01 Kawasaki 12-ton static road roller; 02 container tractors with license plates 67H-023.65 and 67H-023.72; 01 TOYOTA 8FD35J pneumatic tire forklift; 03 container tractors with license plates 68H-092.59, 68H-092.74, and 68H-092.97. The investment items, once put into use, have brought practical efficiency, met customer requirements, and improved port service quality.

b). Regarding project implementation: During the term, the former An Giang Provincial People's Committee issued Official Dispatch No. 5538/VPUBND-KTN dated October 04, 2022, regarding the "revocation of documents related to the policy of land allocation with land use fees without auctioning land use rights..." and the An Giang Department of Finance issued Notice No. 116/TB-STC dated December 22, 2025, announcing the termination of the My Thoi Port expansion investment project. The project to install a fire protection system for warehouses was implemented in accordance with regulations, along with the upgrading of the hard-surfaced cargo storage yard and internal road system in the My Thoi Port enterprise area.

### 4. Corporate governance situation

During the past term, the Board of Directors issued resolutions and decisions regarding the investment and procurement of equipment and tools; regarding personnel for the Board of Directors and the Board of Executives; and issued Internal Regulations on Corporate Governance, Regulations on Operation of Board of Directors, processes, and organizational personnel schemes to stabilize internal affairs and develop An Giang Port in the new phase.

## 5. Remuneration of the Board of Directors and the Board of Supervisors

*Unit: Million VND*

Indicator	Year 2021	Year 2022	Year 2023	Year 2024	Year 2025
Remuneration of the Board of Directors	312	276	276	276	276
Board of Supervisors remuneration	70,5	84	84	84	84

## 6. Summary of Board of Directors meetings and resolutions

### 6.1. Board of Directors meetings

- 2021: Due to the prolonged impact of the Covid-19 pandemic, the Board of Directors maintained information exchange via telephone and collected written opinions via Zalo and Email, issuing 03 Resolutions and 04 decisions (*attached appendix*).

- 2022: The Board of Directors held 04 meetings and issued 05 resolutions and 06 decisions (*attached appendix*).

- 2023: The Board of Directors held 04 meetings and issued 05 resolutions and 05 decisions (*attached appendix*).

- 2024: The Board of Directors held 04 meetings and issued 05 resolutions and 05 decisions (*attached appendix*).

- 2025: The Board of Directors held 05 meetings and issued 07 resolutions and 12 decisions (*attached appendix*).

In addition to regular meetings, the Board of Directors also held extraordinary meetings and collected written opinions to timely issue resolutions and decisions for the Board of Executives to organize and implement, meeting the needs of production and business activities.

## 7. Results of supervision over the Board of Executives and other managers.

During the supervision process, the Board of Directors of the Company found that the Board of Executives and other managers in the company basically organized and implemented the Resolutions of the Annual General Meeting of Shareholders and the resolutions and decisions of the Board of Directors well; maintained production activities; and ensured income for employees.

## *Part II*

### **OPERATING DIRECTIONS OF THE BOARD OF DIRECTORS TERM IV (2026-2030)**

#### **I. FORECASTING THE SITUATION**

An Giang Port enters the new 2026-2030 production and business term in a context where international and domestic situations will have impacts on the port's business activities, specifically as follows:

- The global situation continues to fluctuate rapidly, complexly, and unpredictably. Strategic competition between major powers is increasingly intense; conflicts in several regions, particularly the Middle East, continue to escalate, directly impacting global shipping, supply chains, and energy prices. International financial, monetary, and commodity markets are experiencing strong volatility; development goals, trade policies, and tariffs of major economies are subject to unpredictable adjustments. This affects exports and economic growth, as well as instability and supply-demand imbalances in the global shipping market.

- Domestically, the economy still faces many bottlenecks that must be resolved and continues to confront numerous difficulties and challenges, including the risk of falling further behind in technology; production capacity and the autonomy of the economy are not yet high. Coupled with climate change, which poses a challenge to sustainable development, unpredictable and extreme weather effects directly impact the seaport operation industry.

- An Giang Port faces certain difficulties, such as:

- + The market for seaport operations in the region is increasingly characterized by supply exceeding demand; handling rates and service fees among ports are constantly subject to competition and tend to decrease, approaching cost levels.

- + The disadvantage of the navigation channel for large-tonnage vessels entering the port, which is constantly silting up and has not been thoroughly dredged, allows only small-tonnage vessels (5,000 tons) to enter the port for cargo handling.

- + Additionally, equipment and facilities have been used for many years, are old, and frequently break down, increasing repair costs; furthermore, transport infrastructure remains inadequate, and the port hinterland has not yet formed large industrial zones to stabilize sustainable import-export cargo.

Given these forecasts and the specific characteristics of the Company, the Board of Directors has set the following business goals and plans for the 2026–2030 term:

#### **II. BUSINESS GOALS AND PLANS FOR THE 2026–2030 term**

##### **1. Goals**

- An Giang Port focuses on developing core services: port operations and logistics services. Port operations focus on export rice vessels; containerized cargo, and logistics services including warehousing; logistics services connected to form a cargo distribution center via the port in the form of end-to-end transport to customers.

- Focus on improving high-quality human resources; maintaining healthy finances; and applying information technology and digital transformation in seaport operations.

- Maximize profits for shareholders and benefits for the staff of the Company; continue to maintain the stability of port operations and improve the lives of staff and employees based on production development and efficient business.

- Ensure growth rates in production and business value; revenue, profit, and annual dividend payments.

## 2. Production and business targets for the 2026–2030 period

- Annual throughput is expected to grow by 10%, reaching 1,245 million tons of cargo in 2026, and by 2030, the throughput through the port will be 1,823 million tons.

Indicator	Unit	5-year production and business plan				
		Year 2026	Year 2027	Year 2028	Year 2029	Year 2030
Cargo volume	Tons	1.245.000	1.369.500	1.506.450	1.657.095	1.822.805
Total revenue	million VND	55.871	61.458	67.604	74.365	81.801
Profit Before Tax	million VND	2.900	3.190	3.509	3.860	4.246
Accounts payable to NNS	million VND	5.400	5.940	6.534	7.187	7.905
Average employee income	million VND/person/month	9,20	10,12	11,13	12,25	13,47
Total investment	million VND	4.000	1.000	4.000	1.000	1.000

- For the main production and business targets for the 2026–2030 term, An Giang Port aims for a growth rate in revenue and profit before tax of 10%.

## 3. Main investment items

Invest in infrastructure, renovate yards, wharves, and warehouses; equipment for production and business; and apply information technology in management of operations, warehousing, and finance. However, review and arrange investment items by priority; ensure that investments are effective and avoid waste.

## 4. Implementation solutions

### 4.1. About market work

In the context of increasing market competition, An Giang Port is implementing solutions to develop production and business with the motto of retaining customers and fully exploiting maritime services, warehouses, and yards to increase revenue:

- Develop business plans with superior service policies and quality to attract customers at competitive prices. Strongly strengthen marketing, customer service, research into alternative products and services, and expansion of market share.

- Accelerate the application of information technology in financial management, operations, and warehousing; thereby streamlining and optimizing production. Enhance service quality and pricing policies to increase competitiveness and attract cargo owners and ship owners.

- Consolidate and develop two (02) strategic items passing through the port: export rice and containers; enhance diversity and competitiveness, taking cargo handling services as the focus. At the same time, seize business opportunities and cooperate with potential customers to develop and improve production and business efficiency; utilize and exploit the Company's existing infrastructure effectively.

- Accelerate market exploitation by connecting with logistics service providers for container transport routes in the Binh Long – My Thoi – Ho Chi Minh City area, in order to expand market share and improve efficiency in the coming term.

#### **4.2. Financial accounting, balancing, and use of capital**

- Preserve equity, use capital efficiently; engage in joint ventures and partnerships, and attract investment capital to create funding for projects serving production and business.

- Strengthen financial management and periodic reporting with transparent and accurate information.

- Restructure operating capital to meet the development goals of the Company, associated with the liquidation of fixed assets that are fully depreciated and no longer needed.

- Issue regulations and procedures to strictly manage production and business costs.

- Apply proactive measures to recover overdue debts; preserve and develop capital to meet production and investment requirements.

#### **4.3. Management and administration**

- Review and issue a new internal legal framework suitable for the actual management model of the Company: regulations, processes, and decentralization mechanisms to create proactivity and strengthen strict inspection and supervision in management and administration.

- Strengthen the coordination of the activities of the Board of Supervisors to detect inadequacies early, take preventive measures, and handle issues promptly to limit risks in financial activities.

- Continue to perfect and consolidate the organizational structure to improve the quality of management and administration in line with reality. Manage and use labor flexibly and reasonably based on the existing workload; build reasonable salary unit prices, linked to work results, to encourage employees to improve productivity, efficiency, and benefits.

#### 4.4. Other tasks

- Strengthen democracy within the relationships between the Party organization, government, and unions to build a united and cohesive Company; build corporate culture; and build harmonious labor relations for the development goal of An Giang Port.

- Regularly care for the material and spiritual life of employees; attach importance to emulation and reward work.

- Use social charity work as a bridge for the enterprise to connect and share with the community for mutual development.

*Dear General Meeting of Shareholders!*

On behalf of the Board of Directors, I wish the General Meeting success, and I wish the delegates and shareholders good health, happiness, and success.

Sincerely!

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

**Recipient:**

- Shareholders
- Board of Directors, Board of Supervisors, Board of Executives
- Chief Officer of the Board of Directors
- Archived: Secretary of the Board of Directors, Office of the Board of Directors.

**Le Viet Thanh**



## **REPORT**

Regarding the business performance results for 2025  
and the business plan for 2026

**To:** General Meeting of Shareholders of An Giang Port Joint Stock Company

Pursuant to the Charter of Organization and Operation of An Giang Port Joint Stock Company (the Company), as amended and supplemented, and approved by the General Meeting of Shareholders on January 05, 2026.

On behalf of the Board of General Directors, I hereby report to the Board of Directors (BOD) on the business performance in 2025 and the orientations and solutions for business operations in 2026 as follows:

### **PART I. PRODUCTION AND BUSINESS ACTIVITIES IN 2025**

#### **I. OPERATIONAL CONTEXT**

In 2025, the situation regarding cargo throughput at the Port continued to face many difficulties. Vietnam's rice exports in 2025 saw a sharp decline in both quantity and quality compared to 2024 due to the Philippines' temporary suspension of rice imports from September 2025, which lasted until the end of the year; specifically, export volume reached approximately 8.06 million tons, a decrease of 10.8%, and export turnover reached USD 4.1 billion, a deep decline of 27.6%.

##### **1. Advantages:**

- Received consistent and timely guidance and support from the Company's Board of Directors in management, operations, and stabilizing business performance in 2025 amidst numerous difficulties and challenges.

- The Company consistently enjoys the trust and support of its customers. Our professional stevedoring team, along with our staff and workforce, remain united and committed to fulfilling their duties effectively. State management agencies provide timely coordination and support, ensuring streamlined procedures and smooth operations for ship owners and cargo owners.

##### **2. Challenges:**

- The unstable draft of the Hau River channel prevents large-tonnage vessels from receiving full cargo or incurs additional costs due to waiting for tides (on average, the port received vessels with a draft of up to 6.5m during the year).

- The stagnation of the construction industry has led to low demand for construction materials, causing a sharp decline in the handling volume of clinker, stone, and other materials through the port.

## II. BUSINESS PERFORMANCE RESULTS.

Over the past year, the Company faced many difficulties; however, the Executive Board remained closely aligned with the Resolution of the 2025 General Meeting of Shareholders, proactively implementing key solutions. With high determination and the unity of the staff and workforce, the Company focused all resources to basically complete the planned targets.

### 1. Key business performance indicators:

No.	Target	Unit	Actual	% of yearly plan	% over the same period
1	Cargo throughput	Tons	1.126.560	93,88	129,94
2	Revenue	Billion VND	49,507	99,71	107,76
3	Pre-tax profit	Million VND	933	35,88	-
4	Must pay budget	Billion VND	4,2	82,72	114,03
5	Average monthly income	Mil. VND/ person/month	8,8	117,33	107,32

### 2. Analysis of key indicators:

The above results indicate that output and pre-tax profit did not meet expectations. However, over the past year, the Company has accelerated cargo exploitation, diversified cargo sources through the port, and effectively utilized maritime supply services, resulting in revenue reaching 99.71% of the target and a growth of 7.76% compared to the same period last year.

- My Thoi Port Enterprise: Cargo throughput in 2025 was 995,833 tons, reaching 94.8% of the plan and 138.9% compared to the same period last year; Revenue was VND 33.652 billion, reaching 106.3% of the plan and 140.8% compared to the same period last year; Pre-tax profit was VND 3.7 billion, reaching 67.28% of the plan.

Rice throughput in 2025 reached 559,556 tons (accounting for approximately 56% of the total cargo throughput at My Thoi Port). Of this, rice exports reached 220,314 tons, achieving only 82% of the plan, while domestic rice reached 339,192 tons, achieving 130% of the plan.

Rice exports failed to meet the plan because rice exported through My Thoi Port is primarily destined for the Philippines and Indonesia. However, since September 2025, the Philippines (the largest rice import partner) applied a

temporary import suspension lasting until the end of the year to stabilize domestic rice prices after a period of surplus, while Indonesia is shifting strongly toward self-sufficiency.

Domestic rice shipments grew strongly (exceeding the plan by 30%) due to the Government's policy of accelerating rice stockpiling to stabilize domestic prices while the Philippines temporarily suspended rice imports.

Furthermore, due to the unstable draft of the Hau River channel (the average draft for receiving vessels during the year was -6.5m or less), which only accommodates vessels with a tonnage of 4,000 to 6,000 tons, customers primarily chose to export rice through ports in Ho Chi Minh City.

Container throughput in 2025 reached 18,965 TEUs, achieving 95% of the plan. Specifically, during the year: Q1 reached 70.7% of the plan, Q2 reached 109.7% of the plan, Q3 reached 87.7% of the plan, and Q4 reached 111.2% of the plan.

Clinker throughput in 2025 was only 22,244 tons, reaching 15% of the plan and 70% compared to the same period last year, due to the real estate market not yet recovering, which directly impacted the construction industry and reduced consumption demand.

During the year, the company secured additional cargo, including 1x2 crushed stone and concrete piles for provincial transport infrastructure construction, with a throughput of 63,529 tons, which partially offset the decline in clinker volume.

- Binh Long Port Enterprise: Cargo throughput at the port primarily consists of fertilizer and raw materials for animal feed processing (cassava chips, soybean meal). Cargo throughput in 2025 was 130,727 tons, reaching 87.2% of the plan and 87.2% compared to the same period last year.

Revenue was VND 7.901 billion, reaching 83.2% of the plan and 82.9% compared to the same period last year; Pre-tax profit was VND 1.376 billion, reaching 56.20% of the plan and 56.27% compared to the same period last year. Revenue and profit did not meet the plan because the main income of Binh Long Port comes from warehouse leasing and fertilizer throughput. However, during the past year, demand for fertilizer decreased, with throughput reaching 87,731 tons, achieving 73.1% of the plan and 74.0% compared to the same period last year.

- Road Transport Enterprise: Transported 1,172,067 T.km, reaching 89.2% of the annual plan and 113.9% compared to the same period last year.

Revenue was VND 4.432 billion, reaching 95.3% of the annual plan and 117.6% compared to the same period last year; Pre-tax profit was VND 0.469 billion, reaching 66.99% of the plan and 261.33% compared to the same period last year. Over the past year, containerized cargo transport at warehouses has been favorable and stable. However, due to general difficulties in cargo sources through the port, the company implemented a uniform average salary policy across the company, which resulted in lower income for drivers compared to the regional average. During the year, 03 drivers resigned, leaving the company with insufficient staff to operate

external vehicles (remaining 5 drivers for 9 external vehicles), causing transport revenue to fall short of the plan.

- Service Provision: Revenue in 2025 was VND 1.460 billion, reaching 121.6% of the annual plan and 124.4% compared to the same period last year; profit was VND 0.236 billion, reaching 197.17% of the plan. Over the past year, the Planning and Commercial Department consistently reached out to ship owners and shipping agents to market and provide maritime services such as: fresh water, dunnage, waste disposal, and other maritime services as requested by customers. In general, thanks to effective marketing, service revenue exceeded the set plan. Specifically: container power supply and domestic power supply reached 97% of the plan; fresh water supply for vessels reached 283% of the plan; dunnage collection reached 311% of the plan; waste disposal collection reached 117% of the plan.

### **III. OTHER ACTIVITIES:**

#### **1. Operational management and exploitation:**

Over the past year, the Company's cargo exploitation activities faced many difficulties due to restrictions on the channel for large-tonnage vessels entering the Hau River. Faced with these difficulties, the Cargo Exploitation Board proactively and actively contacted customers and shipping agents to find vessels with suitable tonnage to enter the port for cargo; simultaneously, it maintained and strengthened relationships with traditional customers while expanding the search for new ones. The Company regularly monitors market developments, proactively responds to increasing competitive pressure, timely adjusts business policies, and continuously improves service quality and brand building to increase competitiveness against other ports in the region.

In addition, the Company always focuses on searching for and exploiting more types of cargo to diversify sources, increase throughput, and limit risks in business operations.

The practice of thrift and cost control is always prioritized and closely directed by the Company's leadership through weekly briefing meetings, requiring production units to improve their spirit of thrift, and professional departments to strengthen strict management of expenses, especially costs for purchasing production tools and equipment, issuing fuel and materials, and equipment repair and maintenance.

Concurrently, the Company has reviewed and adjusted production costs and implemented solutions to save and reduce expenses, striving to complete the set business performance targets.

Advisory services for the Company's leadership regarding personnel organization, policies and benefits, wages, and salaries for employees were performed promptly and accurately in accordance with regulations on the management of labor, wages, remuneration, and bonuses in state-owned enterprises. Given the difficulties in cargo throughput, to ensure stable income for employees,

the company implemented a plan to pay average salaries based on the enterprise coefficient.

Personnel mobilization and rearrangement were carried out regularly, in accordance with the professional expertise of the staff. The security team performed well in ensuring security and order, protecting the Company's assets and customer cargo; strictly controlling vehicles entering and exiting the port, and timely preventing violations. The Company coordinates with functional agencies to regularly inspect and ensure security in the port waters.

Production organization and management are carried out scientifically and logically, ensuring labor productivity, rapid vessel turnaround, and efficient cargo handling. Vessel turnaround is executed on schedule as requested by customers, preventing any waiting time for ships. The marine tugboat team proactively coordinates closely with maritime pilots and shipping agents, ensuring that the arrangement of berths and tugboats for vessels entering or leaving berths and mooring buoys is always safe and effective.

The Company has strengthened the inspection and supervision of compliance with labor safety rules and loading/unloading procedures, maximizing the capacity of berths and equipment to improve production efficiency.

The Planning and Commercial Department closely monitors the unit's production status and proactively contacts ship owners and shipping agents to market and provide maritime services such as: fresh water, dunnage, waste collection, and other maritime services as requested by customers.

Weekly, the Board of General Directors holds briefing meetings with the heads of professional departments and directors of Enterprises to review production and business performance, while providing timely directives to enhance operational efficiency.

## **2. Technical Management – Construction Investment:**

Periodic maintenance and repair of vehicles and equipment are carried out regularly to detect and rectify malfunctions in a timely manner.

Technical management is always prioritized and closely directed by the Board of General Directors. The settlement of fuel and materials for production is based on approved technical norms, ensuring compliance with regulations and effective cost control.

The Company regularly organizes reviews, adjustments, and re-establishment of fuel consumption norms for production vehicles, tailored to each type of cargo and actual operating conditions, to maximize production cost savings.

Regarding procurement, repairs, and equipment investment, all repair estimates, investment plans for equipment procurement, and capital construction are strictly inspected and appraised for technical specifications, volume, and efficiency before being submitted to the Board of General Directors for review, approval, and implementation. During the year, the company invested in the purchase of 03 new



DongFeng tractor trucks (investment value of VND 3,184,508,800) for the Road Transport Enterprise to serve the demand for container transport for customer warehouse packing; investment activities were conducted strictly and in accordance with regulations.

## **PART II. PRODUCTION AND BUSINESS PLAN FOR 2026**

### **1. Assess the situation**

In 2026, the global market is expected to be volatile and oversupplied; therefore, the Executive Board assesses that the Company's production and business situation will continue to face many difficulties. Rice exports, in particular, will be a challenging year as the two largest traditional markets show clear divergence: the Philippines has reopened but increased tariff barriers and port regulations, while Indonesia has almost withdrawn from the group of rice-importing countries from Vietnam. The channel draft for large-tonnage vessels entering the Hau River is unstable; vessels with a tonnage of 5,000 to 7,000 tons (draft from 6.7m to 7.5m) must depend on the tides for entry and exit.

The market for seaport exploitation in the An Giang Port area is becoming increasingly competitive with the emergence and direct competition of many ports downstream of the Hau River, such as Bao Mai Port, Tan Cang Water Transport, and other inland waterway ports, leading to supply exceeding demand. Stevedoring rates and port services are subject to competition between ports and are continuously decreasing.

Cargo through An Giang Port mainly consists of 02 main items: containers and rice (domestic shipments to northern provinces and rice for export). In particular, rice accounts for 65% to 70% of the cargo structure through the port. Since China banned small-scale rice imports through northern border gates in 2016, the volume of loading and unloading through the port has decreased significantly (averaging 800,000 tons to 1 million tons/year).

- Loading and unloading equipment (floating cranes, container reach stackers, forklifts, and excavators) are aging, currently suffering from frequent breakdowns, which increases repair costs, affecting production and business efficiency as well as the quality of service delivery.

### **2. 2026 Production and Business Plan**

Based on the statistics of output, revenue, and profit over the last 3 years and the forecast of cargo throughput through the Port in 2026, the Company has established the 2026 production and business plan as follows:

No.	Target	Unit	Plan
1	Cargo throughput	Tons	1.245.000
2	Total revenue	Billion VND	55,871

No.	Target	Unit	Plan
3	Pre-tax profit	Billion VND	2,9
4	Submit budget	Billion VND	5,4
5	Average monthly income	Million VND/ person/month	9,2

### 3. Key Solutions:

*First: Strengthen and proactively contact ship owners, cargo owners, agents, and logistics units to obtain market information early, avoiding passivity. On that basis, adjust operations accordingly, find new sources of cargo, and retain traditional customers. Accelerate cooperation with logistics units, apply reasonable pricing policies to encourage customers to bring cargo to the Port for container packing or organize container transport to customer warehouses for packing, while expanding cooperation to organize container transport to neighboring provinces.*

*Second: Focus on exploiting the full capacity of wharves, mooring buoys, and services serving maritime vessels such as tugging, water supply, waste collection, and other maritime services. Specifically, the work of packing rice containers at the port must be strictly controlled; field dispatchers must be present regularly to monitor, urge work, and handle issues arising during cargo handling; cargo must be loaded in sufficient quantity, and the packing area must be kept clean.*

*Third: Continue to review personnel, assigning the right people to the right jobs to increase productivity and reduce costs. Expenses for materials, tools, and machinery/vehicle repairs must be strictly managed and used economically to avoid waste. Security, fire prevention, and the maintenance of security and order throughout the Company will continue to be tightened.*

*Fourth: Cargo exploitation activities will focus on strong items, especially rice for export under commercial contracts. The Company will proactively compete fairly with ports in the region to retain cargo and customers, while resolutely correcting behaviors that cause trouble or negativity, which affect the overall reputation. Coordination with logistics units to find new customers, especially rice export enterprises in the province and neighboring areas, is considered a regular task.*

*Fifth: Strengthen the maintenance and repair of vehicles and machinery/equipment on a periodic basis to detect damage early and avoid production interruptions. The use of production tools and equipment must be for the intended purpose, limiting loss and reducing costs for the Company. Subordinate enterprises should proactively arrange manpower and mobilize vehicles reasonably to improve work efficiency and ensure serious and transparent work.*

*Sixth: My Thoi Port Enterprise will focus on improving loading and unloading productivity, coordinating well between manual and mechanical labor, working quickly but in accordance with procedures. Binh Long Port Enterprise will strengthen the exploitation of loading/unloading and warehousing cargo, seeking new sources of cargo to serve the production of Binh Long Industrial Zone and the*

*socio-economic development of the region. The Road Transport Enterprise will expand container transport operations to customer warehouses and industrial zones in neighboring provinces, better serving the needs of cargo owners.*

*Seventh: Strengthen coordination between departments, divisions, and enterprises in production management, cost control, and timely debt collection, ensuring no bad debts arise. At the same time, maintain regular inspections of labor safety, fire prevention, and environmental sanitation, ensuring safe, stable, and long-term production.*

*Eighth: Accelerate the application of information technology in management and exploitation, thereby streamlining and optimizing production. Strengthen competition in service quality and pricing policies to increase competitiveness and attract cargo and ship owners.*

*Ninth: Outsource some loading and unloading activities at the Port (according to actual needs) when necessary.*

The above is the report on the 2025 production and business results and the direction and goals for 2026; Respectfully submitted to the General Meeting of Shareholders for approval.

Sincerely./.

**TM. BOARD OF GENERAL DIRECTORS  
DEPUTY GENERAL DIRECTOR IN CHARGE**

**Recipients:**

- As addressed (for report);
- Supervisory Board (for information);
- Board of General Directors (for information);
- Office of the Board of Directors;
- Filed at Finance-Admin Dept, Planning-Commercial Dept.

**Nguyen Van Phu**



## **REPORT**

### **Development Strategy of An Giang Port Joint Stock Company Period 2026-2030**

**To:** General Meeting of Shareholders of An Giang Port Joint Stock Company

- Based on the Charter of Organization and Operation of An Giang Port Joint Stock Company (the Company), as amended and approved by the General Meeting of Shareholders on January 05, 2026;
- Based on the results of production and business tasks for the second term, 2020-2025, the Board of General Directors has developed the business strategy for the third term, 2026–2030, as follows:

#### **I. BASIS FOR STRATEGIC BUILDING**

- Socio-economic development orientation for the Mekong Delta region.
- Logistics and transshipment role for inland waterway cargo connecting Cambodia, the Mekong Delta, and Ho Chi Minh City.
- Increasing demand for import and export of agricultural products, construction materials, and containers.
- Existing capacity and restructuring orientation for the production and business activities of An Giang Port JSC.

#### **II. VISION – MISSION – GOALS**

##### **1. Vision**

By 2030, An Giang Port will become a general port and a key inland waterway logistics hub for the An Giang region, operating efficiently, safely, with high competitiveness and sustainable development.

##### **2. Mission**

- Provide high-quality handling, warehousing, and logistics services.
- Actively contribute to the local budget and the socio-economic development of An Giang province.
- Ensure stable employment and income for employees.

##### **3. General objectives for the 2026–2030 period**

Qualitative objectives: To lead An Giang Port out of the state of declining capacity and operational efficiency to achieve sustainable development through fundamental solutions:

- Restructure the organizational apparatus, improve productivity and labor efficiency;
- Innovate methods, capacity, and efficiency in business management, finance, marketing, and logistics;
- Invest in expanding and enhancing the capacity and efficiency of the Port's operations and services.

Quantitative targets: The Company's throughput will grow steadily during the 2026 - 2030 period, reaching 2,000,000 tons by 2031, to become the leading port enterprise in the Mekong Delta region.

### III. 5-YEAR PLANNING TARGETS (2026–2030):

Development orientation for the 2026–2030 period: stable and sustainable growth, averaging 10%/year compared to the previous year; based on statistics of throughput, revenue, and profit from the last 3 years, while forecasting throughput at the Port in 2026 and subsequent years, linking throughput growth with improved efficiency and better employee income. The Company establishes a 5-year production and business plan (2026-2030) as follows:

No.	Indicator	Unit	2025 Actual	5-Year Production and Business Plan (2026-2030)				
				2026	2027	2028	2029	2030
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
1	Cargo throughput volume	Tons	1.126.560	1.245.000	1.369.500	1.506.450	1.657.095	1.822.805
2	Revenue	Billion VND	49,507	55,871	61,458	67,604	74,365	81,801
3	Profit before tax	Billion VND	933	2,900	3,190	3,509	3,860	4,246
4	Submit budget	Billion VND	4,2	5,400	5,940	6,534	7,187	7,905
5	Average employee income	VND/person /month	8,8	9,20	10,12	11,13	12,25	13,47
6	Total investment	Million VND	4.000	4.000	3.000	4.000	3.000	3.000

### IV. STRATEGIC DEVELOPMENT ORIENTATION

#### 1. Market and throughput strategy

- Maintain and expand traditional customers (rice, fertilizer, construction materials, coal, clinker).
- Attract more domestic container vessels and general cargo vessels from Cambodia and the Philippines.
- Develop comprehensive logistics services: handling – warehousing – transport – customs procedures.

#### 2. Service and product strategy

- Improve the quality of handling services and shorten vessel turnaround time at the wharf.
- Develop warehouses for materials, bulk cargo, and containers.

- Accelerate transport services, exploit new refrigerated container transport from Binh Long Port Enterprise to Tran De (Soc Trang) and Ho Chi Minh City.
- Outsource certain stevedoring activities at the Port (based on actual demand) when necessary.

### **3. Investment and infrastructure strategy**

- Invest in renovating wharves, container yards, fuel depots, and warehouses.
- Gradually modernize handling equipment (cranes, forklifts, motorized vehicles).
- Apply IT in the management of operations, warehousing, and finance.

### **4. Financial strategy**

- Strictly control fuel, repair, and management costs.
- Increase the proportion of revenue from services with high profit margins.
- Maintain and stabilize revenue from financial activities (term deposits).
- Proactively balance investment capital from depreciation, retained earnings, and reasonable commercial loans (if any).

### **5. Human resources strategy**

- Build a young, stable, and highly skilled workforce.
- Link income to productivity and work performance.
- Train management, technical, and occupational safety staff.

## **V. PRODUCTION AND BUSINESS PLAN**

### **1. Port operation activities**

- Organize production according to vessel and cargo schedules, monthly and quarterly.
- Coordinate closely with shipping agents, cargo owners, and customs.

### **2. Warehousing and fuel activities**

- Strictly manage inventory (import – export – balance).
- Increase warehouse turnover and limit losses.
- Maximize efficient exploitation of port yard rental area

### **3. Container transport activities**

- Optimize vehicle dispatch and fuel quotas by route.
- Link driver accountability to trip efficiency.

## **VI. INVESTMENT AND DEVELOPMENT PLAN**

The main investment portfolio (expected) for the 2026 – 2030 period is as follows:

*Unit: Million VND*

Assets	2026	2027	2028	2029	2030	Cumulative 5 years
<b>Total:</b>	<b>4.000</b>	<b>3.000</b>	<b>4.000</b>	<b>3.000</b>	<b>3.000</b>	<b>17.000</b>

Assets	2026	2027	2028	2029	2030	Cumulative 5 years
Major repairs of vehicles Facilities, equipment, registration	1.600	1.500	1.500	2.000	2.000	8.600
Transport vehicles, forklifts container handling and other vehicles	2.400		1.000	1.000	1.000	5.400
Floating crane + pontoon barge		1.500				1.500
Renovation, repair of port yard			1.500			1.500

## VII. IMPLEMENTATION AND SUPERVISION

- The Board of General Directors is responsible for implementation.
- Develop annual production and business plans to concretize the 5-year plan.
- Periodically evaluate and adjust in accordance with actual conditions.

## VIII. IMPLEMENTATION ROADMAP FOR EACH YEAR (2026–2030)

### 1. 2026 – The Foundation Year

- Stabilize production organization, review all port operation processes.
- Target throughput: 1,245,000 tons; Revenue: 55.871 billion VND.
- Review fuel consumption quotas and operating costs.
- Perfect the mechanism for cost and revenue contracting.
- Consolidate and complete the company website, update information, and promote the image of An Giang Port's handling capacity and existing strengths.
- Prepare investment documents for the purchase of 02 40-foot refrigerated container tractors.
- Invite organizations and individuals to lease a land area of approximately 2,000m<sup>2</sup> in front of the Port (length along National Highway 91 is 53 meters and width is 48 meters).
- Invest in major repairs, dry-docking for 2 passenger boats (65 passengers) serving worker transport to vessels for cargo handling, 01 tugboat AG 2318, and 01 tugboat BTH – 0057 (estimated 600 million VND).
- Plan major repairs for some vehicles and equipment in phase 1. Propose liquidation of fully depreciated fixed assets that are no longer needed to use capital for reinvestment (purchase of floating cranes or refrigerated container tractors and procurement/major repairs of equipment).
- Strengthen the exploitation of domestic rice cargo and exports to Cambodia and the Philippines.

### 2. 2027 – The Optimization Year

- Throughput: 1,369,500 tons; Revenue: 61.458 billion VND.
- Apply software for operation and warehouse management.
- Plan major repairs for some vehicles and equipment in phase 2.

- Maintain operations for domestic cargo and exports to Cambodia and the Philippines.

### **3. 2028 – The Acceleration Year**

- Throughput: 1,506,450 tons; Revenue: 67.604 billion VND.
- Expand comprehensive logistics services.
- Plan major repairs for some vehicles and equipment in phase 3.
- Submit a plan for renovating, repairing, and upgrading the port yard surface.

### **4. 2029 – The Expansion Year**

- Throughput: 1,657,095 tons; Revenue: 74.365 billion VND.
- Maintain comprehensive logistics services.
- Increase the proportion of domestic containers.
- Increase employee income to 12.25 million VND/person/month.
- Plan major repairs for some vehicles and equipment in phase 4.

### **5. 2030 – The Breakthrough Year**

- Throughput: 1,822,805 tons; Revenue: 81.801 billion VND.
- Perfect the general port – logistics model.
- Stabilize market share against competition from regional ports.
- Achieve profit target of 4.246 billion VND; Increase employee income to 13.47 million VND/person/month.

## **IX. APPENDIX RISKS AND SOLUTIONS**

### **1. Risk of fuel price fluctuations**

- Impact: Increased operating and transport costs.
- Solution:
  - + Apply fuel quotas by route and by equipment.
  - + Strictly control fuel inventory (import – export – balance).
  - + Negotiate service price adjustments when fuel prices fluctuate significantly.

### **2. Commodity market risk**

- Impact: Decreased throughput, fewer vessels calling at the port.
- Solution:
  - + Diversify goods and customers.
  - + Proactively approach cargo sources from Cambodia and the Philippines.
  - + Develop value-added logistics services.

### **3. Navigational channel and water level risks**

- Impact: Restricted vessel capacity, delayed handling progress.
- Solutions:
  - + Collaborate closely with the waterway management authority.
  - + Manage vessel schedules according to seasonal water levels.

1600,  
NG T  
CP  
ANGIA  
- T. AN

- + Adjust vessel schedules based on seasonal water levels.
- + Prioritize high-efficiency vessels and cargo.

#### 4. Competitive risks (Bao Mai Port, Tan Cang – Thot Not)

- Impact: Loss of market share, reduction in service tariffs.
- Solutions:
  - + Leverage the geographical advantage in An Giang.
  - + Implement flexible pricing policies and customer care.
  - + Shorten vessel turnaround time at the berth.
  - + Integrate transport, port, and warehousing into a service chain.

### X. DEVELOPMENT STRATEGY FLOW CHART



### XI. DETAILED COMPETITION ANALYSIS BETWEEN AN GIANG PORT – BAO MAI PORT – TAN CANG THOT NOT

#### 1. Analysis objectives

- Assess the competitive position of An Giang Port in the region.
- Identify advantages and disadvantages compared to main competitors.
- Establish a basis for developing pricing, customer, and investment policies.

#### 2. Summary comparison table of Hau River ports

No.	Criteria	An Giang Port	Bao Mai Port	Tan Cang Thot Not
1	Port type	Type II Seaport	Private port	Saigon New Port Branch
2	Geographical location	Near cargo sources, border area	Near cargo sources, border area	Near Can Tho City, logistics hub
3	Channels	Depends on water level in dry season	Relatively favorable	Large channel, stable year-round

No.	Criteria	An Giang Port	Bao Mai Port	Tan Cang Thot Not
4	Main cargo type	Bulk cargo, agricultural products, domestic containers	Bulk goods, agricultural products	Containers, general cargo
5	Berth scale	Medium	Small – medium	Large, modern
6	Loading and unloading equipment	Average level, flexible	Limited	Modern and synchronous
7	Service pricing	Competitive, flexible	Low, flexible	Competitive, flexible
8	Logistics services	Developing	Limited	Complete
9	Connected transportation	Has container truck fleet	Limited	Strong, multi-modal
10	Brand	Regional	Local	Country (New Port)



### 3. SWOT analysis for An Giang Port

#### a) Strengths

- Advantageous location for cargo sources in An Giang and Cambodia.
- Flexible pricing policy, suitable for small and medium-sized enterprises.
- Possesses internal warehousing, fuel systems, and container truck fleets.
- Traditional relationships with local customers.

#### b) Weaknesses

- Infrastructure and equipment are not as synchronized as Tan Cang Thot Not.
- Affected by navigational channels and dry season water levels.
- Marketing and sales capacity remains limited.

#### c) Opportunity

- Growth in agricultural exports in the Mekong Delta region.
- Increasing demand for domestic logistics and waterway container transport.
- Local logistics development policy.

#### d) Challenges

- Direct competition from Tan Cang Thot Not regarding containers.
- Pressure to reduce prices from Bao Mai Port.
- Fluctuations in fuel and labor costs.

### 4. Proposed competitive strategy for An Giang Port

#### 4.1. Competition with Bao Mai Port

- Maintain prices equivalent to or slightly higher than competitors while providing better service quality.
- Leverage the advantages of the container truck fleet, warehouses, and fuel.
- Secure traditional customers through long-term incentive policies.

#### ***4.2. Competition with Tan Cang Thot Not***

- Do not compete directly on scale and technology.
- Focus on the segments of agricultural products, bulk cargo, and short-haul domestic containers.
- Emphasize the advantage of transport cost savings for customers in An Giang and neighboring provinces.
- Shorten vessel turnaround time at the berth and expedite procedures.

#### **5. Specific action plan for the 2026–2030 period**

- Develop a flexible tariff structure for each customer group.
- Invest with focus to gradually improve competitive capacity.
- Develop a closed-loop service chain: Port – Warehouse – Transport.
- Strengthen direct marketing and care for major customers.

### **XII. CONCLUDE**

The development strategy for the 2026–2030 period is an important foundation for An Giang Port JSC to achieve stable growth, improve production and business efficiency, ensure the interests of shareholders and employees, and contribute positively to the State budget.

The objectives of this Strategy demonstrate the determination of the Board of Directors and the Board of General Directors to comprehensively restructure the Company during the 2026–2030 term, creating a premise for the Company's sustainable development in the era of integration. The proposed strategic solutions are breakthrough in nature but have been carefully considered and reached high consensus among the leadership and staff, aligning with the investment direction of SCIC – the controlling shareholder of the Company – and the investment expectations of all shareholders.

The Board of Directors and the Board of General Directors of An Giang Port JSC are very confident and expect the feasibility and effectiveness of this Strategy, provided there is consensus and strong support from all shareholders to continuously increase the Company's value.

The above is the development strategy for the Company for the 3rd term, 2026–2030, respectfully submitted to the Board of Directors for consideration.

Sincerely./.

#### **Recipients:**

- As addressed (for reporting);
- Supervisory Board (for information);
- Board of General Directors (for information);
- Office of the Board of Directors;
- Filed at HR-Admin Dept., Finance-Accounting Dept.

**ON BEHALF OF THE BOARD OF GENERAL  
DIRECTORS  
DEPUTY GENERAL DIRECTOR IN CHARGE**

**Nguyen Van Phu**



## SUPERVISORY BOARD ACTIVITY REPORT

### Year 2025 and 2021-2025 Term

- Pursuant to the Law on Enterprises No. 59/2020/QH14;
- Pursuant to the Charter of Organization and Operation of An Giang Port Joint Stock Company
- Pursuant to the Resolution of the 2025 Annual General Meeting of Shareholders, and Decisions of the Board of Directors and the Board of Management of the Company.
- Pursuant to the financial statements as of 31 December 2025 of An Giang Port Joint Stock Company, which have been audited by A&C Auditing and Consulting Co., Ltd., Can Tho Branch.

The Supervisory Board hereby respectfully informs the Board of Directors and the Board of Management regarding the operational situation and the results of the assigned duties and powers for the year 2025 and the 2021-2025 term, as well as the operational direction for 2026, specifically as follows:

#### PART ONE

#### SUMMARY OF THE 2021-2025 TERM

##### I. ACTIVITIES OF THE SUPERVISORY BOARD

##### 1. The structure of the Supervisory Board for the 2021-2025 term consisted of 3 members

- Ms. Tran Thi Thu Tra: Head of the Company's Supervisory Board;
- Ms. Tran Thi Thuy Hanh: Member of the Supervisory Board;
- Mr. Pham Van Thanh: Member of the Supervisory Board

##### 2. Activities of the Supervisory Board and its members:

The tasks of the Supervisory Board during the 2021-2025 term were as follows:

- Preparing periodic reports of the Supervisory Board.
- Inspecting and supervising the implementation of the company-wide production and business plan through monthly, quarterly, and annual reports.
- Appraising financial statements and quarterly and annual business performance. The appraisal of financial statements is intended to assess the truthfulness and fairness of

financial data, in accordance with accounting standards, accounting regimes, and relevant legal policies and regulations.

- Supervising and inspecting the implementation and compliance with the annual General Meeting of Shareholders' Resolutions, adherence to the company charter, state laws, and regulations, rules, and decisions of the Board of Directors and the Board of Management in the management and execution of tasks assigned by the General Meeting of Shareholders.

- Providing opinions to the Board of Directors and the Board of Management on issues related to the company's business operations by attending Board of Directors meetings and meetings with the Board of Management.

- The Supervisory Board attended all meetings of the Company's Board of Directors and all meetings of the Company's General Meeting of Shareholders.

- Inspecting capital preservation management, the implementation of investment projects, salary regulations, and other provisions in accordance with the law and the Company's Charter of Organization and Operation.

- Maintaining close coordination in activities with the Board of Directors, the Board of Management, and departments within the Company.

- In 2025, the Supervisory Board received reports and complaints from 02 officers and employees of the Company. Based on these reports, the Supervisory Board conducted an inspection of the Company's financial management and business operations and outlined the issues for the Company to rectify.

### **3. Assessment of the capacity and effectiveness of the Supervisory Board.**

- With a high sense of responsibility, throughout the operational process, each member of the Supervisory Board has consistently affirmed their professional competence, conducting independent and objective inspections and reporting their own findings regarding the truthfulness and fairness of the financial statements, as well as the legal compliance of general business activities.

- During the performance of its duties, the Supervisory Board has always received attention and favorable conditions from the Board of Directors, the Board of Management, and management departments within the Company to enable the Supervisory Board to complete its assigned tasks.

## **II. Results of monitoring compliance with legal regulations and the Company's Charter in the management and administration by the Board of Directors and the Board of Management:**

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

- Through the monitoring process, the Supervisory Board observed that the members of the Board of Directors fully exercised their powers, functions, and duties in accordance with the Company's Charter and relevant legal regulations.

- Management work was fundamentally carried out in accordance with the law and current regulations, the Company's Charter, and the General Meeting of Shareholders' Resolutions.

- In 2025, the Board of Directors maintained all regular meetings, with full attendance by Board members and the participation of Supervisory Board members. It held 05 regular and extraordinary meetings to review and assess the company's operational situation and issued 07 Resolutions and 12 decisions. The resolutions and decisions passed at the meetings received 100% consensus from the attending members and were strictly implemented by the Board of Management and employees, contributing to internal stability and the development of production and business for the benefit of shareholders as well as employees in the Company.

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

- The Board of Management assigned tasks to its members and units. The members of the Board of Management and the units are responsible to the General Director according to their assigned areas.

- Together with the Board of Directors, the Board of Management implemented the Resolutions of the General Meeting of Shareholders and the Board of Directors in managing production and business, and organized the implementation of tasks according to the Resolutions of the General Meeting of Shareholders, as well as Resolutions and directives from the Board of Directors.

## **3. Assessment of the coordination between the Supervisory Board, the Board of Directors, and the Board of Management:**

The relationship between the Board of Directors, the Board of Management, and the Supervisory Board is one of coordination, in accordance with the Company's charter, always ensuring the principle of compliance with the provisions of the Law and the Company, for the common interest of the Company and its shareholders, ensuring independence and consistency.

The Board of Directors and the Board of Management have always supported and created favorable conditions for the Supervisory Board to perform its functions and duties; inviting the Supervisory Board to attend the Company's Board of Directors meetings.

The Supervisory Board has been provided with full records, documents, data, and content required for participation and feedback at the Company's Board of Directors meetings.

## **III. Results of monitoring the Company's operational situation in 2025 and the 2021-2025 term:**

### **1. Financial situation and production and business activities in 2025:**

#### **1.1. Financial statements as of 31 December 2025:**

- The Company's 2025 report has been audited with an unqualified opinion. In the auditor's opinion, the Report presents fairly and reasonably, in all material respects, the consolidated financial position of the Company as of 31 December 2025, as well as its consolidated business performance and consolidated cash flows for the financial year then ended, in accordance with Vietnamese accounting standards, the Vietnamese enterprise accounting regime, and legal regulations relevant to the preparation and presentation of consolidated financial statements.

**a/ Balance Sheet as of 31/12/2025:**

**Unit: VND**

<b>ASSETS</b>	<b>Code No.</b>	<b>Notes Ending balance</b>	<b><u>End-of-year balance</u></b>	<b><u>Beginning balance</u></b>
<i>1</i>	<i>2</i>		<i>3</i>	<i>4</i>
<b>A- CURRENT ASSETS</b>	<b>100</b>		<b>95.309.034.148</b>	<b>90.633.594.474</b>
<i>I. Cash and cash equivalents</i>	110	V.1	16.339.059.623	10.824.353.350
<i>II. Short-term financial investments</i>	120	V.2	50.000.000.000	52.000.000.000
<i>III. Short-term accounts receivable</i>	130		24.984.663.249	21.943.987.613
<i>IV. Inventory</i>	140		1.666.276.685	2.568.144.454
<i>V. Other current assets</i>	150		2.319.034.591	3.297.109.057
<b>B- NON-CURRENT ASSETS</b>	<b>200</b>		<b>53.095.455.314</b>	<b>57.485.236.423</b>
<i>I. Long-term accounts receivable</i>	210		526.902.200	526.902.200
<i>II. Property, Plant and Equipment</i>	220		45.158.585.518	49.084.657.048
<i>III. Investment property</i>	230			
<i>IV. Long-term work in progress</i>	240		41.037.037	643.405.800
<i>V. Long-term financial investments</i>	250		2.849.589.466	3.120.708.813
<i>VI. Other non-current assets</i>	260		4.519.341.093	4.109.562.562
<b>TOTAL ASSETS</b>	<b>270</b>		<b><u>148.404.489.462</u></b>	<b><u>148.118.830.897</u></b>
<b>LIABILITIES AND EQUITY</b>				
<b>A- LIABILITIES</b>	<b>300</b>		<b>4.407.664.671</b>	<b>4.896.817.406</b>
<i>I. Current liabilities</i>	310		2.907.774.671	3.666.927.406
<i>II. Long-term liabilities</i>	330		1.499.890.000	1.229.890.000
<b>B- EQUITY</b>	<b>400</b>		<b>143.996.824.791</b>	<b>143.222.013.491</b>
<i>I. Owner's equity</i>	410		143.996.824.791	143.222.013.491
<i>II. Other funds and sources</i>	430			
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>440</b>		<b><u>148.404.489.462</u></b>	<b><u>148.118.830.897</u></b>

**b. Assessment of some financial indicators:**

Based on the financial statement data as of 31 December 2025, the Supervisory Board has prepared the following summary table:

Unit: Million VND

No.	Indicator	Unit	31/12/2025		31/12/2024
			Value (Million VND)	Index	Index
<b>A</b>	<b>Liquidity</b>				
1	Quick ratio (Current assets – Inventory)/ Current liabilities	Times	(95.309 – 1.666)/2.908	32,20	23,29
2	Current ratio Current assets/Current liabilities	Times	95.309/2.908	32,77	23,96
<b>B</b>	<b>Asset and capital structure</b>				
1	Current assets/Total assets	%	95.309/148.405	64,22	61,14
2	Non-current assets/Total assets	%	53.095/148.405	35,78	38,78
3	Total liabilities/Total capital	%	4.408/148.405	2,97	3,38
4	Owner's equity/Total capital	%	143.997/148.405	97,03	96,62
<b>C</b>	<b>Debt ratio</b>				
1	Total liabilities/Owner's equity	%	4.408/143.997	3,06	3,50
2	Accounts receivable/Current assets	%	14.029/95.309	14,72	24,21
<b>D</b>	<b>Operating efficiency indicators</b>				
1	Net profit/Total assets (ROA)	%	775/148.405	0,52	(0,44)
2	Net profit/Net revenue (ROS)	%	775/46.725	1,66	(1,7)
3	Net profit/Owner's equity (ROE)	%	775/143.997	0,54	(0,46)

**Comments:**

- Through the financial indicators, we can see that the Company's financial situation and cash flow are good, ensuring high liquidity and safety. The asset and capital structure is balanced and reasonable. Current assets (VND 95,309 million) are always greater than current liabilities (VND 2,908 million), and the net working capital is positive, demonstrating stability in business operations as there is always a portion of working capital financing current assets used for business activities.

- The total liabilities/Equity ratio in 2025 reached 3.06%, which is a small amount of debt, reflecting the timely and punctual payment of debts, with no pressure on cost payments for the Company.

## 2. Income Statement for the year ended 31 December 2025:

Unit: VND

INDICATOR	Code No.	Notes This year	Current year	Last year
<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
1. Revenue from sales and service provision	01	VI.1	46.725.011.895	38.371.820.418
2. Revenue deductions	02		0	0
3. Net revenue from sales and service provision	10		46.725.011.895	38.371.820.418
4. Cost of Goods Sold	11	VI.2	39.802.723.187	36.662.394.003
5. Gross profit from sales and service provision	20		6.922.288.708	1.709.426.415
6. Financial income	21	VI.3	2.781.701.312	3.131.740.610
7. Financial expenses	22	VI.4	271.119.347	52.745.561
In which: interest expenses	23		0	0
8. Selling expenses	25	VI.5	800.690.108	1.263.540.135
9. General and administrative expenses	26	VI.6	7.677.551.438	8.752.243.668
10. Net operating profit	30		954.629.127	(5.227.362.339)
11. Other income	31	VI.7	744	4.439.990.301
12. Other expenses	32	VI.8	21.853.839	32.820.800
13. Other profit	40		(21.853.095)	4.407.169.501
14. Total accounting profit before tax	50		932.776.032	(820.192.838)
15. Current corporate income tax expense	51	V.13	157.964.732	(158.619.669)
16. Deferred corporate income tax expense	52			
17. Profit after corporate income tax	60		774.811.300	(661.573.169)
18. Basic earnings per share	70	VI.9	56	(48)

\* The financial statements for the year ended 31 December 2025 show the company's production and business results as follows:

Unit: Million VND

No.	Indicator	2025 Plan	2025 Actual	%/Plan	% Year-on-year
01	Total revenue	49.650	49.507	99,71%	107,76%
02	Profit before tax	2.600	933	35,88%	-

\* General assessment:

- Regarding total revenue: The total revenue achieved in 2025 was VND 49,507 million compared to the General Meeting of Shareholders' resolution of VND 49.7 billion, reaching 99.71% of the 2025 plan. According to the Supervisory Board's observation, although the 2025 production and business situation did not achieve high efficiency compared to the set targets, over the past year, the Company has promoted cargo exploitation and diversified cargo sources through the port, especially by exploiting additional 1x2 stone and concrete piles for the province's transport infrastructure construction. The throughput of 63,529 metric tons partially offset the decline in clinker volume, and at the same time, the shipping supply service was well exploited, so revenue reached 99.71% and grew by 7.76% over the same period.

- Salaries, remuneration, and other income of the Board of Directors and the Supervisory Board in 2025 were implemented in accordance with the 2025 General Meeting of Shareholders' resolution and the company's current salary regulations.

### 3. Assessment of production and business results for the 2021-2025 term:

#### a. Business results for the 2021-2025 term:

Unit: Billion VND

Indicator	2021		2022		2023		2024		2025	
	KH	Actual	KH	Actual	KH	Actual	KH	Actual	KH	Actual
Revenue	63,28	53,3	78,85	74,9	105,14	59,08	131,42	38,37	155,73	46,7
PBT	5,5	6,2	7	8,2	9	3,9	11,5	-0,82	13,7	0,93

During the 2021-2025 term, except for 2021 and 2022 when the Company completed the revenue and profit plans assigned by the General Meeting of Shareholders, starting from 2023, the Company's business activities trended downward and did not complete the business plan assigned by the General Meeting of Shareholders.

During the 2021-2025 term, An Giang Port JSC experienced some violations related to financial and accounting management, asset management, and financial revenue and expenditure accounting... The Board of Directors directed the Board of Management to hire an independent auditor to perform a thematic audit of revenue and expenses for the 2021-2025 term. Through the independent auditor's report, some limitations and shortcomings of the Company related to financial and accounting management were pointed out, from which solutions were proposed to rectify the consequences and improve the Company's processes and regulations in the coming time.

#### b. Financial situation for the 2021-2025 term:

Indicator	Year 2021	Year 2022	Year 2023	Year 2024	Year 2025
Total revenue (VND billion)	56	74,9	63	45,9	49,5

Indicator	Year 2021	Year 2022	Year 2023	Year 2024	Year 2025
Profit after corporate income tax (VND million)	5,30	6,2	3,93	(0,82)	0,775
Book value per share (BVPS) (VND/share)	10.758	10.847	10.639	10.378	10.434
Gross profit margin (%)	25,51	23,21	14,7	4,45	14,8
Net profit margin (%)	9,95	11,03	6,64	(2,14)	1,99
Current ratio (times)	13,65	12,02	14,98	24,72	32,78
Debt to Total Assets ratio (times)	0	0	0	0	0
Debt to Equity ratio (times)	0	0	0	0	0
Return on Equity (ROE) (%)	3,4%	3,9%	2,04%	-0,45%	0,54%
Return on Assets (ROA) (%)	3,5%	4,1%	2,11%	-0,46%	0,52%

Although the Company's business efficiency for the 2021-2025 term was very low, the liquidity ratios were all ensured to be within safe levels.

#### IV. Recommendations:

- In the current increasingly difficult business situation of the Company, the Board of Directors and the Board of Management must have specific solutions to improve production and business efficiency to complete the plan assigned by the General Meeting of Shareholders.
- The Board of Directors and the Board of Management should review internal regulations, implement the recommendations of the auditor Parker Russell, who performed the thematic audit of revenue and expenses for the 2021-2025 period, and complete the issuance of internal control regulations and processes to ensure compliance with accounting law regulations as well as to control all stages of the Company's production and business activities in accordance with the law.
- Continue to maintain the quality of seaport services for traditional customers and strengthen cargo exploitation, especially container goods in the coming time.
- The company should build and maintain a flexible pricing policy for each customer and each type of goods to maintain long-term existing customers and attract new customers in the context of increasingly fierce competition.
- Continue to effectively exploit rice exports through markets such as: the Philippines, Indonesia, Malaysia...
- Regularly consolidate and regulate the stevedoring workforce reasonably, suitable to the cargo handling conditions at each actual time.
- Continue to implement the personnel plan: Organize, arrange, and allocate personnel, and implement work assignments reasonably to promote efficiency to increase labor productivity in 2026 and subsequent years.

- Regarding the management of fixed assets for the crane barge, registration number SG-7251, the Company should complete the procedures for transferring ownership to the company's name in accordance with regulations to ensure that the recorded costs are deductible when determining taxable income.

- Regarding the land use fee payment for site clearance of the My Thoi port expansion project which has been revoked with a book balance of VND 10 billion, the company must continue to monitor to determine the actual situation to ensure that the data monitored on the books is authentic and appropriate.

## PART TWO

### OPERATIONAL DIRECTION FOR THE 2026-2030 TERM

- The Supervisory Board will develop the Supervisory Board's Operational Regulations in the new situation in accordance with the new Law on Enterprises;
- Inspect and supervise the activities of the Board of Directors and the Board of Management in implementing the annual General Meeting of Shareholders' Resolutions.
- Inspect the reasonableness, legality, truthfulness, and level of caution in the management and administration of production and business activities.
- Appraise the Company's annual production and business situation reports; quarterly and annual financial statements, and audited financial statements.
- Examine accounting books and other documents of the Company, as well as the management and administration of the Company's activities whenever deemed necessary or according to the decision of the General Meeting of Shareholders or at the request of shareholders/groups of shareholders.
- Participate in Board of Directors meetings and extraordinary meetings (if necessary) to grasp the Company's business situation and provide opinions to ensure the interests of shareholders.
- Perform other tasks according to the functions and duties of the Supervisory Board

The above is a summary report on the operational situation of the Supervisory Board in 2025, the 2021-2025 term, and the operational direction for the 2026-2030 term. Respectfully submitted to the Board of Directors and the Board of Management for consideration.

**Recipients:**

- Board of Directors;
- Supervisory Board;
- Board of Management;
- BOD Secretary;
- BOD Office Archive.

**ON BEHALF OF THE SUPERVISORY BOARD  
HEAD OF THE BOARD**

**Tran Thi Thu Tra**