



REPORT OF GENERAL DIRECTOR

SUMMARY OF 2024 AND BUSINESS PLAN ORIENTATION FOR 2025

I. GENERAL ASSESSMENT

- In 2024, the global geopolitical landscape remained complex, including the prolonged conflict between Russia and Ukraine and escalating tensions in the Middle East between Israel and Hamas, which led to continued instability in the Red Sea region. These events posed significant risks to global supply chain disruptions and severely impacted key maritime shipping routes. The global economy continued to struggle, with slow recovery, particularly in Europe.
- Despite these challenges, the maritime transport industry demonstrated strong resilience. The total container transport volume through global ports was estimated to have increased by approximately 7%. The actual trend showed that in the first quarter, freight rates and charter hire prices declined, but by the end of the year, both indices had recovered and recorded positive growth.
- A crucial factor that cannot be overlooked is fuel prices. Although relatively stable, they remained high, significantly affecting the profitability of shipping companies, as fuel costs constitute a major portion of total operating expenses.
- Overall, the year 2024 was a year of intertwined economic and geopolitical challenges, but it also presented opportunities for the global container shipping industry.
- The results of the U.S. presidential election also led to anticipated changes in trade policies in 2025, with a generally unfavorable outlook, making the shipping market more challenging and volatile.

II. COMPANY PERFORMANCE IN 2024

1. Business Results for the year 2024

- The consolidated business results of Hai An Transport and Stevedoring Joint Stock Company for the year 2024 are as follows:

No.	Indicator	Unit	2024 Plan	2024 Actual	Achievement Rate (5)/(4) (%)
(1)	(2)	(3)	(4)	(5)	(6)
1	Total Volume	TEU	1,273,000	1,337,787	105.09%

No.	Indicator	Unit	2024 Plan	2024 Actual	Achievement Rate (5)/(4) (%)
(1)	(2)	(3)	(4)	(5)	(6)
	- Port Operations	TEU	467,000	549,229	117.61%
	- Vessel Operations	TEU	597,000	605,900	101.49%
	- Depot Volume	TEU	209,000	182,658	87.40%
2	Total Revenue	VND Billion	3,957	4,024	101.69%
3	Consolidated Net Profit After Tax (Parent Company)	VND Billion	450	650	144.42%

- Note: Depot volume decreased due to the impact of Typhoon Yagi.
- Revenue, Cost Structure, and Net Operating Profit by Business Segment:

Indicator	Port Operations (Port, Agency, Inland Transport, etc.)		Vessel Operations		Other Activities	
	Data (VND Billion)	Percentage (%)	Data (VND Billion)	Percentage (%)	Data (VND Billion)	Percentage (%)
Revenue	547	10.19%	4,347	80.90%	479	8.91%
Cost	351	7.95%	3,625	82.11%	439	9.94%
Net Operating Profit (VND Billion)	196	20.46%	722	75.36%	40	4.18%

2. Key Accomplishments in 2024

- Successfully acquired and deployed four container vessels, including three newly built 1,800 TEU vessels (HA Beta, AB Sky, HA Opus) and one secondhand 3,500 TEU vessel (HA Gama), increasing Hai An's fleet capacity to 26,500 TEU.
- Secured financing for these vessels through bank loans and successfully issued 500 privately placed convertible bonds worth VND 500 billion, with a five-year term, to four major domestic and international investors.
- Completed the investment in two new Kalmar 45-ton forklifts to support Hai An Port's operations.

- Successfully organized the 2024 Annual General Meeting of Shareholders on April 26, 2024, in Hai Phong, with high shareholder consensus on all presented matters.
- In July 2024, in collaboration with HACT (a subsidiary), received 350 newly manufactured 20' containers from Hoa Phat Group, as part of a plan to enhance logistics service quality, expand transport capacity, and commemorate the company's 15th anniversary.
- Celebrated the 15th anniversary of Hai An Transport and Stevedoring Joint Stock Company (2009-2024) with a series of events, including:
 - + Participation in the Vietnam International Logistics Exhibition 2024, showcasing products and services.
 - + Hosting a 15th Anniversary Celebration and Partner Appreciation Ceremony. Organizing a friendly golf tournament to foster networking and strengthen relationships with partners.
- Digital Transformation and IT Applications in Management and Business Operations
 - + Successfully implemented the FPT CFS unified financial reporting software.
 - + Fully transitioned ePort and eDepot operations to online platforms for customer transactions.
 - + Deployed a shipping management system for HACT & Lotuslink's international routes, integrating multi-platform interactions with customers and ports/yards.
 - + Continued implementation of the VOLLZO vessel management software for three vessels.

III. ESTIMATED PERFORMANCE FOR THE FIRST HALF OF 2025 BUSINESS PLAN FOR 2025

1. Estimated Performance for the First Half of 2025

No.	Indicator	Unit	Actual 6M/2024	Est. 6M/2025	% (5)/(4)
(1)	(2)	(3)	(4)	(5)	(6)
1	Total Volume	TEU	625,585	724,611	115.83
	- Port Operations	TEU	254,728	300,589	118
	- Vessel Operations	TEU	277,081	333,765	120.46
	- Depot Volume	TEU	93,776	90,257	96.25
2	Total Revenue	Tỷ VNĐ	1,671	2,513	150.39
3	Consolidated Net Profit After Tax	Tỷ VNĐ	171	550	321.64

2. Production and Business Targets

Based on market conditions and existing capabilities, the Executive Board proposes the following key targets for 2025:

No.	Indicator	Unit	2025 Plan
1	Total Volume	TEU	1,455,000
	- Port Operations	TEU	588,000
	- Vessel Operations	TEU	689,000
	- Depot Volume	TEU	178,000
2	Total Revenue	VND Billion	4,556
3	Consolidated Net Profit After Tax	VND Billion	865

3. Investment Plan

- Fleet Expansion

To achieve the company's long-term goal of expanding services to the Mediterranean-Europe (MED-EU) and/or the U.S. West Coast (USWC) in the coming years, Hai An aims to directly provide container shipping services to Vietnamese exporters/importers. Therefore, the company must begin building a fleet with larger vessels that meet increasingly stringent international maritime standards. The Executive Board proposes:

- + Constructing four new container vessels ranging from 3,000 TEU to 4,500 TEU.
- + Continuing to seek and acquire two to three suitable secondhand vessels when opportunities arise to meet operational demands and fleet expansion plans.
- + Conducting research and developing a project for constructing vessels ranging from 7,000 TEU to 9,000 TEU.

- Port and Logistics Investments

- + Liquidating old and damaged forklifts and investing in one to two new Kalmar 45T forklifts.
- + Exploring solar power installation to meet operational electricity needs while aligning with ESG goals.
- + Upgrading and renovating Hai An office buildings and facilities.

4. Business Development Initiatives

- Supporting Hai An Group subsidiaries in expanding business activities, strengthening partnerships with service users.
- Continuing collaboration with ONE to operate the Vietnam-Singapore route and explore new routes for long-term cooperation.
- Maintaining and developing strong relationships with foreign partners to ensure favorable and efficient vessel chartering.

5. Corporate Governance Enhancements


- Recruiting and selecting highly skilled personnel to strengthen management and business expansion efforts.

- Increasing IT applications and digital transformation in business operations and corporate governance.
- Identify and train qualified personnel for the expansion of branch offices and representative offices in countries within the Intra-Asia region, and submit the proposal to the Board of Directors for approval

This above report summarizes the General Director's review of 2024 and outlines the business plan for 2025.

Sincerely,

General Director



Nguyen Ngoc Tuan

