**HHR: Annual Corporate Governance Report 2023**

On January 22, 2024, Ha Hai Railway Joint Stock Company announced Report No. 44/BC-DSHH on corporate governance in 2023 as follows:

* Name of company: Ha Hai Railway Joint Stock Company
* Headquarters address: No. 481/73 Ngoc Lam Street, Gia Thuy Ward, Long Bien District, Hanoi City
* Tel: 04.3873.0146
* Charter capital: VND 13,800,000,000
* Securities code: HHR
* Corporate Governance Model: The General Meeting, Board of Directors, Supervisory Board and Executive Manager.

1. Activities of the General Meeting:

Information about the meetings and Mandates of the General Meeting:

General Mandate No. 04-2023/NQ-DHDCD.

Date of issue: April 21, 2023

Contents: Annual General Mandate 2023

1. Board of Directors (2023 Report)
2. Information about members of the Board of Directors:

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| No. | Member of the Board of Directors | Position | Date of appointment as member of the Board of Directors | |
| Appointment date | Dismissal date |
| 1 | Mr. Nguyen Van Hai | Chair of the Board of Directors | November 08, 2018 |  |
| 2 | Mr. Nguyen Quoc Vuong | Member of the Board of Directors | December 29, 2015 |  |
| 3 | Mr. Nguyen Nhu Dien | Member of the Board of Directors | April 26, 2021 |  |

1. Board Resolutions/Decisions (The 2023 Report)

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| No. | Resolution/Decision | Date | | | | | Contents | | | | | | | | Approval rate | | |
| 1 | Resolution No. 01-23/NQ-HDQT | January 16, 2023 | | | | | Resolution on production and business results in 2022 and the orientations and key tasks in 2023  I. The production and business results in 2022  1. Results  In 2022, the contract to provide regular maintenance of national railway infrastructure using state budget funds was signed earlier than usual, but the payment for regular maintenance products of railway infrastructure in Q1 and Q2 still has problems regarding procedures. Therefore, the Company was only able to pay its expenses in Q3, leading to many difficulties in balancing its finances to ensure the management of production and business activities. In addition, the impact of the Covid-19 pandemic in the first months of the year had a great impact on the Company's production organization, human resource management and the lives of workers. However, having predicted the situation in advance, the Board of Directors directed the Executive Board of the Company to develop financial plans and control cash flow effectively by all measures to ensure normal production and business activities, especially paying salaries and benefits to employees on time, creating confidence for employees to feel secure at work.  Under the close direction of the Board of Directors and Executive Board of departments and units, the proposed tasks have been well performed, and the production and business results in 2022 are as follows:   1. Ensure traffic safety, occupational safety, fire prevention, and order and safety throughout the Company, especially during holidays and New Year. Maintain train speed orders and load orders on railway lines; Right from the beginning of the year, the Company Party Committee announced and implemented Resolution No. 03-NQ/DU dated February 26, 2022 on ensuring train safety and reducing shaking in 2022 to all officials and employees. labor to perform. 2. Continue to implement Resolution No. 04-NQ/DU dated April 20, 2021 of the Vietnam Railways Corporation Party Committee on shock resistance and improvements in transport capacity. The Company has systematically implemented repair and anti-shock work on all 4 railway lines, so the number of incorrect scores in each quarter has decreased compared to the target of Vietnam Railway Corporation. 3. Develop and protect plans for management and maintenance of railway infrastructure and pricing plans for public service products using state budget funds in the field of management and maintenance of national railway infrastructure in 2022 with Vietnam Railways Corporation and the Ministry Transport in a reasonable and effective way for the Company in terms of balancing funding sources. Actively work with superiors to adjust the management and maintenance plan for railway infrastructure in 2022 and adjust the pricing plan for public utility products and services in 2022 with an increase of adjusted funding for 2022 a VND 1.681 million compared to early 2022, in which materials increased by VND 181 million, salaries increased by VND 708 million, general and personal expenses increased by VND 442 million, machine costs increased by VND 226 million, bringing benefits to the Company. 4. The Company's Board of Directors announced a decision approving the Production and Business Plan, adjusting the Production and Business Plan in 2022; The expenditure estimate in 2022 serves as a basis for the Board of Directors to manage the Company's operations.   Therefore, the Executive Board has managed production and business effectively, successfully completing the set production and business targets.   1. Successfully organize the Annual General Meeting and Employee Conference in 2022, pay 2021 dividend to shareholders properly, fully and promptly according to the General Mandate (13.5%). 2. Complete the entire management and maintenance volume of railway infrastructure in 2022 according to the operational plan approved by Vietnam Railways Corporation. In particular, exceeding the non-public production and business plan, with an increase rate of 34.2%. Total revenue in 2022 reaches VND 244,013,887,000/VND 221,694,093,000, equivalent to an increase of 11.1% compared to plan. 3. Employees’ lives and income: The average workforce in 2022 is 900 people. The company ensures to stabilize the income of employees during the period of unpaid expenses for the first and second quarters. Average income reached VND 9,901,000/person/month, an increase of 3.6% compared to plan. 4. Implement well and methodically the planning, appointment, and re-appointment of officers according to Regulation 390 of the Board of Directors and Resolutions of the Company's Party Committee, including: 02 vice captains; 01 head of road team. Implement Party committee planning for the 2025-2030 term, manager planning for the 2026-2031 period, review and adjust the annual Party committee planning for the 2025-2030 term and managers and management workers for the 2021-2026 period. 5. The Company's departments have directed and coordinated well with 02 factories and implementation teams to implement the construction of periodic repair packages and VND 7,000 billion to ensure safety and progress, especially the disbursement and capital recovery work, contributing to important to the Company's production and business activities. 6. Actively protect the 2023 railway infrastructure maintenance plan with Vietnam Railways Corporation and the Ministry of Transport in the direction of increasing the unit price of the guard system.   In 2023, the Company's railway infrastructure maintenance plan has achieved a remarkable increase with a budget of VND 200,409,372,000, an increase of 14.78% compared to the railway infrastructure maintenance plan in early 2022.   1. Continue to seriously deploy scientific and technical applications in production: Red sea connection with the rod; Carry out monitoring of bridge and road patrol routes using GPS positioning technology for 21 road patrol groups and 03 bridge patrol groups; Labor and salary management software. 2. Ensure financial security; Full payment of wages to employees. Fulfill the obligations to the State Pay license tax, corporate income tax, social insurance, health insurance, unemployment insurance for 100% of employees. 3. Care for employees: Provide labor protection, uniforms, purchase household equipment and tools, and distribute heat-resistant clothing to workers; Implement vacation allowances for employees in the Company in 2022.   2. Drawbacks   1. 01 derailment incident during the construction of a routine repair project at Km 11+00 - 13+00 of the Yen Vien - Lao Cai railway. 2. Compliance with road patrol and bridge patrol schedules of some railways and teams should be improved since positioning has not been turned on, and there is still the phenomenon of leaving the ban, riding bicycles or motorbikes on patrol. 3. For SE guard systems: Some guard workers have not strictly followed the standard procedures, leading to incidents that require labor disciplinary action. 4. The management of the salary fund of Teams is not synchronized, leading to differences in average salaries between units. 5. Have not proactively developed plans to train and retrain workers and technical staff to replace the next team preparing to retire. 6. Due to objective factors, the investment and procurement of 16-seat cars to serve production and business operations of Ha Hai Railway Joint Stock Company has been canceled.   2.7. Not yet drastically implementing the project to evaluate production and business efficiency and reorganize the organization according to the Resolution of the Company's Party Committee.  II. Production and business plan for 2023   1. Orientation, targets   Do not let train accidents, serious labor accidents, deaths, fires or explosions occur due to subjective reasons; Minimize objective incidents and accidents, reduce by at least 5% all 3 criteria: number of incidents, number of deaths and number of injuries; Maintain security, order and safety in the entire Company area. Keep the order of train speed and load in rail routes, efficiently cooperate with local authorities in securing railway safety area.  Output growth of 7% or more, Revenue growth of 5% or more; Profits achieving growth of 3% or more; fully fulfill the obligation to pay to the State budget; ensure enough jobs and increase income for workers.  Reduce vibration on railway lines according to the targets assigned by the Corporation, focus on key investments, improve the quality of maintenance, preservation, patrolling and guarding work.   1. Targets of production and business plan for 2023:   Output: 281,948,474 Revenue: 256,316,795 Cost: 251,436,576 Profit: 4,880,218   1. Implementation measures:    1. Ensure utmost traffic safety, occupational safety, fire fighting and prevention, security in the Company. Keep the order of train speed and load in rail routes, efficiently cooperate with local authorities in securing railway safety area.    2. Develop and protect the pricing plan for public products and services in the field of management and maintenance of railway infrastructure in 2023 in the direction of increasing investment in materials and increasing unit labor costs, especially the guard system. 2. Make quarter plan toward concentrated investment according to the approved pricing plan to improve quality of bridges, roads, ensure safety, reduce shock and shake and implement according to the approved pricing plan for the year and the approved plan on technical operation. Good protection and prevention against floods and storms: Prepare supplies, equipment, human resources to be ready to respond. 3. Continue to implement Resolution No. 04 NQ/DU dated April 20, 2021 of the Party Committee of Vietnam Railway Corporation on reducing shock and shaking and improving transport capacity. 4. Make plan on using labor; plan on recruiting, training, re-training workers, technical staff to satisfy the production and business demand; continue to apply solutions on attracting, retaining, swiftly deploying labor in Hanoi area, overcoming the local shortage of labor. 5. Make plan on investment in purchasing machines, equipment for construction. Perform procedures, make dossiers on purchasing machines, equipment after getting approval from Vietnam Railways. Efficiently use available machines, equipment in maintaining, repairing railway, protecting against shock and shake, ensure quality and improve labor productivity. 6. Seriously conduct checks from persons in charge as per regulations, post-check handling, tighten discipline in all bridge, road, dyke level crossing systems to keep railway safety and occupational safety. Promote the efficiency of Level crossing Supervising Center 7. Well perform internal inspection, comply with Working plan, approve Plan on price; inspection and verification must comply with the process. 8. Actively participate in bidding for periodic repair packages in 2023 and the medium-term public investment plan for the period 2022 - 2025 to find more jobs for workers. 9. Further the corporate governance, manufacturing cost management. Mobilize all financial sources for production and business, cut down on expenditure, make flexible financial plan for highest efficiency in capital use; accelerate the capital turnover, efficiently use capital; fully perform obligations with the State Budget as per regulations. 10. Continue to supplement and complete necessary rules and regulations to thoroughly overcome existing limitations in 2022 during the implementation of tasks in 2023. Complete the implementation of the project to evaluate production and business efficiency and reorganize the organization according to the Resolution of the Company's Party Committee. | | | | | | | | 100% | | |
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| 2 | 02-23/NQ-HDQT | February 09, 2023 | | | | | Board Resolution | | | | | | | | 100% | | |
| 3 | 03-23/NQ-HDQT | April 06, 2023 | | | | | Resolution on the production and business results of Q1/2023; Key missions of Q2/2023.  I. The Company’s Board of Directors highly assess the production and business results in Q1/2023.   1. Absolutely ensure traffic safety, occupational safety, fire prevention, and order and safety throughout the Company, especially during the Lunar New Year. Maintain train speed orders and load orders on railway lines. 2. Completed documents for acceptance and payment of BDTX products in the 4th quarter with the investor and settled and liquidated the 2022 BDTX contract promptly, funds were transferred to the Company before the Lunar New Year. 3. Proactively assign plans and implement the work of land surveying and renewal in the first quarter of 2023 according to the first quarter economic analysis plan temporarily approved by the Corporation. 4. Resolve all salary and bonus regimes for employees before Lunar New Year. The trade union coordinated with experts to organize visits and subsidies for officials and workers in difficult circumstances during the Lunar New Year. 5. Organize methodically and decisively the anti-shock and shaking repair work in the first quarter of 2023. The EM 120 machine measurement results on all 4 routes are lower than the 2023 target set by the Vietnam Railways Corporation. 6. Continue to promote the effectiveness of the GSDN Center, monitor road patrols and bridge patrols: timely alert and redress of infringements. 7. Successfully organized the Labor Conference of all units throughout the Company, preparing conditions to organize the Company-level Labor Conference in 2023. | | | | | | | | 100% | | |
|  |  |  | | | | | 1. The Company has sent a written request to the Board of Members of Vietnam Railway Corporation to direct the Capital Representative on voting contents at the 2023 Annual General Meeting. The Corporation has document No. 901/DS-KTKT dated April 5, 2023 to provide opinions at the General Meeting 2023, the time to organize the Annual General Meeting 2023 on April 21/2023. 2. Complete the Financial Statements 2022, invite an independent audit company to audit the Financial Statements in accordance with regulations. The audit results of the 2022 financial statements have been completed without exceptions and adjustments to material errors. Completed signing of minutes with the Tax Inspection Team for 3 years 2019 - 2021 of Hanoi Tax Department. 3. The average employee in the first quarter of 2023 is 881 people, the average salary in the Q1/2023 (expected) is: VND 7,569 million/person; Average income is VND 8.2 million/person, reaching 76.5% of the 2023 plan (VND 10,718,000/person). 4. Deploy the construction of product PAG in 2023 according to the guidance of Vietnam Railways Corporation, Vietnam Railways Department and Decision No. 393/QD-BGTVT dated March 31, 2023 approving the pricing plan for public service services using budget funds. State policy in the field of management and maintenance of national railway infrastructure in 2023. 5. Successfully organized the 2023 Company safety conference for each production group after 3 years of interruption due to the Covid-19 epidemic. 6. Adjusting the salary increase for guards from April 1, 2023.   II. Key missions of the production and business activities in Q2/2023  1. Ensure absolute safety, labor safety, fire prevention, and order and safety throughout the Company, especially on the occasion of Hung Vuong's death anniversary, April 30 and May 1; Maintain the train speed order and load order on the railway lines; Coordinate with local authorities to strengthen the protection and maintenance of railway traffic safety corridors, houses, and land at road supply and demand within the scope of the Company's contracts and orders with Vietnam Railways Corporation;   1. Organize inspection of the status of bridges, roads, crosswalks, corridors, guard systems, and inspection work of units according to the monthly inspection plan of the Company Director. Strengthen night inspection, especially the guard system... check to detect potentially unsafe locations for train operation, and organize timely repairs. 2. Promulgate the product pricing plan for 2023 as a basis for implementing the next steps, especially bidding for key materials in 2023 and acceptance of product payments in the first quarter of 2023; 3. Protect the Plan on technical operation in Q1/2023 with Vietnam Railways Corporation under the approved pricing plan. Construction and protection of technical protection in the second quarter of 2023, special attention should be paid to the construction of 5km of RM74BRU stone screening machine of Thanh Hoa Railway; 4. Invite the Investor to accept the 1st quarter BDTX product, after having the economic audit plan adjusted in Q1. 5. Build plans, organize to repair shock absorbers and shakers in Q2/2 on railways as per the Corporation’s targets. In particular, it is necessary to increase the use of Chinese inserting machines to carry out processes to improve maintenance quality and reduce vibration. 6. Well organize the Employee Conference and Annual General Meeting 2023 of the Company. 7. Prepare data to work with the Inspection Team to finalize the 2022 SNKT capital source of the Ministry of Transport. 8. Organize investigations, develop plans, prepare estimates, and protect with Vietnam Railways the Plan for management and maintenance of railway infrastructure and periodic repairs in 2024. 9. Organize well the plan "Train line - Flower line" and plant flowers at station areas according to the direction of Vietnam Railway Corporation. 10. Actively deploy non-public utility projects from the beginning of the year, especially the 7 Northern Line station projects, and periodic repair projects to ensure planned revenue, output, profit, increase employment and salaries for employees, contributing to completing the production and business planin 2023. 11. Continue to apply science and technology in production and management to improve corporate governance efficiency and promote the effectiveness of the monitoring center: Monitor crossing stations, monitor road patrols and bridge patrols. 12. Review the workforce and income throughout the Company; balance the plan for using the salary fund, develop plans for recruitment, training, retraining, professional development, and reasonable labor transfer to meet the requirements of performing well political and revenue tasks. The income of workers at different units is not too different. 13. Well organize land use management of Vietnam Railway Corporation at supply, demand and road supply; strictly handle violations. | | | | | | | |  | | |
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| 4 | 05-23/NQ-HDQT | | May 12, 2023 | | | | Resolution on personnel work   1. Implementing the reappointment process for Mr. Nguyen Duc Cong - holding the position of Deputy Director of the Construction Enterprise. 2. Implement the process of appointing the Head of Lac Dao Railway of the Lac Dao Railway Team from on-site human resources, in the staff planning period 2021-2026. 3. Agree on the policy of appointing 01 Deputy Head of Business Planning Department from human resources in the staff planning period 2021 - 2026 (implemented at the end of quarter 11/2023). 4. Agree on the policy of appointing 01 Deputy Captain of Long Bien Bridge Team from human resources in the staff planning period 2021 - 2026. Or mobilize and appoint personnel from other units. | | | | | | | | 100% | | |
| 5 | 06-23/NQ-HDQT | | July 04, 2023 | | | | Resolution on performance of the Production and Business Plan in the first 6 months of 2023, key tasks in the last 6 months of 2023  I. The Board of Directors highly appreciated the production and business results in the first 6 months of 2023.   1. Absolutely ensure traffic safety, occupational safety, fire prevention, and order and safety throughout the Company, especially during the Lunar New Year. Maintaining train speed orders and load orders on railway lines; The average EM 120 engine shaking score measured on all routes met the target set by the Vietnam Railway Corporation. The entire Company did not have any accidents or incidents due to subjective causes. 2. Complete the plan for the volume of construction and maintenance of KCHTDS according to the approved pricing plan and operational plan, especially the volume of construction machines; The budget reached 50.7% of the plan, equal to 117.9% over the same period. 3. Successfully complete the signing of contracts for non-public utility projects in 2023, gradually increasing income for workers. 4. Good management of cash flow, flexible, economical and correct use of capital sources to ensure timely service of the Company's production and business activities (profit from financial activities in the first 6 months of 2023 reached over VND 574 million). 5. The targets of output, revenue, profit, and income all met and exceeded the set plan. 6. Implement salary increases for guards from April 1, 2023 and for corporate agencies from May 1, 2023; Average salary reached VND 8.468 million/person/month, an increase of 11.9% over the same period, Average income reached VND 8.998 million/person/month, an increase of 7.9% over the same period. 7. Successfully implement Joint Plan No. 576/LT-DS dated March 10, 2023 of the Vietnam Railways Corporation on "Train Line - Flower Line".   II. The key tasks of production and business activities in the last 6 months of 2023 include:  1. Absolutely ensure traffic safety on all systems, do not allow subjective train accidents to occur, reduce subjective accidents by 5% on all systems compared to 2022. Maintain the speed order, road and bridge load order; Maintaining the railway traffic safety corridor Reduce strabismus according to the criteria of Vietnam Railway Corporation.  Strictly implement the inspection regime of positions according to regulations, handle post-inspection, tighten discipline in all bridge systems, roads, and crossings to maintain train safety and labor safety., firefighting, security and order throughout the Company. Effectively coordinate with localities in maintaining road traffic safety corridors; and seriously and effectively apply software to monitor road patrols, bridge patrols, and cross-road monitoring centers.   1. Develop and defend the adjusted BDTX pricing plan for 2023 with the Investor, adjust the production and business plan and expenditure estimates for 2023. Organize and direct the implementation of 100% completion of the 2023 adjustment plan. 2. Strengthen corporate governance: Technical management, planning, materials, salary management, administration and finance bring about production and business efficiency. 3. Organize construction management of works under medium-term package projects for the period 2020-2025 and SCDK works to ensure absolute safety, achieve non-public revenue exceeding the set plan, and increase people's income. labor, ensuring profits to distribute funds and distribute dividend to shareholders according to the Resolution of the General Meeting, fully fulfilling obligations to the State. 4. Develop plans and expenditure estimates for 2024, prepare data and documents to approach relevant agencies to propose and protect unit prices of BDTX products on railway lines. The company accepts orders, especially unit prices. BDTX railway line Hanoi - Ho Chi Minh City, Gia Lam - Hai Phong, Long Bien bridge.   Employees and salary Continue the training and recruitment of guard workers in the Giap Bat area; Railway maintenance workers for Hanoi, Gia Lam and Hai Phong areas.  Review and balance salaries between units on that basis, adjust the plan or adjust the salary unit price (if there is any source), carry out the volume of maintenance and periodic repairs to ensure the income of employees. Labor in different units is not too different.   1. Implement Resolution No. 12-23/NQ-HDTV dated June 5, 2023 of the Board of Members of Vietnam Railway Corporation on a number of key tasks in June 2023. Specifically: Equip cooling vests for road patrol workers and maintenance workers in August 2023. 2. Regarding science and technology applications: Evaluate the implementation of labor and salary management software, propose additions and improvements to fully and effectively exploit, interconnect with financial management software, and use the same original data. Shorten implementation time and promptly provide data for management and operations. 3. Regarding debt recovery: Continue to urge debt collection, especially Transverse Line 39 (BOT 38), to avoid incurring additional bad debts, affecting the Company's overall financial management; Develop a plan to handle bad debts in 2023. 4. Continue to coordinate with localities to clear the railway corridor and plant flowers along the railway: from Km 6 - Km 8 of Hanoi - Dong Dang railway line in Duc Giang ward, Km 56-59 of Gia Lam - Hai Phong railway line and barrier stations under the management of the Company. 5. Complete the investment in purchasing railway construction machinery and equipment according to the Resolution of the 2023 Annual General Meeting. Organize the liquidation of depreciated fixed assets, supplies, damaged labor tools and equipment that cannot be used in the third quarter of 2023. 6. Consolidate organizational work, supplement staffing and leadership and management of departments and units to meet production and business requirements in the last 6 months of 2023. | | | | | | | |  | | |
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| 6 | 07-23/NQ-HDQT | | August 30, 2023 | | | | Resolution requests that Vietnam Railways Corporation consider re-appointing the Representative of Vietnam Railways Corporation's paid-up capital at Ha Hai Railway Joint Stock Company. | | | | | | | |  | | |
| 7 | 08-23/NQ-HDQT | | October 05, 2023 | | | | Resolution on the production and business results of Q1/2023; Key missions of Q2/2023.  I. The Company's Board of Directors agreed on the content of the Report on the performance of production and business tasks in the third quarter and the first 9 months of 2023.  1. Advantage:   1. Ensuring train safety, labor safety, security and order, fire and explosion prevention; maintain the speed and load orders for train operations on the railway lines managed by the Company; maintain the railway traffic safety corridor. 2. Implement Resolution No. 04-NQ/DU dated April 20, 2021 of Vietnam Railway Corporation on improving transport capacity; The company has systematically implemented repair and anti-shock work on all 4 railway lines under the management of the company, so the number of error points in 3 quarters has decreased compared to the target of Vietnam Railway Corporation. 3. Develop a reasonable financial plan, organize and flexibly implement capital sources to ensure that production and business activities are conducted normally and on schedule. Strictly and promptly fulfill obligations to the State Budget and pay salaries to employees in full and on time. 4. Build and protect public service pricing methods using state budget in the field of management and maintenance of national railway infrastructure in 2023. Proposed additional funding for the 2023 price adjustment plan, with a total cost increasing by VND 1.6 billion. 5. Performance of the Production and Business Plan in the first 9 months of 2023. | | | | | | | |  | | |
| Unit: VND 1,000 | | | | | | | | | | | | | | | | | |
| No. | Targets | | | | 2023 Plan | | | | | Results in 9 months of 2023 | Results in 9 months of 2022 | | Completion rate on | | | | |
| Annual plan | | | | Year-on-year |
| I | Main production | | | |  | | | | |  |  | |  | | | |  |
| 1 | Output | | | | 200,409,372 | | | | | 150,249,609 | 87,015,842 | | 75.0% | | | | 173% |
| 2 | Revenue | | | | 182,190,338 | | | | | 92,411,747 | 80,570,224 | | 50.7% | | | | 115% |
| 3 | Expenses | | | | 177,783,923 | | | | | 89,372,983 | 78,701,074 | | 50.3% | | | | 114% |
| 4 | Profit before tax | | | | 4,406,415 | | | | | 3,038,764 | 1,869,150 | | 69.0% | | | | 163% |
| II | External production | | | |  | | | | |  |  | |  | | | |  |
| 1 | Output | | | | 62,080,390 | | | | | 41,618,146 | 31,528,695 | | 67.0% | | | | 132% |
| 2 | Revenue | | | | 56,436,718 | | | | | 38,352,134 | 29,438,719 | | 68.0% | | | | 130% |
| 3 | Expenses | | | | 55,705,809 | | | | | 37,407,648 | 28,742,560 | | 67.2% | | | | 130% |
| 4 | Profit before tax | | | | 730,909 | | | | | 944,486 | 696,159 | | 129.2% | | | | 136% |
| III | Total | | | |  | | | | |  |  | |  | | | |  |
| 1 | Output | | | | 262,489,762 | | | | | 191,867,756 | 118,544,537 | | 73.1% | | | | 162% |
| 2 | Revenue | | | | 238,627,056 | | | | | 130,763,881 | 110,008,943 | | 54.8% | | | | 119% |
| 3 | Expenses | | | | 233,489,732 | | | | | 126,780,631 | 107,443,634 | | 54.3% | | | | 118% |
| 4 | Profit before tax | | | | 5,137,324 | | | | | 3,983,250 | 2,565,309 | | 77.5% | | | | 155% |
|  |  | | |  | | | * The value of realized output reached VND 191,867,756,000/VND 262,489,762,000, or 73.1% of the year's plan and reaching 162% over the same period. * The value of realized output reached VND 130,763,881,000/VND 238,627,056,000, valuing 54.8% of the year's plan, reaching 119% compared to the same period.   Realized profit reached VND 3,983,250,000/VND 5,137,324,000, equivalent to 77.5% of the year's plan, reaching 155% compared to the same period.   1. Implementing construction of periodic repair packages, 7,000 billion, 3,000 billion, ensuring safety, quality, progress and efficiency, especially disbursement and capital recovery, making an important contribution to production and business activities in the first 9 months of 2023. 2. The Company's average workforce in the first 9 months of 2023 is 873 people whose average salary is VND 8,323 million/person/month, reaching 96.8% of the plan; Average income reached VND 9,074 million/person/month. The company will increase salaries for temporary and indirect workers from May 2023. 3. Completed the signing of the Working Minutes with the inspection team for the settlement of economic sources in 2022 and the inspection team for the management and maintenance of railway infrastructure in 2022, implementing the 2023 plan of the Ministry of Transport. 4. Carrying out the re-appointment of the Deputy Manager of the Construction Enterprise, appointing a new Head of Lac Dao Street Railway, re-appointing the representative of the Vietnam Railway Corporation's capital at the Company. 5. Implementing joint plan No. 576/LT-DS dated March 10, 2023 of the General Manager of Vietnam Railway Corporation, Vietnam Railway Trade Union, Vietnam Railway Youth Union on the movement "Train Road - Flower Road". The Company has established a Steering Committee for planting flowers at stations, both sides of the railway and at work locations on the Company's railway lines and implemented it at: Hai Phong station, Phu Thuy station, Hanoi station, Long Bien station, Giap Bat station, Km 1 + 160- Km 1+492 Hanoi-HCMC railway line, Km7+400-Km 7+900 GL-HP railway line, Km 3+500-Km 4+300 Hanoi - Ho Chi Minh City railway line, Km 56- Km 59 Gia Lam - Hai Phong railway line and crossing areas. 6. Taking care of workers' lives: The company creates all conditions to improve the lives of workers within the current funding conditions, providing labor protection equipment and periodic health checks for all workers and related to train safety, purchasing equipment and living utensils. Providing heat-resistant clothing with cooling fans for road patrol, bridge patrol, and road maintenance workers. Resolve funding for 50% of employees to go sightseeing and vacation in the summer of 2023. 7. Well organize the Annual General Meeting 2023 and the Company's Employee Conference in 2023; Successfully organize the Company's safety conference in 2023.   2. Drawbacks:   * The compliance with road patrol and bridge patrol schedules of some teams and teams is not good: positioning has not been turned on, and there is also the phenomenon of people riding bicycles and motorbikes on patrol. * For SE guard systems: There are still some guard workers who have not properly implemented QTQP and are still negligent, inattentive and subjective when picking up trains.   The work of acceptance and cleaning of recorders is not good and not in order.  II. Orientations and tasks in Q4/2023.  1. Production and business targets in Q4/2023: | | | | | | |  | | | |
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|  |  | | |  | | |  | | | |
| Unit: VND 1,000 | | | | | | | | | | | | | | | | | |
| No. | Targets | | | | | | | | 2023 Plan | | | Q4/2023 Plan | | | Rate of Q4/ year | | |
| I | Main production | | | | | | | |  | | |  | | |  | | |
| 1 | Output | | | | | | | | 200,409,372 | | | 50,159,763 | | | 25% | | |
| 2 | Revenue | | | | | | | | 182,190,338 | | | 46,444,225 | | | 25% | | |
| 3 | Expenses | | | | | | | | 177,783,923 | | | 45,076,574 | | | 25% | | |
| 4 | Profit before tax | | | | | | | | 4,406,415 | | | 1,367,651 | | | 31% | | |
| II | External production | | | | | | | |  | | |  | | |  | | |
| 1 | Output | | | | | | | | 62,080,390 | | | 20,462,244 | | | 33% | | |
| 2 | Revenue | | | | | | | | 56,436,718 | | | 18,084,584 | | | 32% | | |
| 3 | Expenses | | | | | | | | 55,705,809 | | | 18,084,584 | | | 32% | | |
| 4 | Profit before tax | | | | | | | | 730,909 | | | 0 | | | 0% | | |
| III | Total | | | | | | | |  | | |  | | |  | | |
| 1 | Output | | | | | | | | 262,489,762 | | | 70,622,006 | | | 27% | | |
| 2 | Revenue | | | | | | | | 238,627,056 | | | 64,528,809 | | | 27% | | |
| 3 | Expenses | | | | | | | | 233,489,732 | | | 63,161,158 | | | 27% | | |
| 4 | Profit before tax | | | | | | | | 5,137,324 | | | 1,367,651 | | | 27% | | |
|  |  | | | | |  | | 2. The key tasks of production and business activities in Q4/2023 include:   1. Ensure utmost traffic safety, occupational safety, fire fighting and prevention, security in the Company. Keep the order of train speed and load in rail routes, efficiently cooperate with local authorities in securing railway safety area. 2. Continue to implement Resolution No. 02-NQ/DU dated January 6, 2023 on ensuring road safety and vibration reduction in 2023. Organize well the anti-shock and vibration repair work, strive to reduce shock and vibration to exceed the targets of the Vietnam Railway Corporation on all 4 railway lines. 3. Strive to achieve and exceed the targets set by the General Meeting; especially the indicators of output, revenue, average income of workers and profits. 4. By all measures, 100% of the regular repair plan and fourth quarter operating plan must be completed according to the 2023 adjusted product pricing plan before December 15, 2023. 5. Approach Vietnam Railways Corporation and Department of Infrastructure of the Ministry of Transport to develop and protect the adjusted product pricing plan for 2023; Protect the fourth quarter operating plan and adjust it in the direction of investment in accordance with the approved pricing plan, ensuring train operation safety. Effectively protect the 2024 Railway Infrastructure Management and Maintenance Plan with the Corporation and the Ministry of Transport. Invite the Corporation to accept payment for regular maintenance products in Q3 and Q4/2023, and liquidate the 2023 regular maintenance contract with Vietnam Railway Corporation. 6. Actively carry out works under periodic repair projects, VND 7,000 billion, VND 3,000 billion, upgrading and renovating 7 northern stations; horizontal line 994. Complete and invite Party A to accept the project for quick disbursement, achieving and exceeding the production and business plan targets for 2023, ensuring profits to distribute funds and pay dividend to shareholders according to the general mandates, fully fulfill obligations to the state, and increase employee income. 7. Effectively use the company's existing machinery and equipment in maintaining and repairing railways, preventing shocks, ensuring quality and improving labor productivity. 8. Strictly implement the inspection regime of positions according to regulations, handle post-inspection, and tighten discipline in all bridge, road, and cross-road blocking systems to maintain train safety and labor safety. 9. Well perform internal inspection, comply with Working plan, approve Plan on price; inspection and verification must comply with the process. Continue to maintain and perform well the sanitation and culture of station surfaces, train lines, and flower streets. 10. Complete the organization of investment and procurement of machinery and equipment in 2023 to serve production and business and liquidate depreciated fixed assets that are no longer needed. 11. Strengthen debt collection, need to change the financial handling plan for 2023 so as not to affect the targets of the Meeting; Develop reasonable financial plans to ensure funding for production and business activities in Q4/2023 and Q1/2024 as well as Lunar New Year 2024. 12. Continue to apply balanced solutions and flexible labor mobilization for the Hanoi area, overcoming local labor shortages. 13. Protect the 2024 regular maintenance and repair plan with the Vietnam Railways Department and the Ministry of Transport according to the direction of the Vietnam Railways Corporation. 14. Personnel work  * Complete the Leader of Du Nghia Railway - Phu Thai Road Team. * Propose to add 01 Deputy Manager to the Construction Enterprise to ensure successful completion of production and business tasks outside of public utility. * Strengthen and supplement successive leaders for the Business Planning department.   Implementation progress in October 2023 will be submitted to the Company Party Committee in November 2023. | | | | | | | |  | |
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| 8 | 09-23/NQ-HDQT | | | | | October 27, 2023 | | Resolution on personnel work  I. Re-appointment of staffs   1. Re-appoint Mr. Nguyen Ngoc Thang as the Captain of the Hanoi Road Team. 2. Re-appoint Mr. Nguyen Huu Viet as the Captain of the Gia Lam Road Team. 3. Reappointed Mr. Pham Ngoc Thang to the position of Head of the South Yen Vien Route of the Gia Lam Team. 4. Re-appointed Mr. Mai Van Cuong to the position of Head of Pham Xa Route of Phu Thai Road Team.   II. Staff appointment  1. Appoint Ms. Pham Thi Mai Diu, a specialist in the Business Planning Department, to hold the position of Deputy Head of the Business Planning Department.   1. Appoint Mr. Nguyen Van Huu, a worker of Phu Thai Road under the Phu Thai Road Team, to hold the position of Head of Du Nghia Route under the Phu Thai Road Team. | | | | | | | |  | |
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| 9 | 10-23/NQ-HDQT | | | | | November 15, 2023 | | Resolution on personnel work | | | | | | | |  | |
| 10 | 11-23/NQ-HDQT | | | | | November 15, 2023 | | Resolution on personnel work   1. Extend the time holding the position of Head of Administrative Organization Department for Mr. Vu Quang Son. 2. Re-appointed Mr. Ta Quoc Duy to the position of Deputy Captain of the Hanoi Road Team. 3. Appointed Mr. Vu Xuan Thanh, specialist in charge of technical department - Construction Enterprise, to hold the position of Deputy Manager of Construction Enterprise. | | | | | | | |  | |
| II | Decisions | | | | |  | |  | | | | | | | |  | |
| 1 | 02.1/QD-DSHH | | | | | February 16, 2023 | | Decision on approving the bidding package implementation plan: Investment in purchasing 16-seat cars to serve production and business operations of Ha Hai Railway Joint Stock Company | | | | | | | | 100% | |
| 2 | 02.2/QD-DSHH | | | | | April 17, 2023 | | Decide to approve the plan on implementing the bidding package: Decision on approving the Package Implementation Plan: Procurement of pre-stressed concrete sleepers for regular maintenance of 2023 railway infrastructure | | | | | | | | 100% | |
| 3 | 12.2/QD-DSHH | | | | | April 19, 2023 | | Decide on appraising and approving the estimation for the bidding package: Procurement of pre-stressed concrete sleepers to serve regular maintenance of railway infrastructure in 2023 | | | | | | | | 100% | |
| 4 | 108/QD-DSHH | | | | | April 26, 2023 | | Decision on approving the Construction Implementation Plan for Package No. 01 — Construction under the project: Repairing section from Km 56+600-Km59+400 of Gia Lam - Hai Phong railway | | | | | | | | 100% | |
| 5 | 15.2/QD-DSHH | | | | | May 08, 2023 | | Decision on appraisal and approval of contractor selection plan for the package: Procurement of pre-stressed concrete sleepers for regular maintenance of 2023 railway infrastructure | | | | | | | | 100% | |
| 6 | 02.3/QD-DSHH | | | | | April 17, 2023 | | Decision on approving the Package Implementation Plan: Procurement of pre-stressed concrete sleepers for regular maintenance of 2023 railway infrastructure | | | | | | | | 100% | |
| 7 | 15.3/QD-DSHH | | | | | May 10, 2023 | | Decision on appraisal and approval of contractor selection plan for the package: Procurement of pre-stressed concrete sleepers for regular maintenance of 2023 railway infrastructure Decision on appraising and approving the contractor selection plan for the package: Procurement of wooden sleepers for regular maintenance of 2023 railway infrastructure | | | | | | | | 100% | |
| 8 | 12.3/QD-DSHH | | | | | May 10, 2023 | | Decide on appraising and approving the estimation for the bidding package: Procurement of wooden sleepers for regular maintenance of railway infrastructure in 2023 | | | | | | | | 100% | |
| 9 | 119/QD-DSHH | | | | | May 10, 2023 | | Decision on approving the construction implementation plan for items: Roadbed, upper floor architecture, drainage system, other volumes of Hai Duong station under package XL-GPB-01: Renovation of Xuan Giao, Hai Duong, Gia Lam, Cam Giang, Dong Dang and Lang Son stations. Project: Renovating stations on the Northern railway lines. | | | | | | | | 100% | |
| 10 | 120A/QD-DSHH | | | | | May 11, 2023 | | Decide to approve the implementation plan of bidding package No. 01: Construction implementation: Repair of railway rolling stock preparation area of Hanoi Rolling Stock Factory, Hanoi - Ho Chi Minh City railway line | | | | | | | | 100% | |
| 11 | 140/QD-DSHH | | | | | May 30, 2023 | | Decision on assigning the production and business plan for 2023 | | | | | | | | 100% | |
| 12 | 02.5/QD-DSHH | | | | | June 06, 2023 | | Decision on approving the Plan to deploy the bidding package: Procurement of 2.5x5cm stone for regular maintenance of Architectural Infrastructure in the last 6 months of 2023 | | | | | | | | 100% | |
| 13 | 12.5/QD-DSHH | | | | | June 08, 2023 | | Decision on appraisal and approval of cost estimates for the bidding package: Procurement of 2.5x5cm stone for regular maintenance of heritage buildings in the last 6 months of 2023 | | | | | | | | 100% | |
| 14 | 15.5/QD-DSHH | | | | | June 09, 2023 | | Decision on appraising and approving the contractor selection plan for the package: Procurement of 2.5x5cm stone to serve regular maintenance of HSR in the last 6 months of 2023 | | | | | | | | 100% | |
| 15 | 151/QD-DSHH | | | | | June 19, 2023 | | Decision on establishing a Steering Committee for planting flowers at station areas, both sides of the railway and working locations on railway lines of Ha Hai Railway Joint Stock Company | | | | | | | | 100% | |
| 16 | 158/QD-DSHH | | | | | July 07, 2023 | | Decision on approving the construction implementation plan of Package XL- VNT2-01A: Renovating and upgrading section Km 319+020 - Kin 622+181 - in the provinces of Nghe AN, Ha Tinh, Quang Binh, Quang Tri. Project group: Renovate and upgrade the Vinh - Nha Trang section on the Hanoi - Ho Chi Minh City railway line. | | | | | | | | 100% | |
| 17 | 02.4/QD-DSHH | | | | | July 07, 2023 | | Decision on approving the Implementation Plan for the Package: procurement of rails P50, L=25m for regular maintenance of railway infrastructure in 2023. | | | | | | | | 100% | |
| 18 | 12.4/QD-DSHH | | | | | July 11, 2023 | | Decide on appraising and approving the estimation for the bidding package: Procurement of rails P50, L=25m for regular maintenance of railway infrastructure in 2023. | | | | | | | | 100% | |
| 19 | 15.4/QD-DSHH | | | | | July 13, 2023 | | Decide to appraise and approve the plan on contractor selection of bidding package: Procurement of rails P50, L=25m for regular maintenance of railway infrastructure in 2023. | | | | | | | | 100% | |
| 20 | 181/QD-DSHH | | | | | July 31, 2023 | | Decision on the establishment of the Group II Fixed Asset Liquidation Council in 2023 of Ha Hai Railway Joint Stock Company. | | | | | | | | 100% | |
| 21 | 197/QD-DSHH | | | | | August 21, 2023 | | Decision on approving the construction implementation plan. Package XL-CD-01: Construction of Duong railway bridge under Project: Upgrading Duong river waterway transport route (Duong railway bridge). | | | | | | | | 100% | |
| 22 | 227/QD-DSHH | | | | | September 06, 2023 | | Decision on approving the results of shortened direct contracting for the price appraisal consulting package for investment in machinery and equipment procurement in 2023 out of the capital of Ha Hai Railway Joint Stock Company. ‘ | | | | | | | | 100% | |
| 23 | 230/QD-DSHH | | | | | September 11, 2023 | | Decision on approving the shortened contractor appointment results for the bidding package for consulting on price appraisal of group II fixed assets, depreciated, and needing to be liquidated of Ha Hai Railway Joint Stock Company. | | | | | | | | 100% | |
| 24 | 232/QD-DSHH | | | | | September 12, 2023 | | Decision on approving investment in machinery and equipment procurement in 2023 out of capital of Ha Hai Railway Joint Stock Company. | | | | | | | | 100% | |
| 25 | 02.6/QD-DSHH | | | | | September 13, 2023 | | Decision on approving the plan to deploy the bidding package: Investment in purchasing machinery and equipment in 2023 from the capital of Ha Hai Railway Joint Stock Company. | | | | | | | | 100% | |
| 26 | 528A/QD-DSHH | | | | | August 29, 2023 | | Decision on approving the construction implementation plan for Package No. 01: Construction and equipment installation. Project: Repair and fully supplement the signal system at crossroads Km 7+112, Km 9+103, Km 47+774, Km 54+670, Ha Hoi - Ho Chi Minh City railway line. | | | | | | | | 100% | |
| 27 | 545/QD-DSHH | | | | | September 06, 2023 | | Decision on approving the construction implementation plan for Package No. 01: Construction and equipment installation. Construction: Project: Repair and fully supplement the signal system at crossroads Km 8+754, Km 9+820, Km 11+393, Km 14+980, Gia Lam - Hai Phong railway line | | | | | | | | 100% | |
| 28 | 587/QD-DSHH | | | | | September 15, 2023 | | Decision on approving the construction implementation plan for Package No. 01: Construction and equipment installation. Project: Repair and fully supplement the signal system at crossroads Km 16+690, Km 18+685, Km 19+362, Km 5+825, Gia Lam - Hai Phong railway line | | | | | | | | 100% | |
| 29 | 609/QD-DSHH | | | | | September 22, 2023 | | Decision on approving the construction implementation plan for Package No. 01: Construction and equipment installation. Construction: Repair and fully supplement the signal system at crossroads Km 4+370, Km 4+623, Km 5+490, Km 5+825, Hanoi - Ho Chi Minh City railway line. | | | | | | | | 100% | |
| 30 | 626/QD-DSHH | | | | | September 29, 2023 | | Decision on approving the construction implementation plan for Package No. 01: Construction and equipment installation. Construction: Project: Repair and fully supplement the signal system at crossroads Km 25+100, Km 54+096, Km 55+185, Km 56+350, Gia Lam - Hai Phong railway line. | | | | | | | | 100% | |
| 31 | 631/QD-DSHH | | | | | October 02, 2023 | | Decision on approving the construction implementation plan for Package No. 01: Construction and equipment installation. Construction: Repair and fully supplement the signal system at crossroads Km 0+384, Km 5+340, Km 7+615, Km 8+650, Hanoi - Dong Dang Railway Line. | | | | | | | | 100% | |
| 32 | 636/QD-DSHH | | | | | October 03, 2023 | | Decision on approving the construction implementation plan for Package No. 01: Construction and equipment installation. Construction: Repair and fully supplement the signal system at crossroads Km 88+150, Km 91+150, Km 96+940, Km 99+890, Gia Lam - Hai Phong railway line. | | | | | | | | 100% | |
| 33 | 641/QD-DSHH | | | | | October 03, 2023 | | Decision on approving the construction implementation plan for Package No. 01: Construction and equipment installation. Construction: Repair and fully supplement the signal system at crossroads Km 56+850, Km 57+727, Km 70+772, Km 99+890, Gia Lam - Hai Phong railway line. | | | | | | | | 100% | |
| 34 | 256A/QD-DSHH | | | | | October 13, 2023 | | Decision on approving the construction implementation plan for Package No. 01: Construction and equipment installation. Construction: Repair and fully supplement the signal system at crossroads Km 26+200, Km 33+650, Km 39+380, Km 47+280, Yen Vien - Lao Cai railway line and Km 100+538, Km 100 +890, Km 101+319, Gia Lam - Hai Phong railway line. | | | | | | | | 100% | |
| 35 | 312/QD-DSHH | | | | | December 01, 2023 | | Decision on adjusting production and business plans. | | | | | | | | 100% | |
| 36 | 322/QD-DSHH | | | | | December 15, 2023 | | Decision on adjusting expenditure estimates for 2023. | | | | | | | | 100% | |
| 37 | 355/QD-DSHH | | | | | December 31, 2023 | | Decision on temporary assignment of production and business plan for 2024 | | | | | | | | 100% | |

1. Supervisory Board (Report of 2023)
2. Information about members of the Supervisory Board:

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| --- | --- | --- | --- | --- |
| No. | Member of the Supervisory Board | Position  . | Date of appointment as member of the Supervisory Board | Qualification |
| 1 | Ms. Tran Thi Hong Van | Chief | April 16, 2019 | Bachelor in Business Administration |
| 2 | Mr. Vu Quang Hung | Member | April 26, 2021 | Road and Bridge Construction Engineer |
| 3 | Ms. Lam Thi Ngoc | Member | April 26, 2021 | Bachelor in Economics |

1. Executive Board

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| --- | --- | --- | --- | --- |
| No. | Member of the Executive Board | Date of birth | Professional Qualification | Date of appointment/dismissal as member of the Executive Board |
| 1 | Mr. Nguyen Quoc Vuong | April 26, 1974 | Master of Engineering, Road and Bridge Construction Engineer, Bachelor in Law | Appointed on January 07, 2016 |
| 2 | Mr. Nguyen Nhu Dien | October 16, 1965 | Road and Bridge Construction Engineer | Appointed on  January 07, 2016 |
| 3 | Mr. Nguyen Hoai Trung | January 09, 1966 | Road and Bridge Construction Engineer | Appointed on  January 07, 2016 |
| 4 | Mr. Ta Quang Son | September 20, 1980 | Road and Bridge Construction Engineer | Appointed on  August 14, 2020 |

1. Chief Accountant

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| --- | --- | --- | --- |
| Full name | Date of birth | Professional Qualification | Appointment date |
| Mr. Hoang Duc Tai | January 13, 1970 | Bachelor in Economics | January 07, 2016 |

1. Training on corporate governance: None
2. List of related person of the public company in 2023 and transactions between related persons of the Company and the Company itself:
3. List of related person of the Company:
4. Transactions between the Company and related persons of the Company; or between the Company and principal shareholders, PDMR and related persons of PDMR None
5. Transactions between Company’s PDMR, related persons of PDMR with subsidiaries and companies controlled by the Company: None
6. Transactions between the Company and other entities:
   1. Transactions between the Company and the companies in which members of the Board of Directors, members of the Supervisory Board, Executive Manager and other managers who have been founding members or members of the Board of Directors and Executive Manager for the past three (03) years (calculated at the date of reporting): None
   2. Transactions between Company and company that related persons of members of the Board of Directors, members of the Supervisory Board, Executive Manager and other managers who are members of the Board of Directors and Executive Manager: None
7. Share transactions of PDMR and related persons of PDMR in 2023:
8. List of PDMR and related persons of PDMR
9. Transaction of PDMR and related persons related to the Company’s shares: None
10. Other significant issues: None