

No.: /BC-DIC Corp-TCKT

Vung Tau, March 2021.

**REPORT ON RESULTS OF PRODUCTION AND BUSINESS  
ACTIVITIES IN 2020,  
PRODUCTION AND BUSINESS PLAN IN 2021 OF DIC CORP**

**Part 1**

**RESULTS OF PRODUCTION AND BUSINESS ACTIVITIES IN 2020**

**I. PLANNED TARGET – PRODUCTION AND BUSINESS RESULTS IN 2020:**

The year 2020 is considered a year of fluctuations for enterprises when the Covid-19 epidemic lasts and affects widely around the world. In the context of complicated developments of the Covid-19 epidemic, the Corporation has deployed a series of action programs, solutions practical and consistent with goals, operational efficiency and many innovative business solutions which have helped DIC Corp achieve positive business results, specifically as follows:

Unit: billion VND

|   | Target                               | Production and business plan in 2020 |       | Production and business results in 2020 |            |         |            |
|---|--------------------------------------|--------------------------------------|-------|---|------------|---------|------------|
|   |                                      | Parent Corporation                   | Merge | Parent Corporation                      | %TH/<br>KH | Merge   | %TH/<br>KH |
| 1 | Revenue                              | 2,345                                | 2,500 | 2,420                                   | 103.2%     | 3,140.9 | 125.6%     |
| 2 | Revenue                              | 600                                  | 650   | 612.75                                  | 102%       | 899.8   | 138.4%     |
| 3 | Total development investment capital | 6,487                                | -     | 9,166.11                                | 141.3%     | -       | -          |
| 4 | Dividend (%)                         | 10-15                                | -     | 17%                                     | 113%       | -       | -          |

**II. IMPLEMENTATION AND GUIDANCE RESULTS:**

**1. Restructuring of enterprise:**

**1.1 Restructuring at DIC Corp:**

**1.1.1 Restructuring of organization:**

On the basis of the Plan and solutions to direct the restructuring, the implementation results in 2020 are as follows:

**- Supplementation of members, appointment and dismissal of positions in the Board of Directors:**

+ According to the letter of resignation dated June 5, 2020, the Board of Directors of DIC Corp has dismissed the position of member of the Board of Directors - Vice Chairman of the Board of Directors to Mr. Tran Minh Phu (Resolution No. 91/NQ-HDQT-DIC Corp).

+ On June 3, 2020, DIC Corp's Board of Directors issued Decision No. 114/QD-DIC Corp-HDQT appointing Mr. Tran Minh Phu to hold the position of Standing Vice Chairman of the Investment Board.

+ On June 2, 2020, at Decision No. 110/QD-DIC Corp-HDQT on appointing and assigning tasks to Mr. Vu Huu Dien - Representative of DC Fund shareholders - Member of the Board of Directors to stop holding the position of Member of the Investment Board to hold the position of Advisor to the Board of Directors in the fields of Finance and Administration of the Company.

+ On June 30, 2020, at the Resolution of the General Meeting of Shareholders 2020 on electing additional members of the Board of Directors of the third term (2018 - 2022), including Mr./ Mrs.: Nguyen Thi Thanh Huyen - Member of the Board of Directors; Tran Thai Phong - Independent member of the Board of Directors, and Nguyen Thao My - Independent member of the Board of Directors.

+ On August 18, 2020, Mr. Dinh Quang Hoan - Member of the Board of Directors resigned as Head of the Internal Audit Committee of DIC Corp (Decision No. 131/QD-DIC Corp-HDQT).

+ On August 18, 2020, Mr. Nguyen Hung Cuong - Vice Chairman of the Board of Directors resigned as Member of the Internal Audit Committee of DIC Corp (Decision No. 133/QD-DIC Corp-HDQT).

On August 18, 2020, Mr. Tran Thai Phong - Independent Member of the Board of Directors was appointed to hold the position of Head of the Internal Audit Committee of DIC Corp.

- On December 14, 2020, the Board of Directors of DIC Corp approved the letter of resignation of 02 members of the Board of Directors, specifically:

+ Approve the letter of resignation as the Independent Member of the Board of Directors of DIC Corp for Mr. Tran Thai Phong from December 14, 2020.

+ Approve the letter of resignation as the Member of the Board of Directors of DIC Corp for Mr. Dinh Quang Hoan from December 14, 2020.

+ On January 28, 2021, DIC Corp held an extraordinary General Meeting of Shareholders to dismiss and elect additional members of the Board of Directors.

**- Appointment and dismissal of positions in the Executive Board:**



+ Dismiss Mr. Pham Van Thanh from Deputy General Director of DIC Corp from March 4, 2020, to perform the task of Deputy Chairman of the Board of Members of DIC Travel Co., Ltd. and General Director of DIC Phuong Nam.

+ Appoint 03 new Deputy General Directors: Mr. Tran Van Dat (Decision No. 135/QD-DIC Corp-HDQT and Mr. Nguyen Quang Tin (Decision No. 136/QD-DIC Corp-HDQT dated August 18, 2020); Mr. Nguyen Quang Tin resigned from the position of Chief Accountant from October 1, 2020 (Decision No. 143/QD-DIC Corp-HDQT dated September 22, 2020); Mr. Nguyen Tuan Liem (Decision No. 167/QD-DIC Corp-HDQT December 4, 2020).

+ Dismiss Mr. Bui Van Su from the position of Deputy General Director (Decision No. 144/QD-DIC Corp-HDQT dated September 22, 2020) to hold the position of the Chief Accountant cum Director of the Finance - Accounting Department from October 1, 2020 (Decision No. 145/QD-DIC Corp-HDQT dated September 22, 2020).

Information related to the appointment and dismissal of DIC Corp has been published in accordance with the regulations.

- After the adjustment of senior personnel at DIC Corp, the Corporation assigned new tasks in the Executive Board (Decision No. 150/QD-DIC Corp dated September 29, 2020 and Notice No. 927/TB-DIC Corp-CEO dated December 7, 2020).

- Up to the present time, the Executive Board includes 07 people: General Director, 05 Deputy General Directors and Chief Accountant;

- Appoint the Leaders of Divisions and Departments:

+ Appoint 16 new positions including: 05 Directors, 04 Deputy Directors and 07 Head of Department.

- Recruit 35 employees; Internally transfer employees of DIC Corp departments: 14 employees; Settle Retirement regime: 02 employees.

- Resolve the termination of labor contract and resignation for 19 employees according to individual expectations.

As of December 31, 2020, the total number of employees of DIC Corp was: 283 people, an increase of 16 people compared to the end of 2019.

### 1.1.2 Restructuring of Divisions and Departments:

a. Organizational restructuring of Professional Departments; Establishment and dissolution of business location:

- Supplement tasks to the Legal Department and rename the Legal Department to the Legal and Bidding Department (Decision No. 196/QD-DIC Corp-HDQT dated May 6, 2020).

- Dissolve the Branch of Development Investment Construction Joint Stock Corporation - DIC Star Apart 'Hotel Landmark Vung Tau. Reasons for termination of operation: dissolve the Branch to transfer to DIC Travel Company



- Limited (Decision No. 63/QD-DIC Corp-HDQT dated March 26, 2020); However, up to now, the dissolution procedure has not been completed.
- Dissolve the Branch of Development Investment Construction Joint Stock Corporation - DIC Star Hotel Vinh Phuc. Reasons termination of operation: dissolve the branch to transfer to DIC Travel Company Limited (Decision No. 64/QD-DIC Corp-HDQT dated March 26, 2020);
  - Dissolve the Party - Union Affairs Department and assign the Organization and Personnel Department to receive (Decision No. 149/QD-DIC Corp-HDQT dated September 28, 2020).
  - Rearrange the organizational structure of the Economic - Technical Department, dissolve the divisions: Civil and Industrial Construction Division; Transport and Technical Infrastructure Division; Safety and Equipment Division; Construction Quality Management Division. Establish 02 functional divisions under the Department: Construction and Economy Division and Technology Division (Decision No. 231/QD-DIC Corp-TCNS dated September 28, 2020).
  - Transfer the Planning and Statistics Division of the Project Planning and Development Department to the Finance and Accounting Department and supplement tasks to the Finance and Accounting Department (Decision No: 232/QD-DIC Corp-TCNS dated September 28, 2020).
  - Merge DIC Land and Real Estate Management Board into Project Planning and Development Department and change the name to Project Development Board (Decision No. 147/QD-DIC Corp-HDQT dated September 28, 2020 ).
  - Re-establish Market and Business Development Division (Decision No. 148/QD-DIC Corp-HDQT dated September 28, 2020).
  - Establish functional divisions:
    - + Planning and Statistics Division directly under the Finance and Accounting Department (Decision No. 233/QD-DIC Corp-TCNS dated September 28, 2020);
    - + Customer Care Division directly under the Business and Market Development Department (Decision No. 234/QD-DIC Corp-TCNS dated September 28, 2020);
    - + External Relations and Communications Division directly under the Executive Board (Decision No. 235/QD-DIC Corp-TCNS dated September 28, 2020);
    - + Administration Division directly under the Office (Decision No. 235A/QD-DIC Corp-TCNS dated September 28, 2020);
    - + The Party - Union Affairs Division directly under the Personnel and Organization Department (Decision No. 236/QD-DIC Corp-TCNS dated September 28, 2020);
  - b. Continue to carry out the restructuring of professional departments. Consider the proposal of merging and rearranging a number of Project Management Boards and professional departments to ensure streamlining and efficiency.
    - Complete the management and administration system: Promulgate the Regulations of DIC Corp.

### 1.1.3 Training:

- In 2020, DIC Corp sent officers to attend classes:
- + Updating of new regulations according to the Labor Code 2021;
- + Prevention and handling of risks in recruitment, labor management in enterprises, experience and the way to prepare documents when subject to labor inspection;
- + Fostering of basic and online bidding profession;
- + Conference to disseminate a number of legal documents in the field of state management of the Ministry;
- + Risk management in signing and implementing Commercial Contracts;
- + Public Company Administration.

## 1.2 Restructuring of units with capital contribution of DIC Corp:

### 1.2.1 Divestment:

According to the plan, in 2020, DIC Corp will divest in units including: DIC Intraco, DIC Phuong Nam, DIC Global, Song Da - Hanoi Joint Stock Company, Phu Quoc Urban Development Joint Stock Company. .

In 2020, the divestment of 02 units, Dai Phuoc Thien Minh Company Limited (759 billion VND) and Dai Phuoc Thien An Company Limited (2,349 billion VND), arises due to capital contribution with land use right of Dai Phuoc Ecotourism Urban Area Project - Divisions 1, 2, 3 and 7.

As a result, in 2020, DIC Corp has divested its units, details are as follows:

| No. | List of divesting units  | Ownership rate (%) | Number of shares | Amount (billion VND) | Forms                               | Money collected by DIC Corp (billion VND)       |
|-----|--|--------------------|------------------|----------------------|-------------------------------------|---|
| 1   | Global DIC Joint Stock Company<br>(Resolution No. 90/NQ-DICCorp-HDQT May 26, 2020) | 38%                | 245.000          | 2,45                 | Sale of 100%                        | Payment in 2021: 2.45 billion VND               |
| 2   | DIC Phuong Nam Company   | 46%                | 22.540.000       | 225,4                | Capital contribution to DIC Tourism | Revenue and expenditure                         |
| 3   | DIG Aquarium Joint Stock Company   | 95%                | 147.50           | 62,75                | Dissolution                         | 62.75 billion VND.                              |
| 4   | Divestment of Dai Phuoc Thien Minh Company Limited (759 billion VND).              |                    |                  |                      |                                     | 700 billion (remaining 59 billion VND in 2021). |

|   |  |   |
|---|--|---|
| 5 | Divestment of Dai Phuoc Thien An Company Limited (2,349 billion VND).  | Received 2,231.55 billion VND (remaining 117.45 billion VND in 2021). |
| 6 | Divestment of Song Da - Hanoi Joint Stock Company, Phu Quoc Urban Development Joint Stock Company, DIC Intraco | <i>Not done yet because interested investors have not been found.</i> |

### 1.2.2 Financial investment:

- In 2020, DIC Corp makes detailed financial investments as follows:

| No. | List of units contributing capital in 2020 | Amount (million VND) | Notes  |
|-----|--|----------------------|--|
| 1   | DIC Tourism                                | 784,498              | Capital contribution in cash: 05 billion VND, the rest is contributed by property. Merger is completed.      |
| 2   | DIC Resco                                  | 15,123               |  |
| 3   | DIC Him Lam Branch                         | 19,197               |  |
| 4   | DIC No. 4                                  | 8,000                | Maturity convertible bonds   |
| 5   | DIC Ha Nam                                 | 1,489                | Buy shares of Mr. Tu   |
| 6   | Buy bonds from ViettinBank and AgriBank    | 23,000               |  |
| 7   | Dai Phuoc Thien Minh Company Limited       | 759,000              | Capital contribution with land use right of Dai Phuoc Ecotourism Urban Area Project – Subdivision 7.         |
| 8   | Dai Phuoc Thien An Company Limited         | 2,349,000            | Capital contribution with land use right of Dai Phuoc Ecotourism Urban Area Project – Subdivisions 1,2 and 3 |
|     | <b>Total</b>                               | <b>3,959,307</b>     |  |

### 1.2.3 Capital contribution for investment cooperation in 02 projects:

| No. | Item  | Amount (million VND) | Notes   |
|-----|---|----------------------|---|
| 1   | Contribution of capital for investment cooperation investment project of construction and infrastructure business of Duc Hoa III Industrial Park - Resco. | 1,729,119            | Remaining contribution under the Contract: 117.45 billion VND |
| 2   | Capital contribution to Thien Tan   | 1,298,153            | Full capital contribution                                     |

|  |   |                  |  |
|--|---|------------------|--|
|  | Investment and Development Joint Stock Company. |                  |  |
|  | <b>Total</b>                                    | <b>3,027,272</b> |  |

## 2. Treasury stock transactions:

### 2.1 Purchase of treasury stock:

To reduce outstanding stocks and maximize benefits for stockholders and the Corporation, on March 18, 2020, DIC Corp announced the information to repurchase stocks as treasury stocks with a maximum amount of 15 million stocks from capital sources: undistributed net profit, equity surplus and other corporate funds. Results: As of April 25, 2020, DIC Corp bought 8,255,430 stocks, equivalent to 90,132 billion VND, average transaction price of 10,918 VND/stock. The reason for not implementing all number of subscriptions: the number of subscriptions does not match.

On April 27, 2020, DIC Corp announced to change the number of outstanding voting stocks from 314,943,601 stocks to 306,688,171 stocks (Document No. 13/DIC Corp-CBTT dated April 27, 2020).

### 2.2 Sale of treasury stocks:

On April 25, 2020, DIC Corp completed the purchase of treasury stocks. DIG's stock price being traded in the market at the beginning of November 2020 was about 1.63 times higher than the average transaction price bought by DIC Corp. The purpose of the Board of Directors to buy treasury stocks is to stabilize the DIG stock price to reflect the correct value of the enterprise. Up to now, the goal has been completed, on November 3, 2020, DIC Corp announced the approval of the policy of selling all treasury stocks purchased (8,255,430 stocks) by order matching or put-through transactions.

Result: On December 4, 2020, DIC Corp announced information on sale of treasury stocks: 8,255,430 stocks, average transaction price of 21,700 VND/stock.

## 3. Regarding DIC Corp's real estate business:

Revenue from projects in 2020: 1,780.95 billion VND, of which: DIC Phoenix - Techmart: 51.67 billion VND; Vung Tau Gateway – Chi Linh Center area: 1,581.18 billion VND; Dai Phuoc Ecotourism Urban Area: 66.5 billion VND; Hiep Phuoc, Nam Vinh Yen, Chi Linh Projects, etc.: 12.83 billion VND, other revenue: 68.77 billion VND.

Revenue from financial activities: 36.89 billion VND; Other income: **602.38 billion VND.**

**Compared to the plan and the revenue in 2020 at 103.2%.**

## 4. Investment:

According to the project investment plan approved by the General Meeting of Shareholders in Resolution No. 01/NQ-DIC Corp-HDQT dated June 30, 2020, as a result



of 2020, DIC Corp implemented 9,166.11/6,487 billion VND, of which Project investment: 2,179.5/5,094.5 billion VND, financial investment: 6,986.58/1,392.4 billion VND, of which capital contribution with assets: 779,498 billion VND, capital contribution with land use right: 3,108 billion VND, the remaining capital is in cash. In the total project investment plan, the project group in the South: 1,002.12 billion VND, the project group in the North: 1,171.38 billion VND, the group of research and investment projects: 6.03 billion VND.

**The disbursement of projects is detailed as follows:**

- 4.1 **Chi Linh Center Area:** disbursement in 2020: 45.26/291.4 billion VND, reaching 15.5% of the year plan. The reason for not completing the plan: due to difficulties and problems in the compensation for site clearance.
- 4.2 **North Vung Tau New Urban Area:** implementation in 2020: 10.48/239.2 billion VND, reaching 4.4% of the plan. The reason for not completing the plan: due to difficulties and problems in the compensation for site clearance.
- 4.3 **Long Tan Tourism Urban Area: disbursement in 2020:** 151.02/713.8 billion VND, reaching 21.2% of the year plan. The reason for not completing the plan: due to difficulties and problems in the compensation for site clearance.
- 4.4 **DIC The Landmark Residence:** disbursement in 2020: 2.75/4.8 billion VND, reaching 57.3% of the plan;
- 4.5 **DIC Phoenix:** disbursement in 2020: 4.54/5 billion, reaching 91% of the year plan;
- 4.6 **Vung Tau Gateway:** disbursement in 2020: 328.77/240 billion, reaching 137% of the year plan;
- 4.7 **CSJ Complex:** disbursement in 2020: 183.8/455 billion VND, reaching 40.4% of the year plan.
- 4.8 **Hiep Phuoc Residential Area:** disbursement in 2020: 148.2/462.26 billion VND, reaching 32% of the year plan. Failure to complete the plan is due to the impact of the Covid-19 epidemic, the customer signs the Contract Appendix to build the raw house slowly compared to the plan, in addition, the compensation for site clearance cannot be implemented because the land owner asks for too high compensation price and there are property disputes in the family, so DIC Corp waits for completion of settlement before payment.
- 4.9 **Dai Phuoc Ecotourism Urban Area:** disbursement in 2020: 10.39/97.46 billion VND, reaching 10.7% of the year plan. The reason for not completing the plan: due to the change of business plan, capital contribution with land use right for establishment of 02 companies; rough construction is not implemented as planned.
- 4.10 **Nam Vinh Yen New Urban Area:** disbursement in 2020: 1,015.09/ 977.22 billion, reaching 104% of the year plan, of which: construction cost: 81.29 billion VND, compensation, consulting and other costs: 126.96 billion VND, land use fee: 806.84 billion VND.



- 4.11 **Nam Vinh Yen New Urban Area:** disbursement in 2020: 1,015.09/977.22 billion, reaching 104% of the year plan, of which construction cost: 81.29 billion VND, compensation, consultancy and other costs: 126.96 billion VND, land use fee: 806.84 billion VND.
- 4.12 **DIC Star Hotel:** disbursement in 2020: 121.06/27.9 billion, reaching 434% of the plan, of which payment for the completed construction volume of the hotel: 71.49 billion VND, 15 Semi-detached villas: 37.09 billion VND.
- 4.13 **Vi Thanh - Hau Giang Commercial Residential Area:** disbursement in 2020: 114.37/273.47 billion, reaching 41.82% of the year plan.
- 4.14 **Other projects** (A4, A5, Thuy Tien, Nghinh Phong, Bau Trung, Ba Hang, Lam Ha, Quang Binh, Bac Ninh, etc.): 43.77 billion VND.

The reason for not completing 100% of the investment and development plan of the project: Due to difficulties in the compensation for site clearance: Chi Linh Center Area, North Vung Tau New Urban Area, Long Tan Tourism Urban Area, etc.; Land auction of Nghinh Phong project has not been conducted yet due to the unfinished procedures.

## 5. Promulgation of new regulations:

In accordance with the actual conditions of the Corporation, in 2020, DIC Corp has issued the following regulations:

- + Investment Regulations of DIC Corp (Decision No. 86/QD-DIC Corp-HDQT dated April 23, 2020).
- + Regulations on contractor selection of DIC Corp (Decision No. 103/QD-DIC Corp-HDQT dated May 20, 2020).
- + Regulations on Organization and Operation of Legal and Bidding Department DIC Corp (Decision No. 108/QD-DIC Corp-HDQT dated May 25, 2020).
- + Regulations on Communication Coordination of DIC Corp (Decision No. 208/QD-DIC Corp-TGD dated September 7, 2020).
- + Regulations on procurement, allocation, management and use of IT and technology equipment (Decision No. 125/QD-DIC Corp-TGD dated June 8, 2020).
- + The Regulation on Organization and Management of the Charity Fund for Colleagues (Decision No. 152/QD-DIC Corp-HDQT dated October 8, 2020).

## 6. The situation of organizing the General Meeting of Shareholders and collecting written opinions about the cooperation plan for the North Vung Tau New Urban Area Project:

Due to the influence of the Covid-19 epidemic, DIC Corp's Annual General Meeting of Shareholders was held on June 30, 2020. Documents related to the meeting have been posted publicly on the DIC website in accordance with regulations.

Regarding the content of investment cooperation for the North Vung Tau New Urban Area Project, DIC Corp has consulted shareholders in writing (Resolution No.



102/NQ-HDQT DIC Corp dated August 5, 2020), results: shareholders submitted votes, 33.07% agreed, 26.57% disagreed and 20.31% had no comment. DIC Corp has disclosed information in accordance with regulations.

#### **7. Income from financial investment activities of DIC Corp:**

Based on the business results in 2019 of the member units approved by the 2019 Annual General Meeting of Shareholders, dividends earned by DIC Corp in 2019 are 9 billion VND in cash and 684,711 stocks.

#### **8. The use of capital collected from the offering of stocks to existing shareholders in 2019:**

Total number of stocks offered to existing shareholders: 47,463,661 stocks, total net proceeds from the offer: 616.68 billion VND. Completion date of offering: April 11, 2019. As of December 31, 2020, the accumulated disbursed amount: 353.36 billion VND, purpose of use: pay the cost of investment preparation and site clearance compensation for Long Tan Tourism Urban Area Project, used for the right purpose according to the capital mobilization plan approved by the General Meeting of Shareholders.

**9. Labor safety:** DIC Corp always pays special attention to labor safety at the Corporation; Regularly organize propaganda, training and guidance activities on legal and professional regulations on OSH; Periodical or unexpected monitoring and inspection: labor safety records, implementation of labor safety regulations - measures; Full allocation of personal protective equipment; In 2020, the labor safety was ensured absolutely.

Conducting surveys, research and application of energy-saving solutions to DIC Corp's projects funded by the United Nations Environment Development Fund, proceeding to develop DIC's standards on green buildings and smart buildings.

#### **10. Community orientation and linking of social responsibility:**

Along with the main task of building the unit and developing production and business, the unit always pays special attention to social security activities, demonstrating responsibility towards the community. In the situation of Covid – 19 epidemic, DIC Corp joined hands with the country to award the Vietnam Fatherland Front Committee of Vinh Phuc Province 3,000 bottles of antiseptic solution with a total value of nearly 300 million VND.

DIC Corp supports the construction of public works, charity for the poor, study promotion, is the starting enterprise for many meaningful programs and many valuable ideas for the society such as supporting the Study Promotion Association, the Elderly Association, the Blind Association, the Lonely Elderly Association, the Red Cross Association, the Social Security Fund, etc. with the total support amount in 2020 of 9.71



billion VND. All of the above activities show the affection and warm sharing of DIC Corp's collective to the social community.

## 11. Awards:

- On May 20, 2020, at the ranking of fastest growing enterprises in Vietnam (FAST500) in 2020, DIC Group ranked 50/500 (ranking of 500 fastest growing enterprises in Vietnam), increasing 166 places compared to 2019. In particular, considering the Real Estate enterprise sector alone, DIC Group has excellently ranked 16/44 enterprises (the ranking of fastest growing Real Estate enterprises in Vietnam), up 20 places compared to 2019. This is the second consecutive year that DIC Group is honored to participate in the ranking of Top 500 fastest growing enterprises in Vietnam in 2020 with a remarkable growth rank. This result is based on independent research and evaluation by Vietnam Report. The enterprises listed in the ranking are all enterprise representatives with good business performance, high growth potential, constantly exploring, innovating, and flexible in business, at the same time having social responsibility and community responsibility (On September 15, 2020, the announcement ceremony of the 500 fastest growing enterprises in Vietnam in 2020 was broadcast on the online platforms of Vietnam Report Joint Stock Company (Vietnam Report) and VietNamNet Online Newspaper).
- In 2020, although Covid-19 epidemic causes many difficulties in production and business activities, the consistency with the goals, operational efficiency and many innovative business solutions has helped DIC Group to achieve relatively positive business results. Specifically, DIC Group has entered the Top 100 of Vietnam's most profitable enterprises at 97/500 place. Considering the Real Estate enterprise sector alone, DIC Group has excellently ranked 27/83 enterprises. This result is evaluated based on 3 main criteria: profit before tax, total revenue and indicators of profit before tax/ total revenue. Besides, there are also criteria on asset size, labor size, potential for revenue growth, and reputation in the media.
- DIC Corp won the title of "Top 20 Famous Brands - Vietnamese Competitive Trademarks 2020", awarded in Hanoi on September 26, 2020.
- In addition, DIC Star Hotel Vinh Phuc of the hotel chain of DIC Group has obtained the certificate of 5-star standard hotel - Vietnam National Administration of Tourism awarded the Certificate on September 12, 2020.

## 12. Overall evaluation of operations in 2020 of the Parent Company:

The year 2020 is a catastrophic year with unprecedented epidemics in history, the Covid-19 pandemic appeared in many countries, seriously affecting all socio-economic aspects; Major economies face the deepest and worst recession in decades. In Vietnam, with the motto of both preventing epidemics, ensuring the health of the people, and preventing economic downturn and maintaining social stability, making the best effort to achieve socio-economic development goals and tasks in 2020, on March 4, 2020, the Prime Minister issued Directive No. 11/CT-TTg on urgent tasks and solutions to remove

difficulties for production and business, ensuring social security to cope with COVID-19 epidemic; However, in reality, it is difficult for enterprises to access these solutions.

- Covid-19 pandemic has reduced the consumption of people and society; limited concentration of people. To cope with the impacts of the Covid - 19, DIC Corp has used many flexible solutions to maintain production and business activities, despite difficulties, the enterprise still tried not to cut labor, not to reduce salary, however there was a major adjustment and change in the restructuring of functional departments as reported above to suitable for the actual situation. With a unit with available internal resources, a large amount of clean land reserves, and extensive experience in the real estate business, DIC Corp takes advantage of, flexibly responds and has excellently completed 100% of the revenue and profit targets approved by the General Meeting of Shareholders, achieving the planned targets, marking the 30th anniversary of the Corporation's establishment, and creating favorable development momentum for the following years.
- Investment and development has completed 141.3% of the plan, however, the project investment has not reached the plan, although partly due to objective factors, the Executive Board will continue to review and evaluate the capacity of each leader of the Board to ensure more efficient and quality investment in the coming time.
- Business has completed 100% of the plan.
- Restructuring in 2020 is implemented drastically with many breakthroughs, in the plan 2021, the Corporation continues to restructure a number of functional departments to increase efficiency in management and administration of the enterprise.
- Overcoming difficulties and challenges during the Covid-19 pandemic, and based on the current internal strength, the Corporation will have strategic solutions to accelerate development in the period of 2021 - 2025.

## **Part 2**

### **PRODUCTION AND BUSINESS TARGETS IN 2021 IMPLEMENTATION AND DIRECTION SOLUTIONS**

#### **I. DEVELOPMENT ORIENTATION OF DIC CORP IN THE COMING TIME:**

- Become Top 5 largest real estate corporations in Vietnam.
- Consistently orient investment in developing urban areas which are capable of developing in the medium and long term in the North - Central - South regions; Continue to maintain the development of projects in the segment of creating new urban areas adjacent to big cities; change appearance, develop local economy and solve employment problems. The Group has many projects to exploit for many years, bringing sustainable revenues and profits.



- Invest in tourism; research and invest in this field to foreign markets: Laos, Thailand, Myanmar, etc.
- Research to invest in the field of entertainment with reward, etc., generating long-term revenue and profit.
- Research and invest in health and education.

## II. PRODUCTION AND BUSINESS PLAN IN 2021:

On the basis of production and business performance in 2020, DIC Corp submits to the General Meeting of Shareholders the DIC Corp's business plan in 2021 as follows:

- **Revenue:** Revenue and other income of Parent Company: 2,550 billion VND, increasing by 5.4% compared to 2020; Consolidated revenue: 2,800 billion VND;
- **Total development investment capital of the Parent Company:** 9,436.3 billion VND, increasing by 2.9% (actually increasing by 325% because in 2020 financial investment is 6,986.58 billion VND), of which project development investment: 9,264.44 billion VND and financial investment: 171.85 billion VND;
- **Total profit before tax:** Parent company: 1,500 billion VND, up 144.8%, Consolidated profit before tax: 1,444 billion VND, up 60.5%;
- **Dividend:** 18 - 22%;
- **Charter capital:** 4,200 - 5,500 billion VND.

## III. IMPLEMENTATION AND DIRECTION SOLUTIONS:

### 1. Restructuring:

- Review and consolidate the functions and duties of the Divisions and Departments of the Corporation in the direction of enhancing the role of the assisting apparatus to improve management and operation capacity.
- Continue to restructure personnel from Divisions and Departments to suit the actual conditions of the Corporation.

### 2. Investment:

**Plan of development investment capital in 2021 of the Corporation: 9,436.3 billion VND, an increase of 2.9% compared to that in 2021, of which the project development investment: 9,264.44 billion VND, financial investment: 171.85 billion VND, specifically:**

- **Payment of land use fee: 1,882.5 billion VND;**
- **Cost of compensation for site clearance: 2,425.05 billion VND;**
- **Cost of design consultation, planning, construction and other costs: 2,910.89 billion VND;**
- **Land auction cost: 2,046 billion VND.**



- **Financial investment: 171.85 billion VND (capital contribution of DIC 1: 16,276 billion VND, DIC 2: 18.93 billion VND, DIC Resco: 19.2 billion VND, Duc Hoa Resco Industrial Park cooperation (contribute the rest): 117.45 billion VND.**

## **A. PROJECTS IN THE SOUTHERN REGION:**

- **Ba Ria - Vung Tau Province:**

### **1. Priority Project 1: Chi Linh Center Area (excluding component projects):**

- **Investment plan in 2021: 308.28 billion VND, including compensation for site clearance: 145.08 billion VND, land use fee: 150.4 billion VND, and construction cost: 12.8 billion VND.**

#### **a. Legal procedures for land:**

- Determine financial obligations for disorder areas A, B, D (9.45ha), and pay land use fees.
- Carry out the registration procedures to issue the Certificate of land use right for the A, B, D areas.
- Carry out the procedures for issuing Notice of the Department of Natural Resources and Environment confirming the eligibility to transfer land use rights and sell houses at Gateway apartment complex.

#### **b. Compensation plan for site clearance: 145.08 billion VND, including:**

- Focus on compensation for site clearance in the following areas:
- Priority 1: Focus on compensation for site clearance completed in Quarter I-II/ 2021, Area A5 (18 households) of about 6,659.6m<sup>2</sup>, estimated cost of 101.86 billion VND;
- Compensate for site clearance in Nguyen An Ninh Ward - A2 Apartment Building, subdivision A2, Subdivision A7 and Nguyen Huu Canh street (1,308.6 m<sup>2</sup>, estimated cost of 21.4 billion VND);
- Compensate for site clearance in Thang Nhat Ward (1,440.7m<sup>2</sup>, estimated cost of 21.81 billion VND) - household agrees to let the Department to inventory and submits documents to the Department of Natural Resources and Environment to consider the compensation and support plan.

#### **c. Construction:**

- Compensate and construct parallelly (Area A, internal roads 6, 7), against re-encroachment. At the same time, immediately hand over the site to customers after construction. Investment plan is about 16.15 billion VND and disbursement is about 12.8 billion.

- Complete the repair and handover of technical infrastructure to the City to manage the book issuance of DIC Phoenix, Gateway and component projects at the project.

**d. Solutions:**

- The competent authorities soon agree on the land use fee collection mechanism for the remaining disorder area in Areas A, B, D.
- DIC's Compensation and Site Clearance Board drastically implements the compensation as planned, especially giving priority to compensation for A2 and A5 apartments to have ground to prepare to start the project and areas where products have been transferred to customers.
- DIC's Compensation and Site Clearance Board works with Wards to speed up the verification and appraisal of legal documents, the process of land use, house construction, etc. to prepare a compensation plan for 35 households that have extracted the Minutes to be submitted to the Land Fund Development Center as well as completed the records of the remaining 61 households out of the total of 96 inventoried households.
- Quickly complete the procedures for establishment, appraisal and approval for the design of the A5 - 1 apartment building.

**2. Vung Tau Gateway, Chi Linh:**

- \* **Investment policy of the Leader:** Complete the work settlement and legal procedures as prescribed, separate and issue books to customers, and recover debts

**Investment plan in 2021: 80 billion VND (disbursement for payment of completed volume).**

**Works performed in 2021:**

- Hand over all apartments transferred to customers;
- Hand over the Apartment Ownership Certificate to the customer;
- Complete settlement for the whole project;
- Review and work with contractors on warranty and construction maintenance;
- Collect debts from customers.

**3. Priority 1: Apartment A5; Apartment A4 (priority 3) - Chi Linh:**

- \* **Investment policy of the Leader: Completion of legal procedures, compensation for site clearance and construction commencement.**

\* **Investment plan in 2021: 81.58 billion VND** (*compensation cost is included in the Chi Linh Center Project*), of which: *construction cost: 70.28 billion VND, consultancy and design cost: 11.3 billion VND.*

- a. *Compensation for site clearance:*** As reported in the technical infrastructure of Chi Linh Center Area Project, focus on compensation for site clearance in Area A5 (priority 1, complete in Quarter I/2021) about 7.206m<sup>2</sup>, Area A4 ( priority 3): 4,311m<sup>2</sup> to have premises to start construction, create new products to be transferred in the coming years.
- b. *Legal procedures:*** Complete in the first 6 months of 2021:
- Prepare and approve the EIA of the Work;
  - Conduct geological survey drilling for design (site required);
  - Submit to the Ministry of Construction for appraisal of basic designs;
  - Carry out static compression of test piles to serve construction drawing design;
- c. *Construction investment if the site is provided (the last 6 months of 2021):***
- Pay land use fee + be issued Certificate of land use rights;
  - Apply for approval of the investment policy of the project;
  - Apartment A5: Apply for construction permit and start construction in the beginning of Quarter III/2021;
  - Press test piles.
  - Press mass piles.
  - Construct foundations and tunnels.
  - DIC Site Clearance and Compensation Board completed the compensation work, DIC BRVT Project Management Board completed the legal procedures to start the work as planned.
- d. *Solution:***
- Regarding compensation-site clearance: - DIC Site Clearance and Compensation Board has drastically followed and coordinated closely with state agencies in charge of compensation such as City People's Committee and the relevant state management agencies to continue to implement the necessary works in site clearance such as asset inventory, and agree with households that own land to get a reasonable compensation unit price.
  - Regarding basic design: The DIC BRVT Project Management Board continues to urge the Consultant to complete the Basic Design Document so that after the the site is handed over fully, promptly submit the Basic Design Document to the competent state agency for appraisal and approval.
  - Regarding the EIA: The Project Development Board continues to closely follow and contact the Department of Natural Resources and Environment, the Sub-Department of Environmental Protection to get specific guidance on preparing and submitting EIA Report for approval in accordance with current regulations. At the same time, coordinate with the DIC BRVT Project Management Board to update the basic design document and collect all documents for EIA approval.

#### **4. Priority 1: Bac Vung Tau New Urban Area:**

- **Investment policy of the Leader:** Commence construction of phase 1 (Lot 3, area of 20ha).
- **Investment plan in 2021:** 2,190.8 billion VND, of which agreement on compensation for site clearance: 1,031 billion VND, cost of consultancy, planning, construction and other costs: 759.74 billion VND, land use fee: 400 billion VND (partial payment).

##### **a. Legal procedures:**

- Complete procedures for issuing land recovery decision; Make compensation and site clearance plans; Implement procedures for land allocation, determination of land use fees and issuance of the Certificate of land use rights;
- Approve the overall adjustment of construction detailed planning, 1/500 scale;
- Adjust basic design, construction drawing design;
- Clear mine for the whole project area: 90.5ha;
- Adjust environmental impact assessment report;
- Be adjusted for approval of investment policy and design documents according to adjusted planning.
- Design architecture of works on land.
- Apply for a construction permit;
- Organize the commencement.

##### **b. Compensation for site clearance:**

- Compensation and site clearance on the remaining area of phase 1: 115 households, an area of about 14.22 ha of Lot 3 (within the boundary + outside the boundary) with the total estimated cost of 907.77 billion VND; households in front of Highway 51 (Lot 1): 20 households, area: 16.57ha, estimated cost of 123.3 billion VND..

##### **c. Construction:**

- Plan for construction of technical infrastructure, rough construction of villas, semi-detached houses, expected disbursement of about 693 billion VND, of which construction of technical infrastructure of Lot C: 53.8 billion VND, rough construction of semi-detached houses: 264.2 billion VND, rough construction of villas: 113.7 billion VND, apartment building (pile construction, foundation, tunnel, body): 261.4 billion VND.

##### **d. Solution:**

- Solution for compensation and site clearance: To shorten the time to implement legal procedures related to the compensation and site clearance (shorten the process), The Executive Board of the Corporation has impact and recommendations to Provincial leaders facilitate to support and accelerate the processing of this project document.

- Planning adjustment solution: DIC Corp transferred the entire contents of the 1/500 project to Viup (the unit making adjustments to the 1/2000 subdivision planning of the City) and through working with Viup, it is known that: The 1/2000 planning adjustment project has been reported by Viup through the Departments, branches, the Appraisal Council on the Provincial Planning and Architecture and is being appraised by the Department of Construction (the application has been submitted for more than 6 months), so the adjusted contents of the 1/500 project can only be updated to the 1/2000 project when the Department of Construction has completed the appraisal and required revision and completion of the 1/2000 project.

**5. Priority 1: Cap Saint Jacques Complex (CSJ):**

\* **Investment plan in 2021: 411.35 billion VND, including:**

+ Phase 1: 265.03 billion VND, of which Construction and equipment: 198.14 billion VND, consultancy and other costs: 0.34 billion VND, land use fee, land lease: 48 billion VND including 3 lots (1,707m<sup>2</sup>, 938,7m<sup>2</sup>, 8,185.3m<sup>2</sup>) and the land rental and late payment penalty for the period of 2008 – 2019: 18.56 billion VND.

+ Phase 2: Block C3 (Hotel): 99.64 billion VND, of which: Construction and equipment: 84.04 billion VND, consultancy and other costs: 15.6 billion VND.

+ Block C2 (Condotel): 10.73 billion VND.

+ Block C4 (Condotel): 35.96 billion VND.

**a. Legal procedures on land:**

**c. 8,185.3 m<sup>2</sup> land plot:**

+ Make payment of land rent.

+ Carry out the procedures for extending the land use period according to the operation duration of the investment project (until 2067).

+ Adjust the change of land use term until 2067 on the Certificate of land use right.

+ **Determine financial obligations in case of asking for one-time payment of land rental for the area of block C4.**

**d. 1,707 m<sup>2</sup> land area:**

+ Survey specific land prices to calculate the one-time payment of land rent for the extension period until 2067.

**e. *The area of the tourist apartment (Condotel) - phase 2:***

+ Carry out the procedures for splitting and consolidating the land plot, change the form of land rent payment from annual to one time.

+ Determine the financial obligations for the area of the land lease from annual to one-time payment.

+ Adjust changes in area, size, shape; form of land lease on the certificate of land use right of 3 plots: 8,183.5m<sup>2</sup>, 1,419,3m<sup>2</sup>, 1,707m<sup>2</sup>.



f. Plan for lent rent payment: 66.65 billion VND.

**b. Investment:**

**5.1 Phase 1 (Block C1):**

- CSJ project - phase 1 has been constructed over 95%, plan for Quarter I/2021: Acceptance of the Work with the Inspection Department of Ministry of Construction to put the work into use;
- Hand over apartments to customers;
- Carry out the settlement of the Work, it is expected that the Quarter I and Quarter II of 2021 construction will be completed with the disbursement value of about 198 billion VND.

**5.2 Phase 2 (Blocks C2, C3, and C4):**

**5.2.1. Block C2 (Condotel) of the Cap Saint Jacques Complex Project:**

**Investment plan in 2021: 10.73 billion VND, including:**

- The Board of Directors approves the investment policy of the project;
- Implement design, design verification and environmental impact assessment;
- Prepare an investment project, apply for investment approval with the Provincial People's Committee;

**5.2.2. Block C3 (Hotel):**

**Investment plan in 2021: 99.6 billion VND**, of which: design: 15.6 billion VND, construction: 84.04 billion VND.

- Quarter I - II/2021: Implement and complete design consultancy, verification and appraisal of design drawings; Submit to the Board of Directors for approval of the investment project adjustment and investment approval adjustment with the Provincial People's Committee.
- Quarter II - IV/2021: Implement bidding and construction of items: Concrete piles, foundations, underground parts (84.04 billion VND).

**5.2.3 Block C4 (Condotel) of the Cap Saint Jacques Complex Project:**

- **Investment plan in 2021: 35.96 billion VND**, of which consultancy cost: 17.1 billion VND, construction cost: 18.86 billion VND.

**a. Legal procedures:**

- Complete the approval of the master plan.
- Prepare and approve investment projects;
- Apply for investment approval;
- Prepare and submit design appraisal.
- Implement construction survey drilling;

## **b. Construction:**

- Quarter III - IV/2021: Carry out bidding and construction of bidding packages: Test centrifugal concrete piles, mass piles and 50% of underground volume (35.96 billion VND).

## **5.3 Solution:**

- Work with the Ministry of Natural Resources and Environment to soon have a document guiding the determination of financial obligations in the case of extension of use period of 1,707 m<sup>2</sup> land.
- Implement land division and consolidation, exchange, change of form of land lease for each construction work on land.

Land procedures to be carried out: After completing the extension of land use, issuing certificates of land use right of 03 land plots according to the operation period of the project (up to 2067). Based on the master plan of the entire land, on the basis of the land acquisition area of each work item (project), the following procedures will be followed:

- Consider exchanging the part of the land lease area with one-time payment of the commercial and service block of the land lot 1,707m<sup>2</sup> with the part of the land lease area with annual payment in the tourist service apartment block of 02 land lots: 1,419.3m<sup>2</sup> and 8,185.3m<sup>2</sup>.
- In case of not exchanging, the form of land rent payment for the area with annual payment of the land for the tourist service apartment block will be changed to the one-time payment.
- Consolidate land plots in the tourist service apartment block into one plot.
- CSJ - Phase 3: Work with departments and branches to approve the master plan, architectural shapes as well as update the master plan of the project to the planning of Bai Sau and the planning of Thuy Van road.

## **6. DIC Corp office block:**

- **Investment plan in 2021: 125.52 billion VND, of which design consultancy cost: 4.95 billion VND, construction and transfer cost: 120.57 billion VND.**
- Expected transfer value of Block D Pullman: 60 billion VND.
- Quarter I/ 2021: implement and complete design consultancy, adjustment of Construction permit, FPF.
- Quarter I - II/2021: Deploy the architecture, complete the technical system (46.32 billion VND), the interior (14.25 billion VND).
- Plan in June 2021: Inaugurate and put DIC Corp's office into operation.

## **B. DONG NAI PROVINCE:**

### **1. Priority 1: Dai Phuoc Ecotourism Urban Area Project:**

**Investment plan in 2021: 70.15 billion VND**, including: construction cost: 69 billion VND, consultancy, planning + other costs: 1.15 billion VND.

#### **a. Land procedures:**

- Area of 9,633m<sup>2</sup> in Subdivision 9, complete the request for the renewal and re-issue of the Certificate of land use rights for the allocated land area with collection of land use fees changed due to the adjustment of 1/500 planning.

#### **b. Consultancy:**

- Design the construction drawing of the connection system for the 13.8ha area of Subdivision 8 (DCP Asia): 115 billion VND.

#### **c. Construction:**

- Construct technical infrastructure connecting 13.8ha area, Subdivision 8 for level 2 investor (Asia DCP): 68.4 billion VND.
- Implement technical infrastructure maintenance and tree care (597.9 million VND)

### **2. Priority 1: Hiep Phuoc Residential Area:**

**Investment plan in 2021: 191 billion VND**, of which **Compensation cost for site clearance: 52.25 billion VND**, **cost of investment in the construction of technical infrastructure, traffic, and rough houses: 138.26 billion VND** (rough construction of houses to be formed in the future: 114.8 billion VND), **consultancy costs: 0.5 billion VND**.

#### **a. Legal procedures of the project:**

- Complete the confirmation of investment in technical infrastructure and grant red books to customers.
- Complete the handover of land area planned for social housing to Dong Nai province.

#### **b. Compensation and site clearance:**

- Continue to compensate for the remaining area of the Project.

#### **c. Construction investment:**

- Implement investment in the construction of complete technical infrastructure on the compensated area.
- Compensate, level and invest in building technical infrastructure parallelly: 15.58 billion VND.
- Construct and install wastewater treatment plant equipment: 1.18 billion VND.
- Construct medium voltage, low voltage, lighting system (the remaining area): 5.84 billion VND.
- Construct the rough part of the remaining apartments.

**d. Solution:**

- Work with the Provincial People's Committee to extend the project implementation period. Work with the Department of Construction to confirm the acceptance of technical infrastructure (eligible to sell houses to be formed in future) after the project is extended.
- Propose the Provincial People's Committee to direct the specialized unit to receive handover of the technical infrastructure completed by the Investor after DIC Corp has completed the technical infrastructure.

**3. Priority 1: Long Tan Tourism Urban Area, Nhon Trach, Dong Nai: 332ha.**

**Investment plan in 2021: 1,694.7 billion VND, including: compensation for site clearance: 1,000 billion VND, cost of construction, consultation, planning, etc.: 281 billion VND, land use fee: 413.7 billion VND.**

**a. Legal procedures of the project:**

- Prepare procedures to apply for land allocation of phases 1, 2, and 3;
- Be approved for adjustment of 1/500 master plan of the project;
- Establish EIA adjusted for the whole project, with updated embankment against landslide;
- Approve basic design;
- Complete construction drawing design including embankment against landslide;
- Design urban in phase 1 (173ha);
- Apply for a construction permit for the technical infrastructure part of Subdivision 1 (81.3 ha);

**b. Compensation and site clearance:**

- Prepare and submit for appraisal and approval of plans for compensation, support and resettlement for the land area of Subdivision 1;
- Decide to approve the plans for compensation, support and resettlement and decide to recover land of Subdivision 1 (including the North-South highway connecting from Dai Phuoc bridge of the Project, the main road from Dai Phuoc bridge to Belt road 3 intersection according to the approved investment phases);
- Complete legal procedures on land, be assigned land for the entire area of Subdivision 1 with the size of 81.3 hectares to start construction.
- Continue to agree to compensate for site clearance for the entire remaining area of Subdivision 1 and locations in the project where the landowner agrees with the agreed price (one piece), estimated cost is about 1,000 billion VND.

**c. Construction investment:**



- Plan for Quarter III - IV/ 2021: Implement the following items with a value of 462 billion VND, expected disbursement value is about 250 billion VND, specifically:
- + Construct the main road from Dai Phuoc bridge to belt road 3 intersection (estimate of 78.02 billion VND);
- + Upgrade medium voltage line to supply electricity to 02 projects from 50 to 240mm<sup>2</sup>; construct 22KV medium voltage underground cable line and install 1250KVA substation to supply power to PK1 (Estimate of 10.45 billion VND);
- + Construct the frontage road along the Belt road 3 (Estimate of 42.76 billion VND);
- + Construct river bank embankment to prevent landslide in the Northern region of Subdivision 1 (Estimate of 291.55 billion VND);
- + Construct North-South highway (Estimate of 39.29 billion VND);

#### **4. Priority 3: Nhon Trach New City Center Area, Dong Nai Province:**

**Investment plan in 2021: 12.29 billion VND.**

##### **a. The tasks to be performed include:**

- Through comments of the Ministry of Planning and Investment (Document No. 5442/BKHDT-GSTDDT dated August 19, 2020); Ministry of Construction (Document No. 3849/BXD-PTDT dated August 10, 2020); The Ministry of Finance (Document No. 9038/BTC-DT dated July 28, 2020) and direct working with the Department of Planning and Investment, it is likely that Nhon Trach New City Center Project must bid to select investors according to regulations. Decree No. 25/2020/ND-CP dated February 28, 2020. The cost to perform some related tasks is expected to be 12.29 billion VND, specifically as follows:
- + Adjust 1/2000 detailed construction planning;
- + Attend prequalification;
- + Conduct international open bidding (or appoint contractor in case only DIC Corp wins prequalification);
- + Prepare and submit for approval the detailed construction planning project, scale of 1/500;

##### **b. Solution:**

- Work with the People's Committee of Dong Nai Province, request the Department of Planning and Investment to soon synthesize the opinions of the ministries and branches to submit to the provincial leaders for consideration and submission to the Prime Minister for approval of the investment policy of the project. In case it is necessary to organize a bidding for investor selection, the Provincial People's Committee and Department of Planning and Investment is required to complete legal procedures, guide DIC on the order, procedures and organize a bidding to

select investor in 2021 (Project included in the list of investment projects using land for which land acquisition is required).

- DIC Corp has issued a petition to partially adjust the Master Plan of Nhon Trach New Urban Area, in which the land area of Nhon Trach New City Center project is removed from the reserved land to serve as a basis for implementation of investment (adjust the development phase before 2035). The Department of Construction has submitted the Report No. 04/TTr-SXD dated January 7, 2021 to the Provincial People's Committee for unanimity at the request of DIC Corp and the Provincial People's Committee is processing the application before sending a document to the Prime Minister for consideration and approval.

## **5. Priority 3: Services - entertainment - horse racing complex project:**

### **a. Performed tasks:**

- The Project Development Board has completed the proposal for investment policy decision, the Department of Planning and Investment, the Department of Construction, related departments and the People's Committee of Nhon Trach District have given their comments before submitting them to the Ministry of Planning and Investment for appraisal and submission to the Prime Minister for approval.

- - The People's Committee of Dong Nai province has issued Document No. 11983/UBND-KTN dated October 7, 2020 asking the Ministry of Construction to adjust about 212.5 hectares (land reserved for project development) - to adjust the period urban development until 2035. Therefore, after being approved by the Ministry of Construction, the project is suitable for the adjustment of the general planning of Nhon Trach New Urban Area until 2035.

### **b. Investment plan in 2021: 6.3 billion VND.**

- Through working directly with the Department of Planning and Investment, it is likely that the Project will have to bid to select investors according to the provisions of Decree No. 25/2020/ND-CP dated February 28, 2020. The estimated cost of some related works is 6.3 billion VND, specifically as follows:

- + Prepare and approve 1/2000 detailed planning (or 1/500 detailed planning);
- + Prepare document and attend Prequalification;
- + Prepare document and attend International Open Bidding (or appoint contractor in case only DIC Corp wins prequalification);

## **C. PROJECTS IN NORTHERN REGION:**

### **1. Priority 1: Nam Vinh Yen New Urban Area, Vinh Phuc Province: 192.91ha, total investment: 3,788.5 billion VND.**

***Investment plan in 2021: 798.69 billion VND, of which Compensation and site clearance: 54.72 billion VND, investment in technical infrastructure: 331.22 billion VND, consulting and planning costs: 9.74 billion VND, land use fee of Subdivisions 2***



*and 3: 403 billion VND, of which additional land allocation of phase 4 - Subdivisions 2 and 3: 320.72 billion VND and payment of outstanding land use balance of 2020.*

**a. Land procedures:**

- Carrying out the procedures for land allocation and land lease for the area: 6.85ha, Division 2, Division 3 69ha according to the detailed adjustment plan of 1/500 scale (6th time) of the South New Urban Area project. Vinh Yen - phase 1.
- Determination of financial obligations for the above area.
- Pay the land use fee for the additional land area of Zone 2, Division 3 (3.82ha) and penalty for late payment of the land use fee of Division 2.3.

**a. Compensation for site clearance:**

- Compensation for site clearance to recover 4.86ha and 214 graves, estimated cost is 51.42 billion VND and money for protection and development of rice land: 3.24 billion VND.

**b. Legal procedures:**

- Carry out environmental monitoring for the project in 2021;
- Completed the work of designing for BVTC and estimating the project offering port;
- Completed and approved dossiers of adjustment of detailed construction planning with the rate of 1/500 (6th time);
- Complete the design of BVTC and make estimation of the sample of individual houses in Division 2 (75.82ha) - the rough construction and finishing the exterior architecture;
- Basic design adjusted according to the 6th planning;
- Adjustment of design for BVTC of subdivisions 2, 3 according to the 6th planning adjustment;
- Designing and designing social housing projects in the project;
- Selection of Contractors for the construction of bidding packages of Zone 2.

**c. Construction investment:**

**Subdivision 1:**

- Deploy the construction of the remaining volume of Package HT11-01 (because DIC No. 1 Company does not continue to complete the package): complete the construction of the roadway, sidewalk at intersection A32; Sidewalks on the N38 line.
- Deploy technical infrastructure for lines N40, N58, N59, N60, N61, N63, N71 and N72A (the remaining scope of component 2.3 - Subdivision 1 has not been constructed yet): Deploy completion construction of roads and surrounding land plots to serve the Corporation's business plan. The Management Board proposes to make a price estimate to submit to the Corporation to appraise and sign the contract appendix for construction

of this volume into the Package HT33-01 to be able to immediately execute the construction.

### **Subdivision 2:**

- Complete technical infrastructure of Component 1 (33.3ha) - Division 2 (75.82ha) including packages HT33-01, HT33-02, HT33-03, HT33-04, HT33-05, Tile the pavement of the roads, set up landmarks to locate lots of Component 1;
- Complete technical infrastructure of N62 road (from node B79 to node B135): Package HTN62-01 The rest;
- Complete construction of Package for leveling, dredging, and embankment of reservoirs of Subivision 2 (the scope of site clearance has not been completed);
- Complete construction of infrastructure of N15, N41 and N42 roads (the site clearance has not been completed within 02 fields);
- Construct the project's triumphal arch on the N62 road;
- Construct technical infrastructure of Component 2 (43ha) - Subdivision 2 (75.82ha) including packages that are expected to select contractors, sign construction contracts in 2021: HT43-01, HT43 -02, HT43-03, HT43-04, HT43-05, Tile the pavement of the roads, set up landmarks to locate lots of Component 2;
- Construct medium voltage underground cable system and substations T05, T17, T18, T19, T20 under Component 1 (33.3ha) - Subdivision 2 (75.82ha);
- Construct rough and perfect exterior of typical house on N53, N62 roads - Division 2.
- Deploy the maintenance, renovation and embellishment of the Martyrs Cemetery in Thanh Tru Commune.

## **2. Priority 1: Lam Ha Center Point Residential Area Project, Phu Ly City, Ha Nam Province: 13.55 ha.**

**Investment plan in 2021: 531.03 billion VND**, of which: compensation for site clearance: 34.03 billion VND, construction: 138.82 billion VND, Consultancy, planning + other costs: 12.28 billion VND, land use fee: 345.9 billion VND.

### **a. Land procedures:**

- Carry out procedures for land allocation according to detailed construction planning, scale of 1/500;
- Determine financial obligations;
- Carry out the registration procedures, issue the Certificate of land use rights, ownership of houses and other land-attached assets;
- Carry out procedures to apply for a construction permit.

### **b. Consultancy and planning:**



- Complete and submit for approval of basic design documents of commercial centers combined with apartment buildings and low-rise buildings;
- Prepare and submit for approval of the construction design drawing, make urban design project; construction drawing design documents and cost estimates of technical infrastructure works.
- Verify construction drawing design and cost estimate of technical infrastructure works + shophouse.
- Extract cadastral measurement, scale of 1/1000 asking for allocation of 13.56 ha land.

**c. Compensation for site clearance:**

- Issue Land Acquisition Notices; complete compensation for site clearance of the project;

**d. Construction investment:**

- Construct preliminary ground leveling, commence investment in building technical infrastructure, planting urban greenery for roads and construct shophouse.

**e. Solution:**

- Work with the Department of Construction to reach agreement on the method to quickly handle the contents related to the Planning at the request of the Ministry of Construction.
- The project management board coordinates with urgent consultant to complete the application for appraisal and approval of the basic design document; complete investment approval documents to get the Decision on investment approval to implement the project, 5.1 ha of land is allocated in advance.
- The project management board continues to work with households to agree on the unit price of compensation and support (with households that have not yet agreed), coordinate with relevant agencies to complete the application for appraisal of Compensation and Support Plan (phase 2) for early approval and allocation of the remaining 8.4ha of land.

**3. Priority 1: Ba Hang Lake eco-tourism and entertainment destination project:**

\* **Plan in 2021: 65.7 billion VND, including:** cost of compensation, payment for replacement forest + payment for approval of compensation plan for land, etc.: 24.5 billion VND, land use fee: 07 billion VND, construction: 22.07 billion VND, cost of consulting, planning, etc.: 12.13 billion VND.

**a. Compensation for site clearance:**

Compensation and site clearance area: 70,047ha, of which the area within the planned boundary of 1/500 scale is 42,846ha. Expected value for implementation in 2021: 24.5 billion VND, including: payment of compensation approval plan for land: 12 billion VND, payment of compensation approval plan for land for trees, crops and structures: 6.5 billion VND, payment for replacement forest when changing forest land purpose: 6 billion VND.

**b. Legal procedures of the project:**

- Update the project on the land use plan in 2020 of Kim Bang District;
- Complete the preparation and approval of 1/500 detailed planning adjustment of the project.
- Complete project environmental impact assessment report;
- It is approved to adjust forest land to land for project implementation;
- The basic design and construction drawing design in phase 1 is appraised and approved.
- Project investment is approved.
- Clear bombs, mines and explosives.
- Be assigned with land, pay land rent and grant the certificate of land use right phase 1 of the project.
- Be granted with a construction permit in phase 1.

**c. Construction investment:**

- Construct preliminary ground leveling of phase 1 - West area;
- Construct the package for the main road connecting Highway 21 to Ba Hang lake.

**d. Solution:**

DIC Ha Nam Project Management Board is assigned to work with the consultant, the Ministry of Natural Resources and Environment to get EIA approval; work with local authorities to convert forest land and agree on the compensation implementation mechanism of the project in early 2021, as a basis for implementing compensation in 2021.

The Ba Hang Lake eco-tourism and entertainment destination project has not been implemented for many years and the authorities of Ha Nam Province have asked DIC Corp to speed up the implementation. Therefore, in 2021, the Corporation prioritizes the allocation of capital to implement the project, especially the compensation for site clearance.

**D. PROJECT IN THE WESTERN REGION:**

**1. Priority 1: Vi Thanh - Hau Giang Commercial Residential Area Project:**

Vi Thanh Commercial Residential Area project is one of the projects that bring revenue to DIC Corp in 2021. The current situation of product transfer in the area is considered feasible.

\* **Policy of the leader of the Corporation:** request to complete the compensation for the remaining area of the project, complete procedures for land allocation of phase 2 - phase 3 of the project to have land fund for business in 2021 and the following years.

\* **Investment plan in 2021: 490.7 billion VND, of which:** *Compensation for site clearance is 83.4 billion VND, investment cost for technical infrastructure, shophouse,*



*hotel, etc.: 308.77 billion VND, land use fee: 84.9 billion VND, consulting, planning + other costs: 13.63 billion VND.*

**a. Legal procedures:**

- Complete the appraisal and approval of the planning adjustment.
- Complete the conversion of 18 ha of rice land.
- Get permission from the competent authorities to transfer the land use right when infrastructure is available.
- Complete the preparation, appraisal and approval of hotel construction design.

**b. Implementation of land procedures:**

- Perform procedures for land allocation for an area of about 16ha expected to complete the compensation for site clearance in Subdivisions 1 and 3;
- Determine financial obligation for the area of about 16 ha;
- Carry out registration procedures and issue Certificate of land use rights, ownership of houses and other land-attached assets for the area of 16ha.
- Plan to pay land use fee for the area of 16ha in Subdivisions 1 and 3: 84.9 billion VND.

**c. Compensation for site clearance:**

- For the area of 18.28 ha: after being added to the list of land acquisition projects, will deploy the measurement and preparation of technical documents, coordinate with the Land Fund Development Center of Hau Giang Province to apply price and compensate for site clearance of a part of this area.
- Complete the payment for site clearance and handover of the entire remaining area of 18.26 ha of 83.46ha and 1,400m<sup>2</sup> of Subdivision 2, estimated at 79.7 billion VND; Complete procedures for land allocation of phase 2.

**d. Construction investment:**

- Continue to level the remaining 9,239ha area of phase 1 - 16.49ha;
- Continue to construct rough part and complete the exterior of commercial house (shophouse);
- Construct roads, rainwater drainage (01) and the remaining rainwater drainage routes under Subdivision 1, wastewater, electricity and lighting systems;
- Construct medium-voltage and low-voltage power supply systems and substations (electricity for household consumption);
- Level the remaining 18.26 ha area of Subdivision 3, phase 1;
- Construct traffic bridge No. 01;
- Construct embankment of Church canal and Thong Nhat canal in Subdivision 1;
- Construct technical infrastructure items in Subdivision 2 - 41.65ha.
- Commence hotel operation when conditions are favorable.

**e. Solution:**

- For compensation and site clearance:
- + At Subdivision 01 (16.49ha): The Western DIC Project Management Board continues to closely follow and coordinate with the People's Committee of Vi Thanh City and related agencies to carry out the second enforcement procedures for all households that have not handed over the premises by the end of Quarter I/ 2021 in accordance with the guidelines of the People's Committee of Vi Thanh City to be completely settled and to be handed over the full premises
- + At Subdivision 03: The Project Development Board continues to closely follow the Ministry of Natural Resources and Environment, Agriculture and Rural Development and the People's Committee of Hau Giang Province for the Prime Minister to issue a Decision allowing the conversion of paddy land to non-agricultural land in an area of more than 18ha as well as more than 05 ha in Subdivision 1.
- For the transfer of land use rights for investment in infrastructure for people to build houses by themselves in Subdivision 01: The Project Development Board coordinates with the Western DIC Project Management Board to closely follow the Ministry of Construction to soon agree in writing the construction of houses on both sides of the Vo Nguyen Giap road, road No. 01 as well as to allow the transfer of land use rights in the form of subdivision to sell land for people to build houses along the remaining roads and the People's Committee of Hau Giang Province issued the Decision to allow implementation.

**E. AUCTION PROJECTS; INVESTMENT RESEARCH:**

**1. Priority 2: DIC Star Vung Tau Tourism Complex, Nghinh Phong, Vung Tau City: 38ha, total investment: 6,900 billion VND.**

**a. Investment plan in 2021: 1,441.75 billion VND.**

- **Priority 1: Auction and payment of land auction fee (50%): 1,421 billion VND.**
- **Priority 2: Consulting and other costs: 20.75 billion VND.**

*The tasks to be performed include:*

- Coordinate with state agencies to finalize the plan of auctioning the right to use the project land.
- Prepare records and documents; advise Leaders to participate in auction of land at the Mui Nghinh Phong project.
- Plan of the starting price of the auction of the right to use the land area of 138,389.4m<sup>2</sup>: 2,842 billion VND.
- Project investment is approved;
- Pay 50% of the land auction fee.
- Drill geological survey for 03 Condotel blocks.



- Clear bombs and mines.
- Design construction drawings of sea embankment.
- Prepare reports on environmental impact assessment and run the erosion model.
- Prepare basic design and construction drawing design of technical infrastructure leveling.
- Formulate construction investment projects.

**b. Solution:**

- Work with consultant to complete the planning in which the height of floors is reduced for 6-12-floor hotels and 16-floor Condotel block.
- Work with the Provincial People's Committee, Departments and Branches to soon approve the planning adjustment and organize auctions of land use rights in 2021.

**2. Priority 2: DIC Dong Hoi Golf Course – Resort Complex Project, Quang Binh.**

**Investment plan in 2021: 43.53 billion VND.**

- **The tasks to be performed in 2021:**
- + Apply for approval of investment policy for DIC Quang Binh Golf Course Project (component project);
- + Complete legal procedures to register to participate in the auction/ selection of investors for DIC Star Quang Binh Resort Project;
- + Complete legal procedures to register to participate in the auction / tender selection of investors for 02 urban area projects;
- + Make environmental impact assessment (EIA) reports for each project (04 projects);
- + Conduct geological survey for the whole project;
- + Prepare basic design and technical infrastructure construction drawing design for the whole project;
- + Design golf course for DIC Quang Binh Golf Course Project.

**3. Priority 2: Auction of HH1 - Vietsovpetro Mixed Building Project:**

- **Investment plan in 2021:** Total estimated transfer value is 2,085 billion VND, including: works on land: 835 billion VND, land auction value: 1,250 billion VND. If the auction is completed in 2021 and wins, it is expected to pay 50% of the land value in advance, equivalent to 625 billion VND.

**4. Priority project group 3: New project for investment decision when all conditions are met:**

- **Investment plan in 2021: 15 billion VND.**



- *The tasks to be performed includes:* Coordinate with the consultant to survey the current status of the project land, proceed with the planning idea, preliminary evaluation of investment efficiency.

- + An Thoi - Phu Quoc Urban Area Project;
- + Urban area project in Thuan Thanh District, Bac Ninh Province;
- + Van Truc Lake Resort Complex, Vinh Phuc;
- + Industrial Zone Project in Long Thanh District, Dong Nai Province;
- + Projects in Phu My and Ba Ria, Ba Ria Vung Tau Province;
- + Project in Hoa Binh Province;
- + Project in Phu Yen.
- + And other projects in Da Lat, Can Tho, etc.

### **3. Finance:**

- Work with credit institutions, arrange sources for planned projects with the best interest rates, ensuring efficiency;
- Associated with the sales business is debt collection, focus on recovering due/overdue debts and internal debts.
- Structure solid financial resources.
- Issue private shares according to the plan.
- Increase charter capital through issuing shares to pay dividends.
- Strengthen the management, control costs, minimize the cost of reception, fuel, telephone, etc., reduce production costs, ensure efficiency of production and business.

### **4. Business:**

#### **4.1 Sale of the project:**

##### **4.1.1 Nam Vinh Yen New Urban Area Project:**

- + Complete certification of technical infrastructure.
- + Sell the next stages according to the approved plan; Note: plant more trees and build more utility service areas, etc.

##### **4.1.2 Vi Thanh - Hau Giang Commercial Residential Project:**

- + It is allowed to transfer the land use rights in the form of subdivision to sell land for people to build houses along the roads (except for Vo Nguyen Giap street).
- + According to the master plan, the total number of land lots in the Subdivision 1 of the project (16.49 ha) has: 641 lots of business land, area: 71,731.9m<sup>2</sup>, including 514 lots of land transfer (58,828.9m<sup>2</sup>), 127 lots of rough construction (12,903m<sup>2</sup>). According to the plan, they will be sold in Quarter II/2021.

#### **4.2 Product handover of projects:**

- Hand over the land fund already present at the projects;
- Continue to hand over products of project apartments: DIC Phoenix, Gateway.
- For Dai Phuoc Ecotourism Urban Area Project: request the Business and Market Development Department to contact customers to urge "Handover of all project products in 2021".
- For CSJ apartments: hand over the apartments when customers pay 95-100% of the total contract value. Focus on transferring all remaining products of the project; Urge to sign the contract for cases of deposit overdue.

#### **4.3 Focus on debt collection:**

- The Business and Market Development Board, Finance and Accounting Board: review and recover due and overdue debts from customers who have transferred products of projects (Nam Vinh Yen New Urban Area, Dai Phuoc Ecotourism Urban Area, DIC Phoenix, Gateway, etc.), resolutely handle all cases of delays and violations of contract.

**4.4. Chi Linh Center Area - Vung Tau City:** It is necessary to compensate for the site clearance for disorder area, complete the investment of the rest of Nguyen Huu Canh Street, section through the Project in order to create a land fund to implement a number of high-rise apartment projects (A2, A4, A5) and fulfill DIC Corp's obligations to customers who have signed contracts before. Hand over to the Business and Market Development Department, Legal and Bidding Department: Research and propose to the Executive Board to submit to Board of Directors of DIC Corp the plan of negotiated price adjustment for lots which have not had ground or have not been handed over to minimize damage to DIC Corp.

**4.5 Dai Phuoc Ecotourism Urban Area Project:** Project Development Department and related departments: complete legal procedures for Level 2 investor who has cooperated with DIC Corp.

**4.6 DIC EMERA project (A5 - Chi Linh Center Area):** If site clearance is completed in Quarter I-II/ 2021, to the beginning of Quarter III/ 2021, start the project, then can sign the Capital Contribution Contract.

**4.7 DIC The Landmark Residence:** According to the design, there are 163 apartments, according to the plan, the transfer will be allowed after completing the procedures.

**4.8** Divestment of units is not the strength of DIC (Song Da - Hanoi Joint Stock Company, Phu Quoc Urban Development Joint Stock Company, DIC Intraco, etc.)

- 4.9** DIC Dong Nai, DIC Department of Compensation and Site Clearance: speed up the implementation of compensation and site clearance for projects: Northern Vung Tau New Urban Area - Vung Tau City, Long Tan Urban Tourism Area - Dong Nai, Chi Linh Center Area - Vung Tau City, etc., to create a new clean land fund, preparing to start a series of projects/ apartments according to the plan of the leader of the Corporation.

The above is the Summary report on production and business activities in 2020, the Business Plan for 2021 of Development Investment Construction Joint Stock Corporation, and would like to propose to the General Meeting to consider, discuss, and give a resolution.

### **CONCLUSIONS AND RECOMMENDATIONS:**

In order to facilitate the implementation to successfully complete the target system of the Production and Business Plan in 2021, the General Meeting of Shareholders is requested to approve the following contents:

**Review and approve:** Report on production and business activity results in 2020 and Production and business plan in 2021.

**Assign the Board of Directors and Executive Board:** to organize the implementation of the business and production tasks in 2021.

**Authorize the Board of Directors:** to decide on approving investment projects on construction of works and decide on issues related to the implementation of production and business tasks in 2021.

On behalf of the Executive Board of the Corporation, I would like to thank and wish you and all shareholders of the Corporation healthy, happy and successful./.

Best regards!

**GENERAL DIRECTOR**

#### **Recipients:**

- Board of Directors (Report);
- Executive Board;
- Shareholders;
- Filing: Office, TCKT.

