

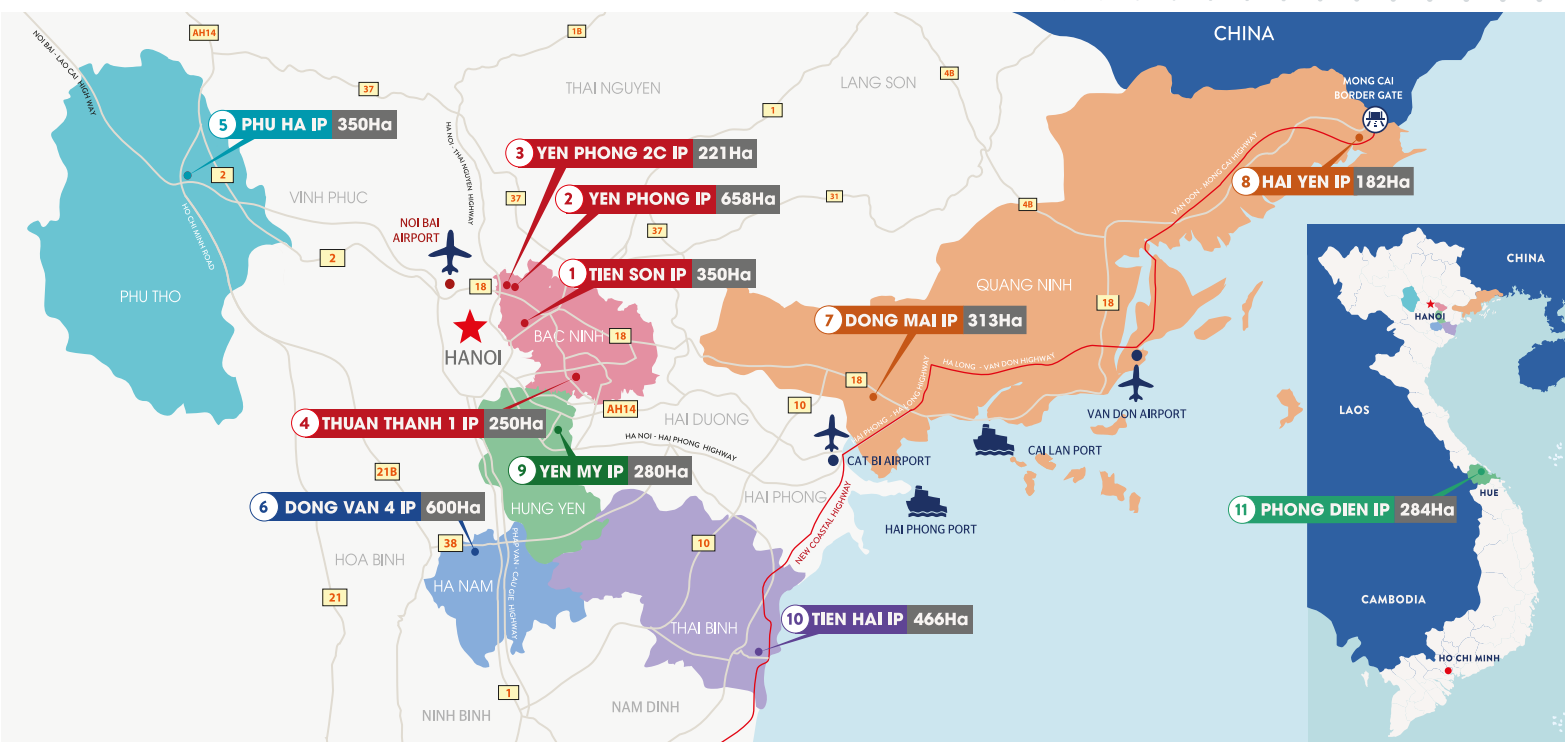


VIGLACERA

ANNUAL REPORT 2021

VGC

VIGLACERA - THE LEADING INDUSTRIAL PARK DEVELOPER



BAC NINH TIEN SON IP - 350 HA The first industrial park in Bac Ninh province	PHU THO PHU HA IP - 350 HA The most competitive rental price in the area	QUANG NINH HAI YEN IP - 182 HA Border gate economic zone incentives
YEN PHONG IP - 658 HA The most FDI attractive project in the region	HA NAM DONG VAN 4 IP - 600 HA 10 preferential policies from Ha Nam province	DONG MAI IP - 313 HA IP is nearby 2 biggest sea ports in the North
YEN PHONG 2C IP - 221 HA IP owns prime location & outstanding infrastructure	THAI BINH TIEN HAI IP - 466 HA Coastal economic zone incentives	TT. HUE PHONG DIEN IP - 284 HA Industrial park attracts textile industry
THUAN THANH 1 IP - 250 HA New industrial park in 2021	HUNG YEN YEN MY IP - 280 HA IP is located near Hanoi, connects easily to Hai Phong Port	CUBA VIMARIEL EZ - 256 HA The first Vietnamese industrial park in Cuba



THE ADVANTAGES OF VIGLACERA INDUSTRIAL PARKS

LOCATION
Strategic, convenient

INFRASTRUCTURE
complete, synchronous

HOUSING
for workers and experts

SUPPORT
in investment processor

VIGLACERA REAL ESTATE COMPANY
Address: 2nd Floor, Viglacera Tower, No.1 Thang Long Boulevard, Me Tri, Nam Tu Liem, Hanoi
Tel: (+84) 24 35536688 / Fax: (+84) 24 3553766 / Email: vir@vigliaceraip.com / Website: www.vigliaceraip.com

Hotline
(+84) 888 25 22 88



SUSTAINABLE DEVELOPMENT

Viglacera Corporation – JSC has faced and overcome difficult challenges in 2021 to complete and exceed the targets assigned by the General Meeting of Shareholders. With the consensus of the Board of Directors and employees, Viglacera continues to develop sustainably to affirm its leading position in the field of building materials production and real estate investment and business in Vietnam.



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Chapter **1**
VIGLACERA
IN 2021

- 08 Message of the Chairman of the Board of Directors
- 10 Highlight events in 2021

VIGLACERA SAVING-ENERGY GLASS

Creating Green Solution

- Germany technology
- Avoiding 99% of UV
- Saving up to 51% of Electricity

Hotline: 1900 0136
Website: lowe.viglacera.vn



VON ARDENNE

DIN EN 1096-3:2012
STANDARD



Message from the Chairman



“Viglacera has completed and exceeded the main targets set, continuing to affirm its position as a leading construction enterprise, bringing the Viglacera brand to new heights.”

Dear Shareholders,
partners and investors!

On behalf of the Board of Directors and Board of Management of Viglacera Corporation, I would like to send our shareholders, partners, and investors our respectful greetings and best wishes for health, happiness and success!

Ladies and Gentlemen!

The year 2021 is indeed a year full of difficulties and challenges for the economy of the country in general and of Viglacera in particular. But, thanks to the drastic, proactive, and flexible management of the Board of Leaders, the consensus, solidarity, and the best efforts of all officers and employees throughout the Corporation, the results of production and business activities in 2021 have made impressive breakthroughs.

Viglacera has completed and exceeded the main targets set, continuing to affirm its position as a leading enterprise in the construction industry, bringing the Viglacera brand to new heights.

Impressive breakthrough growth in 2021

Facing the difficulties and challenges, Viglacera still firmly adheres to the key goals and tasks approved by the 2021 Annual General Meeting of Shareholders; proactively grasp the situation, identify specific operating solutions in 2 core areas: building materials and real estate investment and business.

Therefore, although the epidemic continues to develop complicatedly, causing many difficulties and challenges, 2021 will be the year of the breakthrough success of Viglacera, with the parent company's profit **reaching 1,149 billion VND for the first time**, consolidated profit is 1,541 billion, completing 154% compared to the year 2020, etc. These are impressive numbers affirming the Viglacera brand in the international arena.

In particular, the year 2021 has become a brilliant milestone marking Viglacera honored to receive many prestigious awards in the field of construction: **Top 50 best-listed companies on the stock exchange (Forbes), Top 10 prestigious real estate companies regarding industrial parks in 2021, Top 5 Prestigious Companies in Construction - Building Materials Industry in 2021 (VNR500), etc.** Also, in 2021, Viglacera

is proud to be the only building material manufacturing enterprise nominated by Vietnam to attend and was honored in the highest category: World Class Award for large production type in the Global Performance Excellence Award Asia Pacific. At the end of 2021, Viglacera also entered the **Top 20 manufacturers of ceramic tiles** and the **Top 30 largest manufacturers of sanitary ware in the world**.

Continuous efforts - reaching out to the world

In 2022, as a pioneering Vietnamese enterprise, leading the development of new technologies and materials, Viglacera confidently masters technology and manufacturing to provide markets with diversified, high-quality products in substantial quantity and at a reasonable price, meeting the market demand, replacing imported goods.

On the basis of the medium-term development strategy set forth, continue to build and promote the Viglacera brand in both their fields, namely building materials production and real estate investment and business, which focuses on sustainable development associated with social responsibility.

Concentrating on financial resources, promoting Viglacera's available human resources, existing machinery, equipment assets, property assets, etc., and together with promoting its own brand strength and solidarity, Viglacera believes in its ability to seize opportunities, overcome difficulties and challenges to make a breakthrough, developing Viglacera Corporation stably and sustainably, maintaining its leading position in the field of building materials production and real estate investment in Vietnam, step by step affirming its place in the international arena.

With steady progress on the journey to conquer new heights, we hope to continue to be trusted and supported by our shareholders, partners, and investors so that Viglacera becomes even more stable with a growing desire for further development, continuing down the path of becoming a famous brand in both Vietnam and the international arena.

Chairman of the Board

NGUYEN VAN TUAN



Highlight events in 2021

Efforts to realize the "dual goal" of fighting the Covid-19 epidemic and developing production have helped Viglacera maintain its position as a pioneer in the construction materials industry and real estate investment and business in Vietnam. Let's refer back to Viglacera's outstanding events in 2021.

1

Viglacera Corporation's (VGC) capitalization on the stock market reached over 1 billion USD

In 2014, VGC conducted an IPO and started trading shares on UpCom from the fourth quarter of 2015 with a market capitalization of about 130 million USD; by 2017, this capitalization was over 450 million USD and reached over 1 billion USD in December 2021.

These figures mark an impressive growth of Viglacera in prioritizing sustainable development while remaining proactive and comprehensive, flexibly adapting to any market fluctuations, and simultaneously recognizing the risk management ability of the Corporation in all activities and situations.

Capitalization of VGC after IPO

Year	Capitalization (million USD)
2015	175
2016	257
2017	466
2018	323
2019	342
2020	504
2021	1,050

2

The first year that the Parent Company's profit reached over 1,000 billion VND

For the first time, the consolidated pre-tax profit reached 1,541 billion VND (exceeding 54% of the plan assigned by the General Meeting of Shareholders). In particular, the Parent Company's profit reached 1,149 billion VND (exceeding 53% of the plan assigned by the General Meeting of Shareholders), an increase of 413 billion VND compared to the plan assigned by the General Meeting of Shareholders in 2020.

Profit results in 2021

Category	Performance in 2020 (Billion VND)	Plan for 2021 (Billion VND)	Performance in 2021 (Billion VND)
Consolidated profit of the Corporation	841	1,000	1,541
Parent company profit	736	750	1,149

3

Increasing the shareholding ratio in Phu My Ultra-clear Float Glass Co. Ltd up to 65%, marking the first year having the results in the production exceeded the project's targets.

2021 is a milestone when VGC increased its equity in Phu My Ultra-clear Float Glass Co. Ltd (PFG) from 35% to 65% of charter capital and converting from an associated company into a subsidiary from October 1, 2021.

In December 2020, Phu My Ultra-clear Float Glass Factory (PFG) phase I with capacity of 600 tons/day officially started its production. Right in the first year, production and business activities exceeded the project's target plan. This is the initial effect affirming the Viglacera Corporation's investment strategy and vision.



5

Expanding investment in industrial parks in new areas and attracting investors to invest billions of dollars in the high-tech sector

In 2021, Viglacera focused on investing and developing land funds in the industrial park, expanding investment in new areas, and affirming its attraction in shifting foreign supply into Vietnam, proven by a \$1.6 billion project with Amkor (the world's leading corporation in the semiconductor materials production) in Yen Phong II-C Industrial Park, Bac Ninh province.

4

Viglacera acquired the Bach Ma factory and invested in Continua+ technology to produce high-class large format porcelain panels.

With the acquisition of Bach Ma Factory, Viglacera currently owns 7 production factories nationwide with a total capacity of 39 million m2/year. Viglacera is also one of the first enterprises in Vietnam to invest in the world's most modern line to produce large porcelain plates using Continua+ technology of Sacmi (Italy) at Viglacera Eurotile Factory, with product shaping technologies and the latest in decorative printing to create high-end large format porcelain plates with transparent grain. This is part of the strategy to improve production capacity, expand markets, and affirm Viglacera's vision and product development orientation in the high-end segment.



Highlight events in 2021

6

Prestigious awards to affirm outstanding achievements.

2021 is a milestone for Viglacera to be honored with many prestigious awards in the construction field: Top 50 best-listed companies on the stock exchange (Forbes), Top 10 Prestigious Real estate Companies regarding Industrial Parks Investment in 2021, Top 5 Prestigious Companies in Construction - Building Materials Industry in 2021 (VNR500), etc. In addition, VGC still maintains its National Brand and National Quality.



7

Viglacera makes its mark on the list of Top leading manufacturers in the sanitary ware - tile sector globally.

Viglacera was the only building material corporation nominated by Vietnam to attend the Asia-Pacific International Quality Award and was honored with World Class Award, which is the highest title in the large-scale production category. By the end of 2021, Viglacera has also made its way to the World's Top 20 Largest Ceramic tile Companies and Top 30 Largest Sanitary ware Companies.



8

Viglacera brand value is evaluated to be in the Top 50 Most Valuable Brands in Vietnam (Brand Finance).

According to a report by Brand Finance, the Viglacera brand is valued at over \$59 million and is in the Top 50 Most Valuable Brands in Vietnam in 2021. In addition to financial indicators, there are also great strides in customer satisfaction in terms of products and services provided by Viglacera.

With steady progress, Viglacera Corporation will constantly strive to maintain its leading position in building materials production, real estate investment and business in Vietnam with sustainable growth to assert its position in the international arena.



10

Join hands in COVID-19 prevention and control

Since the beginning of May 2021, Viglacera has contributed over 20 billion VND to the Fatherland Front Committees in localities and the Government's vaccine funds during the fourth outbreak.

In particular, in the complicated development of the COVID-19 epidemic situation in Hanoi, Viglacera unhesitatingly sponsored sanitary ware and tiles products to the Field Hospital to treat COVID-19 patients.

9

Corporate governance using professional consulting services following international standards.

During its development, Viglacera always considers transparency and professionalism the core foundation of governance. Viglacera has gradually implemented and developed the Corporation's governance with the above commitment by using professional consulting services according to international standards with reliable audit units: Deloitte audits financial statements, PwC (Pricewaterhouse Coopers) perform internal audit in the Corporation.



Chapter 2

OVERVIEW OF VIGLACERA

- 16 Introduction
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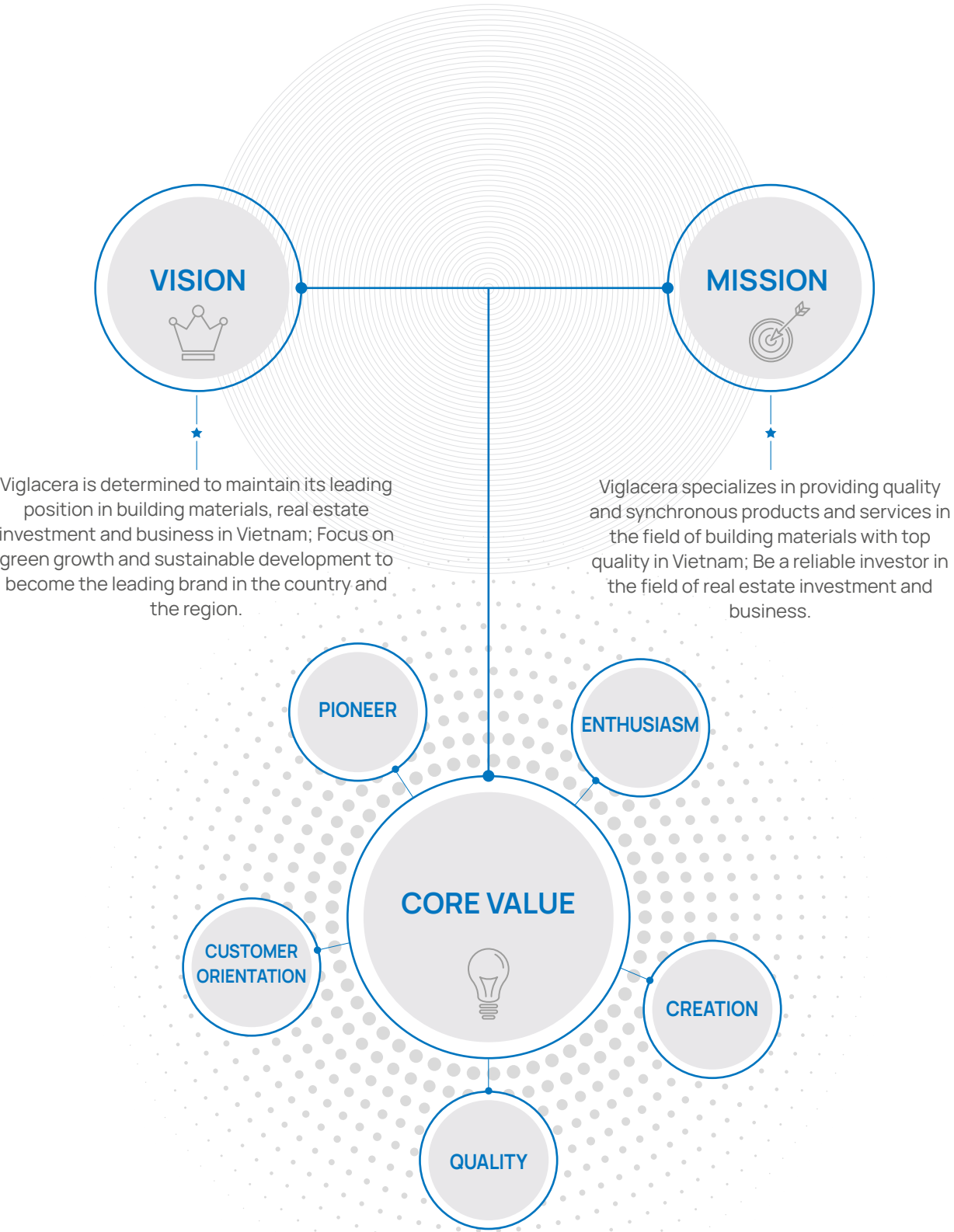
Introduction

General information

Vietnamese name	TỔNG CÔNG TY VIGLACERA – CTCP
English name	VIGLACERA CORPORATION – JSC
Stock code	VGC
Business registration certificate JSC	No. 0100108173 issued by the Hanoi Department of Planning and Investment for the first time on October 1, 2010; Registration for the eighth change on February 26, 2018
Charter capital	4,483,500,000,000 VND (Four thousand four hundred and eighty-three billion five hundred million dong)
Owner’s investment capital	4,483,500,000,000 (Four thousand four hundred and eighty-three billion five hundred million dong)
Headquarters	16-17th Viglacera Tower - No. 1, Thang Long Avenue, Me Tri, Nam Tu Liem, Hanoi

Contact

Tel	(84-24) 3553 6660
Fax	(84-24) 3553 6671
Website	http://www.viglacera.com.vn
Email	info@viglacera.com.vn



A brief history and development



❖ Terracotta and Ceramic tiles company was established under Decision No. 366/BXD dated July 25, 1974, of the Ministry of Construction.

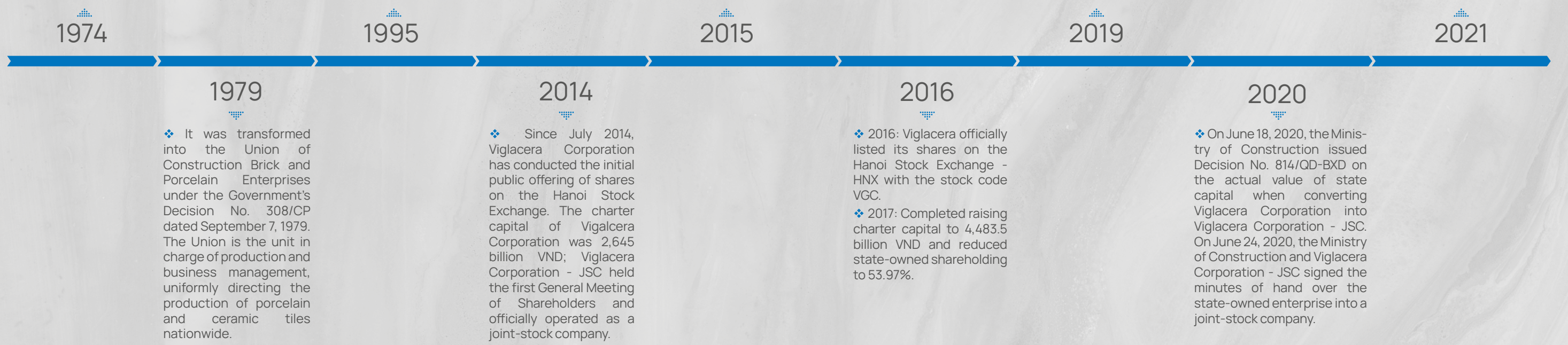
❖ Construction Glass and Ceramic Corporation was established as a state-owned enterprise under the Ministry of Construction, operating under the form of Corporation 90.

❖ Shares of the Corporation were officially traded on UpCom with the trading code VGC.

❖ Completed the divestment of State capital at Viglacera Corporation - JSC to 38.58%. Held the 2019 General Meeting of Shareholders, elected the Board of Directors and Supervisory Board for the new term 2019 - 2024, the first term after the State no longer holds the dominant interest in Viglacera Corporation - JSC.

❖ Completed the listing of shares of Viglacera Corporation - JSC (trading code VGC) from the Hanoi Stock Exchange (HNX) to the Ho Chi Minh City Stock Exchange (HoSE), officially listed on May 29, 2019.

❖ For the first time, the consolidated pre-tax profit reached over 1,500 billion VND, of which the parent company's profit reached above 1,000 billion VND, exceeding 1.56 times compared to its performance in 2020.



Business line

Building Materials Production and Trading

High-class float glass, best quality in Vietnam, European standards.

Total capacity
1,570 tons/day **~99** million m² of QTC/year
The output of float glass reached
~100 million m² of QTC **↑70%** compared to its performance in 2020

In 2021, the revenue was 4,000 billion VND, exceeding 208% compared to its performance in 2020. Profit before tax reached 715 billion VND, an increase of nearly 700 billion VND compared to 2020. The Corporation raised its capital ownership rate in Phu My Ultra-clear Float Glass Co. Ltd to 65%, and the PFG float glass factory came into operation.



04 Factories
1.9 million products/year

In 2021, the sanitary ware output reached 1.42 million products. Revenue reached 1,096 billion VND; Pre-tax profit reached 30.4 billion VND, effectively increasing ~ 40 billion VND compared to its performance in 2020.



07 Factories
39 Total capacity million m²/year

❖ Completed the acquisition of the Bach Ma Factory, with a capacity of about 9 million m².

❖ Invested in the world's most modern production line, producing large porcelain panels using Continua+ technology (Italy) at this factory.

❖ In 2021, the output was 25.4 million m²; Revenue reached 2,700 billion VND; Profit before tax reached 80.5 billion VND.

◆ BUILDING GLASS



◆ SANITARY WARE - FAUCET



◆ CERAMIC TILES - PORCELAIN



Viglacera Ha Long's cotto, wall panels, tiles, and thin products are always at the top in the domestic market and favored by the export market.



The capacity of AAC Blocks and Panels
200,000 m³/year

Production technology and equipment lines were transferred from HESS (Germany). Product quality meets European standards.

Products: AAC Blocks and Panels. In 2021, the AAC panel product line was the main focus (accounting for 40% of the product structure) to improve operational efficiency.



Concentrate on mining and processing raw material - feldspar to supply the material production fields of the Corporation.

Feldspar is mined in existing mines and has the best quality in Vietnam.

◆ COTTO, BAKED CLAY BRICK



◆ NON-BURNT BUILDING MATERIALS: AAC BLOCKS AND PANELS



◆ MINING AND PROCESSING OF MINERALS



Real estate investment and business

Leading real estate investor in the following fields: Industrial Park, Social housing/low-income housing and housing for industrial workers; Residential and urban areas, resort real estate.

In 2021, the revenue in the real estate sector achieved 5,176 billion VND, completing 144% compared to its performance in 2020, with a profit before tax of 1,034 billion VND, completing 146% compared to its performance in 2020.



12 industrial parks
4,210 ha

- ❖ A reliable partner, attracting leading, high-tech enterprises globally such as Samsung, Canon, Orion, Sumitomo, Amkor, etc. Attracting ~ 15 billion USD of foreign investment capital in industrial parks of the Corporation.

- ❖ In 2021, 135 ha of the industrial park was leased with a land clearance of 410 ha. The goal for 2022-2023 is to invest and deploy new investments in about 2,000 ha of industrial parks.

- ❖ Develop housing for industrial workers and low-income housing in sync with the Corporation's industrial parks; the plan is that each industrial park has 8 to 10 ha of the housing area.

- ❖ Implement commercial housing projects in existing urban areas and continue developing and expanding land funds for investment in commercial housing projects.

- ❖ Develop ecotourism and resort real estate projects in the country (Van Hai ecotourism resort) and abroad (in Cuba).

The goal for 2022-2023 is to invest and deploy new investments in the housing sector.

◆ INDUSTRIAL PARK



◆ HOUSING AND RESORT REAL ESTATE



◆ CONSTRUCTION AND INSTALLATION OF CIVIL, INDUSTRIAL, INFRASTRUCTURE WORKS

◆ MANAGEMENT AND OPERATION OF INDUSTRIAL PARKS AND URBAN AREAS

◆ TOURISM AND RESTAURANT SERVICES



Research development and training

- ❖ Deploy and manage technology, scientific research projects, directly apply to production activities to improve competitiveness with domestic and foreign enterprises:

- + Innovate and enhance the level and capacity of technology in production

- + Increase labor productivity by at least 10% in all operational fields of the Corporation, proceed toward the leading enterprises in the world in the same field.

- ❖ Build high-quality human resources capable of accessing modern and advanced management methods and skills. This is a fundamental and persistent task associated with the Corporation's stable and sustainable development goals.



In 2021, trained

4,225 students/trainees

◆ RESEARCH AND DEVELOPMENT



◆ TRAINING



Operation Area

As one of the solid and prestigious brands in the country, Viglacera has a network covering all 63 provinces and cities across the country. Brand development through advertising media, fairs, exhibitions, etc., is also maintained regularly in 3 regions.

Viglacera's products are distributed in more than 40 countries and territories worldwide, such as the EU, Australia, Taiwan, Thailand, India, Turkey, Indonesia, Cuba, Cambodia, etc., with an annual export turnover of 35 million USD.

Since 2018, Viglacera has made investments in the Republic of Cuba; San Vig Company-JSC was established as a joint venture between the Viglacera Corporation- JSC and the Geicon Group (Cuba) to invest in the sanitary ware and tile sector with 02 factories. This joint venture has been put into operation since the end of 2019, and its operation from 2020 to 2021 generated profit. Viglacera invested in ViMariel Industrial Park with a total area of 156 ha and located in the Mariel Special Industrial Zone of Cuba; this investment aims to seize the trend, research, and implement resort real estate projects in Cuba. The investment and business activities of the two projects in Cuba have been making a profit.

Viglacera has 12 industrial parks under operation, including 11 industrial parks in Vietnam and 01 in Cuba, with a total area of 4,000 ha, attracting more than 300 investors worldwide.



40 COUNTRIES AROUND THE WORLD

Viglacera products are distributed in the EU, Australia, Taiwan, Thailand, India, Turkey, Indonesia, Cuba, Cambodia, etc.

63 PROVINCES AND CITIES IN VIETNAM

Genuine distribution system with agents and stores in all provinces and cities.

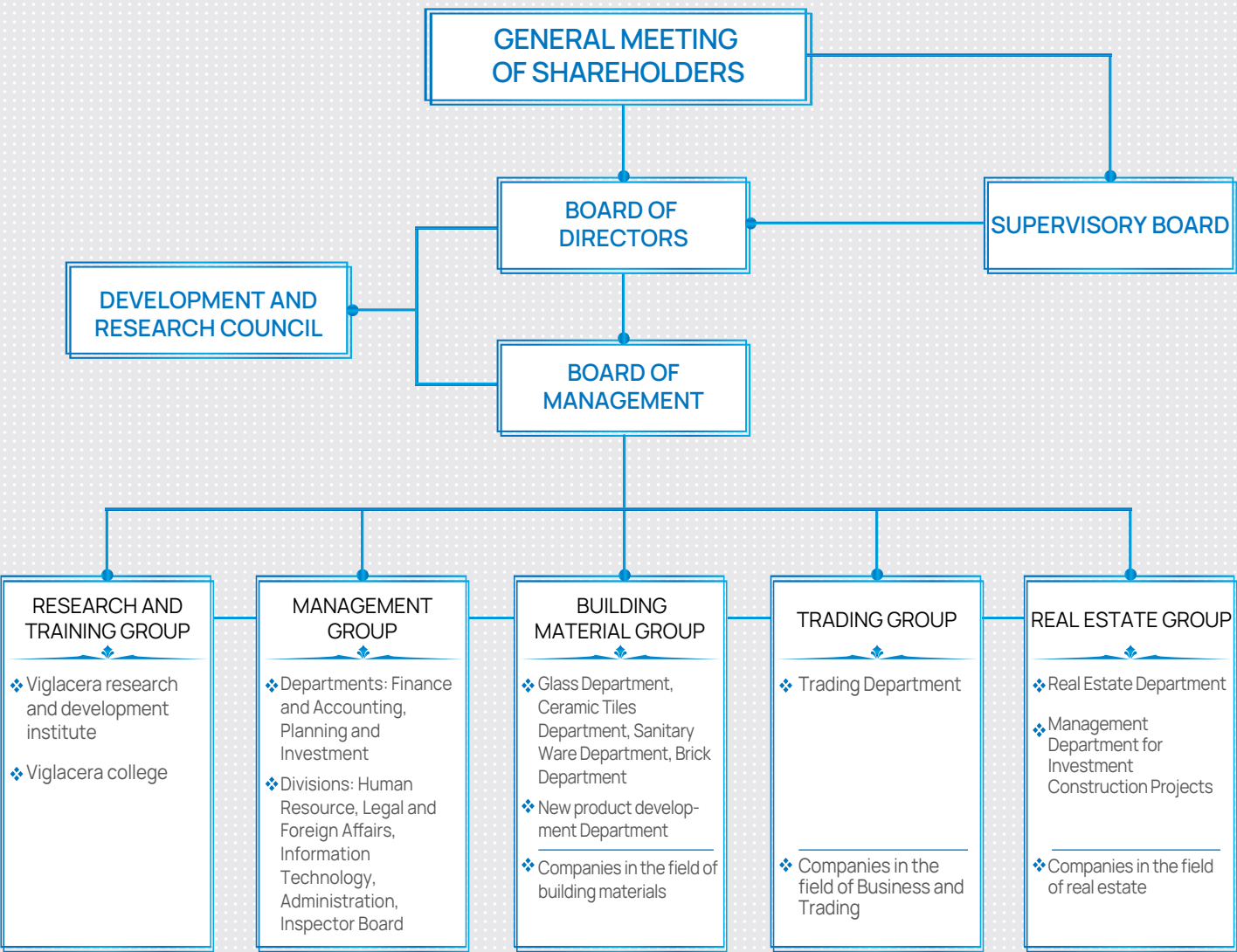
15.000 AGENTS AND STORES

The distribution network across the country ensures fast and timely delivery of goods, offering customers a wide range of products with the highest quality standards.



Governance model and management apparatus

Organizational structure



The Board of Directors



Mr. NGUYEN VAN TUAN
Chairman of the Board
Qualification: Bachelor of Laws in Economic Law;
Bachelor of Finance and Banking



Mr. TRAN NGOC ANH
Member of BOD, Deputy General Director
Qualification: Construction Engineer



Mr. NGUYEN TRONG HIEN
Member of BOD,
Qualification: Bachelor of Foreign Trade
Economics, Master of Business Administration



Mrs. DO THI PHUONG LAN
Member of BOD,
Qualification: Master of Business
Administration, Bachelor of
Commercial Law



Mr. NGUYEN ANH TUAN
Member of BOD, General Director
Qualification: Construction material engineer,
Master of Business Administration

Board of Management



Mr. NGUYEN ANH TUAN

Member of BOD, General Director
Qualification: Construction material engineer, Master of Business Administration



Mr. TRAN NGOC ANH

Member of BOD,
Deputy General Director
Qualification: Construction Engineer



Mr. HOANG KIM BONG

Deputy General Manager
Qualification: Construction materials engineer,
Master of Business Administration



Mr. NGUYEN MINH KHOA

Deputy General Manager
Qualification: Chemical Engineer
specializing in Silicate



Mr. QUACH HUU THUAN

Deputy General Manager
Qualification: Chemical Engineer
specializing in Silicate,
Master of Business Administration



Mr. NGUYEN ANH TUAN

Deputy General Manager
Qualification: Mining Engineer,
Master of Business Administration,
Bachelor of Economic Law



Mr. LUONG THANH TUNG

Deputy General Manager
Qualification: Civil Engineer

Supervisory Board



Mr. TRAN MANH HUU

Head of Supervisory Board
Qualification: Bachelor University
of Finance and Accountancy



Mrs. NGUYEN THI THANH YEN

Member of Supervisory Board
Qualification: Bachelor of Economics



Mrs. NGUYEN THI CAM VAN

Member of Supervisory Board
Qualification: Bachelor of Economics

Human resources



At Viglacera, human resources is always considered a key factor and developed under remuneration and compensation policies; Recruitment, training, and development are being improved, ensuring income and job security for employees.

The total number of employees in the Corporation as of December 31, 2021, is 7,698. The number of staff with university and post-graduate degrees accounts for a high proportion, most of the employees have well-trained manual skills. The leadership team with more than five years of experience, collective expertise, and management skills assists the Corporation to ensure consistency in strategic management and inheritance orientation with the young workforce. Viglacera's leadership invariably focuses on human resource development and considers this a key to success and an indispensable factor contributing to Viglacera's sustainable development in the future.

- 1 High-quality human resource development policy:** Human resource training and development have always been identified as a fundamental and persistent task associated closely with the Corporation's stable and sustainable development goals. In recent years, the Parent Company - the Corporation, and the Corporation's units have focused on increasing the number of senior experts. In addition, the Corporation has also enhanced human resource development through staff planning, invested, and developed Training Colleges and Research Institutes.
- 2 Remuneration and bonus policy:** The policies of salary, bonus, allowance, etc., for employees are always considered and resolved satisfactorily, ensuring income and job security for employees.
- 3 Compensation policy:** The Corporation has good compensation policies regarding facilities, working environment, training, and welfare to create a close association between employees and the Corporation.
- 4 Training policy:** The Corporation regularly cooperates with the University of Civil Engineering and the University of Science and Technology to open master training courses in economics and specialized techniques for employees of the Corporation and its units. There are also collaborations between the Corporation and colleges in organizing training sections, selecting senior students whose major is suitable for the production of the Corporation, and introducing policies to attract graduates with excellent academic results to work for the Corporation.
- 5 Dividend policy:** The specific dividend policy for each year will be decided at the General Meeting of Shareholders to first ensure the interests of shareholders and the sustainable development of the Corporation, seamlessly associated with the interests and working conditions of employees.



Member companies at 31/12/2021

Dependent Companies

No	Name	Establishment and operation area	Main business line
1	Viglacera Float Glass Company	Binh Duong	Building glass, high-quality mirrors, energy-saving glass production and trade
2	Viglacera Binh Duong Sanitary ware Company	Binh Duong	Sanitary ware production and trade
3	Viglacera My Xuan Sanitary ware Company	Ba Ria - Vung Tau	Sanitary ware production and trade
4	Viglacera Sanfi Company	Ha Noi	Faucets, sanitary wares accessories production and trade
5	Viglacera Infrastructure Development Investment Company	Ha Noi	Investment and development in real estate projects, management and operation of industrial parks, urban areas, and housing
6	Viglacera Urban and Infrastructure Investment Company	Ha Nam	Investment and development in real estate projects, management and operation of industrial parks, urban areas, and housing
7	Viglacera Mechanical Construction Company	Phu Tho	Investment and development in constructions, real estate projects
8	Viglacera Construction Company	Bac Ninh	Investment and development in constructions, real estate projects
9	Viglacera Real Estate Company	Bac Ninh	Real estate business
10	Viglacera Research and Development Institute	Ha Noi	Research and development in technology and building materials
11	Viglacera College	Bac Ninh	Vocational training at college, secondary, and primary level
12	Viglacera Construction Investment Project Management Board	Ha Noi	Management of construction investment projects



Subsidiaries

No	Name of subsidiary	Establishment and operation area	Main business lines	Own-er-ship rate
1	Viglacera Thang Long JSC	Vinh Phuc	Tiles production and trade	51.07%
2	Viglacera Tien Son JSC	Bac Ninh	Tiles production and trade	51.00%
3	Viglacera Ha Noi JSC	Ha Noi	Tiles production and trade	51.00%
4	Viglacera Packings & Brake Linings JSC	Ha Noi	Packings, brake linings production and trade	51.00%
5	Viglacera Tiles Trading JSC	Ha Noi	Construction materials, import-export trade	51.02%
6	Viglacera Viet Tri JSC	Phu Tho	Sanitary production and trade	92.82%
7	Viglacera Thanh Tri Sanitary Ware JSC	Ha Noi	Sanitary production and trade	59.96%
8	Viglacera Trading JSC	Ha Noi	Construction materials, import-export trade	76.23%
9	Viglacera AAC JSC	Bac Ninh	AAC block and panel production and trade	96.19%
10	Dap Cau Glass JSC (Consolidated) with its subsidiary: + Viglacera Glazing One Member Limited Liability Company	Bac Ninh Bac Ninh	Glass production and trade Building glass installation and trade	86.41%
11	Viglacera Van Hai JSC	Quang Ninh	Sand mining and trade, tourism, services	95.02%
12	Viglacera Mineral JSC	Yen Bai	Mineral mining and trade	51.00%
13	Viglacera Ha Long JSC + Viglacera Ha Long Trading Limited Company + Viglacera Dong Trieu JSC + Viglacera Clinker Brick JSC + Viglacera Ha Long II JS	Quang Ninh Quang Ninh Quang Ninh Quang Ninh Quang Ninh	Terracotta production and trade Building material trade Terracotta production and trade Terracotta production and trade Terracotta production and trade	50.48%
14	Tu Liem JSC	Ha Noi	Baked clay bricks production and trade	55.92%
15	382 Dong Anh JSC	Ha Noi	Baked clay bricks production and trade	51.00%
16	Huu Hung construction ceramic JSC	Ha Noi	Baked clay bricks production and trade	51.00%
17	Viglacera Consulting JSC	Ha Noi	Investment and design consultancy	76.89%
18	Viglacera Yen My - Hung Yen Industrial Parks Development JSC + Yen My Vigracera Infrastructure Construction Co. Ltd.	Hung Yen	Investment in construction and industrial infrastructure for lease	60.00%
19	ViMarel - JSC	Cuba	Investment in industrial infrastructure	99.90%
20	Viglacera Chao Limited	Ha Noi	Tourism and restaurant services	100%
21	Phu My Ultra clear Float Glass Company Limited	BR-VT	Glass production and trade	65.00%

Associated companies

No.	Name of associated company	Establishment and operation area	Main business line	Ownership rate
1	Vietnam Float Glass Company Ltd	Bac Ninh	Glass production and trade	30.00%
2	Vigalcera Investment and Import-Export Ltd	Ha Noi	Import and Export	25.00%
3	Tu Son Terracotta JSC	Bac Ninh	Bricks production and trade	24.93%
4	Yen Hung construction ceramic JSC	Quang Ninh	Baked clay brick production and trade	26.00%
5	Cau Duong Refractory JSC	Ha Noi	Refractory product production and trade	25.00%
6	SanVig JSC	Cuba	Sanitary ware – tile production and trade	

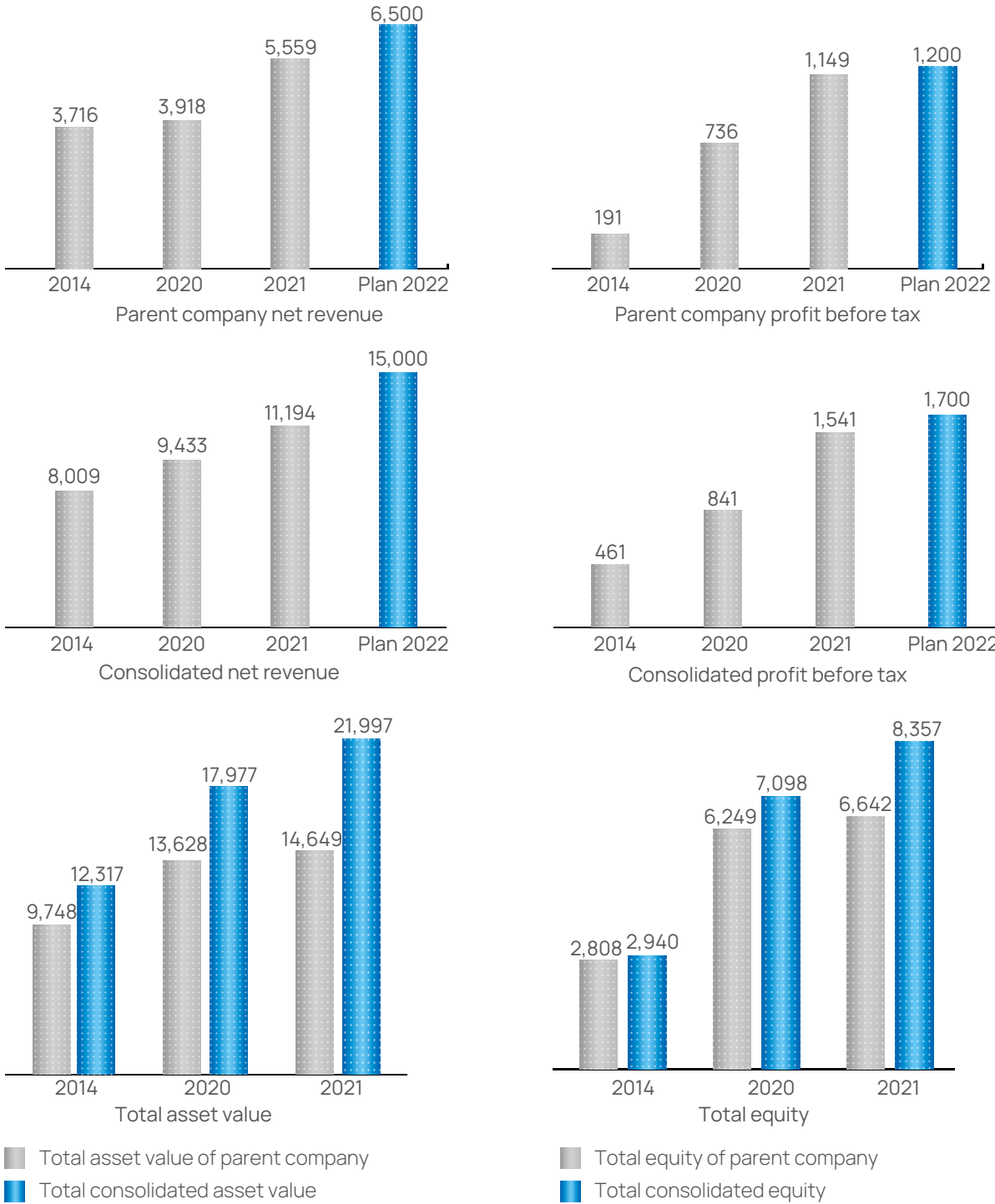


Financial Situation

Since operating as a joint-stock company (July 22, 2014), the Corporation has had a steady growth in revenue, profit, and the size of capital and assets.

In 2021, the consolidated pre-tax profit of the Corporation was 3.34 times higher, and the profit before tax of the Parent Company was six times higher than that in 2014. Compared to the period before the transition in operation, the total consolidated assets as of December 31, 2021, increased 1.8 times. The consolidated equity, the total assets of the Parent Company, and the equity of the Parent Company increased 2.8 times, 1.5 times, and 2.3 times, respectively.

(Unit: billion dong)



Development orientation

Main objectives

- ❖ Build Viglacera to become a robust economic corporation in two fields: Building materials and Real estate, in which the main priority is to maximize the capacity of building material factories that have been and will be put into operation. Continue to research and invest in developing new, high-tech, high-quality, and environmentally friendly building materials; develop world-class industrial parks associated with high-tech production and the 4.0 technology revolution; develop a civilized and modern social housing system suiting the preference and needs of the majority of users.
- ❖ Effectively organize units of the Corporation to improve the capacity of enterprises using high technology in production and enterprises producing new building material products, such as non-fired bricks, solar cells, energy-saving glass, granite tiles, high-end sanitary ware, etc.; simultaneously divest the capital of enterprises with outdated production technology and inefficient business operation.
- ❖ Develop Viglacera to become a solid national and international brand in high-class building material production lines.



Medium and long-term development strategies

■ Build Viglacera to become a robust economic corporation in two fields: Building materials and Real estate, in which the main priority is to maximize the capacity of building material factories that have been and will be put into operation. Continue to research and invest in developing new, high-tech, high-quality, and environmentally friendly building materials; develop world-class industrial parks associated with high-tech production and the 4.0 technology revolution; develop a civilized and modern social housing system suiting the preference and needs of the majority of users.

■ Keep production and business stable and sustainable, with an average growth rate of 7% to 10% for all key indicators, ensuring the interests of shareholders in 2 main fields: building materials and real estate investment and business, accordingly

BUILDING MATERIAL SECTOR

Building glass

Profit before tax in 2021

722 billion dongs ↑ 700 billion dongs compared to its performance in 2020

Revenue in 2021

4,237 billion dongs



- Maintain its position as a leading unit in building materials production and business. Keep a stable and sustainable development to become a leading brand in the region and reach out to the world with synchronous, high-class, top-quality, and environmentally friendly building materials.

- Focus on diversifying production to provide a complete and synchronous package of building materials for big projects in domestic and foreign markets, build a supply chain from inputs to outputs.

- Promote scientific research, and develop new products to create competitive advantages and sustainable development.

- Develop and implement the medium/long-term investment and development plans in key product fields/groups, including

❖ Building glass:

+ Research and invest in technology/equipment to improve coating quality, diversify Low-E glass products, and develop new energy-saving glass product lines to meet market demand.

+ Research and develop high-quality glass products, the glass used as billets for producing solar cells and high-quality processed glass products, nano-mirrors; Research, invest, and develop the production of coating films as billets for making solar cells.



Sanitary ware - Faucet

Profit before tax 2021

30.4 billion dongs ↑ 40 billion dongs compared to its performance in 2020

Revenue 2021

1,096 billion dongs

Grantile - ceramic tiles

Profit before tax 2021

65.2 billion dongs

Revenue 2021

2,838 billion dongs



+ Research and invest in Ultra-clear float glass factory (Phase 2), Ultra-clear sheet glass factory; New energy-saving glass factory, and energy-saving glass processing factory.

❖ Sanitary ware - faucet:

Research, invest, and develop new sanitary ware factories in the Corporation's industrial parks; Develop high-class sanitary ware product line; Simultaneously research and invest in the production of flat covers, sanitary ware accessories, etc., to outline the strategy in developing synchronous products.

❖ Granite - ceramic tiles:

The investment project Viglacera Eurotile factory in Ba Ria-Vung Tau has a capacity of 9.0 million m²/year (investing in new technology to produce large-sized products for export demand). Research and invest in new factories; expand investment in existing member companies' factories (Viglacera Hanoi JSC, Viglacera Thang Long JSC, My Duc Factory in Ba Ria-Vung Tau) to develop high-end product line according to the new product development plan/strategy. Concurrently, research, survey, and consider acquiring competitors' potential ceramic tile factories in Vietnam.

❖ Autoclaved aerated concrete products:

Promote the State-level Science and Technology Project results, cooperate with HESS in technology to develop panel production lines, research and use materials from ash/slag to reduce costs, etc. At the same time, research and conduct surveys to continue investing in factories producing panels and autoclaved aerated concrete bricks at suitable locations (making use of research results of the State-level Science and Technology Project)

❖ Raw material mining and processing for the material production:

Research and invest in new raw material mines, mining, and processing factories to supply materials, such as sand, feldspar, clay, etc., to produce the Corporation's main products (glass, ceramic, tiles), ensuring the supply of raw materials in terms of quantity and quality.

❖ Research, conduct surveys, and prepare to invest in new product development projects:

Solar cells; Silicon sheets/gypsum ceiling panels; Glass blocks, ultra-light building materials, non-fired bricks, gypsum ceiling panels, artificial stone materials, etc.



REAL ESTATE SECTOR

Revenue

5.176 billion dong

increased **144%** compared to its performance in 2020

A reliable multi-disciplinary real estate investor; a leading investor in Vietnam to provide substantial benefits for customers in all fields:

- Investment in construction, management, and operation of social housing, housing for industrial workers.
- Investment in construction, business, and operation of industrial parks, meeting standards and increasing the ability to compete with domestic and foreign investors; anticipate and grasp the trend of shifting investment from abroad into Vietnam.

Whereby:

- Focus on investment, business, and operation of the infrastructure and services (wastewater treatment plants, water supply plants, waste treatment plants, electricity and water supply services, warehouse for lease, etc.) in existing industrial parks. Develop and expand land funds in potential areas (Central, Southern) and abroad (Cuba). The goal by 2025 is to increase the total number of industrial parks of the Corporation to more than 20 IPs, of which over 10 new IPs with a total area of 2,000-3,000 ha to increase the land funds for industrial parks and reserve at least twice the annual leased land. Continue to improve standards and quality of the operation, ensuring competitiveness

with domestic investors.

- Focus on the investment in social housing, housing for workers in industrial parks to become the leading investor in Vietnam regarding construction investment, management, and operation of social housing, housing for industrial workers based on implemented and ongoing projects; develop and expand land funds for social housing at suitable locations in the provinces/cities, in which each industrial park has at least one social housing area with an area of 8 to 10 ha to provide housing and services for workers in that industrial park; concurrently attract secondary investors to invest in industrial parks.
- Commercial housing and resort real estate: Continue to implement commercial housing projects in existing urban areas and participate in bidding to be the investor of commercial housing projects. In addition, develop ecotourism and resort real estate projects in the country (Van Hai ecotourism resort) and abroad (in Cuba in the immediate future).
- Operate and make use of existing industrial parks and urban areas. Concomitantly, form a closed chain in the real estate business and every stage from research, project formulation, design, construction, and trade.

■ Develop and manage the Corporation according to a Joint Stock Company structure with management regulations according to international practice, approach enterprises with the world's leading production technology and management. In which:

- Continue to improve the Corporation's organizational system and the management regulations fitting the capital ownership structure, the legal regulations, and the actual operation of the Corporation; prevent risks in production, business activities, investment, and capital management.
- Invest and implement a unified management program and a strict internal control system (from the Parent Company-Corporation to its associated units) through the ERP system and other supporting software. This program aims to control, monitor, and evaluate enterprises regarding information, risks, financial situations, and business activities. Ensuring the highest efficiency in Viglacera's corporate governance, production, and business activities and bringing Viglacera's management level closer to or equal to that of the world's leading enterprises in the same field are also targeted.
- Enhance individual's responsibility in the operating and management apparatus of the Parent Company and its member companies. Assign and re-decentralize some positions, the Management Board

at the Parent Company on the principle of decentralization, autonomy, and self-responsibility for the ultimate results of the assigned work.

- Form management focal points/new units to meet the Corporation's investment and development requirements in all production fields, namely glass, sanitary ware-faucet, ceramic tiles, new building material products, industrial park real estate, infrastructure services, housing, and urban areas.

- Invest in research, especially in Viglacera Research and Development Institute, since its role, as the focal agency, is to deploy and manage scientific research projects whose results are directly applied to production activities; the Institute is also the specialized technology management unit of the Corporation; Build and develop a system of laboratories meeting VILAS standards for each product field of the Corporation to control quality and research, invest and develop.

- Cooperate with domestic and foreign organizations and individuals, invest in the design and production of molds, and develop new, high-tech, environmentally-friendly models with high synchronous usability, meeting domestic and export demand.

- Continue to effectively implement financial solutions in operating cash flow, inventory, and outstanding loans; structure loans to ensure capital for

production and investment according to the Corporation's medium and long-term development strategies.

■ Focus on science and technology development, increase labor productivity by at least 10% in all production fields of the Corporation to increase income for employees and competitiveness with domestic and foreign enterprises, meeting the long-term goal of proceeding toward the world's leading enterprise in the same field. In which:

- Make use of scientific and technological advances and technical improvement initiatives to mechanize, automate, and restructure the organizational structure; Review and supplement the economic and technical norms, base salary, securitization regulations, and indirect labor reduction to increase labor productivity, reduce costs, etc.

- Improve the products and services quality, enhance competitiveness when profoundly integrating into the international economy, assist the quality control and inventory management, prevent counterfeiting and ensure product information retrieval.

■ Continue the restructuring process of Viglacera Corporation - JSC according to the restructuring plan approved by the competent authorities:

- Develop and implement a plan to increase the Corporation's charter capital with an appropriate scale and schedule to



meet the growth and investment targets in the period from 2021 to 2025

- Press ahead with the divestment of inefficient businesses which have outdated technology/equipment and products; Accordingly, execute divestment of all capital in joint-stock companies, such as Tu Son Ceramic Joint Stock Company, Yen Hung Construction Ceramic Joint Stock Company, Vinh Phuc Infrastructure Development Joint Stock Company, and Tu Liem Joint Stock Company. Restructure the production and business system of the companies, promoting the existing land fund of the units in charge (Huu Hung Construction Ceramic Joint Stock Company, 382 Dong Anh Joint Stock Company in Hanoi).

- Continue to make capital calls, contribute/increase capital in companies with a reasonable capital ratio, and use legal capital sources to invest according to the Corporation's development strategy in the production fields. Accordingly:

+ Establish new companies to manage the Corporation's capital in each production field; Joint-stock companies carry out the Corporation's projects in developing new products (ultra-clear glass, solar cells, gypsum ceiling panels, etc.)

+ Continue to rationally structure capital to launch and implement projects in developing new products effectively; expand scale in critical sectors such as glass, high-class sanitary ware, high-class ceramic tiles at companies, such as Phu My Ultra-clear Float Glass Co., Ltd, Viglacera Tien Son Joint Stock Company, Viglacera Thang Long Joint Stock Company, Viglacera Hanoi Joint Stock Company, Viglacera Thanh Tri Joint Stock Company, Viglacera Viet Tri Joint Stock Company, Viglacera Ha Long Joint Stock Company, Viglacera Van Hai Joint Stock Company, etc.

+ Continue implementing procedures to increase capital at Viglacera Yen My - Hung Yen Industrial Zone Development Joint Stock Company and Viglacera

Investment and Import-Export Joint Stock Company.

+ Research and consider acquiring manufacturing plants that produce building materials with potential advantages in equipment, technology, and markets to upgrade and improve production output and competitiveness.

+ Carry out joint venture and joint name projects in industrial investment; social housing investment and develop new projects in the localities

■ **Build high-quality human resources capable of accessing modern and advanced management methods and skills**

- Develop and complete new human resource policies to consolidate existing human resources and attract new and highly qualified employees to supplement the need and improve insufficiency in the human resources management system at the member companies and the Corporation. Implement commensurate compensation policies for highly skilled technicians, especially the Chief Technology - Chief Engineer team. Recruit, train, and introduce deliberate compensation policies to young engineers who have just graduated to attract high-quality human resources.

- Continue to invest in Colleges and Viglacera Research Institutes to train highly skilled workers to work in crucial production fields of the Corporation, and collaborate with universities inside and outside of the country to conduct new training, re-train the team of technical experts to meet the development needs of the Corporation.

- Concurrently, hire experts (domestic and foreign) to manage the operation in several new fields of the Corporation, such as factories producing new and high-tech building materials, resort real estate, hotels, etc.

■ **Market expansion and growth in domestic and export market share**

- Maintain research, evaluation, and

comprehensive analysis of the market, designs, quality, prices, and after-sales services to have feasible solutions to improve competitiveness and efficiency in business, new product development strategies, and investment orientation of the Corporation.

- Develop and implement medium and long-term market development strategies and synchronous product design development plan, focusing on high-end, high-value products according to the development investment strategy of each product field. Consolidate and develop the distribution and consumption of domestic products (especially in rural areas); Build and implement an investment plan for building materials supermarkets, showroom system; Complete the brand promotion strategy effectively through communication programs, public relations (PR), and exhibitions at home and abroad.

- Develop and implement export strategies and expand export markets, focusing on glass, sanitary ware-faucets, ceramic tiles, and new and high-tech products. Participate in a general trade agreement, especially in the U.S and European markets, in which sanitary ware and ceramic tiles are the main focus in the immediate future; the goal of export revenue for these products is to reach 20% of the total revenue of the respective product fields.

- Promote and attract investment in high-quality, world-class industrial parks of the Corporation that have been, are, and are about to be invested in.

■ **Overseas investment:** Invest in Cuba in terms of building materials (sanitary ware, ceramic tiles), industrial park infrastructure, resort real estate (synchronization of the resort, golf courses, villas, etc.) based on contributing/increasing capital according to the progress of SANVIG Joint Venture (building material sector), ViMariel - JSC (industrial parks and resort real estate sectors).

“

VIGLACERA ALWAYS CLEARLY SHOWS RESPONSIBILITY TO THE COMMUNITY, RESPONSIBILITY FOR SOCIAL SECURITY. VIGLACERA'S SOCIAL HOUSING PROJECTS SOLVE THE HOUSING NEEDS, CREATING SETTLEMENTS FOR TENS OF THOUSANDS OF PEOPLE.

”

1 **HOUSING FOR WORKERS - YEN PHONG INDUSTRIAL PARK**

Location: Dong Phong and Long Chau communes, Yen Phong, Bac Ninh
Scale: 4,749 units, meeting 20,000 accommodation for workers

2 **HOUSING FOR WORKERS - TIEN SON URBAN AREA**

Location: Tien Du, Bac Ninh
Scale: 60,300m² building floor with about 5,000 accommodation

3 **HOUSING AREA FOR WORKERS - PHU HA URBAN AREA**

Location: Ha Loc Commune, Phu Tho Town, Phu Tho
Scale: 39,298m² of construction floor with 2,500 accommodation

4 **HOUSING AREA FOR WORKERS - DONG VAN 4 URBAN AREA**

Location: Kim Bang District, Ha Nam Province
Scale: 15.2 hectares with about 9,270 accommodation

5 **HOUSING FOR WORKERS - DONG MAI INDUSTRIAL PARK**

Location: Quang Yen town, Quang Nam province
Scale: 66,216m², meet about 5,200 accommodation



6 **SOCIAL HOUSING - DANG XA URBAN AREA**

Location: Co Bi, Gia Lam, Hanoi
Scale: More than 3,500 apartments

7 **SOCIAL HOUSING - NEW KIM CHUNG URBAN AREA**

Location: Dong Anh, Hanoi
Scale: 04 units on land plot CT3, CT4, 9-12 floors high, with 1,588 apartments

8 **SOCIAL HOUSING - DAI MO - TAY HO URBAN FUNCTIONAL AREA**

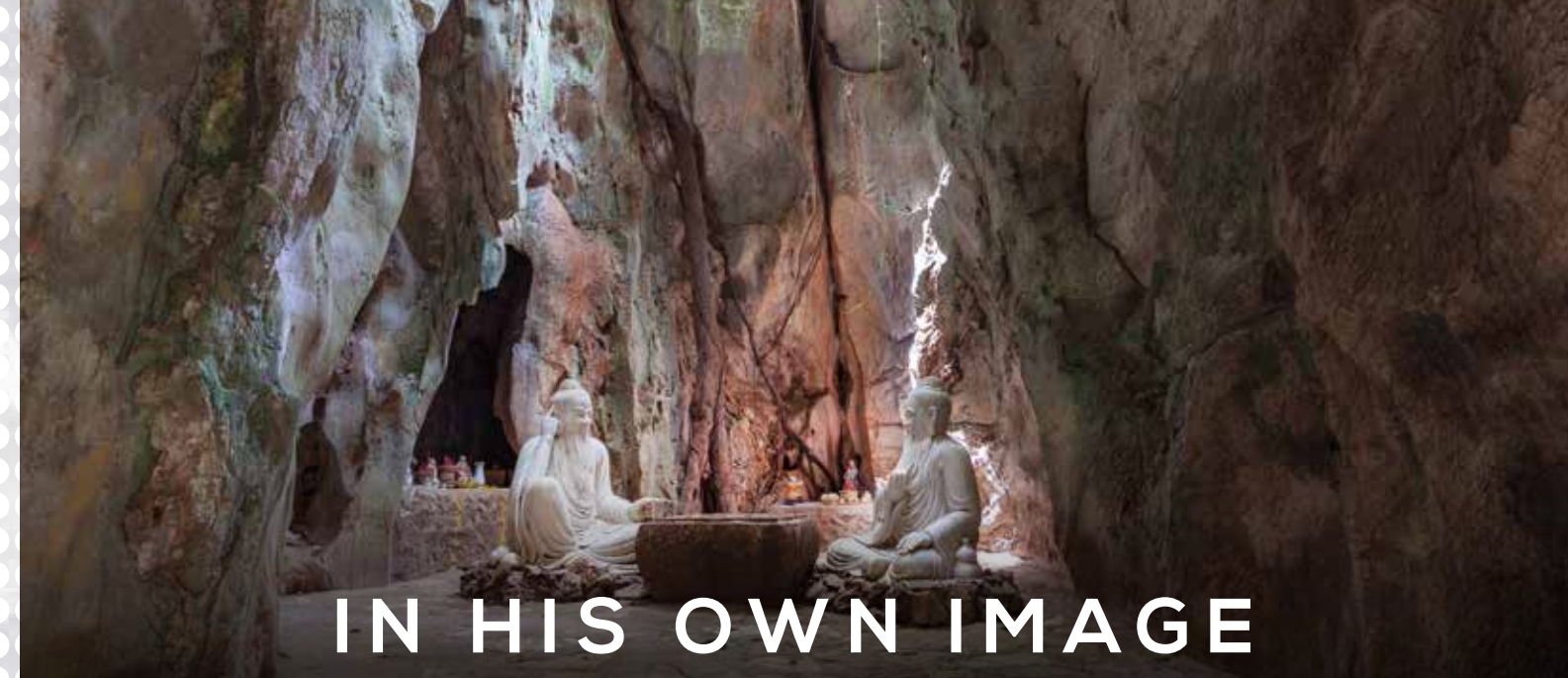
Location: Dai Mo, Nam Tu Liem, Hanoi
Scale: 2 9-storey apartment blocks with 144 apartments and 2 9- and 15-storey buildings with 124 apartments



Chapter 3

REPORT FROM LEADERS

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MARBLE EFFECT

A complete range of ceramic tiles in perfect imitation of the natural material.
Viglacera: design, comfort and sustainability for your home.



VIGLACERA

Overview of business operation and results in 2021

In 2021, the socio-economic situation in the country and the world fluctuated sharply. Similar to other organizations, Viglacera faced many difficulties and challenges. However, VGC created golden opportunities to break through and accelerate.

The prolonged pandemic, causing bottlenecks in the global value chain and materials' prices to increase, is a significant challenge for countries' production and business activities, including Vietnam. In particular, another wave of the COVID-19 epidemic broke out at the end of April 2021 in our country with a rapid spread, seriously affecting people's lives and the economy's growth.

Regarding the building material sector, some units had to bear additional costs when performing the "3 in place" plan. The market flow was interrupted due to the implementation of social distancing; The demand for building materials decreased; as a result, the selling price fell, leading to a decrease in production and business efficiency of units manufacturing sanitary ware, ceramic tiles, and baked clay bricks compared to the same period in 2020. In addition, the strict control regarding the trading field during the epidemic affected

the export, investment progress, contract signing progress, infrastructure handover, and premises in some units of the Corporation.

However, in terms of the building glass sector, the price of the products in this field increased due to the shortage of imported materials. Therefore, the operational efficiency of the building glass sector still increased, exceeding the assigned annual plan.

For the real estate sector, thanks to good preparation from previous years, the profit generated from leasing industrial parks did not fluctuate drastically in 2021, which assists in offsetting the loss caused by the building material sector.

In addition, bilateral/multilateral free trade agreements (with Japan, Canada, the US, Europe, etc.) create opportunities for increasing products exported and attracting foreign direct investment (FDI) into Vietnam.

With a shifted orientation, ability to seize opportunities, set specific targets, and right-focused solutions, the Corporation has overcome challenges and difficulties to complete the operation plan for 2021 assigned by the General Meeting of Shareholders. Whereby:

Profit before tax

❖ The consolidated profit of Viglacera Corporation - JSC reached 1,541 billion VND, completing 154% of the plan assigned by the General Meeting of Shareholders.

❖ The profit of the Parent Company reached 1,149 billion VND, exceeding 53% of the plan assigned by the General Meeting of Shareholders, with an increase of 413 billion VND compared to the goal of 2020. The expected dividend payout ratio was 15%, an increase of 3% compared to 12% set by the Annual General Meeting of Shareholders in 2021.



Revenue

❖ The consolidated revenue of Viglacera Corporation - JSC reached 11,194 billion VND

❖ The parent company's revenue reached 5,559 billion VND, completing 111% of the plan assigned by the General Meeting of Shareholders.



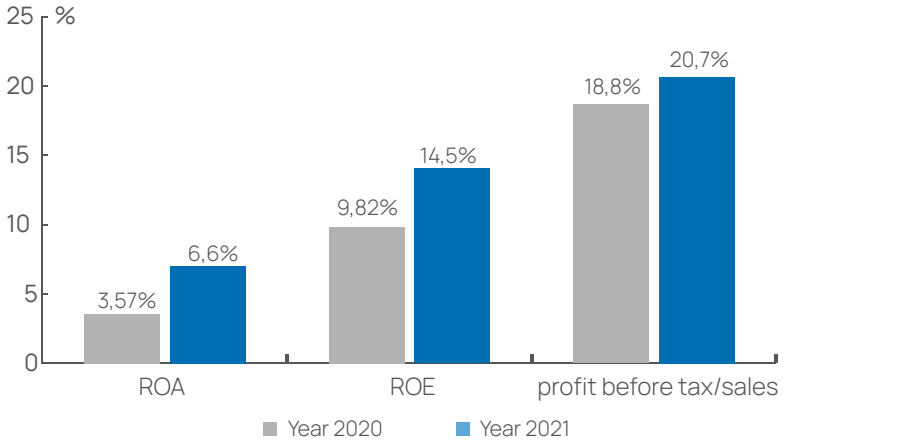
The management and use of capital:

The financial resource of the Parent Company is effectively operated, used, and preserved; profit growth is reflected in the following financial indicators and profitability performance in 2021

- ❖ The rate of pre-tax profit on revenue of the Parent Company was 20.7%
- ❖ The rate of profit after tax on return of equity ROE of the Parent Company was 14.5%
- ❖ The rate of profit after tax on return on assets ROA of the Parent Company was 6.6%.
- ❖ The ratio of Liabilities/equity of the Parent Company as of 31/12/2021 was 1.21 times; the consolidation of the Corporation was 1.63 times.

The total of invested capital in subsidiaries, associated companies, and other investments as of December 31, 2021, was 2,640.7 billion VND. The dividend income from subsidiaries and related companies remained stable; In 2021, the profits from dividends reached 68 billion VND, and dividend yield/invested capital reached average of 2.9% (in which some projects are under implementation, not yet generated profits in 2021).

The Corporation's investments ensured profitability and operational efficiency to reach and exceed profit targets; the dividend rate met and exceeded the plan assigned by the General Meeting of Shareholders, ensuring the interests of shareholders. The Corporation did not invest outside the industry nor in high-risk industries.



Performance compared to plan



With the achieved results in completing the main targets in production and business in 2021, the overview of Viglacera's operation result was positive, achieving its targets in terms of revenue and profit. In particular, the Parent Company continued to perform well in its leading role in maintaining and fulfilling the profit targets, exceeding the plan assigned by the General Meeting of Shareholders.

❖ **Materials sector:** The profitable growth was higher than its performance in 2020 (increasing ~ 718 billion VND); Revenue reached 13,484 billion VND, completing 107% of the year plan, exceeding 12% compared to its performance in 2020. The overall evaluation of the results in 2021 is as follows

+ The profitable growth has increased, mainly from glass products, confirming the right strategic investment direction of the Corporation.

+ The impacts of the epidemic, social distancing in localities, broken markets, lack of labor, and reduced construction demand have profoundly affected the building material sector. The prices of products, such as baked clay bricks, sanitary ware, tiles, etc., were meager; Southern units had to suspend production; there were additional costs when performing a plan called "3 in place" (production, isolation, accommodation in place).

However, the units have well implemented anti-epidemic solutions and maintained the production stability and quality;

Simultaneously reduce production output, focus on producing effective products with good sales to balance and limit inventory increase and capital stagnation. Implement solutions to reorganize the market and distribution channels (especially in the southern market), increase market share and take advantage of market opportunities to maximize revenue and business efficiency. The results met the target set for 2021 in terms of profit and revenue.

The consumption of baked clay bricks is still low, the selling price has decreased profoundly, and the labor force has decreased sharply after the COVID-19 epidemics. Hence, the Department of Natural Resources and Environment has to reduce production output. However, Ha Long Joint Stock Company, which produces thin/large-sized tiles, such as cotto tiles, roofing tiles of all kinds, etc., still made a profit. For units with extensive production causing losses, the Corporation has been taking steps to divest capital.

❖ **Real estate sector:** By taking advantage of opportunities to attract foreign investment, Viglacera continues to focus on investing, developing the land fund for industrial parks, and expanding investment in new areas, affirming its position as one of the leaders in industrial real estate and housing for industrial workers.

The profit generated in 2021 exceeded 22%. Compared to the set targets, the revenue exceeded 10%, achieving a higher growth rate than 2020.

The Real Estate sector of the Parent Company continues to perform its leading role well in maintaining production and business efficiency, making an essential contribution to the Parent Company's completion of the annual plan assigned by the General Meeting of Shareholders.

The industrial park sector has quickly seized the opportunity to shift foreign investment into Vietnam, focusing on business with a total area of 135ha for lease. Simultaneously, concentrate resources on investment preparation, especially clearance compensation, and synchronous infrastructure to meet the requirement of legal land for business. The total area of land clearance in 2021 was 410 ha.

Strengthen marketing to attract secondary investors in industrial parks and effectively increase efficiency in using existing land funds. Significantly, the land lease contract with Amkor - the world's leading corporation in producing semiconductor materials, was signed with a total investment of USD 1.6 billion in Yen Phong II-C Industrial Park in Bac Ninh province.

Continue to affirm its efficiency in shifting the world's supply chain into Vietnam and create a premise for developing the high-tech industry in the following years.

With the above achievements, 2021 continues to be a prosperous year for Viglacera Corporation - JSC, maintaining its position as a pioneer in the building materials industry and real estate investment and business in Vietnam. Viglacera has been honored to receive many prestigious awards in the Construction field, such as three consecutive years holding the leading position in the Top 10 prestigious IP real estate companies in 2021, Top 5 prestigious building materials companies in 2021, and Top 50 best-listed companies on the stock market in 2021 by Forbes Vietnam. In addition, Viglacera still maintains its National Brand with National Quality.

The investment situation, the implementation of the projects

PROJECT INVESTMENT

In 2021, the total investment and development value of the Corporation reached 3,286 billion VND (The Parent Company - the Corporation reached 2,086 billion VND). The investment value in the real estate sector reached 2,503 billion VND (the value in terms of industrial parks and services and housing were 2,268 billion VND and 235 billion VND, respectively); in the field of building materials, the figure was 783 billion VND.

Assessment of investment performance in the following areas:

❖ **Real estate sector:** Focus on implementing key projects according to the investment plan approved by the Annual General Meeting of Shareholders in 2021, including ongoing projects, new investments, and preparation for investment in industrial park infrastructure, social housing/worker housing.

Industrial parks and services

+ Continue to deploy investment and business in existing industrial zones (Hai Yen, Dong Mai - Quang Ninh; Phu Ha (Phase 1) - Phu Tho; Yen Phong IIC, Yen Phong I MR - Bac Ninh; Tien Hai - Thai Binh; Dong Van IV - Ha Nam; Phong Dien - Hue, Yen My - Hung Yen), prepare to start construction of a new industrial park (Thuan Thanh Industrial Park - Bac Ninh). The total clearance area is 410 ha, 135 ha was leased (the Principle Contract with Amkor Company (Singapore) was signed



with a total area of 23 ha in Yen Phong IIC Industrial Park).

The remaining land fund for the industrial park infrastructure as of December 31, 2021, is about 1,063 ha, of which the area of ready-for-lease infrastructure is ~ 282 ha. Prepare for investments in industrial parks in the provinces of Yen Bai, Thai Nguyen, Phu Tho, Lang Son, and Khanh Hoa; consider expanding existing IPs with a total area of ~ 5,000 ha.

+ Carry out 17 infrastructure projects (Wastewater treatment stations and clean water supply plants in industrial parks are being run).

+ 01 Project in Cuba - ViMariel Industrial Park (Phase 1 with a total area of 86ha).

Housing and urban areas:

+ Carry out key projects in terms of housing for workers/social housing: Housing area in Dong Van IV Industrial Park; Residential area in Phu Ha - Phu Tho Industrial Park (OXH1-2 apartment building was completed and put into use); Social housing and low-income housing Kim Chung - Hanoi (116 houses and CT4 apartment building were completed); Social housing 9.8ha Yen Phong - Bac Ninh. Prepare to invest in 02 projects: Housing for workers in Dong Mai Industrial Park (achieved compensation) and Hai Yen Industrial Park.

+ Develop land funds for housing/urban areas for the subsequent phases in the areas according to the list of investment plans reported at the General Meeting of

Shareholders: Social housing area (8.4ha) in Phu Ha Industrial Park; Dong Trieu urban - service area; Housing area for workers in Tien Hai Industrial Park; New Urban Area Project in Bac Ninh City; Social housing in Tien Duong - Dong Anh; Tran Yen service urban area and Yen Bai city; Tay Pho Yen Urban - Service Complex (Thai Nguyen). Currently work with localities, conducting surveys and implementing steps in the prescribed order.

+ Continue to develop investment and trading in housing projects in existing urban areas: D15-16 Apartment Building (214 units) and low-rise buildings (45 units) in Dang Xa urban area; BT10, BT2,3 Low-rise Buildings in Yen Phong urban area - Bac Ninh (24 units); Low-rise housing in Xuan Phuong urban area (11 units), etc.

+ Van Hai eco-tourism area: Continue to complete the hotel and consider the epidemic situation to choose an appropriate opening time. At the same time, promote the planning proposal for phase 2.

❖ **Materials, R&D, and training:** In 2021, the market demand was affected by the epidemic, increasing competitive pressure and input costs. Therefore, the investment in the product sectors/groups was also affected regarding investment progress and scale. Financial resources are concentrated on business activities to boost sales, revenue, etc. Thus, the projects' processes have not achieved their planned target.

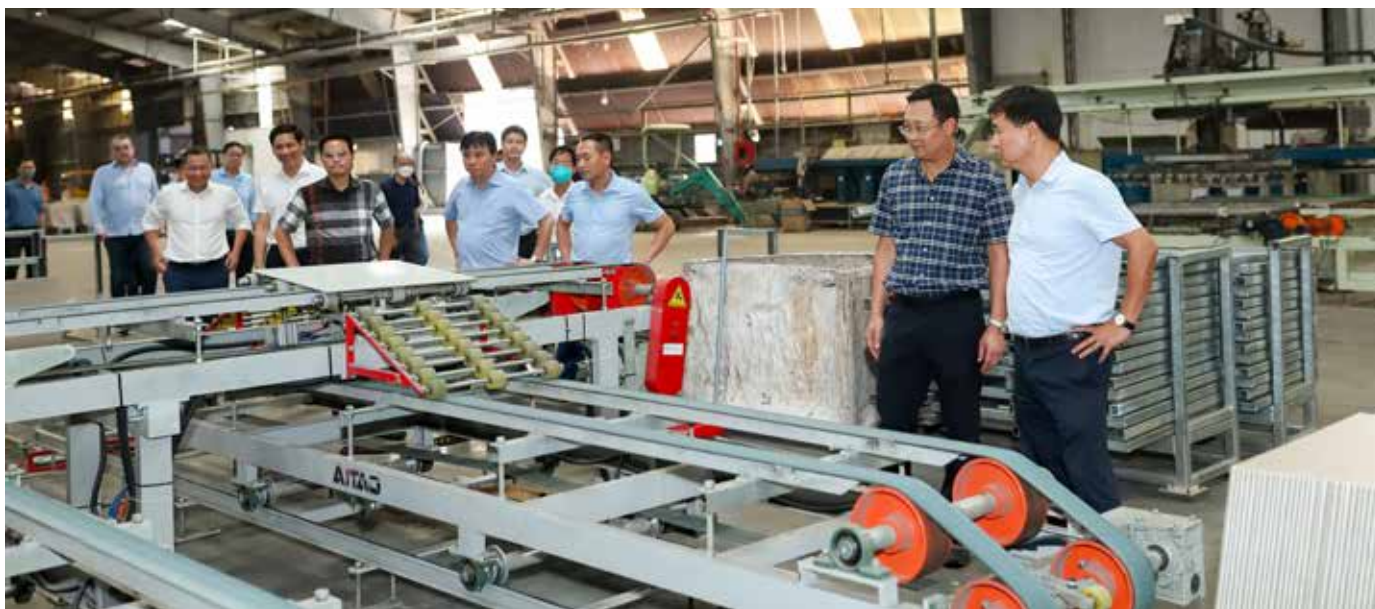
FINANCIAL INVESTMENTS

In 2021, the Corporation implemented a roadmap to increase and divest capital in some units. Details of investments to increase/divest capital are as follows

No.	Name	Operational field	Amount of additional investment (+) / divestment (-) (million dong)
1	Phu My Ultra - clear Float Glass Co., Ltd	Glass production and trade	350, 000
2	Viglacera Tien Son JSC	Tile production and trade	155,550
3	ViMariel JSC	Industrial infrastructure business	23,882
4	Sanvig JSC	Production and trade in ceramic and sanitary ware products, and other building material products	5,306
5	Viglacera Van Hai JSC	Sand mining and trade, tourism	*

(*)The Corporation has completed the first capital contribution, increasing the charter capital at Viglacera Van Hai Joint Stock Company from 291 billion VND to 800 billion VND. The Corporation holds 95.02% of the charter capital.

On October 1, 2021, the Corporation completed most of the acquisition of IDICO's capital at Phu My Ultra - clear Float Glass Co., Ltd. according to the approval in Resolution No. 174/TCT-NQDHCD dated 27/4/ 2021 of the Annual General Meeting of Shareholders in 2021. Accordingly, increasing the Corporation's ownership rate in Phu My Super Ultra - clear Float Glass Co., Ltd. from 35% to 65%.



Investment in subsidiaries as of December 31, 2021

Name of subsidiary	Establishment and operation area	Main business line	Charter capital (million VND)	Ownership rate	Total assets as at 31/12/2021 (million VND)	Net revenue 2021 (million VND)
1. Viglacera Thang Long JS	Vinh Phuc	Tile production and trade	69,898	51.07%	326,127	567,796
2. Viglacera Tien Son JSC	Bac ninh	Tile production and trade	500,000	51.00%	1,661,873	1,256,802
3. Viglacera Hanoi JSC	Ha Noi	Tile production and trade	56,000	51.00%	399,206	528,982
4. Viglacera Packings & Brake Linings JSC	Ha Noi	Packings, brake linings production and trade	9,900	51.00%	77,246	77,395
5. Viglacera Tiles Trading JSC	Ha Noi	Tiles production and trade	30,000	51.02%	356,778	2,754,915
6. Viglacera Viet Tri JSC	Phu Tho	Sanitary ware production and trade	26,250	92.82%	113,841	234,761
7. Viglacera Thanh Tri Sanitary Ware JSC	Ha Noi	Sanitary ware production and trade	63,000	59.96%	155.469	196,941
8. Viglacera Trading JSC	Ha Noi	Construction materials, import-export trade	28,469	76.23%	303.051	1,096,470
9. Viglacera AAC JSC	Bac Ninh	AAC block and panel production and trade	65,000	96.19%	94.457	66,709
10. Dap Cau Glass JSC (Consolidated)	Bac Ninh	Glass production and trade/Building glass installation and trade	300,000	86.41%	153.848	49,831
11. Viglacera Van Hai JSC	Quang Ninh	Sand mining and trade, tourism and services	291,985	95.02%	422,099	61,084
12. Viglacera Mineral JSC	Yen Bai	Mineral mining and trade	12,500	51.00%	39,967	102,349
13. Viglacera Ha Long JSC (Consolidated)	Quang Ninh	Baked clay brick production and trade	250,000	50.48%	1,101,909	1,635,957
14. Tu Liem JSC	Ha Noi	Baked clay brick production and trade	15,625	55.92%	28,166	7,544
15. 382 Dong Anh JSC	Ha Noi	Baked clay brick production and trade	10,050	51.00%	23,877	36,490
16. Huu Hung construction ceramic JSC	Ha Noi	Baked clay brick production and trade	7,500	51.00%	19,201	29,755
17. Viglacera Consulting JSC	Ha Noi	Project planning and designing consultancy	3,000	76.89%	15,214	13,921
18. Viglacera Yen My - Hung Yen Industrial Parks Development JSC	Hung Yen	Investing in construction and leasing industrial park infrastructure	50,000	60.00%	1,064,392	2,084
19. ViMariel - JSC	Cuba	Industrial infrastructure business	10,000,000 (USD)	99.90%	10, 694,133 USD	1,262, 779 USD
20. Viglacera Chao Limited	Ha Noi	Tourism and restaurant services	3,146	100.00%	3,689	-
21. Phu My Ultra clear Float Glass Company Limited	Vung Tau	Glass production and trade	886,000	65.00%	2,658,054	1,507,529

Some financial indicators in 2021

Investment situation in associated companies as of December 31, 2021

Name of associated company	Establishment and operation area	Main business line	Charter capital (million VND)	Ownership rate	Total assets as at 31/12/2021 (million VND)	Net revenue 2021 (million VND)
1. Vietnam Float Glass Ltd	Bac Ninh	Glass production and trade	512,042	30.00%	1,468,509	1,388,690
2. Viglacera Investment and Import-Export JSC	Ha Noi	Import and Export	20,000	25.00%	77,399	127,905
3. Tu Son Terracotta JSC	Bac Ninh	Brick production and trade	20,002	24.93%	42.,293	10,398
4. Yen Hung Construction Ceramic JSC	Quang Ninh	Brick production and trade	10,000	26.00%	45,700	32,584
5. Cau Duong Refractory JSC	Ha Noi	Refractory brick production and trade	5,000	25.00%	40,680	28,009
6. SanVig JSC	Cuba	Production and trade in ceramic and sanitary ware products, and other building material products	39,859,960 (USD)		27,138,821	8,567,991 USD



According to the financial statemens 2021 audited by Deloitte Vietnam Co. Ltd.

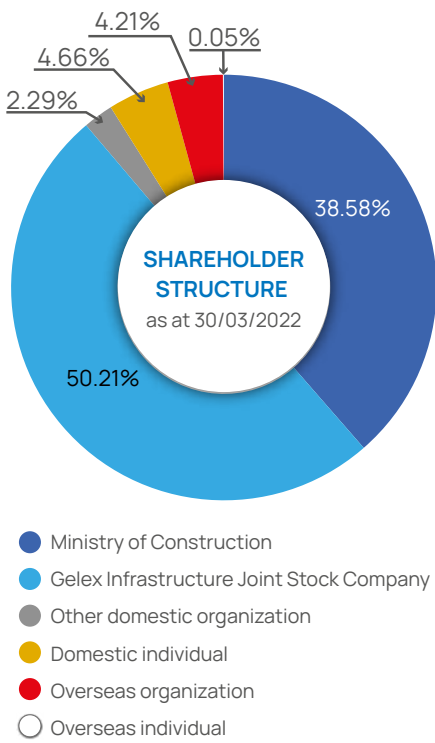
Indicator	Unit	Parent Company			Consolidated		
		2021	2020	2021 /2020	2021	2020	2021 /2020
I. Financial situation							
Total assets value	1000 VND	14,649,160	13,627,695	107%	21,997,051	17,977,212	122%
Net revenue	1000 VND	5,559,157	3,917,687	142%	11,194,313	9,433,049	119%
Profits from operating activities	1000 VND	1,135,478	734,238	155%	1,559,575	866,383	180%
Other profits	1000 VND	13,465	1,657	813%	-18,138	-25,682	71%
Profit before tax	1000 VND	1,148,943	735,895	156%	1,541,437	840,701	183%
Profit after tax	1000 VND	933,196	606,461	154%	1,279,077	667.,310	192%
II. The main indicators							
1. Solvency							
+ Current ratio	Times	1.04	1.02	102%	0.93	0.94	99%
+ Quick ratio	Times	0.62	0.52	119%	0.50	0.47	106%
2. Capital structure							
+ Total-Debt-to-Total Assets Ratio	Times	0.55	0.54	102%	0.62	0.61	102%
+ Debt to equity ratio	Times	1.21	1.18	103%	1.63	1.53	107%
3. Operation capacity							
+ Inventory turnover	Turn	1.91	1.39	137%	2.35	2.10	112%
+ Net revenue/total assets	Turn	0.39	0.27	144%	0.56	0.50	112%
4. Profitability							
+ Profit before tax/Net revenue	%	20.7%	18.8%	110%	13.8%	8.9%	155%
+ Profit after tax/Net revenue	%	16.8%	15.5%	108%	11.4%	7.1%	161%
+ Profit after tax/Equity	%	14.5%	9.8%	148%	16.6%	9.5%	175%
+ Profit after tax/Total assets	%	6.6%	4.2%	157%	6.4%	3.5%	183%
+ Profit from operation/Net revenue	%	20.4%	18.7%	109%	13.9%	9.2%	151%

Information on equity and shareholders

Equity

Charter capital	4,483,500,000,000 VND
Par value for a share	10,000 VND
Shares outstanding	448,350,000 shares
Number of shares held by the State as of 31/12/2021	172,985,262 shares
Treasury shares	0 share

Shareholder structure as of March 30, 2022
(The closing date for the list of attendees in the 2022 Annual General Meeting of Shareholders)



Shareholder	Number of share-holders	Number of shares held	Total value (thousand Dong)	Percent-age (%)
I. Domestic	3,831	429,243,008	4,292,430,080	95.74%
1. Ministry of Construction	1	172,985,262	1,729,852,620	38.58%
2. Gelex Infrastructure Joint Stock Company	1	225,105,680	2,251,056,800	50.21%
3. Other domestic organization	40	10,254,244	102,542,440	2.29%
4. Domestic individual	3,789	20,897,822	208,978,220	4.66%
II. Overseas	105	19,106,992	191,069,920	4.26%
1. Overseas organization	38	18,883,304	188,833,040	4.21%
2. Overseas individual	67	223,688	2,236,880	0.05%
Total	3,936	448,350,000	4,483,500,000	100.00%

Report of the Board of Management

Evaluate the results of implementing the business plan in 2021

The Corporation has seized the opportunities and favourable conditions and completed the production and business plan tasks in 2021 with the suitable orientation, specific and persistent goals, and critical solutions in the implementation process.

PRODUCTION AND BUSINESS RESULTS IN 2021

(According to the audited results by Deloitte Vietnam Co., Ltd.)

Unit: billion dong

Indicator	Plan 2021	Performance 2021	%performance/ plan%
1.Profit before tax			
+ Corporation - JSC (Consolidated)	1,000	1,541	154%
+ Parent company	750	1,149	153%
2.Total revenue			
+ Corporation - JSC (Consolidated)	12,000	11,194	93%
+ Parent company	5,000	5,559	111%
3.Investment of Parent Company	2,800	2,086	75%
+ Housing trading	375	182	48%
+ Infrastructure and services of industrial parks	2,400	1,873	78%
+ Building material, research and development, training	25	21	84%
4. Viglacera Corporation - JSC charter capital	4,483.5	4,483.5	100%
5. Dividend rate (charter capital off 4,483.5 billion VND)	12.0%	15.0%	125%

The profit of the Parent Company achieved and exceeded the plan, especially in the field of real estate, which is an outstanding result affirming the right direction of the Corporation; creating necessary resources for investment expansion, ensuring growth and sustainable development in the following years.



Total assets of the Parent Company as of December 31, 2021

14,649 billion dong

↑ 1,021 billion VND compared to January 1, 2021

Owner's equity of Parent Company as of December 31, 2021

6,642 billion dong

↑ 393 billion VND compared to January 1, 2021

ROA of Parent Company in 2021

6.6% equivalent 1.57 times compared to 2020

ROA of Parent Company in 2021

14.5% equivalent 1.48 times compared to 2020



FINANCIAL SITUATION

The financial situation of the Parent Company is positive with high-profit growth, and its capital is being effectively operated, used, and preserved.

❖ Asset

- The Parent Company's total asset as of December 31, 2021, was 14,649 billion VND, an increase of 1,021 billion VND compared to January 1, 2021. The equity reached 6,642 billion VND, an increase of 393 billion VND compared to January 1, 2021.

- The profit after tax of the return on asset (ROA) of the Parent Company in 2021 was 6.6%, equivalent 1.57 times compared to its performance in 2020; The profit after tax of the return on equity (ROE) in 2021 is 14.5%, equivalent 1.48 times compared to its performance in 2020.

❖ Accounts Payable, Accounts Receivable

The ratio of liabilities/equity of the Parent Company as of 31/12/2021 reached 1.21 times; The consolidated of the Corporation increased 1.63 times, ensuring a high level of financial safety.

- As of December 31, 2021, the total loan balance of the Parent Company was 166.8 billion VND; that of the Corporation was 3,189 billion VND. All accounts payable by each object include short-term loans, long-term loans, payables to suppliers, internal payables, advance payments from buyers, and other payables; The Corporation thoroughly monitors interest payable. The payables are regularly compared and confirmed with no questions arising from the debtors towards the Corporation.

- Short-term accounts receivable of the Parent Company in 2021 were stable at 13.9% of total short-term assets. The outstanding balance of accounts receivable from customers of the Parent Company was 374.3 billion VND, a decrease of 54 billion VND

compared to the beginning of the year. Details of each customer's payables are monitored. Regularly urge the collection of receivables, organize inventory, and reconciliation in the middle and at the end of the financial year to evaluate the effectiveness of receivables management.

RESTRUCTURE

Continue to implement the capital increase and divestment roadmap according to the guidance of the Ministry of Construction in Documents No. 1111/BXD-QLDN dated April 6, 2021, No. 1247/BXD-QLDN dated April 15, 2021, of Ministry of Construction; Resolution No. 174/NQ-ĐHĐCĐ dated April 27, 2021, of the 2021 Annual General Meeting of Shareholders. Accordingly:

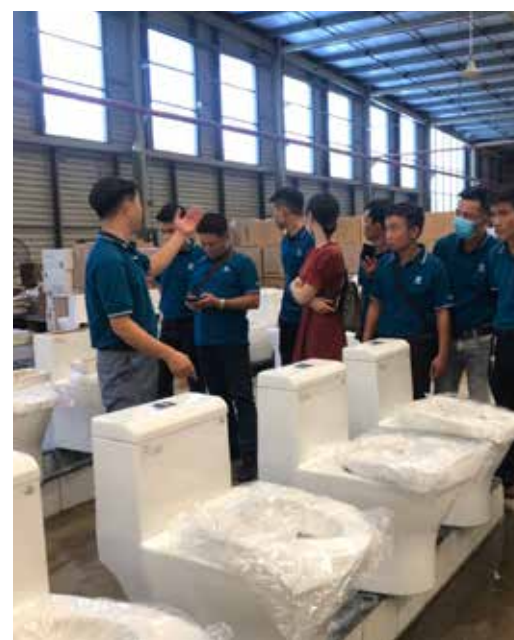
- Complete the increase of shareholding ratio in Phu My Ultra-clear Float Glass Co., Ltd from 35% to 65% of charter capital; the value of additional capital is 350 billion VND.

- Complete the increase of charter capital of Viglacera Tien Son Joint Stock Company from 195 billion VND to 500 billion VND. The Corporation holds 51% of charter capital to acquire the Bach Ma Factory and invest in Viglacera Eurotile Factory.

- Complete the first capital contribution, increasing the charter capital of Viglacera Van Hai Joint Stock Company from 291 billion VND to 800 billion VND. The Corporation holds 95.02% of charter capital.

- Complete the valuation and preparation to increase the charter capital of Viglacera Investment and Import-Export Joint Stock Company (increasing charter capital from 20 billion VND to 30 billion VND) to establish the Viglacera Industrial Investment Joint Stock Company - The Corporation holds 25% of charter capital.

- Complete valuation and be in progress for the divestment of Yen Hung



Construction Ceramic Joint Stock Company.

For companies whose results in production and business have not achieved the plan, the Corporation has carried out a general review, put them on a special supervision list, develop and implement a comprehensive restructuring plan to improve each company's operational efficiency.

PRODUCTION MANAGEMENT, QUALITY CONTROL

- Direct and proactively work with member companies to develop plans regarding epidemic prevention and efficient production, such as a "3 in place" plan and other solutions to prevent epidemics; Actively regulate the reduction in output due to the impact of the outbreak on the consumption market to avoid capital stagnation.

- Focus on research and development of new products in sanitary ware and tile sectors; Research in-depth investment and mechanization to increase labor productivity and reduce direct labor.

- Re-plan the distribution system of building material products; Promote online sales and project sales; adjust selling regulations and selling prices to suit each region and its development under the epidemic's impact.

- Timely support companies in formulating and promulgating regimes and policies to retain workers to work at factories during the pandemic and overcome labor shortages in factories, especially in southern units.

- Issue adjustment of new product quality standards, in line with actual production and product quality of companies in the Corporation; Maintain quality audits at companies.

RESEARCH AND DEVELOPMENT

The focal point is the Viglacera Research and Development Institute:

- Maintain regular inspection and

assessment of the quality regarding products and input materials in all product fields according to National standards, Manufacturer standards to compare with competitors' product quality. Comply with periodic reports on inspection and assessment results of products and materials.

- Re-evaluate Vilas 582 laboratory to meet the quality accreditation standards of the Ministry of Science and Technology. Regularly review and develop standards for supplies.

- Fulfill the role as a focal point in scientific and technological management of the Corporation; Preside over/coordinate with member companies in:

+ Deploying tasks: Consult on setting up investment projects, consult on the technology used in investment in production of the Corporation's building materials sector; Scientific and technological research topics/projects, applying technical innovation initiatives as planned.

+ Establishing an R&D center to develop new products in the sanitary ware sector.

TRAINING

The focal point is the Viglacera Research and Development Institute:

Due to the impact of the COVID-19 pandemic, training has had to switch from offline to online. The training process was interrupted and delayed for some classes and courses since colleges and teachers had to recompile the curriculum, learn new training methods, balance the study time with companies' production and business activities, etc.

However, in 2021, 70% of training courses have been completed thanks to the Corporation's budget: College training successfully opened 3/8 classes; Vocational training with 37/47 courses; Short-term training in working skills with 36/53 courses.



OPERATION IN ALL FIELDS OF THE CORPORATION

- BUILDING MATERIAL SECTOR

The production and business results of the building material sector (including the production and trade sectors) were positive. The profit before tax was 847.9 billion VND with a revenue of VND 9,955 billion.

Facing the adverse effects of the epidemic and consumption market, the Corporation proactively developed plans to prevent the epidemic and ensure production (the "3 in place" strategy and other solutions to limit the epidemic's effects). Working toward the central goal means efficiently and proactively regulating the reduction of output due to the impact of the outbreak on the consumption market, avoiding capital stagnation, and focusing on producing products with good efficiency; At the same time, drastically implementing solutions to invest in-depth, restructure in terms of the management system, human resources, and sales to reduce costs.

❖ Glass sector

The profit before tax was 722.9 billion VND with a revenue of 4,237 billion VND. The increase of equity of Viglacera Corporation-JSC in Phu My Ultra - clear Float Glass Co., Ltd from 35% to 65% was completed.

This is an amazing successful year for the glass sector, making a significant contribution to the overall results of the Corporation. Accordingly, the glass manufacturing units performed well under the "3 in place" strategy, maintaining stable production; Follow market developments, promptly adjust selling prices, create a new price level, and ensure production and business efficiency.

Seize the opportunity of limited imported goods to deploy a flexible sales policy to achieve the optimal selling price and increase efficiency compared to

the annual plan. In 2021, the first-year production results of Phu My Ultra - clear Float Glass Company exceeded the project target.

❖ Sanitary ware, faucet - trade

The profit before tax was 30.4 billion VND, an increase of 40.3 billion VND compared to its performance in 2020; The revenue was 1,096 billion VND.

This is the sector most affected by the Covid-19 epidemic. However, the results achieved in the field are very positive, whereby focusing resources to implement:

- Settle wages, regimes, and policies for employees to maintain a skilled workforce in this field. Ensure stable production, quality, and the recovery rate in line with planned targets.

- Gradually come up with new product design ideas, implement mold-making and trial production to evaluate effectiveness; Strengthen the distribution system in domestic and export markets; Issue new selling regulations and sales policies suitable to the market, increasing competitiveness.

❖ Tiles - trade:

The profit before tax was VND 65.2 billion with a revenue of VND 2,838 billion.

Despite the consumption market facing many difficulties and impacts from the epidemic, the operation of the primary fields has followed the planned objectives, whereby:

- Focus on reviewing, evaluating, adjusting, and selecting product options, regulating production in some units to balance the shortage of labor, production and consumption ratio, and inventory; Flexibly adjust the sales mechanism to cope with each situation. Complete the procedure for acquiring the Bach Ma Factory to invest in renovating and developing large sheet products at Tien Son Joint Stock Company; The company will focus resources and monitor the progress of the remaining work to put the

12 industrial parks

4,210^{ha}

20⁺ 20 years of experience
industrial park development

Attracting
300⁺ investors worldwide

15 Attract
billion USD of FDI



factory into operation soon ensuring the project target.

- Focus on restructuring, rearranging the workforce, rebuilding selling regulations, reviewing the dealer network and distribution channels, and selling prices. Focus on expanding markets in remote areas, etc. From the fourth quarter of 2021, sales volume and consumption have increased, exceeding production output and year-end inventory at units that achieved the plan; Accounts receivable decreased profoundly.

This is the basis for the Trading Company to implement the 2022 plan, increasing production and new products of the Viglacera Eurotile factory.

❖ Baked clay bricks sector:

The profit before tax reached 29,4 billion VND with a revenue of 1,783 billion VND

The competitive pressure of the market is increasing, reducing the operating efficiency of the units. Only Ha Long Joint Stock Company maintains efficient production by focusing on high-value products such as roof tiles, cotto bricks, and large-sized tiles. It also balances the production/consumption ratio and implements flexible sales policies to ensure production efficiency, reducing production costs and catching up with the market. The remaining units have a small production scale (traditional brick is the main focus). With the falling of the building materials market and the epidemic's impact, the operation of some units became increasingly complex, the selling price decreased significantly, the labor cost was high, the efficiency was low, and losses were generated. Therefore, the Corporation focuses on divesting capital from these inefficient units.

- REAL ESTATE SECTOR

The profit before tax was 1,034 billion VND with a revenue of 5,176 billion VND

The real estate sector of the Parent Company continues to perform well with a leading role in maintaining production and

business efficiency, making an essential contribution to the Parent Company's completion of the annual plan approved by the General Meeting of Shareholders. Thereby, continue to invest, develop and expand the land fund for industrial parks in new areas, affirming its position as one of the leading enterprises in industrial real estate and housing for workers.

❖ Industrial parks

Seize the opportunity to shift foreign investment into Vietnam. In 2021, the total area of industrial infrastructure for lease was 135 ha. Concurrently, focus resources on investment preparation, especially clearance compensation (the total clearance area is 410.5 ha), and ensure synchronous infrastructure to meet the requirements of legal land for business.

Despite the adverse effects of the epidemic and other objective factors, the results in terms of industrial parks for lease sector were not affected much in 2021 due to good preparation from previous years. The profits generated from this segment still exceeded the plan to offset the reduced profit in sectors such as sanitary ware, ceramic tiles, and fired clay bricks.

❖ Housing

+ Social housing, housing for workers in industrial parks with key projects: Housing area in Dong Van IV Industrial Park; Residential area in Phu Ha - Phu Tho Industrial Park (OXH1-2 apartment building was completed and put into use); Social housing and low-income housing Kim Chung - Hanoi (116 houses and CT4 apartment building were completed); Social housing 9.8ha Yen Phong - Bac Ninh. Implement the preparation for investment in 02 projects: Housing for workers in Dong Mai Industrial Park (completed compensation) and Hai Yen Industrial Park.

+ Continue to develop investment and business in housing projects in existing urban areas: D15-16 Apartment Building

(214 units) and low-rise buildings (45 units) in Dang Xa urban area; BT10, BT2,3 Low-rise Buildings in Yen Phong urban area - Bac Ninh (24 units); Low-rise housing in Xuan Phuong urban area (11 units), etc.

- Van Hai eco-tourism area: Due to the epidemic's impact, the project construction was delayed for months. The project has restarted in the fourth quarter of 2021, focusing on completing the hotel block to operate in 2022 and implementing preparation for phase II.

- Focus on implementing solutions to improve the quality and optimize the operational efficiency of the management and operation of the Corporation's existing industrial parks, urban, and housing areas.

- OVERSEAS INVESTMENT ACTIVITIES (IN CUBA)

Continue to implement investment according to the signed progress in the field of building materials and industrial infrastructure investment:

- SanVig - JSC (2 Porcelain and ceramic tile factories): Continue to proactively overcome difficulties because of intermittent supply of raw materials, scarcity of foreign currency to import materials, lack of electricity, water, labor, etc., to maintain production and business activities. The profit in 2021 was ~ 43.98

billion VND (1.91 million USD), exceeding the planned target.

- ViMariel Company: Interms of investment progress, the total area levelled and under technical infrastructure construction and eligible for business is 58.18/64.22 ha (completing 90.6% of the business area); The signed land area for lease is 2.5ha/58.18ha. The estimated realized profit for the whole year is ~ 2.4 billion VND.

THE ASSESSMENT OF THE PARENT COMPANY'S OPERATION MANAGEMENT:

Facing the difficulties arising from the epidemic at the units, the Corporation has focused on timely solving the unit's proposal, ensuring the stable and uninterrupted operation of the units. The departments of the Parent Company have actively coordinated with the units to settle burning issues, regimes, and policies arising for employees due to the epidemic. At the same time, develop strategic staffing and gradually add personnel to ensure production efficiency.

Gradually improve governance quality by using professional consulting services according to international standards with auditing consulting firms: Deloitte audits financial statements; PWC (Pricewaterhouse Coopers) perform internal audit in the Corporation.

Improvements in organizational structure, policies, management

Continue to strengthen the decentralization of management in production and business in all fields, forming specialized management boards - including production companies and trading companies to promote the efficiency of each field. In addition, after adjusting the management structure in Sanitary Ware - Tiles sector (adjusting the separation and establishing two new Departments, namely the Tiles Department and the Sanitary Ware Department based on consolidating the Sanitary ware - Tiles Department, restructuring Business companies in 2021), meeting the needs and improving management with concentrated resources, etc. Operational results in the Sanitary ware and tiles sector are positive despite being greatly affected by the epidemic and the competitive pressure of the market.

Hire experts and manage foreigners in key production, business, and investment fields. Every year, when developing the production and business plan, the science and technology training and development plan is submitted for approval along with the production and business plan.

The annual production and business plan results - including the science and technology training and development plan - are the basis for evaluating the representatives of the capital share and the directors of the units and rewarding the units that completed the planned targets. In the following years, the Corporation will continue to review the human resource planning by evaluating and appointing staff to participate in the production and business activities in struggling units and train another group of leader.



Plan for 2022

Work closely with the Corporation's development Objectives and Strategies. In 2022, besides favorable factors such as the continued recovery of Vietnam's economy and the confidence of the business community in an open business environment, there are still difficulties due to the complicated situation of epidemics in the country and the world, which will seriously and adversely affect the Corporation's operation. It is a challenge and a motivation for Viglacera to actively face and firmly overcome.



OBJECTIVES AND KEY TARGETS OF THE PLAN FOR 2022

❖Objectives

Complete and exceed the Corporation's production, business, and investment plan in 2022; Maintain a stable and sustainable growth rate.

Building material sector

❶ Enhance the Viglacera brand

- Building glass products, roofing tiles, and cotto tiles of Ha Long Viglacera Joint Stock Company always maintain the No. 1 position in the Vietnam market.

- Sanitary wares and tiles: Maintain top quality in Vietnam by making in-depth investments in technology and technique to expand domestic market share and export; whereby,

+ Sanitary ware - faucet: Develop new, high-value products with many convenient features to meet the needs of domestic and export markets.

+ Tiles: Develop large-sized tile products with the latest technology to provide the market segment with high-end building materials and interior and exterior decoration; Increase and dominate domestic consumption market share and expand the export market. In particular, focus fully and effectively on implementing the investment project of Viglacera Eurotile Factory in developing large-sized and high-end products to meet the domestic and export market.

- Continue to develop the product line of AAC panels and blocks, research and deploy the utilization of ash/slag materials, saving resources and reducing costs.

❷ Research, invest and develop high-quality glass products, ultra-clear glass used as billets to produce solar cells, and high-quality glass post-processing glass products. Continue to grow production and diversify product lines, such as energy-saving glass and high-end mirrors, in line with market trends.

❸ Research, expand, and invest in new raw material mines serving the building material industry (feldspar, sand).

Real estate investment and business sector:

Continue to invest in developing and expanding operations in various fields:

- Develop new local industrial parks with advantages regarding land, transport infrastructure, electricity and water sources, and investment attraction policies.

- Infrastructure and services of industrial parks; Wastewater treatment, waste treatment, clean water supply, electricity supply services, warehouse for rent, etc., are qualified in terms of standards and competitiveness with domestic and foreign investors; anticipate and seize opportunities in the trend of shifting investment from abroad into Vietnam.

- Develop social housing projects, housing for workers to synchronize with existing industrial parks and industrial parks to be invested in the future. Continue to develop land funds and invest in commercial housing projects and resort real estate.

Consolidated pre-tax profit- Plan 2022

1,700 billion dongs
increase 10% compared to its performance in 2021

Consolidated revenue - Plan 2022

15,000 billion dongs
increase 34% compared to its performance in 2021

Revenue of Parent Company - Plan 2022

6,500 billion dongs
increase 17% compared to its performance in 2021

❖Main targets of Plan for 2022

Unit: billion dong

Các chỉ tiêu chính của Kế hoạch 2022	Performance 2021	Plan 2022	%plan 2022/ performance 2021
1. Profit before tax			
+ The Corporation - JSC (Consolidated)	1,541	1,700	110%
+ The Parent company (Seperated financial report)	1,149	1,200	104%
2. Total revenue			
+ The Corporation - JSC (Consolidated)	11,194	15,000	134%
+ The Parent company (Seperated financial report)	5,559	6,500	117%
3. The Parent company invesment	2,086	3,000	144%
+ Housing investment and trading	182	350	192%
+ Infrastructure and services of industrial parks	1,873	2,450	131%
+ Building material and R&D and training	21	200	952%
4. Viglacera Corporation - JSC charter capital	4,483.5	4,483.5	100%
5. Estimated dividend rate (% Charter capital 4,483.5 billion dongs)	15.0%	16.0%	107%



KEY SOLUTIONS

❖ Governance and restructuring

- Implement the restructuring capital roadmap at the units in accordance with the plan of the Corporation's restructuring plan approved by the Annual General Meeting of Shareholders. Whereby,

+ Continue to research and negotiate to increase the capital ownership ratio at Vietnam Floating Glass Co., Ltd (VFG) by acquiring capital contribution.

+ Increase charter capital of ViMariel Company - JSC from 10,000,000 USD to 19,000,000 USD to invest in the infrastructure development project of ViMariel Industrial Park.

+ Increase charter capital of Phu My Ultra - clear Float Glass Co., Ltd. to 1,886 billion VND to deploy investment in Phase 2, with a capacity of 900 tons/day.

+ Continue to implement preparation to divest capital in some inefficient construction material production units (in the field of baked clay bricks and tiles, such as Tu Son Brick Tile Joint Stock Company, Yen Hung Construction Ceramic Joint Stock Company, Tu Liem Joint Stock Company, etc.).

- Invest in management systems (ERP system, data digitization, etc.); Operate the financial reporting management system, weekly/monthly report the production and business activities at the Corporation's office.

- Strengthen the responsibility and role of the control departments in the units and the Corporation.

❖ Market development

Domestic market:

- Continue to develop the e-commerce sales system in parallel with strengthening the direct selling system, direct sales channels, project channels, and a team of consultants and architects.

- Invest in expanding the southern market corresponding to the investment scale of the Corporation and the units in this market.

- Invest in brand development according to the Corporation's brand development strategy. Effectively operate communication programs, promoting its brand and images and developing new product models with high value and efficiency.

Export market:

- Develop and implement export strategies, expand export markets, and focus on products in glass, sanitary ware - faucet, ceramic tiles, and new high-tech products.

- Look for new export partners, open export markets to countries participating in the trade agreement, especially the US and European markets; Promote the role of the Trading Joint Stock Companies in the US.

❖ Research and development, training and development of human resources

- Invest in scientific and technological research to improve productivity and quality of the Corporation's building materials products. Cooperate with domestic and foreign organizations and individuals to develop new technologies and products. Implement projects in consulting about investment and production of building materials.

- Review, approve and adjust the system of economic and technical norms and the securitization regulations in the management contract, streamline the indirect labor apparatus to increase labor productivity, reduce costs and selling prices by using advanced science and technology, technical innovation, mechanization, and automation.

- Research and invest in a high-pressure pouring system, first used at Viglacera My Xuan Porcelain Company, then continue to operate at Viglacera Binh

Duong Porcelain Company.

- Research and invest in the Center of research and development regarding sanitary ware and tiles sectors at Viglacera R&D Institute.

- Research to improve coating quality, diversify Low-E glass products and develop new products at Energy-saving Glass Factory.

- Develop and implement a human resource training program to serve the expansion and new investment of the Corporation; Develop regulations on recruitment, salary, and bonus that are suitable for the highly competitive labor market, consider recruiting foreign experts for the urgent supplement, meet the demand for high-quality human resources of current projects/factories, long-term investment and development plans in all operational fields of the Corporation.

- Continue to invest in human resource training, facilities and equipment in Viglacera Research and Development Institute, Viglacera College, and laboratory systems in product fields/sectors.

❖ Finance

- Continue to effectively implement financial solutions in cash flow operations and debt collection. Work with banks and credit institutions to ensure capital for production and business activities, prepare investment capital for key projects of the 2022 plan and the 2021-2025 plan of the Corporation.

- Develop financial plans and weekly, monthly cash flow plans suitable to the actual situation at the unit, ensuring steady production and business activities.

- Continue to perform debt inventory and regular audits to detect and prevent risks, ensure financial safety at the units.

- Coordinate with the Information

Technology Department of the Corporation to run application software in making management reports and the Corporation's consolidated reports

SECTORS AND PRODUCT GROUPS

❖ Building material sector

Glass:

- Maintain stable production in terms of quality, recovery rate, and fuel consumption of all three glass factories, and minimize problems caused by the epidemic or technical issues affecting the production efficiency. Organize the product acceptance for ultra-clear glass at PFG Company as soon as possible. Actively negotiate the prices of soda, sand, etc., to ensure stable product quality with the best price for 2022.

- Balance the production/consumption ratio to maintain the best-selling price, prepare warehouses and ensure good inventory management. At the same time, promote the export of building glass at VIFG and VFG to reduce domestic competitive pressure.

- Continue to develop, increase production and diversify product lines regarding energy-saving glass, high-class mirrors, and high-quality processed glass to grasp the market trends.

- Focus on solving the inefficient production and business activities of Yen Phong glass processing factory, causing losses. Implement the improvement in production and consumption output at the energy-saving glass processing factory in Binh Duong to enhance the advantages and efficiency of factories after getting invested.

- Research and invest in Phu My Ultra - clear Float Glass Factory Project - Phase 2, with a capacity of 900 tons/day.

- Research, expand investment, and invest in new raw material mines to supply the building material industry (feldspar, sand).

Sanitary ware, faucet - business

- Focus on in-depth investment to improve productivity, reduce manual labor in this field and maximize kiln capacity and product recovery rate at factories (in which, invest in high pressure pouring system at My Xuan Porcelain Company, ceramic glazing robot at Binh Duong Porcelain Company, My Xuan, Thanh Tri). Continue to invest in machinery and equipment, increase capacity and quality, and diversify products at Viglacera Sanfi Company.

- Invest in the R&D center for new samples and molds of the sanitary ware products; the investment scale is large enough to serve as a basis for improving production and business efficiency in this field.

- Research and invest in Projects of sanitary ware and sanitary ware accessories production to meet the Corporation's demand for sanitary ware products (Viglacera Sanfi Company as the investor).

- Actively promote the leading role of the Trading Joint Stock Company and the R&D Center in deploying new product sets and models with useful features suitable for domestic and export markets, improving the production efficiency of sanitary ware and faucet,

- Directly and wisely invest in developing and expanding domestic and export markets.

- Develop appropriate regulations and policies to retain employees for the units, especially skilled workers; Currently, the labor shifting and the shortage of skilled workers are concerns in the units, affecting production and business activities.

Tiles - business

- Focus on implementing the Viglacera Eurotile Factory project (the acquisition of Bach Ma Factory and the additional investment) to operate on schedule and goals of the project, develop new and





high-class large-size products to serve domestic and export markets. Research and invest in warehouses to store finished products, warehouses for lease at My Duc Factory and Viglacera Eurotile Factory.

- Urgently recruit and train enough labor force to operate the Viglacera Eurotile factory; Prepare sufficient supplies, raw materials, and conditions for the factory to operate stably right on the first days.

- Well prepare for the product design and consumption market to immediately distribute the output of Viglacera Eurotile Factory after going into operation. In particular, build an extensive large-sized panels consumption system for the factory.

- Concentrate resources to recover from the inefficient production and business activities of Viglacera Berton Aerated Concrete Joint Stock Company. Continue researching and developing AAC panels, blocks, and solutions to utilize ash/slag materials, saving resources and reducing costs.

- Research and deploy investment in the packaging production project in My Xuan Industrial Park (Packaging and Brake Pads Joint Stock Company as the investor).

Baked clay bricks

- Viglacera Ha Long Joint Stock Company: Continue to promote capacity and efficiency in existing factories; Research, conduct surveys to find new places to invest in, and develop baked clay products using new technology.

- Research on the transformation of production and business fields to take advantage of the land in existing Factories with brick production when the State has changes in land management policies.

- Continue to implement the restructuring project according to the approved plan of the Corporation with units under special control: Viglacera Huu Hung JSC

and Viglacera Dong Anh JSC; Continue to implement the divestment plan for Viglacera Tu Son JSC, Viglacera Yen Hung JSC, Viglacera Cau Duong JSC, Viglacera Tu Liem JSC.

❖ Real estate

Investment in infrastructure and industrial park services:

- Continue to invest in synchronous infrastructure/services in the industrial parks. The plan for 2022 is to have a 214-hectare industrial park area for lease

- Invest in secondary projects in industrial parks to increase utilities, increase industrial park's volume and brand in the Corporation and make the most use of land funds: factories, warehouses for lease; provide services in sectors, such as food and beverage, commerce, and other services, etc., on the basis of finding/cooperating with partners with sufficient financial capacity and investment advantages.

- Continue the preparation for investment in new industrial parks: expansion of Dong Mai – Quang Ninh (~ 145 ha); Expansion of Tien Hai – Thai Binh (329 ha); Expansion of Phu Ha – Phu Tho Industrial Park (100 ha); expansion of Dong Van 4 - Ha Nam (300 ha); Zone A - Phong Dien Industrial Park - Thua Thien Hue (~120 ha).

develop new industrial parks: Phu Ninh - Phu Tho Industrial Park (~ 450 ha); Dong Trieu - Quang Ninh Industrial Park (~ 425 ha) and Industrial Park in Quang Yen - Quang Ninh (~ 400 ha); Tay Pho Yen - Thai Nguyen Industrial Park - Service - Urban Complex (900 ha, including 700 ha of Industrial Park and 200 ha of Urban - Service) and a number of other Industrial - Service - Urban complexes in Thai Nguyen (~ 360 ha); Industrial Park - Urban - Service Complex in Yen Bai province (380 ha, including Tran Yen Industrial Park with 254 ha and Urban - Service with 126 ha); Hoa Lac - Huu



Lung - Lang Son Industrial Park (560ha); Complex of Industrial Park - Service - Urban (about 900 ha), Doc Da Trang Industrial Park (~290 ha) in Khanh Hoa; Industrial parks in the South and other locations.

Targets for 2022-2023, the Corporation is preparing to invest and deploy new investments in about 2,000 hectares of industrial parks.

Housing and resort real estate:

- Continue to develop social housing, housing for industrial workers in sync with the development of existing industrial parks and the Corporation's new investments in important projects: Housing for workers in Dong Van IV industrial parks (Ha Nam), Phu Ha (Phu Tho), Dong Mai and Hai Yen (Quang Ninh); Yen Phong Social housing with an area of 9.8 ha (Bac Ninh).

- Deploy the joint name project of social housing in Kim Chung - Dong Anh (CT3, CT4, and CT5).

- Research and prepare for investment and development of new projects:

- + Housing for workers/social housing: Social housing area in Tien Duong - Dong Anh (Following the program of Hanoi People's Committee); Social housing area in Phu Ha Industrial Park (Phu Tho); Housing for workers in Tien Hai Industrial Park (Thai Binh); At the same time, continue to survey and develop new land funds for investment in localities with suitable conditions.

- + Commercial apartment complex in plots HH1, HH2 - Dang Xa 2 urban area, Gia Lam, Hanoi; Housing and service area at a 12.5ha land of Dap Cau Cau Factory - Bac Ninh City; Projects under bidding process to select investors: Tay Bac New Urban Area in Bac Ninh City (25.6 ha), Service - Urban - Social Housing Complex in Yen Phong IIC Industrial Park (95 ha); Dong Trieu Urban and service area (Quang Ninh); Invest in renovating

old apartment buildings in Hanoi.

- + Continue to implement Van Hai high-class eco-tourism project (Phase 1) with an area of 35ha according to the approved project. Organize and submit the 1/500 detailed planning approval for Phase 2 with an area of about 40ha.

- + Survey, research and develop new land funds to invest in urban and housing projects

Targets for 2022-2023, the Corporation is preparing to invest and deploy new investments in about 2,000 hectares of industrial parks.

Additional investment in machinery and equipment/assets: Improve the units' construction capacity and production and business activities (construction of housing and urban projects, industrial park projects).

❖ Overseas investment

Deploy investment projects in Cuba approved by the 2021 Annual General Meeting of Shareholders in Resolution No. 174/TCT-NQDHCĐ dated April 27, 2021.

- **Sanvig Building materials Project in Cuba:** Focus on exploiting and effectively operating at maximum capacity in 2 sanitary ware and tile factories. Implement the steps to complete the Feasibility report of phase 2 of investment principle; Research and invest in mining feldspar in Canada and make a plan to invest in a liquid glass production line to meet the steady production of the Factory.

- **ViMariel Industrial Park Project:** Continue to synchronously invest in the industrial park's infrastructure in each segment and implement other projects in terms of factories for lease in the industrial parks. Increase the capital of ViMariel Company from 10 million USD to 19 million USD to implement the project investment.

Assessment of the Board of Directors on the operation of the Corporation

Assessment of the Board of Directors on the operation of the Corporation

BUILDING MATERIAL SECTOR

In 2021, the fourth wave of epidemics in Vietnam broke out, the complicated development of the epidemic greatly affected the production and business activities of the Corporation. However, by closely following the key targets and objectives approved by the 2021 Annual General Meeting of Shareholders in the Resolution of the General Meeting of Shareholders No. 174/TCT-NQDHDCD dated April 27, 2021, the Board of Directors and the Board of Management of the Corporation have proactively grasped the situation and identified specific operating solutions in two core sectors of business activity: building material and real estate investment and business. Whereby,

Actively develop plans to prevent epidemics and ensure production (the "3 in place" strategy and other solutions to limit the epidemic's effects); Formulate and promulgate regimes and policies to retain employees to work at factories during the epidemic, overcoming labor shortages, especially in southern units. Actively regulate the reduction of output due to the impact of the outbreak on the consumption market to avoid capital stagnation.

Focus on research and development of new products in sanitary ware and tiles sectors; Research in-depth investment and mechanization to increase labor productivity and reduce direct labor. Re-plan the distribution system of building material products; Promote online sales and project sales; adjust selling regulations and selling prices to suit

each region and its development under the epidemic's impact

Overview of production and business activities of the building material sector in 2021 is that the plan criteria for 2021 are almost completed. The pre-tax profit target was over 900 billion VND, and all departments/sectors generated profit. Significantly, the glass sector has closely followed the market development, accordingly adjusted selling prices, created a new price level, brought about high production and business efficiency; For Phu My Ultra - clear Float Glass Co., Ltd, this is the first year of operation with higher efficiency than the set plan; Simultaneously, the Corporation has also completed raising the capital ownership ratio in Phu My Ultra - clear Float Glass Co., Ltd as the set plan.

REAL ESTATE SECTOR

Compensation area in 2021 reached

410.5_{ha}

The total area of the infrastructure in industrial parks for lease in 2021 was

135_{ha}

The Real Estate sector of the Parent Company continues to perform well its leading role in maintaining production and business, making an important contribution to the Parent Company to complete the annual plan approved by the General Meeting of Shareholders. Whereby,

- Industrial Park: Seize opportunities to shift foreign investment into Vietnam, focus on business activities, the total area of industrial infrastructure for lease in 2021 was 135 ha. Focus on investment preparation, especially land clearance compensation (the total area of compensation is 410,5 ha), synchronously construct infrastructure to meet the requirements of legal land for business; Continue to synchronously invest in infrastructure, supplying electricity, water, wastewater treatment, etc.,

increasing the efficiency of exploiting the existing land fund.

- Housing: Focus on implementing investment and business in key social housing and worker housing projects such as social housing with an area of 9.8 ha in Yen Phong-Bac Ninh; Residential area in Dong Van IV Industrial Park; Residential area in Phu Ha Industrial Park - Phu Tho; Social Housing and Low-income Housing Kim Chung.

- Hanoi: 02 Projects are under the compensation process: Housing area for workers in Dong Mai Industrial Park and Hai Yen Industrial Park. Concurrently, continue to implement housing projects in existing urban areas.

- Focus on improving the quality and optimizing the operation management and efficiency in industrial parks, urban areas, and houses.

RESTRUCTURING AND GOVERNANCE:

Continue to implement the capital increase and divestment roadmap according to the direction of the Ministry of Construction in Documents No. 1111/BXD-QLDN dated April 6, 2021, No. 1247/BXD-QLDN dated April 15, 2021, and Resolution No. 174/NQ-DHDCD dated April 27, 2021, of the Annual General Meeting of Shareholders in 2021. Accordingly, the work of increasing/divesting capital at member units has been implemented.

Gradually improve governance quality by using professional consulting services according to international standards: Deloitte is the financial statement audit unit, and PWC (PricewaterhouseCoopers) is the consulting unit for internal audit activities of the Corporation.

For units whose business results have not met the plan, the Corporation has conducted a general review and developed and implemented a comprehensive restructuring plan to improve the operational efficiency of the units. At the same time, continue to review the issued internal governance regulations, plan and implement

complete adjustments to match the capital structure and operational reality, and improve the control of the Board of Directors of the Corporation.

Thus, regarding the implementation results in 2021, the Corporation has completed the main targets approved by the General Meeting of Shareholders, reflected in the performance indicators and key activities as follows:

Profit before tax

- The profit before tax of the Parent Company was 1,149 billion VND (completing 153% of the plan assigned by the General Meeting of Shareholders). Accordingly, the dividend payout ratio in 2021 is likely to be 15%, 3% higher compared to the 12% assigned by the General Meeting of Shareholders.

- The profit before tax of the Corporation - JSC (consolidated) was 1,541 billion VND (completing 154% of the plan assigned by the General Meeting of Shareholders).

In 2021, the Corporation had 22/35



The profit before tax of the Parent Company

1,149 billion dong

completed 153% of the plan



The revenue of the Parent Company reached

5,559 billion dongs

increased **11%** compared to the plan

production and business units that completed and exceeded the profit plan. However, there were 11 loss-generating units. Dap Cau JSC, AAC JSC, and some units producing baked clay bricks and tiles (except Ha Long Joint Stock Company) made losses in 2021 as their accumulated losses were high. These units need to focus on solving existing problems in 2022.

Revenue

- The revenue of the Parent Company was 5,559 billion VND (completing 111% of the plan assigned by the General Meeting of Shareholders).

- The consolidated revenue of the Corporation – JSC was 11,194 billion VND

The management, use, preservation and development of the Parent Company's capital.

The management and use of capital are seriously and strictly carried out, ensuring the investment and use of capital to the suitable sources and proper jurisdiction to optimize efficiency; The profitable growth was reflected in financial indicators and profitability ratios in 2021 as follows:

- The ratio of pre-tax profit on the Parent Company's revenue was 20.7%; The rate of profit after tax on return on equity (ROE) of the Parent Company was 14.5%; The rate of profit after tax on return on assets (ROA) of the Parent Company was 6.6%.

- The ratio of Liabilities/equity of the Parent Company as of 31/12/2021 was 1.21 times; the consolidation figure of the Corporation was 1.63 times.

- The total invested capital in subsidiaries, affiliated companies, and other investments as of 31/12/2021 was 2,640.7 billion VND. The dividend income from subsidiaries and affiliated companies remained stable; In 2021, the profit from dividends was 68.7 billion VND, and the dividend yield/investment capital was at average of 2.9% (Some projects are in the investment implementation and have not yet generated profits in 2021).

- The Corporation's charter capital as of 31/12/2021 was 4,483.5 billion VND. In which the State as a shareholder owned by the Ministry of Construction is 1,729.85 billion VND, accounting for 38.58% of the charter capital; Other Shareholders are 2,753.65 billion VND, accounting for 61.42% of the charter capital (of which the major shareholder, GELEX Corporation, owns 46.06%).

Situation and solvency

- **Accounts Receivable Management:** Details of each customer's payables are monitored. Regularly urge the collection of receivables, organize inventory, and reconciliation in the middle and at the end of the financial year to evaluate the effectiveness of receivables management.

- **All accounts payable by each object include** short-term loans, long-term loans, payables to suppliers, internal payables, advance payments from buyers, and other payables; The Corporation thoroughly monitors interest payable. The payables are regularly compared and confirmed with no questions arising from the debtors towards the Corporation. As of December 31, 2021, the total outstanding loans of the Corporation were 3,189 billion VND, and the total outstanding loans of the Parent Company were 166.8 billion VND.

Evaluation of the Board of Directors on the activities of the Board of Management

BUSINESS MANAGEMENT

In the management of production and business activities of the Corporation, the Board of Management gives drastic directions associated closely with the strategic goals, resolutions of the Board of Directors, and resolutions of the General Meeting of Shareholders; fulfill the tasks set by the Board of Directors, especially the targets on performance. Successfully assign each individual to be in charge of each field, promote autonomy and strengths of each Deputy General Director, improving individual responsibility for the given area. The Board of Management has well observed laws and policies.

COOPERATION

The Board of Directors and the Board of Management regularly and closely coordinate in all activities of the Corporation. There are weekly and monthly meetings to discuss and review the work that has been done and what will continue to be implemented.

The General Director proactively reported in detail and fully updated the implementation progress, advantages and disadvantages in operating the business plan, and other matters to discuss with the Board of Directors and develop necessary solutions.

THE INSPECTION AND SUPERVISION

- The inspection and supervision system has been built since the Parent Company's establishment and continue to be

applied on the member companies of the Corporation. The control system includes the Corporation's Supervisory Board, the Corporation's Internal Supervisory Department, and the Supervisory Board of the units with the contribution in terms of capital to the Corporation; Update information to perform monthly and quarterly inspection, monitoring, analysis, risk assessment to put forward suggestions with the General Director in the operation management.

- Supervise the General Director through monthly/quarterly meetings or irregularly assess the results in production and other fields, frankly discuss with the Board of Directors what has not been achieved as planned.

- Coordinate with the Corporation's Supervisory Board to check and grasp the operation situation of the Corporation. The Supervisory Board participates in meetings to cooperatively discuss all matters of the Corporation, the opinions of the Supervisory Board are respected, recorded, and become the basis for making operating decisions of the Board of Directors and General Director.

- The Board of Directors and General Director require the representatives of the Corporation for contribution capital management or participating in Supervisory Board in subsidiaries must regularly report the results of production, business, and difficulties in the units having a contribution in capital to the Corporation to provide timely guidance.



Orientation and work plan of the Board of Directors in 2022



Targets in 2022

Revenue of parent company

6,500 billion
↑ **17%**
% compared to its performance in 2021

The consolidated revenue of the Corporation

15,000 billion
↑ **34%**
% compared to its performance in 2021



Concur with the Board of Directors' assessment regarding difficulties, challenges, favorable opportunities in 2022, market capability, and production capacity of each unit; on the basis of the medium-term development strategy, continue to build and promote the Viglacera brand in both fields: building material production and business, and real estate investment and business; Draw more on financial resources, exploit Viglacera's available human resources, equipment, existing land funds, etc., to stably and sustainably develop Viglacera Corporation.

In the fourth quarter of 2021, the Board of Directors and the Board of Management reviewed, evaluated, and agreed on the critical targets of the 2022 plan in the production and business to submit to the Corporation's Annual General Meeting of Shareholders and assigned the plan for associated units, the representative of the Corporation's capital are the fundamentals for holding the Annual General Meeting of Shareholders at units; with the primary objectives and tasks of the 2022 plan as follows:

THE TARGET OF THE MAIN INDICATORS IN PRODUCTION AND BUSINESS IN 2022

- Profit before tax: The Parent Company reaches 1,200 billion VND, an increase of 4% compared to its performance in 2021; Viglacera Corporation - Joint Stock Company (consolidated) reaches 1,700 billion VND, an increase of 10% compared to its performance in 2021.

- Revenue: The Parent Company to reach VND 6,500 billion, an increase of 17% compared to 2021; The Corporation - JSC (consolidated) reaches 15,000 billion VND, an increase of 34% compared to 2021.

- The parent company's plan for construction investment is expected to reach 3,000 billion VND.

- The dividend rate in 2022 of the Parent Company is expected to be 16%/year.

Accordingly, the planned objectives in the two core sectors are as follows:

❖ Building material:

Building material:

① Enhance the Viglacera brand

- Building glass products, roofing tiles, and cotto tiles of Viglacera Ha Long Joint Stock Company always maintain the No. 1 position in the Vietnam market;

- Products of sanitary ware, ceramic tiles are qualified as the top products in Vietnam market in terms of quality, in-depth investment in technology to expand domestic market share and export. Whereby,

+ Sanitary ware - faucet: Develop new and high-value product models with valuable features to meet the needs of the domestic and export markets.

+ Tiles: Develop large-sized products with new technology to avail the market segment regarding building materials, high-end interior, and exterior decoration; Increase and dominate the domestic consumption market share, expand the export market. In particular, focus on implementing the investment project of the Viglacera Eurotile Factory, exploit the project on schedule with assigned targets, and develop an extensive and high-class product line to meet the domestic and export markets.

+ Continue to develop products in the group of AAC panels and bricks, research and deploy the utilization of ash/slag materials, saving resources and reducing costs.

② Research, invest and develop high-end glass products, ultra-clear glass used as billets in producing solar cells, high-quality glass post-processing glass products. Increase output and diversify product lines of energy-saving glass and high-class mirrors to reflect market trends.

③ Conduct surveys, expand investment, and invest in new raw material mines supplying the building materials industry (feldspar, sand).



Real estate investment and business

Continue to invest in developing and expanding the production scale in various fields:

Develop new industrial parks in localities with advantages in terms of land, transport infrastructure, electricity and water sources, and investment-attracting policies. Accordingly, to meet the goals of 2022-2023, the Corporation is preparing to invest and deploy new investment in about 2,000 hectares of the industrial park.

Look for/cooperate with partners with sufficient financial capacity and investment advantages to invest in secondary projects in industrial parks to increase utilities, increase the industrial park's volume and brand in the Corporation and make the most effective use of land funds: factories, warehouses for lease; provide services in sectors, such as food and beverage, commerce, and other infrastructure services, etc., meeting standards and demonstrating ability to compete with domestic and foreign industrial park investors; anticipate and seize opportunities in the trend of shifting investment from abroad into Vietnam

- **Social housing, housing for workers; Commercial housing, resort real estate.** Accordingly, to meet the goals of 2022-2023, the Corporation is preparing to invest and deploy a new investment of about 200 hectares in the housing sector.

❖ The key tasks in governance:

① Organize the Annual General Meeting of Shareholders in subsidiaries and associated companies in the first quarter of 2022 and the Annual General Meeting of Shareholders of the Corporation-JSC at the beginning of the second quarter of 2022.

② Implement the restructuring capital roadmap at the units, closely following the Corporation's restructuring scheme plan. Whereby,

- Continue to research and negotiate to increase the capital ownership ratio at Vietnam Float Glass Co., Ltd (VFG) by acquiring the contributed capital.

- Continue to implement procedures in increasing capital at Viglacera Yen My - Hung Yen Industrial Zone Development Joint Stock Company and Viglacera Investment and Import-Export Company.

- Increase charter capital of ViMariel Company - JSC to USD19,000,000 to invest in ViMariel Industrial Park infrastructure development investment project; Increase charter capital of Phu My Ultra - clear Float Glass Co., Ltd to deploy investment of Phase 2 with a capacity of 900 tons/day

- Continue to implement plan to divest capital in some inefficient building material production units (in the field of baked clay bricks and tiles: VIGLACERA Tu Son Joint Stock Company, Yen Hung Construction Ceramic Joint Stock Company, Tu Liem Joint Stock Company, etc.).

⑤ Review, supplement and issue the Corporation's internal management regulations in accordance with relevant matters in laws and the actual operation of the Corporation;

④ Assign and re-decentralize some positions, boards at the Parent Company on the principle of decentralization, autonomy, and having full responsibility for the results of the assigned work;

⑤ Review and rearrange Representatives of the Corporation's capital in some units whose management needs to be strengthened and some units with ineffective production;

⑥ Establish new units to meet the Corporation's investment and development requirements, meticulously continue to divest the capital in some units operating in baked clay bricks and tiles which have ineffective business activities;

⑦ Strengthen the responsibilities and roles of all management levels in units and the Corporation. Implement strict management policies regarding inputs, economic and technical norms, production and business activities, and development investment.

In 2022, Viglacera Corporation - JSC will continue to vigorously implement the restructuring of governance from the Parent Company to its affiliated units to proactively overcome difficulties and challenges, and improve the effectiveness of production and business activities. In the building material sector, the Corporation will focus on investing and developing new, high value, and high-quality products that are feasible in terms of domestic and export competitiveness; In the real estate sector, the Corporation will focus on investing, developing, and expanding land funds for industrial parks, social housing segment, and housing for worker under the Government's policy to promote all the advantages and potential of the Corporation.

Under the proactive and flexible management of the Corporation's leaders, together with the tradition of solidarity and unification of all employees from the Corporation to its member units, Viglacera Corporation constantly puts efforts into completing the tasks assigned in the production and business plan for 2022, maintain stable and sustainable development for the period 2021-2025.

Chapter **4**
**CORPORATE
GOVERNANCE**

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IN HIS OWN IMAGE

STONE EFFECT

A complete range
of ceramic tiles
in perfect imitation
of the natural material.
Viglacera:
design, comfort and
sustainability
for your home.



VIGLACERA

Information and operational of the Board of Directors

The Board of Directors

Member and structure of the Board of Directors

No.	Full name	Position in the Board of Management	Percentage of share ownership with voting rights (dated December 31, 2021)	Position held in other companies
1	Mr. Nguyen Van Tuan	Chairman Non-executive members of the BOD	- Personal: 0 share - Representing major shareholder GELEX JSC (50.21%)	- Member of the BOD/General Director of GELEX Group JSC - BOD Chairman of GELEX Electrical Equipment JSC - BOD Chairman of Electrical Equipment JSC - BOD Chairman of GELEX Infrastructure JSC -BOD Chairman of Vietnam Electric Cable Corporation - Vice Chairman of the BOD of S.A.S-CTAMAD joint venture company
2	Mr. Nguyen Anh Tuan	Member Executive Board member	- Individual: 564,500 shares - Representing the Ministry of Construction (25.00%)	
3	Mr. Tran Ngoc Anh	Member Executive Board member	- Individual: 0 share - Representing the Ministry of Construction (13.58%)	- General Director of Viglacera Real Estate Trading Company - Vice Chairman of the BOD of VISAHO Joint Stock Company - BOD Chairman of Vimariel - JSC
4	Mr. Nguyen Trong Hien (Elected at the Annual General Meeting of Shareholders in 2021)	Member Independent member of the Board of Directors	- Individual: 0 share	- Independent member of the Board of Directors of GELEX Group Joint Stock Company
5	Mrs. Do Thi Phuong Lan	Member Non-executive members of the Board of Directors	- Individual: 0 share	- BOD Member of Phano Pharmaceutical Company - BOD Member of R.C Real Estate Development and Financing JSC (Refico)



Sub departments under the Board of Directors

Viglacera Research and Development Council

Viglacera Research and Development Council has the role of consulting about building the overall development strategy of the Corporation; Consult about science, technology, and management specified for each subject, field, and unit; Counsel on other issues when needed.

Members of Viglacera Research and Development Council

No.	Full name	Position
1	Mr. Dinh Quang Huy	Senior Specialist
2	Mr. Nguyen Tran Nam	Senior Specialist
3	Mr. Luyen Cong Minh	Senior Specialist

The Secretary of the Board

The Secretary of the Board is responsible for preparing files and documents for the meetings of the BOD and General Meeting of Shareholders under the direction of the Chairman of the BOD; Write minutes of the meetings; Consult about the procedures of the meetings; Attend meetings; Ensure that the resolutions of the BOD are consistent with the provisions of law and the Charter of the Corporation; Provide financial information, copies of the minutes of the BOD meetings; resolutions and decisions of the BOD, General Meeting of Shareholders and other information for members of the BOD and the information disclosure of the Corporation.

Members of The Secretary of the Board

No.	Full name	Position
	THE SECRETARY OF THE BOARD	
1	Mr. Nguyen Anh Tuan	Deputy General Director of the Corporation, Head of the Secretary of Board, Person in charge of disclosing information of the Corporation
2	Mrs. Cao Thi Nhung	Head of Human Resource Department, Member
3	Mrs. Ngo Thi Thu Linh	Head of Legal and Foreign Affairs Department, Member
4	Mr. Do Xuan Quang	Specialist of Investment Division - Planning and Investment Department of Corporation, Member
5	Mrs. Dinh Thi Tinh	Secretary of General Director of GELEX Group JSC, Member
	SHAREHOLDER RELATIONS UNIT	(Under the Secretary of the Board)
1	Mr. Nguyen Anh Tuan	Head of the Secretary of the Board, Team Leader
2	Mr. Ngo Trong Toan	Chief Accountant of Corporation, Vice Leader

Activities of the Board of Directors

The Corporation's Board of Directors (2019 – 2024) continues to implement the contents approved at the 2021 Annual General Meeting of Shareholders in Resolution No. 174/TCT- NQDHCD dated 27/04/2021. In 2021, the Board of Directors of the Corporation held 67 meetings (regular and extraordinary), issued 98 meeting minutes, resolutions and decisions, approval documents, including the following key contents:

- ❶ Approve and assign the 2021 production and business plan and investment to the Corporation, its member units and implement the work of directing and operating production and business activities to follow the goals and plans closely;
- ❷ Direct the implementation of increasing/divesting capital in joint-stock companies, contributing capital to establish new joint-stock companies according to the set roadmap and plan.
- ❸ Review, amend, and finish the promulgation of the Corporation's internal governance regulations, in line with the actual operation of the Corporation, updating current

Activities of the independent non-executive members of the Board of Directors

❖ Attend monthly meetings with the Board of Directors and the Board of Management to update and discuss the Corporation's activities. Simultaneously, according to the responsibility assigned by the Board of Directors, attend specific meetings regarding the operation activities with the Board of Directors to examine and give directions and solutions to achieve the set goals.

legal regulations: Regulations on the Corporate Internal Governance, Regulations on the Board of Directors Operation, Regulations on the Supervisory Board Operation, Financial Management Regulations, Regulations on the Management of Corporation's representatives in other enterprises, Regulations on Investment Activity Management.

- ❹ Approve and issue investment policies, plans to prepare for investment, invest in the infrastructure of the industrial park and building materials sector of the member units to implement the plan, detail investment loan of the investments, etc.

Meetings and activities of the Board of Directors are held and conducted under the Corporation's regulations and current law; approve minutes, resolutions, and issues in terms of functions, tasks, and jurisdiction of groups and individuals of the Board of Directors in the activities of Viglacera Corporation - JSC; All achieves a strong consensus and implementation to ensure the activities comply with the laws and the Corporation regulations.

❖ Coordinate with the Supervisory Board, Internal Inspector Department, and other Departments of the Corporation to exchange information, analyze financial statements, production and business activities, and perform inspection and administration in each field.

Activities of units in the board of directors

Units in the Board of Directors are The Secretary of the Board and The Research and Development Council. In 2021, The Secretary of the Board was in charge of preparing content and actively participated in the meetings of the Board of Directors following its functions and duties; The Research and Development Council are specialists, directly consulting with the Board of Directors in each task/field.

Training on corporate governance

Following regulations on Corporate Governance in 2021, the training courses in corporate governance attended by members of the Board of Directors, members of the Supervisory Board, Chief Executive Officer, other managers, and the company secretaries are:

- + Labor efficiency management
- + Quality management
- + Conflict solving skills
- + Develop personal plans
- + Build Viglacera's working environment and culture
- + Standard training for technical workers and international standard training.



Operation report of the Supervisory Board

Member and structure of the Supervisory Board

The Supervisory Board includes 03 members: 01 Head of Supervisory Board and 02 members of Supervisory Board, elected by the General Meeting of Shareholders:

No.	Full name	Position
1	Mr. Tran Manh Huu	Head of Supervisory Board
2	Mrs. Nguyen Thi Cam Van	Member of Supervisory Board
3	Mrs. Nguyen Thi Thanh Yen	Member of Supervisory Board

Mr. Tran Manh Huu was elected by the Annual General Meeting of Shareholders in 2021 to take over the role of Ms. Pham Ngoc Bich, who had resigned.

Activities of the Supervisory Board

In 2021, the Supervisory Board maintained regular operations, attended weekly, monthly, quarterly meetings of the Board of Directors and the Executive Board and extraordinary meetings related to the Corporation's activities to update the actual production and business situation and participate in contributing ideas in the implementation of plan objectives approved by the General Meeting of Shareholders.

In addition, together with the functional departments, the Supervisory Board has implemented the inspection and monitor work, assisting the risk management and improving the quality of the Corporation's governance, mainly:

- ❖ Monitor the implementation of Resolutions of the Annual General Meeting of Shareholders 2021. Monitor the performance of the State Laws, the Corporation's Regulations, the Resolutions, and decisions of the Board of Directors.
- ❖ Monitor the implementation of regulations and management process

of the Corporation, its departments, and members.

- ❖ Monitor the implementation of the production and business plan and the financial situation in 2021.
- ❖ Exam periodic financial statements before submitting them to the Board of Directors and discuss issues related to auditing financial statements with auditors.
- ❖ Work with the consulting unit to implement the internal audit consulting plan in 2021.
- ❖ Other activities as prescribed by laws and the Corporation's regulations

In addition to regular meetings (4 times/year), the Supervisory Board will also organize other meetings to discuss and consent to some activities of the Supervisory Board, such as arising issues, exchange in technical skills and experience, etc., with the participation of all members of the Supervisory Board. The content of regular meetings of the Supervisory Board in 2021 are as follows:

No.	Number of members participating	Main contents
1	3/3	Review the profiles of independent auditing units, propose to select an auditor for the Corporation's 2021 financial statements
2	3/3	- Verify semi-annual financial statements of 2021 (reviewed) - Evaluate the performance of the first 6 months of 2021 and make plan for the third quarter of 2021.
3	3/3	- Evaluate the performance in the third quarter of 2021 and make plan for the fourth quarter of 2021 and the expected work plan for 2022.
4	3/3	Evaluate the performance in the fourth quarter of 2021 and make plan for the first quarter of 2022

Transactions of the Board of Directors, Board of Management and Supervisory Board

Salary, bonus, remuneration, benefits

According to the Resolution of the Annual General Meeting of Shareholders, No. 174/TCT-NQDHCĐ dated April 27, 2021, the planned average salary of the Board of Directors is 108 million VND/person/month, and that of the Supervisory Board is VND56 million/person/month. The expected bonus of the company manager is 1.5 months' salary if the Corporation completes the plan assigned by the General Meeting of Shareholders.

Trading of shares by internal shareholders

In 2021, transactions in trading shares are as follows:

No.	Subject performing the transaction	Relationship with insiders	Number of shares owned at the beginning of the period (at 01/01/2021)		Number of shares owned at the end of the period (at 31/12/2021)		Reasons for increase and decrease (buy, sell, convert, reward, etc.)
			Number of shares	Percentage (%)	Number of shares	Percentage (%)	
1	Nguyen Anh Duc	Related person of Deputy General Director Nguyen Anh Tuan	40,000	0.01%	0	0.00%	Sell
2	Nguyen Thi Thu Huong	Related person of Deputy General Director Nguyen Anh Tuan	230,000	0.05%	0	0.00%	Sell
3	Tran Thi Minh Loan	Director of Finance Committee	207,100	0.05%	0	0.00%	Sell
4	Ngo Trong Toan	Chief accountant	72,000	0.02%	0	0.00%	Sell
5	Hoang Kim Bong	Deputy General Director	85,800	0.02%	0	0.00%	Sell
6	Luyen Cong Anh	Related person of Vice President of the Board of Directors Luyen Cong Minh	30,000	0.01%	0	0.00%	Sell
7	Nguyen Anh Tuan	Deputy General Director	220,000	0.05%	0	0.00%	Sell
8	Tran Dinh The	Related person of Director of Finance and Accounting Department Tran Thi Minh Loan	120,000	0.03%	0	0.00%	Sell
9	Luyen Cong Minh	Vice President of the Board of Directors	510,000	0.11%	100.000	0.02%	Sell
10	Tran Ngoc Anh	Deputy General Director	510,900	0.11%	0	0.00%	Sell
11	GELEX JSC	Major shareholder	119,438,060	26.64%	0	0.00%	Mua/Chuyển nhượng góp vốn cho CTCP Hạ tầng GELEX
12	GELEX Electrical Equipment JSC	Major shareholder	87,100,000	19.43%	0	0.00%	Chuyển nhượng góp vốn cho CTCP Hạ tầng GELEX
13	GELEX Infrastructure JSC	Major shareholder	0	0.00%	225,105,680	50.21%	Nhận chuyển nhượng CP góp vốn

❖ **Contracts or transactions with internal shareholders:** None

❖ **Implementation of regulations on corporate governance**

The Corporation strictly acts in accordance with the provisions of law and regulations, internal regulations of the unit (Financial regulations, Salary regulations, Representative regulations, Information disclosure regulations, etc..)

Risk management report

Competitive risk

In domestic and export markets, the competitive pressure has built up in the two core sectors of the Corporation's operation, namely building materials and real estate.

❖ **Building material sector:** The competitive pressure in this sector is consistently high in terms of price, quality, technology, usability, and design, especially when Vietnam integrates into the international market under the Regional and World Trade Cooperation Agreements and Forums; In particular, for new products in the early stages of the product cycle, there will be risks and difficulties in the market due to the consumption habits, competitive pressure from imported goods.

❖ **Real estate sector:** Market risks lead to the increase in inventory, stagnant cash flows, competition in quality of service and utility, etc.

The risks of competing in the two mentioned sectors are the potential cause for losing valuable customers and strategic partners in business operations.

SOLUTION:

- Work towards implementing synchronous management solutions:

catch up and grasp trends regarding market - new products - product quality - standards improvement - reasonable prices - service quality.

- Continue to strengthen Viglacera's distribution system, ensuring its widespread network in the domestic market and having a system of agents in export markets; Develop specialized models in each group of products and synchronous product sets, improve professionalism, quality of after-sales service.

- Improve the quality, management level, and evaluation by defining objectives, regularly developing and implementing plans, strengthening the link between short-term plans and medium to long-term goals; implementing the organizational restructure of specialized units according to each field and product group, assigning specific responsibilities to each department and individual.

- Seize the opportunity in the growing market demand for building materials, especially for new materials and technology, quickly implementing new product investment projects in glass, sanitary wares, and tiles, developing new products, and processing raw materials inputs for the materials industry, etc. Thereby, improve the capacity and competitiveness towards domestic opponents, imported products, and expanding export markets.

- Seize the opportunity of the increasing demand in foreign investment in Vietnam and the housing for officials and workers; primarily focus on investment and business in terms of real estate, infrastructure, and industrial park services, develop the segment of social housing, housing for workers in industrial parks and luxury resort real estate. Thereby, improving business efficiency, stability, and sustainability, limiting the impact of the mentioned risks.

Risk from management policy

The State's management policy is also one of the influencing factors, causing risks for the enterprise's operation from critical issues as follows

❖ The "Delay" of relevant legal policies (promulgation of standards, regulations, etc.) will negatively affect market development, consumption orientation when investment projects, development of new products, etc., are implemented. Concurrently, the adjustment of the legal framework at home and abroad will cause systemic risks in the legal system, potentially affecting many aspects such as the industry, the economics, the implementation of business activities in annual/short-term plans of management in terms of planning, land, and resources, etc.

❖ The macroeconomic management policy is adjusted and operated with two main tools: inflation and interest. In particular, stable inflation has a positive side since it stabilizes the price level. Still, if it is too low, it will affect the growth-promoting factor, which is a risk for the industry's development and efficiency. At the same time, interest rates and credit systems also affect capital

distribution, disbursement, and capital cost for investment, production, and business activities.

- The State's foreign policy affects the ability to manage and expand the export market.

SOLUTION

- Stay on track, regularly update, and evaluate forecasts about the State management policies, mainly related to the fields of operation of the Corporation.

- Deploy the programs in investing and developing new products and products with high added value; ensure quick and efficient exploitation of investment capital to improve competitiveness; limit risk factors regarding inflation, interest rate, etc., take advantage of opportunities and favourable conditions in the State management policies to encourage the development in new, high-tech, energy-saving, environmentally friendly products; develop projects in the real estate sector in terms of industrial parks and housing for works to ensure the industrial economic development and social security.

Risk from technology and governance

❖ Risk from technology: Regarding the development of science and technology in production and mainly in the building material sector, the risk factor is falling behind in technology, high-quality human resources, impairing the ability to compete in terms of quality management, product design, price, etc.

❖ Risk from governance: The capacity and quality of governance have potential risks that can significantly affect the long-term and sustainable development of the business; However, in reality, it is difficult to recognize and foresee these risks. In recent years, risk management in governance has become an unseparated part of business activities.

SOLUTION:

- Invest in research and gain a head start by using original technology with Viglacera Corporation - Research and development institute, Viglacera Vocational College

being the focal points, cooperate with experienced and reputable foreign partners to innovate technology and develop products to meet the middle-term and long-term development plans that suit vision, mission, business direction, and social commitment.

- Objectively evaluate the role of corporate governance and paying attention to corporate governance from the most fundamental issues are practical solutions to prevent risks. Spend a part of the resources on investing, developing, and improving a solid risk management system, primarily invest in the ERP system (to incorporate information technology into the management system) to ensure: Standardize business processes; manage departments and member companies under a unified information system; increase the accuracy and up-to-date of the information; control risks; save costs; increase production and business efficiency.



Political risk

The economic environment with fundamentals such as growth rate, inflation, interest rate, exchange rate, etc., are objective factors that directly affect the development of all industries, services, and enterprises. Production and business activities of the Corporation are directly affected by the above macro fluctuations, especially by the global economy, since the Corporation imports technology, equipment, materials from Italy, German, China, Korea and mainly exports to Taiwan, Cuba, India, Russia, Thailand, Malaysia, Philippine, Cambodia, France, Australia, the US, Bangladesh, etc.

The period from 2019 to 2021 witnessed many significant events that had a negative impact on the world

economy, causing concerns about the future intra-regional cooperation, especially about competitive trade, conflicts, disagreements between countries with large economies in terms of trade agreements, and security uncertainties;

This risk affects Viglacera's targets in market development and export plans related to political instability and policies in the country and region of the export market.

Viglacera will continue to implement preventive measures to control, regularly and closely monitor effects and focus on analysing the politics and investment environment when reaching out to new markets.

Risks regarding the environment, natural disasters, epidemics

In 2021, Vietnam and the world experienced another outbreak of Covid-19, which greatly affected the global and domestic socio-economy. The Corporation's production, business activities, and investment were affected therein. Accordingly, due to the complicated developments of Covid-19, the implementation of social distancing has directly affected the market in terms of construction, the decrease in building materials supplement, and unoperated offline selling system (system of agents, stores, showrooms, etc.), reducing business capacity; Competitive pressure of the domestic market increased significantly (especially in key production sectors such as glass, sanitary ware, and tiles) since enterprises implemented policies to discharge inventories, recover capital, leading to the fall in prices that affects the efficiency. In addition, the strict control regarding the trading field during the epidemic affected the export, investment progress, contract signing progress,

infrastructure handover, and premises in some units of the Corporation. These issues are risks to businesses, including Viglacera Corporation-JSC; they affect the production and consumption process (including export), the supply of raw materials, and fuels for production activities (especially for production fields using imported raw materials and fuels). At the same time, the institutions and legal provisions on environmental protection in Vietnam and globally are currently being focused on and tightened in macro-management.

SOLUTION

The risks from these factors have been considered by Viglacera in every development stage so far; This is proven in the performance in the period 2020-2021. The fact that Viglacera ensures its growth in both areas by synchronously implementing the solutions to prevent, limit, and handle risks shows that these solutions are effective. Whereby,

❖ Building material

Adopt strategies and solutions in developing "green", "environmentally friendly", and high-tech products (energy-saving glass, high-class sanitary wares and tiles, AAC products, etc.) in important sectors, namely glass, sanitary ware, and tiles; continue to invest in developing high-tech product lines to fulfill the Viglacera's strategic development orientation.

Concurrently, the investments in technology and equipment renewal are robust solutions to maximize the efficiency of using raw materials, reduce costs, and efficiently use energy; Minimize the use of fossil raw materials (coal, petroleum, etc.) and imported raw materials.

❖ Real estate investment and business

+ Residential and urban areas: Develop "green" urban and housing projects

using Viglacera's synchronous materials. As a result, Viglacera's typical urban and housing areas have been awarded/ honoured regarding safe, international-standard residential and urban areas.

+ Industrial parks and services: Develop industrial parks with the synchronization between infrastructure and high-tech industries, meeting the requirements of a sustainable environment. Viglacera's industrial parks are synchronously built with wastewater treatment plants under the State's regulations on environmental management; simultaneously invest in treatment plants, provide clean water from surface water, gradually limit and stop using groundwater, etc. At the same time, continue to invest in a synchronous system of waste treatment plants, waste treatment, etc., according to the investment and development plan of the Corporation regarding industrial parks infrastructure and services.



Chapter 5

SUSTAINABLE DEVELOPMENT

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- 88 Viglacera - Social responsibility

IN HIS OWN IMAGE

CONCRETE

EFFECT

A complete range
of ceramic tiles
in perfect imitation
of the natural material.

Viglacera:
design, comfort and
sustainability
for your home.



VIGLACERA

Viglacera - Customer orientation

Putting customers in the center, Viglacera always strives to satisfy customers with high-quality products and services; Viglacera focuses on researching the market and understanding customers' needs to produce and provide products suitable for consumers' preferences.

At Viglacera, customer orientation means improving management and working process efficiency, and the

focus point is customers. As a result, Viglacera has launched products that are well received by customers and society. Viglacera's building materials products are widely known, and this sector holds a significant market share in the Vietnam market; housing products for low-income people are well accepted; many big investors worldwide have been choosing Viglacera's industrial parks to set up their factories, etc.



Viglacera - Product quality



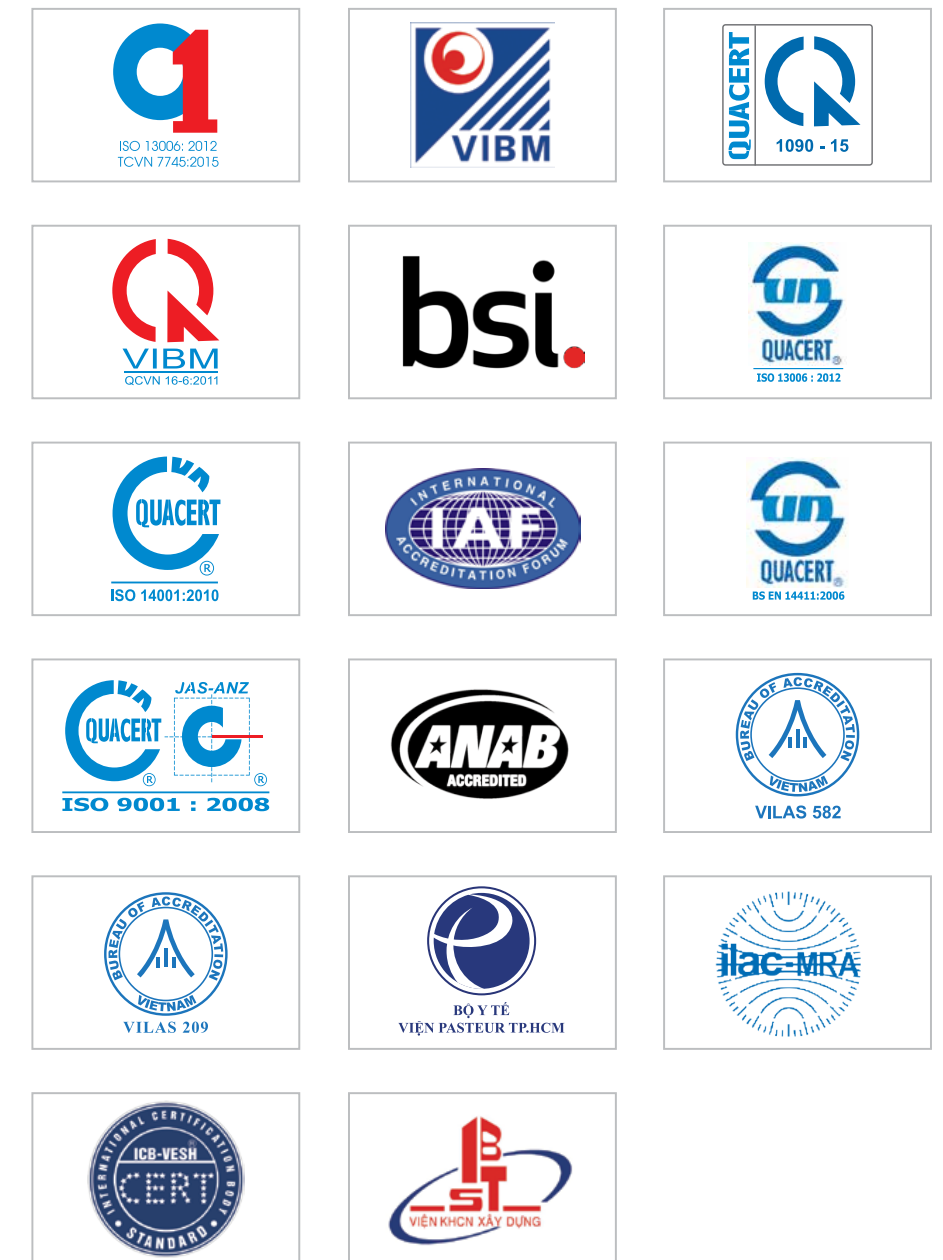
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STANDARD



Quality is the result of constant investment in science and technology and a pioneer in creating a proactive shortcut in production that is in line with customers' preferences and the sustainable development trend of the industry. Viglacera has launched environmentally friendly and highly efficient building material

products that save resources and fuel. Viglacera's real estate products, although designed for low-income people, still meet strict technical and functional standards. Quality is the most important factor in creating Viglacera's brand and reputation in all operational fields and development stages.



Viglacera - Social responsibility

Responsibility on the environmental protection

With the goal of sustainable development associated with social responsibility and environmental responsibility, Viglacera always upholds and demonstrates explicitly commitment to environmental protection in its business goals and development strategies.

❖ Building material sector:

+ The main products manufactured by the Corporation include glass, sanitary ware - faucet, ceramic tiles. Currently, the Corporation has directed and required factories to switch to using clean fuels (natural gas, LPG, etc.). At the same time, most of the factories are located in concentrated industrial parks, strictly complying with the State's current regulations, ensuring environmental standards and regulations. Therefore, minimize direct and indirect greenhouse gas (GHG) emissions.

+ Be a pioneer in developing "green" environmentally friendly materials, helping to save resources, fuel, and energy used in construction. Research and participate in investment and development of clean energy (solar cells).

+ Research and invest in technology/equipment in production to reduce environmental emissions; increase efficiency, save resources and materials, and reduce costs to improve competitiveness.

❖ Real estate sector:

+ Industrial parks and services: Invest in developing industrial parks with business lines that follow the trend of the clean industry and high technology. The Corporation's industrial parks are constructed with synchronous infrastructure to ensure compliance with legal regulations related to environmental protection.

+ Housing and urban areas: Develop the real estate sector favouring low-income people and housing for workers. Accordingly, typical social housing and low-income houses with synchronous infrastructure are highly appreciated and honoured by the Government

and the Ministry of Construction. In addition, continue developing high-end, eco-friendly commercial housing and resort real estate projects to meet the development needs of the "green" industry.

❖ Energy consumption

Viglacera has been actively implementing solutions to save energy and use energy efficiently in production. At the same time, research and develop energy-saving products. Accordingly, a number of solutions/products have been deployed, such as:

- Invest in research, procurement, and improvement of technology/equipment to make the most of excess heat from the kiln exhaust gas; Increase the efficiency of using heat in production, etc.

- Research and invest in developing energy-saving products, such as energy-saving glass, tiles and AAC panels, etc., to supply the market regarding constructions/products, reducing the amount of electricity and its cost; Ultra-clear glass production provides solar cells to replace fossil fuels in producing electricity, contributing to reducing the greenhouse effect and saving resources, etc.

- Research and invest in developing synchronous, multi-function, and high-grade sanitary ware - ceramic tile products with new technology that saves energy and materials yet have high value to meet market demand.

Continue to research and develop the high-end, non-fired, environment-friendly, and economically efficient materials to reduce fuel waste, emissions, waste, etc., as stated in the Strategy development of the Corporation.

Responsibility to the social and local community

Implement sustainable development objectives, Viglacera always attaches its responsibility to the community, complies with and is consistent with the State's social security policies, in which:

❖ Shift real estate development towards low-income people, and invest in innovative technologies to gain a head start by optimizing environmentally friendly production. Typical low-income and social housing with synchronous infrastructures projects, such as social housing in Dang Xa urban area - Hanoi, housing areas for workers, low-income houses in industrial parks of the Corporation in Bac Ninh, Quang Ninh, Thai Binh, etc., are highly appreciated

by the Government and the Ministry of Construction and granted many awards.

❖ Show responsibility to the community and locality through charity activities and direct support programs in localities where production and business activities are performed. At the same time, organize a campaign for the Corporation's cadres, union members, and workers to donate money to local funds and employees' families in difficult circumstances; support relief activities, support the people in the Central region going through disasters, raise funds for the poor, etc.

❖ Joining hands with the community to prevent the COVID-19 epidemic, Viglacera has contributed over 20 billion VND to the Fatherland Front Committees in localities and the Government's vaccine funds. In particular, in the complicated development of the COVID-19 epidemic situation in Hanoi, Viglacera unhesitatingly sponsored sanitary ware and tile products to the Field Hospital to treat COVID-19 patients.



Chapter 6

FINANCIAL REPORT

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Statement of the board of Management

The Board of Management of Viglacera Corporation - Joint Stock Company (the "Corporation") presents this report together with the Corporation's financial statements for the year ended 31 December 2021.

THE BOARD OF DIRECTORS, BOARD OF MANAGEMENT AND BOARD OF SUPERVISION

The members of the Board of Directors, Board of Management and Board of Supervision of the Corporation who held office during the year and to the date of this report are as follows:

Board of Directors:

Mr. Nguyen Van Tuan	Chairman	
Mr. Luyen Cong Minh	Vice Chairman	(resigned on 27 April 2021)
Mr. Nguyen Anh Tuan	Member	
Mr. Tran Ngoc Anh	Member	
Ms. Do Thi Phuong Lan	Member	
Mr. Nguyen Trong Hien	Member	(appointed on 27 April 2021)

Board of Management:

Mr. Nguyen Anh Tuan	General Director	
Mr. Tran Ngoc Anh	Deputy General Director	
Mr. Nguyen Anh Tuan	Deputy General Director	
Mr. Hoang Kim Bong	Deputy General Director	
Mr. Luong Thanh Tung	Deputy General Director	
Mr. Nguyen Minh Khoa	Deputy General Director	
Mr. Quach Huu Thuan	Deputy General Director	(appointed on 01 March 2021)

Board of Supervision

Mr. Tran Manh Huu	Chief Supervisor	(appointed on 27 April 2021)
Ms. Pham Ngoc Bich	Chief Supervisor	(resigned on 27 April 2021)
Ms. Nguyen Thi Cam Van	Member	
Ms. Nguyen Thi Thanh Yen	Member	

THE BOARD OF MANAGEMENT'S STATEMENT OF RESPONSIBILITY

The Board of Management of the Corporation is responsible for preparing the consolidated financial statements, which give a true and fair view of the consolidated financial position of the Corporation as at 31 December 2021, and of its consolidated results and its consolidated cash flows for the year then ended in accordance with Vietnamese Accounting Standards, accounting regime for enterprises and legal regulations relating to financial reporting. In preparing these consolidated financial statements, the Board of Management is required to:

- Select suitable accounting policies and then apply them consistently;
- Make judgments and estimates that are reasonable and prudent;
- State whether applicable accounting principles have been followed, subject to any material departures disclosed and explained in the consolidated financial statements;
- Prepare the consolidated financial statements on the going concern basis unless it is inappropriate to presume that the Corporation will continue in business; and
- Design and implement an effective internal control system for the purpose of properly preparing and presenting the consolidated financial statements so as to minimize errors and frauds.

The Board of Management is responsible for ensuring that proper accounting records are kept, which disclose, with reasonable accuracy at any time, the consolidated financial position of the Corporation and that the consolidated financial statements comply with Vietnamese Accounting Standards, accounting regime for enterprises and legal regulations relating to financial reporting. The Board of Management is also responsible for safeguarding the assets of the Corporation and hence for taking reasonable steps for the prevention and detection of frauds and other irregularities.

The Board of Management confirms that the Corporation has complied with the above requirements in preparing these consolidated financial statements.

For and on behalf of the Board of Management,

28 February 2022

General Director



Nguyen Anh Tuan

Independent auditors' report

Số: 0648/VN1A-HN-BC

To: The shareholders
The Board of Directors and Board of Management of
Viglacera Corporation - Joint Stock Company

We have audited the accompanying separate financial statements of Viglacera Corporation - Joint Stock Company (the "Corporation"), prepared on 28 February 2022 as set out from page 05 to page 66, which comprise the balance sheet as at 31 December 2021, the income statement and the cash flow statement for the year then ended, and a summary of significant accounting policies and other explanatory information.

BOARD OF MANAGEMENT'S RESPONSIBILITY FOR THE SEPARATE FINANCIAL STATEMENTS

The Board of Management is responsible for the preparation and fair presentation of these separate financial statements in accordance with Vietnamese Accounting Standards, accounting regime for enterprises and legal regulations relating to financial reporting and for such internal control as the Board of Management determines is necessary to enable the preparation of separate financial statements that are free from material misstatement, whether due to fraud or error.

AUDITORS' RESPONSIBILITY

Our responsibility is to express an opinion on these separate financial statements based on our audit. We conducted our audit in accordance with Vietnamese Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the separate financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the separate financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the separate financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the Corporation's preparation and fair presentation of the separate financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Corporation's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Board of Management, as well as evaluating the overall presentation of the separate financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

OPINION

In our opinion, the separate financial statements give a true and fair view of the financial position of the Corporation as at 31 December 2021, and its financial performance and its cash flows for the year then ended in accordance with Vietnamese Accounting Standards, accounting regime for enterprises and legal regulations relating to financial reporting.

EMPHASIS OF MATTER

As stated in Note 01 and Note 43 of the Notes to the separate financial statements, the Board of Management has decided to restate some comparative figures of the separate financial statements for the year ended 31 December 2021.

Our opinion is not modified in respect of this matter.

OTHER MATTER

The separate financial statements of the Corporation for the year ended 31 December 2020 were audited by another auditor who expressed an unmodified opinion on those statements on 09 March 2020.

DELOITTE VIETNAM COMPANY LIMITED



Khúc Thị Lan Anh
Deputy General Director
Audit Practising Registration Certificate
No. 0036-2018-001-1
28 February 2022, Hanoi, S.R. Vietnam



Mai Hong Hoa
Auditor
Audit Practising Registration Certificate
No. 4834-2019-001-1

Independent auditors' report

Số: 0649/VN1A-HN-BC

To: The shareholders
The Board of Directors and Board of Management of
Viglacera Corporation - Joint Stock Company

We have audited the accompanying consolidated financial statements of Viglacera Corporation - Joint Stock Company (the "Corporation"), prepared on 28 February 2022 as set out from page 5 to page 69, which comprise the consolidated balance sheet as at 31 December 2021, and the consolidated income statement and consolidated cash flow statement for the year then ended, and a summary of significant accounting policies and other explanatory information.

BOARD OF MANAGEMENT'S RESPONSIBILITY FOR THE CONSOLIDATED FINANCIAL STATEMENTS

Board of Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Vietnamese Accounting Standards, accounting regime for enterprises and legal regulations relating to financial reporting and for such internal control as Board of Management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

AUDITORS' RESPONSIBILITY

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Vietnamese Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the Company's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

OPINION

In our opinion, the consolidated financial statements give a true and fair view of the financial position of the Corporation as at 31 December 2021, and its financial performance and its cash flows for the year then ended in accordance with Vietnamese Accounting Standards, accounting regime for enterprises and legal regulations relating to consolidated financial reporting.

EMPHASIS OF MATTER

As stated in Note 01 and Note 44 of the Notes to the consolidated financial statements, the Board of Management has decided to restate some comparative figures of the consolidated financial statements for the year ended 31 December 2021.

Our opinion is not modified in respect of this matter.

OTHER MATTER

The consolidated financial statements of the Corporation for the year ended 31 December 2020 were audited by another auditor who expressed an unmodified opinion on those statements on 09 March 2021.

DELOITTE VIETNAM COMPANY LIMITED



Khúc Thị Lan Anh
Deputy General Director
Audit Practising Registration Certificate
No. 0036-2018-001-1
28 February 2022, Hanoi, S.R. Vietnam



Mai Hong Hoa
Auditor
Audit Practising Registration Certificate
No. 4834-2019-001-1

Separate balance sheet (abridged)

As at 31 December 2021

Code	Assets	31/12/2021 VND	01/01/2021 (Restated) VND
100	A. CURRENT ASSETS	4,954,958,882,676	4,218,187,981,652
110	I. Cash and cash equivalents	2,019,751,201,364	1,320,550,312,115
120	II. Short-term financial investments	15,000,000,000	-
130	III. Short-term receivables	688,248,075,979	615,338,070,693
140	IV. Inventories	1,982,843,489,224	2,053,346,815,311
150	V. Other short-term assets	249,116,116,109	228,952,783,533
200	B. NON-CURRENT ASSETS	9,694,201,007,126	9,409,507,091,075
210	I. Long-term receivables	247,465,645,602	207,605,494,455
220	II. Fixed assets	1,902,491,428,653	2,082,435,248,337
230	III. Investment property	1,947,491,433,020	2,133,472,441,367
240	IV. Long-term assets in progress	3,140,901,474,816	2,995,550,146,464
250	V. Long-term financial investments	2,276,406,185,653	1,786,321,466,677
260	VI. Other long-term assets	179,444,839,382	204,122,293,775
270	TOTAL ASSETS	14,649,159,889,802	13,627,695,072,727

Code	Resources	31/12/2021 VND	01/01/2021 (Restated) VND
300	C. LIABILITIES	8,007,099,709,737	7,379,098,329,790
310	I. Current liabilities	4,763,045,043,445	4,136,702,208,570
330	II. Long-term liabilities	3,244,054,666,292	3,242,396,121,220
400	D. OWNERS' EQUITY	6,642,060,180,065	6,248,596,742,937
410	I. Owners' equity	6,598,180,225,237	6,202,889,498,659
411	1. Owners' contributed capital	4,483,500,000,000	4,483,500,000,000
412	2. Share premium	931,212,247,586	931,212,247,586
418	3. Investment and Development fund	176,246,955,023	134,258,872,049
421	4. Retained earning	1,007,221,022,628	653,918,379,024
430	II. Other resources and funds	43,879,954,828	45,707,244,278
440	TOTAL RESOURCES	14,649,159,889,802	13,627,695,072,727

Hanoi, 28 February 2022

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Le Ngan Binh

Chief Accountant



Ngo Trong Toan

Deputy General Director



Nguyen Anh Tuan

Separate income statement (abridged)

For year ended 31 December 2021

Code	Items	2021 VND	2020 VND
10	1. Net revenue from goods sold and services rendered	5,559,156,835,247	3,917,687,485,671
11	2. Cost of sales	3,853,698,457,512	2,835,807,104,469
20	3. Gross profit from goods sold and services rendered	1,705,458,377,735	1,081,880,381,202
21	4. Financial income	82,783,634,372	127,224,127,398
22	5. Financial expenses	80,044,733,867	55,727,316,898
23	- In which: interest expense	15,351,999,211	25,020,530,142
25	6. Selling expenses	150,154,315,273	118,454,613,163
26	7. General and administration expenses	422,564,545,000	300,684,291,947
30	8. Operating profit	1,135,478,417,967	734,238,286,592
31	9. Other income	36,763,394,276	17,184,315,376
32	10. Other expenses	23,298,374,802	15,527,127,911
40	11. Profit from other activities	13,465,019,474	1,657,187,465
50	12. Accounting profit before tax	1,148,943,437,441	735,895,474,057
51	13. Current corporate income tax expense	218,324,922,116	132,075,357,586
52	14. Deferred corporate tax income	(2,577,667,997)	(2,641,038,573)
60	15. Net profit after corporate income tax	933,196,183,322	606,461,155,044

Cash flow separate statement (abridged)

For year ended 31 December 2021

Code	Items	2021 VND	2020 VND
	I. CASH FLOWS FROM OPERATING ACTIVITIES		
01	1. Profit before tax	1,148,943,437,441	735,895,474,057
	2. Adjustments for:		
02	- Depreciation and amortisation of fixed assets and investment properties	1,772,170,237,350	990,300,997,239
03	- Provisions	142,057,652,615	74,515,685,597
04	- Foreign exchange losses arising from translating foreign currency items	1,482,651,231	2,061,767,384
05	(Gains) from investing activities	(80,154,230,880)	(124,621,589,622)
06	- Interest expenses	15,351,999,211	25,020,530,142
07	- Other adjustments	100,000,000,000	50,000,000,000
08	3. Operating profit before movements in working capital	3,099,851,746,968	1,753,172,864,797
20	Net cash generated by operating activities	3,920,329,508,782	2,272,543,846,468
	II. Cash flows from investing activities		
30	Net cash used in investing activities	(2,631,820,888,775)	(2,363,437,674,804)
	III. Cash flows from financing activities		
40	Net cash used in financing activities	(587,944,634,485)	(669,888,136,344)
50	Net increase/(decrease) in cash	700,563,985,522	(760,781,964,680)
60	Cash and cash equivalents at the beginning of the year	1,320,550,312,115	2,083,394,044,179
61	Effect of changes in foreign exchange rate	(1,363,096,273)	(2,061,767,384)
70	Cash and cash equivalents at the end of the year	2,019,751,201,364	1,320,550,312,115

Hanoi, 28 February 2022

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Chief Accountant

Deputy General Director



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Ngo Trong Toan

Nguyen Anh Tuan

Hanoi, 28 February 2022

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Deputy General Director



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Ngo Trong Toan

Nguyen Anh Tuan

Consolidated balance sheet (abridged)

As at 31 December 2021

Code	Assets	31/12/2021 VND	01/01/2021 (Restated) VND
100	A. CURRENT ASSETS	7,941,499,164,011	6,816,049,249,285
110	I. Cash and cash equivalents	2,711,467,149,609	1,950,330,301,763
120	II. Short-term financial investments	230,575,012,893	80,875,556,624
130	III. Short-term receivables	886,379,370,361	1,011,612,879,167
140	IV. Inventories	3,657,378,928,469	3,415,167,495,785
150	V. Other short-term assets	455,698,702,679	358,063,015,946
200	B. NON-CURRENT ASSETS	14,055,552,058,808	11,161,162,729,958
210	I. Long-term receivables	287,793,144,415	228,705,228,695
220	II. Fixed assets	5,288,544,748,826	3,799,021,723,496
230	III. Investment properties	1,961,485,495,496	2,147,903,798,927
240	IV. Long-term assets in progress	5,205,784,565,452	3,901,627,817,957
250	V. Long-term financial investments	618,204,545,661	820,201,154,504
260	VI. Other long-term assets	693,739,558,958	263,703,006,379
270	TOTAL ASSETS	21,997,051,222,819	17,977,211,979,243

Code	Resources	31/12/2021 VND	01/01/2021 (Restated) VND
300	C. LIABILITIES	13,640,207,719,539	10,879,072,014,068
310	I. Current liabilities	8,551,265,830,717	7,268,843,158,263
330	II. Long-term liabilities	5,088,941,888,822	3,610,228,855,805
400	D. EQUITY	8,356,843,503,280	7,098,139,965,175
410	I. Owner's equity	8,312,963,548,452	7,052,432,720,897
411	1. Contributed capital	4,483,500,000,000	4,483,500,000,000
412	2. Share premium	929,867,056,019	931,908,405,494
414	3. Other owner's capital	17,162,355,346	22,169,426,581
415	4. Treasury shares	(1,713,600)	(2,471,750)
416	5. Assets revaluation reserve	(211,681,407,015)	(211,820,416,851)
417	6. Foreign exchange reserve	(14,320,575,687)	(2,587,926,278)
418	7. Investment and development fund	431,195,404,115	372,750,759,243
420	8. Other reserves	6,257,939,977	6,590,730,292
421	9. Retained earnings	1,410,538,854,492	785,969,011,918
429	10. Non-controlling interests	1,260,445,634,805	663,955,202,248
430	II. Others resources and funds	43,879,954,828	45,707,244,278
440	TOTAL RESOURCES	21,997,051,222,819	17,977,211,979,243

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Le Ngan Binh

Chief Accountant



Ngo Trong Toan

Hanoi, 28 February 2022

Deputy General Director



Nguyen Anh Tuan

Consolidated business results report

For year ended 31 December 2021

Code	Items	2021 VND	2020 VND
10	1. Net revenue from goods sold and services rendered	11,194,313,369,122	9,433,048,985,280
11	2. Cost of goods sold and services rendered	8,321,786,264,280	7,105,367,181,452
20	3. Gross profit from goods sold and services rendered	2,872,527,104,842	2,327,681,803,828
21	4. Financial income	189,895,357,429	95,295,310,222
22	5. Financial expenses	205,544,872,403	198,848,809,955
23	- In which: Interest expense	160,711,679,097	160,976,347,894
24	6. Share of net profit from joint-ventures, associates	123,067,824,691	4,273,864,886
25	7. Selling expenses	671,344,970,849	758,237,615,422
26	8. General and administration expenses	749,025,621,314	603,781,853,572
30	9. Operating profit	1,559,574,822,396	866,382,699,987
31	10. Other income	41,106,095,851	30,804,554,642
32	11. Other expenses	59,244,286,050	56,486,202,634
40	12. (Losses) from other activities	(18,138,190,199)	(25,681,647,992)
50	13. Accounting profit before tax	1,541,436,632,197	840,701,051,995
51	14. Current corporate income tax expense	251,982,368,784	174,987,797,644
52	15. Deferred corporate tax expense/(income)	10,377,386,225	(1,596,564,269)
60	16. Net profit after corporate income tax	1,279,076,877,188	667,309,818,620
61	17. Profit after tax attributable to Parent Company	1,223,652,102,467	600,749,582,247
62	18. Profit after tax attributable to non-controlling shareholders	55,424,774,721	66,560,236,373
70	19. Basic earnings per share	2,729	1,202

Hanoi, 28 February 2022

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Nguyễn Anh Tuan

Cash flow consolidated statement

For year ended 31 December 2021

Code	Items	2021 VND	2020 VND
	I. Cash flow from business operations		
01	1. Profit before tax	1,541,436,632,197	840,701,051,995
	2. Adjustment		
02	- Depreciation of fixed assets and investment properties	2,106,650,199,988	1,248,630,243,161
03	- Provisions	139,736,966,434	104,664,461,092
04	- Gains (losses) on exchange rate differences from revaluation of accounts derived from foreign currencies	3,984,886,140	2,254,497,223
05	- Gains (losses) on investing activities	(303,319,266,498)	(90,972,736,368)
06	- Interest expenses	160,711,679,097	160,976,347,894
07	- Other adjustments	100,000,000,000	40,404,444,939
08	3. Operating profit before changing working capital	3,749,201,097,358	2,306,658,309,936
20	Net cash flow from business operations	4,794,884,265,295	2,773,286,859,284
	II. Cash flows from investing activities		
30	Net cash flows from investing activities	(3,523,413,256,281)	(2,709,810,070,961)
	III. Net cash flows from financial activities		
40	Net cash flows from financial activities	(508,984,323,634)	(819,742,466,503)
50	Net cash flows during fiscal year (50 = 20+30+40)	762,486,685,380	(756,265,678,180)
60	Cash and cash equivalents at the beginning of fiscal year	1,950,330,301,763	2,710,172,050,345
61	Effect of exchange rate fluctuations	(1,349,837,534)	(3,576,070,402)
70	Cash and cash equivalents at the end of fiscal year	2,711,467,149,609	1,950,330,301,763

Hanoi, 28 February 2022

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Nguyễn Anh Tuan



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