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No.: **01/2021/BCDH-HDQT-BCG**

**REPORT OF THE BOARD OF MANAGEMENT
ON BUSINESS PERFORMANCE IN 2020 AND BUSINESS PLAN FOR 2021**

To: Bamboo Capital Joint Stock Company

- Pursuant to the Law on Enterprise No.59/2020/QH14 dated 17/06/2020 of the National Assembly of the Socialist Republic of Vietnam;
- Pursuant to the Securities Law No.54/2019/QH14 dated 26/11/2019 of the National Assembly of the Socialist Republic of Vietnam;
- Pursuant to the Charter of Bamboo Capital Joint Stock Company (BCG) approved on 16/03/2021 (in the authority of the Company's General Meeting of Shareholders on 24/09/2020) (the 10th amendment);
- Based on operation situation of Bamboo Capital Joint Stock Company;

The Management Board of Bamboo Capital Joint Stock Company has reported the General Meeting of Shareholders on the Company's business results in 2020 and business plan in 2021 with the following contents:

PART I: REPORT ON BUSINESS RESULTS IN 2020

I. REPORT ON MACROECONOMY IN 2020

Vietnam GDP growth in 2020 reached the lowest level in the past 20 years, but the recovery of the agricultural and production sectors, especially domestic consumption for the last 6 months of 2020 served as a silver lining that made Vietnam one of a few countries to record a positive economic growth in spite of impacts on Covid-19 pandemic. Impressive results were achieved thanks to the Government's anti-pandemic efforts, together with appropriate expansionary fiscal and monetary policies, which supported economic growth without rattling inflation and exchange rates. Some criteria of the economy in Vietnam in 2021 are as follows:

1. 2020 GDP growth in Vietnam increased 2.91%

In spite of the lowest growth rate in the recent decade, as Covid-19 pandemic situation remains complicated, the office of statistics evaluated it as a great success in the world's highest economic growth with recovery of domestic consumption, production activities, trade agreements and FDI inflows. Regarding economic growth quality, the labour productivity of the economy at current price in 2020 is estimated to reach VND 117.9 million/worker, equivalent to USD 5,081/worker, increasing USD 290 (equivalent to 5.4%) compared to the one in 2019.

2. Consumption growth rose again in the last 6 months of 2020

Consumption growth in 2020 rose 1.1% YoY, much lower than the average growth of 7.5% in 2015-2019 period, mainly due to heavy impact of the nationwide lockdown by the end of April. It recovered slightly by 1.2% and 1.5% in Quarter 3 and Quarter 4 respectively, in line with the rises in retailing and service revenue growth up 4.7% and 8.1% in Quarter 3 and Quarter 4.

3. Investment capital from the state budget is a bright spot for investment throughout 2020:

2020 social investment capital, despite hitting the lowest growth in the last decade, recovered relatively well in Quarter 4, especially in the FDI sector. FDI increased 1.3% in Quarter 4 from a negative growth logged in the three previous quarters. The bright spot for investment in 2020 is the state sector. The capital increase realized from the State budget maintained a positive growth rate in 2020, especially in the second half of the year, reflecting the Government's achievements in promoting public disbursement.

4. Service sector growth recovered strongly in the second half of the year, focusing on wholesale, retail, finance and banking:

Service sector in 2020 picked up 2.3% (3.6% in the last 6 months of year). The bounce back of domestic consumption demand in the last six months of 2020 strongly boosted wholesale and retail sectors (+5.5%) and finance and banking (+6.9%).

5. Recovery of fishery and rice exports powered the growth of the agriculture, forestry and fishery sector:

The agriculture, forestry and fishery sector gained 2.9% in 2020, higher than the growth recorded in 2019. Total import and export turnover in 2020 is estimated to reach USD 543.9 billion, increased more 5.1% YoY, in which the export turnover has achieved USD 281.5 billion, up 6.5%; import turnover of the goods was USD 262.4 billion, increase in 3.6%. In 2020, export surplus of Vietnam was USD 19.1 billion.

6. The manufacturing and processing industry continued to be the GDP growth force:

The industry and construction sector grew 4.0% (4.6% in Quarter 2 alone). The manufacturing and processing industry continued to be the main driver for GDP growth (contributing 1.3 percentage points), of which the export sectors accounted for a large proportion.

7. Inflation rate was well controlled in 2020, and average CPI was much lower than the limit:

Inflation was well controlled in 2020 thanks to the Government's strict measures despite the increasing pressure from the surge in food prices. Average CPI in 2020 rose 3.2% YoY, much lower than the limit of 4.0%.

8. Monetary policy:

Monetary policy would be at a controlled easing state, with money and credit growth of 14% and 13% respectively.

II. EVALUATION OF OPERATION OF THE MANAGEMENT BOARD

In 2020, the Company's Board of Management has fulfilled its functions, duties and powers as stipulated in the Law on Enterprise, the Company's Charter and the organization and operation regulations, regularly obtained opinions of the Board of Directors (BODs) to direct all business operations and manage personnel with the highest efficiency.

Members of the Board of Management are well-trained, qualified and knowledgeable about market and sectors in charge and experienced in management and organization of the Company.

With orientation through the governance regulations of the BODs, the Board of Management has coordinated with managers of the departments in develop a system of the statutory documents including risk management processes and regulations and operation regulations to obtain efficiency and timely schedule.

Besides, in 2020, the Board of Directors has always timely reported to and quickly updated situation for the BODs to conveniently conduct inspection and supervision, timely introduce suitable policies to orientate and tackle difficulties against the General Director and the Board of Management.

Then, the Board of Management has led all employees who are close-knit wholeheartedly, enthusiastic and ready to stand side by side in overcoming difficulties and challenges of natural disasters and epidemics and get the set targets.

III. BUSINESS RESULTS IN 2020

In the market context of 2020 with negative impacts caused by Covid-19 pandemic and natural disasters, the sectors such as agriculture & manufacturing, construction & trading, infrastructures & real estate and renewable energy have been affected significantly. Thus, these have not achieved large revenues and profits for 2020 as expected.

However, the Board of Management and employees of BCG have made efforts to overcome all such difficulties and challenges and obtain considerable growths.

1. Business results in 2020:

Currency unit: VND billion

No.	Items	Planned in 2020	Performed in 2020	% of the annual plan completed
1	Net revenue	1,913	1,855	96.97%
2	Net profit from operating activities	240.3	334.6	139.26%
3	Profit before tax	245.6	333.2	135.69%
4	Profit after tax	184.2	266.4	144.64%

In difficulties due to impacts of Covid-19 pandemic outbreak, BCG has made efforts to excellently complete the business plan approved in the General Meeting of Shareholders in 2020. Especially, the profit robustly increased 144.64% as planned. BCG has not only completed business targets but also deployed the projects on renewable energy at lightning speed and merged and acquired a mass of the real estate projects in favorable positions. Through the results obtained in 2020, BCG has laid a firm foundation to achieve long-term objectives set by the General Meeting of Shareholders in the operation plan for the period of 2020 – 2025.

2. Business results in 2020 compared to the ones in 2019:

Currency unit: VND billion

Items	2020 (1)	2019 (2)	Growth (3)=(1-2)/(2)
Net revenue (VND billion)	1,855	1,575	17.71%
Gross profit (VND billion)	420	279	50.61%
EBITDA (VND billion)	718	406	80.84%
Profit after tax (VND billion)	266	141	89.59%
Gross profit margin	22.66%	17.71%	-
EBITDA margin	38.70%	25.19%	-
Profit margin after tax	14.36%	8.92%	-

The Group's net revenue in 2020 was VND 1,855 billion and its profit after tax suddenly increased VND 266 billion, up to 17.71% and 89.59% respectively compared to the ones in 2019. Strong rise in the Group's profit resulted from:

- Construction activities of Tradcodi;
- A part of the profit recognized from the real estate project implemented by BCG Land, specifically handover of King Crown Village Project in Thao Dien

Based on the above results, the gross profit margin has been obviously gone up at 22.66% in 2020 (17.71% in 2019) due to shifting revenue structure to the strategic sectors.

Thereby, compared to 2019, the figures are significantly higher. The Group has focused on strategies to fast deploy projects on real estate and renewable energy, contributing to strong increase in revenue and profits in the context of difficult macro-economy in 2020 due to impacts of Covid-19 pandemic.

3. Summary of business performance of the member companies in 2020

Currency unit: VND billion

No.	Companies	2019		2020	
		Revenue	Profit	Revenue	Profit

1	BCG Energy	111	(5,444)	5,079	58,512
2	Tracodi	1,701,004	95,119	2,852,633	146,747
3	BCG Land	32,975	9,740	357,000	112,730
4	Nguyen Hoang	160,609	1,011	231,391	857

IV. FINANCIAL SITUATION

1. Total assets and liabilities:

Currency unit: VND billion

No.	Items	2020		2019		2020/2019
		Value	Ratio	Value	Ratio	
1	Current assets	11,338	46.97%	2,288	31.54%	395.72%
2	Non-current assets	12,799	53.03%	4,967	68.46%	157.65%
A	Total assets	24,137	100%	7,255	100%	232.71%
1	Liabilities	21,174	87.72%	5,630	77.60%	276.08%
	<i>Current liabilities</i>	10,609	43.96%	3,118	42.98%	240.23%
	<i>Non-current liabilities</i>	10,564	43.77%	2,512	34.62%	320.58%
2	Owner's equity	2,963	12.28%	1,625	22.40%	82.41%
B	Total resource	24,137	100%	7,255	100%	232.71%

As at 31/12/2020, total assets of BCG was VND 24,137 billion, up 232.71% in the same period of 2019. The Company's total assets was much high due to grasping preferential policy in renewable energy and market advantages in the real estate sector to rapidly deploy projects in the member companies in two sectors. Specifically, the Group deployed and invested into capital-intensive key projects in 2020 as follows:

- Typically, key solar power plant projects were completed and have come into operation in 2020, such as Phu My (1, 2 & 3) solar power plants in Binh Dinh with total capacity of 330MW and total investment capital of more than VND 6,200 billion, VNECo Vinh Long solar farm project with capacity of 49MW and total investment capital of more than VND 920 billion, and rooftop solar power projects

with capacity of more than 46 MW and total investment capital of more than VND 720 billion.

- Real estate sector having advantages of available land funds and favorable positions has been strongly invested in 2020, specifically with key projects such as: Radisson Blu Hoi An Project under 5-star international standard with total investment of over VND 2,770 billion expected to operate in Quarter 2 of 2021, Casa Marina Resort Project (phase 2) in Quy Nhon with total estimated investment capital of more than VND 1,881 billion, King Crown Thao Dien Village with total investment capital of VND 1,566 billion completed in phase 1 and handed over in 2020, and King Crown Infinity residential and commercial complex in Vo Van Ngan, Thu Duc, Ho Chi Minh City with total investment capital of over VND 4,700 billion.

Investment into many above large-scale projects led to increase in loans on project investment and development and total liabilities in 2020 was VND 21,070 billion.

2. Charter capital:

As at 01/08/2020, under the first plan approved by the General Meeting of Shareholders in the form of written opinions in May 2020, the Company converted 280 bonds at par value of VND 1,000,000,000/ bond into 28,000,000 shares at converted par value of VND 10,000/share. Information on convertible bonds was approved by the General Meeting of Shareholders at Resolution No.01/2018/ND-DHDCD-BCG dated 12/04/2018 of the General Meeting of Shareholders and Resolution No.39/2018/NQ-HDQT-BCG dated 05/10/2018 of the Board of Directors. As at 31/12/2020, the Company's charter capital was **VND 1,360,057,600,000**.

3. Solvency:

Unit: time

No.	Items	2018	2019	2020
1	Instant solvency ratio	0.03	0.05	0.09
2	Quick solvency ratio	0.62	0.46	0.85
3	Current solvency ratio	0.68	0.73	1.07

The Company's solvency ratio has been improved when some projects invested by the Company in the 2018-2019 period started to come into operation and contributed to cash flow of the parent company.

IN SECTORS AND TYPICAL PROJECTS

BCG has focused on 4 key sectors that are agriculture & manufacturing, construction & trading, infrastructure & real estate and renewable energy with long-term orientation of becoming a leading renewable energy developer in Vietnam and the region. Renewable energy sector is medium and long term strategic sector to create stable revenues, cash flows and profits for the Group in the 2021 – 2025 period.

1. Renewable energy:

On a basis of seizing opportunities, solving necessary demands as to shortage of electricity output in Vietnam and taking full advantage of the Government's investment incentive policy, the Group has bravely invested in renewable energy sector with diversified forms such as ground-mounted solar, rooftop solar and windpark.

In 2020, BCG Energy Joint Stock Company – a member company of the Group – continued to deploy operation of BCG Bang Duong plant (with a capacity of 40.6 MW) and GAIA plant (with a capacity of 100.5 MW), contributing to create and balance investment flow to energy sector.

In 2020, BCG Energy also rapidly deployed and timely fed electricity into the grid for Phu My (1, 2 and 3) solar power plants in Binh Dinh with total capacity of 330 MW which were commenced on 29/05/2020 with total investment of more than VND 6,200 billion, successfully energized and connected the national grid on 31/12/2020. For 7 months of construction only, Phu My solar power plants started commercial operation of 216 MW on total capacity of 330 MW and expect to energize 114 MW. Upon its operation, the plant aims to produce about 520 million kWh/ year and reduce about 146,000 tons of CO₂.

On 27/12/2020, VNECO Vinh Long project with its capacity of 49.3 MW deployed on a land area of 50 ha was successfully energized after the record construction period of 85 days. **Total capacity of the solar power plants generating power is currently 519.3 MW.**

Besides, the rooftop solar sector is also particularly concerned thanks to its rapid deployment and overloading problem of the transmission system has been increasingly improved. BCG Energy signed deals and cooperated with Ho Chi Minh City Export Processing Zone and Industrial Park Authority Business Association (HBA) in deploying communications, propagation and business assistance to apply rooftop solar panels in the export processing zones/ industrial parks/ high-tech parks in Ho Chi Minh City.

Specifically, in 2020, BCG Energy signed contracts and deployed many rooftop solar projects in the industrial parks in Ho Chi Minh City, Quang Nam, Binh Dinh, Tay Ninh and Long An with total capacity of 100MW, **including complete energization of 46.84 MW and total investment capital of about VND 705 billion.** Some typical projects have been deployed and completed in power generation: rooftop solar projects in Dean Shoes Group (5.5 MW), Kapvina Factory (2.5 MW), Khang Dat Wood Factory and Sheng He Wood Factory (8.3 MW), Hung Vi Factory (3.5 MW), Nguyen Hoang Factory (0.96 MW) and Viet Vuong Factory (4.12 MW)... With solar power projects into operation in 2020, a list of the Group's power projects has been raised up 453.2 MW.

Wind energy sector is a strategic one in the development orientation of BCG Energy. In 2020, the Company developed and completed legal procedures of the following projects: BCG Wind Soc Trang wind power plant project with a capacity of 50 MW in phase 1; Khai Long 1, 2, 3 wind power project with total capacity of 300 MW in Ca Mau; Dong Thanh 1, 2 wind power project in Tra Vinh with total capacity of 200 MW. The wind power projects of BCG Energy have full legal

procedures and eligibility to deploy construction with total expected capacity of over 450 MW. They will require a huge source of capital investment of about VND 1.1 billion in the 2021 – 2023 period.

To prepare strong financial resources for deploying the energy projects in the 2021 – 2023 period, on 22/07/2020, in the framework of Vietnam Energy Summit 2020 co-organized by the Government and the Central Economic Committee in Hanoi, BCG and Tien Phong Joint Stock Commercial Bank (TPBank) signed a Memorandum of Understanding on funding VND 11,000 billion for renewable energy projects within 2 years. Accordingly, VND 8,000 billion will be used for wind power projects with a total capacity of 650 MW in Ca Mau, Vung Tau, Soc Trang and Tra Vinh provinces; VND 2,000 billion to implement 330MW Solar Power Plant in Binh Dinh; VND 1,000 billion to implement rooftop solar projects.

With the Company's contributions to Vietnam's national renewable energy sector, on 25/10/2020, in the Forum on "Resolution No.55-NQ/TW and solutions to renewable energy development in Vietnam" (Hanoi), BCG Energy was honorably certified "Vietnam Typical Renewable Energy Project 2020" by Vietnam Chamber of Commerce and Industry (VCCI) for quality and prestigious renewable energy projects and positive environmental and social environment.

2. Real estate:

Real estate sector is determined to be short-term investment sector in the common trend of the real estate market to create short-term cash flows and balance the Group's financial structure. 2020 is a great success year of the member company – BCG Land JSC – a young company in real estate development sector in the market with the following typical projects in 2020:

Radisson Blu Hoi An resort built under international 5-star standard with 96 villas and 675 resort villas is a luxury coastal resort in Hoi An (Quang Nam) and expected to be handed over and come into operation in late 2020. The project has total investment of VND 2,770 billion, estimated revenue of VND 3,586 billion and estimated profit of VND 655 billion.

The continuously successful project for a short time won 3 prestigious awards. On 19/12/2019, the project was honored in two categories of "Beachfront Luxury Resort Villa Development" and "Best Luxury Condotel Architectural Design" in Dot Property Southeast Asia Awards 2019 – a famous and prestigious real estate award in the region. On 09/01/2020, Malibu Hoi An Project also won the "Most Targeted Real Estate Design Project" award at "Vietnam Outstanding Property Award 2019" ceremony organized by Nhip Cau Dau Tu Newspaper.

King Crown Village Villas Project (Nguyen Van Huong, Thao Dien Ward, District 2, Ho Chi Minh City) is a VIP luxury villa project with 17 exclusive villas. Phase 1 of the project was completed and the villas were handed over in 12/2020. Phase 2 of the project is to build office building to be deployed in 2021. The project has total investment of VND 1,566 billion.

Casa Marina Premium in Ghenh Rang (Quy Nhon) is a 5-star resort villa project in the most beautiful beach of Quy Nhon City with 160 villas along the mountain slope with sea views. The project completed sample villa and is being constructed

in a large scale and expected for sale in Quarter 1 of 2021. It is estimated that the project has total investment of VND 1,881 billion, revenue of VND 2,592 billion and profit of VND 569 billion.

King Crown Infinity residential and commercial complex is located in Vo Van Ngan Road, a financial center of new Thu Duc City. The project is built on a land area of 12,000 m² with 5 basements and 30 high-rise floors and designed with 739 luxury apartments and 203 officetels and shop houses. It is a luxury complex combined between trade center, indoor walk street and apartment buildings in a green ecosystem in order to optimally meet residential demands and enjoy life of the dynamic and modern young generation. The complex includes swimming-pool, waterfall, children’s interactive area, children’s play area, gyms area, restaurant, library, water music and landscape stream. It is designed under the 5-star standard and applied Smart Home technology to villa utilities to create luxurious, comfortable and modern space. The project with total estimated investment capital of VND 4,700 billion was commenced and will be sold by Quarter 2 of 2021 and its apartments will be handed over by Quarter 2 of 2023.

In addition, in 2020, with available land fund, BCG Land completed legal procedures to deploy and commence some other real estate projects such as **Amor Riverside Villas** project in Binh Chanh with 32 luxury compound villas; **Casa Mui Ne** resort villa and condotel project with 34 villas and condotel block; and **Hoi An D’or** project in Con Bap (Hoi An Ancient Town) with its area of 24 ha.

To prepare land fund at the best in next phase, the Company has proceeded to legal procedures of some projects such as **Helios Village** resort villa project in Gia Nghia City (Dak Nong) with its area of 19 ha; Blue Star City project with its area of 390 ha in Binh Duc (Ben Luc – Long An) and extension Hung Vuong urban area project (Tan An – Long An) with its area of 62 ha ...

In spite of a new real estate developer in the market, BCG Land has gone through rigorous and competitive selection process from many real estate enterprises and honorably won “Best Sustainable Developer Vietnam 2020” award in the framework of Dot Property Vietnam Awards 2020. Casa Marina Premium project also won “Best resort villa & tourism complex 2020” award.

3. Construction:

On a basis of sustainable development and eco-chain, BCG has also attached importance to construction and traffic infrastructures. Transport and Industry Development Investment Joint Stock Company (Tracodi) – a member company of BCG listed on Ho Chi Minh City Stock Exchange (Code: TCD) is in charge of this sector.

2020 was the year marked by the 30 years anniversary of Tracodi establishment and by the 5th year of restructuring completion from a state-owned joint stock company with capital withdrawal into the wholly-owned private company. Over 30 years of operation and development, on 30/10/2020, on the 30-year anniversary of establishment, Tracodi was honored to be awarded the Certificate of Merit by the

Prime Minister of the Socialist Republic of Viet Nam to recognize the contribution in business activities and social charity works, which promote the country's development and protection.

On 09/01/2020, in Hanoi, Tracodi was awarded as the “Top 500 Largest Enterprises in Vietnam” by Vietnam Report Organization and Vietnamnet. This has been the third consecutive year Tracodi since Tracodi was honored for the first time in 2018.

On 01/10/2020, in Sheraton Hotel Hanoi, Tracodi was again honored as Top 50 Best Growth Enterprises in Vietnam 2020 organized by Vietnam Report Organization in coordination with VietnamNet.

Strategic development orientation of Tracodi is to become a leading General Contractor in Vietnam in civil and industrial construction and traffic infrastructures.

In 2020, Tracodi is the General Contractor of some key projects in the Group such as Radison Blu Hoi An, King Crown Village Thao Dien, Casa Marina Premium (Quy Nhon), King Crown Infinity (Thu Duc), Amor Garden (Hoi An), Hoi An D'or (Con Bap – Hoi An), Amor Riverside Villas (Binh Chanh), Casa Mui Ne (Phan Thiet), Phu My (1, 2 and 3) solar power plant projects in Binh Dinh and VNECO Vinh Long solar power plant project and large-scale rooftop solar projects in the shops and the industrial parks with total installation capacity of 48 MW. In 2020, Tracodi obtained revenue of VND 1,983.68 billion (262.26% as planned) and gross profit of VND 145.3 billion (160% as planned) and contributed to VND 99.4 billion of the profit before tax in Tracodi consolidated business plan in 2020.

Besides main construction activities, Tracodi also owned and exploited Antraco stone quarry in Tri Ton District (An Giang). In 2020, despite difficulties due to Covid-19 pandemic, stone mining activities in Antraco Joint Venture has still reached stable growth with consumption output of 2,797,765 m³, exploitation output of 2,127,850 m³, revenue of VND 650.9 billion (162.52% of the plan), profit before tax of VND 64.64 billion and profit after tax of VND 48.56 billion exceeding 10% of the plan. Antraco has partly contributed to excessive business results of Tracodi in 2020.

Although construction and stone exploitation activities are favorable, Covid-19 pandemic situation has rather heavily affected on other activities of Tracodi such as export trading of Tracodi Trading Company, in which commercial revenue in 2020 was only VND 136.49 billion, making up 34.70% of the plan. Similarly, labor export sector (Tracodi Labour Company) with main market of Japan was affected and its business results in 2020 were not achieved with revenue of VND 11.08 billion (72.02% of the plan) and 485 workers only to Japan to work.

In development orientation in the 2021 – 2025 period, Tracodi will continue to push up growth to become one of the top general contractors in construction industry, including traffic infrastructures and industrial construction.

4. Agriculture and manufacturing

Manufacturing sector is a traditional one of the Group in the first phase of its operation as a key role in creating revenue for the company. In the 2019-2020

period, BCG restructured and withdrew capital from the manufacturing areas which no longer had competitive advantages and mainly focused its resources on products with stable market such as outdoor wood furniture (Nguyen Hoang Corporation), hardwood flooring (Thanh Phuc JSC – exported to European market), Tapiotek starch processing (main product exported to China and Japan..) and Dr. Nam Cofee branded coffee beans in Vinacafe Dalat JSC.

Total revenue of BCG in the wood furniture manufacturing sector in 2020 increased 41.1% over the same period of 2019, but its profit decreased due to materials price. Specifically, impacts of Covid-19 pandemic resulted in price increase in all input materials; price of some materials such as fabrics and screws ... affected by Chinese market was up from 20% to 40% while values of the orders signed with the partners in 2019 and early 2020 remained unchanged. In 2020, Nguyen Hoang Corporation obtained gross revenue of VND 231 billion and profit of VND 857 million. The manufacturing sector with low revenue is still the one maintained by BCG for its stability.

Manufacturing sector in 2020 won some important awards as follows:

- On 20/09/2020, brands of Bamboo Capital Group such as Dr. Nam Cofee, Nguyen Hoang and Tapiotek were honored as “Gold Brand of Vietnam's Agriculture 2020” organized by the General Council of Agriculture and Rural Development Vietnam in Hanoi.
- On 13/12/2019, Bamboo Capital Group was awarded a Certificate of Merit by the Minister of Agriculture and Rural Development of Vietnam in the opening ceremony of the 4th Vietnam Rice Festival in Vinh Long for excellent achievement in implementing the National Assembly’s Resolution and the Government Prime Minister’s Decision on development of 15,000 effective agricultural cooperatives and cooperative unions in 2018 – 2019.

All are thanks to efforts and solidarity of all employees who are dedicated and ready to overcome difficulties together under the leadership of the Board of Management who are fully knowledgeable and experienced and dare to think, speak, do and dream.

5. Traffic infrastructures

Project on upgrading and expanding Provincial Highways 830 & 824 (BOT) in the BOT form was invested VND 1,079 billion by BCG and has come into operation in July 2018. This is a key strategic project. After 2 years of its operation, the project has made major contributions in connecting traffic on Provincial Highway 830 in Long An across the industrial parks to Long An Port. In 2020, in spite of Covid-19 impacts, the company’s flows and revenues still grew as planned with VND 129 billion, up 107.5% over the same period of 2019. In December 2020, BOT 830 Company invested and successfully operated an electronic toll collection system.

PART II: BUSINESS DEVELOPMENT PLAN IN 2021

I. GENERAL EVALUATION OF MACROECONOMY

1. World economy

According to the Organization for Economic Cooperation and Development (OECD), the world economy may suffer from impacts of the pandemic this year. Global economic prospects in 2021 will be better but at low level and uneven in all countries. The World Bank (WB) expects the global economy to grow about 4% in 2021 and this figure depends on the Covid-19 vaccination progress in the world. For example, China expects to grow 8% by 2021 while other OECD members expected to average over 3%. Specifically, America's GDP down 6% in 2020 may recover 3.7% by 2021. European economy expects to recover up to 5.8% by 2021 after recognizing a decrease of 7.1% in 2020.

2. Vietnam economic growth prospects

Economic growth prospects: In 2021, we expect the Government of Vietnam continue to keep COVID-19 pandemic under control. The current vaccine has been distributed in a limited number of developed countries and should be widely passed out to the rest of the world including lower middle-income countries like Vietnam as early as the second half of 2021. Therefore, service, tourism and hospitality industries cannot recover to the pre-pandemic levels right away, and the reopening of international routes will also limit in countries where Coronavirus is well-insulated. With the base scenario above, we forecast that Vietnam's GDP growth in 2021 will reach 6.6%. With satisfactory scenario, Vietnam's economic growth in 2021 will be 6.72%/ year and its CPI rise up about 4.2%. Vietnam's economic growth rate will be based on rather low rate (2.91%) in 2020 which formed technical factors to help higher growth rate this year. Factors supporting growth include domestic consumption, recovery in manufacturing activities, FTAs, and the return of FDI inflows. Meanwhile, the risk will come from the additional US tax and credit rating downgrade due to high public debt.

Estimated inflation rate: Inflation rate in 2021 is projected at 3.6%, with the risk of higher commodity prices and the lag of expansionary monetary-fiscal policy, specifically:

Commodity prices, including agricultural and pump prices, are likely to rise as the global economy recovers from COVID-19. Oil inventories would be lower in 2021 as demand continues to recover and supply cut agreement of OPEC+ is effective until the end of the year on hopes that the vaccine will be widely distributed in 2H21. Brent oil prices forecast by EIA will average USD 48.5 per barrel in 2021, up 17% year on year.

Roadmap for raising public service prices has not been updated for 2021: The Government continues to push back the roadmap for price increases of public services in 2021 when the National Assembly approved the Resolution on the State Budget. However, with the maintenance of expansionary fiscal and monetary policy in 2020 and 2021, policy lags will put pressure on inflation.

Estimated interest rate: The easing monetary policy would be maintained in 2021 to continue supporting businesses and households reeling from the pandemic. It is likely that the State Bank will lower the policy rate again in the first half of 2021 when the consumer price pressure is not too large. M2 growth will increase slightly

compared to 2020, expected to reach 14% and be within the average range from 2018. This growth is considered to be enough to be able to provide a large amount of money into the economy (about VND1.5 million) and not put pressure on asset price bubbles. Credit growth is expected to continue its recovery momentum in 2021, with an increase of 12 - 14%, given observing indicators such as the IIP and PMI showed that production activities are gradually recovering amid low lending interest rates maintained for many years thanks to the policy orientation of the State Bank.

Estimated exchange rates: The scenario of VND will appreciate 0.5 - 1% in 2021 – given positive foreign currency supply and USD depreciation along with efforts of the State Bank to remove the label of currency manipulation.

The supply of foreign currency is expected to remain abundant in 2021, when import-export activities and FDI inflows strongly run into Vietnam. The IMF forecasts global trade volumes will increase by around 8% in 2021 and with a growing share of global exports, Vietnam will certainly benefit from the recovery of global trade. FDI disbursement should be positive thanks to the relocation of manufacturing bases and the effectiveness of COVID-19 vaccine.

The trend of the USD is more inclined to the downside in 2021 thanks to the following signals:

1. The COVID-19 vaccine optimism helps investors shift their attention to risky assets, instead of a haven currency like the US dollar, which causes the demand for USD to fall;
2. The transition of US Government in early 2021 with the takeover of the Democratic administration will increase the likelihood of sustaining expansionary monetary and fiscal policy in the US;
3. The Fed's dovish stance, at least until the end of 2021 and the Fed's shift to medium-inflation targeting means: (1) real interest rates remain negative; (2) steeper yield curve; and (3) a weaker dollar.

However, the economy will face with many challenges such as instability of the world economy and more risks caused by Covid-19 pandemic. It is more difficult for high growth in 5 next years when trade protection trends to strongly increase during and after Covid-19, which requires more urgent reform of development model and more challenges transformed into digital economy and sharing economy.

II. DEVELOPMENT ORIENTATION OF BCG

1. Determination of opportunities for BCG operations:

a. Renewable energy sector:

- Renewable energy in Vietnam is not subject to Covid-19 impacts but much depends on the national energy policies. Vietnam's renewable energy policy is short-term and without benefits for the investors.
- The market will be more competitive in 2021 due to return of foreign investors but competitiveness completely bases on Vietnam's long-term policies.
- Development opportunities have been given to the experienced units since 2021 (both domestic environment and cooperation with foreign investors).
- LNG and offshore wind power as an long-term opportunity.

- Energy storage solutions as an opportunity.
- Technology transfer and supply chain shift for wind power technology.

b. Real estate sector:

- Resort real estate market will be rapidly recovered after Covid-19. Therefore, resort products will become interested in 2021 and in the upcoming years.
- Economic industries will be quickly recovered after summer 2021. Manufacturing sector will be restored and some industries such as logistics will continue to strongly grow.
- Apartment market will continue to recognize cash flows and growth demands due to firm faith in economic prospects and jobs. However, apartment supply source in the market also goes up, so it is required to define sale strategy in line with each segment.

c. Capital market:

- Economic recovery will lead to investment flows to return manufacturing sector and real estate sector. For domestic capital source, the projects will be evaluated closer to optimize profits in safe and attractive manner and the capital source for renewable energy sector will be much limited.
- Global inflation risks are high and long-term interest rate in the international market tends to gradually increase. Favorable opportunities to mobilize cheap-price capital in the international market will be given in 2021 or in early 2022.

2. Some key strategies for 2021:

- **Further develop the energy sector to increase total assets of the Group:** To become a leading renewable energy developer in Vietnam and research and develop LNG power sector with the target to grow and obtain total power output from 2,000 MW by 2025.
- **Deploy key projects of BCG Land:** To quickly complete the ongoing projects in 2020 to recognize revenue for 2021, observe the market and prudently deploy them as new projects by using available land funds, favorable positions and trademark.
- **Strengthen Tracodi restructuring to become a top General Contractor in Vietnam:** Seize opportunity of the Government's term of office to focus on investment into traffic infrastructures. Increase capital, restructure personnel and organize Tracodi structure to meet development targets to become a General Contractor in not only civil construction but also industrial construction and traffic infrastructures.
- **Give priority to M&A projects to bring financial benefits:** Closely analyze and evaluate micro situation, regulate strategic objectives in line with the situation to select M&A process and potential projects and obtain the best inflows for the Group, take the initiatives in financial liquidation and efficiency of the Group.
- **Replace capital inflows with capital outflows:** Strengthen to attract foreign investment source to re-fund domestic loans for past time for deploying energy and real estate projects.
- **Build professional successive personnel:** Build talent attraction mechanism and treatment regime, organize professional management structure and provide

training courses for successive managers to meet demands of the Group's development.

III. BUSINESS PLAN FOR 2021

1. Business estimates for 2021:

Currency unit: VND billion

No.	Items	2020	2021 plan	% growth
1	Net revenues	1,855	5,375	289.76%
2	Net profits	334.6	1,048.3	313.3%
3	Profit before tax	333.2	1,007.9	302.5%
4	Profit after tax	266.4	806.4	302.7%
5	Estimated share ratio	10%	12%	120%

2. Revenue structure by sectors:

Currency unit: VND million

Sectors	Revenue	Net profit
Agriculture and manufacturing	300,000	4,000
Construction and trading	3,203,484	280,164
Real estate	4,030,000	640,000
Energy	1,156,550	266,734
Others	323,744	258,995
Deductible revenues	(3,638,743)	(643,539)
TOTAL	5,375,035	806,355

3. Business estimates in 2021 - 2025:

Currency unit: VND billion

No.	Items	2020	2021	2022	2023	2024	2025
1	Net revenues	1,855	5,375	9,461	16,123	19,588	27,593
2	Profit after tax	266.4	806.4	971.5	2,053.7	3,625.4	4,852.1

4. Plan on capital increase for share issuance in 2021:

No.	Contents	Par value (VND/share)	Charter capital
I	Charter capital as at 31/12/2020		1,360,057,600,000
1	Issue 2:1 shares in 03/2021	10,000	674,623,800,000
II	Charter capital as at 31/03/2021		2,034,681,400,000
III	Expected plan on capital increase in 2021		
1	Issue shares for 2% dividend payment in 2020	10,000	40,693,628,000
2	Convert 900 billion bonds into shares	10,000	900,000,000,000
3	Issue 2:1 shares to the existing shareholders	12,000	1,487,687,514,000
4	Issue fractional shares to the strategic partners	12,000	600,000,000,000
IV	Estimated charter capital as at 31/12/2021		5,063,062,542,000

IV. KEY ACTION PROGRAMS IN 2021

1. Energy sector (in BCG Energy):

Project name	Type	Location	Total investment	Time	Area	FIT (cent/kWh)	Status
Phu My in phase 2 with a capacity of 114 MW	Solar	Binh Dinh	USD 268.2 million	2021	360 ha	7.09	Ongoing
Krong pa 2 – 49 MW	Solar	Gia Lai	USD 48.9 million	2021	70 ha	7.09	Ongoing
Redsun – 50 MW	Solar	Long An	USD 36.3 million	2021	60 ha	7.09	In the Power Planning 7 (adjusted)
Sunflower – 50 MW	Solar	Long An	USD 37 million	2021	60 ha (25 ha water surface + 35 ha ground)	7.09 (ground-mounted) + 7.69 (floating)	In the Power Planning 7 (adjusted)

Project name	Type	Location	Total investment	Time	Area	FIT (cent/kWh)	Status
VNT – 200 MW	Solar	Long An	USD 159.4 million	2022	168,7 ha	7.09	In the Power Planning 7 (adjusted)
Dong Thanh – 200 MW	Offshore windpark	Tra Vinh	USD 349.3 million	2021	2.968 ha	9.80	Ongoing
Khai Long – 300 MW	Offshore windpark	Ca Mau	Khai Long 1: USD 230 million. Khai Long 2: USD 205 million. Khai Long 3: USD 207.7 million	2022	7.235 ha	9.80	Ongoing
Soc Trang – 50 MW	Onshore windpark	Soc Trang	USD 81 million	2022	766 ha	8.50	Ongoing

It is expected that the business plan for 2021 with 400 MWp of the solar power will obtain stable revenues and continuance to deploy solar power and wind power projects will also contribute to sudden growth for business plan of BCG Energy since 2021. Specifically, the revenue plan in 2021 will be VND 1,156.55 billion and profit after tax will be VND 266.73 billion.

2. Real estate sector (BCG Land)

Key projects will be deployed in 2021

Project name	Location	Time	Total area	Total products
Casa Marina Mui Ne	Phu Hai, Phan Thiet, Binh Thuan	2020 to 2024	1.21 ha	34 villas and 540 tourist apartments
Casa Marina Premium	Ghenh Rang, Quy Nhon	2021 to 2023	12 ha	160 hilly villas
Radisson Blu Hoi An	Đien Ban, Quang Nam	2018 to 2020	10.3 ha	675 tourist apartments & 96 resort villas
King Crown Village Thao Dien	Thao Dien, HCMC	2018 to 2020	0.91 ha	17 luxury villas and 18-storey hotel – office complex
Hoian D’Or	Hoi An, Quang Nam	2020 to 2023	27.5 ha	4 luxury 4 or 5-star hotels, resort villas, 202

Project name	Location	Time	Total area	Total products
				shophouses, museums and agricultural area
Amor Riverside Villa	Binh Chanh, HCMC	2020 to 2022	0.69 ha	33 luxury riverside villas
King Crown Infinity	Quan Thu Duc, TP. HCM	2020 to 2023	1.26 ha	739 luxury apartments; 203 Officetels; Shophouse & trade area
Cat Trinh Industrial Park	Đien Ban, Quang Nam	2021 to 2024	368.1 ha	High-tech industrial park model; infrastructures and residential area
Helios Villages Dak Nong	Nghia Phu, Gia Nghia, Dak Nong	2021 to 2024	19.08 ha	Lakeside villas, shophouses, houses, Golf course, entertainment center and schools
King Crown Park	561 Kinh Duong Vuong, Binh Chanh, HCMC	2021 to 2024	5.6 ha	A complex of 7 luxury apartment blocks, trade and service center
King Crown City	A74, Pham Van Dong, Thu Duc	2021 to 2024	4 ha	A complex of 8 luxury apartment blocks, trade and service center

The business plan for 2021 is expected to make the most of opportunities in BCG Land with breakthrough in business. Specifically, it is estimated to obtain VND 4,330 billion of the revenue and VND 640 billion of the profit after tax.

3. Construction (Tracodi)

Becoming a top General Contractor of Vietnam, Tracodi has continued to focus on improving personnel capacity in construction management (including civil and industrial construction and traffic infrastructures). Besides, with advantages and brand to implement key projects deployed by BCG, including traffic infrastructure projects. Some key projects will be built in 2021 as follows:

- For civil construction sector, Tracodi will continue to deploy and complete the remaining projects in 2020 such as Radisson Blu Hoi An, D'or Hoi An, Casa Marina Premium (in Quy Nhon), King Crown Infinity (in Thu Duc), Casa Marina Mui Ne (in Phan Thiet) and Amor Riverside Villas (in Binh Chanh).
- For industrial construction sector, Tracodi will deploy rooftop solar power projects with total estimated capacity of 50 MW, Krongpa 2 solar power project with a capacity of 49 MW (in Gia Lai) and Red Sun and Sun Flower solar power project with total capacity of 100 MW in Long An ...
- For traffic infrastructures, Tracodi will get the best out of the Government's policies to disburse public investment for traffic infrastructure projects. With its

advantages of construction capacity, Tracode will strive to participate in the bidding and deploy some traffic projects in 2021.

Business orientations in Tracodi's subsidiaries in 2021 are as follows:

- **Antraco Joint Venture:** It is required to continue to improve equipment system, increase exploitation capacity, use brands and products in the key projects on traffic infrastructures in the region.
- **Tracodi Trading JSC:** It is required to evaluate negative impacts of complicated Covid-19 pandemic in 2021, including difficulties in export trading. Tracodi Trading will mainly focus on key products in the ecosystem to minimize adverse impacts beyond the control.
- **Tracodi Labour JSC:** In the prolonged Covid-19 situation in 2021, labour exporting to work abroad, especially in Japan, will be interrupted. Tracodi Labour in 2021 is forecast to reduce revenues and ineffectively conduct business activities. In 2021, the company will mainly cut down costs, distribute employees and study new market opportunities for this sector.
- **Life Purity JSC:** This sector is significant in new technology development in clean water treatment. In 2020, the company successfully installed and tested pilot water treatment models in Ben Tre. Under the plan 2021, the company will multiply the new technology model in Ben Tre and the vicinities. Its short-term target is to focus on promotion and model multiplication. It is expected that the company has not obtained revenues and efficiency in 2021.

Financial restructuring: To meet financial situation and have capacity as a E&C General Contractor for large projects, it is expected that Tracodi will increase capital in 2021 by issuing fractional shares worth VND 350 billion (done in Quarter 1 of 2021) and issuing convertible shares worth VND 250 billion (done in Quarter 1 of 2021). In Quarter 3 of 2021, Tracodi will continue to issue shares to the existing shareholders at 1:1 and issue fractional shares worth VND 500 billion to the strategic investors with a view to increase its charter capital of over VND 2,248 billion in late 2021.

Under the business plan in 2021, Tracodi expects to attain revenue of VND 3,203.8 billion and profit after tax of VND 280.1 billion.

4. Agriculture and trading

As Covid-19 pandemic situation remains complicated in 2021, manufacturing activities of the member companies in the Group will focus on products in the stable export markets such as outdoor wood furniture, hardwood flooring and finished coffee (attach importance to branded construction products). Besides, capital withdrawal is required in the companies whose products are unsuitable or ineffective.

In 2021, Nguyen Hoang will invest to sustainable development in the orientation of professionalization, diversification and modernization and strive to become proud of high-quality and environmentally-friendly products for benefits of its customers, shareholders and employees.

As to customers and markets, Nguyen Hoang will follow quality policy for its customers to maintain and develop brand and market shares, push up marketing activities to promote trademark and products in the market, use all resources and step up foreign relations, joint venture and association with foreign partners to access to larger international market. As planned, Nguyen Hoang will seek more customers on its e-commerce channel. Besides, it will focus on US market (all year round) and Australian market (in summer) to cover the plant capacity and create stable jobs for the employees.

For products, Nguyen Hoang plans to diversify products, give priority to develop its traditional products with affirmed share market and high-tech products and research and develop new products, especially the ones that Nguyen Hoang has potentials and advantages. Particularly, the company will continue to deploy cacao project in Dak Nong and Dak Lak, focus on intensive processing of coffee in Lam Dong using advanced techniques in the world to meet increasing demands of domestic and foreign customers.

Regarding investment, Nguyen Hoang will provide more machines and equipment such as automatic iron painting line and CNC machine, innovate technology and production process and double production output. In addition, the company will organize training courses to improve management, qualifications and workmanship for employees to make contributions to sustainable development in manufacturing and agriculture sector.

The above are basic contents of the business results in 2020 and business orientation for 2021 from the Board of Management. 2021 is the second year of Covid-19 pandemic which continues to heavily affect the global economy in general and this is an extremely great challenge for Bamboo Capital Group. However, with determination and solidarity as well as achievements obtained for 10 past years and adaptive and flexible strategy orientation of the Board of Directors, the Company will continue reforms and development, overcome difficulties and attain the set strategic targets for 2021 with a vision to 2020-2025.

It is respectively submitted to the General Meeting of Shareholders for voting and approval.

Yours sincerely,

Recipients:

- General Meeting of Shareholders;
- Archives: BOS, Office of BOD;

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

(Signed & sealed)

Nguyen Ho Nam