
No: 08 /BCQT-DDM

Hanoi, 28 January 2026

CORPORATE GOVERNANCE REPORT
Fiscal year 2025

To: - HANOI STOCK EXCHANGE
- STATE SECURITIES COMMISSION

Registration Organization: DONG DO MARITIME JOINT STOCK COMPANY
Headquarters Address: 19th Floor, Hoa Binh International Office Tower, No.
106 Hoang Quoc Viet Street, Nghia Do Ward, Ha Noi.
Telephone: 024.37556141 Fax: 024.37556149
Charter Capital: VND 122,444,950,000
Stock Code: DDM
Trading Registration Platform: UPCoM
- Internal audit function: Not applied

I. Activities of the General Meeting of Shareholders

Information on meetings and Resolutions/Decisions of the General Meeting of Shareholders (*including resolutions adopted by written opinion*):

No	Resolution/Decision No	Date	Main contents
1	01/NQ-DHDCD	09/04/2025	<p>The 2025 Annual General Meeting of Shareholders approved and adopted a number of matters relating to the management and operation of the Company as follows:</p> <ol style="list-style-type: none">1. Approval of the consolidated financial statements for 2024 audited by Hanoi Branch – UHY Auditing and Consulting Co., Ltd.2. Approval of the remuneration for 2024 for non-executive members of the Board of Directors and the Supervisory Board.3. Approval of production and business plan targets for 2025 as reported.4. Ship investment and disposal plan: Completion of the liquidation of the Dong An and Dong Thinh vessels. Working with credit institutions to liquidate the Dong Ho vessel (subject to approval by credit institutions).

			<p>5. Approval of the proposed remuneration for 2025 for non-executive members of the Board of Directors and the Supervisory Board.</p> <p>6. Authorization for the Board of Directors to select and appoint an independent and reputable auditing firm from the list proposed by the Supervisory Board and approved by the Ministry of Finance and the State Securities Commission to audit the Company's 2025 financial statements.</p>
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II. Board of Directors

1. Information on members of the Board of Directors (BOD):

No	BOD Member	Position	Date of appointment / dismissal	
			Date of appointment	Dismissal
1	Mr. Nguyen Duy Luan	Chairman	Elected Chairman of the BOD from 11/04/2024	
2	Ms. Pham Thi Anh Thu	Member	Elected BOD member from 11/04/2024. Representative of VIMC holding 19% of charter capital	
3	Ms. Pham Thi Thu Hoai	Member	Elected BOD member from 11/04/2024. Representative of VIMC holding 14.97% of charter capital	
4	Mr. Nguyen Quoc Khanh	Member	Re-elected as BOD member from 22/04/2022	
5	Mr. Bui Nhat Truyen	Member	Concurrently General Director. Representative of VIMC holding 15% of charter capital. Re-elected from 22/04/2022	

2. Meetings of the Board of Directors in 2025:

No	BOD Member	Meetings attended	Attendance rate	Reason for absence
1	Mr. Nguyễn Duy Luân	6/6	100%	
2	Ms. Phạm Thi Anh Thu	6/6	100%	
3	Ms. Pham Thi Thu Hoai	6/6	100%	
4	Mr. Bui Nhat Truyen	6/6	100%	
5	Mr. Nguyen Quoc Khanh	6/6	100%	

3. Supervisory activities of the Board of Directors over the Executive Board:

Periodically, the Board of Directors participated in briefing meetings and other meetings organized by the Company's management (including the General Director, Deputy General Directors, Branch Directors, and Heads/Deputy Heads of departments). At these meetings, the Board received reports on financial status and business operations, thereby issuing timely directives to implement the resolutions of the General Meeting of Shareholders and other resolutions of the Board of Directors.

Key supervisory and directive activities included:

- Developing plans and directing the implementation of production and business tasks in accordance with resolutions of the General Meeting of Shareholders.
- Assessing, analyzing, and forecasting market conditions and business performance to urge completion of assigned tasks.
- Successfully organizing the 2025 Annual General Meeting of Shareholders.
- Directing the review, amendment, and supplementation of internal management regulations in line with current regulations and the Company's governance model.
- Inspecting compliance with laws and other regulations.
- Ensuring proper implementation of coordination regulations between the Board of Directors, Supervisory Board, and General Director.
- Other duties of the Board of Directors in accordance with the Company's Charter.

4. Activities of sub-committees under the Board of Directors (if any): None

5. Resolutions/Decisions of the Board of Directors

Stt	Document	Main contents
1	Resolution No. 01.2025/NQ-HĐQT dated 14/01/2025	<p>1. Regarding the company's business results for 2024 and plans for 2025:</p> <ul style="list-style-type: none">- Approval of production and business results for 2024 and plan for 2025 based on reports of the Executive Board.- The Board requested the General Director to:<ul style="list-style-type: none">+ Assign KPI targets for 2025 to each department, unit, and individual; accelerate the liquidation of Dong An and Dong Thinh vessels; focus on managing and operating remaining vessels.+ Improve vessel management efficiency (operations, technical, crew) and cost control to meet regulatory requirements and maintain fleet operations. <p>2. Assignment of duties among Board members.</p> <p>Other related matters.</p>
2	Resolution No. 02.2025/NQ-HĐQT dated 01/02/2025	Approval of the plan to organize the 2025 Annual General Meeting of Shareholders and draft reports.
3	Resolution No. 03.2025/NQ-HĐQT dated 16/05/2025	<p>1. Approval of the production and business results for the first quarter of 2025 and cumulative results up to the end of April 2025 in accordance with the report of the General Director.</p> <p>2. The Board of Directors requires the General Director to direct departments and units to implement specific tasks to ensure business performance results.</p>

4	Resolution No. 04.2025/NQ-HĐQT dated 13/06/2025	The Board of Directors approves the selection of UHY Auditing and Consulting Company Limited as the auditing firm to perform the review and audit of the Company's 2025 financial statements.
5	Resolution No. 05.2025/NQ-HĐQT dated 18/07/2025	<p>1. Approval of the figures stated in Report No. 130/BC-TH dated 16/07/2025 of the General Director regarding production and business results for the first six months of 2025 and the plan for the last six months of 2025.</p> <p>2. The Board of Directors requires the General Director to: Direct the vessel management department to closely monitor the market and select appropriate vessel operating methods to ensure TCE; inspect and supervise the technical condition of vessels to avoid incidents leading to off-hire; manage and guide vessels to strictly comply with the QLAT System and improve crew quality in order to complete the plan for the last six months of the year.</p> <p>3. The Board of Directors approves the contents of directives for the authorized representative of state capital at Dong Do CMC to vote at the 2025 General Meeting of Shareholders, as proposed by the General Director in Submission No. 129/TT-TH dated 16/07/2025.</p>
6	Resolution No. 06.2025/NQ-HĐQT dated 30/09/2025	Approval of the policy on handling matters related to construction-in-progress costs of the “Dong Do Ship Repair Yard Investment and Construction Project in Hai Phong.”
7	Resolution No. 07.2025/NQ-HĐQT dated 17/10/2025	<p>1. Approval of production and business results for the first nine months of 2025 and the plan for the last three months of 2025 as stated in Report No. 167/BC-NĐDV dated 10/10/2025 of the General Director.</p> <p>2. The Board of Directors requires the Executive Management to implement the following tasks:</p> <ul style="list-style-type: none"> - Focus on decisively directing issues related to production and business activities, effective vessel chartering contracts, financial restructuring, cost control, technical management of the fleet, and crew management, as recommended by members of the Board of Directors and the Supervisory Board at the meeting. - Review, analyze, and evaluate coordination among departments within the vessel management division (technical – maritime safety and legal affairs – crew) to identify shortcomings and implement corrective measures to enhance management and operational efficiency. - Communicate the spirit of emulation to all employees, officers, and crew members throughout the Company and promote effective implementation, mobilizing all resources to strive for completion of the plan for the last three months of the year and to achieve accomplishments in celebration of the Company's 40th anniversary.

III. Supervisory Board:

1. Information on members of the Supervisory Board:

No.	Member	Position	Date of appointment	Professional qualification
1	Ms. Nguyen Thi Dung	Head	Appointed 11/04/2024	Bachelor of Finance & Banking
2	Ms. Ta Thi Hue	Member	April 2023	Engineer of Maritime Transport Economics
3	Ms. Nguyen Thi Thanh Loan	Member	May 2019 (re-elected April 2022)	Bachelor of Accounting & Finance

2. Meetings of the Supervisory Board:

All members attended 4/4 meetings with 100% attendance and voting rate.

3. Supervisory activities of the Supervisory Board over the Board of Directors, the Executive Board and shareholders

In 2025, the Supervisory Board (SB) performed its duties in accordance with the provisions of law, the Company's Charter and the SB's Operating Regulations. The SB supervised the implementation of the resolutions of the 2025 Annual General Meeting of Shareholders, compliance with laws and the Company's Charter, and the implementation of resolutions, decisions and directives of the Board of Directors and the General Director in the management and operation of the Company.

The Supervisory Board maintained regular communication and close cooperation with the Board of Directors and the Company's management in order to perform its functions and duties and to protect the lawful rights and interests of shareholders, specifically as follows:

- Supervising the Board of Directors' implementation of the resolutions of the 2025 Annual General Meeting of Shareholders;
- Directly supervising the activities of the Board of Directors through regular and extraordinary meetings, providing opinions on issues raised at meetings; ensuring that the methods of adopting resolutions of the Board of Directors are appropriate and effective;
- Supervising the implementation and execution by the Executive Management of the resolutions of the Board of Directors through the delegation mechanism between the Board of Directors and the General Director; through reports and exchanges with the Chief Accountant, Deputy General Directors and Heads of professional departments;
- Reviewing and appraising the Company's business performance reports and quarterly and semi-annual financial statements.

4. Coordination between the Supervisory Board and the Board of Directors, the Executive Board and other management personnel:

- The Supervisory Board closely cooperated with members of the Board of Directors, the Executive Board and management personnel in performing its supervisory functions;
- The Board of Directors and the Executive Board created favorable conditions and promptly met information requests to serve the Supervisory Board's supervisory activities;
- Summary reports and opinions of the Supervisory Board on inspection and supervision of management and operational activities, accounting practices and preparation of the Company's financial statements were submitted to the Board of Directors and the Executive Board;
- The Supervisory Board submitted a proposal to the General Meeting of Shareholders regarding the selection of the auditing firm for the 2025 financial statements.

Overall, the coordination in performing duties among the Supervisory Board, the Board of Directors, the Executive Board and other management personnel was serious, close and in compliance with regulations.

5. Other activities of the Supervisory Board

The Supervisory Board strictly carried out its regular supervisory duties over the activities of the Board of Directors and the Executive Board in accordance with current laws and the Company's Charter; and coordinated with and supported the Board of Directors and the Executive Board in performing tasks assigned by the General Meeting of Shareholders.

In 2025, the Supervisory Board held four (04) meetings, focusing on the following main contents:

- Finalization of the Supervisory Board's Report submitted to the 2025 Annual General Meeting of Shareholders;
- Periodic inspection and supervision during the first three months of 2025 at Dong Do Maritime Joint Stock Company; appraisal of the 2024 financial statements;
- Appraisal of the 2025 semi-annual financial statements;
- Periodic inspection and supervision for the first six months of 2025.

IV. Executive Board

No.	Member	Position	Year of birth	Qualification	Appointment date
1	Mr. Bui Nhat Truyen	General Director	1975	Bachelor of Foreign Languages; Certificate in Maritime Transport & Logistics (Norway)	July 2024
2	Mr. Bui Dinh Huong	Deputy General Director	1969	Marine Engineering	Nov 2015
3	Mr. Do Minh Ha	Deputy General Director	1973	Hydraulic Construction Engineer	Oct 2023

V. Chief Accountant

Name	Year of birth	Qualification	Appointment date
Mr. Tran Sy Khanh	1975	Bachelor of Accounting & Finance	October 2023

VI. Training on corporate governance

Training courses on corporate governance attended by members of the Board of Directors, the Supervisory Board, the General Director, other key management personnel, and the Corporate Secretary as required by corporate governance regulations: None

VII. Related persons and related-party transactions

1. List of related persons of the Company

No	Name of organization/individual	Securities trading account (if any)	Position at the Company (if any)	Share ownership certificate No. *, date of issue, place of issue	Head office address / Contact address	Date becoming a related person	Date no longer a related person	Reason	Relationship with the Company
1									

(According to the attached list of insiders and related persons)

2. Transactions between the Company and its related persons; or between the Company and major shareholders, insiders, and related persons of insiders

3. Transactions between insiders of the Company and related persons of insiders with subsidiaries or companies under the Company's control: None

4. Transactions between the Company and other entities:

4.1. Transactions between the Company and companies in which members of the Board of Directors, members of the Supervisory Board, the Director (General Director) and other managers have been or are founding members or members of the Board of Directors, Directors (General Directors) or executive managers within the last three (03) years (as of the reporting date).

4.2. Transactions between the Company and companies in which related persons of members of the Board of Directors, members of the Supervisory Board, the Director (General Director) and other managers are members of the Board of Directors, Directors (General Directors) or executive managers: None.

4.3. Other transactions of the Company (if any) that may bring material or non-material benefits to members of the Board of Directors, members of the Supervisory Board, the General Director and other managers: None.

VIII. Share transactions of insiders and related persons of insiders

1. List of insiders and related persons of insiders:

No.	Full name	Securities trading account (if any)	Position at the Company (if any)	ID/Passport No., date of issue, place of issue	Contact address	Number of shares held at end of period	Shareholding ratio at end of period	Notes
1	Name of insider							
1.1	Name of related person of insider							

(According to the attached list of insiders and related persons)

2. Transactions of insiders and related persons of insiders in the Company's shares during the period:

Person conducting the transaction: Nguyen Thi Mai Phuong – Related person of an insider (daughter of Mr. Nguyen Quoc Khanh, member of the Board of Directors).

Transaction executed: Purchase of 337,100 shares.

Transaction period: From 28/11/2025 to 28/11/2025.

Number and percentage of shares held after the transaction: 337,100 shares, equivalent to 2.7% of the charter capital.

IX. Other matters to be noted: None

Recipients:

- As above (for reporting);
- Archived.

ON BEHALF OF THE BOARD OF DIRECTORS

CHAIRMAN



Nguyen Duy Luan

LIST OF INDIVIDUALS AND ORGANIZATIONS RELATED TO INSIDERS
(Attached to Official Letter No. / BCQT-DDM date /01/2026 by Dong Do Maritime Joint Stock Company)



Company Name: **DONG DO MARINE JOINT STOCK COMPANY**

Stock code: **DDM**

No	Stock Code	Full Name	Securities Trading Account	Position in the Company	Relationship with the Insider	Type of Document (ID Card/Passport/Business Registration Certificate)	Document Number	Date of Issue	Place of Issue	Registered Address/Contact Address	Number of Shares Held as of Current Date	Shareholding Percentage as of Current Date	Start Date as an Insider/Related Party to the Insider
A01	A02	A03	A04	A05	A06	A07	A08	A09	A10	A11	A12	A13	A14
1	DDM	Nguyễn Duy Luân	005C.010025 at MBS Securities Company	Chairman							1,498,682	12.24	Elected on April 11, 2024
1.1		Nguyễn Thị Cảnh	005C.010024		Mother								
1.2		Nguyễn Duy Quân	058C.540120		Son								
1.3		Nguyễn Duy Minh			Son								
1.4		Nguyễn Thị Lệ			Sister								
1.5		Nguyễn Thị Lý			Younger Sibling								
1.6		Nguyễn Thị Hương			Younger Sibling								
1.7		Đình Văn Viên			Brother-in-Law								
1.8		Phạm Văn Hiền			Younger Brother-in-Law								
1.9		Nguyễn Văn An			Younger Brother-in-Law								
2	DDM	Phạm Thị Anh Thư		Member of the Board of Directors (BoD)							0	0%	11-Apr-2024
2.1		Phạm Thành Tô			Father								
2.2		Nguyễn Thị Thái			Mother								
2.3		Đình Công Ruột			Father-in-law								
2.4		Nguyễn Thị Thủy			Mother-in-law								
2.5		Đình Công Sơn			Husband								
2.6		Đình Công Mạnh			Son								
2.7		Đình Phạm Thanh Trúc			Daughter								
2.8		Phạm Đức Minh			Younger Sibling								
2.9		Phạm Thanh Bình			Younger Sibling								
2.10		Phan Minh Hải			Sister-in-law								
2.11		Vietnam Maritime Corporation		Deputy Head of Shipping Department	Related Organization						5,996,573	48,97%	
2.12		TRANSPORT AND TRADING SERVICE JOINT STOCK COMPANY (TRANSCO)		Vice Chairman of the BOD	Related Organization								
3	DDM	Phạm Thị Thu Hoài		Member of the Board of Directors (BoD)							0	0%	January 2024
3.1		Lê Đăng Khánh			Husband								
3.2		Lê Phương Anh			Daughter								
3.3		Lê Bảo Châu			Daughter								
3.4		Phạm Đậu			Father								
3.5		Hoàng Thị Thư			Mother								
3.6		Phạm Thị Thu Hằng			Elder Sister								
3.7		Phạm Thị Hồng Hải			Elder Sister								
3.8		Phạm Hùng			Younger Brother								
3.9		Phạm Thế Hiệp			Younger Brother								

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A01	A02	A03	A04	A05	A06	A07	A08	A09	A10	A11	A12	A13	A14
3.10		Lê Đăng Khuê			Father-in-law								
3.11		Nguyễn Thị Vỹ			Mother-in-law								
3.12		Lê Đăng Đạt			Brother-in-Law								
3.13		Lê Hồng Hạnh			Brother-in-Law								
3.14		Lê Đăng Hiền			Brother-in-Law								
3.15		EAST SEA SHIPPING COMPANY LIMITED			Related Organization to Ms. Phạm Thị Thu Hoài								
3.16		Vietnam Maritime Corporation		Related Organization	Related Organization						5,996,573	48,97%	
4	DDM	Bùi Nhật Truyền	009c901125	Member of the Board of Directors (BoD), Chief Executive Officer (CEO)							46.139	0,38%	Appointed as CEO on July 31, 2024
4.1		Bùi Nhật Tiến			Father								
4.2		Nguyễn Thị Yến			Mother								
4.3		Trịnh Việt Hùng			Father-in-law								
4.4		Nguyễn Thị Ngọc Oanh			Mother-in-law								
4.5		Trịnh Việt Hà			Wife								
4.6		Bùi Tiến Dũng			Brother								
4.7		Bùi Quốc Cường			Brother								
4.8		Bùi Nhật Anh			Son								
4.9		Bùi Nhật Nam			Son								
4.10		Vietnam Maritime Corporation		Related Organization	Related Organization						5,996,573	48,97%	
5	DDM	Nguyễn Quốc Khánh	003C401653	Member of the Board of Directors (BoD)							876.400	7.16%	Re-elected on April 22, 2021
5.1		Vũ Thị Thu Hiền	003C404296		Wife						948.790	7,75%	
5.2		Nguyễn Thị Mai Phương			Daughter								
5.3		Nguyễn Việt Dũng			Son								
5.4		Nguyễn Văn Dê			Father								
5.5		Lê Thị Ngà			Mother								
5.6		Nguyễn Văn Hưng			Elder Brother								
5.7		Nguyễn Thành Công			Younger Brother								
5.8		Nguyễn Lương Bằng			Younger Brother								
6	DDM	Nguyễn Thủy Quỳnh	-	Company Secretary							360	0.0029	
7	DDM	Bùi Đình Hưởng		Deputy Chief Executive Officer (Deputy CEO)							960		Appointed October 2015
7.1		Bùi Quang Thịnh			Father								
7.2		Cao Thị Phương			Mother								
7.3		Bùi Thị Trâm			Elder sister								
7.4		Bùi Thị Chi			Younger Sister								
7.5		Hồ Anh Thư			Wife								
7.6		Bùi Nhật Quang			Son								
7.7		Bùi Tiến Dũng			Son								
8	DDM	Đỗ Minh Hà		Deputy Chief Executive Officer (Deputy CEO)									Appointed on October 20, 2023
8.1		Nguyễn Thị Nhuận			Mother								
8.2		Đỗ Thảo			Father								
8.3		Vũ Thị Lan Anh			Wife								
8.4		Đỗ Hoàng Phúc			Son								
8.5		Đỗ Thị Minh Hải			Younger Sister								
8.6		Đỗ Thị Hoàn			Younger Sister								
8.7		Đỗ Minh Thái			Younger Brother								

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A01	A02	A03	A04	A05	A06	A07	A08	A09	A10	A11	A12	A13	A14
8.8		Đỗ Minh Thụy			Younger Brother								
8.9		Trade Union of Dong Do Maritime Joint Stock Company	0001.157676 at VNDIRECT Securities Corporation		Tổ chức có liên quan đến Người nội bộ								
9	DDM	Trần Sỹ Khánh		Chief Accountant							0	0	Appointed on May 1, 2021
9.1		Võ Thị Phiến			Mother								
9.2		Nguyễn Quốc Bảo			Father								
9.3		Trần Thị Ngoan			Mother-in-law								
9.4		Nguyễn Thị Hồng Thắng			Wife								
9.5		Trần Hiền Anh			Daughter								
9.6		Trần Ngọc Diễm			Daughter								
9.7		Trần Thị Thu Hà			Elder Sister								
10	DDM	Lê Việt Hùng	0017371 at TVSI Securities Corporation	Authorized Person for Information Disclosure							1,000		April 2021
10.1		Ta Thu Vân			Wife								
10.2		Lê Thu Ngân			Daughter								
10.3		Lê Tạ Ngân Giang			Daughter								
10.3		Lê Thu Hà			Elder Sister								
11	DDM	Nguyễn Thị Dung		Head of the Supervisory Board (SB)							0	0%	11/04/24
11.1		Nguyễn Văn Công			Father								
11.2		Đồng Thị Thâm			Mother								
11.3		Nguyễn Thị Tháo			Elder sister								
11.4		Nguyễn Văn Thành			Elder Brother								
11.5		Nguyễn Thị Nhung			Elder sister								
11.6		Nguyễn Văn Dũng			Elder Brother								
11.7		Nguyễn Văn Sĩ			Elder Brother								
11.8		Nguyễn Thị Hà			Elder sister								
11.9		Nguyễn Thị Duyên			Elder sister								
11.10		Nguyễn Văn Trường			Husband								
11.11		Nguyễn Minh Hiếu			Son								
11.12		Nguyễn Minh Trí			Son								
11.13		Nguyễn Văn Hưng			Father-in-law								
11.14		Nguyễn Thị Toàn			Mother-in-law								
11.15		Hoàng Văn Sơn			Brother-in-Law								
11.16		Nguyễn Văn Cừ			Brother-in-Law								
11.17		Phạm Thị Thủy			Sister-in-law								
11.18		Nguyễn Thị Thập			Sister-in-law								
11.19		Nguyễn Thị Đào			Sister-in-law								
11.20		Trần Văn Trường			Brother-in-Law								
11.21		Đào Thanh Tùng			Brother-in-Law								
11.2		Can Tho Port Joint Stock Company			Organization Related to Ms. Nguyen Thi Dung								
11.23		Vietnam Maritime Corporation		Related Organization	Related Organization						5,996,573	48,97%	
12	DDM	Nguyễn Thị Thanh Loan	003C406025	Member of the Supervisory Board (SB)									Appointed on April 2021
12.1		Trần Doãn Phương			Husband								
12.2		Trần Doãn Hưng			Son								
12.3		Trần Doãn Thịnh			Son								
12.4		Trần Thị Hoan			Mother								
12.5		Nguyễn Thành Long			Brother								

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A01	A02	A03	A04	A05	A06	A07	A08	A09	A10	A11	A12	A13	A14
12.6		Nguyễn Trọng Thành			Younger brother								
12.7		Trần Doãn Triều			Father-in-law								
12.8		Vũ Thị Hiền			Mother-in-law								
12.9		Trần Doãn Phúc			Brother-in-Law								
12.10		Trần Khánh Ngân			Daughter								
12.11		Trần Phương Ngân			Daughter								
13	DDM	Tạ Thị Huệ		Member of the Supervisory Board (SB)									19/04/2023
13.1		Tạ Hữu Tiến			Father								
13.2		Hoàng Thị Đào			Mother								
13.3		Tạ Thị Nga			Sister								
13.4		Tạ Đức Hiểu			Yonger brother								
13.5		Đào Đình Thép			Husband								
13.6		Đào Đình Phong			Son								
13.7		Đào Minh Thái			Son								
13.8		Vietnam Maritime Corporation			Organization Related to Ms. Tạ Thị Huệ						5,996,573	48,97%	