

PROPOSAL

Re: Approval of the policy on adjustment of the My Dinh ICD Investment and Construction Project in Hoai Duc commune; research on investment in the Tan Thanh ICD, Hong Van ICD and Huu Lung Industrial Zone projects; continuation of the project at No. 17 Pham Hung Road.

To: The General Meeting of Shareholders of International Trade and Investment Services Joint Stock Company.

Pursuant to the Law on Enterprises No. 59/2020/QH14 dated 17 June 2020 and Law No. 76/2025/QH15 dated 17 June 2025 amending a number of articles of the Law on Enterprises;

Pursuant to the Law on Investment No. 143/2025/QH15 dated 11 December 2025 and the implementing decrees and guidelines;

Pursuant to the Law on Construction No. 50/2014/QH13 dated 18 June 2014; Law No. 62/2020/QH14 dated 17 June 2020 amending and supplementing a number of articles of the Law on Construction, other related amending laws, and the implementing decrees and guidelines;

Pursuant to the Law on Land No. 31/2024/QH15 dated 18 January 2024 and the implementing decrees and guidelines;

Pursuant to Decision No. 403/QĐ-UBND dated 16 January 2015 of the Hanoi People's Committee on the approval of the investment policy for the construction of the My Dinh Inland Container Depot (ICD) in Duc Thuong commune, Hoai Duc district, Hanoi City; the Decisions on correction, adjustment and adjustment of the investment policy No. 2555/QĐ-UBND dated 05 June 2015, No. 6222/QĐ-UBND dated 10 November 2016, No. 4906/QĐ-UBND dated 19 November 2021 and No. 5000/QĐ-UBND dated 06 October 2025 of the Hanoi People's Committee;

Pursuant to Decision No. 3401/QĐ-UBND dated 27 June 2016 of the Hanoi People's Committee on the approval of the 1/500-scale Detailed Plan for the My Dinh ICD in Duc Thuong commune, Hoai Duc district, Hanoi City;

Pursuant to Official Letter No. 7443/UBND-KT dated 27 December 2007 of the Hanoi People's Committee on the approval for the State-owned Single-Member Limited Liability Company for International Manpower Supply to contribute capital together with a partner for the establishment of an enterprise to implement the Commercial, Office, Operations Center, Public Hotel Complex Project on the 11,959.5 m² premises at No. 17 Pham Hung Road;



Pursuant to Decision No. 493/TB-UBND dated 07 May 2025 of the Hanoi People's Committee on the approval for the real estate business organization to implement the pilot project (pursuant to Resolution No. 171/2024/QH15 dated 30 November 2024 of the National Assembly on the pilot implementation of commercial housing through agreements on the receipt of land use rights or existing land use rights);

Pursuant to Decisions No. 27/QĐ-HĐQT dated 27 December 2016, No. 32/QĐ-HĐQT dated 10 December 2021, No. 13/QĐ-HĐQT dated 20 October 2025 of the Board of Directors of International Trade and Investment Services Joint Stock Company on the approval and adjusted approval of the My Dinh ICD Investment and Construction Project in Duc Thuong commune, Hoai Duc district (now Hoai Duc commune), Hanoi City;

Pursuant to Resolution No. 01/NQ-ĐHĐCĐ dated 26 June 2024 of the General Meeting of Shareholders of International Trade and Investment Services Joint Stock Company approving the adjustment of the My Dinh ICD Project in Duc Thuong commune, Hoai Duc district, Hanoi City;

Pursuant to the Charter of International Trade and Investment Services Joint Stock Company (4th amendment) approved by the General Meeting of Shareholders on 26 June 2025.

The Board of Directors respectfully proposes that the General Meeting of Shareholders of the Company consider and approve the following matters:

1. Approval of the adjustment of the My Dinh ICD Investment and Construction Project in Hoai Duc commune, Hanoi City:

1.1. Objectives of adjustment:

To adjust the functions of the Project in order to meet market demand; to ensure conformity with the Hanoi Capital Master Plan for the 2021–2030 period with a vision to 2050 and the provisions of the Land Law 2024 on multi-purpose land use; and simultaneously to align with the national and City's orientation for the development of e-commerce. The additional functions include: pharmaceutical and medical equipment logistics; customs clearance for import-export goods and e-commerce goods; increase in office and warehouse areas, in particular specialized warehouses, high-tech warehouses, and goods traceability services. *(A detailed report on the necessity for the project adjustment is attached to this Proposal).*

1.2. Details of the adjustment:

Adjustment of scale and capacity: The expected throughput capacity is approximately 200,000 TEU/year by 2030 and approximately 250,000–300,000 TEU/year by 2050. Addition of the function of combined multi-purpose land use in accordance with the provisions of law, with a focus on e-commerce centers, distribution

centers, logistics for essential goods, office space, commercial leasing, and other logistics support functions.

a. Adjusted indicators of the 1/500-scale Detailed Plan:

| Item | Before adjustment | After adjustment (expected) |
|---------------------------|--------------------------------|--|
| Total land area | 17.737 ha | 17.737 ha |
| Construction land area | Approx. 43,077 m ² | Approx. 66,400 m ² |
| Total gross floor area | Approx. 122,247 m ² | Approx. 232,000–346,000 m ² |
| Maximum number of storeys | 09 storeys | 30 storeys |

b. Expected total investment: approximately VND 3,500–4,000 billion;

c. Capital sources: Owner's equity, borrowings and other lawful mobilization sources. Of which, owner's equity accounts for approximately 20% (equivalent to VND 700–800 billion, including the charter capital increase in accordance with the roadmap); borrowings and other mobilization sources account for approximately 80% (equivalent to VND 2,800–3,200 billion).

d. Expected implementation schedule: From 2026 to 2030, specifically:

- Adjustment of the 1/500-scale detailed plan: from April 2026 to December 2026;
- Adjustment of the investment policy and the project: from January 2027 to July 2027;
- Preparation, approval of design and construction: from August 2027 to December 2030;
- Consideration of the payment of land rent in one lump sum for the entire lease term as a basis for enhancing the value of the Company's collateral assets in support of service business operations;
- Agreement on the tendering policy to expand an area of approximately 4.0 ha of the parking service area adjacent to the southeastern boundary of the Dry Port project (land area falling within the area planned for the Hoai Duc ICD in the phase prior to 2015).

2. Approval of the policy to conduct research on the Tan Thanh ICD, Hong Van ICD, and Huu Lung Industrial Zone projects (*A detailed report on the necessity for the investment is attached to this Proposal*).

2.1. Tan Thanh Inland Container Depot:

- Location: Tan Thanh border gate area, Hoang Van Thu commune (formerly Tan Thanh commune, Van Lang district), Lang Son province;
- Targeted scale by 2030: approximately 15–20 ha; expected throughput capacity of 150,000–200,000 TEU/year;
- Form of research participation: The Company conducts research to participate in the implementation of the project (potentially as a joint-venture investor) on the

basis of the investment policy approval of the competent authority and ensuring the Company's objectives and financial capacity;

- Preparation timeline: The investment policy for the project is expected to be approved in Q3/2026; the proposal for project participation is to be prepared in Q4/2026.

2.2. Hong Van Inland Container Depot:

- Location: Hong Van commune, Hanoi City;
- Scale by 2030: approximately 5–10 ha, expected throughput capacity of 50,000–100,000 TEU/year;
- The project benefits from multimodal transport connectivity: road, inland waterway, and the orientation to connect with railway; serving the import-export demand of goods for the industrial zones in Thuong Tin, Phu Xuyen and neighboring areas;
- Preparation timeline: The Company plans to conduct research and prepare the project proposal in Q3/2026 after the relevant policies and mechanisms have been promulgated; to finalize and submit the project proposal in Q4/2026 after ensuring financial capacity in accordance with the charter capital increase roadmap.

2.3. Huu Lung 3 and Huu Lung 5 Industrial Zones within the Huu Lung Urban–Service Industrial Zone:

a) Huu Lung 3 Industrial Zone:

- Location: within the Huu Lung Urban–Service Industrial Zone in Tan Thanh commune, Lang Son province;
- Scale: approximately 204.7 ha;
- Nature: Logistics industrial zone;
- Form of research participation: participating in the research and proposal for project implementation with ALS, with the joint-venture participation ratio commensurate with the Company's financial capacity;
- The project benefits from connectivity to National Highway 1A, the CT01 expressway, and the Yen Vien – Dong Dang – Nanning (China) international intermodal railway. It is located within the Huu Lung Urban–Service Industrial Zone with a total area of approximately 4,900 ha. It enjoys convenient connections with major industrial centers such as Hanoi, Bac Ninh, Thai Nguyen, Hung Yen and Hai Phong; approximately 90 km from Hanoi, 50 km from Bac Ninh, 110 km from Tan Thanh border gate, 120 km from Huu Nghi border gate and 160 km from Hai Phong port;
- Preparation timeline: Approval of the sub-area plan: Q1/2027; preparation of the investment project proposal: Q2/2027 after ensuring financial capacity in accordance with the charter capital increase roadmap.

b) Huu Lung 5 Industrial Zone:

- Location: within the Huu Lung Urban–Service Industrial Zone in Tan Thanh commune, Lang Son province;
- Scale: approximately 200.28 ha;
- Nature: Processing industrial zone;
- Form of research participation: participating in the research and proposal for project implementation with ALS, with the joint-venture participation ratio commensurate with the Company’s financial capacity;
- The project benefits from connectivity to National Highway 1A, the CT01 expressway, and the Yen Vien – Dong Dang – Nanning (China) international intermodal railway. It is located within the Huu Lung Urban–Service Industrial Zone with a total area of approximately 4,900 ha. It enjoys convenient connections with major industrial centers such as Hanoi, Bac Ninh, Thai Nguyen, Hung Yen and Hai Phong; approximately 90 km from Hanoi, 50 km from Bac Ninh, 110 km from Tan Thanh border gate, 120 km from Huu Nghi border gate and 160 km from Hai Phong port;
- Preparation timeline: Approval of the sub-area plan: Q1/2029; preparation of the investment project proposal: Q2/2029 after ensuring financial capacity in accordance with the charter capital increase roadmap.

3. Continuation of the projects at No. 17 Pham Hung Road, Hanoi City:

The General Meeting of Shareholders is requested to approve the policy for the Company and its joint-venture partner to continue carrying out the legal procedures for investment preparation and the investment and construction of the “City of Dream” Commercial and Luxury Apartment Complex Project on the 35,102 m² premises at No. 17 Pham Hung Road which has been approved by the Hanoi People’s Committee, and to conduct research on the continued implementation of the Office, Operations Center, Commercial Service Center, Public Hotel Complex Project on the 11,959.5 m² premises when all conditions prescribed by law are fully satisfied.

The Board of Directors respectfully requests the General Meeting of Shareholders of the Company to consider and approve the above matters as a basis for implementing the subsequent steps./.

Yours faithfully!

Recipients:

- As addressed above;
- BOD, Supervisory Board;
- Archived: Administration, BOD Secretary.

ON BEHALF OF THE BOARD OF DIRECTORS

CHAIRMAN



Phung Tien Toan



APPENDIX REPORT

(Attached to Proposal No. 07/HĐQT dated 15 May 2026 of the Board of Directors)

1. Adjustment of the My Dinh ICD Project in Hoai Duc commune:

1.1. Reasons for the adjustment of the plan and the Project:

(1) Regarding the operational capacity of the Project:

Under the approved plan, the Project's operational capacity by 2030 was approximately 151,000 TEU/year. On 22 August 2023, the Prime Minister approved the Master Plan on the Development of the ICD System for the 2021–2030 period with a vision to 2050 under Decision No. 979/QĐ-TTg. Accordingly, the Hoai Duc ICD in the period up to 2030 has a scale of 18–20 ha with a throughput capacity of 182,000–200,000 TEU/year; in the period up to 2050, the scale is approximately 23 ha.

Therefore, the adjustment of the plan is necessary to define the scale of the Project for each phase up to 2030 and from 2030 to 2050, ensuring compliance with the ICD system development master plan and actual market demand: the expected throughput capacity is approximately 200,000 TEU/year by 2030 and approximately 350,000–400,000 TEU/year by 2050.

(2) Combined multi-purpose land use to enhance the land use efficiency of the Project:

The Land Law No. 31/2024/QH15, for the first time, formally provides for combined multi-purpose land use (Article 218). This is a necessary, objective and significant provision for the realization of the viewpoints and objectives in establishing institutions and policies on the management and use of combined multi-purpose land in the spirit of Resolution No. 18-NQ/TW dated 16 June 2022 of the 5th Plenum of the 13th Central Committee on continuing the renovation and improvement of institutions and policies, enhancing the effectiveness and efficiency of land management and use, and creating momentum to lead the country toward becoming a high-income developed nation.

Point b, Clause 1, Article 218 of the Land Law provides: "Land used for public purposes may be combined with commercial and service purposes."

Point b, Clause 2, Article 99 of Decree No. 102/2024/NĐ-CP provides: "The area of land used for the combined purpose shall not exceed 50% of the area of land used for the primary purpose..."

Accordingly, land used for the purpose of an inland container depot may be combined with commercial and service multi-purpose uses, provided that such combined use does not exceed 50% of the land area.

Therefore, in addition to the primary purpose of ICD operation under the plan, multi-purpose land use should be supplemented in an open direction with additional functions such as e-commerce centers, distribution centers, logistics for essential goods (which are in high market demand), office space, commercial leasing centers, electric vehicle charging

stations, etc., ensuring the operation of the logistics chain as well as other supporting functions that add supplementary value to the Project and comply with the provisions of the Land Law.

(3) Adjustment of the Hanoi Capital General Construction Master Plan to 2045, with a vision to 2065:

The planning indicators for the Project were established on the basis of the Hanoi Capital General Construction Master Plan to 2030 with a vision to 2050 under Decision No. 1259/QĐ-TTg dated 26 July 2011. However, this General Master Plan has been adjusted under Decision No. 1668/QĐ-TTg of the Prime Minister approving the Adjusted Hanoi Capital General Master Plan to 2045, with a vision to 2065, and Hanoi City is currently organizing the preparation of the adjusted Capital General Master Plan with a 100-year vision.

Therefore, it is necessary to take into account the orientations of the Hanoi Capital General Construction Master Plan to 2045, with a vision to 2065 and the 100-year vision, in order to update and study the adjustment of the Project's construction plan in conformity with the orientation of the adjusted Capital General Construction Master Plan.

(4) Hanoi Capital Master Plan for the 2021–2030 period, with a vision to 2050:

The planning indicators of the Project were approved in 2016 on the basis of the Hanoi Capital Transportation Master Plan to 2030, with a vision to 2050 under Decision No. 519/QĐ-TTg dated 31 March 2016, and other sectoral master plans such as the development of High-Tech Zones, Industrial Zones, Industrial Clusters, etc., which have been amended, supplemented and integrated into the Hanoi Capital Master Plan for the 2021–2030 period, with a vision to 2050, approved under Decision No. 1569/QĐ-TTg dated 12 December 2024.

Therefore, it is necessary to study and update the contents of the Hanoi Capital Master Plan for the 2021–2030 period, with a vision to 2050, in order to quantify the market demand and the volume of goods passing through the Project on the basis of the orientation for the Transport and Logistics Infrastructure Connectivity Plan; the Development Plan for High-Tech Zones, Industrial Zones, Industrial Clusters and High-Tech Concentrated Agricultural Product Zones; and the Plan for the Development of Services and Trade, etc.

(5) Development of cross-border e-commerce:

- Pursuant to Decision No. 1568/QĐ-BCT dated 03 June 2025 of the Ministry of Industry and Trade on the approval of the Comprehensive Plan for National E-Commerce Development for the 2026–2030 period, the objective of developing e-commerce in conjunction with modern logistics infrastructure is one of the key orientations. By 2030, Vietnam's e-commerce targets sustainable growth with retail sales increasing at an average rate of 20–30% per annum, accounting for approximately 20% of the country's total retail sales of goods. In particular, the orientation emphasizes the synchronized development of logistics infrastructure to serve e-commerce, including warehousing, order processing, packaging,

transportation and last-mile delivery; the construction of logistics centers, fulfillment centers and transit hubs serving express delivery and same-day delivery.

- The E-Commerce Development Plan under the Hanoi Capital Master Plan for the 2021–2030 period, with a vision to 2050 identifies: building and developing infrastructure and supporting services for e-commerce; promoting cross-border e-commerce transactions to help enterprises boost exports of goods through conferences, seminars and training; coordinating with major and reputable e-commerce platforms to connect and support cooperatives, enterprises and individuals in joining e-commerce platforms and expanding markets for agricultural products, handicrafts, OCOP products, consumer goods, etc.
- The Plan for E-Commerce Development in Hanoi City for the 2026–2030 period (Plan No. 84/KH-UBND): by 2030, e-commerce revenue is targeted to account for approximately 17–20% of total retail sales. In particular, the plan focuses on attracting investment and developing logistics infrastructure in accordance with the plan, establishing concentrated warehousing, storage and goods distribution centers; completing the goods transportation and delivery network, strengthening inter-regional connectivity in support of e-commerce activities; developing the logistics service system to serve e-commerce, including warehousing, distribution centers, goods delivery and transportation; developing logistics zones, goods aggregation hubs, consolidation warehouses and distribution centers, creating a foundation for a modern e-commerce supply chain.

The above orientations provide an important basis for the development of the Hoai Duc ICD model linked with an e-commerce center, serving as a logistics hub for storage, order processing and distribution. On that basis, the addition of the e-commerce center function is consistent with the City's development orientation and market demand. The addition of the e-commerce goods distribution function integrated within the ICD is an inevitable and necessary trend, ensuring the development needs of the market.

(6) Planning indicators of the Project specified in the S2 Sub-area Plan:

Under Decision No. 405/QĐ-UBND dated 16 January 2014 of the Hanoi People's Committee approving the 1/5000-scale Urban Construction Sub-area Plan S2, the Project falls within planning lot A1 with the following planning indicators: maximum building height of 30 storeys; aggregate construction density of 14–53%.

Under the plan approved by Decision No. 3401/QĐ-UBND dated 27 June 2016, the maximum building height was 09 storeys with an aggregate construction density of approximately 25%. Therefore, it is possible to adjust the detailed construction plan of the Project in the direction of increasing the building height and construction density to ensure conformity with, and to meet the requirements of, operational exploitation and market demand, thereby enhancing land use efficiency.

1.2 The necessity for the adjustment of the plan and the Project:

Compared with the time of plan preparation, the Project is located on Hanoi's economic ring-road axis, and to date a number of planning indicators and operational objectives are no longer consistent with market development trends, particularly in the context of the rapid development of e-commerce and the rapidly increasing demand for warehousing and logistics services. In the next phase, it is expected that a proposal will be made to expand the scale by approximately 4.0 ha of the land area adjacent to the southeastern boundary of the Project.

Accordingly, the adjustment of certain planning indicators and operational functions of the Project is necessary to meet actual demand and to ensure conformity with the Hanoi Capital Master Plan for the 2021–2030 period, with a vision to 2050, and the provisions of the Land Law on multi-purpose land use. The adjustment is oriented towards developing the My Dinh ICD into a multi-functional dry port integrating the following functions: customs clearance for import-export goods; pharmaceutical and medical equipment logistics; office services, goods traceability, financial services, commercial and product display services. Therefore, the adjustment of the plan and the project is necessary to ensure conformity with the orientation for the development of the Capital, contributing to the development of modern, multi-functional integrated logistics infrastructure combined with multi-purpose land use, thereby enhancing land use efficiency.

2. Research on the Tan Thanh ICD, Hong Van ICD and Huu Lung Industrial Zone projects:

2.1 Tan Thanh Inland Container Depot:

The Tan Thanh border gate is located within the Dong Dang – Lang Son Border-Gate Economic Zone, in Hoang Van Thu commune (formerly Tan Thanh commune, Van Lang district), Lang Son province. It is one of the most important border gates for border trade between Vietnam and China, particularly for agricultural products, foodstuffs, consumer goods and containerized cargo.

Under the Master Plan on the Development of the ICD System for the 2021–2030 period, with a vision to 2050, the Tan Thanh ICD at the Tan Thanh border gate, Tan Thanh commune, Van Lang district (now Hoang Van Thu commune), Lang Son province has a scale by 2030 of 15–20 ha and a throughput capacity by 2030 of 150,000–200,000 TEU/year.

Under Decision No. 2234/QĐ-UBND dated 16 November 2021 of the Lang Son Provincial People's Committee approving the 1/500-scale detailed construction plan with a scale of approximately 185 ha, the orientation is for the development of functional areas serving trade, logistics and import-export activities. The plan identifies a logistics and ICD functional area serving import-export activities in the border-gate area, in which the Tan Thanh ICD has a scale of approximately 20 ha.

From 27 May 2024, the Tan Thanh border gate has officially opened the dedicated goods transportation and customs clearance route between Tan Thanh and Po Chai



(Pingxiang, Guangxi, China) under the pair of Huu Nghi – Youyiguan (China) International Border Gates.

In practice, however, agricultural exports are highly seasonal, with frequent vehicle congestion at the border-gate area during peak periods; logistics infrastructure, particularly warehousing, transit and cold-storage centers, remains limited; and there is significant pressure on the organization of traffic flows, and the handling of vehicles and goods.

In view of the development requirements, Lang Son province has set the objective of building the Dong Dang – Lang Son Border-Gate Economic Zone into a modern logistics and border-gate service center for the Northern region, linked with the development of border trade and cross-border supply chains. At the same time, the deployment of the “digital border gate” model and the application of technology in management and operation raise an urgent need for the establishment of large-scale logistics infrastructure capable of integrating data, coordinating cargo flows and managing vehicles efficiently.

In this context, the investment in the Tan Thanh ICD is necessary in order to: relieve pressure on the border-gate area, particularly during peak periods for agricultural exports; form a pre-border-gate goods aggregation, distribution and transit center; supplement warehousing, cold-storage, preliminary processing and packaging capacity for export goods; reorganize the logistics chain on a professional basis, reducing waiting time and costs; effectively connect with the domestic and inter-regional logistics system, contributing to the sustainable development of border trade; and lay the foundation for the deployment of digital logistics, smart border gates and cross-border e-commerce.

2.2 Hong Van Inland Container Depot:

Under the Master Plan on the Development of the ICD System for the 2021–2030 period, with a vision to 2050 under Decision No. 979/QĐ-TTg dated 22 August 2023, the Hong Van ICD is located on the Hanoi – Hai Phong transport corridor, within the Southeastern Hanoi port cluster. The targeted scale by 2030 is approximately 5–10 ha, with a throughput capacity of 50,000–100,000 TEU/year; by 2050, the scale is approximately 10 ha.

The Hong Van ICD is proposed to be located in Hong Van commune, Hanoi City, and benefits from multimodal connectivity, including: roads (the North–South Eastern Expressway (CT.01), National Highway 1A, Ring Road IV (CT.38), Hanoi – Hai Phong Expressway (CT.04), Hanoi – Ha Long Expressway (CT.09)); inland waterway (the Red River route); and the orientation to connect with railway (Ngoc Hoi Station – Ngoc Hoi Logistics Center). The area also has convenient connectivity to the Lang Son border gates and the seaports of Hai Phong and Quang Ninh.

Under the Hanoi Capital Master Plan for the 2021–2030 period, with a vision to 2050 (Decision No. 1569/QĐ-TTg), the Hong Van ICD is expected to serve the import-export demand of goods for the industrial zones in Thuong Tin and Phu Xuyen with a total area of approximately 2,328.7 ha. In addition, the port may also support neighboring industrial zones in Hung Yen province (such as Van Giang, Tan Dan, Khoai Chau,



Industrial Zone No. 4, etc.) and Ha Nam province (such as Dong Van Industrial Zone), together with the industrial cluster system in the Phu Xuyen and Thuong Tin areas with a total area of approximately 1,698 ha.

Given the scale of industrial development described above, the demand for transportation and import-export of goods in the region is substantial. The connection between the Hong Van inland waterway port and the Hong Van ICD will form a closed-loop logistics network, enhancing operational efficiency within the ILS system.

In addition, the Ring Road IV project currently under construction will facilitate regional transport connectivity, enhancing the port's future operational efficiency. The proposal to invest in the Hong Van ICD in 2026 is consistent with the infrastructure development schedule, while capitalizing on market opportunities and enhancing the Company's competitive capacity.

2.3 Huu Lung 3 and Huu Lung 5 Industrial Zones within the Huu Lung Urban-Service Industrial Zone:

Lang Son is a border province playing an important role in trade between Vietnam and China, with a system of major international border gates such as Huu Nghi, Tan Thanh, Chi Ma, Coc Nam, and the Dong Dang international intermodal railway station, and connecting with the Tra Linh International Border Gate (Cao Bang) and Long Bang (China). These are important customs clearance points for import-export goods, especially for agricultural products, electronic components and consumer goods.

Lang Son province lies on the Nanning (China) – Hanoi – Hai Phong – Quang Ninh economic corridor, and at the same time is an important transit point on the new international corridor connecting China and the ASEAN countries. With a favorable geo-economic location, Lang Son has significant potential for the development of logistics, trade and transport services linked with the border-gate economy.

Under the Lang Son Provincial Master Plan for the 2021–2030 period, with a vision to 2050, the Huu Lung area is oriented for development into a comprehensive economic center for industry – industrial urban – logistics and services of the province, connecting the localities of Bac Ninh and Thai Nguyen, Cao Bang and Quang Ninh on the Huu Lung – Chi Lang – Huu Nghi development axis.

On 20 August 2025, the Lang Son Provincial People's Committee issued Decision No. 1847/QĐ-UBND approving the General Plan for the Huu Lung Industrial – Urban – Service Zone (IZ–U–S) to 2045, with a scale of approximately 4,900 ha, comprising an urban–service area of approximately 3,036 ha and an industrial area of approximately 1,864 ha, expected to attract approximately 88,000 workers.

Under this plan, the industrial area is oriented for the development of 07 industrial zones, in which the component industrial zones are oriented for the development of logistics, supporting industries, processing, heavy industry, ecological industry and urban–service, specifically:

- Huu Lung 1 Industrial Zone (development reserve): area of approximately 167.7 ha;

- Huu Lung 2 Industrial Zone: area of approximately 350 ha; planned for supporting industries;
- Huu Lung 3 Industrial Zone: area of approximately 204.7 ha; planned for logistics development;
- Huu Lung 4 Industrial Zone: area of approximately 237.0 ha; planned for eco-industrial development;
- Huu Lung 5 Industrial Zone: area of approximately 200.28 ha; planned for processing industry development;
- Huu Lung 6 Industrial Zone: area of approximately 222.36 ha; planned for heavy industry development;
- Huu Lung 7 Industrial Zone: area of approximately 481.7 ha; planned for urban-service development.

The Huu Lung IZ-U-S has a convenient transport system connecting with the major economic centers of the North, including: proximity to the Hanoi – Lang Son expressway, which is a key transport axis connecting the area with Hanoi, Bac Ninh and the Huu Nghi border-gate area; under the plan, the Hanoi – Lang Son railway is oriented for upgrading, together with the reservation of land for new stations such as Pho Vi and Bac Le stations to serve goods and passenger transportation. Development of important transport routes including: Provincial Road 242 connecting with the Huu Lung area; Provincial Road 245 connecting with Bac Ninh province; Provincial Road 245B connecting from the Hanoi – Lang Son expressway to My An port (Bac Ninh); Provincial Road 245C connecting with the Kien Lao area (Bac Ninh). As a result, Huu Lung can conveniently connect with major industrial centers such as Hanoi, Bac Ninh, Thai Nguyen, Hung Yen and Hai Phong; approximately 90 km from Hanoi, 50 km from Bac Ninh, 110 km from Tan Thanh border gate, 120 km from Huu Nghi border gate and 160 km from Hai Phong port.

This location enables Huu Lung to become an ideal logistics transit point between the border-gate area and the industrial centers and seaports of the North. Compared with the border-gate area, the Huu Lung area has the following advantages: a large land fund for industrial zone and logistics development; convenient transport infrastructure connecting with industrial centers; reduction of congestion pressure at the border-gate area; and favorable conditions for the development of large-scale goods distribution centers. Moreover, the Huu Lung area is located at an intermediate position between the border-gate area and the Northern Key Economic Region, and therefore has a significant advantage for the development of a large-scale goods transit logistics center serving import-export activities. In particular, the Huu Lung area has been identified as the gateway connecting the Northeastern region with the Northern Coastal region, and at the same time as the point receiving new development flows in industry, services and logistics along the Northern Economic Corridor. With its favorable geo-economic location, the development of industrial zones and logistics at Huu Lung has the potential to become an important goods transit and industrial production center of Lang Son province and the Northern region,

oriented towards becoming an industry – urban – logistics center for domestic and international goods transit within the ASEAN – China region.

These are favorable conditions for the development of a large-scale logistics center linked with an inland container depot (ICD), serving as a hub for goods transit between the border-gate area and the industrial centers and seaports of the North.

On that basis, the investor joint-venture has conducted research and proposes to invest in the construction of the following projects:

- Huu Lung 3 Industrial Zone (proposed for the development of an integrated industrial – logistics complex incorporating an ICD, as proposed by the Lang Son Provincial People's Committee);
- Huu Lung 5 Industrial Zone (proposed for the development of agricultural and food processing industries).

The development of a logistics center (for import-export goods customs clearance) linked with Huu Lung 3 Industrial Zone will contribute to forming an integrated industrial – logistics complex, serving as a domestic logistics hub, relieving pressure on the border-gate area, enhancing customs clearance capacity and optimizing transportation costs in the supply chain.

The investment and construction of an integrated industrial – logistics complex incorporating an inland container depot (ICD) in the Huu Lung area, combined with the application of modern technology solutions and operational equipment following the trends of green logistics and smart logistics, will contribute to forming an important industrial – logistics center in the Northern supply chain and the Vietnam – ASEAN – China economic corridor.

With its practical capacity and experience in investing in and operating logistics infrastructure, in particular the development and operation of logistics centers and inland container depots (ICDs), as well as its existing network of international clients and partners, including partners from China, the ALS and ILS joint venture has the full capacity and experience to conduct research, invest in and efficiently operate the Huu Lung ICD, ensuring the synchronization, feasibility and socio-economic effectiveness of the projects.

