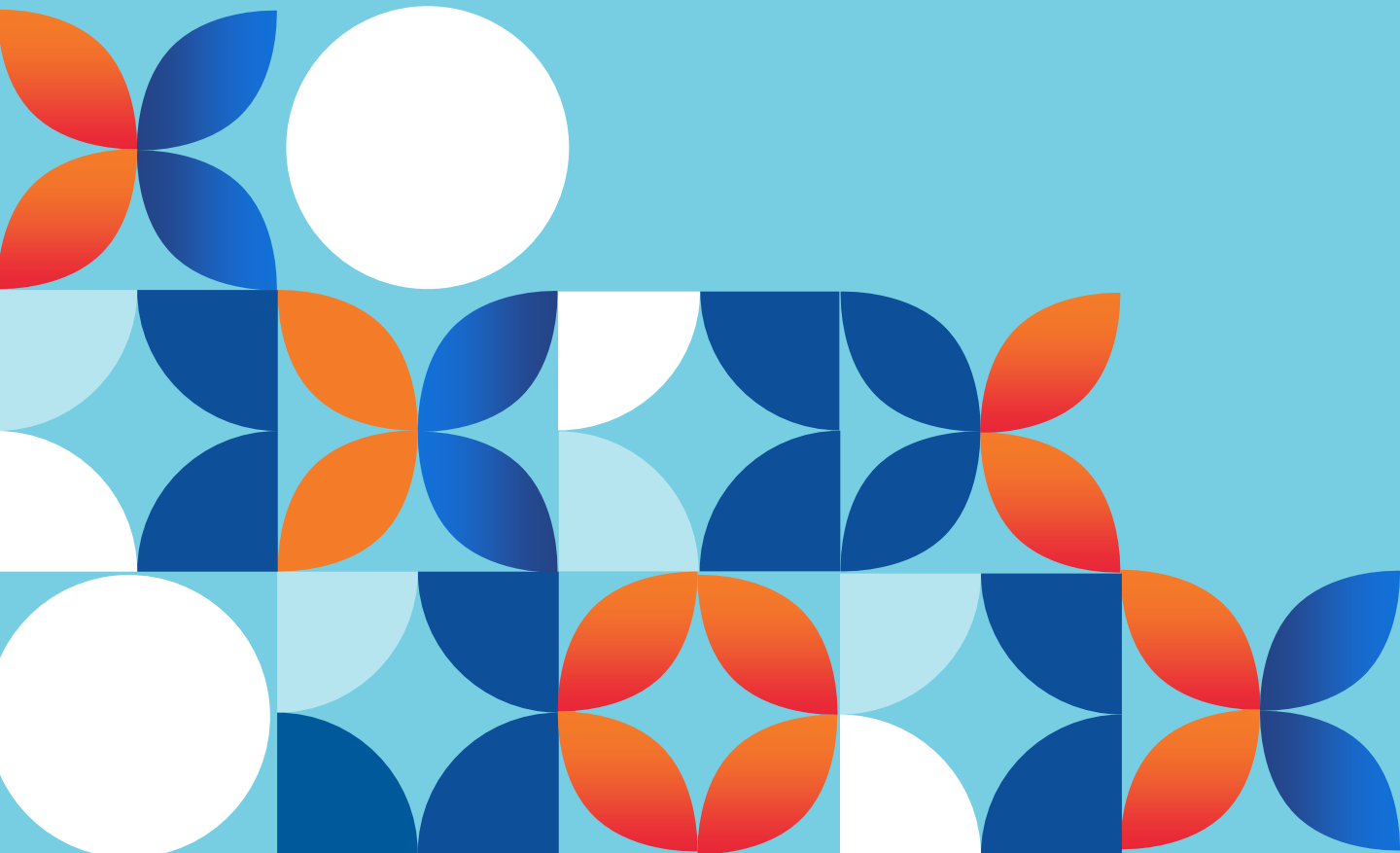


ANNUAL REPORT 2022





Established in accordance with Decision No. 204/TTg of the Prime Minister of the Socialist Republic of Vietnam dated

28 April 1993

On basis of the merging

**The Foreign Trade
Arbitration Council
(founded in 1963)**

&

**The Maritime
Arbitration Council
(founded in 1964)**

Vietnam International Arbitration Centre

(in Vietnamese: Trung tâm Trọng tài Quốc tế Việt Nam, abbreviation: VIAC) was established under Decision No. 204/TTg dated April 28, 1993 of the Prime Minister of the Socialist Republic of Vietnam on basis of the merger of the Foreign Trade Arbitration Council (established in 1963) and the Maritime Arbitration Council (established in 1964). Since the Ordinance on Commercial Arbitration 2003, then replaced by Law on Commercial Arbitration 2010 and up to present, under the applicable Charter, VIAC is an independent organization – a legal entity. Arbitral Awards rendered by Arbitral Tribunals at VIAC are final and enforceable within Vietnam and in over 170 countries and territories that are State members of the United Nations Convention on the Recognition and Enforcement of Foreign Arbitral Awards (The New York Convention 1958).

As the leading Vietnamese arbitration & mediation institution with international credibility and, VIAC has administered thousands of domestic and international disputes in various fields of commerce, such as sale of goods, logistics, insurance, construction, finance and banking, joint venture projects, energy, infrastructure, etc. with involvement of businesses coming from almost all provinces in Vietnam. VIAC is also the only arbitration institution in Vietnam known to handle international disputes with participation of disputing parties from many countries and territories that are important trade and investment partners of Vietnam. Throughout three decades of its operation, VIAC has been spreading its wing as a reputable international mediation and arbitration institution in Vietnam, gaining trust and becoming the destination for both domestic and international business communities.

Our missions

Promote the development dispute resolution through arbitration, mediation and other alternative dispute resolution methods (ADRs), which are well-known for their convenience, efficiency and efficacy in the delivery of justice and fairness for business disputes; Contribute to the improvement of the competitiveness of Vietnam and of business communities in Vietnam; and; stimulate the economic cooperation in trade, commerce and investment activities among individuals and organizations in Vietnam, and between Vietnam and other economies.

Areas of Operation

1

Provide arbitration, mediation and other dispute resolution services as provided by law;

2

Coordinate the resolution by arbitration, mediation and other ADRs as provided by law;

3

Provide consultancy comments and recommendations regarding policies of economy and law;

4

Promote trade and investment by enhancing capacity of legal risk prevention and management, of employing effectively dispute resolution methods for domestic and international organizations, businesses and individuals.



Sharing several traits with commercial arbitration, commercial mediation is considered one of the most well-received alternative dispute resolution methods in recent years. New provisions on the recognition of out-of-court settlement agreement under Chapter 33 of the Code of Civil Procedure in 2015 and Decree No. 22/2017/ND-CP on Commercial Mediation have laid the groundwork for commercial mediation mechanism in Vietnam. With the aforementioned highlights of the legal system, dispute resolution through commercial mediation at Vietnam International Arbitration Centre (VIAC) – initially established and constructed with international standards since 2007 – and the development of commercial mediation in Vietnam have now been equipped with a solid legal framework.

In compliance with the newly promulgated provisions, in order to provide commercial dispute resolution services, VIAC officially established Vietnam Mediation Centre (VMC) following Decision No. 279/QĐ-VIAC dated 27 April 2018 of the President of VIAC. Subsequently, on May 29, 2018, VIAC hosted the Launching Ceremony of VMC in Hanoi and released the 2018 Mediation Rules and introduced its first 11 Mediators in VMC's List of Mediators, who are reputable experts in many fields of commercial activities. VMC is the first centre in Vietnam to provide professional service of commercial mediation under Decree No. 22/2017/ND-CP dated 24 February 2017 on commercial mediation.

- **April 27, 2018**
Vietnam Mediation Centre (VMC) was established as a division of Vietnam International Arbitration Centre (VIAC) in accordance with Decision No. 279/QĐ-VIAC of the President of VIAC.
- **May 25, 2018**
The 2018 VMC Mediation Rules was issued.
- **May 29, 2018**
The Launching Ceremony of Vietnam Mediation Centre and the release of VMC Mediation Rules 2018 were held in Hanoi.
- **July 01, 2018**
VMC Mediation Rules 2018 officially came into effect.
- **March 04, 2019**
Ho Chi Minh City Branch of VMC was established.
- **May 23, 2019**
The Code of Professional Conduct and Ethics for Mediators was adopted to ensure impartiality and independence of Mediator
- **March 30, 2021**
VMC's Online Mediation Platform (MedUp) was launched and the VMC Online officially Rules was released

Our functions

- Organizing dispute settlement through mediation as prescribed by law; providing administrative, facilities and other supports during the mediation process;
- Organizing workshops, professional training, research, promotion, and other activities in order to promote the development of mediation in Vietnam.
- Other missions under the mandate from VIAC.





Vietnam Institute for Arbitration Research & Training

The Vietnam Institute for Arbitration Research and Training (VIART) was officially established on 30 July 2021 under Decision No.79/QĐ-VIAC of the President of the Vietnam International Arbitration Center (VIAC), in the context that alternative dispute resolutions (ADRs), especially commercial arbitration, are making great strides in its development while Vietnamese justice system is following the trend of integrating with the international justice system. As a division of Vietnam International Arbitration Center (VIAC) – the primary arbitration institution in the field of dispute resolution in Vietnam for almost 30 years, with strength in practical experience in arbitration, the understanding in arbitration market, and a leading team of experts in multiple fields, VIART succeeds and follows up on a stable foundation, focuses its resources on promoting the development of ADRs in general and arbitration in particular in Vietnam.

Our vision & mission

Through research and training activities, VIART aims to popularize arbitration knowledge with a focus on developing human resources to build a community of professional arbitration users and practitioners, thus, orienting the development of arbitration and the ADR market in Vietnam.

Our functions & duties

- 01 Conduct research on theoretical and practical issues in arbitration and other ADRs;
- 02 Organize training courses;
- 03 Organize domestic and international events;
- 04 Contribute to law-making process, especially in arbitration and other ADRs.



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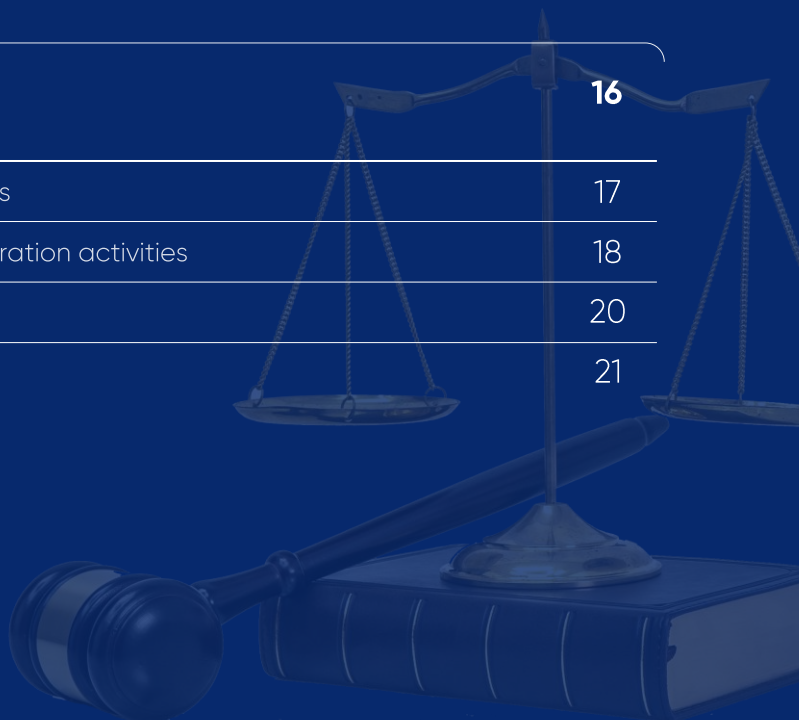
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Letter of PRESIDENT



Dr. VU TIEN LOC

Chairman and President
of Vietnam International Arbitration Centre (VIAC),
Member of the Economic Committee and Deputy
of the 15th National Assembly of Vietnam

Dear all,

As looking back the past 2022, I cannot help but acknowledge the global economic adversities that have presented numerous challenges to either domestic or cross-border trade and investment activities. Geopolitical tensions, inflation, and the ongoing pandemic have all contributed to this unstable economic climate. However, Vietnam's economy has been vitalized by the prompt administering and stimulating policies by the Government for their fast recovery. As we move forward into 2023, the forecast for the global economy was adjusted to be "less gloomy", but instabilities and uncertainties are repeatedly mentioned. Being an open economy, Vietnam businesses should be well-prepared for both opportunities and legal risks & disputes during economy vicissitudes.

As an international arbitration center, VIAC remains committed to providing support and assistance to businesses in Vietnam during these challenging times. We believe that it is important for businesses to be equipped with the necessary knowledge and resources to navigate the legal landscape and mitigate potential risks and well manage disputes. In line with this commitment, VIAC has been organizing a series of webinars on arbitration and mediation, which have been well-received by legal practitioners and academic community. These webinars have contributed to raise awareness and enhance the capacity of legal practitioners in ADR mechanisms in Vietnam.

In 2022, VIAC, in collaboration with Vietnam Chamber of Commerce and Industry and within the framework of the Assistance of USAID, has stepped up on a series of events focusing on Public – Private Partnership in Vietnam. These events were to provide insights on popular PPP models in infrastructure such as highways (BOT, O&M models), waste treatment (BLT model), and other sectors to reach out to investors and state agencies to encourage discussions, exchanges, and pre-negotiation for better mutual understanding of private investors and the State in the partnership, which aimed to contribute to the deployment of PPPs in mobilizing private resources for building and developing the Vietnam's economy.

Besides, to further our assistance toward domestic and international investment, the series of Investment Promotion events were held in Ho Chi Minh City (IPS) to highlight the promising investment opportunities that exist in the real estate and infrastructure sectors. The series tried to place significant emphasis on the various complex forms of investment, such as mergers and acquisitions (M&A) and public-private partnerships (PPP) under the developing legal framework of Vietnam; and also showcased the potential and readiness of Vietnam to welcome foreign investors post Covid.

Although economic fluctuations and adversities are still presenting to Vietnam, there has been various measures implemented by the Government and the State bank to overcome difficulties and to stimulate economic growth and investment. As the world begins to emerge from the pandemic with the thriving technological advancements, VIAC is determined to play our part and our role in providing and promoting ADRs for fostering a business-friendly environment in Vietnam.

In conclusion, I would like to express my sincere gratitude to our members and partners for their continued support for VIAC. We remain committed to providing quality and advanced dispute resolution to the businesses and contributing to the development of Vietnam's legal and business landscape.

With trust and hope!

● **Dr. VU TIEN LOC**

Chairman and President of
Vietnam International Arbitration Centre (VIAC),
Member of the Economic Committee and Deputy
of the 15th National Assembly of Vietnam



Message from SECRETARY GENERAL



Mr. VU ANH DUONG

Permanent Vice President cum General Secretary,
Vietnam International Arbitration Centre (VIAC)

Dear all,

As I am writing this message, I am filled with pride and gratitude for all the efforts have been made, all the work has been accomplished.

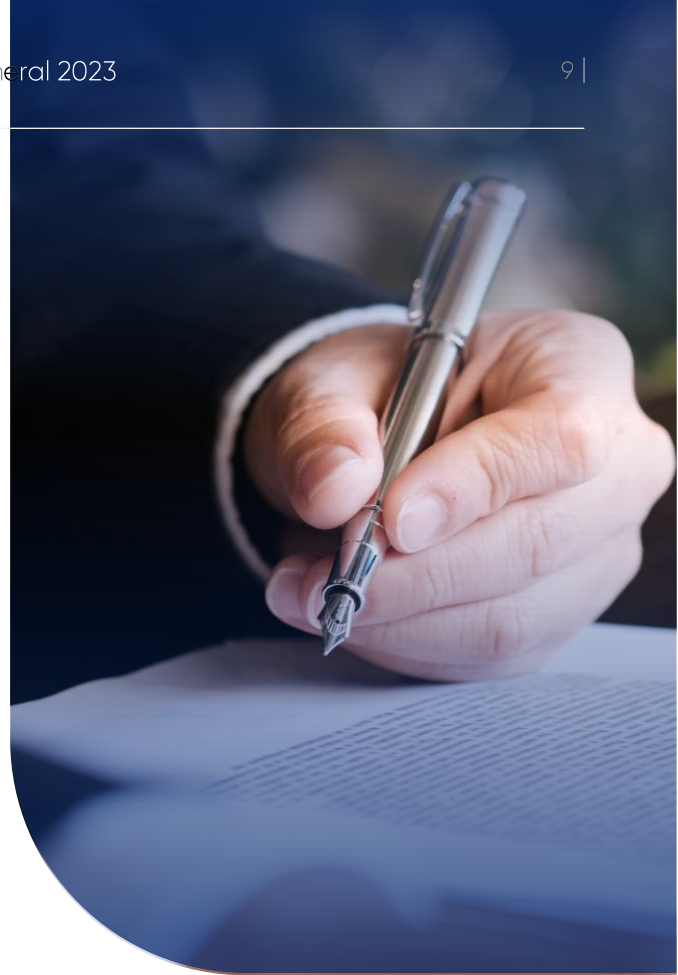
In 2022, the world is facing great challenges with the on-going impact of the Covid-19 pandemic on global supply chains and consumer demand, as well as rising inflationary pressures and geopolitical tensions, which posed fluctuations, instability, unpredictability as well as rising economic, political, and social risk. Despite these challenges, the Vietnamese economy has demonstrated a resilient recovery and is growing steadily.

As we move further into 2023, I am pleased to invite you all to look back at the progress made by our institution in the past year.

In 2022, we administered a total of 292 new cases which are diverse in range of complex and cover a broad spectrum of industries and sectors, a testament to the resilience and perseverance of our team and the wider dispute resolution market. We were particularly glad to observe a return to in-person participation of foreign arbitrators and disputing parties, with over 460 meetings and hearings conducted either in-person, virtually, or through hybrid methods. This level of engagement confirms that the dispute resolution market is bouncing back post Covid-19, and we are honored to play a leading role in this process in Vietnam.

With the increasing number of cases at VIAC, we acknowledge that more than ever, as a reputable arbitration institution, we need to keep refining ourselves and being committed with our steering philosophy to stand firm in the current context of ahead challenging and demanding. We – VIAC – never lost sight of our primary mission: to bring justice and to provide a neutral, efficient, and effective forum for resolving disputes. We maintained our unwavering commitment to integrity, impartiality, and professionalism, earning the trust of disputing parties and practitioners alike. Our commitment to transparency and quality has been strengthened by the introduction of the new version of the Arbitrator Statement in 2022. Transparency in the arbitration process is essential for maintaining its legitimacy and credibility, and arbitrator statements play a crucial role in ensuring the transparency and fairness of arbitration proceedings. This brings VIAC's arbitration procedures one step closer to international arbitration standards, while also respecting the Law on Commercial Arbitration 2010 – the law of the seat in most of our proceedings.

We have also made significant strides in terms of case management. The brand-new version of Guidance on Organizing Arbitral Proceedings for Arbitrators (the 2022 Guidance) was officially introduced, providing instructions for more effective and standardized arbitral steps to be conducted with greater convenience. This Guidance emphasizes the importance of a Tribunal stimulating and engaging the arbitration parties to the tailoring of their own proceedings at the early stages of the proceedings for the time and cost efficiency. The Guidance also tries not to go into so much of details but rather just the basic principles, basic recommendations, and instructions to avoid hurting the flexibility of arbitral procedures and become the “handy” manual for arbitrators about arbitration proceedings at VIAC. We believe that the 2022 Guidance is another grand action for VIAC's commitment about being an arbitration institution pouring out constant efforts to reinvent itself, to improve the professionalism, the quality of arbitration procedures at VIAC for more efficient and user-friendly ADRs services that ultimately benefiting the business community, the doing business environment in Vietnam.



In 2022, VIAC also engaged itself in the review report on the implementation of the Law on Commercial Arbitration 2010 (LCA) to facilitate the amendments of the LCA. As a reputable institution known for its good practices in the implementation of the LCA, VIAC has identified some limitations within the current framework and provided numerous valuable suggestions for potential amendments of the LCA in the future.

As we look ahead to the future, I am excited by the possibilities and opportunities that lie ahead. With our dedicated teams of Counsels, Arbitrators and Mediators and our unparalleled reputation for excellence, I have no doubt that we will continue to lead the way in providing ADRs services that are with well-adapted features to Vietnam jurisdiction, and at the same time, with international standards.

Thank you for your continued support and partnership, and here's to another year of success.

Yours sincerely,

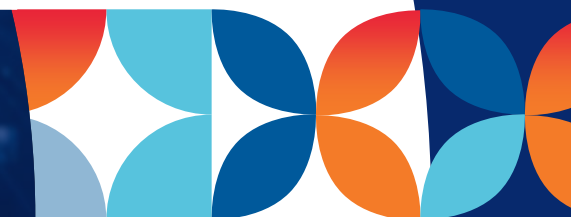
Mr. VU ANH DUONG

Permanent Vice President cum General Secretary
Vietnam International Arbitration Centre (VIAC)

3 | STATISTICS ON DISPUTE RESOLUTION ACTIVITIES IN 2022



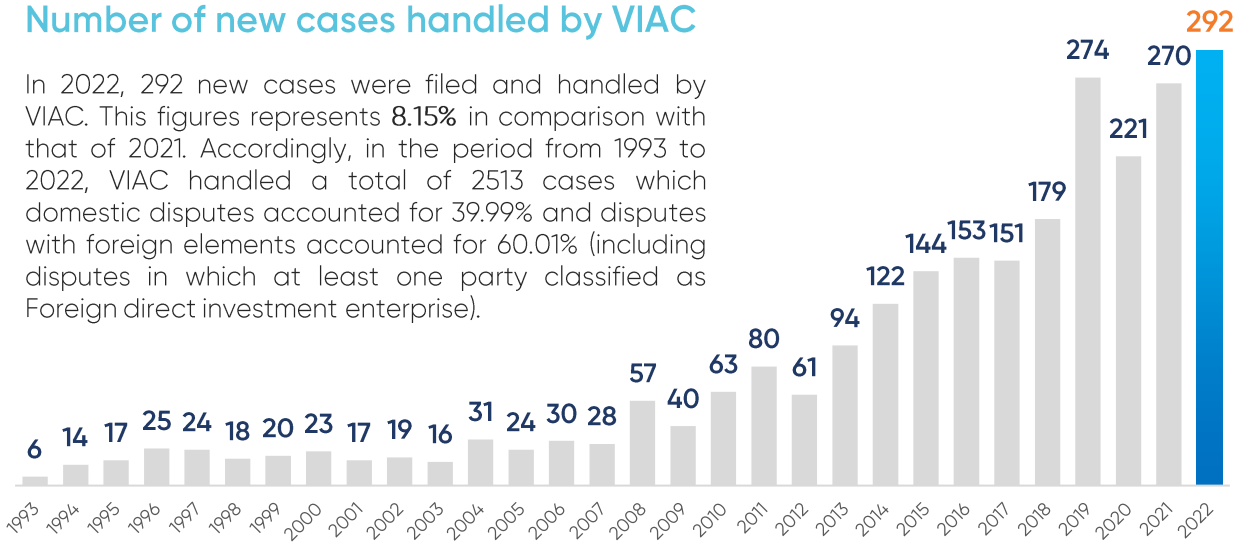
2022



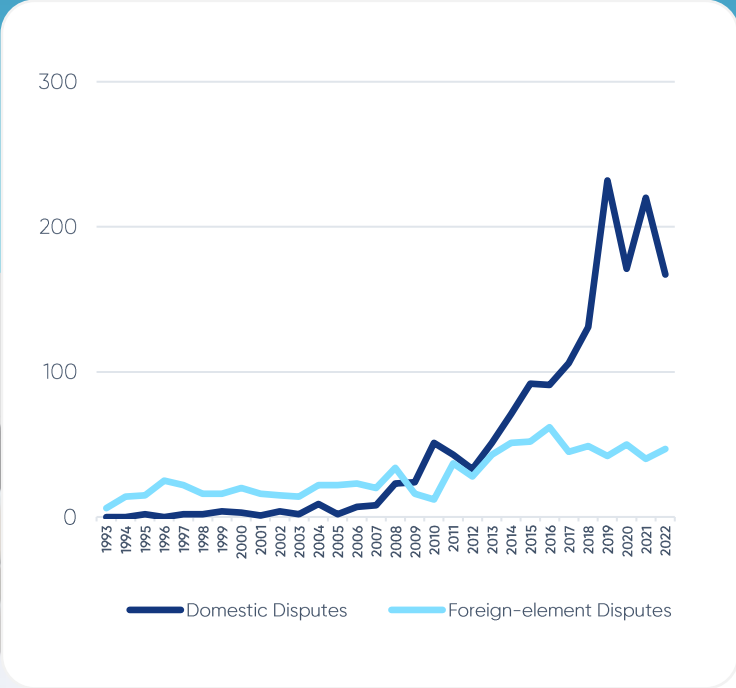
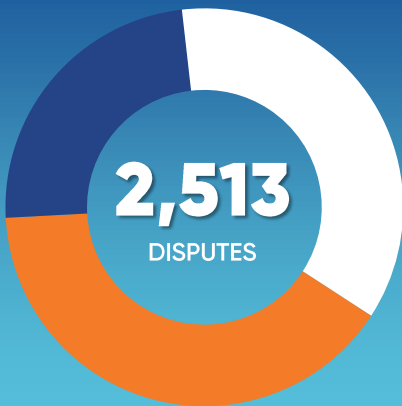
3.1. VIAC'S STATISTICS ON DISPUTE RESOLUTION ACTIVITIES BY ARBITRATION

Number of new cases handled by VIAC

In 2022, 292 new cases were filed and handled by VIAC. This figures represents 8.15% in comparison with that of 2021. Accordingly, in the period from 1993 to 2022, VIAC handled a total of 2513 cases which domestic disputes accounted for 39.99% and disputes with foreign elements accounted for 60.01% (including disputes in which at least one party classified as Foreign direct investment enterprise).



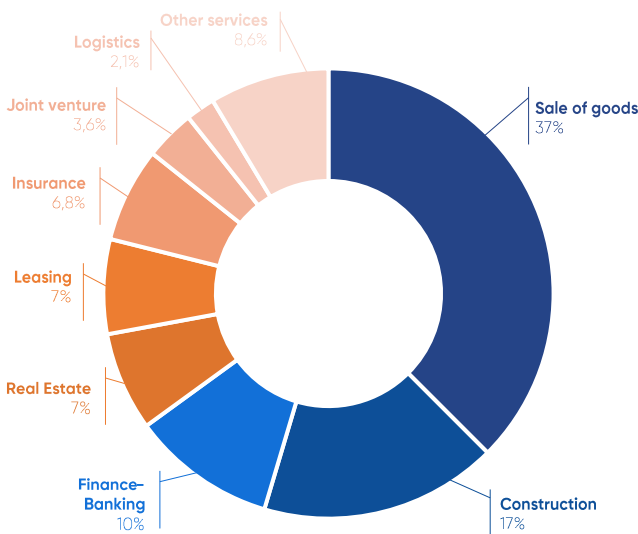
Properties of Disputing parties (1993–2022)



3.1. VIAC'S STATISTICS ON DISPUTE RESOLUTION THROUGH ARBITRATION

Types of dispute

In the year 2022, VIAC has been handling a wide range of disputes. Notably, sale of goods representing a 37.5% remains the predominant type of dispute, accounting for the highest proportion of cases handled at VIAC. Regarding the breakdown of other dispute types, Construction and Finance & Banking are positioned as the second and third most prevalent categories, comprising 17.1% and 10.4% of the total cases, respectively. In addition, VIAC has resolved disputes spanning a wide spectrum of sectors, encompassing insurance, joint venture, real estate, etc.



Types of dispute		
1	Sale of goods	37.5%
2	Construction	17.1%
3	Finance-Banking	10.4%
4	Real Estate	7.1%
5	Leasing	6.8%
6	Insurance	6.8%
7	Joint venture	3.6%
8	Logistics	2.1%
9	Other services	8.6%

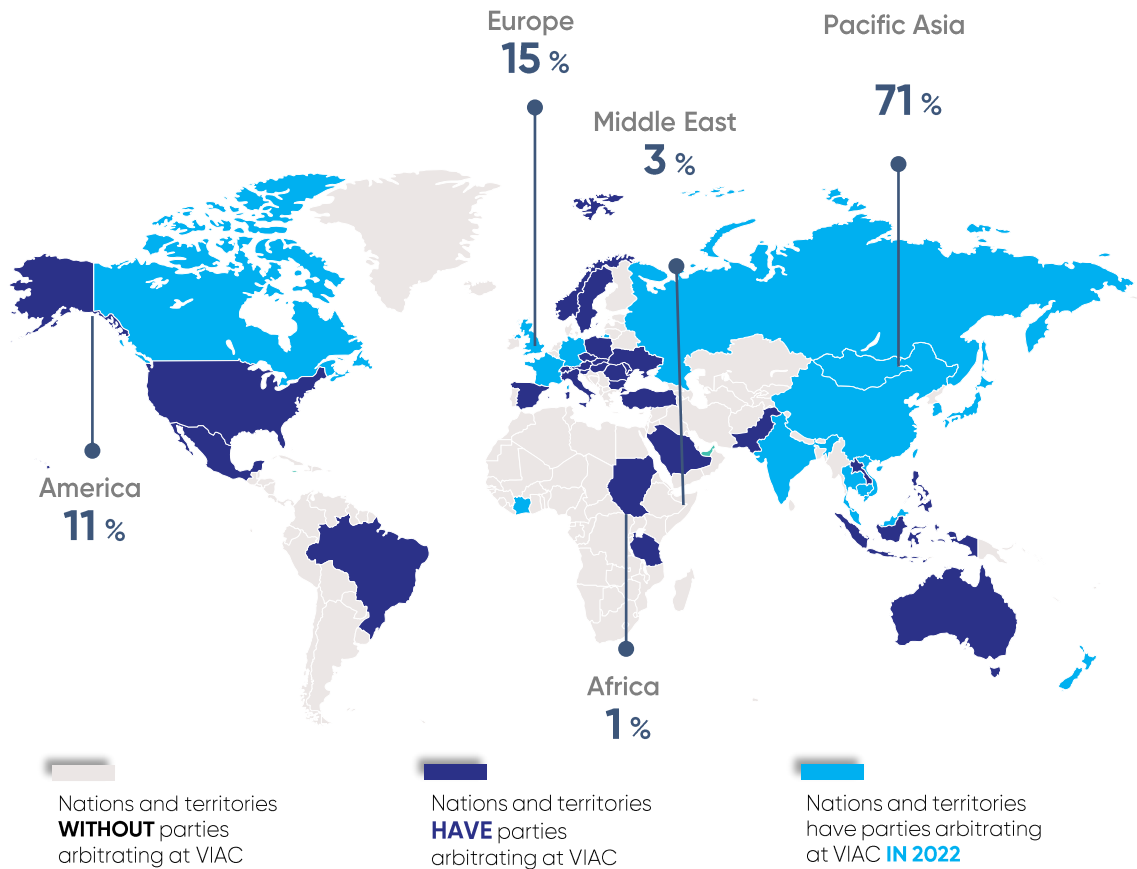
Types of dispute at VIAC (1993 – 2022)



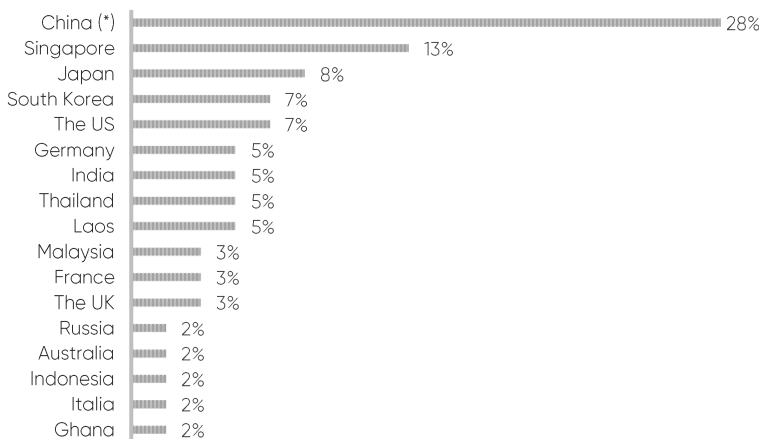
3.1. VIAC'S STATISTICS ON DISPUTE RESOLUTION THROUGH ARBITRATION

Geographical Origin of Parties

According to VIAC's statistics, the disputing parties hailed from 61 of 64 provinces/cities in Vietnam and 64 nations and territories around the world. The majority of these disputing parties are from Pacific Asia (71%), Europe (15%), and America (11%).



Top 10 foreign users arbitrating at VIAC in 2022



China, Singapore, and Japan are the top 03 foreign users arbitrating at VIAC in 2022. In particular, disputes arising from these nations are the fields of international sales of goods, construction, and finance and banking. China, Singapore, along with South Korea, the United States and Germany are also the top 05 foreign user arbitrating at VIAC (1993 – 2022).

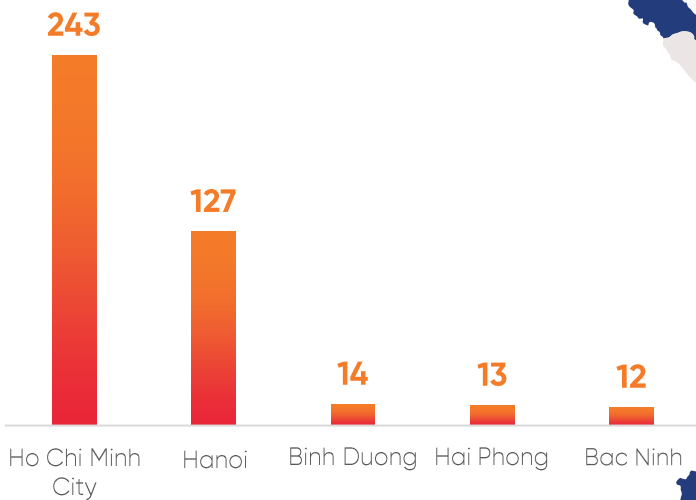
(*) Hong Kong, Taiwan included

3.1. VIAC'S STATISTICS ON DISPUTE RESOLUTION THROUGH ARBITRATION

Geographical Origin of Parties

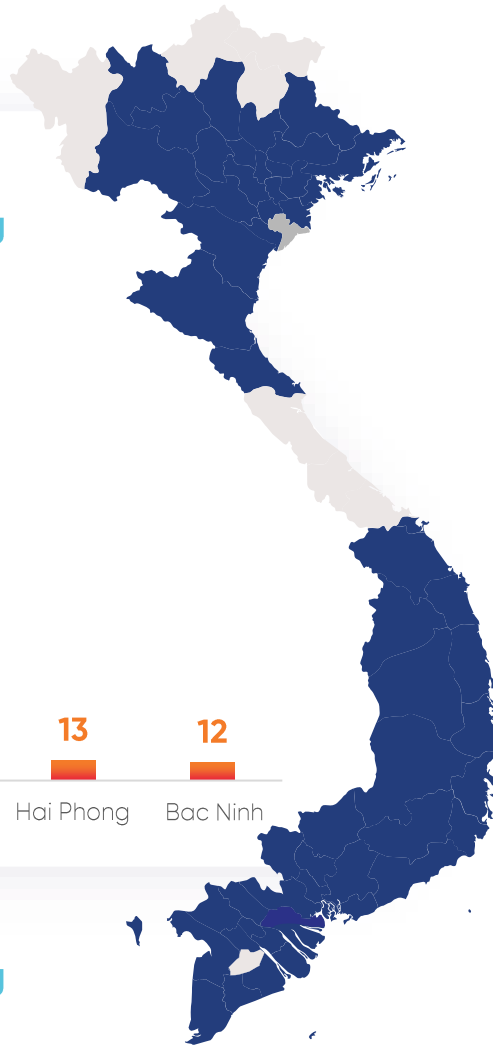
In 2022, Ho Chi Minh City and Hanoi are the top 02 cities with the highest number of new cases filed and handled by VIAC, accounting for 59.19% and 27.8% of total cases, respectively. Furthermore, VIAC also handled cases from provinces/cities across Vietnam with Binh Duong, Hai Phong, and Bac Ninh ranking among many other provinces/cities apart from Ho Chi Minh City and Hanoi.

Top 5 Provinces/Cities have parties arbitrating at VIAC in 2022



61/63

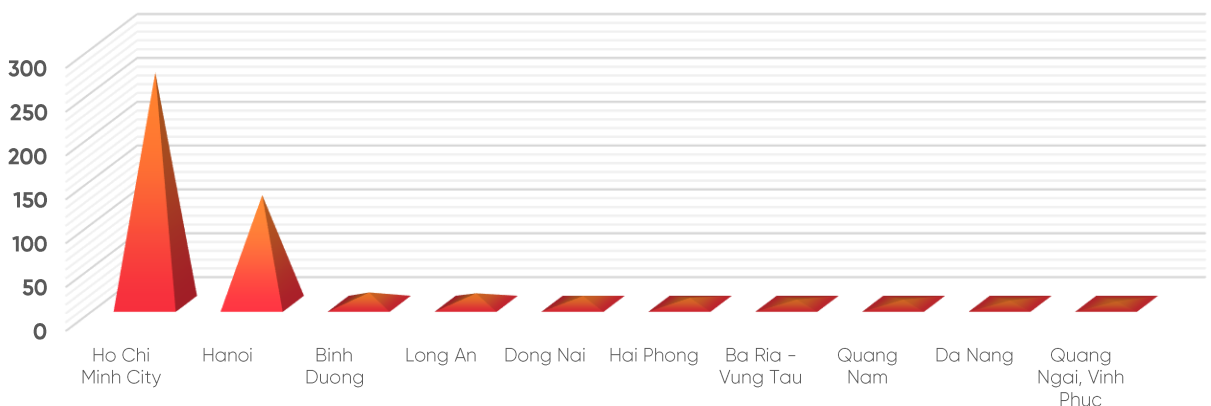
Provinces/Cities have parties arbitrating at VIAC



Hoang Sa/Paracel Islands (Da Nang - Vietnam)

Truong Sa/Spratly Islands (Khanh Hoa - Vietnam)

Top 10 Provinces/Cities have parties arbitrating at VIAC (1993 – 2022)



VMC'S STATISTIC ON DISPUTE RESOLUTION THROUGH MEDIATION

In 2022, VMC received 12 mediation cases (contributing to a total of 36 cases between 2018 and 2022), of which the number of domestic disputes and disputes involving foreign elements accounted for 56% and 44% respectively. In addition, all parties involving in successful mediation cases voluntarily implemented the mediated settlement agreement (MSA), while ongoing cases also display positive progress, with many expected to be concluded in 2023.

Furthermore, disputes arising from sales of goods (which account for nearly 44% of all disputes), construction, engineering/design consultancy in construction, sale of goods, and joint venture have been continuously recorded to be prevalent in 2022. In particular, disputes arising from the construction sector have continued to record a high number of cases for three consecutive years while VIAC also handled certain new cases regarding real estate.



36

Number of cases filed & handled by VMC

Types of dispute



Construction



Sale of Goods



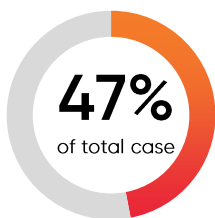
Joint Venture



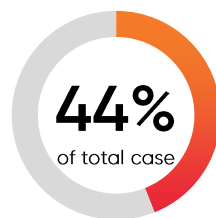
Services



Real Estate



Mediators are appointed by parties' mutual agreement (with the support of VMC).



With participation of lawyers.



Successfully concluded by an MSA and all voluntarily implemented.



Mediation process involving foreign mediators and/or foreign-elements.

04 | VIAC YEAR IN REVIEW

2022



DOMESTIC AND INTERNATIONAL COOPERATION ACTIVITIES

Proactively engaging in activities initiated and hosted by authorities to promote ADRs in Vietnam

As the pioneering and most long-standing arbitration institution in Vietnam, VIAC always stands by its missions of promoting the development dispute resolution through arbitration, mediation, and other ADRs which are well-known for their convenience, efficiency and efficacy in the delivery of justice and fairness for business disputes. Accordingly, this development will contribute to the improvement of the competitiveness of the Vietnamese economy and business communities, as well as stimulate the economic cooperation in trade, commerce and investment activities among individuals and organizations in Vietnam, and between Vietnam and other economies.

VIAC always proactively participates in projects that aims in promoting ADRs in Vietnam. Some notable activities conducted in 2022 are: (i) VIAC representatives attended the 75th Session and 76th Session of Working Group II – UNCITRAL with key discussions on legal issues related to the digital economy and online dispute resolution; (ii) VIAC’s experts gave lectures on topical legal issues for enterprises in event series on business and law as parts of the Project 585 on Legal Assistance for Small and Medium Enterprises; and (iii) Numerous meetings and discussions were carried out with leaders and officials of provincial People’s Committees, focusing on suggesting the organization of workshops concerning risk management and conflict resolution for local businesses, among other topical legal topics.

Cooperation with many institutions offering legal education programs

As arbitration and mediation develop and become more well-known, VIAC has expanded its networks and established collaborative partnerships with several institutions offering legal education programs. Besides, VIAC has jointly organized academic seminars on relevant issues on dispute resolution. In 2022, to recognize and materialize cooperation commitments, VIAC has signed cooperation agreements with 05 (five) legal education institutions. Moreover, VIAC continues to be a co-organizer, providing professional sponsorship and trainings for contestants, and sending representatives to join judge panel of annual moot competitions.

Signing cooperation agreements with

05 legal education institutions



National Economics University



University of Economics Ho Chi Minh City



Ho Chi Minh City University of Law



University of Economics and Law

Providing professional sponsorship for 03 moot competitions



DOMESTIC AND INTERNATIONAL COOPERATION ACTIVITIES

Maintaining and expanding cooperation with many international partners

In 2022, following the phase of disrupted and constrained cooperative activities with international partners due to the Covid-19 pandemic, VIAC has reconnected with existing partners as well as initiated collaborative engagements with new partners. Accordingly, VIAC has effectively maintained and executed a wide array of endeavors aimed at benefiting both the domestic and international business communities. VIAC also had a meeting with 05 (five) embassies in Vietnam to discuss cooperation in promoting business and investment between Vietnam and other nations, as well as accompanying businesses in legal risks prevention and management and disputes resolution.



Japan International Cooperation Agency



USAID FROM THE AMERICAN PEOPLE



FRIEDRICH NAUMANN FOUNDATION For Freedom.



In addition, as a regionally and internationally proactive international arbitration institution, VIAC established cooperative relations with many international dispute settlement organizations and conducted a variety of activities towards promoting the development of ADRs nationally and internationally.



These cooperation activities involving VIAC and the above-mentioned organizations serve as a link between parties for mutual information exchanges and experience sharing regarding dispute resolution practices within each respective organizations and jurisdictions. Hence, it helps VIAC in particular and Vietnam's ADRs development in general catch up with international standards.

TRAINING ACTIVITIES

In-depth training courses in Commercial Arbitration

With the aim of orienting the development of arbitration in Vietnam, as well as becoming a reliable companion in individual and community development in arbitration, the Vietnam Institute for International Arbitration Research and Training (VIART), a division of VIAC, has organized training courses on Skills for Dispute resolution through arbitration to provide enterprises and lawyers with a systematic approach to commercial arbitration knowledge.

The first two training courses were held in Hanoi from 4th to 6th November 2022 and in Ho Chi Minh City from 11th to 13th November 2022, with the participation of 14 lecturers who are reputable and seasoned experts in alternative dispute resolutions (ADRs) and arbitration proceedings. There are more than 100 participants attended these courses, with the rate of finishing the course being 100% and the rate of passing the preliminary course test being 83.3%.

In-depth training courses in Commercial Mediation

With the aim to systematically and methodically provide knowledge about commercial mediation, VMC has put its best effort into organizing in-depth training courses for a variety of participants, including attorneys, lecturers, mediators, in-house counsel, etc. Moreover, VMC has strived to host seminars at legal organizations, enterprises, universities, etc., to spread knowledge about commercial mediation.

VMC always proactively researches, updates, and enhances in-depth training programs to reflect practices, and topical issues of commercial mediation. These contents are integrated into practical sessions, allowing participants to apply their knowledge and skills in a more hands-on manner through simulated dispute cases compiled based on the actual cases at VMC and VIAC. Accordingly, VMC also aims to spread the knowledge of mediation further, taking people as the core to build up a community of professional mediators, thereby contributing to enhancing commercial mediation in Vietnam



In-house training courses for attorneys and in-house counsels

Besides in-depth training courses on ADR, VIAC, in cooperation with Vietnam Bar Federation, provincial Bar Associations, and Business Associations have co-hosted several training courses. These trainings primarily focused on equipping ADR skills for attorneys and law practitioners, as well as enhancing legal competence, risk management, and effective dispute resolution skills for leader and in-house counsels of enterprises.



HIGHLIGHT EVENTS SERIES



Webinar series on Dispute Resolution through Commercial Arbitration

The VIAC’s Arbitration series (VAS) was first held in 2019 and have become an annual event since then, with the aim to provide knowledge and practice on arbitration, promoting the professional practice community closer to international standards. Besides, VAS also aims to support young human resources in accessing necessary knowledge before starting an arbitration career related to dispute settlement by arbitration.



Webinar series on Dispute Resolution through Commercial Mediation

To support the enterprise community, lawyers and other parties in updating information on mediation and relevant topics, in 2021, VIAC and VMC have launched a series of online events on dispute resolution by mediation. The series has opened up a multi-dimensional, practical, and informative forum to exchange and discuss directly with Vietnamese and international guest speakers who are prestigious experts with highly professional and practical experience.



HIGHLIGHT EVENTS SERIES

Consultation Workshops on the Draft of PPP Model Contract Review Report

Within the framework of Sub-section No. 05 on "Cooperation in developing and piloting capacity building programs for the National Committee for PPPs and other PPP-related institutions", VIAC has organized a series of consultation workshops and training courses on public-private partnership (PPP) and PPP contract dispute resolution. This is a part of the Program named "Technical assistance for competence, resilience and sustainable development enhancement" co-implemented by the Vietnam Chamber of Commerce and Industry (VCCI) and the United States Agency for International Development (USAID).



05 EVENTS

36 SPEAKERS



Events series on Investment promotion and risk prevention for foreign investors

To help promote and attract foreign investment into Vietnam, VIAC and the Ho Chi Minh City Investment and Trade Promotion Centre (ITPC) co-hosted a series of events on investment promotion and risk prevention for foreign investors. Investment promotion and creating favorable conditions for foreign investors has been an emphasized quest in recent years. According to statistics, Vietnam is considered a potential destination for foreign investors which its investment environment is always highly appreciated by investors because of its stability, safety, and steady growth – which has been illustrated in years and is especially evident during and after the Covid-19 pandemic.



09 EVENTS

30 SPEAKERS










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