

## **REPORT**

### **Activities of the Board of Directors and independent members of the Board of Directors in the Committee in the Audit Committee at the 2025 Annual General Meeting of**

*Pursuant to the Law on Enterprises No. 59/2020/QH14 dated June 17, 2020 of the National Assembly;*

*Pursuant to the Government's Decree No. 155/2020/ND-CP dated December 31, 2020 detailing the implementation of a number of articles of the Law on Securities;*

*Pursuant to the Charter of CIC39 Joint Stock Company (Company/CIC39);*

*Pursuant to the Resolution of the Annual General Meeting of Shareholders (AGM) No. 01/NQ-DHDCD dated April 26, 2024;*

*The Board of Directors (BOD) of CIC39 reports to the General Meeting of Shareholders on the situation of corporate governance, the performance of the Board of Directors and each member of the Board of Directors in 2024 and the operational orientation and business plan in 2025; activities of independent members of the Board of Directors in the Audit Committee in 2024 are as follows:*

#### **I. REPORT ON THE OPERATION OF THE BOARD OF DIRECTORS IN 2024:**

##### **1. Report of the Board of Directors on the corporate governance situation in 2024:**

The report on the situation of financial results for 6 months and 2024 has been fully and timely disclosed to the State Securities Commission (SSC), the Ho Chi Minh City Stock Exchange (HOSE) and on the website of CIC39 on 29/07/2024 and 27/01/2025. The details of the report have been published in the 2024 Annual Report.

*(The 2024 Corporate Governance Report has been published on the website: [www.cic39.vn](http://www.cic39.vn) → Investor Relations → Shareholder Meeting → Year 2025).*

##### **2. Results of the Board of Directors and each member of the Board of Directors in 2024:**

###### **2.1. Results of the Board of Directors**

Meetings of the Board of Directors:

No.	Member of the Board of Directors	Number of meetings attended by the Board of Directors	Meeting attendance rate	Reasons for not attending the meeting
1	Mr. Tu Vinh Trung	9/9	100%	
2	Mr. Nguyen Viet Duc	8/9	89%	Busy at work
3	Mr. Nguyen Van Sang	9/9	100%	
4	Ms. Bui Thu Huyen	9/9	100%	
5	Mr. Vo Van Lanh	11/11	100%	
6	Mr. Nguyen Le Van	2/2	100%	
7	Mr. Tran Van Binh	2/2	100%	
8	Mr. Trinh Tien Bay	1/2	50%	Busy at work
9	Mr. Bui Tien Duc	2/2	100%	

In accordance with the provisions of the Charter of organization and operation of the Company, the Internal Regulation on Corporate governance, and the Regulation on operation of the Board of Directors, in 2024, the Board of Directors has organized 11 meetings (including 7 direct meetings and 4 written opinion sessions) at the summons of the Chairman of the Board of Directors.

The meetings are attended by the General Director, in order to exchange, discuss and decide on issues under the jurisdiction of the Board of Directors. As a result, the Board of Directors has issued 21 Resolutions directing the Board of Directors to implement.

The meetings of the Board of Directors of CIC39 in 2024 are held in accordance with the provisions of the Charter of organization and operation of the Company and comply with the provisions of current laws. The contents of 21 Resolutions and 9 Decisions of the Board of Directors have been announced in the 2024 Corporate Governance Report, posted on the website: [www.cic39.vn](http://www.cic39.vn) → Shareholder Relations → the General Meeting of Shareholders → 2025

## 2.2. Performance of each member of the Board of Directors

### Information about members of the Board of Directors (BOD)

No.	Member of the Board of Directors	Position (independent member of the Board of Directors, non-executive member of the Board of Directors)	Start/no longer a member of the Board of Directors/ Independent Board of Directors	
			Date of Appointment	Date of dismissal

1	Mr. Tu Vinh Trung	Chairman of the Board of Directors (non-executive member of the Board of Directors)	26/04/2024	
2	Mr. Nguyen Viet Duc	Member of the Board of Directors (independent member of the Board of Directors)	26/04/2024	
3	Mr. Nguyen Van Sang	Member of the Board of Directors - Deputy General Director of Investment	26/04/2024	
4	Ms. Bui Thu Huyen	Members of the Board of Directors (non-executive members of the Board of Directors)	26/04/2024	
5	Mr. Vo Van Lanh	Members of the Board of Directors (non-executive members of the Board of Directors)	11/12/2008	
6	Mr. Nguyen Le Van	Chairman of the Board of Directors (independent member of the Board of Directors)	26/04/2018	26/04/2024
7	Mr. Tran Van Binh	Member of the Board of Directors - Deputy General Director	21/04/2017	26/04/2024 26/11/2024
8	Mr. Trinh Tien Bay	Members of the Board of Directors (non-executive members of the Board of Directors)	23/04/2019	26/04/2024
9	Mr. Bui Tien Duc	Member of the Board of Directors (independent member of the Board of Directors)	21/04/2022	26/04/2024

All members of the Board of Directors during the year fully attended meetings and contributed opinions on issues under the jurisdiction of the Board of Directors with a high sense of responsibility, promoting leadership capacity for the benefit of shareholders and the sustainable development of the Company.

In addition to implementing and completing common tasks, members of the Board of Directors have successfully completed the assigned tasks, contributing to the formulation of long-term development policies and strategies; develop policies

on personnel, salaries and bonuses; control the activities of CIC39 within the jurisdiction of the Board of Directors. At the same time, the members have actively improved the management system, analyzed, inspected and supervised the operational processes of departments, internal audit, and gave opinions to evaluate and closely direct the implementation of the 2024 business plan.

The members of the Board of Directors have performed their duties honestly and carefully, in the best interests of shareholders and CIC39. Independent members of the Board of Directors periodically report and evaluate the activities of the Board of Directors in accordance with regulations. The Board of Directors has also fully and promptly disclosed information on remuneration from subsidiaries, associates and other organizations with investment capital of CIC39, reported transactions to related parties and complied with regulations on information disclosure when trading shares of insiders and related persons.

**3. Results of production and business activities, investment in project implementation, labor, and income in 2024** (according to the audited financial statements in 2024):

No.	Indicator	Unit	Year 2024			Actual 2024 vs Actual 2023	
			Plan	Actual	Actual vs Plan	Actual 2023	% +/-
<b>I. Financial Indicators:</b>							
1	Revenue from sales and services	Million VND	650.000	626.850	96%	494.116	27%
2	Profit after corporate income tax	Million VND	16.000	5.662	35%	-18.753	130%
3	Earnings per share (EPS)	VND/share	1.065	377	35%	-1.248	130%
<b>II. Total Investment Value:</b>		<b>Million VND</b>	<b>51.193</b>	<b>6.148,7</b>	<b>12%</b>	<b>5.051</b>	<b>22%</b>
1	Capital construction investment	Million VND	911	1.708	187%	683	150%
2	Investment in machinery and equipment	Million VND	10.778	4.440,7	41%	4.368	2%
3	Financial investment	Million VND	15.000	0	0%	0	0%

No.	Indicator	Unit	Year 2024			Actual 2024 vs Actual 2023	
			Plan	Actual	Actual vs Plan	Actual 2023	% +/-
4	Project investment	Million VND	10.386	0	0%	0	0%
<b>III. Labor and income</b>							
1	Total number of employees	Person	237	211	89%	222	-5%
2	Average salary per person/month	Million VND	15	13,8	92%	12,7	9%
3	Average income per person/month	Million VND	17	16	94%	14,6	10%

Business results in 2024 have not reached the plan, especially the profit target. The main reason is the change in revenue structure. The construction and installation segment faces fierce competition due to the reduction of public investment budget capital to focus on key projects. Some projects have difficulties in site clearance and settlement with investors, some works are still waiting for approval from relevant agencies.

The processing segment of selling finished stone products to Mien Dong Joint Stock Company was interrupted due to the small amount of mining reserves under the license, reducing processing productivity. The prolonged repair of equipment by outsourcing subcontractors affects production activities, reducing revenue. Although the business of building materials and centrifugal concrete sewers has increased revenue, the profit margin is low, unable to compensate for the overall profit.

Interest expense in 2024 decreased by 33% compared to the same period in 2023 due to the Company's reduction in outstanding loans, only short-term loans. During the year, the Company used accumulated deposits to pay off loans with high interest rates, thereby reducing outstanding loans.

The investment and implementation of the project in 2024 will reach VND 8,348 million (reaching 16% of the plan). Specifically: investment in capital construction reached 1,708 million VND, of which 1,465 million VND was invested in Thanh Phuoc factory and 243 million VND was invested in Long Nguyen factory. Machinery investment reached 4,440 million VND, of which Thanh Phuoc factory 3,957 million VND, Concrete Brick Enterprise 483 million VND. Investment in the Nguyen Van Tiet residential project reached 2,200 million VND. The implementation of the investment plan is considered reasonable, in accordance with

the plan approved by the General Meeting of Shareholders and the Board of Directors, closely following the legal documents of each project.

Regarding the personnel situation in 2024, the Company has arranged and streamlined the indirect apparatus at the Construction Stone Enterprise when renovating, closing the mine and terminating the business and processing of stone at the Quarry of Mien Dong Joint Stock Company (MDC). Some departments have few jobs or no orders, leading to a decrease in construction materials business, causing workers to take time off work or reduce working hours. The number of employees at the end of the period was 207 employees.

**4. Remuneration, operating expenses and other benefits of the Board of Directors and each member of the Board of Directors; salaries of the General Director and other managers (without PIT deduction):**

Unit: VND

No.	Name	Position	Year 2024 (VND)	Year 2023 (VND)	Notes
1	Mr. Tu Vinh Trung	Chairman of the Board of Directors	32,000,000	-	Appointed on 26/04/2024
2	Mr. Nguyen Le Van	Chairman of the Board of Directors cum Chairman of the Audit Committee	16,000,000	136,242,459	Dismissed on 26/04/2024
3	Mr. Vo Van Lanh	Member of the Board of Directors cum General Director	921,515,732	971,438,102	Dismissed from the position of General Director on 02/12/2024
4	Ms. Bui Thu Huyen	Member of the Board of Directors cum Member of the Audit Committee	32,000,000	-	Appointed on 26/04/2024
5	Mr. Nguyen Viet Duc	Member of the Board of Directors cum Chairman of the Audit Committee	32,000,000	-	Appointed on 26/04/2024
6	Mr. Nguyen Van Sang	Member of the Board of Directors cum Deputy General Director	32,000,000	-	Appointed as a Member of the Board of Directors on 26/04/2024 and as Deputy General Director on 15/01/2025
7	Mr. Trinh Tien Bay	Member of the Board of Directors cum Member of the Audit Committee	8,000,000	111,152,603	Dismissed on 26/04/2024
8	Mr. Bui Tien Duc	Member of the Board of Directors cum	16,000,000	109,355,289	Dismissed on 26/04/2024

No.	Name	Position	Year 2024 (VND)	Year 2023 (VND)	Notes
		Member of the Audit Committee			
9	Mr. Dinh Van Trong	General Director	73,365,391	-	Appointed on 02/12/2024
10	Mr. Tran Van Binh	Member of the Board of Directors cum Deputy General Director	652,722,634	731,491,408	Dismissed from the position of Member of the Board of Directors on 26/04/2024 and Deputy General Director on 26/11/2024
11	Ms. Nguyen Thi Cam Van	Chief Accountant	48,827,615	-	Appointed on 26/11/2024
12	Mr. Nguyen Xuan Hieu	Chief Accountant	474,917,065	548,379,956	Dismissed on 26/11/2024
13	Mr. Lu Minh Quan	Person in charge of Corporate Governance	203,143,702	202,175,261	-

**Note:** Apart from the related party transactions mentioned above, no other related party transactions occurred during the year, and there were no outstanding balances with related parties at the end of the financial year.

#### 5. Transactions between the company and related persons of the company; or between the company and major shareholders, insiders, and related persons of insiders

No.	Name of organization/individual	Related relationship with the company	NSH certificate number, date of issue, place of issuance	Head Office Address/Contact Address	When to deal with the company	Number of Resolutions/Decisions of the General Meeting of Shareholders/Board of Directors... approval (if any, clearly stating the date of issuance)	Content, quantity, total value of transactions	Notes Transaction Value (VND)
1	Thu Duc – Long An Centrifugal Concrete Joint Stock Company (TDCLA)	Affiliates	1100727873, issued on 21/5/2012, Long An Department of Planning and Investment	Hamlet 3, An Thanh Commune, Ben Luc District, Long An Province	In 2024	Resolution of the Board of Directors No. 09 dated 09/05/2024 approving the policy of approving the signing and implementation of contracts and transactions between CIC39 and associated companies expected to arise	- Revenue from sales and provision of services: 3,074,613,757 VND. - Other income - Late payment penalty interest: 201,217,457 VND	3,074,613,757



2	Eastern Joint Stock Company (Hose: MDG)	Affiliates	3600256545, issued on 07/11/2017, Dong Nai Department of Planning and Investment	Street No. 1, Bien Hoa 1 Industrial Park, An Binh Ward, Bien Hoa City, Dong Nai Province	In 2024	Resolution of the Board of Directors No. 09 dated 09/05/2024 approving the policy of approving the signing and implementation of contracts and transactions between CIC39 and associated companies expected to arise	- Revenue from sales and provision of services: 36,429,134,168 VND. - Purchase of raw materials, goods and services: 29,165,574,345 VND. - Late payment interest of MDC: VND 1,528,061,284	67,122,769,797
3	Phuc Tai Cooperative	Major shareholders	46060000016, issued on 09/10/82007, People's Committee of Thuan An City, Binh Duong Province	1/278 Hoa Lan 2 Quarter, Thuan Giao Ward, Thuan An City, Binh Duong	In 2024		- Revenue from sales and provision of services: 1,626,883,938 VND. - Purchase of raw materials, goods and services: 5,153,860,416 VND. - Selling expenses: 5,650,728,006 VND. - Business management expenses: 24,000,000 VND.	12,455,472,360

## 6. Activities of the Audit Committee (Audit Committee) under the Board of Directors.

### 1. Information about members of the Audit Committee

No.	Audit Committee Member	Position	The date becoming/ceasing to be the member Audit Committee	Qualification
1	Mr. Nguyen Viet Duc (Independent Member of the Board of Directors)	Chairman of the Audit Committee	26/04/2024	Bachelor of Economics, Master of Laws, Master of Development Economics.
2	Mr. Nguyen Van Sang (Independent Member of the Board of Directors)	Member of the Audit Committee	26/04/2024	Master of Business Administration, Bachelor of Economics.
3	Ms. Bui Thu Huyen (non-executive board member)	Member of the Audit Committee	26/04/2024	Bachelor of Financial Accounting.
4	Mr. Nguyen Le Van (Independent Member of the Board of Directors)	Chairman of the Audit Committee	01/04/2021 26/04/2024	Bachelor of Economics - Accounting.



5	Mr. Trinh Tien Bay (non-executive member of the Board of Directors)	Member of the Audit Committee	01/04/2021 26/04/2024	Master of Business Administration; Engineer – Irrigation Engineering.
6	Mr. Bui Tien Duc (Independent Member of the Board of Directors)	Member of the Audit Committee	01/08/2022 26/04/2024	Master of Finance, University of Northumbria – UK

Based on the Internal Audit plan, during the year, the Audit Committee has implemented the tasks according to the Operation Regulation of the Audit Committee, supporting the Board of Directors in corporate governance in accordance with the provisions of law, requirements of management agencies and internal regulations of the Company. The People's Committee has managed and supervised the Company's business activities; inspect, evaluate and report on matters related to the Company's governance, business, finance, assets and information security.

The People's Committee has perfected the internal control and risk management system; ensure that transactions with related persons are carried out in accordance with the approving authority; propose and select an independent audit unit that meets the requirements, ensuring independence and objectivity in the audit process. The Audit Committee has supervised the performance of the Internal Audit, ensuring the progress and implementation results as planned. Along with the support of the Executive Board and management levels, the Audit Committee has made recommendations and solutions to improve financial processes and activities, reduce risks and improve control efficiency, contributing to achieving the set goals.

*(For other activities of the Audit Committee, please see part II. Activities of independent members of the Board of Directors in the Audit Committee).*

**7. Activities of other subcommittees of the Board of Directors: (none).**

**II. ACTIVITIES OF INDEPENDENT MEMBERS OF THE BOARD OF DIRECTORS IN THE AUDIT COMMITTEE AND RESULTS OF INDEPENDENT MEMBERS' ASSESSMENT OF THE ACTIVITIES OF THE BOARD OF DIRECTORS:**

**1. Activities of independent members of the Board of Directors in the Audit Committee:**

With the independent role and assigned responsibility as the Chairman of the Audit Committee, together with 2 other independent and non-executive members of the Audit Committee, participated in the inspection, evaluation and reporting on issues related to governance, finance, assets and business activities of the Company. The People's Committee ensures transparency, fairness and proper implementation of the process, meeting the requirements of the law. The People's Committee has also issued opinions and recommendations on the Company's financial activities to ensure safety and sustainable development, protect the interests of shareholders.

***1.1. Remuneration, operating expenses and other benefits of the Audit Committee and each member of the Audit Committee in accordance with the Law on Enterprises and the company's charter:***

The remuneration and operating expenses of the Audit Committee and each member of the Audit Committee shall be paid by CIC39 in accordance with the nature of work and functions and tasks within the operating remuneration limit of the Board of Directors approved by the General Meeting of Shareholders every year.

***1.2. Summary of the meetings of the Audit Committee and the conclusions and recommendations of the Audit Committee:***

No.	Members Audit Committee	Number of meetings attended	Attendance rate	Voting rate	Reasons for absence
1	Mr. Nguyen Viet Duc	2/2	100%	100%	
2	Mr. Nguyen Van Sang	2/2	100%	100%	
3	Ms. Bui Thu Huyen	2/2	100%	100%	
4	Mr. Nguyen Le Van	1/1	100%	100%	
5	Mr. Trinh Tien Bay	0/1	0%	0%	Busy at work
6	Mr. Bui Tien Duc	1/1	100%	100%	

In 2024, the Audit Committee held 3 meetings and approved many important contents, including the internal audit plan in 2024, the proposal for an independent audit, the review of the internal control system and risk management, and recommendations and solutions to improve operational efficiency and reduce risks.

***1.3. Supervision results for the Board of Directors, the General Director (Director) and other executives of the enterprise:***

In 2024, the Audit Committee has supervised the issuance and implementation of decisions of the Board of Directors, ensuring compliance with legal regulations and the Company's Charter. UB Audit has also monitored the progress and quality of business plan implementation, checked financial statements, monitored investment efficiency and risk management, especially in the field of real estate and large projects. The recommendations of the Audit Committee have contributed to improving the Company's operational efficiency and ensuring transparency and safety in governance and business.

***1.4. Results of supervision of the financial statements (FS), operation and financial situation of the company:***

Through supervision, the Audit Committee found that the Company's financial statements (FS) were prepared and announced in accordance with the accounting regime, accounting standards and current regulations. The company ensures the

principle of honesty, prudence, and reasonableness. During the year, the Audit Committee did not detect any abnormal transactions related to the purchase and sale of assets, goods, capital contribution or dividend distribution. The obligations to pay and deduct to the State are fully and on time. Through monitoring and evaluation, the Audit Committee agreed with the data on the semi-annual reviewed financial statements for 2024, the audited financial statements for 2024 and the financial statements for the 1st, 2nd, 3rd and 4th quarters of 2024 of the Executive Board.

***1.5. Report on evaluation of transactions between companies, subsidiaries or companies controlled by public companies with more than 50% or more of charter capital and members of the Board of Directors, General Directors (Directors), other executives of the enterprise and related persons of such subjects; transactions between companies and companies in which members of the Board of Directors, General Directors (Directors) and other executives of the enterprise are founding members or managers of the enterprise in the last 03 years prior to the time of transaction:***

Transactions between the Company and subsidiaries, associated companies, founding shareholders, organizations related to insiders, etc. please see (Section I. 5) presented above.

***1.6. Results of the company's internal control and risk management system***

In 2024, the Company's internal control and risk management system has been maintained and operated effectively, strictly complying with the provisions of the law and internal regulations. Concrete:

**Internal Control:**

The internal control system is strictly maintained and covers all production and business activities of the Company. Internal control processes are fully developed, in accordance with operational practices and meet the requirements of management agencies. The Internal Control Board regularly inspects and supervises financial, accounting, trading, investment and personnel activities, ensuring transparency and compliance with the law.

**Risk Management:**

The Company's risk management system is established with the goal of identifying, assessing and controlling risks in production and business activities. In 2024, risk management has focused on key issues such as raw material price fluctuations, financial risks, market risks and operational risks. The Board of Directors and the Executive Board have issued policies to mitigate risks, develop contingency plans and promptly adjust business activities to limit the negative impact of external factors.

**Operational Efficiency:**

Internal control and risk management have contributed to improving the Company's operational efficiency in 2024. The financial control and cash flow

management system is operated effectively, helping to minimize losses and optimize production costs. The inspection and supervision of investment and asset management activities are carried out regularly and promptly adjusted when risks arise.

### **Evaluation results:**

Through the process of inspection and supervision, the Internal Control Board and the Audit Committee determined that the Company's internal control and risk management system has been well effective, strictly complying with legal regulations and corporate governance standards. However, the Company needs to continue to review and improve the control system, strengthen the initiative in risk management to improve competitiveness and ensure sustainable development in the following years.

#### ***1.7. Results of the evaluation of the coordination between the Audit Committee and the Board of Directors, the General Director (Director) and shareholders:***

In 2024, the Audit Committee has maintained a close coordination relationship with the Board of Directors, the Board of Directors and other managers to ensure governance efficiency, information transparency and achieve strategic goals. Concrete:

**Coordination with the Board of Directors:** The Audit Committee is provided with all documents such as meeting minutes, resolutions, and decisions of the Board of Directors. Thereby, the Audit Committee has monitored the compliance with the law and the Company's Charter in the decisions of the Board of Directors. Fully participate in meetings of the Board of Directors to discuss and contribute opinions on business strategies, risk management and solutions to overcome arising problems.

**Coordination with the Board of Directors:** The Audit Committee has worked directly with the Board of Directors in inspecting and supervising the implementation of business plans, financial management and large investment projects. The audit reports and recommendations of the Audit Committee have been received and seriously implemented by the Board of Directors, especially in debt recovery, financial risk reduction and investment efficiency optimization.

**Coordination with shareholders:** The Audit Committee has requested and received cooperation from shareholders in providing information and explanations related to investment decisions, financial policies and other important activities of the Company. The shareholders have actively coordinated with the Audit Committee in contributing opinions, monitoring and supervising the implementation of the business plan, helping to detect and promptly handle arising problems.

**Coordination results:** The Audit Committee has made an important contribution to improving the transparency and accountability of the Board of Directors and the Executive Board. The recommendations of the Audit Committee

are considered and implemented, contributing to improving the quality of governance and operational efficiency of the Company.

The Audit Committee is committed to continuing to maintain effective coordination with the Board of Directors, the Board of Directors and management officers to ensure that the Company's operations comply with legal regulations and achieve development goals.

### **Results of the independent member's assessment of the Board of Directors' activities:**

During the year, the Board of Directors (BOD) organized a full range of meetings, ensuring the number of members attending in accordance with the law and the Company's Charter. The Board of Directors works on the principle of collectivity, discusses and approves resolutions in accordance with the Company's vision and business strategy in each period, ensuring compliance with the provisions of law, the Resolution of the General Meeting of Shareholders and the Company's Charter. The issued Resolutions have contributed to ensuring the interests of shareholders, customers and employees. The Board of Directors has assigned, directed and supervised the General Director to organize the implementation of Resolutions and Decisions of the Board of Directors in a timely and effective manner. In addition, the Board of Directors regularly reviews and adjusts the Company's policies and regulations to suit the actual situation and new requirements. The Board of Directors has also made efforts to improve its governance capacity, ensure compliance with current regulations and apply best governance practices.

### **III. THE ORIENTATION OF THE BOARD OF DIRECTORS AND THE PRODUCTION AND BUSINESS PLAN IN 2025; RISK FORECASTING AND PREVENTIVE MEASURES.**

- Continue to affirm the Company's position in the field of building and construction materials production.

- The concrete sewer factory in Thanh Phuoc will focus on optimizing costs, researching and improving the centrifugal rotary system to shorten the production time and apply the automatic sewer pillow pouring system to minimize manual labor, thereby improving the profit margin of the product.

- Complete legal procedures to be eligible for construction and sale of houses in Nguyen Van Tiet residential area, continue to promote sales to ensure a stable source of revenue, compensate for other business segments and reinvest in new projects.

- Diversify products to improve competitiveness, increase the ability to penetrate key markets such as Dong Nai province, Ho Chi Minh City, Ba Ria - Vung Tau province, especially focusing on sewer products and unbaked bricks.

- Expand cooperation with reputable affiliated companies and partners in the field of real estate and construction. Actively participate in bidding, supply materials

for residential and technical infrastructure projects to promote the construction and installation segment and create a stable source of work.

- Increase the proportion of revenue from the Ho Chi Minh City market to 40% of total revenue and the market of Binh Duong province to over 60%. To strongly develop potential markets such as Dong Nai province, Tay Ninh province, Long An province and western provinces, especially the business of sewer products and building materials. The 2025 plan aims to win the bid for at least one project with a value of over VND 80 billion, the total value of the winning bid strives to reach over VND 200 billion.

- Strengthen the Company's financial capacity through balancing loans, seeking loans with appropriate interest rates, accumulating profits from business and investment activities. Negotiate with suppliers for late payments, shorten debt collection time, and improve business cash flow.

- Promote the application of information technology in internal management and production operation. Using digital technology platforms, online operations and work management via electronic tools to save time, costs and improve operational efficiency.

**1. Business production plan, project investment situation, labor and income for the year 2025:**

No.	Indicator	Unit	Year 2025		
			Actual year 2024	Plan year 2025	+/- Plan year 2025 compared to Actual year 2024
<b>I. Financial Indicators</b>					
1	Revenue from sales and services	Million VND	626.850	584.640	-7%
2	Profit after corporate income tax	Million VND	5.662	14.000	147%
3	Earnings per share (EPS)	VND/Share	377	931	147%
<b>II. Total Investment Value:</b>		<b>Million VND</b>	<b>6.148,7</b>	<b>49.711</b>	<b>709%</b>
1	Capital construction investment	Million VND	1.708	1.087	-36%
2	Investment in machinery and equipment	Million VND	4.440,7	3.050	-31%



No.	Indicator	Unit	Year 2025		
			Actual year 2024	Plan year 2025	+/- Plan year 2025 compared to Actual year 2024
3	Financial investment	Million VND	0	0	0%
4	Project investment	Million VND	0	45.574	100%
<b>III. Labor and income:</b>					
1	Total number of employees	Person	211	234	11%
2	Average salary per person/month	Million VND	13,8	14,3	4%
3	Average income per person/month	Million VND	16	17,1	7%

## 2. Risk forecast and preventive measures:

- **Market risks:** In 2025, it is forecasted that there will be many global economic fluctuations, interest rate hikes and economic recession that may affect the Company's business activities. In response, the Company needs to improve production capacity, optimize costs and implement marketing strategies, etc expand bidding relations to increase orders.

- **Capital market risk:** Global inflationary pressures and tightening monetary policies can affect access to capital. The company needs to actively seek low-interest capital sources, balance cash flow and increase capital efficiency.

- **Risk of price fluctuations:** Cost of capital in 2025 may be affected by fluctuations in the price of raw materials such as gasoline, steel, sand, and stone. The company will develop raw material plans, negotiate flexible contracts, and look for new sources of sourcing to stabilize costs.

- **Bad debt risk:** The predicament of construction and real estate businesses can increase outstanding debt. The company will strengthen financial verification measures, require payment guarantees and promote debt recovery.

- **Occupational safety risks:** Employees' awareness of occupational safety compliance may not be high. The company will strengthen training, close supervision and fully equip employees with protective equipment.

- **Human resource risks:** Shortages of skilled labor can affect production schedules. The company will develop attractive welfare policies, in-house training, and cooperate with vocational training centers to attract and retain personnel.



• **Risk of data loss:** The operation of online information systems may crash, lose data or be subject to cyberattacks. The company will implement security measures, periodically back up data, and upgrade the security system to ensure information security.

**Conclusion:** The production and business plan in 2025 is built on the basis of assessing the current situation of enterprises and closely following the plans of each locality and region. It is expected that economic growth and a positive business environment will create favorable conditions for the Company in the coming time. The targets of the 2025 business plan that the Company has set are completely feasible with the collective efforts of units, the close direction of the Board of Directors and the sense of responsibility of each individual. The Company's Board of Directors asked the units to stick to the content of the plan, deploy and assign targets to each department and individual. The monitoring, supervision and evaluation of implementation results will be carried out regularly on a monthly, quarterly basis and according to the actual situation to ensure the best completion of the production and business plan in 2025.



**Recipient:**

- Submission to the 2025 Annual General Meeting of Shareholders;
- Organizing Committee of the General Meeting of Shareholders;
- Board of Management;
- Filing.

**TM. HỘI ĐỒNG QUẢN TRỊ**  
**ON BEHALF OF THE BOARD OF DIRECTORS**  
**CH/ CHAIRMAN**



**vinh Trung**