

REPORT

Activities of the Board of Directors at the 2025 Annual General Meeting of Shareholders

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 (CIC39);

Pursuant to the Resolution of the Annual General Meeting of Shareholders No. 01/NQ-DHDCHD dated April 26, 2024;

The Board of Directors of CIC39 reports to the General Meeting of Shareholders on the company's governance, the results of the Board of Directors and each member of the Board of Directors in 2024 and the operational orientation and business plan in 2025 as follows:

I. 2024 BOARD OF DIRECTORS ACTIVITY REPORT:

1. Report of the Board of Directors on the company's governance situation in 2024:

The report on the company's governance situation for 6 months and 2024 has been published in full and on time to the State Securities Commission, the Ho Chi Minh City Stock Exchange 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 report on corporate governance in 2024 has been posted on the website: www.cic39.vn → Shareholder Relations → General Meeting of Shareholders → 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

Board Meetings:

Stt	Board Member	Number of Board Meetings Attended	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 2024, the Board of Directors has held 11 sessions (including 7 face-to-face meetings and 4 written opinion sessions). The meetings strictly comply with the law and the company's charter. A total of 21 Resolutions have been issued, the content of which revolves around important executive decisions such as personnel, investment, finance, production and business plans.

The contents of 21 Resolutions and 9 Decisions of the Board of Directors have been announced in the Report on the Company's governance situation in 2024, posted on the website: www.cic39.vn → Shareholder Relations → General Meeting of Shareholders → 2025

2.2. Results of each member of the Board of Directors

Board Member Information

STT	Name of organization/individual	Position at the company/Relationship with the company/insiders	Stock ownership ratio at the end of the period	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)	0%	Appointed on 26/04/2024
1.1	Indochina Saigon Co., Ltd. (INDOCHINA)	Tu Yongzhong is the Director of INDOCHINA CO., LTD		

STT	Name of organization/individual	Position at the company/Relationship with the company/insiders	Stock ownership ratio at the end of the period	Date of Appointment/ Date of dismissal
2	Mr. Nguyen Viet Duc	Independent Member of the Board of Directors and Chairman of the Audit Committee	0%	Appointed on 26/04/2024
2.1	Vietnam Innovative Startup Investment Management Joint Stock Company (ICM)	Nguyen Viet Duc is the General Director of ICM		
3	Mr. Nguyen Van Sang	Member of the Board of Directors Deputy General Director	0	Appointment of the Board of Directors on 26/04/2024 Appointment of Deputy General Director on 15/01/2025
4	Ms. Bui Thu Huyen	Non-Executive Member of the Board of Directors Member of the Audit Committee	24,353%	Appointed on 26/04/2024
5	Mr. Vo Van Lanh	Member of the Board of Directors General Director	1,722%	Appointment of the Board of Directors on 11/12/2008 Dismissal of the General Director on 02/12/2024
5.1	Thu Duc – Long An Centrifugal Concrete Joint Stock Company (TDCLA)	Vo Van Lanh is a member of the Board of Directors of TDCLA		
5.2	Eastern Joint Stock Company (MDC)	Vo Van Lanh is the Chairman of the Board of Directors of MDC		
5.3	Dong Phu – Binh Duong Road BOT Joint Stock Company (BOT)	Vo Van Lanh is a member of the Board of Directors of BOT		

STT	Name of organization/individual	Position at the company/Relationship with the company/insiders	Stock ownership ratio at the end of the period	Date of Appointment/ Date of dismissal
5.4	Tien Phuoc Construction Minerals Joint Stock Company (Tien Phuoc)	Vo Van Lanh is the Chairman of the Board of Directors of Tien Phuoc		
5.5	Eastern Joint Stock Company - Infrastructure Investment (MDHT)	Vo Van Lanh is a member of the Board of Directors of the Board of Directors		
6	Nguyen Le Van	Chairman of the Board of Directors (independent member of the Board of Directors) Chairman of the Audit Committee	0	Dismissal 26/04/2024
6.1	Da Nang Education Investment & Development Joint Stock Company (Ticker: DAD)	Nguyen Le Van is a member of the Board of Directors of DAD		
7	Tran Van Binh	Member of the Board of Directors Deputy General Director	0,045%	Dismissal of Member of the Board of Directors on 26/04/2024 Dismissal of Deputy General Director on 26/11/2024
8	Trinh Tien Bay	Non-executive member of the Board of Directors Audit Committee Member	0	Dismissal 26/04/2024
8.1	Hoa An Joint Stock Company (ticker: DHA)	Trinh Tien Bay is a member of the Board of Directors and General Director of DHA		
8.2	Phuoc Hoa FICO Joint Stock Company (FICO)	Trinh Tien Bay is the Chairman of the Board of Directors of FICO		

STT	Name of organization/individual	Position at the company/Relationship with the company/insiders	Stock ownership ratio at the end of the period	Date of Appointment/ Date of dismissal
9	Bui Tien Duc	Independent Member of the Board of Directors Member of the Audit Committee	0	Dismissal 26/04/2024
9.1	Superdong Kien Giang High-Speed Ferry Joint Stock Company (SKG)	Bui Tien Duc is TV. Board of Directors Chairman of the People's Committee (SKG)		

All members of the Board of Directors in the year fully attended the 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 carried out their duties honestly and prudently, in the best interests of shareholders and of CIC39. Independent members of the Board of Directors periodically report and evaluate the operation 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 with 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 data from the audited separate financial statements in 2024):

ST T	Quota	Resident s	In 2024			+/- Implementation 2024 vs Implementation 2023	
			Plan	Impleme nt	% Implementat ion compared to the plan	Implement ation 2023	% +/-
I. Financial targets:							
1	Revenue from sales and provision of 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	Underlying earnings per share	VND/share	1.065	377	35%	-1.248	130%
II. Total investment value:		Million VND	51.193	6.148,7	12%	5.051	22%
1	Investment in capital construction	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%
4	Project investment	Million VND	24.504	0	0%	0	0%
III. Labor and income							
1	Total number of employees	Person	237	207	87%	222	-7%
2	Average salary/person/month	Million VND	15	13,8	92%	12,7	9%

ST T	Quota	Resident s	In 2024			+/- Implementation 2024 vs Implementation 2023	
			Plan	Impleme nt	% Implementat ion compared to the plan	Implement ation 2023	% +/-
3	Average income/person/mont h	Million VND	17	16	94%	14,6	7%

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 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. 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 (*exclusive of personal income tax*):

Unit: VND

STT	Name	Duty	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 and Chairman of the Audit Committee	16.000.000	136.242.459	Dismissal on 26/04/2024
3	Mr. Vo Van Lanh	Member of the Board of Directors General Director	921.515.732	971.438.102	Dismissal from the position of General Director on 02/12/2024
4	Ms. Bui Thu Huyen	Member of the Board of Directors and Member of the Audit Committee	32.000.000	-	Appointed on 26/04/2024
5	Mr. Nguyen Viet Duc	Member of the Board of Directors and Chairman of the Audit Committee	32.000.000	-	Appointed on 26/04/2024
6	Mr. Nguyen Van Sang	Member of the Board of Directors Deputy General Director	32.000.000	-	Appointed on 26/04/2024 and as Deputy General Director on 15/01/2025
7	Mr. Trinh Tien Bay	Member of the Board of Directors and Member of the Audit Committee	8.000.000	111.152.603	Dismissal on 26/04/2024
8	Mr. Bui Tien Duc	Member of the Board of Directors and Member of the Audit Committee	16.000.000	109.355.289	Dismissal on 26/04/2024
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 Deputy General Director	652.722.634	731.491.408	Dismissal on 26/04/2024 and resignation of Deputy General

STT	Name	Duty	Year 2024 (VND)	Year 2023 (VND)	Notes
					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	Dismissal on 26/11/2024
13	Mr. Lu Minh Quan	Person in charge of corporate governance	203.143.702	202.175.261	-

Notes:

- In addition to the transactions with related parties listed, there were no other transactions arising between the company and related parties during the year.

- There are no balances receivable or payable with stakeholders at the end of the financial year.

5. Reporting on transactions between companies, subsidiaries or companies under the control of more than 50% of charter capital by a public company and members of the Board of Directors and related persons of such members; transactions between companies and companies in which members of the Board of Directors are founding members or managers of enterprises in the last 03 years before the time of transaction (See the Report of the Independent Member of the Board of Directors in the Audit Committee).

6. Activities of the Independent Board of Directors members and the results of the independent member's evaluation of the Board's activities (See Report of the Independent Board member in the Audit Committee).

7. Activities of the Audit Committee under the Board of Directors (See Report of Independent Board Members in the Audit Committee).

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

9. Results of supervision of the General Director (See Report of the Independent Board member in the Audit Committee).

10. Monitoring results for other executives (See Report of Independent Board Member in the Audit Committee).

II. 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. Production and business activity plan, investment in project implementation, labor and income in 2025:

Stt	Quota	Units of Calculation	Year 2025		
			Implementation 2024	Plan for 2025	+/- KH 2025 TH 2024
I. Financial targets					
1	Revenue from production and business activities	Million VND	626.850	584.640	-7%

Stt	Quota	Units of Calculation	Year 2025		
			Implementation 2024	Plan for 2025	+/- KH 2025 TH 2024
2	Profit after tax	Million VND	5.662	14.000	147%
3	Underlying earnings per share	Dong/Share	377	931	147%
II. Total investment value:		Million VND	6.148,7	49.711	709%
1	Investment in capital construction	Million VND	1.708	1.087	-36%
2	Investment in machinery and equipment	Million VND	4.440,7	3.050	-31%
3	Financial investment	Million VND	0	0	0%
4	Project investment	Million VND	0	45.574	100%
III. Labor and income:					
1	Total number of employees	Person	207	234	13%
2	Average salary/person/month	Million VND	13,8	14,3	4%
3	Average income/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:

- Submit to the 2024 TN General Meeting of Shareholders;
- Board of Directors, Board of Directors;
- People's Committee, Departments, Departments;
- Luu VT, TK.

**TM. BOARD
PRESIDENT**



Luu Vinh Trung