

Ho Chi Minh City, April 01, 2025

No.: 01/2025/BC-BĐH

REPORT

Business and investment performance in 2024 and Business and investment plan for 2025

To: General Meeting of Shareholders

IDICO Infrastructure Development Investment Joint Stock Company reports on its business and investment results in 2024 and its business and investment plan for 2025 as follows:

A. BUSINESS PERFORMANCE IN 2024

Overall, the Company's business performance in 2024 showed positive signs, exceeding the financial targets set by the 2024 General Meeting of Shareholders.

To achieve this, the Company acknowledges the positive contributions of all employees, the feedback from the Boards of IDICO Corporation, and the support of the Leadership Board of IDICO Corporation, City Departments, and other specialized agencies.

1. Main implemented targets in 2024

Unit: Million VND

No.	Indicator	2024 Plan	2024 Actual	Actual/ Plan
I	Total Revenue & Other Income	456,916	500,812	109.6%
	Traffic Tolls	440,281	463,835	105.3%
	Other Activities	16,635	36,977	222.3%
II	Profit Before Tax	75,000	79,866	106.5%
III	Expected Dividend Percentage	14%-16%	18%	112.5%
IV	Total investment value	300,000	0	0%

2. Business performance

2.1. Road toll collection

In 2024, the Company continued to focus on tightening management and reconciliation with the back-end system of the non-stop toll collection system,

ensuring transparency in road toll collection and convenience for vehicles passing through the Toll Station.

In collaboration with the back-end system provider, the Company promoted and encouraged road users to use the electronic toll collection system (ETC), thanks to which the rate of eligible ETC vehicles passing through the toll station increased to 90%, and the number of vehicles with card errors (dirty, damaged, or low sensitivity cards, etc.) decreased to 3%.

The Company completed regulations, enhanced warning measures, and ensured safety for toll collectors working outside the cabin and maintenance and repair personnel working on the route.

The Company prepared all necessary procedures in case the State changed the VAT from 8% back to 10%. However, the National Assembly approved the continuation of the 8% VAT until the end of June 2025.

In addition, in 2024, storms entering Vietnam caused severe consequences for the country and its people. To support relief vehicles to circulate quickly, the Company provided free passage for vehicles engaged in relief efforts for people affected by storm number 3 through the An Suong - An Lac toll station (vehicles with referral letters from local authorities for the purpose of flood relief).

Thanks to the positive impacts of the economy and the effectiveness of the automatic toll collection system installation project, toll revenue in 2024 reached 463,835 million VND, exceeding the annual plan by 5.3%.

2.2. Maintenance and repair

Based on Decision No. 300/QĐ-HĐQT dated December 15, 2023, of the Board of Directors approving the budget and implementation plan for regular maintenance and repair in 2024, the Company developed a detailed implementation plan for each item, assigning IDICO-IDI Construction Enterprise to carry out continuous regular tasks. For other tasks, the Company conducted bidding, negotiation, and contract signing with specialized units, ensuring stable and safe operation of the items and maintaining the regular and continuous nature of maintenance and repair work.

Period I 2024 medium repair work: After completing the repair work, the Company prepared the completion documents for approval by the Department of Transport. On June 20, 2024, the Department of Transport issued Document No. 7893/TB-SGTVT approving the acceptance results. Based on that, the Company compiled the documents and transferred them to the audit unit for final settlement audit. On January 10, 2025, after reviewing the audit report and the Company's proposal, the Board of Directors approved the final settlement of the Period I 2024 medium repair work at Decision No. 08/QĐ-HĐQT.

Regarding the National Highway 1 Flood Mitigation Project from Phu Lam Transformer Station to An Lap Bridge (right lane, An Suong to An Lac direction): This project has been included in the Company's 2024 regular maintenance and

repair plan. The Company submitted the project's feasibility study report to the Department of Construction (the specialized agency managing the drainage and tide control system) and the Department of Transportation (the specialized agency representing the BOT Contract signing) for technical and funding review and comments. After a period of work, reporting, and explaining related issues of the project, on March 7, 2025, the Department of Public Works issued document No. 257/SGTCC-KT to the City People's Committee proposing solutions to reduce flooding on National Highway 1 from Phu Lam Transformer Station to An Lap Bridge (right lane), Binh Tan District, under the BOT Project for Upgrading and Renovation of National Highway 1, An Suong – An Lac section, along with a draft approval document from the City People's Committee.

Regarding the final settlement of the 2023 regular maintenance and repair project: Based on the independent audit report on the final settlement value of the 2023 regular maintenance project for National Highway 1, An Suong – An Lac section, issued by CPA Vietnam Auditing Co., Ltd. on August 27, 2024, and the Company's proposal No. 208/CT-KHKT dated September 6, 2024, the Board of Directors approved the final settlement value of the project in decision No. 269/QĐ-HĐQT dated October 28, 2024.

To facilitate management and in accordance with the recommendations of the Department of Transportation after inspecting the 2023 maintenance and repair work, the Company collaborated with the Design Consultant and Review Consultant to complete the revised and supplemented Maintenance Process for the project (Revision 1) and submitted it to the Board of Directors for approval. On October 29, 2024, the Company's Board of Directors approved the amendment and supplement to the maintenance process for the National Highway 1 Upgrading and Renovation Project, An Suong – An Lac section, in decision No. 271/QĐ-HĐQT.

To proactively manage the 2025 regular maintenance and repair work, in the fourth quarter of 2024, the Company prepared a cost estimate for the 2025 regular maintenance, repair, and upkeep of National Highway 1, An Suong - An Lac section, and submitted it to the Board of Directors for review and approval. After reviewing the cost estimate and accompanying documents, the Board of Directors approved the estimate and contractor selection plan in decision No. 328/QĐ-HĐQT dated December 16, 2024.

2.3. Construction field.

In May 2024, the Company participated in and won the bid for the Main Construction Works package of the Tan Ky Tan Quy Bridge Construction Project in Binh Tan District, with the Project Management Board for Investment and Construction of Traffic Works as the investor. The contract was signed by both parties on June 13, 2024, with a value of 43,989,250,000 VND and a duration of 330 days. The project commenced on June 21, 2024.

After winning the bid, the Company promptly commenced construction

according to the schedule committed to the Investor. The total value completed by the end of 2024 and paid by the investor was 25,872 million VND.

To fulfill the commitment made to the competent State agency to ensure the completion and opening of Tan Ky Tan Quy Bridge before the Lunar New Year (At Ty), the Company actively coordinated with the technical infrastructure management units within the project scope, agreed on and implemented relocation, and worked with the Binh Tan District Compensation and Site Clearance Board to hand over clear land for construction. After a period of intensive work, combined with effective construction organization, the Company completed and opened Tan Ky Tan Quy Bridge to traffic on January 21, 2025.

Currently, the Company is completing some related auxiliary items (access roads on both sides of the bridge, drainage..) expected to be completed by April 2025.

3. Financial Performance

3.1. Receivables & Payables

** Total receivables are 26,012 million VND, including the following main items:*

- Short-term receivables from customers 20,198 million VND, of which:
- Short-term prepayments to sellers 2,316 million VND

In addition to the allowance for doubtful accounts already recorded, the Company assesses that the remaining receivables are all recoverable.

** Total payables are 1,002,797 million VND, of which:*

- Short-term debt 115,177 million VND
- Long-term debt 887,620 million VND.

The Company ensures the ability to pay all debts.

3.2. Dividends

The Company has completed the procedures for paying 2023 dividends in cash at a rate of 16% according to the Resolution of the General Meeting of Shareholders in June 2024.

3.3. Financial Investments

In 2024, to fulfill the task of financial accumulation according to the investment plan, the Company balanced temporarily idle funds for effective term deposits at banks. Financial income in 2024 reached over 10,882 million VND.

3.4. Other

Preparations are in place to adapt to changes in relevant State regulations during the implementation of tasks.

4. Investment and Construction Implementation Status

4.1. *Tan Ky Tan Quy Bridge construction project (recovery of invested value of the project).*

- Received the first payment with a total value of 138,307 million VND in November 2023.

- Phase 2: Payment of the Investor's estimated profit and interest expenses up to the date the Investor receives the payment.

As this is the first case nationwide and there are no specific guidelines or precedents to refer to, the Company has actively contacted and worked with relevant agencies (Ministry of Finance, City People's Committee, Departments, and Branches of the city) to gradually explain, propose, and resolve difficulties. After a long working period, on March 4, 2025, the Company received the second payment with a total amount of 64,000 million VND.

4.2. *Project to complete the electronic non-stop automatic toll collection system (ETC) at An Suong - An Lac Toll Station (installing ETC for the remaining 4 lanes of the Station)*

Based on the recommendations of the Department of Finance in the appraisal report No. 6794/STC-ĐT dated September 16, 2024, the City People's Committee approved the finalized investment capital of the project in Decision No. 6177/QĐ-UBND dated December 31, 2024. This is the final settlement item for all supplementary works of phase II of the National Highway 1 Upgrading and Renovation Project, An Suong - An Lac section. Currently, the National Highway 1 Upgrading and Renovation Project, An Suong - An Lac section, has sufficient basis and conditions to conduct negotiations and update settlement data to determine the exact toll collection time for the project.

4.3. *My Phuoc Industrial Cluster Investment Project - Tan Phuoc District, Tien Giang Province:*

After the General Meeting of Shareholders 2024 approved the policy of researching, establishing, and investing in the project, the Company contacted the local authorities to learn, consult, and evaluate the effectiveness to prepare investment procedures. However, currently, the locality has not made any progress in the land auction procedures for this project.

5. Organizational and personnel situation

The Company has restructured and determined the labor force; the total number of employees in the Company is currently 167 people, structured as follows:

- Board of Directors: 04 people
- Planning and Technical Department: 06 people
- Finance and Accounting Department: 11 people
- Administration and Human Resources Department: 11 people

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- Supervision and Post-Inspection Department: 11 people
- Construction Enterprise: 07 people
 - + Service Team (under Construction Enterprise): 43 people
- Toll Station: 74 people

In general, with the current structure and number of personnel, it is sufficient to meet the Company's production, business, investment, and development needs. In cases where it is necessary to recruit more skilled technicians/workers when implementing projects/works, the Company will base on the actual situation to recruit additional technicians/workers for each project accordingly.

6. Negotiate to determine the official toll collection time for the National Highway 1 Upgrade and Renovation Project, An Suong - An Lac section.

To ensure the optimal benefits of the Company when negotiating with the competent State agency: The Company has invited reputable legal consulting firms (KPMG Law Co., Ltd., A&C Consulting Co., Ltd., Ernst & Young Vietnam Law Co., Ltd., UHY Auditing and Consulting Co., Ltd.) to quote and provide content, procedures, and implementation progress. The Company invited each participating firm to present their plans, contents, and implementation plans... for the Company, along with the Finance and Accounting Department and the Legal Department of IDICO Corporation, to review and evaluate. After reaching an agreement, the Company submitted to the Board of Directors for approval to hire A&C Consulting Co., Ltd. to conduct an audit and review of the An Suong - An Lac BOT Contract, including: Legal documents, revenue, expenses... and other related risks.

Based on the report of A&C Consulting Co., Ltd., the Company will proactively contact the city's interdisciplinary working group to conduct negotiations, update data, and determine the official toll collection time for the project.

B. BUSINESS PRODUCTION PLAN FOR 2025

2025 is the final year of the 2021-2025 five-year socio-economic development plan, the Government sets a GDP growth rate target of about 6.5%-7%, striving for about 8%. According to forecasts, the world and regional situation continues to be complex, unpredictable, with more difficulties and challenges than advantages and opportunities. The armed conflicts between Russia-Ukraine, Israel - Middle Eastern countries, and most recently the potential conflict between South Korea - North Korea may occur, the intertwined interests between the forces in the above armed conflicts affect the global economy, the supply of some industries is limited, pushing up the prices of raw materials, negatively impacting the economic development speed of the country.

In addition, the trend of shifting from internal combustion engines to

electric motors and the need to develop and synchronize transport infrastructure positively impact the economy in general and the demand for goods circulation and transportation in particular; this is the field that directly affects the field of road tolls, which is the Company's main business.

Although the national economic development forecast for 2025 is positive, the commissioning of expressways around Ho Chi Minh City and the expansion and renovation of existing routes will negatively affect the Company's main business activity, which is road toll collection, as it has to share traffic flow with these new or expanded routes.

Based on the results achieved in recent years and the socio-economic forecast for 2025, the Company has developed the following plan for 2025:

1. Key indicators in the 2025 plan

Unit: million VND

No.	Indicator	Actual in 2024	Plan in 2025	Plan 2025 / Actual 2024
1	Total revenue & Other income	500,812	526,480	105.1%
	Toll collection	463,835	463,835	100.0%
	Other activities	36,977	62,645	169.4%
2	Profit before tax	79,866	126,905	158.9%
3	Expected dividend Percentage	18%	18%-20%	100.0%
4	Total investment value	0	470,000	

2. Key tasks in 2025

- Continue to maintain stable and efficient toll collection.
- Carry out regular maintenance and repair of National Highway 1, An Suong – An Lac section, according to the plan approved by the Company's Board of Directors.
- Complete the remaining items of the main construction package, Tan Ky Tan Quy Bridge construction project, Binh Tan District. Carry out completion procedures and final settlement with the Investor.
- Research and evaluate the feasibility of the project, participate in bidding to select investors when Ho Chi Minh City organizes bidding to select investors for the National Highway 22 Renovation and Upgrade Project (from An Suong intersection to Ring Road 3) and the National Highway 1 Upgrade and Expansion Project (from Kinh Duong Vuong Street to the border of Long An Province).
- Negotiate, update data, and determine the official toll collection time for the National Highway 1 Renovation and Upgrade Project, An Suong – An Lac section.

3. Implementation solutions

3.1. Toll road sector

Continue to coordinate with the back-end system provider to promote and encourage drivers to use the non-stop electronic toll collection system, further increase the rate of eligible ETC vehicles passing through the station and minimize the rate of card errors.

Strengthen and rectify the handling of vehicles that are not eligible for ETC tolls entering the ETC lanes, thereby reducing the rate of traffic regulation for vehicles entering the wrong lane, helping to reduce management costs and other related expenses.

Review and adjust the operating procedures for toll collection, especially ensuring the safety of toll collectors.

Review, arrange, and rationalize the use of toll collection resources to suit the current situation.

Regularly inspect, maintain, and repair equipment of the toll collection system to ensure stable operation and uninterrupted toll collection.

3.2. Maintenance and repair sector

- Regular maintenance and repair in 2024: Submit to the Board of Directors for approval of the audit unit and submit to the Board of Directors for approval of the final settlement after the audit report is issued.

- Regular maintenance and repair in 2025: Based on the Board of Directors' approved project and contractor selection plan, develop a detailed implementation plan, ensuring cost savings, compliance with current regulations on road traffic safety, and staying within the approved total budget.

- Regarding investment in machinery and equipment for regular maintenance and repair: Currently, some equipment used for regular maintenance, such as street sweepers, crane trucks, etc., has been in use for a long time, has been fully depreciated, and is frequently damaged, not ensuring safety and efficiency. In 2025, the Company will review and assess the quality of existing equipment and replace it if necessary.

3.3. Construction sector

In 2025, the Company expects to complete the construction of the main project, the Tan Ky Tan Quy Bridge Construction Project.

For the main construction package of the Tan Ky Tan Quy Bridge Construction Project, the key task is to coordinate with the Investor to complete site clearance compensation, coordinate with infrastructure management units and the Department of Transport to agree on a plan to relocate affected technical infrastructure and relocate technical infrastructure works, ensuring clear site access to complete the remaining items, and expedite payment and final settlement of the package.

In addition, the Company will actively seek and bid for construction projects in Ho Chi Minh City and neighboring provinces.

4. Financial work

The main objective in 2025 is to negotiate with the competent State agency to update the settlement value of the An Suong – An Lac BOT project and to clarify the project's toll collection period. To serve this purpose, the Company will actively cooperate with A&C Co., Ltd. to review, examine, and evaluate the indicators, forecast potential risks during the negotiation process with the City's interdisciplinary working group. Contact the interdisciplinary working groups to submit drafts and negotiate contents before submitting them to the City People's Committee for approval of the negotiation results.

In addition, the Company also balances finances to ensure cash flow for the Company's production and business activities, capital needs to invest in the project of Renovation and Upgrading of National Highway 22 (from An Suong intersection to Ring Road 3) and the project of Upgrading and Expanding National Highway 1 (the section from Kinh Duong Vuong Street to the border of Long An province) if the bid is won.

5. Construction investment

5.1. My Phuoc Industrial Cluster Investment Project – Tan Phuoc District, Tien Giang Province:

Currently, the Company is halting investment in this project to prioritize resources for participating in BOT transport projects.

5.2. Project of Renovation and Expansion of National Highway 22 (from An Suong intersection to Ring Road 3) and the project of Upgrading and Expanding National Highway 1 (from Kinh Duong Vuong Street to the border of Long An Province):

After the General Meeting of Shareholders approves the policy of researching and investing in the project, the Company will coordinate with the consulting unit to carry out traffic surveys as a basis for forecasting traffic volume (one of the important parameters of the financial plan) and at the same time contact related parties to review and assess the feasibility of the project, prepare bidding documents and submit bids when the City organizes contractor selection on the National Bidding Network.

6. Organization and personnel work

Regarding the current personnel of the departments, it is sufficient to meet the workload, so the Company plans to keep it unchanged and not recruit more. The organizational structure remains unchanged.

In case of implementing the construction of construction packages, if necessary, the Company will recruit and sign short-term labor contracts with technical staff and construction workers to serve the construction of the

corresponding package. The contract duration corresponds to the construction duration of the package.

Above is the Report on production and business results, investment in 2024 and the plan for production, business and investment in 2025 of IDICO Infrastructure Development Investment Joint Stock Company.

We look forward to receiving comments from the General Meeting of Shareholders.

Sincerely thank you!

DIRECTOR


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