



No: 22- CV/CKĐA

**SOCIALIST REPUBLIC OF VIETNAM**  
**Independence - Freedom - Happiness**

**ISCLOSURE OF INFORMATION ON THE ELECTRONIC INFORMATION  
PORTAL OF THE STATE SECURITIES COMMISSION  
HANOI STOCK EXCHANGE**

**To: *State Securities Commission  
Hanoi Stock Exchange***

Entity: Dong Anh Licogi Mechanical Joint Stock Company  
Head Office: Km 12+800, National Highway 3, Group 6, Dong Anh Town, Dong Anh  
District, Hanoi  
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(Authorized under Authorization No. 0304A/CKĐA/HĐQT dated April 3, 2019, by the  
Legal Representative of the Company)  
Phone: 0972 511 525

Type of information provided:

☐ 24-hour ☐ Upon request ☐ Extraordinary ☒ Periodic

Content of the information provided: 2024 Annual Report

he website publishing this information: [www.ckda.vn](http://www.ckda.vn) on April 10, 2025.

We hereby certify that the information provided above is true and we take full legal  
responsibility for the content of this information.

Hanoi, April 10, 2025

**PERSON RESPONSIBLE FOR  
INFORMATION DISCLOSURE**



**TRAN THI HONG VAN**



## ANNUAL REPORT

**Name of the public company: DONG ANH LICOGI MECHANICAL JOINT STOCK COMPANY**

**Reporting year: 2024**

### **I. GENERAL INFORMATION**

#### **1. Overview**

- **Trading name:** Dong Anh Licogi Mechanical Joint Stock Company
- **Enterprise Registration Certificate No.:** 0100106391
- **Charter capital:** VND 310,000,000,000
- **Address:** Km12+800, National Highway 3, Group 6, Dong Anh Town, Dong Anh District, Hanoi City, Vietnam
- **Telephone:** +84 24 38833818      **Fax:** +84 24 38832718
- **Website:** [www.ckda.vn](http://www.ckda.vn)
- **Stock code:** CKD

#### ***History and Development***

Dong Anh Licogi Mechanical Joint Stock Company was established on July 1, 1963, originally named Dong Anh Architectural Mechanical Factory, with the main function of repairing and overhauling mechanized and semi-mechanized construction machinery, as well as manufacturing some replacement parts.

The company was converted into a joint stock company under the name CKDA – LICOGI Joint Stock Company, in accordance with Enterprise Registration Certificate No. 0100106391 issued by the Hanoi Department of Planning and Investment on April 11, 2014, and was renamed Dong Anh Licogi Mechanical Joint Stock Company on October 2, 2014.

To date, Dong Anh Licogi Mechanical Joint Stock Company employs nearly 700 workers and operates in various fields of production and business. The company recorded revenue of over VND 1,100 billion. Many of its products have gained a dominant market share in Vietnam and have been exported to several countries around the world such as the United States, Italy, Canada, Thailand, South Korea, Japan, and others.

#### **2. Business Lines and Operational Areas**

##### **\* *Production Fields:***

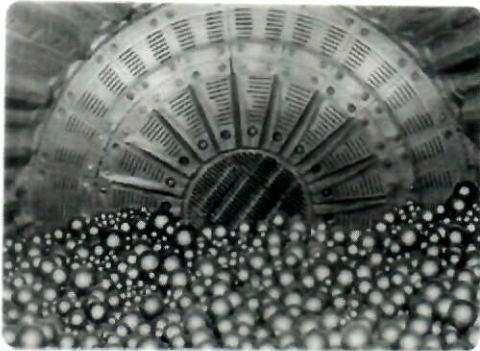
- *Cast alloy product group (since 1989)*

Grinding balls, crusher spare parts, and various other components are manufactured to serve industries such as cement, thermal power, construction materials, petrochemicals, and other industrial sectors.

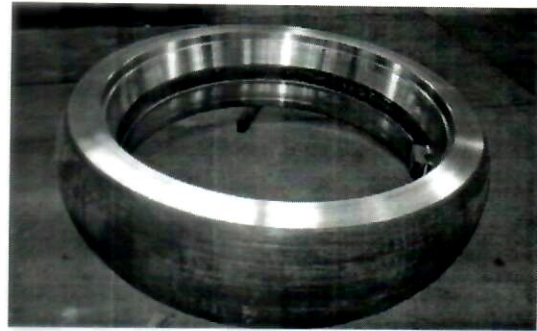




The company's main export markets include South Korea, Japan, the United States, Canada, Italy, Thailand, the UAE, and Australia. Each year, the company's export turnover reaches approximately USD 3 million.



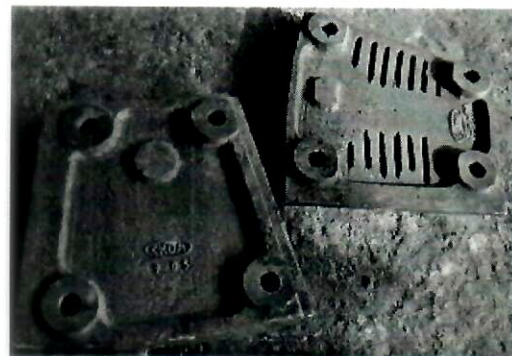
*Image 1: Grinding Balls*



*Image 2: Cement Mill Roller Shell*



*Image 3: Crusher Hammer*



*Image 4: Crusher Spare Parts*

*- Space Frame and Steel Structure Product Group (since 2001)*

These products are used in the construction of public buildings and industrial facilities that require large spans and open, column-free spaces, such as sports complexes, stadiums, markets, supermarkets, factories, and warehouse systems.

The company has exported space frame structures to markets such as the UAE and Namibia, and is currently negotiating several other projects in the Middle East and Africa.



*Image 5: Viet Tri City Stadium*



*Image 6: General Warehouse – Dong Lam Cement Plant, Thua Thien Hue Province*





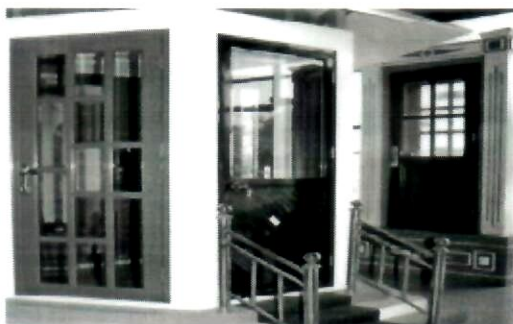
*Image 7: CKDA Space Frame Exported to Namibia, Africa*



*Image 8: Dung Quat – Hoa Phat Space Frame Structure*

*- High-Quality Aluminum Alloy Extrusion Product Group (since 2005)*

These products are used in architectural applications for high-rise buildings and private residences, as well as in the manufacture of furniture, components, and accessories for industries such as shipbuilding, automotive production, and other sectors. They are produced using modern technology and advanced equipment, including extrusion lines from UBE (Japan) – one of the world's leading press manufacturers – and a complete surface finishing system comprising anodizing, bridge plating, E.D polishing, powder coating, and film coating lines provided by Decoral System SRL (Italy). The products are of high quality and meet European standards.



*Image 9: Premium aluminum doors manufactured by Dong Anh Aluminum Plant*



*Image 10: DAA product installed at Vinhomes Cau Rao 2, Hai Phong*



*Image 11: DAA product installed at Vinhomes Imperia, Hai Phong*



*Image 12: DAA product installed at Vinhomes Ocean Park*

- *Other Product Group*

Machining and manufacturing of aluminum extrusion dies, casting molds, and plastic industry molds, etc.

\* *Commercial Sector*

- The company specializes in supplying various equipment and materials for the casting and aluminum industries, such as ferroalloys, aluminum billets, heat treatment furnaces, etc.

- The company also acts as an agent and sales representative for imported specialized products and materials used in the cement industry.

\* *Industrial Zone Investment and Development Sector*

Dong Anh Licogi Mechanical Joint Stock Company has formed a joint venture with SUMITOMO Corporation (Japan) with a capital contribution ratio of 42%/58%, acting as the investor of Thang Long Industrial Park (TLIP) in Hanoi – one of the most successful industrial parks in Vietnam. TLIP specializes in leasing warehouses, factories, offices, and export processing zones, among others.

***Business Locations:***

Main production site: Km12 + 800, National Highway 3, Group 6, Dong Anh Town, Dong Anh District, Hanoi City.

Business operations: The company's business activities span across all regions of the country. In addition, products have been exported to various countries such as the United States, Italy, Canada, Thailand, South Korea, Japan, and others.

### **3. Information on Governance Model, Business Organization, and Management Structure**

\* **Governance Model:**

The company operates under the governance model of a large-scale unlisted public company, converted from a state-owned enterprise to a joint stock company.

\* **Management Structure:**

- **General Meeting of Shareholders:** Comprising all voting shareholders, this is the highest authority of the company.

- **Board of Directors:** Consists of 05 members, including a Chairman, Vice Chairman, and 03 other members.

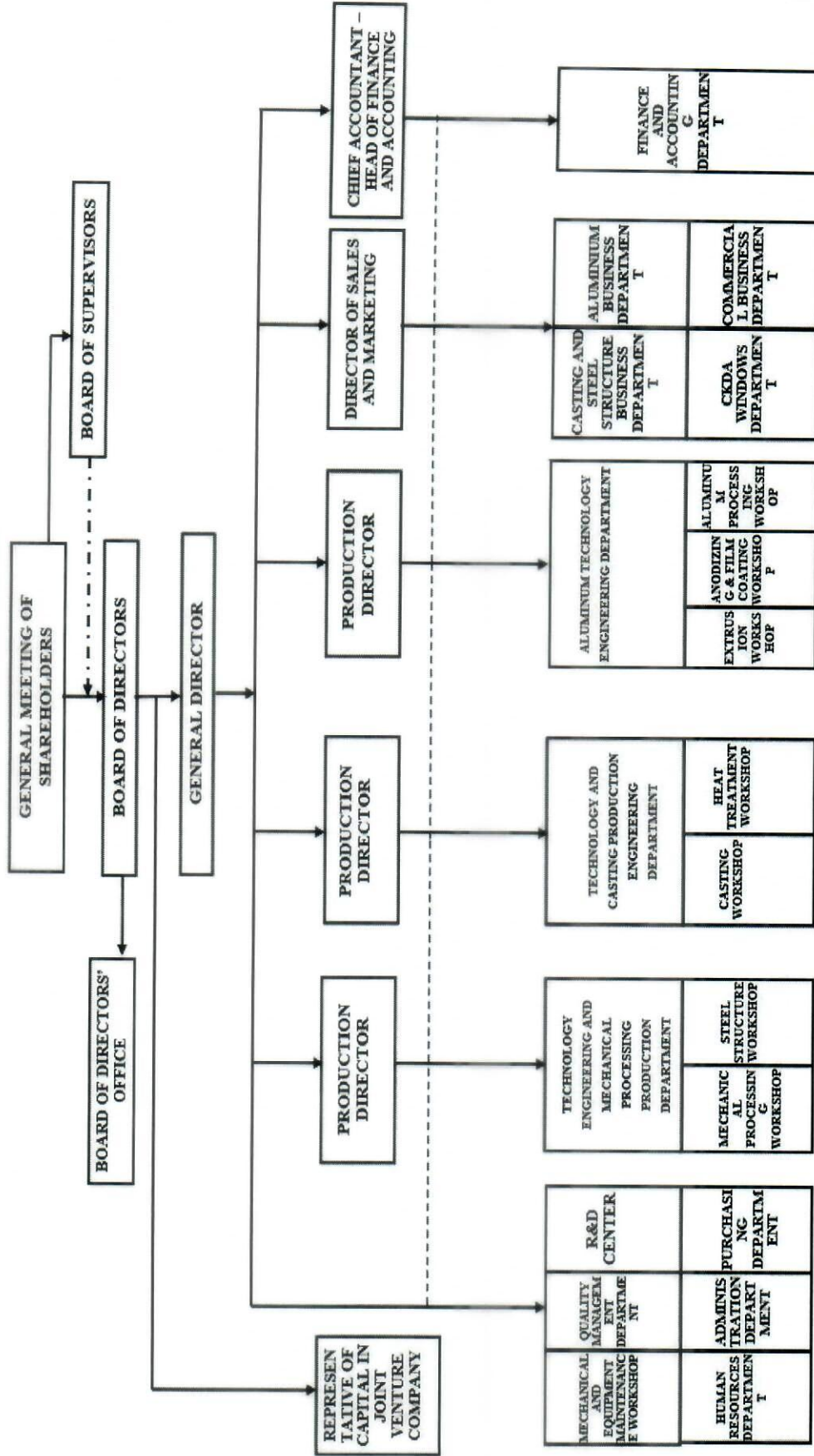
- **Supervisory Board:** Comprises 03 members, including 01 Head of the Board and 02 members.

- **Executive Board:** Headed by the General Director, who leads the company's operations. Supporting the General Director are Deputy General Directors or Directors in charge of production, business, finance and accounting, administration, etc.

- **Advisory and Functional Departments:** Include the heads of specialized departments, heads of production units, and directors of company branches and departments who assist the Executive Board in management and operation.



## CKDA ORGANIZATIONAL CHART



NOTES:  
 SOLID LINE: Indicates a direct supervisory relationship  
 DASHED LINE: Indicates a coordinative supervisory relationship  
 DOTTED-DASH LINE: Indicates a monitoring (overright) relationship

**\* Affiliated company in which the Company holds shares:**

No.	Name / Enterprise	Address	Ownership Ratio
1	Thang Long Industrial Park Co., Ltd	Thang Long Industrial Park – Dong Anh – Hanoi	42%

**\* Company Branches:**

No.	Name / Enterprise	Address
1	Dong Anh Aluminium Factory	Km12+800, National Highway 3, Group 6 – Dong Anh Town, Dong Anh District, Hanoi City
2	Center for Research and Development of Construction Mechanics	Km12+800, National Highway 3, Group 6 – Dong Anh Town, Dong Anh District, Hanoi City

#### **4. Development Orientation**

**\* Main Objectives:**

- To ensure efficient business operations that generate added value and harmonize the interests of shareholders and employees.
- To strive to make CKDA a strong and reputable brand both domestically and internationally.
- To continuously improve income and living standards for employees, attract highly skilled and qualified workers, and foster long-term commitment and dedication to the sustainable development of the Company.

**\* Medium and Long-Term Development Strategy:**

To build a sustainable development strategy based on compliance with laws and governance rules, ensuring balanced development. The company will promote comprehensive restructuring, enhance management capabilities, competitiveness, cost control, and risk management.

To perfect the management model and streamline the business and production organization by maximizing existing potential and resources.

The company's marketing and market development efforts must secure a stable market share for its products, with a particular focus on exporting key products such as aluminum and forged steel balls.

To research, develop, and enhance production capacity for existing products while expanding into new product lines.

To prioritize human resources, considering people as the most valuable asset and a decisive factor for sustainable development. The company regularly implements training programs to improve and develop workforce quality and create favorable conditions to attract and retain highly skilled and qualified workers.



## 5. Risks

### \* *Economic Risks:*

The economic environment, with fundamental factors such as GDP growth rate, inflation, interest rates, and exchange rates, is an objective element that directly affects the development of all manufacturing and service industries, as well as every business. Therefore, the company's production and business activities are also directly impacted by macroeconomic fluctuations.

### \* *Legal Risks:*

The company's operations are governed by several laws, including the Law on Enterprises, Securities Law, Corporate Income Tax Law, Value Added Tax Law, Construction Law, and Bidding Law. Any changes in the legal system related to the company's operations could affect its business development plans.

### \* *Project Risks:*

In the construction and installation sector (space frames, steel structures, aluminum projects), the nature of the products is often customized, requiring large capital, with long execution times and prolonged capital occupation periods. These factors can lead to risks such as reduced payment capacity, difficulties in cost control, and lower-than-expected profit margins due to delayed debt recovery.

### \* *Competitive Risks:*

In every area of the company's business activities, there are direct competitors both domestically and internationally, posing significant competitive pressure.

### \* *Other Risks:*

Force majeure events such as earthquakes, natural disasters, storms, floods, fires, wars, epidemics, and terrorism can all affect the company's operations. Severe storms, fires, or earthquakes may impact construction projects, potentially causing delays or damages.

## II. Business Operations During the Year

### 1. Business and Production Activities

\* Results of business and production activities during the year:

No.	Indicator	Unit	Plan 2024	Actual 2024	Actual/Plan 2024
1	Total Revenue	Billion VND	1.202	1.341	111%
	<i>Net Revenue from Sales and Service Provision</i>	Billion VND	<i>1.142</i>	<i>1.255</i>	<i>110%</i>
2	Profit After Tax	Billion VND	76,6	102,3	134%
3	Dividend Rate (*)	%		19%	
4	Investment in Construction and Fixed Assets	Billion VND	253	51	20%



No.	Indicator	Unit	Plan 2024	Actual 2024	Actual/Plan 2024
5	Disposal of Fixed Assets	Billion VND		3,2	
6	Total Salary Fund	Billion VND	112	99,9	89%
7	Ratio of Salary to Revenue	%	10	8	80%

## 2. Organization and Human Resources

### \* Number of Officers and Employees

No.	Qualification Level	Number of People
1	Postgraduate	4
2	University Degree	103
3	College and Intermediate Level	86
4	Others (skilled workers & general labor)	326
		<b>519</b>

### \* Summary of Policies and Changes in Employee Policies

#### + Recruitment and Training Policies:

- The company's recruitment goal is to hire competent personnel with qualifications suitable to business and production needs. Depending on each specific position, the company sets particular recruitment standards. Management staff must have strong professional knowledge, extensive work experience, with a particular emphasis on proactiveness, creativity, organizational, management, and leadership skills.

- In 2024, based on job requirements, business plans, and both short-term and long-term goals, the company developed a recruitment plan to attract suitable candidates. The Human Resources Department continuously sought various methods to meet staffing needs, such as: publishing announcements on the company's website, internal communications, recruitment websites, company bulletin boards, electronic boards, and local promotion.

- In 2024, the company successfully recruited 10 new employees, including 3 engineers or bachelor-level staff for departments and 7 direct workers for production workshops — all meeting job requirements.

- Training and Human Resource Development: In 2024, the company organized internal training courses and professional development classes to improve the skills and qualifications of staff, such as: crane operation, gantry crane operation, excavator operation, forklift welding operation, air compressor operation, liquefied gas operation, 6G welding, Lockout rules, chemical handling training, and international 6G welding training.

- The company especially values and encourages self-learning to enhance individual skills and provides opportunities for employees to gain practical experience during their work.

#### + Labor, Salary, Bonus, and Allowance Policies:



- Despite facing numerous economic challenges in 2024, the company ensured its obligations to employees were fulfilled, including salary payments, mandatory social insurance contributions, and additional wage support in accordance with regulations.

- The company offered appropriate benefits to ensure employee rights, such as cash or in-kind gifts during holidays and festivals.

- Employees were entitled to leave for holidays and Tet (Lunar New Year) in accordance with the Labor Code. Sick leave, maternity leave, and other allowances were fully provided as per state regulations and the company's internal policies.

- In 2024, the company actively reviewed and assessed performance, promptly commending and rewarding individuals and teams who achieved excellent results in production and business activities.



## Executive Management Team List

No	Full Name	Position	Date of Birth	Professional Qualification	Professional Experience	Percentage of voting shares owned (% of charter capital)		
						Total	Ownership representing major shareholders	Personal ownership
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
1	La Quy Duan	General Director	01/10/1973	Bachelor of Economics	Has been working at the Company since June 1997, successively holding the positions of Head of Import-Export Department, Deputy General Director in charge of Business, and Chairman of the Board of Directors. Since March 2019, has held the position of General Director of the Company. Since August 2022, concurrently holds the positions of General Director of the Company and Director of the Aluminum Factory Branch.	12.39%	12.06%	0.33%
2	Thai Hong Khanh	Director of Aluminum Production	09/11/1975	Mechanical Engineer	Has been working at the Company since March 1998, holding various positions including Engineer at the Technical Department and Mechanical Workshop, Member of the Aluminum Project Management Board, Manager of the Extrusion Workshop, and Head of the Aluminum Production Scheduling & Planning Department. Since August 2022, has been serving as the Aluminum Production	0.02%	0	0.02%

## Executive Management Team List

No.	Full Name	Position	Date of Birth	Professional Qualification	Professional Experience	Percentage of voting shares owned (% of charter capital)		
						Total	Ownership representing major shareholders	Personal ownership
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
					Director.			
3	Pham Viet Long	Deputy CEO of the company, also serving as the Director of Sales and Marketing	26/7/1965	Mechanical Engineer in Machine Manufacturing	Worked at the company since March 1996 and held various positions including Metallurgical Technician, Technical Department, Head of the Mechanical Workshop, Director of the Mechanical Construction Research and Development Center, Deputy Director of the Aluminum Factory, Director of the Aluminum Factory, and Deputy Director of Sales and Marketing. Since June 2023, has held the position of Deputy CEO of the company, also serving as the Director of Sales and Marketing	0.07%	0%	0.07%



## Executive Management Team List

No.	Full Name	Position	Date of Birth	Professional Qualification	Professional Experience	Percentage of voting shares owned (% of charter capital)		
						Total	Ownership representing major shareholders	Personal ownership
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
4	Nguyen Minh Ngoc	Director of Casting Production	12/9/1983	Metallurgical Casting Engineer	Worked at the company since September 2008 and held various positions, including Technician, Deputy Head of the Metallurgy Department, and Head of the Metallurgy Department. Since June 2023, has held the position of Director of Casting Production	0.004%	0%	0.004%
5	Nguyen Tuan Cuong	Director of Steel Structure Production	21/9/1973	Mechanical Engineer in Machine Manufacturing	Worked at the company since June 2002 and held various positions, including Technician, Head of the Mechanical Workshop, Head of the Electro-Mechanical and Equipment Maintenance Workshop. Since October 2023, has held the position of Acting Director of Steel Structure Production, also serving as the Head of the Steel Structure Workshop	0.02%	0%	0.02%

### Executive Management Team List

No	Full Name	Position	Date of Birth	Professional Qualification	Professional Experience	Percentage of voting shares owned (% of charter capital)		
						Total	Ownership representing major shareholders	Personal ownership
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
6	Hoang Thi Kim Lien	Head of the Finance and Accounting Department – In charge of Accounting	8/11/1980	Bachelor of Economics – Major in Accounting	Worked at the company since August 2004 and held various positions, including Accountant, Supervising the work of the Deputy Head of the Accounting Department, Deputy Head of the Finance and Accounting Department. In June 2024, will hold the position of Head of the Finance and Accounting Department – In charge of Accounting	0,016%	0%	0,016%



## \* Changes in the Executive Board:

In June 2024, due to adjustments in the organizational structure, functions and tasks, staffing, and a review and rearrangement of personnel, the Executive Board of the company has undergone the following changes:

No.	Position	Former Personnel	New Personnel
1	Head of Finance and Accounting – Chief Accountant	Nguyen Viet Hung	Hoang Thi Kim Lien

## 3. Investment Situation and Project Implementation:

- In 2024, the investment and repair plan approved 128 items, with a total approved value of 408.8 billion VND.

During the year, the company has implemented 57 items, with an actual value of 51 billion VND, reaching 12.5% of the plan. The breakdown is as follows:

+ 50 items have been completed, with an actual value of 22.6 billion VND, reaching 5.5% of the plan.

+ 7 items are still in progress, with an actual value of 28.5 billion VND, reaching 7% of the plan.

- Project Implementation Status: "Renovation and Repair to Enhance the Production Capacity of the Casting Workshop." In 2024, the project is primarily focusing on the construction of foundations, workshops, and the advance purchase of machinery and equipment. The total investment for the project by the end of 2024 is 25.7 billion VND. The funding used is from internal sources: 24.8 billion VND, and from loans: 0.9 billion VND.

## 4. Financial Situation

### a) Financial Situation:

Unit: VND

Target	Year 2023	Year 2024	Execution ratio 2024/2023
Total asset value	1,069,550,149,644	1,214,313,255,244	114%
Net revenue	1,023,105,391,741	1,255,074,124,460	123%
Profit from business operations	102,483,768,324	106,973,176,120	104%
Other profits	4,931,994,702	-2,412,966,945	-49%
Profit before tax	107,415,763,026	104,560,209,175	97%
Net profit after corporate income tax	101,952,817,123	102,288,151,169	100%
Net profit after corporate income tax this year	101,952,817,123	97,858,153,065	96%
Profit carried forward from the previous year		4,429,998,104	
Pay dividends	58,900,000,000	(*)	

(\*) The dividend payout ratio for 2024, approved by the 2025 Annual General Meeting of Shareholders, is scheduled to be held on April 23, 2025.

b) Key financial indicators:

Indicators	Year 2023	Year 2024	Achievement Rate 2024/2023 (%)
<b>1. Liquidity Indicators</b>			
- Current ratio	1.49	1.46	98%
<b>2. Capital Structure Indicators</b>			
- Liabilities/Total assets ratio	0.53	0.56	106%
- Liabilities/Owner's equity ratio	1.11	1.26	113%
<b>3. Operating Efficiency Indicators</b>			
- Inventory turnover: (Cost of goods sold / Inventory)	0.95	1.37	145%
- Net revenue / Total assets	0.26	0.27	107%
<b>4. Profitability Indicators</b>			
- Net profit / Net revenue	0.100	0.078	78%
- Net profit / Owner's equity	0.231	0.182	90%
- Net profit / Total assets	0.095	0.081	85%

## 5. Shareholder Structure, Changes in Owner's Investment Capital

### a) Shares:

- Type of shares: Common shares.
- Par value: 10,000 VND/share.
- Total number of securities: 31,000,000 shares.
- Number of shares with transfer restrictions as per legal regulations: None.

### b) Shareholder Structure:

No.	Shareholder	Total Number of Shares	Percentage (%)	Notes
1	Domestic shareholders	30,991,100	99.97%	
	Organizational shareholders	27,609,700	89.06%	
	Individual shareholders	3,381,400	10.91%	
2	Foreign shareholders	8,900	0.03%	
	Organizational shareholders	0	0%	
	Individual shareholders	8,900	0.03%	



c) Changes in the owner's investment capital: None.

d) Treasury stock transactions: None

e) Other securities: None

## 6. Environmental and Social Impact Report of the Company:

### 6.1. Management of Raw Materials:

a) Raw materials used for production and packaging of the main products and services of the organization in 2024:

The joint-stock company Cơ khí Đông Anh Licogi (CKDA) operates in the fields of steel casting, aluminum extrusion, and steel structures. Annually, the company uses a large quantity of raw materials, including scrap steel, various types of ferro alloys, aluminum billets, paint, iron, steel, oil, and lubricants. Therefore, effective management of raw materials helps the company save costs, increase profits for the company and shareholders, and reduce environmental impacts.

The company continuously develops and adjusts standards to tighten expenditure and prevent raw material waste. Additionally, the company is always seeking new, high-quality raw materials at reasonable prices. Furthermore, the company studies and forecasts market trends to promptly understand the situation and develop strategies and plans for raw material procurement and production in a more rational and efficient way. Materials with potential environmental impacts, such as chemicals, paint, and oil, are managed in separate zones with measures to ensure safety and prevent leakage into the environment.

b) Report on the percentage of raw materials recycled for the production of the organization's main products and services: No statistical data available

### 6.2. Energy Consumption:

No.	Direct energy consumption	Unit of measurement	Quantity
1	Electricity	kWh	17,577,601
2	Gas	Tấn	206

### 6.3. Water Consumption: (Annual water consumption for business activities):

a) Water supply source and volume used:

- Water supply source: Clean water provided by Dong Anh Water Supply Enterprise
- Volume used in 2024: 3,638 m<sup>3</sup>

b) Percentage and total volume of recycled and reused water: No statistical data available

### 6.4. Compliance with Environmental Protection Laws:

- The company has been effectively implementing environmental protection management. It possesses all legal documents in compliance with environmental protection laws, including approved Environmental Impact Assessment (EIA) reports and environmental permits. Annually,

the company conducts sampling and prepares environmental reports as required by law. The results meet Column B standards, ensuring discharge levels are within permissible limits. The company has been certified and is currently applying the ISO 14001:2015 Environmental Management System.

- In 2024, the company fully complied with environmental protection fee payment obligations as required by law and submitted all required year-end environmental protection reports to the Hanoi Department of Natural Resources and Environment in accordance with legal requirements.

#### *6.5. Labor-Related Policies:*

a) The average number of employees in 2024 was 559, with an average monthly income of VND 14.143 million per person.

b) Labor policies are in place to ensure employee health, safety, and welfare, including benefits for night shifts, hazardous work, company trips, overtime compensation, and holiday bonuses.

- Training activities: The company organized professional and skill development training for 40 employees and fire prevention and fighting training for 68 participants.

- Social insurance: 100% of the company's employees have signed labor contracts and are fully covered by Social Insurance (SI), Health Insurance (HI), Unemployment Insurance (UI), and Insurance for Occupational Accidents and Diseases (OADI), in accordance with legal regulations.

### **III. Report and Evaluation by the Board of Directors**

#### **1. Evaluation of Business Performance Results**

\* **Overview:** Revenue from business activities exceeded the planned target (reaching 111%), and profit achieved 134% of the plan.

#### **\* Achievements**

##### **a. Market Performance**

- *Space frame and steel structure products:*

+ In 2024, the company completed the fabrication of the coal warehouse for Quang Trach I Thermal Power Plant and successfully launched a new product line—large-diameter steel pipes—which contributed significantly to a breakthrough in production revenue. Revenue from the steel structure segment accounted for approximately 46% of the company's total revenue.

- *Casting parts and grinding balls products*

+ In the casting market segment, there was growth in both quantity (expansion into new markets or reestablishing relations in former markets) and quality (increased market share, output, and revenue). The company maintained its supply of grinding balls to major clients such as VICEM Corporation, VISAI Group, Thanh Thang Group, Nghi Son Joint Venture Company, and Duyen Hai Thermal Power Plant, while continuing to





expand into new markets. A breakthrough was achieved in export turnover for cast grinding ball products. In 2024, the export value of this product was 3.5 times higher than in 2023.

*- Dong Anh Aluminum Products:*

- In 2024, the company continued to be a trusted partner of major corporations such as Vingroup, Sungroup, Bim Group, and many other large partners. In addition, the company actively pursued market development, strengthened marketing efforts, and expanded into new markets.

- Marketing and industrial sales promotion activities were implemented, with a focus on supporting industries, on-the-spot exports, and overseas markets. Dong Anh aluminum products have been exported to countries such as the United States, Canada, and Japan.

**b. Production Management and Equipment Maintenance**

- Production management and scheduling were closely aligned with planned tasks to ensure optimal efficiency. Issues arising during the production process were addressed thoroughly and scientifically.

- Production system management: The company maintained and improved its management system in a modern direction to meet the increasing demands of a growing production scale. Regular reviews and timely corrections were made to management practices to ensure all staff, from top leadership to employees, fully understood operational procedures through the ISO 9001:2015 management system. A comprehensive task assignment system was developed and implemented, covering structure, objectives, processes, regulations, work instructions, and criteria for evaluating employee performance and competencies. The company also partnered with external training providers to enhance the professional capabilities of departments and managers, ensuring effective management, planning, and implementation of new programs. Decentralization was strengthened by delegating authority to department directors to ensure responsiveness, efficiency, and close supervision in executing tasks in line with the overall company plan.

- Quality Control (KCS) and technical inspection played a decisive role in product content and quality. Therefore, strict implementation of quality control procedures for all product groups based on the company's standards was enforced to ensure consistent product output quality.

- Machinery and equipment management: Most production equipment operated at full capacity, often under overload conditions. Many machines were old, leading to frequent breakdowns. However, maintenance, repair, and equipment upgrades were carried out effectively, meeting production needs. The electromechanical repair



department worked proactively and promptly to fix sudden equipment failures—such as the Disa molding line, DMM molding machine, extrusion press, painting line, and machining equipment—ensuring continuous production operations.

- The company's machinery, equipment, and assets were closely monitored to ensure they effectively served production demands.

#### **c. Scientific and Technological Work and Cost-Saving Initiatives**

- The company promoted the application of scientific and technological advancements to reduce and efficiently utilize raw materials and energy, improve product quality, increase labor productivity, and lower production costs. Special focus was placed on energy saving, cost reduction, and minimizing negative environmental impacts.

- In 2024, the company thoroughly reviewed material consumption norms across all production areas, successfully cutting costs and increasing profitability.

#### **d. Business, Marketing, and Market Development Activities**

- In 2024, the company's sales team made continuous efforts to strengthen marketing activities, maintain sales volume with traditional customers, expand into new markets, and introduce new product lines.

- A cost management and pricing program for 2024 was implemented. Costing practices were improved to accurately reflect both variable and fixed costs, enabling more realistic and effective cost control and supervision. The company did not encounter any major financial risks in its 2024 contracts.

#### **e. Financial Management**

Over the past year, the Executive Board has focused on implementing various financial management strategies, specifically:

- Strengthened financial management capabilities to ensure the company's overall financial stability and efficiency. Through flexible and effective capital utilization, the company secured credit agreements with financial institutions, with a total credit limit of up to VND 1,250 billion (including a credit line of VND 415 billion from VietinBank, allocated for major projects such as Quang Trach 1).

- Actively sought preferential loan packages and negotiated with banks to obtain lower interest rates, reduced guarantee costs, and favorable foreign exchange rates for borrowing and repayment.

- Successfully signed a medium-term credit agreement for the investment project: "Renovation and Capacity Enhancement of the Foundry Workshop." After multiple rounds of negotiation, the company secured a reduction in preferential interest rates from 7.5% to 6.8% for the first two years, with a margin reduction from 3% to 2.8% from the third year onward. These rates are considered relatively low and favorable compared to other enterprises in the region.



- Accelerated the processes of financial reporting, auditing, and tax inspections. Timely and accurate financial information was provided to the Board of Directors, ensuring compliance with legal regulations.

#### **Achievements:**

- Proactively and flexibly balanced capital usage, ensuring sufficient and timely funding for the company's business operations, resulting in highly effective capital utilization.

- Successfully completed the tax audit and finalization procedures for fiscal years 2022 and 2023.

- Fully complied with regulations regarding dividend distribution, salary and bonus payments, insurance contributions, and other employee-related financial obligations.

#### **f. Debt Collection Efforts**

- In 2024, the Company's Executive Board focused on strengthening the collection of bad debts, particularly those owed by the customer An Gia Tiến, and successfully recovered VND 24.4 billion.

- Sales specialists have been made more aware of the importance of negotiating payment terms in new contracts, helping to minimize payment risks and prevent the accumulation of additional bad debts.

- Debt management has been enhanced through the classification and tracking of outstanding receivables.

## **2. Financial Situation**

**Assets:** Compared to long-term assets, short-term assets still dominate, accounting for 81.2% of the Company's total assets, reaching VND 986 billion out of a total of VND 1,214 billion.

- Short-term assets increased by VND 147 billion (a 17.59% rise compared to the beginning of the year), mainly due to an increase in cash and cash equivalents.

- Long-term assets decreased by VND 3 billion (a 1.18% decrease compared to the beginning of the year), primarily due to depreciation of fixed assets.

**Capital Structure:** Liabilities amounted to VND 677 billion (accounting for 55.8% of total capital), an increase of VND 114 billion (up 20.21% compared to the beginning of the year); equity reached VND 537 billion (accounting for 44.2% of total capital), an increase of VND 31 billion (up 6.11% compared to the beginning of the year).

**Balance Between Assets and Capital Sources:** As of December 31, 2024, the combination of owner's equity and long-term liabilities exceeded long-term assets, ensuring that the Company had sufficient resources to finance its long-term assets without creating a financial imbalance. This demonstrates a healthy balance between assets and capital sources in the Company's business operations.

The Company regularly monitors and manages cash flow to proactively support its production and business activities, and to ensure optimal payment of due and upcoming debts. The Company also strictly complies with legal regulations regarding its financial obligations.

### 3. Improvements in Organizational Structure, Policies, and Management

In 2024, the Company carried out a restructuring of its organizational system to address internal limitations and explore new directions for more efficient operations.

The Company also issued, amended, and supplemented several internal regulations and governance policies to better align with its business operations and comply with legal requirements.

### 4. Future Development Plans

- Some key planned targets for 2025 are as follows:

No.	Indicator	Unit	Plan 2024	Actual 2024	Plan 2025	Plan 2025/Plan 2024	Plan 2025/Actual 2024
1	Total revenue	VND billion	1.202	1.341	1.326	110%	99%
	Net revenue from sales and service provision	VND billion	1.142	1.255	1.256	110%	100%
2	Distributed net profit after tax	VND billion	76,6	102,3	88	114%	86%
3	Dividend rate (*)	%		19%			
4	Investment in construction, fixed assets, and major repairs (**)	VND billion	253	51	447		
	- Fixed asset investments and major repair projects approved prior to or in 2024 are currently underway and will continue to be executed in 2025. (**)				240		



No.	Indicator	Unit	Plan 2024	Actual 2024	Plan 2025	Plan 2025/ Plan 2024	Plan 2025/Actual 2024
	- New fixed asset investments and major repairs (***)				207		
6	Fixed asset disposal (****)	Tỷ đồng		3,2	31		
7	Total salary fund	Tỷ đồng	112	99,9	113	101%	113%
8	Salary-to-revenue ratio	%	10.0	8,0	9.0	90%	113%

(\*) The planned dividend rate for 2025 is subject to approval by the 2025 General Meeting of Shareholders, which is expected to be held on April 23, 2025.

**5. Management's response to the auditor's opinion:** No comments

#### **IV. Evaluation by the Board of Directors on the Company's Operations**

##### **1. Evaluation of the Company's performance by the Board of Directors**

The Company has fulfilled its business plan, achieving 111% of the revenue target and 134% of the planned distributed net profit after tax.

The Company has complied with the reporting and information disclosure requirements to the Board of Directors and has effectively implemented the Resolutions and Decisions of the Board of Directors as prescribed.

##### **2. Evaluation of the performance of the General Director and the Executive Board**

In 2024, the Board of Directors issued Resolutions and Decisions in accordance with proper procedures and within the scope of its authority and responsibilities, as stipulated by law, the Company's Charter, and the Board's internal regulations.

The Board of Directors also introduced several innovations in supervising the activities of the General Director and other key executives. The implementation of the Financial Regulation enabled the Executive Board to manage capital, assets, investments, and financial accounting in line with uniform standards and practices across the Company.

The General Director and other key executives have complied with reporting and information disclosure obligations to the Board of Directors as required.

They have also effectively carried out the Resolutions and Decisions of the Board of Directors.

### ***3. Plans and Strategic Directions of the Board of Directors***

In its role and responsibility as the executive body of the General Meeting of Shareholders (GMS), in 2024 the Board of Directors focused on guiding the review and streamlining of human resources, promoting marketing efforts, expanding market reach, and developing the Company's brand. Specific strategic directions for each business segment are as follows:

#### *a. For space frame structures and other structural products:*

- Prioritize comprehensive cooperation with key partners such as investors and main contractors of domestic and international thermal power projects to develop warehouse and factory systems, with special attention to exports.
- Focus on executing signed contracts with strict adherence to customer requirements in terms of progress and quality, while closely controlling costs based on estimates.
- Focus on R&D for new large-span roofing structures to replace traditional space frame trusses with spherical joints, and strive to master the design of this new type of structure.

#### *b. For cast steel products:*

- Research production technologies for supporting industrial and export products made of cast iron, ductile iron, and simultaneously conduct market research to guide future investments.
- Focus on marketing cast products (e.g., coal mill liners) to thermal power plants.
- Strategically orient the development of products serving supporting industries.
- Ensure maximum utilization of current production lines such as DISA and Alphaset.
- Boost efforts in identifying export markets for both grinding balls and spare parts.

#### *c. For the aluminum production sector:*

- Strengthen marketing efforts and expand the market, especially for industrial aluminum products, while enhancing export activities.
- Invest in R&D of new technologies to improve product quality and better meet customer preferences.

#### *d. For other operational areas:*

- Human resource management: Continue restructuring and streamlining the management and production apparatus across the Company.
- Train a professional and disciplined sales team.
- Develop and train the next generation of managers and key personnel.
- Enhance cost and financial management oversight.



- Finalize and standardize fundamental changes to the Company's internal governance regulations, implementation procedures, and operational workflows.

- Research high-value potential product segments and diversify product lines based on the Company's existing resources.

## **V. Corporate Governance**

### **I. Supervisory Board**

#### **a) Members and Structure of the Supervisory Board:**

<b>No.</b>	<b>Full Name</b>	<b>Position</b>	<b>Shareholding Ratio (% of Charter Capital)</b>
1	Nguyen Anh Dung	Head of the Board	0%
2	Hoang Nhu Thai	Member	0%
3	Le Thi Thanh Noi	Member	0%

#### **b) Activities of the Supervisory Board:**

- Supervised the activities of the Board of Directors and the Executive Board in implementing the contents of the 2024 Annual General Meeting of Shareholders' Resolution;

- Reviewed the appropriateness of decisions made by the Board of Directors and the Executive Board;

- Appraised the annual business performance report and financial statements;

- Inspected the reasonableness, legality, accuracy, and prudence in management, operations, and all aspects of business activities.

## 2. Board of Directors

### a) Members and Structure of the Board of Directors (as of the current time):

	Chairman of the BOD	Vice Chairman of the BOD	BOD Member	BOD Member	BOD Member
Full Name	Cao Trường Thụ	Nguyễn Danh Quân	Lã Quý Duẩn	Đỗ Thị Hiếu	Phạm Việt Thắng
Voting Shareholding (% of charter capital)					
- On behalf of Construction and Infrastructure Development Corporation	44%	25%	12.06%	8%	0%
- Personal ownership	0%	0%	0.33%	0%	0%
Member type	Non-executive	Non-executive	Executive	Non-executive	Non-executive
Position held at other companies	Member of the Board of Directors cum General Director of VICEM No.1 Construction Materials Corporation – JSC	Vice Chairman of the Board of Directors – General Director of LICOGL Corporation – JSC	Vice Chairman of the Members' Council of Thang Long Industrial Park Co., Ltd	Chief Accountant of Xuan Cau Investment Joint Stock Company	Member of the Board of Directors cum Deputy General Director in charge of Finance and Accounting of FICO – No.1 Construction Materials Corporation – JSC

b) Subcommittees under the Board of Directors: None.

c) Activities of the Board of Directors:

In 2024, the Board of Directors held 04 meetings and issued 54 decisions and resolutions. These Resolutions and Decisions were all in accordance with the scope of authority and responsibilities of the Board of Directors as prescribed by law and the Company's Charter, with the main contents as follows:



- Continued to focus on directing the comprehensive restructuring of the company, associated with reviewing and reorganizing the organizational structure and personnel towards streamlining and efficiency; closely directed each business and production sector of the Company. Specifically:

- + Directed the review of functions and responsibilities of each individual, department, and unit to clarify accountability, avoid overlap, and enhance labor productivity.

- + Directed the review and gradual improvement of the company's corporate governance regulations (such as Financial Regulation, Purchasing Regulation, Sales Regulation, Salary Regulation, Reward Regulation...) to establish a legal framework for corporate governance aligned with best practices.

- + Directed the approach, signing, and implementation of large aluminum and glass construction projects, contributing to increased revenue and profit for the Company.

- The Board of Directors successfully directed the organization of the 2024 Annual General Meeting of Shareholders and ensured timely dividend payments in cash to shareholders.

- The Board of Directors ensured timely and proper disclosure of information in accordance with regulations.

- The Board of Directors operated in unity, with democratic principles, and strictly complied with laws and the Company's Charter.

- Limitations:

- + The approved investment plan endorsed by the 2024 Annual General Meeting of Shareholders has not been implemented as scheduled;

- + The marketing efforts for grinding balls to thermal power plants and for export markets did not meet the set targets.

- d) Activities of independent non-executive Board members: None.

- e) Activities of sub-committees under the Board of Directors: None.

- f) List of members of the Board of Directors with corporate governance training certificates and participation in corporate governance programs during the year: None.

### ***3. Transactions, Remuneration, and Benefits of the Board of Directors, Executive Board, and Supervisory Board***

- a) Salaries, bonuses, remuneration, and benefits:

Regarding the remuneration for members of the Board of Directors, the Supervisory Board, and the Executive Board in 2025:

- For non-executive members of the Board of Directors, the monthly remuneration (excluding personal income tax) is as follows:

- + Chairman: VND 15,000,000/month

- + Vice Chairman: VND 12,000,000/month

- + Other members: VND 10,000,000/month

- For non-executive members of the Supervisory Board, the monthly remuneration (excluding personal income tax) is as follows:

+ Head of the Board: VND 10,000,000/month

+ Other members: VND 8,000,000/month

- For executive or managing members of the Board of Directors and full-time members of the Supervisory Board, salaries are paid in accordance with the Company's salary policy.

*Regarding the operating expenses of the Board of Directors in 2025:*

The operating budget of the Board of Directors and the Supervisory Board includes expenses such as meeting organization, travel, accommodation, and other reasonable costs. These are reimbursed based on actual expenses incurred and fall within the general operating budget of the Company for the 2024 fiscal year. All spending ensures thriftiness, rationality, and compliance with the Company's Charter, Financial Regulations, and internal expense norms and policies.

b) Share transactions by internal shareholders: None.

c) Contracts or transactions with internal shareholders: None.

d) Evaluation of compliance with corporate governance regulations

## VI. Financial Statements

1. Auditor's Opinion by iCPA Co., Ltd.: "In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the Company as at December 31, 2024, as well as the results of its operations and cash flows for the year then ended, in accordance with Vietnamese Accounting Standards, the Vietnamese Enterprise Accounting System, and the relevant legal regulations on the preparation and presentation of financial statements."

2. Audited Financial Statements: The audited annual financial statements include: the Balance Sheet, the Income Statement, the Cash Flow Statement, and the Notes to the Financial Statements, in accordance with legal regulations on accounting and auditing.

General Director



LA QUY DUAN