

THANH THANH CERAMIC JOINT STOCK COMPANY
BIEN HOA 1 INDUSTRIAL PARK - DONG NAI

ANNUAL REPORT

YEAR 2024



CONSTRUCTION MATERIALS CORPORATION
NO. 1 – JSC
THANH THANH JOINT STOCK COMPANY

SOCIALIST REPUBLIC OF VIETNAM
Independence – Freedom – Happiness
☸☸☸

☸☸☸
No. : 100 /BC- TTC

Dong Nai, 31 March 2025

ANNUAL REPORT YEAR 2024

**TO: ỦY BAN CHỨNG KHOÁN NHÀ NƯỚC
SỞ GIAO DỊCH CHỨNG KHOÁN HÀ NỘI**

I. GENERAL INFORMATION

1. General information

- Trading name: THANH THANH CERAMIC JOINT STOCK COMPANY
- Business Registration Certificate No.: 3600 665643
- Charter capital: 59.923.480.000 VND.
- Owner's capital: 59.923.480.000 VND
- Address: Đường số 1, Khu Công Nghiệp Biên Hòa 1, P. An Bình, TP Biên Hòa, Tỉnh Đồng Nai.
- Telephone: 0251.3836066
- Fax: 0251.3836305
- Website: www.thanhthanhceramic.com
- Securities code TTC

2. Establishment and development process :

- Before 1975, Thanh Thanh was privately owned, mainly producing 10cm x 10cm ceramic tiles using Italian SACMI technology. After 1975, the factory was nationalized on July 1, 1976 under the name Thanh Thanh Ceramic Tile Factory.
- In 1993, the factory was re-established under Decision No. 34A/BXD - TCLD dated February 12, 1993 of the Minister of Construction, under the Construction Materials Corporation No. 1. The factory was then renamed Thanh Thanh Ceramic Tile Company, accounting independently under Decision No. 201/BXD-TCLD dated March 27, 1995 and was permitted by the State Planning Commission to register for business in Business Registration Certificate No.



10055 dated April 5, 1995 with the main function of producing and trading ceramic tiles and construction materials.

- The Company was converted to operate in the form of a Joint Stock Company under Decision No. 1706/QĐ-BXD dated December 22, 2003 of the Minister of Construction on converting Thanh Thanh Ceramic Tile Company into a Joint Stock Company, with a charter capital at the time of equitization of VND 40 billion according to the Business Registration Certificate No. 4703000091 first registered on January 2, 2004 issued by the Department of Planning and Investment of Dong Nai Province, changed for the 12th time on December 29, 2020.

- The Company officially listed its shares on the market on August 8, 2006

- Additional listing of shares issued with 1,992,348 additional shares (total value: nineteen billion, nine hundred and twenty-three million, four hundred and eighty thousand VND) on March 20, 2008.

- Brand Thanh Thanh ceramic tiles have affirmed their reputation with domestic consumers. Important milestones marking the development steps of the Company are recorded as follows:

- ✓ In 1991, investing in a PH 550 press to replace old equipment to improve capacity, quality and reduce product costs to compete with imported goods; in 1993, investing in a new floor tile production line with new technology (1-time firing) with a capacity of 1 million m²/year;
- ✓ In 1995, continuing to invest in a floor tile production line with a capacity of 1 million m²/year, increasing the total floor tile production capacity of the Company to 2 million m²/year;
- ✓ In 1999, investing in a tile production line with 2-time fast firing technology with a capacity of 1 million/year; □ In 2000, invested in an artificial granite tile production line with a capacity of 1.5 million m²/year;
- ✓ In 2003, invested in a wall tile production line with a fast-firing technology of 2 times with a capacity of 1 million m²/year, increasing the total wall tile production capacity of the Company to 2 million m²/year;

- ✓ In 2016-2017, invested in depth in digital printing machines and edge grinding machines to improve product quality and design towards high-end products.
- ✓ In 2019, invested in a press machine to improve product quality.
- ✓ In 2022, invested in a wet grinding machine to improve product quality.
- ✓ By the end of 2024, the Company will have a team of nearly 260 officers and employees, including many technical and technological experts. The company has built a widespread product distribution system in the provinces of the Northern, Central and Mekong Delta regions. The company has also exported to Thailand, Yemen, etc. The company can supply the market with a variety of tiles with diverse designs and sizes of quality such as: Granite tiles, ceramic wall and floor tiles. With a system of machinery and equipment imported from famous brands in the world such as SITI, B&T, Nasetti, System... the company's workshops have a total of 4 production lines with a designed capacity of 4.5 million m²/year;
- ✓ The company has been awarded the Labor Medal of the First, Second and Third Class by the Government; won the European Quality Gold Medal in Spain in 1996; and has been voted as a High Quality Vietnamese Good by Saigon Marketing Newspaper for many consecutive years since 1997.

3. Business lines and locations of the business:

- Business lines: production and trading of ceramic and granite tiles
- Location of business: domestically and some countries in the region.

4. Information about governance model, business organization and managerial apparatus

- Governance model: From January 2, 2004, the corporate governance model includes the General Meeting of Shareholders, the Board of Supervisors and the Board of Directors.
- Management structure: The Executive Board is headed by the General Director, 03 Deputy General Directors and department heads and workshop managers.
- Related companies:



- | | |
|--|---------------------|
| + Construction Materials Corporation No. 1 – JSC | Parent Company |
| + Fico Products Trading Company Limited | Same parent company |
| + Tan Dinh Construction Mechanical JSC | Same parent company |
| + Southeast Asia Brick Joint Stock Company | Same parent company |
| + Phuoc Hoa Fico Joint Stock Company | Same parent company |
| + Packaging & Construction Joint Stock Company No. 1 | |
- Associate company (Thanh Thanh Company holds 24% of charter capital)
- + Vitaly Joint Stock Company
- CK Trading (Thanh Thanh Company holds 21.4% of charter capital).

5. Development orientations

a. Main objectives of the Company:

Ensure product output and quality at a reasonable level to maintain traditional markets, maintain market share, and maximize existing resources to create momentum for development in the next stage.

b. Development strategies in medium and long term:

- Consolidate and develop the consumer market: In the coming years, the Company will promote product marketing to consumers, expand the distribution system, consolidate domestic market share and expand export markets.
- Strengthen marketing activities: The Company has focused on developing a team of professional marketing staff to enhance the brand position and enhance the ability to grasp market demand, invest in research and development of new models, diversify products, and create a close connection between design and market demand.
- Invest in upgrading equipment and technical research: Increase investment in innovation and upgrading old equipment to improve product quality, focusing on in-depth investment with digital printing equipment and edge grinding machines to improve product quality.
- Human resource development: Thanh Thanh always considers the human factor as the most valuable asset that brings success to the Company, human resource development is one of the top priority goals. However, the Company is still lacking highly qualified and experienced workers, so in the coming



years the Company will have to strengthen professional training for employees in the Company, provide good working conditions and a worthy reward system for employees to stick with and maximize their capacity.

c. Corporate objectives with regard to Corporate environment, society and community Sustainability:

The company actively applies solutions to reduce environmental pollution, treat solid waste; strengthen social activities initiated by the locality; and aims to build a united, law-abiding and culturally rich labor force.

6. Risks

Currently, the company's business risks mainly focus on the following factors: the economy is growing slowly, so domestic and foreign demand for construction materials is still low; along with the appearance of many types of alternative materials, these are the main reasons that can reduce the company's consumption output.

II. Operations in the Year 2024

1. Situation of production and business operations

*** Advantages:**

- Thanh Thanh brand has been known to consumers for many years.
- Has a skilled and experienced technical workforce, who have been with the company for many years.
- Healthy financial situation.
- Has a stable distribution system and has been with the company for many years.
- The organization is streamlined, discipline is maintained. Labor safety and hygiene, fire prevention and fighting are well implemented.

*** Hard**

- The world situation is very complicated, especially the war between Russia and Ukraine has been prolonged, causing the price of gasoline to increase, making costs increase.
- Many real estate projects have been stalled, causing difficulties for businesses.



- Supply and demand are unbalanced, causing difficulties in consuming products.
- The export market is difficult due to fierce competition.
- Equipment and machinery have been in operation for over 20 years, often broken down, causing high repair costs, making product prices increase.
- Most workers are old, so labor productivity is low.

Due to reduced consumption, production must be reduced (only 1 production line), workers must stop working for long periods.

- The company is located in Bien Hoa 1 Industrial Park, there is a policy of relocation, so it is difficult to invest in modern equipment to improve quality and diversify product types.
- The warehouse is narrow so it is very difficult to store raw materials during the rainy season.

a. Results of business operations in the year:

Faced with the above advantages and difficulties, but with the strong direction of the Board of Directors, the Executive Board has strengthened management work, promptly converted new products, and introduced appropriate sales policies. In 2024, the following results were achieved:

Indicator name	Plan 2024 (Million VND)	Perform 2024 (Million VND)	Plan 2024 / Perform 2024 (%)
I. Financial indicators			
1. Revenue	290.812	172.525	59,33
2. Cost of goods sold	258.082	148.593	57,58
3. Gross profit	32.730	23.931	73.12
4. Operating revenue	1.200	527	43,92
5. Operating expenses	1.200	885	73,75
6. Selling expenses	7.599	4.169	54,86
7. Administrative expenses	13.277	15.688	96,38
8. Profit from production and business	8.854	3.716	41,97
9. Other profits	500	179	35,74
10. Profit before tax	9.354	3.895	41,64
II Product indicators			
1. Manufactured products	3.000.000	1.694.347	56,48
- Floor tiles	380.000	179.502	47,24



- Wall tiles	920.000	525.344	57,10
- Granite tiles	1.700.000	989.501	58,21
2. Consumed products	3.000.000	1.734.625	57,82
- Floor tiles	380.000	206.834	54,43
- Wall tiles	920.000	566.149	61,54
- Granite tiles	1.700.000	961.642	56,57

2. Organization and personnel

a. List of Executive Board::

(1) Mr. Tran Hung Luong - General Direct

Full name: Tran Hung Luong Date of birth: August 1, 1962
 Place of birth: Huong Van, Huong Tra, Thua Thien - Hue
 Nationality: Vietnamese Ethnicity: Kinh
 Hometown: Huong Van, Huong Tra, Thua Thien - Hue
 Permanent address: Road 1B, Binh Tri Dong B Ward, Binh Tan District, Ho Chi Minh City
 Contact phone number at the office: 0251.3834816
 Education level: 12/12
 Professional level: Mechanical Engineer, Bachelor of Economics
 Work history:
 + From 1984 – 1988: Technical staff of Mechanical Equipment Repair Factory - Construction Corporation 1.
 + From 1988 – 2004: Technical staff, Deputy Head of Technical Department, Head of Mechanical and Electrical Engineering Department, Deputy Director of Ceramic Tile and Stone Tile Company No. 1 (VITALY).
 + From 2004 – present: General Director of Thanh Thanh Ceramic Joint Stock Company.
 Share ownership ratio: 14,350 shares

(2) Mr. Le Xuan Thai - Deputy General Director

Full name: Le Xuan Thai Date of birth: 11/29/1970
 Place of birth: Phu Xuyen, Hanoi, (former Ha Tay)
 Nationality: Vietnam Ethnicity: Kinh



Hometown: An Cuu, Hue City, Thua Thien - Hue
Permanent address: 16HV, KP1, Long Binh Tan Ward, Bien Hoa City, Dong Nai
Contact phone number at the office: 0251.3836041
Education level: 12/12
Professional level: Silicate Engineer
Working process:
+ From 1995 - 2002: Technical Department Staff of Thanh Thanh Ceramic Company.
+ From 2002 - 2009: Deputy Head of Department, Head of Technical Department of Thanh Thanh Ceramic Joint Stock Company.
+ From 2010 - present: Deputy General Director of Thanh Thanh Ceramic Joint Stock Company.
Share ownership ratio: 3,791 shares

(3) Mr. Tran Van Dung - Deputy General Director

Full name: Tran Van Dung Date of birth: 10/02/1970
Place of birth: Dong Da Ward, Quy Nhon City, Binh Dinh Province
Nationality: Vietnamese Ethnicity: Kinh
Hometown: Tam Quan Bac, Hoai Nhon District, Binh Dinh Province
Permanent address: 497/9 Thong Nhat Street, Ward 16, Go Vap District, Ho Chi Minh City
Contact phone number at the office: 0251.3834818
Education level: 12/12
Professional level: Chemical Engineer, Bachelor of Economics
Working process:
+ From June 1996 - December 1996: Floor tile workshop worker, Thanh Thanh Ceramic Company.
+ From January 1987 – July 1999: Technical Department Staff of Thanh Thanh Ceramic Company
+ From July 1999 – February 2000: Accounting – Finance Department Staff of Thanh Thanh Ceramic Company.



- + From February 2000 -> January 2002: Technical Department Staff of Thanh Thanh Ceramic Company
 - + From January 2002 – July 2003: Wall tile workshop worker of Thanh Thanh Ceramic Company.
 - + From July 2003 -> December 2004: Planning – Technical Department Staff of Construction Materials Corporation No. 1.
 - + From January 2005 -> March 2022: Head of Planning – Materials Department of Thanh Thanh Ceramic Joint Stock Company.
 - + From April 2022 to present: Deputy General Director of Thanh Thanh Ceramic Joint Stock Company
- Share ownership ratio: 3,180 shares

(4) Mr. Tran Hung Du - Deputy General Director

Full name: Tran Hung Du Date of birth: 26/04/1979
Place of birth: Huong Van, Huong Tra, Thua Thien - Hue
Nationality: Vietnamese Ethnicity: Kinh
Hometown: Huong Van, Huong Tra, Thua Thien - Hue
Permanent address: 126/6 Street 17, KP5, Linh Trung Ward, Thu Duc City, Ho Chi Minh City
Contact phone number at the office: 0251.3834816
Education level: 12/12
Professional level: Mechanical Engineer
Working process:
+ From January 2008 -> December 2010: Employee of the Electromechanical Workshop, Thanh Thanh Ceramic Joint Stock Company.
+ From January 2011 -> April 2013: Deputy Manager of the Granite Workshop, Thanh Thanh Ceramic Joint Stock Company.
+ From May 2013 -> December 2014: In charge of Granite workshop, Thanh Thanh Ceramic Joint Stock Company.
+ From January 2015 -> March 2022: Granite workshop manager, Thanh Thanh Ceramic Joint Stock Company.
+ From April 2022 – to present: Deputy General Director of Thanh Thanh Ceramic Joint Stock Company.



Shareholding ratio: 100 shares

(5) Ms. Vo Thi Thu Thuy - Deputy General Director

Full name: Vo Thi Thu Thuy Date of birth: 09/01/1975
Place of birth: Hung Yen
Nationality: Vietnam Ethnicity: Kinh
Hometown: Ba Dong, Ba To, Quang Ngai
Permanent address: 4.8 C/cu 76B Ngo Tat To, Ward 19, Binh Thanh District,
Ho Chi Minh City
Contact phone number at the office: 0251 3836818
Education level: 12/12
Professional level: Bachelor of Economics
Working process:
+ From March 1997 → March 2003: Accounting staff of Thanh Thanh
Ceramic Company
+ From April 2003 → March 2004: In charge of Accounting Department of
Thanh Thanh Ceramic Joint Stock Company
+ From March 2004 → October 2012: Deputy Head of Accounting
Department of Thanh Thanh Ceramic Joint Stock Company
+ From November 2012 → December 2014: In charge of Accounting
Department of Thanh Thanh Ceramic Joint Stock Company
+ From January 2015 → May 2024: Chief Accountant of Thanh Thanh
Ceramic Joint Stock Company
+ From May 2024 → present: Deputy General Director of Thanh Thanh
Ceramic Joint Stock Company

Shareholding ratio: 11,000 shares

b. Changes in the executive board:

May 20, 2024 appointed Ms. Vo Thi Thu Thuy to the position of Deputy General Director.

c. Number of staff and policies for employees:

- Number of employees as of December 31, 2024: 251 employees
- Average income per employee: Over 8.0 million VND/person/month



- Policy: The company pays employees in the form of piecework based on the employee's contribution, ensuring stable income so that employees can work with peace of mind; policies on leave and holidays are fully paid according to policy; Social insurance, health insurance, labor protection... are fully implemented according to regulations.

3. Investment status, project implementation status:

None

4. Finance

a. Financial situation:

Unit: thousand VND

Indicators	Year 2023	Year 2024	% increase, decrease
Total assets	186.054	161.652	(13,54)
Net revenue	227.620	172.525	(24,20)
Profit from business activities	8.262	3.716	(55,02)
Other profits	1.264	179	(85,86)
Profit before tax	9.526	3.895	(59,12)
Profit after tax	7.574	3.046	(59,79)
Dividend payout ratio (%)	08		

b. Main financial indicators:

INDICATORS	Year 2024	Year 2023	Note
1. Liquidity ratio			
- Current ratio	3,5	2,61	
Current assets / Current liabilities			
- Quick ratio	1,30	1,03	
Current assets - inventories			
Current liabilities			
2. Capital structure ratio			
- Debt ratio / Total assets	0,28	0,36	
- Debt ratio / Owner's equity	0,38	0,56	
3. Operating capacity ratio			
- Inventory turnover	1,59	1,92	
Cost of goods sold / Average inventory			



- Net revenue / Total assets	1,07	1,22	
4. Profitability ratio			
- Profit after tax ratio / Net revenue	0,02	0,03	
- Profit after tax ratio / Owner's equity	0,03	0,06	
- Profit after tax ratio / Total assets	0,02	0,04	
- Operating profit ratio / Net revenue	0,02	0,04	

5. Shareholder structure, changes in owner's capital**a. Shares:**

Total number of shares: 5,992,348 shares

Outstanding shares: 5,940,528 shares

Number of freely transferable shares: 5,290,720 shares

Number of shares restricted from transfer according to the provisions of law, the Company's Charter or the owner's commitment: 649,808 shares

b. Shareholder structure:

No	Type of shareholder	Number of shares owned	Ownership ratio (%)
I	Domestic	5.479.524	91,44
1	Individual	1.952.247	32,58
2	Organization	3.527.277	58,86
II	Foreign	512.824	8,56
1	Individual	313.104	5,23
2	Organization	199.720	3,33
	Total	5.992.348	100

Details of major shareholders

No	Shareholder name	Address	Number of shares owned	(%)
1	Construction Materials Corporation No. 1 - JSC	15th Floor, Sailing Tower Building, No. 111A Pasteur, Ben Nghe Ward, District 1, HCMC	3.056.097	51



2	Tran Thi Xuan Anh	66 Street 1B, Binh Tri Dong B Ward, Binh Tan District, HCMC	590.100	9,85
	Tổng cộng		3.646.197	60,85

c. **Changes in owner's capital:** None

d. **Treasury stock transactions:** None

6. Report on the company's environmental and social impacts

6.1 Raw material management:

a. **Total amount of raw materials used to produce and package the Company's main products and services during the year:**

- Clay of all kinds: 17,410 tons / year
- Feldspar powder, limestone: 18,921 tons / year
- CNG : 89,281 MMBTU / year
- Other fuels: 4,207 tons / year
- Enamel, frit, additives: 2,389 tons / year
- Color: 74 tons / year
- Grinding balls: 130 tons / year
- Packaging: 320 tons / year

b. **Report the percentage of recycled materials used to manufacture the Company's main products and services:**

- Percentage of recycled materials reused: 5 - 6 %
- Percentage of non-recyclable materials reused: 0.3 %

6.2 Energy consumption

The company consumes electricity directly from the national grid. When the national grid has problems such as voltage drop, power outage... the company uses generators.

During the year, the company increased research, replacement, and installation of energy-saving machinery and equipment to save electricity as well as reduce production costs.

6.3 Water consumption:



Water consumption of business activities in the year:

- Production water: 192 m³/day and night
- Domestic water: 30 m³/day and night

Total water demand: 222 m³/day and night.

a. Water supply source and water usage:

The company uses water from Dong Nai Water Supply Company: 147 m³/day and night

b. Percentage and total amount of recycled and reused water:

Total amount of reused water is about 75 m³/day and night, rate 51.02%.

6.4 Compliance with environmental protection laws:

The Company ensures full documentation on the implementation of environmental laws such as:

- Environmental impact assessment report: Decision of the Director of the Department of Science, Technology and Environment of Dong Nai Province Regarding: Approval of environmental impact assessment report No. 199/QD-QLMT dated April 28, 1997 issued by the Department of Science, Technology and Environment.
- Waste source owner registration book: 205/SDK-STNMT issued by the Department of Natural Resources and Environment of Dong Nai Province on March 22, 2012.
- Decision approving the environmental protection project: 930/QD-UBND issued by the People's Committee of Dong Nai Province on April 1, 2013.
- Decision on certification that Thanh Thanh Ceramic Joint Stock Company has completed environmental pollution treatment measures: 204/QD-STNMT issued by the Department of Natural Resources and Environment of Dong Nai province on March 21, 2013.
- Environmental monitoring report for 2024.
- Complete contracts on solid waste, hazardous waste and domestic waste treatment.
- Fully pay environmental protection fees for industrial wastewater.

6.5 Employee related policies:

a. Number of employees, average salary for employees

- Number of employees as of December 31, 2024: 251 employees
- Average income of employees: over 8 million VND/person/month.



b. Labor policy to ensure the health, safety and welfare of employees:

- Policy: The Company pays employees according to the form of product contracts and based on the employees' contributions, ensuring stable income so that employees can work with peace of mind.
- Paying employees' salaries on time, twice a month on the 5th and 20th of each month.
- Bonus policies such as holiday bonuses, Tet bonuses, and 13th month bonuses are fully implemented by the Company to encourage employees.
- Social insurance, health insurance, labor protection, training, periodic health check-ups, and toxic compensation are fully implemented according to regulations.
- The Company is fully equipped with safety equipment for employees.
- The Company has its own kitchen, organizes and maintains a good mid-shift meal regime for employees to ensure quality and food safety and hygiene.

c. Employee training activities:

- Every year, the Company organizes on-site training for workers on occupational safety, occupational hygiene, fire prevention and fighting, and contents on equipment operation, labor regulations, etc.
- Skill development and continuous learning programs to support employees in securing jobs and developing their careers: Regularly send employees to specialized training courses on organization, management, etc.

III. REPORT AND ASSESSMENT OF THE BOARD OF DIRECTORS

1. Report on the situation and results of production and business activities

2024 is a year when the real estate, construction and construction materials markets are particularly difficult and contain many challenges for the operations of businesses, such as lack of orders, capacity cuts, and labor cuts, which have directly affected the production and business activities of the Company, such as a gradual decrease in sales output, at times having to temporarily stop production on all production lines, and employees having to take long-term leave.



The Board of Directors has resolutely faced difficulties and challenges to organize and carry out assigned tasks and operate the Company's activities, as shown in the following aspects:

- Strictly implement the decisions of the Board of Directors in accordance with the actual situation, effectively deploy key solutions approved by the Board of Directors.
- Manage and operate all activities according to authority, with a clear division of labor between management levels.
- Effectively use and reasonably balance existing resources, increase savings on raw materials, electricity, and water; drastically reduce costs, improve quality, and reduce product prices to meet customer needs, while ensuring the long-term benefits of the Company.
- Accounting and financial management are transparent, in accordance with the law, ensuring safety and promoting capital; drastically handling debts.
- Well organize the production of Granite products for good consumption, bringing high efficiency.
- Actively coordinate with Construction Materials Corporation No. 1 - JSC through FICO Product Trading Company Limited as a representative to take care of and screen agents, and at the same time find new agents with better consumption capacity.
- Actual production output in 2024: 1,694,347 m² of bricks, reaching 56.48% of the 2024 plan (of which Granite brick production output in 2024: 989,501 m², accounting for 58.40%).
- Actual consumption output in 2024: 1,734,625 m² of bricks, reaching 57.82% of the 2024 plan (of which Granite brick consumption output in 2024: 961,642 m², accounting for 55.44%);
- Revenue in 2024: 172,525 million VND, reaching 59.33% of the 2024 plan

**2. Financial situation****a. Asset situation:**

Unit: million VND

Target	Year 2023	Year 2024	2024 vs 2023	
			Increase, decrease	Percentage
Fixed Assets	10.849	15.352	-4.503	70,67
1. Tangible Fixed Assets	10.849	15.352	-4.503	70,67
- Original Cost	225.084	225.893	-810	99,64
- Accumulated Depreciation	-214.235	-210.541	-3.693	101,75
2. Intangible Fixed Assets	0	0	0	
- Original Cost	101	101	0	100,00
- Accumulated Depreciation	-101	-101	0	100,00

Fixed assets in 2024 compared to 2023 decreased by VND 4,503 million, a decrease of 29.33% due to:

- Liquidation and sale of old, damaged 29-seat cars with book value: VND 810 million

- Depreciation of machinery and equipment: VND 3,693 million

Depreciation of machinery and equipment in 2024 is insignificant: VND 3,693 million is an advantage but at the same time a disadvantage because the Company's machinery and equipment were invested for a long time, are now outdated, and incur large repair costs.

b. Debt situation:

CHỈ TIÊU	Year 2023	Year 2024	Note
Solvency ratio			
- Current ratio	2,61	3,50	
<i>Current Assets / Current Liabilities</i>			
- Quick ratio	1,03	1,30	
<i>Current assets – inventories</i>			
<i>Short-term debt</i>			



The short-term solvency and quick ratio ratios in 2024 reached 3.50 and 1.30 respectively, proving that the Company has full capacity to pay its debts when due. The Company does not borrow in foreign currency, so the exchange rate is not affected by the results of production and business activities.

3. Improve organizational structure, policies, and management

- Balance and flexibly adjust production and business according to market developments to reduce inventory and stabilize production.
- Continue to improve management to reduce all cost items in production and consumption, achieving high efficiency.

4. Future development plans

- Cooperate with FICO, FICOCOM to develop more distribution agents, expand the market.
- Continue to research specific products suitable for the Company's existing machinery, equipment and technology for consumption in separate market segments.
- Maintain and increase export activities.
- Strengthen production management to save raw materials.
- Strengthen control of technological processes, control brick quality, avoid batching, promptly liquidate long-term inventory samples.
- Strengthen management of finished product warehouses, raw materials, spare parts to avoid loss, reduce breakage and poor quality.
- Continue to research measures to reduce product costs.
- Maintain regular employment for workers.
- Organize good debt collection from customers.

IV. BOARD OF DIRECTORS' ASSESSMENT OF THE COMPANY'S PERFORMANCE

1. Board of Directors' assessment of the Company's operations

Through monitoring activities, the Board of Directors assessed as follows:

- The Executive Board has organized and operated the Company's production and business activities in accordance with the duties and powers prescribed in the Company's Charter as well as fully implemented the Resolutions and Decisions of the Board of Directors. The Executive Board has promptly provided information,

creating conditions for the Board of Directors and the Supervisory Board to access and inspect the financial situation and other activities of the Company;

- Effectively and reasonably used existing resources, increased savings, drastically reduced costs, improved quality, reduced product prices to meet customer needs, while ensuring the Company's interests.
- Accounting and financial management work is transparent, in accordance with the law, ensuring safety and promoting capital sources; drastically handling debts.
- Strengthening technical and technological innovation to improve product quality and develop many new products suitable for the Company's existing machinery and equipment.
- Proactively propose production plans with reasonable capacity, both meeting market demand, reducing inventory, and maintaining regular employment for workers;
- Apply many flexible sales policies, suitable for each time and each type of existing product to promote product consumption.

2. Plans and directions of the Board of Directors

a. Company Orientation

- Improve corporate governance efficiency, complete production and business targets in 2025.
- Develop an effective and flexible production and business plan. Harmoniously combine production and business with the relocation of the Company to a new location according to the plan of Dong Nai province.
- Perform regular tasks of the Board of Directors in accordance with the functions and tasks according to the Charter and the actual operation of the Company.
- Improve the efficiency of asset management, capital, debt, and inventory.
- Perform well the work related to shareholder relations according to the provisions of current law to ensure the rights of shareholders and investors.

b. Some key production and business targets for 2025.

- Production output: 1,900,000 m²
- Consumption output: 2,000,000 m²
- Revenue: 201,518 billion VND
- Profit before tax: 4,001 billion VND

c. Investment work:

- According to Dong Nai province's plan, the Company must relocate to a new location by the end of 2025. The Board of Directors has established a Team to develop a plan to relocate the Company to a new location to research, search and select a consulting unit to develop a plan, consult and work with relevant authorities on compensation, clearance and relocation to maximize the benefits of Thanh Thanh Ceramic Joint Stock Company.
- Up to now, Dong Nai province has not had a policy on compensation and support for relocation, so there is no basis for the Board of Directors to develop a specific plan for relocation.

V. CORPORATE GOVERNANCE
1. Board of Directors
a. Members and structure of the Board of Directors:

As of December 31, 2024, the number of members and structure of the board of directors are as follows:

No	Full Name	Title	Individual Ownership	Organizational Ownership	Total	Charter Capital
1	Cao Truong Thu	President	-	764.025	764.025	12,75
2	Tran Hung Luong	Member	14.350	764.024	778.374	12,99
3	Vo Thi Thu Thuy	Member	11.000	-	11.000	0,18
4	Pham Viet Thang	Member	-	764.024	764.024	12,75
5	Nguyen Thanh Ha	Member		764.024	764.024	12,75
	Total		25.350	3.056.097	3.081.447	51,42

b. Operational situation of the Board of Directors:
• Regarding management according to the functions and tasks in the charter

In 2024, the Board of Directors held meetings and issued the following documents:

- Organized 4 direct meetings
- Issued 17 resolutions

The Board of Directors closely followed the Resolution of the 2024 Annual

General Meeting of Shareholders, the quarterly work plan and regularly monitored the market situation and the actual situation of the company through periodic reports of the Executive Board to resolutely direct the Company's operations.

• **Regarding the implementation of the proposed operational plan**

- Based on the operational plan approved by the General Meeting of Shareholders, the Board of Directors has implemented the following contents:

+ Annual General Meeting of Shareholders in 2024 on April 17, 2024.

+ Directed the implementation of the 2024 production and business plan targets

No	INDICATORS	Unit	Implementation 2023	Plan 2024	Implementation 2024	Compared with the year plan	Compared to 2023 implementation
1	Charter capital	Billion VND	59,92	59,92	59,92	100,00%	100,00%
2	Revenue	Billion VND	227,62	290,81	172,52	59,33	75,80
3	Profit before tax	Billion VND	9,53	9,36	3,89	41,63	40,88
4	Profit after tax	Billion VND	7,57	7,48	3,05	40,70	40,21
5	Profit after tax / Charter capital ratio	%	12,64	12,49	5,08	40,70	40,21

General assessment: in 2024, all production and business targets have not been achieved compared to the plan.

Reasons:

- The financial, real estate, construction, and building materials markets are particularly difficult
- Many real estate projects are stalled, leading to slow consumption of construction materials, including tiles.
- Supply and demand imbalance leads to fierce competition, making it difficult to consume products.
- Export markets are facing difficulties.

The Company's production and business activities are affected, consumption output decreases, at times all production lines must be temporarily suspended, and workers must take long-term leave. Therefore, production and business targets do not meet the plan assigned by the General Meeting of Shareholders.

**+ Supervision and direction to remove difficulties**

The Board of Directors has closely followed the fluctuations of the construction materials market in general, the ceramic tile market in particular, and directed the Executive Board to promptly and appropriately adjust the production and business plan to suit the market fluctuations; reduce inventory, ensure jobs and stable income for employees.

+ Other activities

In addition to the activities included in the annual plan, the Board of Directors performs regular tasks within its authority in accordance with its functions and duties, as follows:

Relations with shareholders and investors

The Board of Directors has provided full information on the Company's operations in accordance with the provisions of the securities law for listed organizations. The Resolutions and Decisions of the General Meeting of Shareholders, the Board of Directors and other relevant documents have been announced on time to interested shareholders and investors.

Dividend payment

- Dividend paid in 2023 to shareholders: 08%/share on March 15, 2024.

2. Board of Control**a. Members and structure of the Board of Supervisors:**

No	Full Name	Title	Individual Ownership	Organizational Ownership	Total	Charter Capital
1	Dao Quang Son	Head of Control Board	0	0	0	
2	Le Nguyen Quoc Trung	Member	0	0	0	
3	Nguyen Thua Vu	Member	2.087	0	2.087	0,03
	Total		2.087		2.087	0,03

**b. Activities of the Board of Supervisors:**

The Supervisory Board has three members, each member is assigned specific tasks and the members operate independently on a part-time basis. Regularly discuss issues related to management and business operations of the company every month and quarter. Participate in all meetings of the Board of Directors, review resolutions and give opinions to the Board of Directors and the Executive Board on corporate governance.

3. Transactions, remunerations and benefits of the Board of Directors, Board of Management and Board of Supervisors**a. Salary, rewards, remuneration and benefits:**

Unit: million VND

No	Full Name	Title	Remuneration 2024	Salary 2024	Note
I	Board of Directors				
1	Cao Truong Thu	President	75		
2	Tran Hung Luong	Member	45	558	General Director
3	Vo Thi Thu Thuy	Member	45	323	Deputy General Director
4	Pham Viet Thang	Member	45		
5	Nguyen Thanh Ha	Member	45		
II	Board of Supervisors				
1	Dao Quang Son	Prefect	45		
2	Le Nguyen Quoc Trung	Member	30		
3	Nguyen Thua Vu	Member	30	214	Technical Manager
III	Board of Directors				
1	Le Xuan Thai	Deputy General Director		323	
2	Tran Van Dung	Deputy General Director		299	



3	Tran Hung Du	Deputy General Director		310	
4	Nguyen Xuan Khiem	Head of Accounting		248	
5	Dang Dinh Thong	Administration Manager	30	254	Head of organization department

b. Stock transactions of internal shareholders: none

VI. FINANCIAL REPORT (Attached file)

THANH THANH CERAMIC JOINT STOCK COMPANY
LEGAL REPRESENTATIVE



Recipients:

- As above
- Archived: Financial Accounting Documents

TỔNG GIÁM ĐỐC
Trần Hưng Lương