

Thai Nguyen, March 28, 2025

No.: 06/BC-HĐQT

**REPORT OF THE BOARD OF DIRECTORS
AT THE 2025 ANNUAL GENERAL MEETING OF SHAREHOLDERS**

In compliance with the tasks specified in the Charter of organization and operation of VVMi Quan Trieu Cement Joint Stock Company, the Board of Directors hereby reports to the General Meeting of Shareholders on the performance results of the Board of Directors in 2024 and the operational orientation of the Board of Directors for 2025 as follows:

PART I: GENERAL ASSESSMENT:

In 2024, the overall cement market in Vietnam faced a severe supply-demand imbalance; exports declined, while domestic demand had not yet recovered and even showed signs of weakening (due to an oversupply and stagnation in the real estate market, as well as slow disbursement of public investment). These factors led to increased domestic competition and an oversupply of cement production.

Additionally, the global situation remains highly complicated (such as the ongoing military conflict between Russia and Ukraine), threatened shortages, and supply chain disruptions in Vietnam, further increasing input costs, including raw materials and transportation. The electricity price hike of 4.8% from October 11, 2024, also contributed to higher production costs.

In the context of the economy with many signs of instability mentioned above, under the direction of the Parent company and the Board of Directors (BOD) of the Company, VVMiQuanTrieu Cement Joint Stock Company has seriously and made efforts to implement the tasks in the 2024 production and business plan.

Forecasts for the cement market in 2025 suggest that cement and clinker consumption will continue to face difficulties. Manufacturing enterprises will encounter significant pressure due to fierce competition as the cement market supply exceeds demand, while clinker exports show no signs of recovery. Additionally, rising input costs, including oil and electricity prices, have considerably affected Vietnam's production, including the cement industry.

Given this situation, it will greatly affect the consumption market and the competitive pressure of domestic cement products will increase, having a great impact on the cement production and sales of VVMiQuanTrieu Cement Joint Stock Company.

**PART II: EVALUATION OF THE PERFORMANCE OF THE BOARD OF
DIRECTORS ON THE PRODUCTION AND BUSINESS IN 2024**

I. Overview of the Company:

1. Organizational structure:

The Board of Directors of VVMiQuan Trieu Cement Joint Stock Company consists of:

- + Mr. Nguyen Van Dung: Chairman of the BOD.
- + Mr. Tran Viet Cuong – Executive Director – Member of the BOD.
- + Mr. Ha Van Chuyen– Member of the BOD.
- + Ms. Do Thu Huong – Member of the BOD.
- + Mr. Do Ngoc Huy – Deputy Director – Member of the BOD.

2. Structure of contributed capital:

State Representative Shareholders: 21,228,014 shares, accounting for 84.91%

Individual Shareholders: 3,704,486 shares, accounting for 15.09%

The company has been listed on the UPCOM exchange and has been trading since November 1, 2016, under the stock code CQT.

II. Activities of the Board of Directors in 2024:

1. Remuneration, operating expenses and other benefits of the BOD and each member of the BOD:

a) Payment of remuneration and bonuses for members of the BOD in 2023 as per the resolution of the 2024 Annual General Meeting of Shareholders (AGMS) with details as follows:

Unit: Dong

No.	Full name	Position	Bonus	Remuneration	Total
1	Nguyen Van Dung	Chairman of the BOD		57,120,000	57,120,000
2	Tran Viet Cuong	Member of the BOD		48,000,000	48,000,000
3	Ha Van Chuyen	Member of the BOD		48,000,000	48,000,000
4	Do Thu Huong	Member of the BOD		48,000,000	48,000,000
5	Do Ngoc Huy	Member of the BOD		48,000,000	48,000,000
	Total:			249,120,000	249,120,000

b) Remuneration payment in 2024 as follows:

The payment of remuneration to members of the BOD was paid on a monthly advance basis at the rate of 80% of the amount as per the Resolution of the 2024 AGMS. The final remuneration and bonuses for 2024 will be determined based on the resolution of the 2025 AGMS, upon which the BOD will finalize the payments accordingly.

In 2024, members of the BOD have received the following remuneration advances:

No.	Full name	Position	Bonus	Remuneration	Total
1	Nguyen Van Dung	Chairman of the BOD		45,696,000	45,696,000
2	Tran Viet Cuong	Member of the BOD		38,400,000	38,400,000
3	Ha Van Chuyen	Member of the BOD		38,400,000	38,400,000
4	Do Thu Huong	Member of the BOD		38,400,000	38,400,000
5	Do Ngoc Huy	Member of the BOD		38,400,000	38,400,000
	Total:			199,296,000	199,296,000

2. Summary of meetings of the Board of Directors and decisions of the Board of Directors:

In 2024, the BOD of the Company held 32 direct meetings of the BOD and issued 34 resolutions on strategic issues and key decisions related to the Company's production and business activities under the authority of the BOD; considered suggestions and proposals from the Company's Executive apparatus to jointly address challenges and successfully fulfill the 2024 production and business tasks.

The meetings of the BOD were conducted in accordance with the charter; the participants of the BOD meeting were fully attended; members of the BOD were provided with complete and timely documentation; and exercised their voting rights fully to approve issues in the resolution of the meeting.

3. Reports on transactions between companies, subsidiaries or companies in which a public company has a controlling interest of more than 50% of charter capital with members of the BOD and related persons of such members; transactions between companies with companies where members of the BOD were founders or managers in the last 03 years before the time of the transaction.

During the year, the Company signed transaction contracts with related parties with details provided in the attached report.

4. Activities of independent members of the Board of Directors and results of independent members' assessment of the performance of the Board of Directors.

- The Company has no independent members of the BOD.

5. Operational results of each member of the Board of Directors

In general, in 2024, the BOD and each member of the BOD of the Company properly performed their functions and duties in accordance with the Company's Charter and the applicable laws. The BOD has clearly demonstrated its role, always striving to fulfill all assigned tasks effectively; maintaining solidarity and cooperation to successfully accomplish tasks and strengthen the Company's sustainable development, specifically as follows:

5.1. Mr. Nguyen Van Dung – Chairman of the BOD

As the head and bearing overall responsibility for all operations of the Company, he directs the implementation of the rights and obligations of the BOD as specified in the Charter of organization and operation of the Company, the Law on Enterprises and applicable provisions of law, the Regulation on operation of the BOD and the organization of assignment of tasks to members of the BOD;

Always presides over the assignment of members of the BOD to prepare meeting agendas and conclusions on the contents discussed in the BOD meeting, consider the recommendations of the Company's Supervisory Board and supervise the process of implementing resolutions of the BOD; the formulation of guidelines, strategic orientations, development plans, long-term, medium-term and annual plans; investment programs of projects, capital adjustment plans, resources and production plans of the Company;

Always closely monitors and directs production and business operations, ensures the implementation of tasks between meetings of the BOD, monitors and supervises the personnel management under the authority of the Company's Director and other tasks in production and business activities under the jurisdiction of the BOD.

For the year 2024, Mr. Nguyen Van Dung was evaluated as having successfully fulfilled his assigned duties.

5.2. Member of the Board of Directors, Director Tran Viet Cuong.

As the legal representative of the Company, bearing the responsibility to the BOD and the State law on the management and administration of production and business activities, according to the company's Charter and applicable regulations of the State, organizing the implementation of resolutions of the BOD, directly directing, organize in all production and business activities at the Company and tasks as assigned by the BOD.

Mr. Tran Viet Cuong has consistently demonstrated a strong sense of responsibility and leadership in fulfilling his duties. As a dynamic, enthusiastic, and decisive leader, he has introduced innovative strategies and breakthrough solutions that have significantly improved the company's production and business performance, yielding encouraging results.

In his role as Executive Director, Mr. Tran Viet Cuong has effectively executed his responsibilities, contributing to the successful achievement of the production and business goals set by the GMS.

For the year 2024, Mr. Tran Viet Cuong was evaluated as having successfully fulfilled his assigned duties.

5.3. Non-executive member of the BOD, Do Thu Huong.

Within her assigned functions and tasks, Ms. Do Thu Huong closely monitored the work of Accounting - Statistics - Finance to ensure the accurate and sufficient implementation of arising economic transactions and in accordance with the provisions of the law. Provided proposals related to capital sources, credit management, and oversight of capital utilization, to enhance financial efficiency in production and business and minimize the financial costs of the Company;

Ms. Do Thu Huong exhibited a high level of dedication and responsibility in her work, collaborating with functional departments to ensure effective debt collection management; exercising prudence in production and business planning, developing

management regulations and other aspects of the Company's operations and other tasks of the BOD; Actively contributed to the effective implementation of the production and business management plan in 2024.

For the year 2024, Ms. Do Thu Huong was evaluated as having successfully fulfilled her assigned duties.

5.4. Non-executive member of the BOD, Ha Van Chuyen

Within his assigned functions and tasks, Mr. Ha Van Chuyen always closely monitors the research - market expansion, product development - distribution, brand building and positioning; Inspection and supervision of electrical and mechanical work; Appraisal of investment projects; material procurement and sale contracts; purchase and sale of assets requiring the BOD approval and other tasks of the BOD.

Mr. Ha Van Tuyen always demonstrated a strong sense of responsibility; he has actively contributed to BOD meetings by offering practical recommendations and solutions in implementing resolutions and the Company's administration and management, contributing to the effective implementation of the Company's production management plan.

For the year 2024, Mr. Ha Van Chuyen was evaluated as having successfully fulfilled his assigned duties.

5.5. Member of the BOD, Deputy Director Do Ngoc Huy

Assigned function and task of inspecting and supervising the Company's production technology. Product quality control, occupational safety and fire prevention. Research and application of scientific and technological advancements. Establishing and refining the Company's economic and technical norms, and other tasks assigned by the BOD.

Mr. Huy always demonstrated a strong sense of responsibility; he has actively contributed to BOD meetings by offering practical recommendations and solutions in implementing resolutions and the Company's administration and management, contributing to the effective implementation of the Company's production management plan.

For the year 2024, Mr. Do Ngoc Huy was evaluated as having successfully fulfilled his assigned duties.

6. Results of supervision of the Company's Director and other executives.

In 2024, the BOD effectively carried out its supervisory role over the Executive Director and key executives under the management of the BOD. Annually, the BOD conducts performance assessments and classification of executive personnel, with the following results:

Classification of executive director and executive personnel in 2024.

No.	Full name	Position	Classification in 2024
1	Tran Viet Cuong	Director	Successfully fulfilled duties
2	Dao Trung Dung	Deputy Director	Successfully fulfilled duties
3	Do Ngoc Huy	Deputy Director	Successfully fulfilled duties
4	Nguyen Anh Tuan	Chief Accountant	Successfully fulfilled duties

*** Evaluation of the BOD on the operation of the Executive Board of the company.**

- The Executive Board of the Company regularly held briefing meetings to grasp and exchange insights on the situation in production and business, enabling timely identification of challenges and implementation of appropriate measures.

- Production and business plans have been assigned to departments on a monthly and quarterly basis to promptly address deviations and provide a basis for evaluating target achievement.

-Capital has been managed and utilized flexibly, ensuring cost savings in production and business operations.

- The quality management system has been well-maintained, ensuring stable product quality and a strong reputation in the market.

- The Executive Board has demonstrated boldness and innovation in directing the application of new technological solutions, achieving certain successes that have contributed to improving the company's production efficiency.

RESULTS OF IMPLEMENTATION OF PRODUCTION AND BUSINESS TARGETS IN 2024.

a. Production and business results in 2024:

No.	Items	Unit	GMS's Resolutions for 2024	Actual in 2024	Achievement rate (%)
A	B	C	1	2	3=2/1
1	Contribution to the State budget	Million dong	16,938	10,093	58.3
2	Sales volume	Tons	700,000	706,453	100.92
3	Total Revenue	Million dong	620,294	592,711	95.55
4	Dividends	%	5	3.3	66
5	Profit before tax	Million dong	22,600	4,197	18.57
6	Average labor	Person	351	350	99.72
7	Average salary	dong/person/month	10,802,469	10,279,544	95.16

b. Construction investment in 2024:

	Items	Unit	Total investment	2024 Plan	2024 Actual	Achievement rate (%)
	Total investment	Million dong	88,843	4,257	6,062	142%
I	Ongoing projects carried over from 2023 to 2024	Million dong	7,577	2,695	2,675	
1	Audit of production	Million	4,510	29	20	100%

	maintenance equipment investment projects in 2023.	dong				
2	Investment project for the expansion of the production control building	Million dong	3,067	2,666	2,655	100%
II	Project preparation	Million dong	75,575	1,060	489	
1	Upgrade of the clinker coolingdust filtration system	Million dong	34,788	480	0	Project stopped
2	Upgrade of raw material grinding dust filtration system	Million dong	34,788	480	148	30%
3	Wastewater treatment system investment project	Million dong	5,000	100	341	341%
III	Contingency projects	Million dong	6,691	502	2,898	
1	120-ton electronic weighing station project	Million dong	2,155	174	54	31%
2	Environmentalprotection equipment investment project	Million dong	4,536	328	2,844	867%

Evaluation: In 2024, the Company did not meet the targets set by the AGMS in Resolution No. 10/NQ-ĐHĐCĐ dated April 23, 2024. However, the company ensured profitability in production and business, achieving a profit before tax of VND 4,197 billion. The company also allocated funds and paid dividends to shareholders at a rate of 3.3% as per the approved resolution.

3. Results of coordination between the Board of Directors and the Supervisory Board:

In 2024, the Supervisory Board effectively performed its role in monitoring the Company's financial activities. The BOD and the executive apparatus closely collaborated with the Supervisory Board in performing the function of controlling and supervising the production and business activities of the Company. The BOD of the Company worked efficiently with the Supervisory Board to address recommendations and requirements of the Supervisory Board in corporate governance. The Supervisory Board's recommendations on financial management, capital utilization, debt situation, and company regulations were effectively implemented by the BOD.

PART III. ORIENTATION AND TASKS OF THE BOARD OF DIRECTORS FOR 2025:

1. Situation assessment:

It is forecasted that in 2025, the global situation will remain complicated due to the ongoing Russia-Ukraine conflict, which shows no sign of resolution. Some

countries are expected to suffer from economic crises and recessions. This will have a significant impact on the domestic economy and affect the market for Vietnam's construction material products.

The domestic demand for cement is expected to continue facing difficulties due to intense competition, a stagnant real estate market, and slow growth in public investment. Additionally, excess production capacity in cement factories; rising costs of fuel and materials, and increasing electricity prices will pose further challenges.

The company's production equipment, having been in operation for 14 years, now requires frequent repairs and replacements. Investments in upgrades and renovations are necessary to meet future operational demands.

Rising input costs, including electricity, fuel, coal, raw materials, and transportation, will further increase production costs.

The Company's financial capacity in 2025 remains challenging due to a lack of debt repayment sources, with an estimated funding shortfall of approximately VND 86 billion in 2025.

Through the above assessment, to achieve the goals for the 2025 plan, the BOD will continue implementing measures to improve the quality of corporate governance by issuing and amending regulations in response to state policy changes and management needs. This focus will be on enhancing information transparency, reducing processing time, and adopting cost-effective and efficient information management systems that align with modern corporate governance requirements.

Directing and managing the company to overcome all challenges and strive to achieve the 2025 production and business plan with the following key targets:

2. Production plan in 2025.

2.1 Production and business plan in 2025.

No.	Items	Unit	2025 Plan
1	Contribution to the State budget	Million dong	11,532
2	Cement & Clinker sales volume	Tons	655,000
3	Total Revenue	Million dong	561,824
4	Dividends	%	3
5	Profit before tax	Million dong	9,500
6	Average labor	Person	351
7	Average salary	dong/ person/ month	10,806,620

2.2 Construction investment plan in 2025:

No.	Items	Unit	Total investment	2025 Plan
	Total investment	Million dong		8,933
I	Official Plan	Million dong		3,420
1	Investment project of the 120-ton electronic weighing station	Million dong	2,073	1,421
2	Investment project of wastewater treatment system	Million dong	2,799	1,978

3	Investment project for environmental equipment	Million dong	3,473	22
II	Project preparation	Million dong		657
1	Upgrade of raw material grinding dust filtration system	Million dong	34,788	357
2	Investment project for clinker storage facility (with a capacity of $\geq 20,000$ tons)	Million dong	16,000	300
III	Contingency projects	Million dong		4,856
1	Upgrade of raw material grinding dust filtration system	Million dong	34,788	3,091
2	Total station surveying equipment	Million dong	204	170
3	Steel cement silo ($\geq 2,000$ tons)	Million dong	16,000	1,595

2.3. Compensation Plan 2025

No.	Title	Number of people	Number of months	Plan Compensation Level (VND)		Notes
				Month	Year	
I	Board of Directors				249,120,000	
1	Chairman of the BOD	1	12	4,760,000	57,120,000	
2	Member of the BOD	4	12	4,000,000	192,000,000	

(This is the minimum level. In the year, based on the production and business results, if the executive salaries are settled to increase, the remuneration payment will increase accordingly. However, the maximum payment level shall not exceed 20% of the executive's salaries).

c. Orientations of the Board of Directors:

- Each quarter, the BOD shall hold a regular meeting once within 20 days from the end of the quarter, the contents of the meeting shall review the implementation of the previous quarter's production and business plan, assign the production and business plan for the next quarter, orientations and solutions to overcome difficulties in the Company's production and business and settle other contents within the authority of the BOD.

In addition, the BOD may hold extraordinary meetings to resolve urgent matters upon request from the Executive apparatus. Prior to any meeting, all necessary documents and agendas must be fully prepared and sent to members of the BOD in advance.

- Closely coordinate with the Supervisory Board and the company's Executive apparatus to strengthen cost management. Members of the BOD effectively perform their assigned functions and tasks under the Regulations on Operation of the BOD.

- Focus on securing capital resources to ensure a stable production process of the plant, improving capital utilization efficiency, increasing the turnover rate of working capital, and preventing overdue debts or capital losses.

- Direct the completion of investment projects approved by the Parent company and VINACOMIN – Viet Bac Mining Industry Holding Corporation on the basis of ensuring the efficiency of projects.

- Properly implement the reporting regime in accordance with regulations, seek the support and help of higher authorities, effectively implement the Parent company's directives and guidelines to create favorable conditions for achieving its 2025 business objectives.

- Operate and direct the Company to focus on the following key stages:

+ Establish a regular maintenance and repair plan for equipment, minimize technical failures, and strive to meet or exceed the designed capacity of the clinker kiln.

+ Explore mechanical and electrical engineering and technology solutions to enhance clinker strength and cement quality to meet market demands. The focus will be on stabilizing equipment operations, improving the cooling system, enhancing raw material homogenization, and ensuring quality control over essential inputs such as clay, stone, and silica-rich soil. Raw materials failing to meet technical standards will not be used to prevent product quality issues. The technology department will be assigned clear responsibilities for managing technological indicators.

+ Strengthen the application of technical and technological advances to improve equipment productivity, especially in raw materials grinding, cement grinding, coal weighing, and cement stacking systems.

+ Strengthen the application of automation and digitalization across various operational processes. Apply IT solutions and management software for equipment control, office administration, and document storage to enhance management efficiency.

+ Reinforce environmental protection measures, particularly for emissions and wastewater treatment systems. Ensure that electrostatic dust filters and wastewater treatment plants operate effectively to prevent environmental incidents that could impact the company's operations and reputation.

+ Strictly control production and business costs, such as electricity consumption and coal usage. Implement a cost-contracting system across different production stages (electricity, operating costs, regular maintenance of equipment) and aim to reduce costs by 1.5%.

+ Continue to build and expand the distribution network, penetrating potential markets, and strengthening relationships with distributors and dealers. Implement flexible sales policies to enhance service quality before and after-sales. Customer care strategies will be developed to increase bagged cement sales, particularly for PCB 30 bagged cement, in key traditional markets such as Thai Nguyen, Bac Kan, Cao Bang, Bac Giang, and Lang Son.

+ Further streamline the organizational structure for greater efficiency and enhance the coordination of tasks between departments in the Company. Direct the review, supplementation, amendment and promulgation of appropriate management

regulations and rules; enhance the responsibility of the executive apparatus, and improve production and business efficiency.

Above is the report on the assessment of the performance of tasks in 2024 and the strategic orientations for 2025 of the BOD of the Company. We respectfully submit this report to the 2025 Annual General Meeting of Shareholders for review and feedback, enabling the BOD to successfully fulfill its duties in 2025 and the following years./.

Thank you for your kind attention!

Recipients:

- Shareholders of the Company, (Website);
- Members of the BOD, Supervisory Board;
- Archived at: Secretary, Office.

ON BEHALF OF THE BOD

CHAIRMAN



Nguyen Van Dung