



# **CULTIVATE STRENGTHS RADIATE SUCCESS**

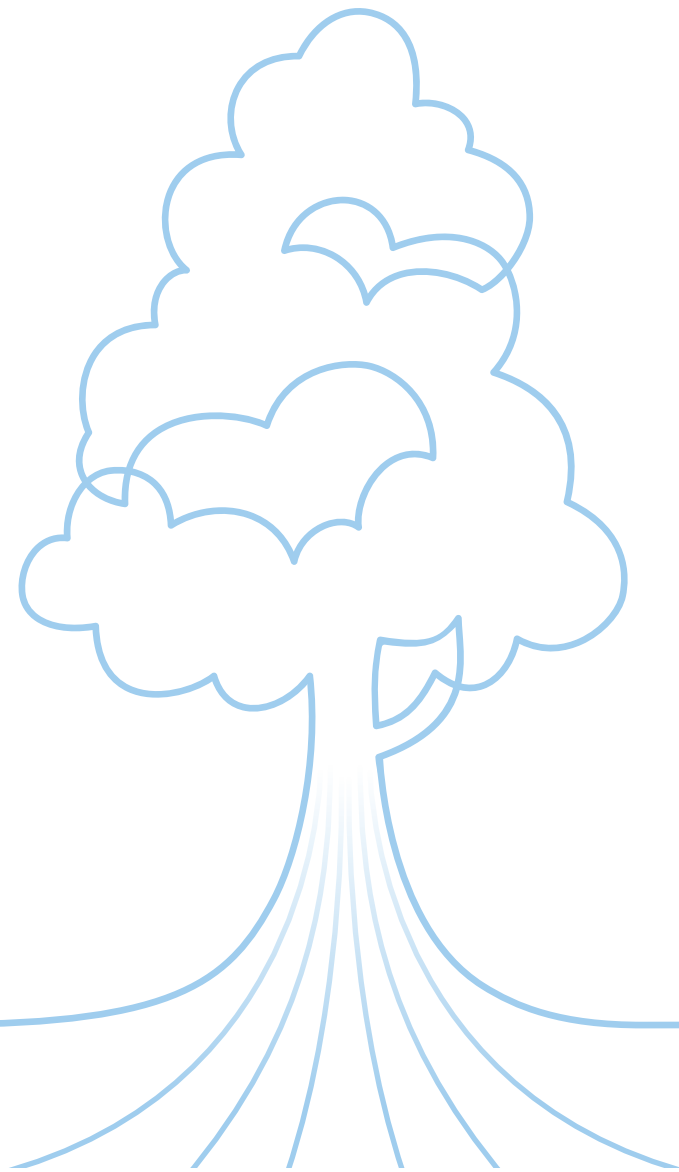
ANNUAL REPORT 2023







**Giant trees always  
need strong roots to  
grow, similarly,  
An Cuong needs a  
solid fundamentals of  
internal strength to  
develop sustainably.**







# Abbreviations

Abbreviation	Explanation
<b>5S</b>	Lean management process initiated by Toyota
<b>AGM</b>	Annual General Meeting of Shareholders
<b>AN CUONG/ THE COMPANY</b>	An Cuong Wood Working JSC
<b>ASEAN</b>	Association of Southeast Asian Nations
<b>BOD</b>	Board of Directors
<b>BOM</b>	Board of Management
<b>CAGR</b>	COMPOUNDED AVERAGE GROWTH RATE
<b>EBITDA</b>	Earnings before Interest, Tax, Depreciation and Amortisation
<b>EGM</b>	Extraordinary General Meeting of Shareholders
<b>EPS</b>	Earnings Per Share
<b>FS</b>	Financial Statements
<b>GDP</b>	Gross Domestic Product
<b>GMS</b>	General Meeting of Shareholders
<b>GRI</b>	Global Reporting Initiative
<b>HOSE</b>	Ho Chi Minh Stock Exchange
<b>IFC</b>	International Finance Corporation



Abbreviation	Explanation
<b>IIP</b>	Index of Industrial Production
<b>IR</b>	Investor Relations
<b>KPI</b>	Key Performance Indicator
<b>MDF</b>	Medium Density Fiberboard
<b>MFC</b>	Melamine Faced Chipboard
<b>R&amp;D</b>	Research and Development
<b>ROA</b>	Return on Assets
<b>ROE</b>	Return on Equity
<b>RPTs</b>	Related Party Transactions
<b>SA</b>	Social Accountability
<b>SB</b>	Supervisory Board
<b>SPE/SPV</b>	Special Purpose Entity/ Special Purpose Vehicle
<b>SSC</b>	State Securities Commission
<b>VCCI</b>	Vietnam Chamber of Commerce and Industry
<b>YoY</b>	Year-on-Year





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& franchised showrooms



In 2023, facing headwinds that hampered business activities, An Cuong invested time and resources to **cultivate internal strength** by carrying out series of projects to enhance corporate governance and competitive advantages, thereby strengthening the roots of the Company. So that, An Cuong is well-prepared to seize market opportunities, and **radiate success** in the future.









## 2023 Highlights

### TOTAL ASSETS

**5,522** VND bn

 **1.0%** YoY

### NET REVENUE

**3,762** VND bn

 **15.9%** YoY

### EQUITY

**4,174** VND bn

 **6.7%** YoY

### PROFIT AFTER TAX

**437** VND bn

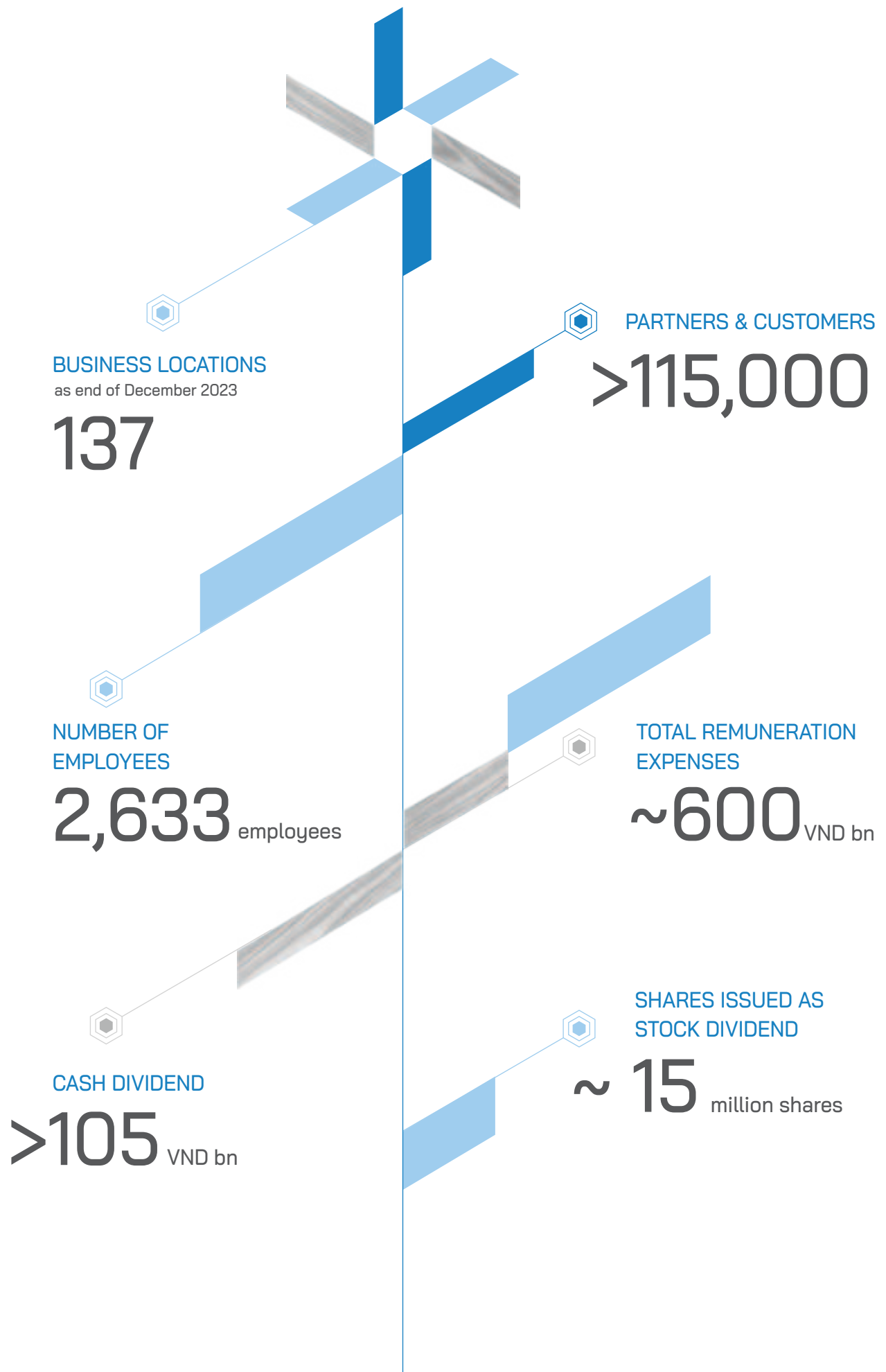
 **29.1%** YoY

### GROSS MARGIN

**29.4%**











# Message from Chairman of the Board of Directors





30 years ago, the dedication to build a Vietnamese furniture brand, along with the hope of becoming one of the Vietnamese enterprises expanding into the global market - planted the seeds for An Cuong today. 30 years of development is not a very long journey for a business, but it is enough for An Cuong to make our mark on the Vietnamese and international markets.

And An Cuong's journey will continue, with many other milestones in the future.

We – founders of the Company hope that An Cuong will continue to grow and become a giant tree that could sustain in the long time with the next generations.

**Mr. Le Duc Nghia**

*Chairman of the Board of Directors*

years



## Dear valued Shareholders and Investors,

On behalf of the Board of Directors and the Board of Management of An Cuong Wood Working JSC, I would like to send my sincere greetings and best wishes for your health, happiness and success.

2023 witnessed unexpected fluctuations in the global market, severely affecting business activities of many companies. However, with determination and ingenuity, An Cuong has overcome those challenges, continuing to affirm the leading position in the Vietnamese industrial wood industry.



**Challenges bring opportunities** – End of 2022, An Cuong reviewed and anticipated challenges in 2023, and we believed this could bring an opportunity for businesses with a good fundamental to create the difference and increase their position in the market. Accordingly, the Board of Directors and the Board of Management have identified 2023 as the right time for An Cuong to **consolidate internal resources** and strengthen fundamental for the upcoming market events.

**Inspite of difficulties... there is always opportunity** – During the year, along with the relentless efforts and the trait of not being afraid of change of all employees, An Cuong utilized existing advantages including a solid financial foundation in order to implement series of projects to enhance competitive advantages, resilience and sustainability of the business:

- Restructuring and expanding product portfolio: In order to serve evolving demands of the market, An Cuong constantly innovates to bring new products with high quality and competitive prices.
- Reorganizing production and business activities: In order to improve operational efficiency, cost structure, as well as production capacity.
- Completing the digital transformation project: In order to strengthen corporate governance and optimize operational efficiency.







**In a race against time; being flexible and creative; putting dedication into every single task, product, and project,** An Cuong employees effectively implemented the above projects as scheduled, and achieved initial results:

- Completed the expansion plan of the distribution network: An Cuong's showrooms now present in 63 provinces and cities, ensuring the ability to serve the demands of customers across the country.
- Export revenue maintained positive growth amid general slow down in export activities last year.
- Officially operated showroom in Cambodia, developed sales channels in Laos, expanding the footprint in Southeast Asia.

Once again, on behalf of the Board of Directors, I would like to express my sincere thanks to the Board of Management and all employees for what we have done and contributed during 2023, as well as for our efforts to be ready to conquer challenges and seize opportunities in the next years.

Also, I would like to take this opportunity to express my deep gratitude to our Shareholders, Customers and Partners for always trusting, supporting and cooperating with An Cuong throughout the past journey.

In 2024, An Cuong will turn 30 - a milestone marking the maturity and transformation of an enterprise. A new chapter for An Cuong will be opened. And I hope that all of us - members of the Board of Directors, the Board of Management, all employees of An Cuong, together with our Shareholders, Investors and Partners will continue to work together to bring An Cuong brand to new heights, creating prosperous and sustainable values for the community and society.

Regards,



**Chairman of the Board of Directors**  
**Le Duc Nghia**





# Financial Summary

## 2019 - 2023

Item	Unit	2019	2020	2021	2022	2023
Net Revenue	VND bn	4,435	3,754	3,294	4,475	3,762
Gross Profit	VND bn	1,102	1,018	896	1,338	1,108
Profit after tax	VND bn	486	492	451	616	437
EBITDA	VND bn	675	686	678	891	672
EPS	VND	5,673	5,633	4,513	3,757(*)	2,896

Total Assets	VND bn	4,179	4,453	4,983	5,467	5,522
Equity	VND bn	3,371	3,517	3,777	3,912	4,174
Share Capital	VND bn	859	877	877	1,358	1,508
Total Debts	VND bn	221	308	567	814	707

Equity-to-Asset ratio	times	0.8	0.8	0.8	0.7	0.8
Debt-to-Asset ratio	times	0.1	0.1	0.1	0.1	0.1
ROE	%	14.1%	14.3%	12.4%	16.0%	10.8%
ROA	%	11.3%	11.4%	9.6%	11.8%	7.9%

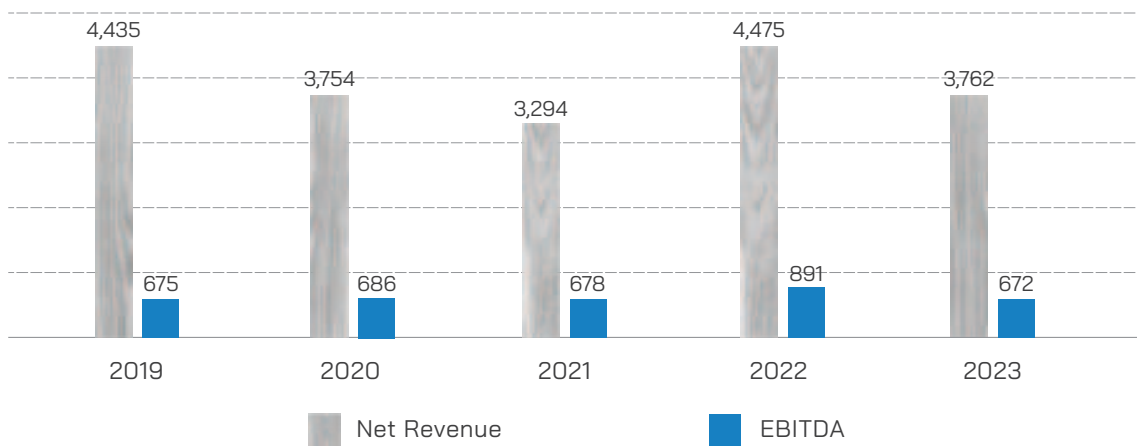
(\*) Presented according to the 2023 audited consolidated financial statements





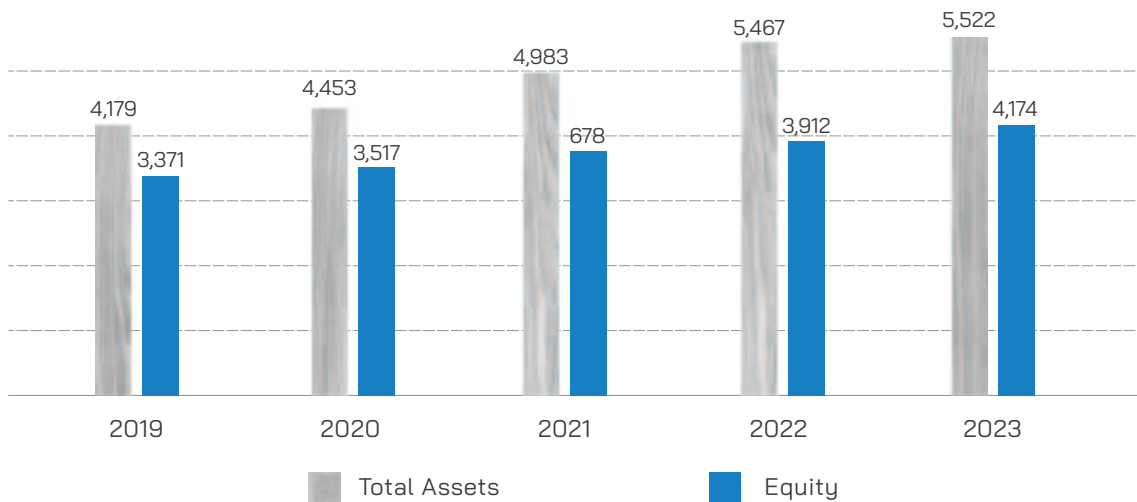
### Net Revenue & EBITDA (VND bn)

Source: An Cuong



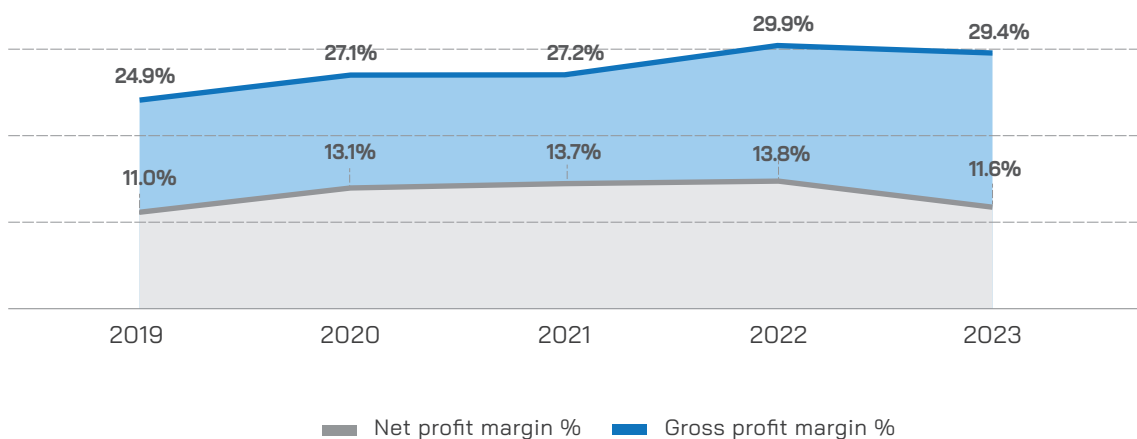
### Total Assets & Equity (VND bn)

Source: An Cuong



### Profit Margin

Source: An Cuong





# General Information

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# Corporate Information

## Business name

Company Name **AN CUONG WOOD - WORKING JOINT STOCK COMPANY**

Abbreviation **AN CUONG WOOD - WORKING JSC**

Logo



## General information

Headquarters **Land lot no.681, map sheet no.05, street no. ĐT 747B, Phuoc Hai quarter, Thai Hoa ward, Tan Uyen City, Binh Duong Province, Vietnam**

Telephone number **(0274) 362 6282 - (0274) 362 6283**

Fax **(0274) 362 6284**

Website **[www.ancuong.com](http://www.ancuong.com)**

Business Registration number **3700748131**

## Independent auditor

**PwC Vietnam Ltd.,**

## Charter capital

**1,507,879,460,000 VND**  
(as at 31/12/2023)

## Core business lines

**Manufacturing and trading wooden households, industrial wooden items, artificial boards, interior decoration, kitchen equipment, and other wooden related products, providing installation services**

## Ticker

**ACG**









# Vision

## Mission

## Core values



### Vision

Becoming the leading manufacturer and supplier of raw material, furnishings and solutions made of industrial wood in Southeast Asia and Asia.

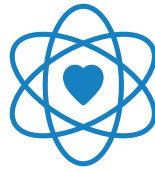


### Mission

Providing solutions for the furnishings industry, and serving all customer demands for decorative furniture.







## Core values



### Human resources

People are the foundation for all progresses in a business, determining the sustainable development of a corporation. And People are also our key assets. The Company puts efforts to build up proper human resource policies in order to attract talents, create a positive and professional working environment.



### Integrity

Integrity is one of the four moral principles that guide individual behavior within a community or an organization. In business, Integrity is promoted to achieve transparency, and this is also the guiding principle for all activities at An Cuong.



### Continuous Improvement

Continuous improvement are carried out in pursuit of perfection. This process also helps each individual to minimize "idleness" and becomes a crucial factor creating An Cuong's breakthroughs as well as contributing to the Company's long-term development.



### Excellence

All employees are employed, trained, and appointed according to the motto "The right man in the right place" to build a workplace that inspire passion in all employees so that the most perfect products and solutions can be delivered to our customers. Ultimately, this would create sustainable value for the business.



# Corporate milestones

## 2022

Distribution channels were expanded across the country, utilizing different business models such as franchised showrooms, distribution agents, etc.

Series of digital transformation projects was implemented in different areas of the business such as digital transforming operational processes, deploying digital signatures, optimizing delivery procedure, implementing digital workspace, etc.

## 2023

The project to upgrade SAP ERP system was completed.

Distribution network has completely covered all 63 provinces and cities.

The first greenhouse gas emission inventory report has been conducted in the scope of offices, factories and showrooms, aiming to implement the green transformation plan.

## 2014

Converting into a joint-stock company, and increasing charter capital to VND 240 billion.

Production area continued to expand to 70,000m<sup>2</sup>.

Collection of industrial wood boards was expanded to 800 colors with more varieties such as MFC, Laminate, Acrylic, Veneer, etc.

An Cuong's products were certified by many prestigious international organizations for quality: CQ certification, Green Label.

## 2014 - 2015

The Company started restructuring plan for the first time.

2014 marked a turning point for An Cuong when the revenue grew 1.5 times and profit after tax increased nearly 4 times compared to previous year.

After completing the First restructuring plan in 2015, the revenue of the Company exceeded VND 1,000 billion for the first time, revenue and profit after tax grew by more than 80% and 62%, respectively.

## CONSOLIDATION

2022 - 2023

## TURNING POINT

2014 - 2015

## STARTING

1994 - 2005

An Cuong Trading Co., Ltd was founded with initial charter capital of VND 220 million, specializing in providing materials for manufacturing industrial wood including MFC, egde bands and glue.



## ACCELERATION 2016 - 2021

### 2016

An Cuong received investments from Whitlam Holding Pte Ltd (the joint venture between VinaCapital and DEG) and Sumitomo Forestry Singapore Ltd. that served as drivers to fuel the Company's growth strategies and strengthen corporate governance.

Business performance continued to improve when net margin reached nearly 18% for the first time.

### 2019

The second manufacturing cluster was put into operation, expanding the total factory area of An Cuong to 240,000m<sup>2</sup>, equipped with modern machineries and equipment that follow European manufacturing standards.

The Company launched the largest One-Stop Shopping Center showroom in Southeast Asia, initiating the plan to expand An Cuong's distribution channel across the country.

### 2008

Production area was expanded to 35,000m<sup>2</sup> with machineries and equipment imported from Germany and Italy.

### 2009

Charter capital was increased to VND 90 billion and An Cuong was chosen as the exclusive distributor of Formica® Laminate in Vietnam.

MFC product collections was expanding with more color/thickness options, providing more choices to customers.

### 2012

Collections of premium Melamine and Laminate panels were expanded more.

3 million dollars was invested to install a production line of High gloss acrylic panel surfaces and modern edge banding machinery imported from Germany.

Products were exported to Australia, Singapore and Malaysia.

## TRANSFORMATION 2006 - 2013

An Cuong transformed the business model from trading to manufacturing when the first manufacturing factory was established in Binh Duong with MFC being the main product. The factory set the foundation for further developments in industrial wood production of An Cuong.





# Products & Distribution Network

## International markets

**An Cuong has cooperated with leading showrooms in Cambodia, Malaysia, Japan, Canada, USA, Australia ... to distribute products in export markets.**

An Cuong has successfully built network of representative offices in some developed countries and plans to expand to other potential markets, especially in Southeast Asian region where our products are suitable for income, preference and consumer behavior. The network includes:







**REPRESENTATIVE  
IN US**

752 Breen Ct, Woodland  
CA 95776, USA



**SHOWROOM AND REPRESENTATIVE  
IN MALAYSIA**

No.5, Jln SL17/14, Goodview Bdr  
Sg Long, 43000 Kajang, Selangor



**SHOWROOM AND REPRESENTATIVE  
IN LAOS**

Kamphaengmueang Road,  
Thatluangkang Village, Saysettha  
District, Vientiane Capital



**SHOWROOM AND REPRESENTATIVE  
IN CAMBODIA**

# 98, Commercial Borey Chip Mong Land mark 271,  
Prek Ta Kong Village, Sangkat Chak Angre Leu,  
Khan Meanchey, Phnom Penh



**REPRESENTATIVE  
IN JAPAN**

Timber & Building Materials Division Business  
Planning Department, Keidanren Kaikan, 1-3-2  
Otemachi, Chiyoda-Ku, Tokyo 100-8270, Japan





# An Cuong's showrooms

01



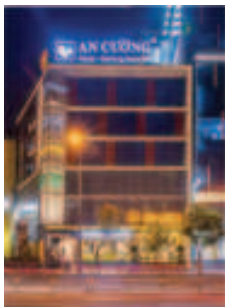
## An Cuong's Head Office



702/1K Su Van Hanh, Ward 12, District 10, HCMC



02



## Ho Chi Minh One-stop Shopping Center



279 Nguyen Van Troi, Ward 10, Phu Nhuan District, HCMC

03

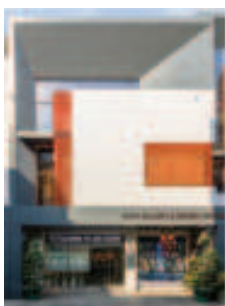


## Ho Chi Minh One-stop Shopping Center



39 Nguyen Co Thach, An Loi Dong Ward, District 2, HCMC.

04



## An Cuong Show Gallery and Design Center



702/3F Su Van Hanh, Ward 12, District 10, HCMC.

05



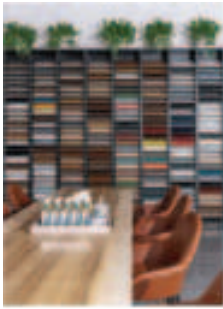
## An Cuong Show Gallery and Design Center



Block A-Happy Valley - 816 Nguyen Van Linh, Tan Phu Ward, District 7, HCMC



06



### An Cuong Show Gallery and Design Center

Street no. DT 747B, Phuoc Hai Quarter, Thai Hoa Ward, Tan Uyen City, Binh Duong

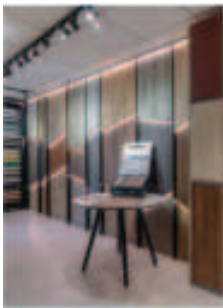
07



### An Cuong Show Gallery and Design Center

Lot A17, KSB Industrial Park Area B, Dat Cuoc Commune, Bac Tan Uyen District, Binh Duong Province

08



### An Cuong Show Depot

Warehouse No. 2, Cluster 5-1, Road M12, Tan Binh Industrial Park Extension, Binh Hung Hoa Ward, Tan Binh District, HCMC.

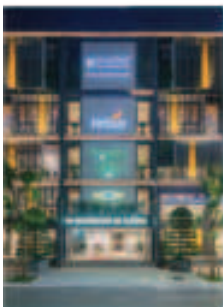
09



### An Cuong Show Gallery and Design Center

201 Binh Duong Boulevard, Phu Tho Ward, Thu Dau Mot City, Binh Duong

10



### Ha Noi One-stop Shopping Center

10 Chuong Duong Do, Chuong Duong Ward, Hoan Kiem District, Hanoi

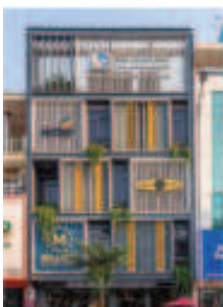
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### Ha Noi Show Gallery and Design Center

Villa C4-N08-B, Dich Vong New Urban Area, Cau Giay District, Hanoi

12



### Da Nang One-stop Shopping Center

451 Dien Bien Phu, Hoa Khe Ward, Thanh Khe District, Da Nang City

13



### An Cuong Show Gallery and Design Center

S503.01S04 Vinhomes Grand Park, Nguyen Xien, Long Thanh My Ward, Thu Duc City, HCMC



An Cuong products are diverse in term of materials and colors including MFC boards, laminate panels, acrylic panels, veneer panels, laminate flooring, decorative panels... and capable of serving the evolving customer demands.

After nearly 30 years in business, An Cuong has provided customers a product collection of more than 1,300 variants of colors and patterns to choose from, including oak, ash, walnut... to digital colors, pleather, faux stone, faux concrete... An Cuong products are used in forming design and construction of different spaces in interior design, such as workplace office, living room, bedroom, kitchen ... in apartments and buildings across the country.









# MFC<sup>®</sup>

Melamine Faced Chipboard

An Cuong has invested millions of USD in the production line of wood panels with the feature of embossed-in-register (EIR) – the embossed texture is synchronised or precisely aligned with the specific visual pattern. An Cuong's MFC panels meet international quality standards. With more than 300 variants of colors, An Cuong offers a variety of choices with standard MFC, 2-color MFC, oversized MFC, moisture-proof MFC and other melamine-coated panels..











# Laminate Kingdom<sup>®</sup>

*High Pressure Laminate*

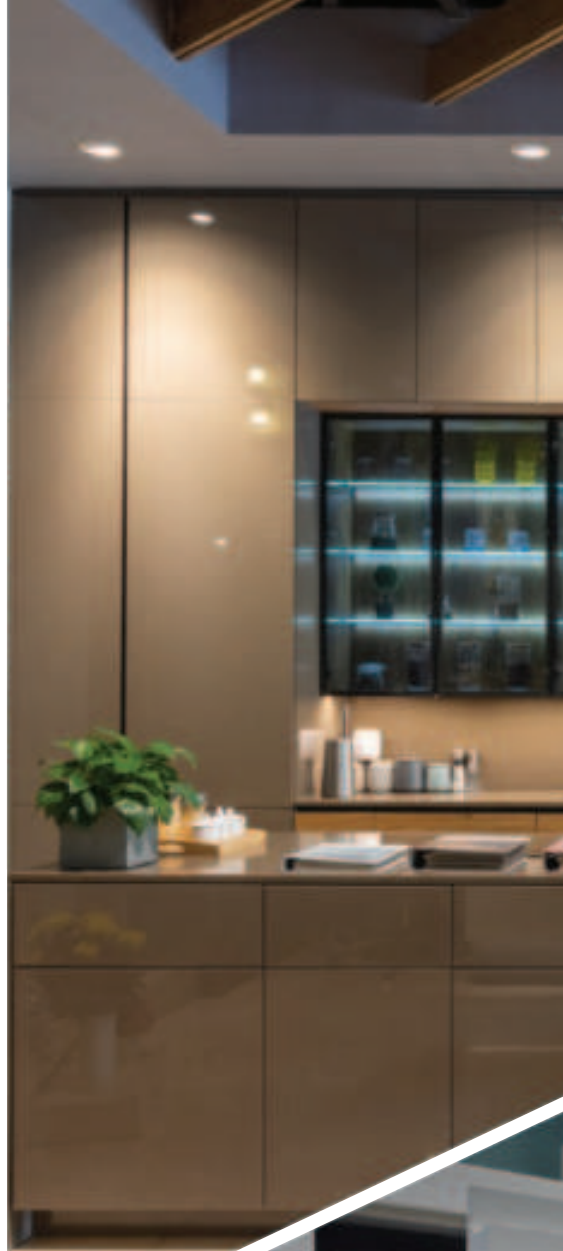
Laminate Kingdom is the brand owned and exclusively distributed by An Cuong Wood Working Joint Stock Company. With the collection of 700 variants of colors and patterns, Laminate Kingdom can satisfy all aesthetic designs, including modern and classic.















## HIGH GLOSS<sup>®</sup> ACRYLIC PANEL

An Cuong is a pioneer in Southeast Asia in investing more than USD 3 million in equipping machinery to produce high gloss acrylic panels, installing the edge gluing machine, and other machine to produce modern lever handles, ... High gloss acrylic panels emerge as a modern choice for a delightful, opulent, and modern design.











## LAMINATE FLOORING<sup>®</sup>

LUXFEEL | NATURAL | MODERN

An Cuong's Laminate Flooring with more than 100 colors and patterns such as industrial and natural herringbone, wood grain, faux stone... is suitable for different interior designs...

In addition, An Cuong's Laminate Flooring is produced using an advanced technological production line, applying Uniclic locking grooves of Unilin Group (Belgium) along with moisture-proof coating technique and V-Groove beveled edges to bring a classy and opulent solution.



# LAMBRI PANEL®

When decorative wall and ceiling panels become a popular choice for living rooms, bedrooms, offices, dining rooms, ... An Cuong has introduced the new product line - decorative panels which could offer a wide range of advantages in terms of aesthetics, quality, reducing construction time and various colors.











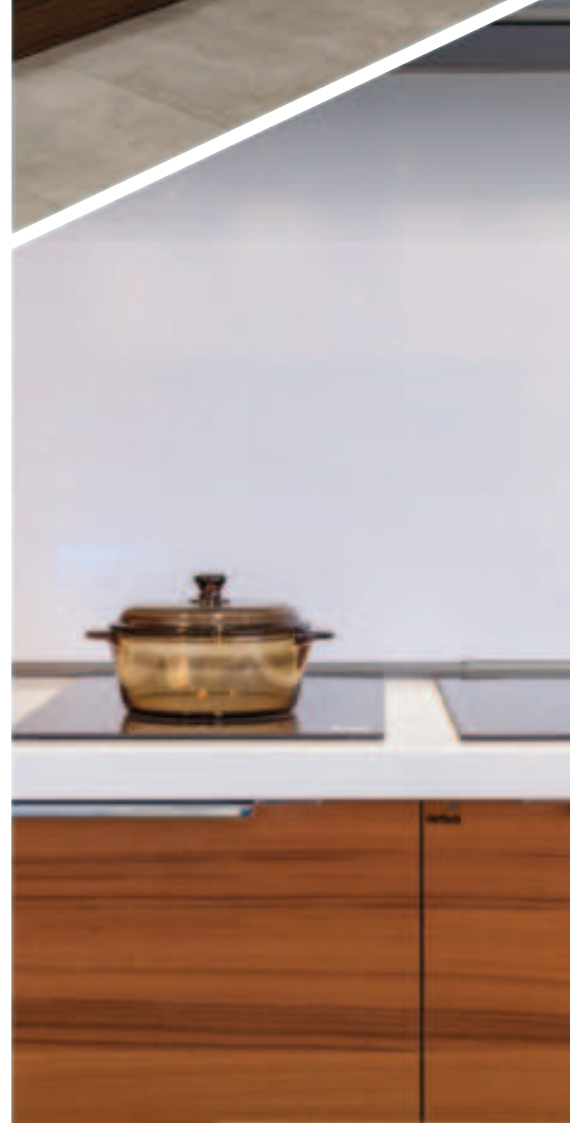
# Eco-VENEER<sup>®</sup>

Eco-Veneer (artificial Veneer) is a composite product of wood cellulose fiber combined with resin. The surface layer is wood cellulose fiber, finished with PU layer to offer the effect of real wood surface and scratch resistance like natural PU-coating veneer.













# VENEER<sup>®</sup>

An Cuong is the pioneer in Vietnam to provide the premium wood veneer imported 100% from Italy and Spain. Applying the technology transferred by Italian experts and a series of advanced machines imported from Europe, An Cuong's Veneer products meet European standards and quality.











An Cuong's Door product has combined different materials including veneer, melamine, laminate, acrylic... to bring a modern look. An Cuong offers a wide collection of door product with different colors and patterns, including indoor/outdoor doors, mixed-colors doors, oversized doors, and the solution of single color choice - using same color for the walls, ceilings and doors.





*Member of the Feddersen Group – Germany*

Imundex smart interior accessories brand belongs to Feddersen Group, founded in 1949 in Germany, operating in many different fields such as chemicals, steel, technical products... With the mission of bringing creativity and uniqueness to every space, Imundex is proud to provide customers with interior accessories products with superior quality and diverse designs.











  
**Hettich**  
Made in Germany

Hettich is one of the world leading manufacturers of furniture fittings. The basic value of Hettich is unique and modern technical innovation in the field of furniture fittings. From door levers to slides, hinges and smart storage solutions ... every Hettich product offers functional and aesthetic design solutions for interior spaces.







Wiser™

Life Is On

Schneider  
Electric

Wiser Home Control is a smarthome device produced by Schneider that aims to build a lifestyle of- Healthy Living - Environmentally Friendly. This device allows you to monitor, control and access your home anytime, anywhere, via laptop, smartphone, tablet...















Malloca is a high-end kitchen equipment brand. With more than 500 kitchen equipment items applying advanced technology, Malloca provides an integrated solution, a delightful and classy design for kitchen space.











# AConcept<sup>®</sup>

inspired by experience

AConcept emphasizes the criteria of "Inspiration from experience" and promotes environmentally and socially responsible consumption. AConcept product designs have copyrights. The products are made from wood from planted forests and other premium materials, satisfying European requirements and quality standards.



# Subsidiaries & Associates



## Subsidiary

### An Cuong Wood Working Manufacturing Co., Ltd.

**Manufacturing and Trading wooden products**

**% of Ownership:** 100%

**Form of Ownership:** Direct

An Cuong Wood Working Manufacturing Co., Ltd operates the same business line as the parent company. The company was established and operates in an industrial park, so it enjoys a number of incentives according to the law on investment. In 2023, the company achieved more than VND 1,500 billion in revenue and VND 195 billion in profit after tax. The company maintained a healthy financial position with a low ratio of total liabilities/total assets and total debt/total assets, which are 0.4 times and 0.2 times, respectively.

## Subsidiary

### AConcept Vietnam Co., Ltd

**Wholesaling and retailing interior and interior decoration**

**% of Ownership:** 100%

**Form of Ownership:** Indirect

AConcept Co., Ltd. is a piece to complete An Cuong's "One stop shop" ecosystem. AConcept provides loose furniture and decorative accessories. In 2023, AConcept continued to maintain healthy financial position. The company operated profitably and did not incur any short-term or long-term debt.

## Subsidiary

### Malloca Vietnam Co., Ltd.

**Trading Malloca-brand kitchen appliances**

**% of Ownership:** 100%

**Form of Ownership:** Direct

Malloca Vietnam Co., Ltd. is a kitchen appliances company registered in Spain. After nearly 20 years of development in Vietnam, Malloca has developed a nationwide distribution system. In 2023, Malloca maintained a healthy financial position. The company operated profitably and had no short-term or long-term debt.

## Associate

### Thang Loi Homes JSC

**Trading real estate and developing residential projects**

**% of Ownership:** 30%

**Form of Ownership:** Direct

Thang Loi Homes JSC is the developer of The Win City project in Long An. The project was in the process of completing legal procedures, so there have not incurred any significant business activity in 2023.

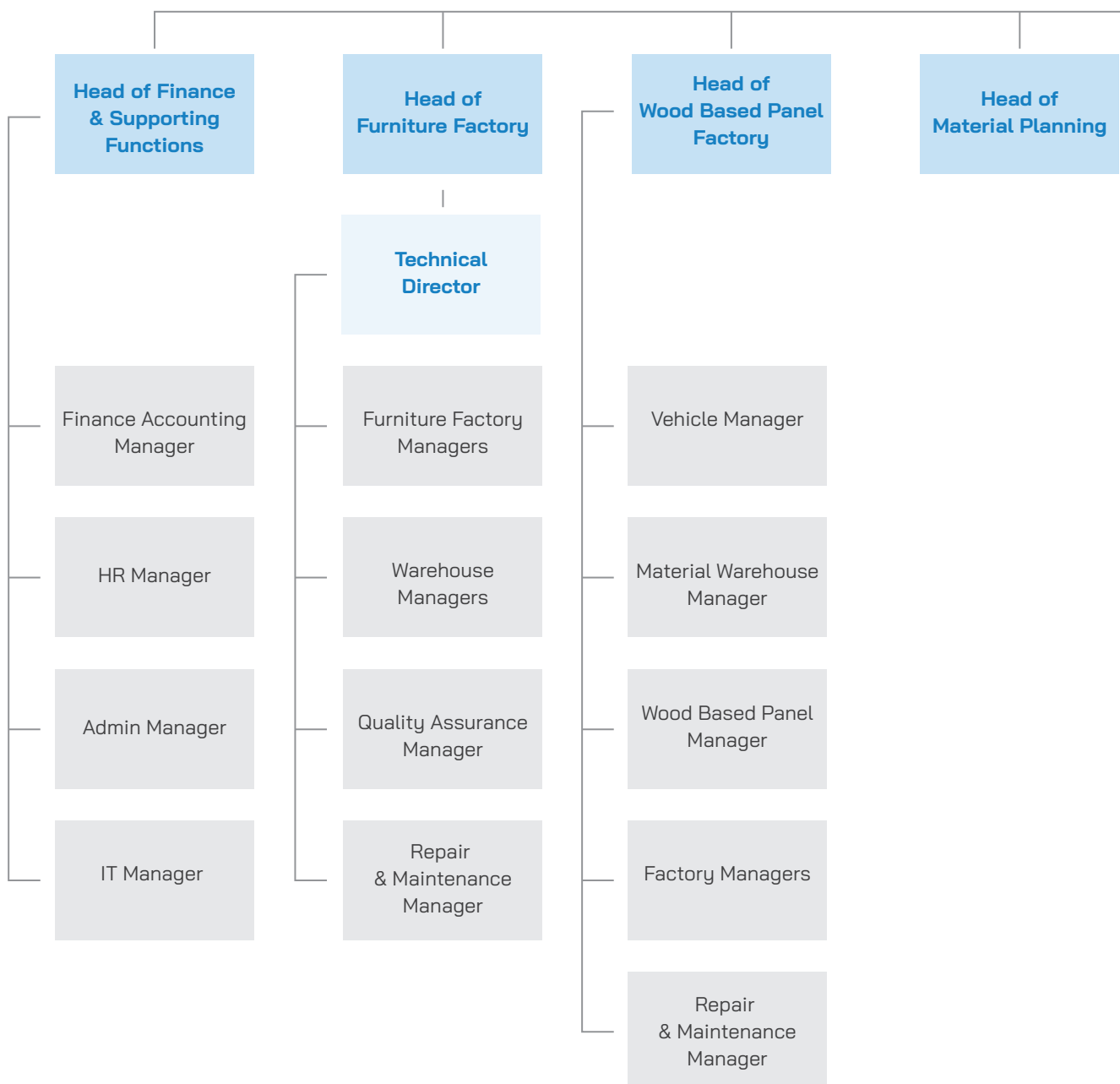




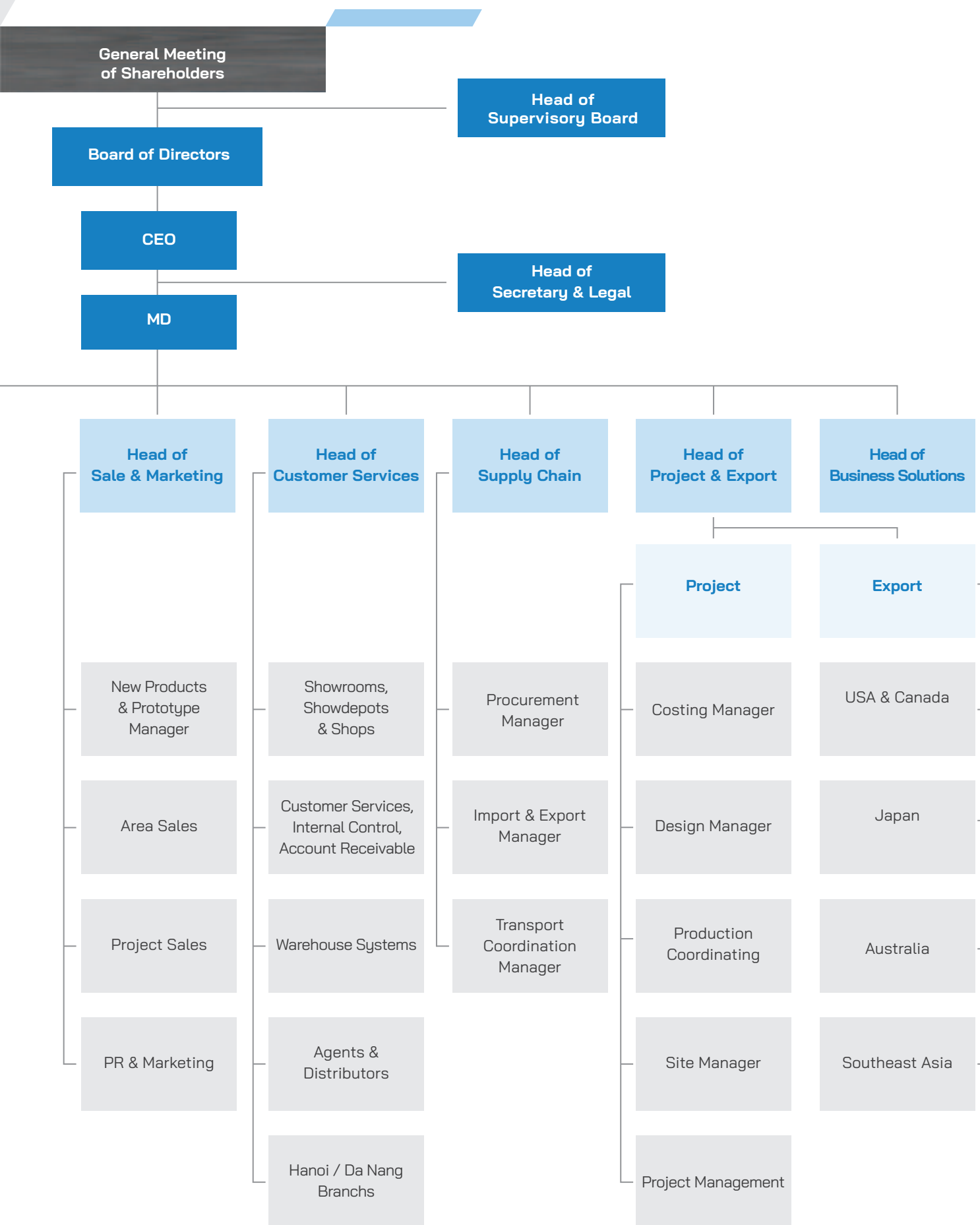




# Organizational Apparatus









# 2023 Recap

At An Cuong, we embrace the philosophy

## Striving for Perfection

*We not only provide those products with superior quality, capable of staying current with industry trends and coping with environmental sustainability, but also ensure that each of our decisions and action plans is beneficial to the community and society.*

*Our commitment and continuous efforts have been recognized through many prestigious awards. Each award is not only evidence of our achievements but also brings a source of inspiration for An Cuong team to continue our journey of creating value and strengthening the brand name on the global furniture industry.*

## Top 50 Corporate Sustainability Awards 2023



In June 2023, An Cuong Wood – Working JSC was honored to be named in the list of Top 50 Corporate Sustainability Awards (Top 50 CSA 2023) in Vietnam by Nhip cau Dau tu magazine.

TOP50 CSA 2023 is a award voting for TOP 50 typical sustainable development enterprises in Vietnam 2023, applied for all 3 business sectors: FDI enterprises, listed enterprises and unlisted enterprises. The award get data and advice from the Board of Examiners including representatives from: Nhip Cau Dau Tu Magazine, HSBC Bank, Deloitte Company, PwC Vietnam Company, Circular Economy Development Research Institute (ICED), Talentnet, VinaCapital, Schneider Electric Vietnam, based on international criteria and practices to ensure accuracy in assessment.

An Cuong is the only industrial wood company that has received this award for ten years in a row. We have been recognized for developing social impact business that promotes environmental sustainability and social justice.



Photo: Top 50 Corporate Sustainability Awards



## Top 25 Leading Brands of Forbes Vietnam

An Cuong has maintained creativity in our works to provide high quality products and solutions that can meet the evolving demands from customers and partners. In addition, sustainability is taken into consideration not only in projects and products but also in all business activities. This is one of the main reasons why An Cuong was honored as "Top 25 Leading Brands" at the annual event organized by Forbes Vietnam with the theme "From Creativity to Legacy" in 2023.



Photo: Top 25 Leading Brands of Forbes Vietnam

## Top 100 Sustainable Business in Vietnam – CSI 2023

Among nearly 500 participated businesses, An Cuong has successfully completed the CSI 2023 Index set with 130 indicators built to evaluate the level of sustainable development of businesses in the following aspects: financial efficiency, corporate governance, environment, labor and society. 2023 is the 6<sup>th</sup> consecutive year An Cuong was honored to be named in this list.

The program is organized by VCCI under the guidance of the Government, with the coordination of the Ministry of Labor, Invalids and Social Affairs (MOLISA), the Ministry of Natural Resources and Environment, the Vietnam General Confederation of Labor, and the Central Economic Committee in the Program Steering Committee.



Photo: Top 100 sustainable business in Vietnam - CSI 2023

## Top 10 Excellent Brands - Green Growth 2017-2023

On 6th October last year, An Cuong Wood Working JSC was awarded as Top 10 and Top 50 Excellent Brands 2022 – 2023 by Economic Magazine - VnEconomy – Vietnam Economic Times.

Vietnam Excellents Brands is the largest annual event organized by Vietnam Economic Magazine - VnEconomy - Vietnam Economic Times, initiated in 2003 until now. After 20 years, the program has created and developed a strong Vietnamese business community comprising thousands of leading brands in all industries.





## Vietnam Listed Companies Awards 2023

### Top 20 Best Annual Reports

On 15th December, An Cuong was proud to be honored in the Top 20 Listed Enterprises with the best Annual Reports among non-financial companies in 2023.

This is the result of Vietnam Listed Companies Awards annually organized by Ho Chi Minh City Stock Exchange and Hanoi Stock Exchange, Dragon Capital Fund Management and Investment Newspaper.

Annual Reports

## Top 20 Vietnam Listed Companies





## The Certificate of Merit of the Minister of Labor, Invalids and Social Affairs

On December 16, An Cuong was honored to be welcomed by Vice President Vo Thi Anh Xuan at the Presidential Palace to attend the program "Appreciation for golden hearts".

In the evening of the same day, at the Vietnam-Soviet Friendship Labor Cultural Palace (Hanoi), An Cuong was one of 5 businesses in Vietnam honored to receive a certificate of merit of the Minister of Labor, War Invalids and Social Affairs. An Cuong has initiated charity programs to help poor children and children in difficult circumstances, so that promoting social responsibility of a business social responsibility. An Cuong accompanied the 17<sup>th</sup> "Spring for Children" program with the theme "Fly into the future", contributing VND 500 million to the Vietnam Children's Fund in 2023.

This is an annual activity of The Vietnam Children Protection Fund, to support children in special and difficult circumstances, at the same time to honor and pay special gratitude to the organizations and individuals who have accompanied the Fund, contributed to the Party and the State to take care of children in difficult circumstances.

An Cuong contributed

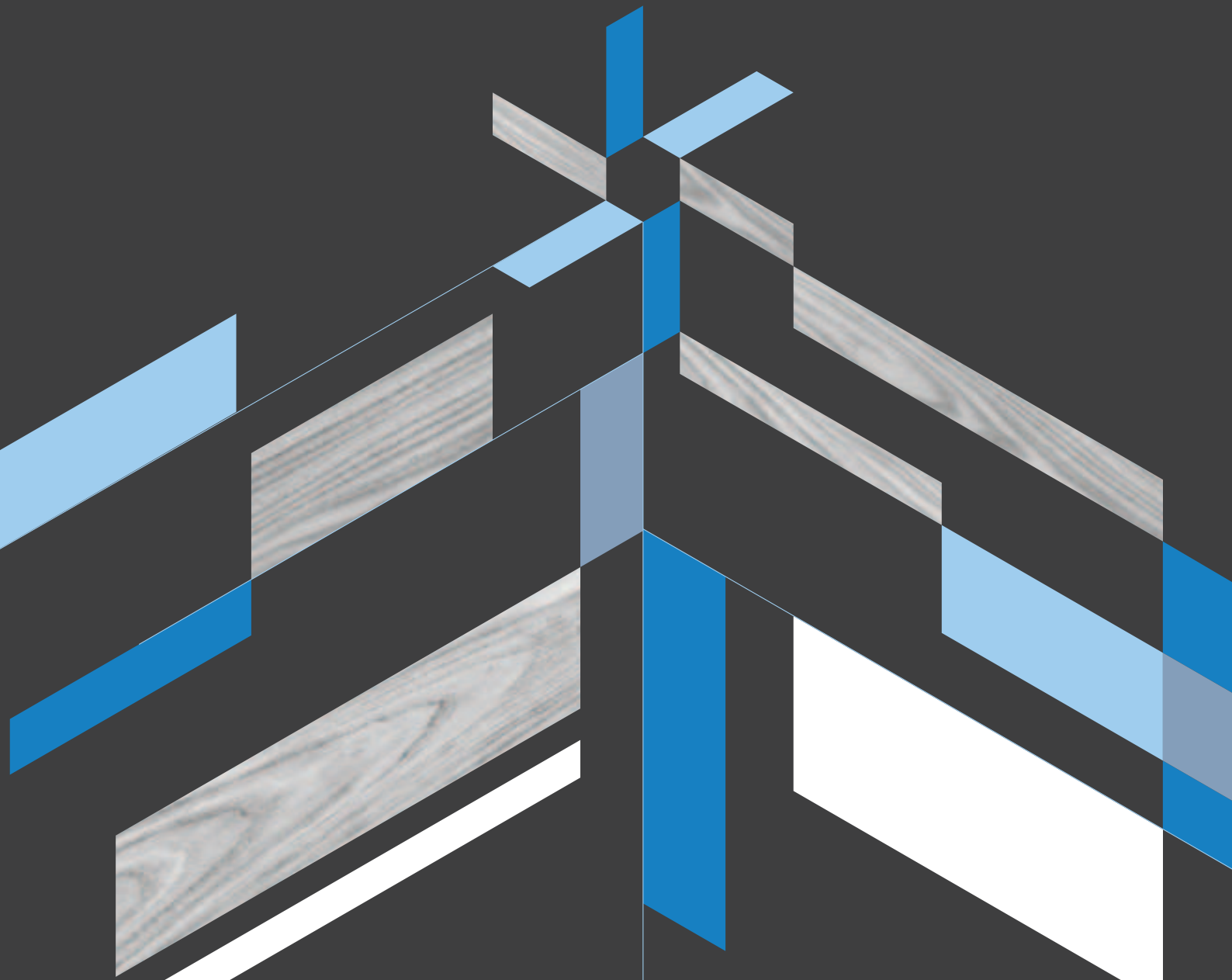
**500** million  
VND



Vietnam Children's Fund  
2023









# CULTIVATE INTERNAL STRENGTHS

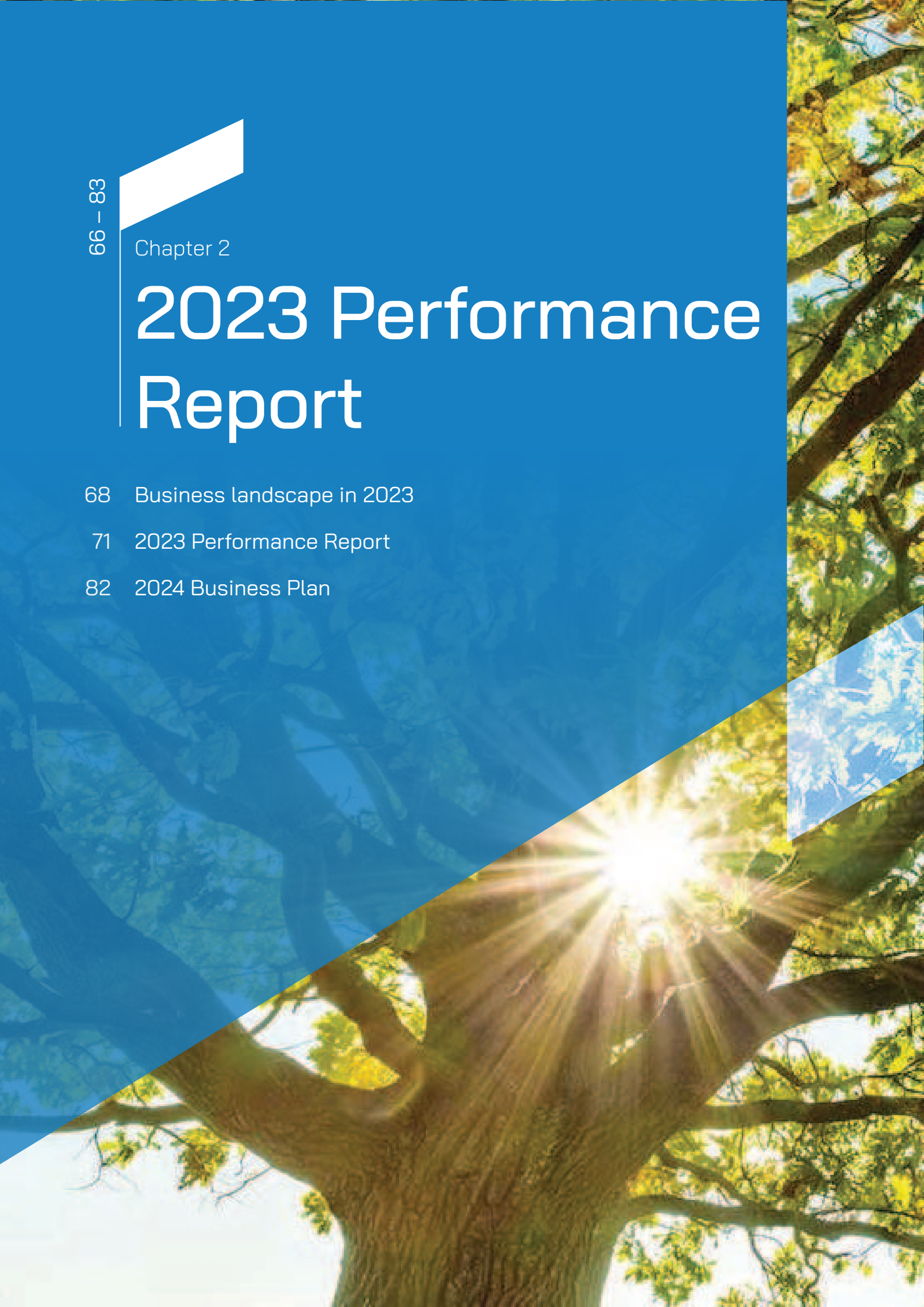
An Cuong has applied best practices in corporate governance and advanced technology to improve management capability and business activities. Through continuous improvement in working systems and corporate governance, An Cuong has been gradually affirming our leading position in the furnishings and industrial wood sector in Vietnam and around the world.

We are confident that consolidated internal strengths will open up new opportunities, helping An Cuong not only meet but also exceed the expectations of customers and partners, contributing to the Company's sustainable development in the future.



# 2023 Performance Report

- 68 Business landscape in 2023
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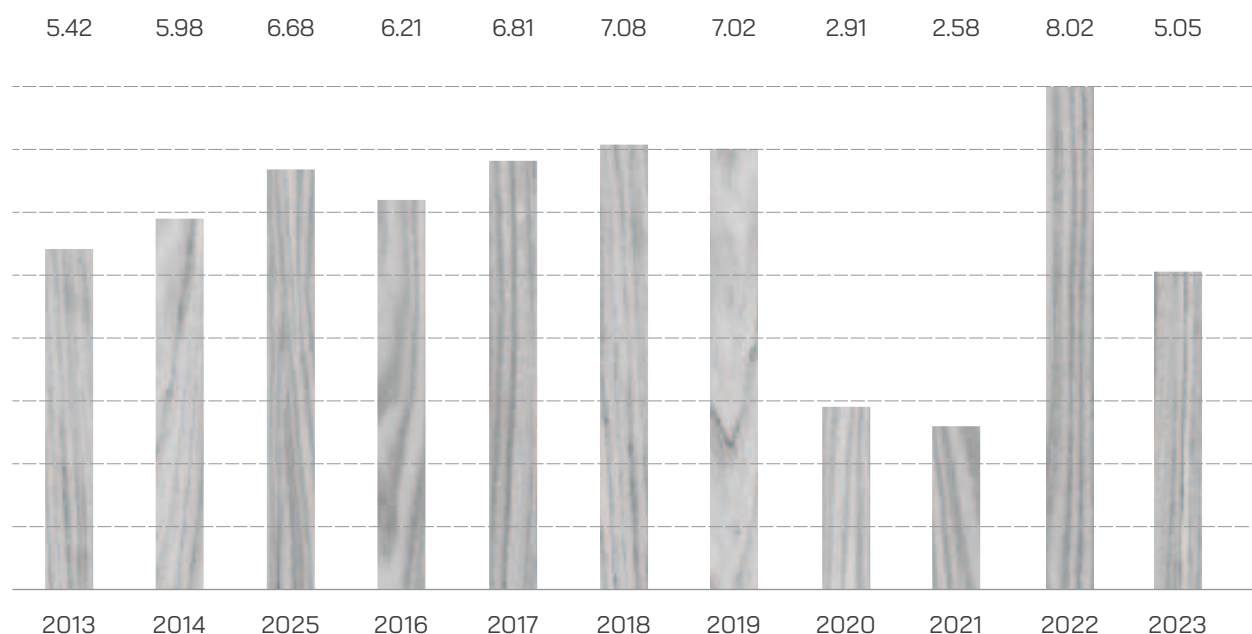


# Business landscape in 2023

Uncertainties in both global and domestic markets in 2023 brought Vietnam's economy a year of challenges. Difficulties lasting from the end of 2022 continued to hamper the recovery in 2023 after a long period of fighting the epidemic. However, thanks to proper supporting policies from the Government, bright spots have appeared in the last months of the year, thereby helping Vietnam record a growth rate of 5.05% for the whole year 2023.

## GDP Growth (%)

Source: General Statistics Office



**The agriculture, forestry, and fishery sector** continued to be a strong pillar of the economy. The export turnover of a number of agricultural products greatly increased, and livestock developed stably, and the application of high-tech models in white-legged shrimp farming brought economic efficiency. Of the total added value of the entire economy, the agriculture, forestry and fishery sector increased by 3.83% year-on-year, contributing 8.84%.

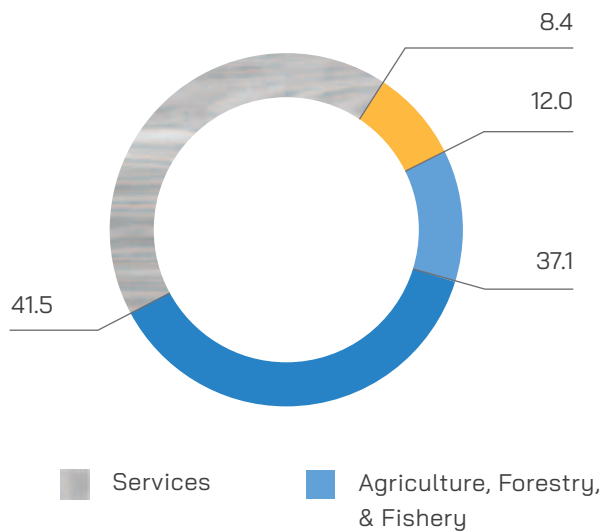
**The industry and construction sector** faced many difficulties in the context of declining aggregate demand. The added value of the entire industry in 2023 increased by only 3.02% compared to the previous year, which was the lowest increase in the period 2011-2023. Of which, processing and manufacturing industry increased by 3.62%, which was the lowest growth rate in the period 2011-2023. The positive point was that industrial activities in the months of 2023 showed a positive trend, especially in the last months of the year.

**Trade and tourism activities** maintained high growth momentum. The added value of service sector in 2023 increases by 6.82% compared to the previous year, higher than the increase of 2.01% and 1.75% in 2020 and 2021.

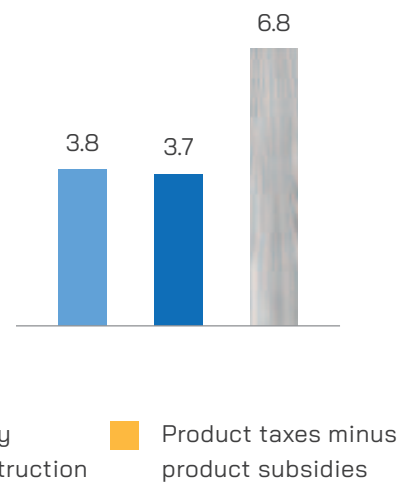
**Total retail sales of consumer goods and services** at current prices were estimated at VND 6,231.8 trillion, up 9.6% over the previous year, which increased by 7.1% if excluding the price factor.



## GDP Structure (%) in 2023



## GDP Growth Rate (%) by Economic Sector



Source: General Statistics Office

With the value of 36.61 billion dollars of registered FDI capital in 2023, an increase of 32.1% year-on-year, **it showed that Vietnam continued to be a safe and attractive destination for foreign investors.**

In the last months of the year, export value improved significantly compared to the double-digit decline in the first months of the year, whereby the export turnover for the whole year 2023 was estimated to reach 683 billion dollars. The number decreased by 6.6% compared to 2022. This was the first time in the period 2012 - 2023 that the growth of Vietnam's import and export value set the decrease, revealing the difficulties of the world economy that caused aggregate demand to decline.



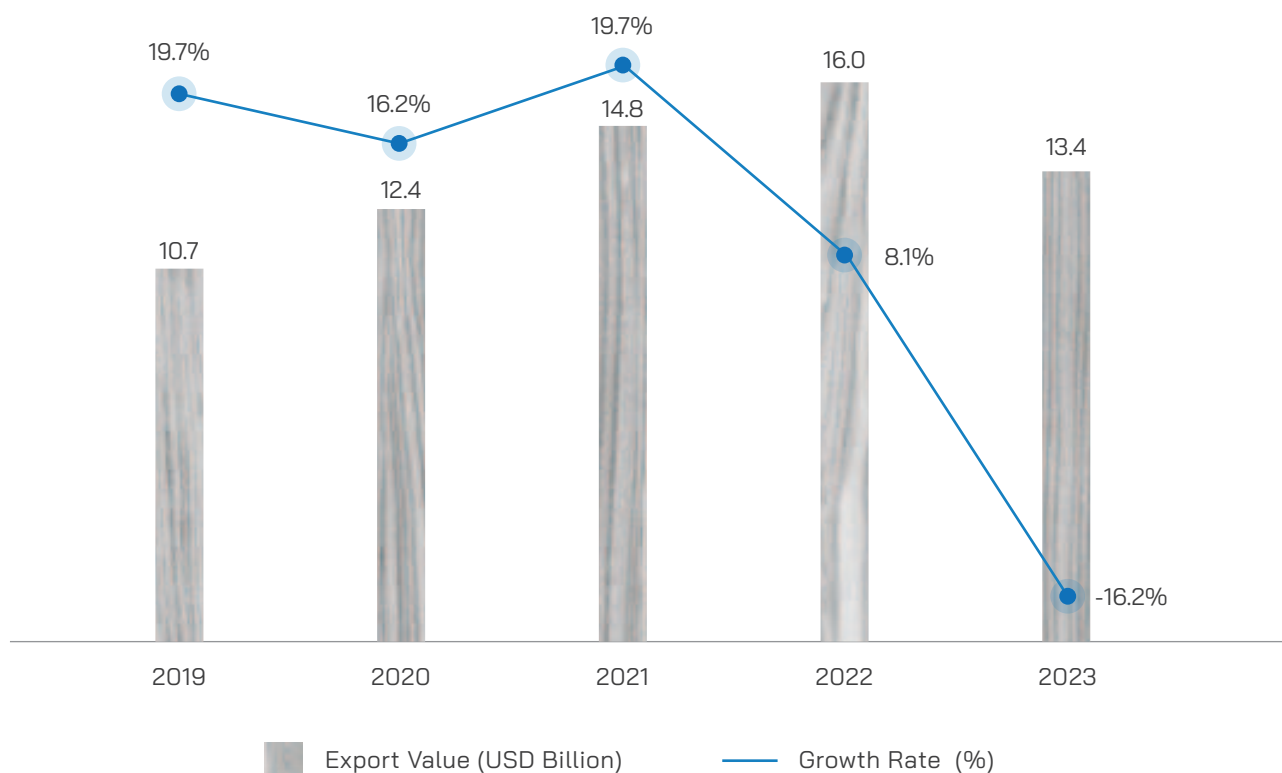


## Wood processing industry in 2023

**In 2023, wood processing industry also faced headwinds which resulted in sharp decrease in export value compared to the same period last year.** According to data from the General Department of Customs, in 2023, the export value of wood and wooden products only reach 13.4 billion dollars, down 16.2% year-on-year. Of which, export turnover of wooden products was estimated to reach 9.2 billion dollars, a decrease of 22.9% year-on-year.

### Export of wood and wooden products last 5 years

Source: General Statistics Office



Although there were signs of recovery in the last months of the year, recovery speed was modest due to the low growth of the global economy and weak demand. Major export partners such as the US and EU countries reduced spending on non-essential products, making it difficult for export of wood and wooden products to recover.

Along with that, the industry dealt with other challenges in export markets such as fierce competition, stricter requirements for design and quality, increasing trade restrictions. In the near future, to export products to developed countries, businesses need to have certificates relating to sustainable forest management or carbon emission reduction... Wood exporters also have to work on new requirements such as: (i) compliance with EU regulations on anti-deforestation, (ii) accountability of the wood industry to fully implement international commitments such as The Lacey Act (US), (iii) Carbon Border Adjustment Mechanism regulation (CBAM) proposed by the European Commission (EC).

**New regulations in export markets have posed significant transformation challenges for domestic businesses. However, this could present an opportunity for businesses that are well prepared and quickly adapt to new standards.**





# 2023 Performance Report

The year 2023 has ended on low note. The world economy has dealt with many difficulties and challenges. Most economies were still struggling to maintain growth momentum amid the fall in aggregate demand, high inflation coupled with soaring interest rates, armed conflicts around the world and severe effects of climate change.

At the end of 2022, the Board of Directors, Board of Management and high-level employees of An Cuong gathered at a management meeting to discuss and prepare the business plan for 2023. Accordingly, the Company was set to focus on a number of projects to strengthen operations and upgrade the Company's existing ERP SAP system to the latest version, thereby completing digital transformation across the Group in 2023. These activities were expected to improve management capability and enhance customer experiences.

Thanks to the excellent guidance of the Board of Directors, the determination of the Board of Management as well as the relentless efforts of all employees, An Cuong has conquered obstacles and successfully stabilize the business, ensuring the jobs and income for employees as well as preserving long-term benefits of shareholders and other stakeholders.





## Business performance result in 2023

### 2023 Consolidated financial results of An Cuong Wood – Working JSC (VNDbn)

Source: An Cuong

No.	Items	2022	2023	Year-on-year change
1	Total assets	5,467.2	<b>5,522.1</b>	1.0%
2	Equity	3,912.2	<b>4,173.6</b>	6.7%
3	Net revenue	4,475.5	<b>3,762.1</b>	-15.9%
4	Operating profit	748.5	<b>528.9</b>	-29.3%
5	Profit before tax	751.9	<b>540.1</b>	-28.2%
6	Profit after tax	615.6	<b>436.7</b>	-29.1%

Actual situation in 2023 showed divergences from the Company's initial forecast. Some aspects of the economy did not improved as expected and even get worst compared to 2022, which affected the disposable income of the majority of the population, resulting in a tightening of spending and decline in aggregate demand.

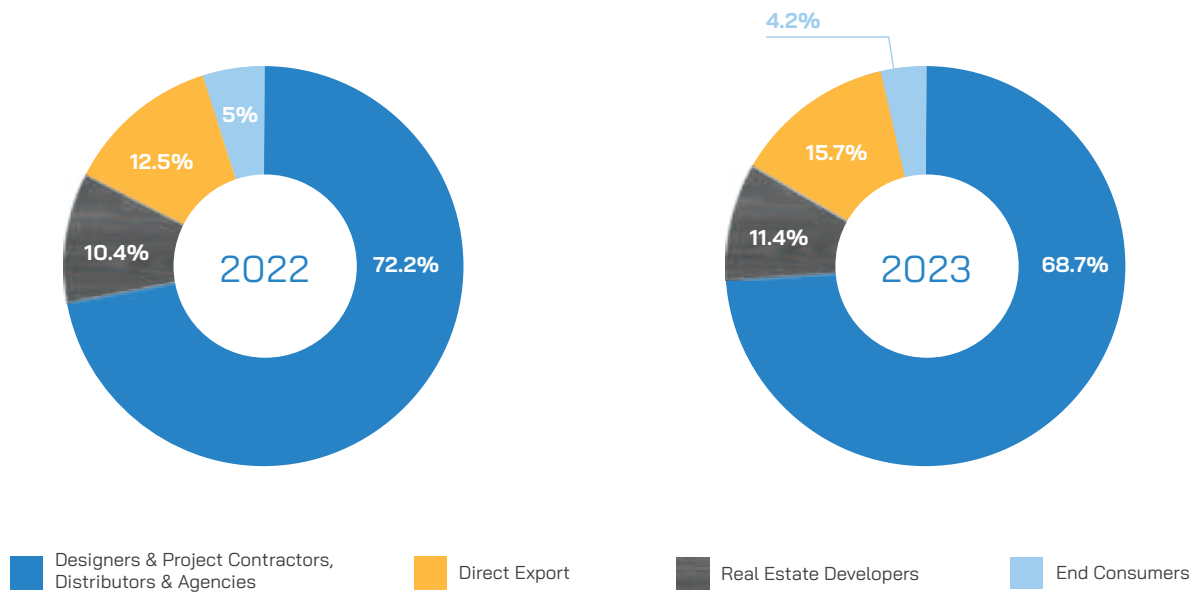
**For the full year, the Company's consolidated net revenue reach VND 3,762.1 billion, down 15.9% year-on-year and reaching 90.0% of the adjusted plan for 2023. Consolidated profit after tax posted VND 436.7 billion, down 29.1% compared to 2022 and reaching 90.5% of the adjusted plan.**

The Board of Management has implemented the strategic guidance of the Board of Directors proactively and flexibly. Accordingly, An Cuong continued to focus on core business activities of manufacturing and trading materials and furniture made of industrial wood. The Company promoted export to the US market by participating in many trade activities and working with potential customers, including real estate developers and retailers... In addition to “fully cover” the domestic market, in 2023 the Company also officially opened a showroom in Phnom Penh, Cambodia. Thanks to active activities in export markets, the Company's revenue from this segment in 2023 reported VND 590 billion, an increase of 5.5% compared to 2022 and contributed 15.7% to the total revenue (compared to the proportion of 12.5% recorded in 2022).



## Revenue by groups of clients

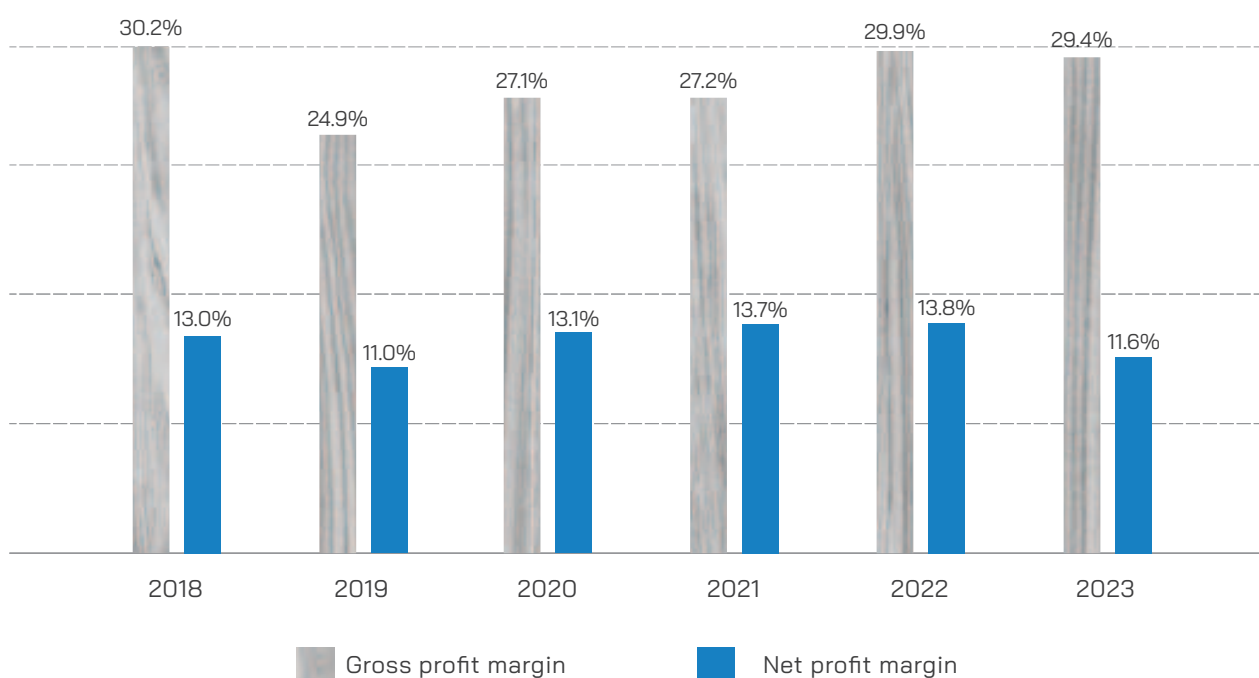
Source: An Cuong



Gross margin remained positive level compared to previous years, posting 29.4% (compared to 29.9%, 27.2% and 27.1% in 2022, 2021 and 2020) when the Company continued to optimize procurement activities; reorganized production. However, the net margin decreased sharply compared to 2022 and previous years, reaching 11.6% (compared to the average rate of more than 13% in the last 3 years) when the Company continued the expansion plan of domestic distribution network and supported partners at the commencement of new showrooms. At the same time, there was an increase in provision costs for receivables so that the decrease in selling expenses did not keep up the decrease in revenue. Administration costs were up 2.7% compared to 2022. Basically, overdue receivables in 2023 were higher than the amount reported last year but was still under control because the Company has tightened sales policies and promoted debt collections in recent years, especially in 2023.

## Profit margins during 2018 - 2023

Source: An Cuong







## Consolidated results during 2013 - 2023

Source: An Cuong



CAGR (Net Revenue)

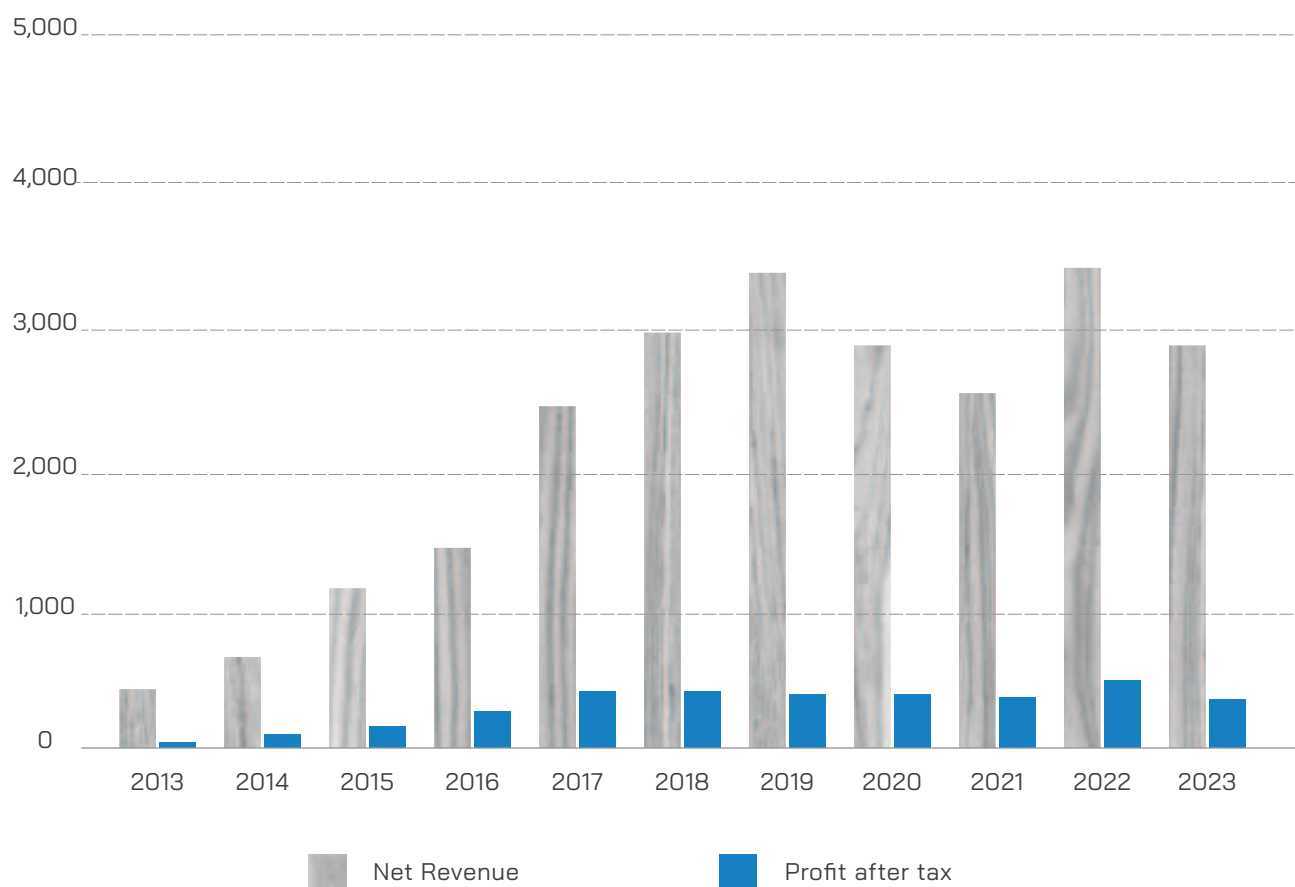
**21.6%**



CAGR (Profit after tax)

**30.3%**

VNDbn



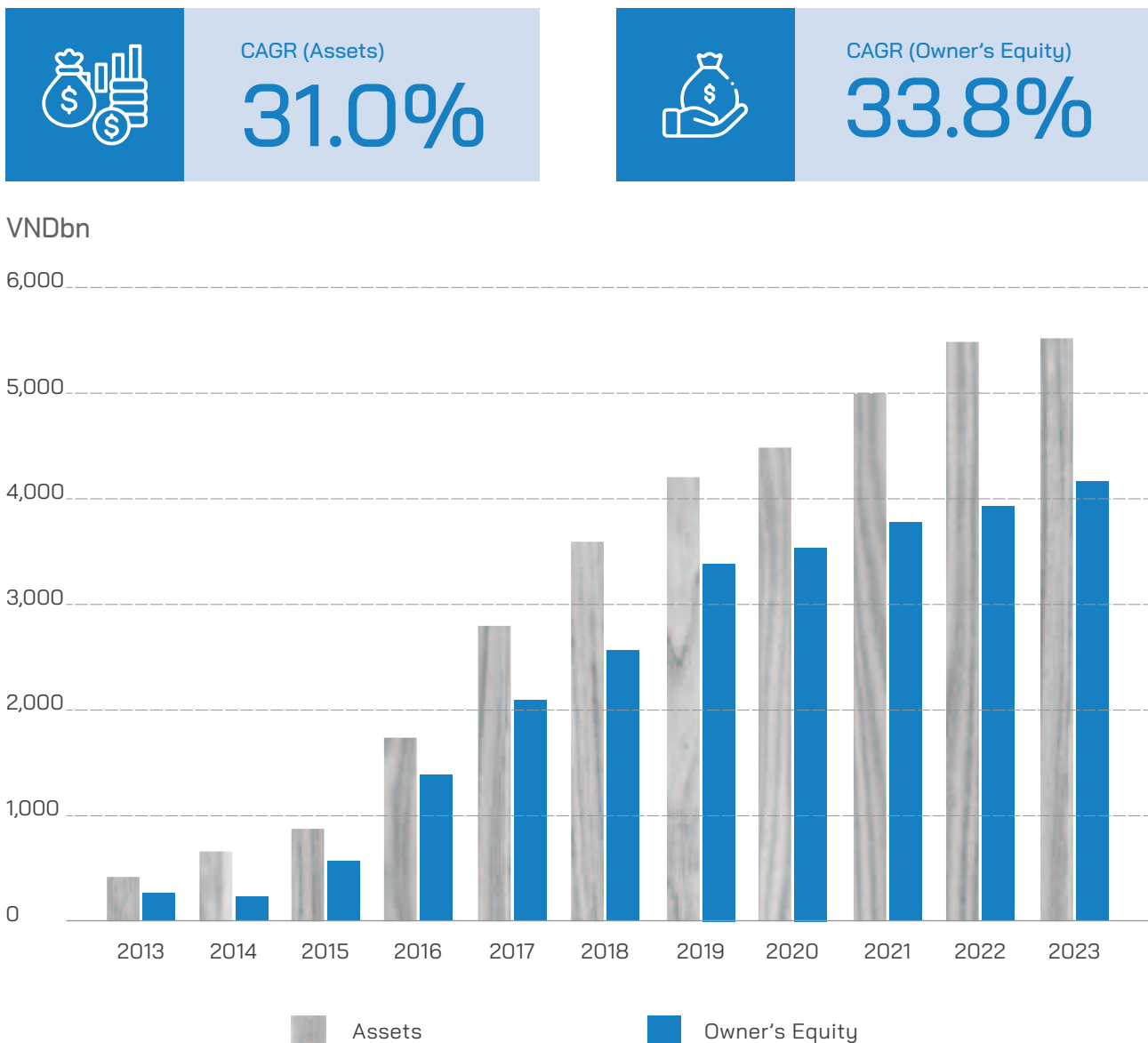


## Assets and Owner's Equity

The Company's total assets was above the level of VND 5,000 billion, reaching VND 5,522 billion, up 1.0% compared to 2022. Of which, short-term assets accounted for 74.8% and long-term assets account for 25.2%. Besides, the Company maintained the healthy financing structure with a low debt-to-capital ratio (at 0.2 times) and all short-term loans were to finance An Cuong's working capital. Liquidity ratios were favourable. **As of December 31, 2023, cash and cash equivalents along with short-term financial investments (mainly deposits) were more than VND 1,901 billion, accounting for 34.4% of total assets.**

### Assets and Owner's Equity during 2013 - 2023

Source: An Cuong





## Key Financial Indicators

Source: An Cuong

Indicators	Unit	2022		2023	
		Parent	Consolidated	Parent	Consolidated
Liquidity ratios					
Current ratio	times	2.2	2.5	3.4	3.1
Quick ratio	times	1.6	1.5	2.7	2.2
Capital structure ratios					
Debt/Total Assets ratio	times	0.2	0.3	0.2	0.2
Debt/Owner’s Equity ratio	times	0.3	0.4	0.2	0.3
Operating ratios					
Total Asset turnover <i>Net revenue/Average total assets</i>	times	0.7	0.9	0.5	0.7
Working Capital turnover <i>Net revenue/Average short-term assets</i>	times	1.3	1.2	0.9	0.9
Inventory turnover	times	3.2	2.2	2.0	2.0
Profitability ratio					
Gross profit margin	%	24.6%	29.9%	25.1%	29.4%
Operating profit margin	%	22.9%	16.7%	25.0%	14.1%
Profit after tax margin	%	20.1%	13.8%	22.4%	11.6%
ROE	%	17.5%	16.0%	15.0%	10.8%
ROA	%	13.8%	11.8%	11.9%	7.9%
Earnings per share	VND		3,757 (*)		2,896

(\*): Restated according to the 2023 audited consolidated financial statements



## Financial Investments

In 2023, facing domestic and global economic headwinds, the Company maintained control over financial investment activities and carried out those activities in a safe, prudent and effective manner. Accordingly, the Company continued to cooperate with experienced and capable partners to seek for potential opportunities that are relevant and could support the core business.

For investments that were under implementation, the Company strictly monitored and regularly worked with partners to optimize capital use and mitigate risks. In 2023, the Company recovered the principal amount of entrusted investments and deposits from partners with a total value of VND 69.8 billion.

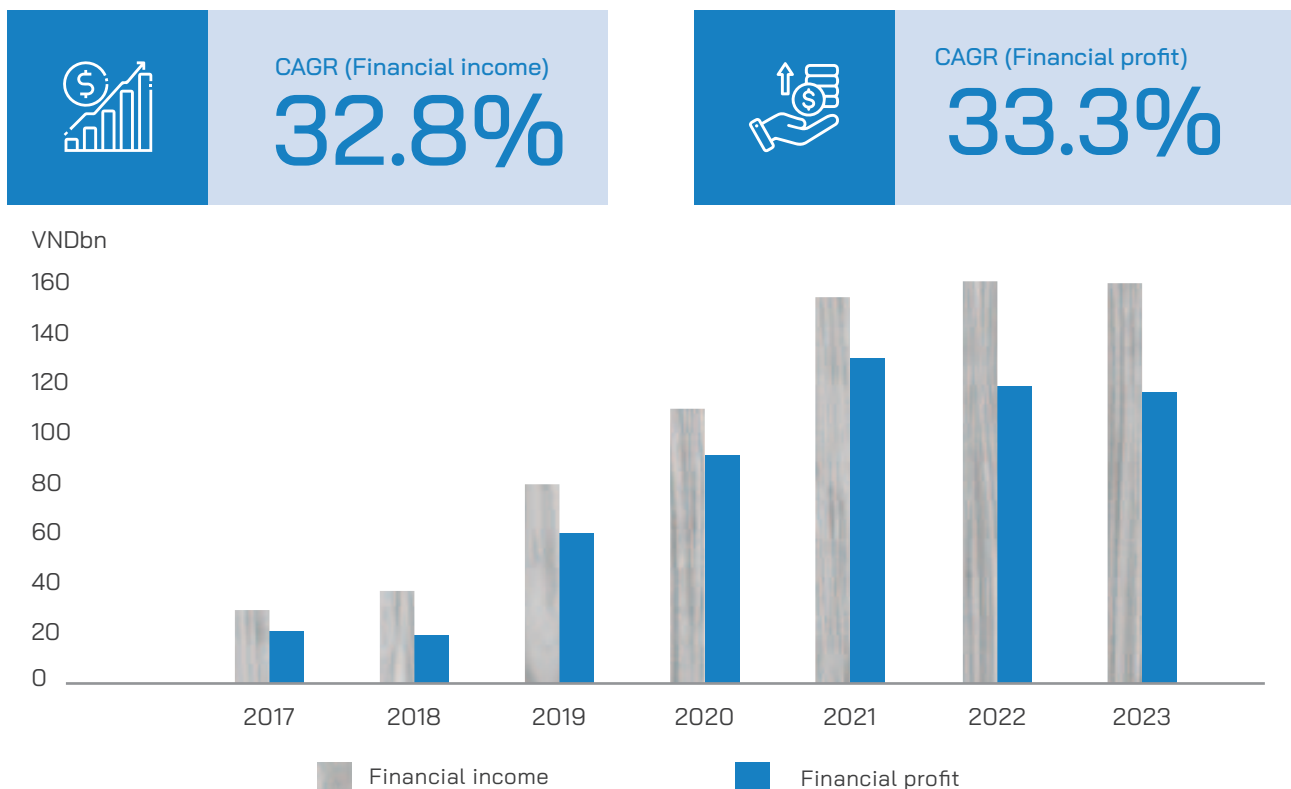
In addition, in the context of strong fluctuations in interest rates and exchange rates in 2023, the Company optimized capital efficiency by exploiting interest rate gap due to term differences. Exchange rate movement did have some effect, but not significantly, on financial position as the Company's export segment generated foreign currencies to finance foreign currency loans.

Overall, financial activities in 2023 reported positive results, specifically as follows:

- **Financial income reached VND 159.7 billion, down 8.9% compared to 2022, mainly because the Company was conservative in new investments.**
- **Financial profit reached VND 114.2 billion, down 3.6% compared to 2022. The decrease of financial profit was less than those of financial revenue as the Company effectively managed our capital.**

### CAGR of financial income and financial profit in the period 2017-2023

Source: An Cuong





## Human resource management

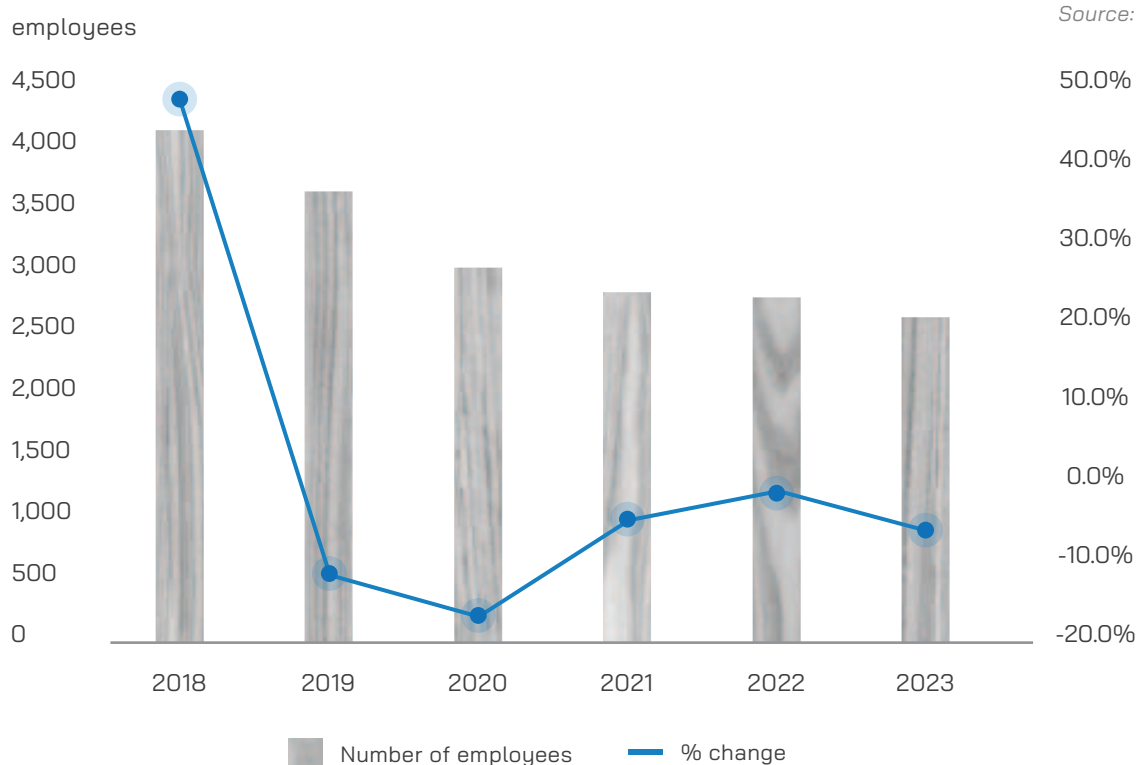
Total number of An Cuong's employees as of 31 December 2023 was 2,633 people, a decrease of 164 employees (equivalent to a decrease of 5.9% compared to the end of 2022 and about 9% lower than the human resources plan for 2023). The changes in the number of personnel was mainly due to the lean and efficient human resource structure after the Company adopted a series of improvements in production, delivery and other internal processes.

	As of 31/12/2022	As of 31/12/2023	Change	2023 personnel plan	Compared to the plan
<b>Total employees (persons)</b>	2,797	2,633	-164	2,788	-155

During 2023, the Company has streamlined the human resource, rearranged personnel in factories and projects; optimized procurement, improved warehousing and inventory management; standardized production processes to improve productivity; applied IT and optimized management softwares used in manufacturing and business activities; minimized costs and prevented waste of work...

**In 2023, the Company did not carry out any large-scale layoff, only rearranged positions.** Given the tough situation in 2023, this drew the distinction between the Company and other companies in the market, demonstrating the efforts of the BOM and all employees in securing employment, and income for employees, especially skilled workers. In terms of organizational structure, there was no significant changes compared to 2022. In 2023, the Company established a number of specialized committess and task forces to perform specific tasks including the ESG Committee (in charge of on ESG-related activities and sustainable development), ERP Taskforce (in charge of the project to upgrade the ERP system).

### Number of employees and % change rate





## Human resource structure

In terms of human resource structure, manufacturing division was the most labor-intensive unit, employing more than 66% of the total number of employees. The number of staffs at the factories in 2023 decreased by 37 persons compared to 2022, mainly due to the continuous improvement in production, restructuring product portfolio and other arrangements to optimize usage of labor, and to create favorable conditions supporting employee career development. The Company regularly organized training courses helping employees to improve their expertise and skill sets.

**In general, An Cuong has “young” workforce when 80% of employees are under the age of 40. Employees in this age group appear to be “mature” in terms of knowledge, and experience as well as stay energetic, not hesitate about taking changes, learning new things, in order to contribute to the overall development of the Company.**

Last year, An Cuong continued to improve labor policies, maintained compliance with relevant regulations in order to ensure health, safety and welfare of employees. Policies/Practices were frequently checked including but not limited to:

### 01

Occupational hygiene and safety;

### 02

Fire protection and fighting plans, and periodic training in fire prevention and fighting;

### 03

Relevant qualifications applied for forklift/ truck drivers and maintenance staffs;

### 04

Annual check on working environment;

### 05

Compliance with regulations on legal working age;

### 06

On time salary payment;

### 07

6 months of maternity leave according to the State's regulations;

### 08

Child support (VND100,000 /child, applicable to parents with children under 72 months old);

### 09

Anti-corruption and Anti-bribery policies,

In 2023, Asia Human Resources Magazine recognized An Cuong as one of the **“Best Companies to work for in Asia 2023”**. This was the second consecutive year that An Cuong received this award. An Cuong was appreciated for good working environment, outstanding human resource policies, attractive remuneration and other internal activities to increase employee engagement.

*An Cuong believes working environment is not simply a place to work, but also a source of inspiration and motivation to help create better work performance. The workspace is not just a physical location with desks, chairs and computers, but also a place that conveys human values and is a piece of corporate culture.*

*An Cuong strives to build a positive, safe and professional working environment for all employees. We encourages constructive feedbacks from employees, as this practice serves as driving force behind sustainable development of the business.*



## Employee training and development

In 2023, training courses were held in both face-to-face and online formats with a variety of content. Training were organized internally and in coordination with external consultants.

### Internal training

- During probation:
  - The training period is 6 days / 30 days / 60 days depending on job requirements.
  - For some specific positions, the relevant department could provide on-job training to help the employees acquire relevant knowledge and skill set.
- General training would be provided before being promoted or taking on a new job.
- Special topics courses: Depending on the specific demands to update information and knowledge, An Cuong organized training sessions on special topics that are trained by members of the BOM or the head of the department in charge of related matters.
- An Cuong has developed the internal training software "An Cuong Academy". All training content was digitized. Training sessions were presented by the Company's leaders using visual tools so that the sessions were easy to understand. As a result, employees can actively access and learn professional knowledge easily and at any time, depending on their own needs.
- In addition, An Cuong periodically organized training courses such as: fire prevention training, occupational safety training, medical training, trainings on standards such as SA, ISO standards, 5S and others as regulated.
- The Company also provided trainings to staffs of distributors, agents, clients as well as architecture students.

### Training by external parties

The Company coordinated with external consultants to organize training courses for senior leaders helping them to improve their competency. Total training costs in 2023 was more than VND 650 million.

#### Typical training courses in 2023 included:

- Training in performance indicators, KPIs;
- Training in Occupational safety and health;
- Direct consulting and training in production skills related to industrial wood products;
- Training courses in management, sales, data analysis and other relevant soft skills;
- Car driving training;
- Training in rules of origin of goods;
- Training in customer services and complaint handling;
- Professional training: human resources specialist;
- Professional training: digital transformation;
- Professional training: warehouse management;
- Professional training: interior design;
- Training in marketing communications;
- Training and consulting in internal processes;
- Training in the application of the Labor Code;



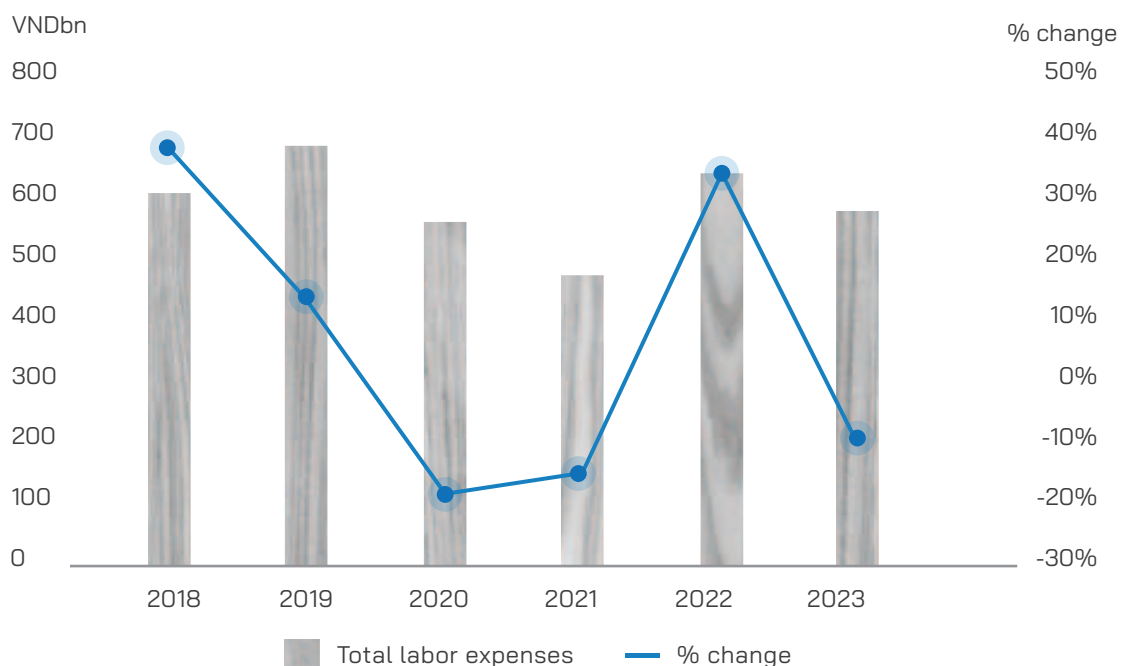
## Remuneration and compensation policies

For years, the BOD and the BOM have strongly focused on upgrading machinery and equipment, applying information technology and promoting digital transformation in management and operation, with an aim to improve labor productivity and reduce waste. At the same time, remuneration and compensation policies, promotion opportunities were improved and updated to retain and attract talents.

In 2023, the Company's total personnel expense recorded at nearly VND 596 billion, down 7.6% compared to 2022. Average income of employees decreased by 1.9% compared to last year. During the period 2018 - 2023, employee's average income has been gradually improved, from VND12.4 million/person/month in 2018 to VND18.9 million /person/month by end of 2023.

### Total labor expense & % change

Source: An Cuong





# 2024

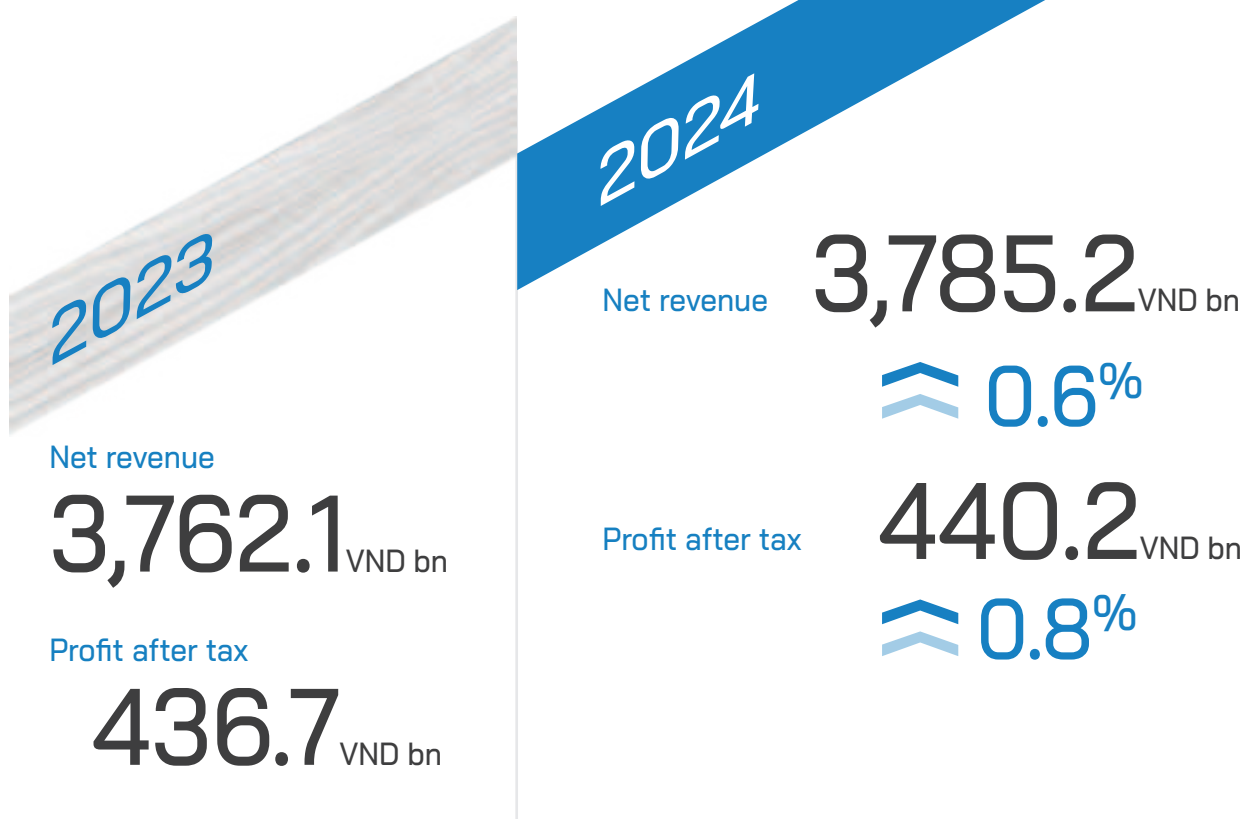
## Business plan

According to the Organization for Economic Co-operation and Development (OECD), global economy will slightly decline in 2024, but risk of a hard landing would be faded. Specifically, in the latest report, OECD forecasted world economic growth in 2024 will be at 2.7%, lower than the forecast of 2.9% for 2023 and is expected to increase to 3% by 2025.

However, world economic growth still faces uncertainties, such as geopolitical tensions in some regions. Therefore, interest rates would be anchored at high level in the first quarter or lasting through the second quarter of 2024; consumers will remain cautious about spending because of declining in disposable income.

The domestic business environment will continue to deal with certain challenges including weak demand in the context of tightened financial conditions. As Vietnam has deeply integrated into the world economy, geopolitical tensions across the world may continue to affect import and export activities. In addition, the domestic real estate market is expected to stay quiet until the end of 2024. Construction and/or sale activities of many large projects would be delayed due to legal issues, weak cashflow, decline in consumer confidence and market demand. Therefore, An Cuong needs to be creative and vigilant in business activities in order to ensure sustainable development goals.

Based on the macroeconomic conditions and internal resources of the Company, An Cuong's Board of Directors plans to submit to the General Meeting of Shareholders for approval the 2024 business plan as follows:





As guided and assigned by the GMS and the BOD, the BOM will implement the business plan in a thoughtful, creative and effective manner, specially as follows:

## Corporate Governance

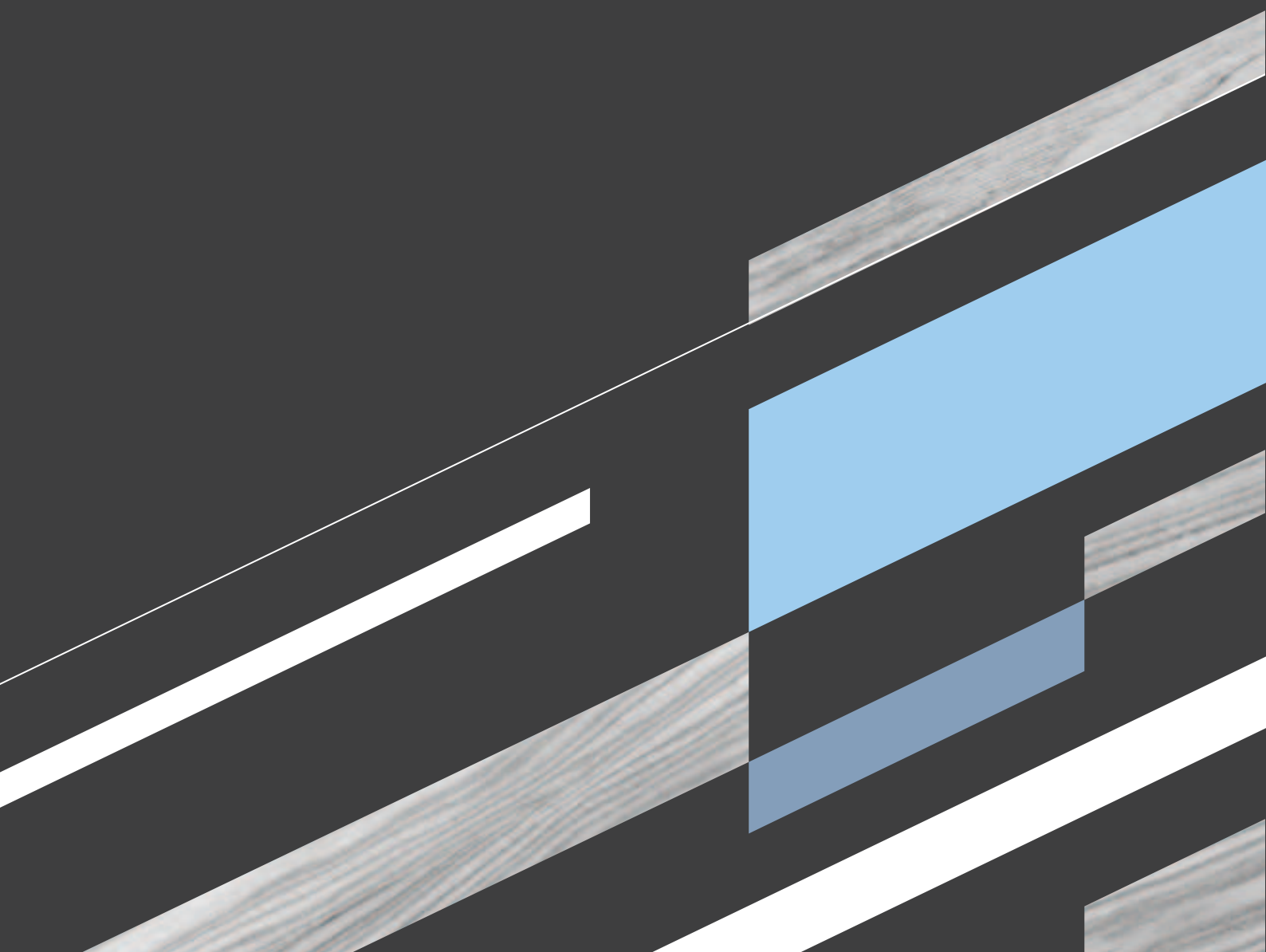
- Improving the capability of strategic management, financial management, operational management and risk control at the Parent Company and Subsidiaries in accordance with best practices and complying with international standards;
- Optimizing cash flow and capital use on company-wide scale;
- Improving operational efficiency through investments in automation; application of technology in manufacturing, internal control and to manage sales activities in accordance with industry standards and best practices:
- Modernizing machinery and equipment in order to improve production capacity, narrow the technology gap between the Company and global leading companies in the industry;
- Promoting technology application in all aspects of the business. To leverage digital transformation.
- Encouraging continuous improvement and/or cost reduction initiatives in order to enhance labor productivity, and to boost employee engagement at work by setting up appropriate compensation and welfare policies.
- Facilitating delegation at work and improving the responsibility of leaders in corporate governance. Organizing and encouraging management team to participate in external as well as internal training courses on corporate governance, leadership, coaching, job delegation, and other skills.

## Manufacturing and Business Development

- Supporting and working closely with distributors/ agents/ franchised showrooms in order to ensure operational efficiency, sale growth and guarantee customer experience across the network.
- Facilitating cross-selling activities in An Cuong's ecosystem, to provide product bundles at favorable prices in order to achieve sales growth and optimizing capex.
- Expanding export segment by opting for appropriate markets, partners and orders. Participating in trade promotion events as well as organizing marketing events aiming to attract potential customers.
- Developing and implementing sound sales strategies and policies. To encourage and recognize performance of sales department and supporting departments.
- Maintaining focus on production management at factories/ warehouses, regularly reviewing and arranging production effectively.
- Promoting R&D activities, introducing new collections and products to customers.



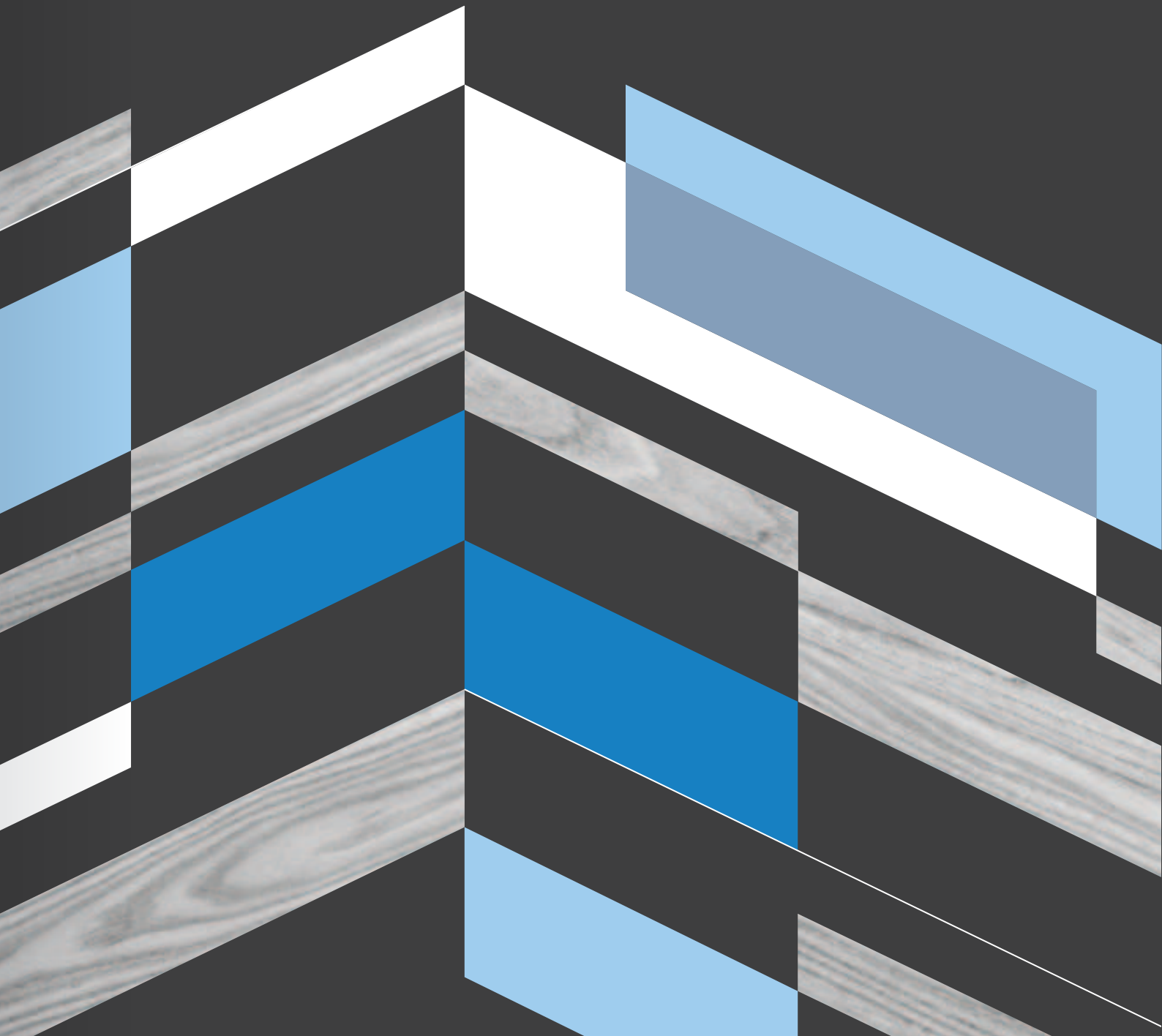
# LEVERAGE COLLECTIVE STRENGTHS





**Every single movement during An Cuong's development is the collaborative effort of all employees.**

Every day, more than 2,600 employees in different positions have been striving to contribute to the overall development of An Cuong. Not only bringing the most perfect products and solutions to serve the demands of customers and partners, all An Cuong employees also aim to build a leading and long-lasting enterprise.





# Corporate governance

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# The Board Of Directors





## Mr. Le Duc Nghia

Chairman of the Board

Mr. Le Duc Nghia was trained in Germany and has more than 30 years of experience in the field of industrial wood. He is one of the leading experts in the field of materials and solutions for the industrial wood industry in Vietnam and the region.

Mr. Le Duc Nghia is currently holding important positions at An Cuong and other organizations including:

- Chairman of the Board of An Cuong Wood – Working JSC;
- Chairman of An Cuong Wood – Working Manufacturing Company Limited;
- Chairman of Malloca Vietnam Company Limited;
- Chairman and General Director of AConcept Vietnam Company Limited;
- Member of the Board of Thang Loi Group Real Estate JSC;
- Member of the Board of Thang Loi Homes JSC;
- Director of NC Vietnam Investment Company Limited;
- General Director of An Cuong Trading Company Limited;
- Chairman of the Board of VA Homes Real Estate JSC.





### Mr. Masao Kamibayashiyama

Deputy Chairman of the Board

Mr. Masao Kamibayashiyama is an expert in the industrial wood industry with more than 20 years of experience in the market. He graduated from Seijyo University (Japan). Currently Mr Kamibayashiyama is serving as General Director of Sumitomo Forestry Vietnam Company Limited, and in charge of international business development of An Cuong.



### Mrs. Nguyen Thi Dieu Phuong

Member of the Board

Mrs. Nguyen Thi Dieu Phuong is Deputy Managing Director in charge of private equity investment at VinaCapital Fund Management Company with nearly 20 years of commitment. Mrs. Dieu Phuong graduated from Ho Chi Minh City Banking University and has a UK FCCA certificate.

Mrs. Dieu Phuong is currently holding important positions in other organizations including:

- Member of the Board of In Holdings Corporation
- Member of the Board of Hung Vuong Joint Stock Corporation
- Member of the Board of Tam Tri Medical JSC
- Member of the Board of Khang Dien House Trading and Investment JSC



### Mr. Nguyen Minh Tuan

Member of the Board

Mr. Nguyen Minh Tuan is co-founder of An Cuong. He holds a degree in Mechanical Engineering from the Belarusian National Technical University and a Bachelor of Laws, majoring in Economics from Hanoi Law University.

Mr. Nguyen Minh Tuan is currently a member of the Board of Directors at An Cuong Trading Company Limited, Thai Son Bac Electrical Equipment Trading Company Limited and Thai Son Nam Trading Company Limited.





### Mr. Le Thanh Phong

Member of the Board

Mr. Le Thanh Phong is one of the leading experts in Vietnam specializing in Laminate panels, industrial woods and interior accessories with more than 20 years of experience in the market.

Mr. Le Thanh Phong graduated with a Bachelor of Economics from Ho Chi Minh City University of Economics.



### Mr. Nguyen Thanh Quyen

Member of the Board

Mr. Nguyen Thanh Quyen is an experienced business leader and an expert in real estate industry. He was honored to be ranked 14th in the Top 100 outstanding young Vietnamese entrepreneurs - Red Star Award 2022. He graduated with a bachelor's degree in business administration from Industrial University of Ho Chi Minh City.

Mr. Nguyen Thanh Quyen is currently holding management positions at other organizations, including:

- Deputy Chairman and General Director of Thang Loi Group Real Estate JSC
- Member of the Board of Thang Loi Homes JSC
- Chairman of Thanh Long NewTown Company Limited
- Member of the Board of Southern Thang Loi Real Estate Investment and Trading JSC
- General Director of Thang Loi Land JSC
- Owner and General Director of Young Group Company Limited



### Mr. Phan Quoc Cong

Member of the Board

Mr. Phan Quoc Cong is a businessman with many years of experience in the consumer industry in Vietnam. He graduated with a Bachelor's degree from Ho Chi Minh City University of Technology in 1993, holds a Master of Business Administration at Ho Chi Minh City Open University and a PhD in Business Administration at Southern California University.

Currently Mr Phan Quoc Cong is holding important roles at other organisations, including:

- Chairman of the Board of One Solution Corporation
- Member of the Board of Saigon Food JSC





# Report of the Board of Directors

## Information of members of the Board of Directors

In 2023, An Cuong's Board of Directors has 07 members. Among them, there are two independent members. The current structure of the Board is considered to be balanced and appropriate when it comprises experienced members with knowledge and understanding of governance, law, furnishings industry, finance, securities, marketing and real estate. Also members fully understand the responsibilities and duties as a member of the BOD (executive members, non-executive members and independent members). The structure meets the requirement that at least 1/3 of the members of the Board of Directors are non-executive, 2/7 members of the Board of Directors are independent members to ensure independence and objectivity in the activities of the Board of Directors.

### The detailed list of members of the BOD:

No.	Member of the Board	Position (independent member, non-executive member)	Start Date/End Date as a Member of the BoD/ Independent Board Member	
			Appointment Date	Resignation Date
1	Mr. Le Duc Nghia	Chairman of the Board Non-executive member	23/12/2022	-
2	Mr. Masao Kamibayashiyama	Deputy Chairman of the Board	23/12/2022	-
3	Mrs. Nguyen Thi Dieu Phuong	Non-executive member	23/12/2022	-
4	Mr. Nguyen Minh Tuan	Non-executive member	23/12/2022	-
5	Mr. Le Thanh Phong	Member	23/12/2022	-
6	Mr. Phan Quoc Cong	Independent member	23/12/2022	-
7	Mr. Nguyen Thanh Quyen	Independent member	23/12/2022	-





The percentage of voting ownership of the BOD's members was as follows:

No.	Member of the Board	No. of shares owned as of 01/01/2023		No. of shares owned as of 31/12/2023	
		No. of shares	%*	No. of shares	%**
1	Mr Le Duc Nghia	220,163	0.16%	244,380	0.16%
2	Mr Masao Kamibayashiyama	0	0.00%	0	0.00%
3	Mrs Nguyen Thi Dieu Phuong	0	0.00%	0	0.00%
4	Mr Nguyen Minh Tuan	2,692,375	1.98%	2,988,536	1.98%
5	Mr Le Thanh Phong	195,783	0.14%	217,319	0.14%
6	Mr Phan Quoc Cong	0	0.00%	0	0.00%
7	Mr Nguyen Thanh Quyen	0	0.00%	0	0.00%

\* Calculated on the number of shares outstanding as of 01/01/2023: 135,836,522 shares

\*\* Calculated on the number of shares outstanding as of 31/12/2023: 150,787,946 shares



## Activities of the Board of Directors in 2023

The BOD defined the role of guiding, navigating, managing and supervising all operations of the Company on the basis of compliance with the law, adopting resolutions of the AGM of the Company, the Charter of the Company and best corporate governance practices. As follows:

- Assigned and clearly defined the role of each member of the BOD to ensure the legitimate interests of shareholders.
- Provided guidance on the Company's manufacturing and business development activities, in order to ensure the balance between growth and risk management.
- Ensured the number of meetings of the BOD, the legality and effectiveness of those meetings.
- Supervised governance, operations, legal compliance and risk management; Supervised the implementation of resolutions of the General Meeting of Shareholders and the Board of Directors, evaluated the implementation of the Company's Resolutions.
- Adopted resolutions reflecting the strategic vision in accordance with market movement, ensuring the sustainable interests of the Company, shareholders and other stakeholders. In which, An Cuong has committed to accompany with the government in implementing the Net Zero commitment by 2050. Accordingly, the BOD and the Board of Management of the Company have specified strategies and actions to integrate GHG mitigation goals into the Company's business activities.
- Regularly reviewed and approved transactions with related-parties in accordance with the provisions of law and Article 40 of the Charter of the Company.

In terms of corporate governance, in 2023, the Board of Directors fully complied with corporate governance rules (CG) in accordance with the provisions of Vietnamese law. For some corporate governance rules according to best practices and/or international standards presented in the CG assessment based on the ASEAN Regional Corporate Governance Scorecard (light blue or grey), An Cuong will continue to review, clarify and improve in 2024.

### Meetings of the Board of Directors

BOD meetings were convened and organized in a timely and effective manner. The number of BOD meetings and the attendance rate ensured compliance with the provisions of the laws. Accordingly, 100% of the BOD's members attended 16/16 meetings.

No.	Member of the Board	Number of meeting attended	Attendance rate	Reasons for not attending the meeting
1	Mr. Le Duc Nghia	16/16	100%	-
2	Mr. Masao Kamibayashiyama	16/16	100%	-
3	Mrs. Nguyen Thi Dieu Phuong	16/16	100%	-
4	Mr. Nguyen Minh Tuan	16/16	100%	-
5	Mr. Le Thanh Phong	16/16	100%	-
6	Mr. Phan Quoc Cong	16/16	100%	-
7	Mr. Nguyen Thanh Quyen	16/16	100%	-



## Resolutions/Decisions of the Board of Directors in 2023

The BOD reviewed and approved strategies, risk management policies, annual business plan with 3 to 5-year vision; credit lines; dividend payments; large investment; the formation of subsidiaries, joint ventures and affiliates; transactions with related-parties; etc.

During 2023, the BOD approved resolutions/decisions with specific contents and voting rate as follows:

No.	Resolution/Decision No.	Date	Description	Vote
1	01-2023/NQ-GAC	06/02/2023	To approve transactions and contracts between An Cuong Wood Joint Stock Company and related persons whose value is less than or equal to 20% of the Company's assets recorded in the latest audited financial statements.	100%
2	02-2023/NQ-GAC	03/03/2023	To approve the record date for the list of shareholders entitled to attend the 2023 Annual General Meeting of Shareholders.	100%
3	03-2023/NQ-GAC	17/03/2023	To approve the credit line at Vietnam Maritime Commercial Joint Stock Bank – Tan Binh Branch.	100%
4	04-2023/NQ-GAC	20/03/2023	To approve the credit line at Vietinbank – Branch no. 8.	100%
5	05-2023/NQ-GAC	11/04/2023	To approve the establishment of the Commercial Representative Office of An Cuong Wood Joint Stock Company in the Kingdom of Cambodia.	100%
6	06-2023/NQ-GAC	19/04/2023	To approve the credit line at Techcombank.	100%
7	08-2023/NQ-GAC	22/05/2023	To approve the plan to issue shares to pay dividends according Resolution No. 07-2023/NQ-GAC and other relevant documents.	100%
8	09-2023/NQ-GAC	01/06/2023	To approve related-party transactions with Thang Loi Homes Real Estate JSC.	100%



No.	Resolution/Decision No.	Date	Description	Votes
9	10-2023/NQ-GAC	21/06/2023	To approve the plan to issue shares to pay dividend (amending the content of previous document).	100%
10	10A-2023/NQ-GAC	29/06/2023	To correct the content of Resolution No. 10-2023/NQ-GAC dated June 21, 2023.	100%
11	11-2023/NQ-GAC	05/07/2023	To approve the record date for the list of shareholders entitled to receive 2 <sup>nd</sup> payment of 2022 dividends in stock.	100%
12	12-2023/NQ-GAC	20/07/2023	To approve the selection of PwC (Vietnam) Co., Ltd. as auditor to review 2023 semi-annual and annual financial statements and to approve the adjustment to 2023 business plans.	100%
13	13-2023/NQ-GAC	28/07/2023	To approve the increase in charter capital and the amended Company charter.	100%
14	14-2023/NQ-GAC	22/08/2023	To approve transactions and contracts between An Cuong Wood Joint Stock Company and related persons (extended).	100%
15	15-2023/QĐ-GAC	23/08/2023	To approve the implementing of ESOP from treasury shares.	100%
16	15-2023/NQ-GAC	25/08/2023	To approve the credit line of An Cuong Wood Working Manufacturing Ltd. Co., granted by Shinhan Bank Vietnam.	100%
17	17-2023/QĐ-GAC	27/09/2023	To approve the amendmend, supplement to Decision No. 15-2023/QĐ-GAC dated August 23, 2023.	100%
18	18-2023/NQ-GAC	16/10/2023	To approve full divestment of An Cuong Wood Joint Stock Company from An Khang MDF Company Limited.	100%
19	19-2023/NQ-GAC	16/11/2023	To approve the payment plan to advance 1st tranche of 2023 dividends.	100%

For other activities of the Board of Directors in 2023, please see the link:

[www.ancuong.com/vi/quan-he-nha-dau-tu/cong-bo-thong-tin/bao-cau-quan-tri.html](http://www.ancuong.com/vi/quan-he-nha-dau-tu/cong-bo-thong-tin/bao-cau-quan-tri.html)



## Activities relating to strategic orientation and business operations

The BOD promptly reviewed the global and local macroeconomic situations, focusing on key issues, risks and opportunities that may directly and/or indirectly affect the business/markets/partners of the Company. Periodically, management meetings have been organized between BOD, Board of Management and senior staffs in order to update and analyze business situations, figure out appropriate strategies.

During the period of 2017-2023, the BOD has navigated business operations flexibly, creatively and aligning with the complicated developments of the geopolitical situations, the risk of global economic recession and macroeconomic headwinds in Vietnam. Before the real estate market became "frozen", the BOD actively navigated business operations to reduce the proportion of revenue from large projects/real estate developers and to promote direct exports.

In 2023, unfavorable situations put pressure on household disposable income and demand for Company's products, on July 20th 2023, the BOD issued Resolution No. 12-2023/NQ-GAC adjusting business plans to capture actual market conditions. Accordingly, the net revenue target was adjusted from VND 5,000 billion to VND 4,181 billion (down 16.4%) and profit after tax target was adjusted from VND 668 billion to VND 483 billion (down 27.7%).

The BOD has imposed strong measures to implement the adjusted business plan, including sales, debt collection, expanding distribution network covering 63 provinces and cities nationwide. At the same time, export sales was promoted. Export revenue in 2023 reached VND 590 billion, an increase of 5.5% compared to 2022 and the product line operated at nearly full capacity from the second quarter of 2023, in the context of slow export of Vietnam wood and forestry sector last year.

The Board of Directors has set short/ medium/ long-term goals and provided guidance to demonstrate the Company's strong commitment to ESG activities, including:

- Strengthening corporate governance: Ensuring the Company's management activities are comply with the law. In addition, corporate governance were continuously improved to adapt to the best international practices and standards. Every year, the Company reviews corporate governance activities according to the Corporate Governance Scorecard – Asian region, ensuring the rate of "Performing well according to practice" is more than 80%.
- Reducing greenhouse gas emission per unit of revenue by 2% each year (tons CO<sub>2</sub> equivalent per each billion dong of revenue)
- Regularly organizing corporate social responsibility (CSR) activities to support the community and Company's employees in difficult circumstances. Every year, the Board of Directors submits to the General Meeting of Shareholders to arrange at least VND 5 billion from undistributed profits to fund the Company's CSR activities.

In 2023, the Company has established the Sustainable Committee (ESG committee) dedicated to implement and execute the sustainable goals set by the Board of Directors. The ESG Committee has worked with international organizations to conduct greenhouse gas emissions report in accordance with ISO 14064 as well as to organize training sessions on ESG matters for executives and senior staffs.



## Activities relating to Supervising the overall activities of the Group and of the Board of Management

The BOD strictly complied with the regulations on the role, functions, tasks and authorities of the Board of Directors as stipulated in the Enterprise Law, Securities Law and guiding documents issued by relevant state authorities. In addition, BOD incorporated international practices on the roles, functions, tasks and authorities of the Board of Directors into the Company's Charter, Operating Regulations of the Board of Directors and internal regulations on corporate governance.

**Accordingly, the BOD has regularly examined and supervised operations of the BOM in managing the company operations, implementing the resolutions of the GMS and the BOD in 2023 as follows:**

- Organized the Annual General Meeting of Shareholders on time with the participation of more than 93.3% of the Company's voting shareholders.
- Prepared business plan for 2023 and submitted to the Annual General Meeting of Shareholders for approval.
- Implemented business plans that were approved by the AGM and the BOD
- Selected auditing company to review the 2023 semi-annual financial statements and to audit the 2023 annual financial statements.
- Implemented corporate governance and risk control policies, reviewed the internal systems, proposed projects to upgrade/improve and digital transform internal system.
- Implemented the issuance of ESOP shares from treasury shares; Distributed 2022 dividend (including cash dividend and stock dividend) to shareholders; Executed the 1st advance payment of 2023 dividend in cash.
- Proposed and implemented investments in accordance with the Company's long-term strategy.
- Basically completed the project to upgrade internal system in 2023.

In term of supervisory methods, the BOD supervised the BOM in organizing and implementing the resolutions through meetings, regular examination and supervision on specific assigned tasks. At the meetings, the BOD reviewed the implementation of the resolutions; business operations during the month, quarter and year-to-date; discussed and released resolutions to provide guidances for the BOM. In addition, members of the BOD regularly discussed with the BOM through online meetings, email and phone in regards to any relevant matters or concerns.





# Evaluation of the Board of Directors

## Evaluation on the performance of the Company

Expected to be the year of recovery, however, 2023 has taken place with many fluctuations in geopolitical and economic conditions both globally and locally. A series of challenges since the Covid 19 epidemic broke out in January 2020, the Russia-Ukraine war since February 2022, other geopolitical tensions, inflation and economic slowdown in some regions and major economies... have eroded fundamentals of businesses and personal income. Faced with those issues, the Board of Management and all employees have utilized best efforts to carry out strategies and business plans assigned by the GMS and the BOD. **"Cultivate Strength – Radiate Success"** is the Company's main theme in 2023 and 2024 in which a series of internal projects have been implemented to upgrade, integrate and exploit internal resources effectively as well as to prepare the fundamental, and resources to capture opportunities when market recovers and grows.

By the end of 2023, the Company's consolidated net revenue reported VND 3,762 billion - down 15.9% compared to 2022 and completed 90.0% of the full year plan. Profit after tax posted VND 436.7 billion - down 29.1% compared to 2022 and completed 90.5% of the full year plan. Although the targets of Net Revenue and Profit after tax were not achieved, the performance was remarkable when compared with other companies in the same industry amid a downturn in demand in 2023.

The Company maintained a healthy balance sheet with low debt ratio and strong cash balance. Total assets were above VND 5,000 billion. The Company's resource structure was quite safe with a low debt-to-capital ratio (around 0.2 times). The Company only used short-term loan to finance working capital. Payout ratios also remained at a stable level. As of December 31, 2023, cash and cash equivalents were more than VND 1,901 billion, accounting for 34.4% of total assets.

Last year, the Company's distribution system has been developed extensively, covering all provinces and cities nationwide and expanding the presence in Southeast Asia and North America markets, in order to enhance the recognition of the **"An Cuong"** brand, while positively contribute to revenue growth.

Notably, thanks to the efforts to reorganize manufacturing activities in alignment with digital transformation and the actual operation, the Company maintained employment and income for employees, contributing to local community stabilization and long-term benefits for shareholders amid the fluctuation of the entire industry in 2023.

The Company has committed to accompanying the Government on the Net Zero goal through the establishment of an ESG committee - a dedicated team to implement strategies and other ESG-related works in accordance with international best practices and standards.

Once again, the BOD appreciated the dedication of the BOM and An Cuong's employees contributing to the impressive results of An Cuong last year.





## Evaluation on the performance of the Board of Management

In 2023, the BOM strictly implemented the strategies and tactics set forth by the BOD. The strategies and business plans were implemented smoothly, creatively and aligning with volatile market conditions, ensuring compliance with current legal regulations and internal regulations of the Company.

Moreover, amid the fluctuations in global and domestic macroeconomics, risk of global economic recession, although the business plan approved by the General Meeting of Shareholders has not been achieved, the BOD highly recognized the efforts of the BOM when the management has properly managed production and business activities, maintained employment security, health safety for employees and ensured social responsibilities of the business.

Moreover, The Board of Directors highly appreciated the BOM in managing the implementation of digitalization projects to optimize and improve operations, enhance the effectiveness of internal control checkpoints and risk management activities.





# Business Strategy for 2024 and the period of 2025 - 2030

With the vision to become the leading manufacturer and supplier of materials, solutions and furniture made of industrial wood in Southeast Asia, reaching out to Asia, the Board of Directors would navigate the Company's business activities in 2024, and the period 2025 - 2030 as follows:

## Maintaining focus on core business

Preparing financial and human resources to support the growth of the core business and related-businesses within the ecosystem. Paying attention to sustainable development in order to ensure long-term benefits of shareholders and stakeholders.

## Acquiring more domestic market share

Maintaining the current leading position in the field of industrial wood materials in domestic market, targeting high-middle and high segments. Boosting operational efficiency of the distribution system, ensuring the readiness to capture the opportunities when the economy and demand for the Company's products recover.

## Leveraging digital transformation

Optimizing the uses of digital transformation applications in management and operations across the Group. Enhancing the applications of technology and information system in management; Promoting the use of information systems in order to save costs, improve labor productivity and risk management, implementing initiatives in manufacturing and business activities...

## Carrying out creative financial strategies

Improving capital efficiency and securing capital reserve for the Company during tough situations. Searching for investment opportunities in relevant businesses/ projects to support the Company's main business.

## Promoting ESG activities

Adopting policies and standards in accordance with international best practices related to ESG or sustainability, covering all three aspects of "Environment - Society - Governance". The Company accompanies the Vietnamese Government in implementing international commitments on "Net - Zero" through calculating and reducing greenhouse gas emissions, maintaining compliance with ISO 14001 on environmental management system; applying ISO 14064:1-2018 in preparing GHG inventory report and adopting other related certificates in 2024.



# Report of independent members of the Board of Directors

## Activities of Independent members of the Board in 2023

### Attendance rate

100%

meeting

### Agreement rate

100%

contents

In 2023, independent members of the Board participated in all 16 meetings of the Board (reaching the attendance rate of 100%).

Independent members reviewed, commented and voted on issues within our scope and authorities with a 100% agreement rate on the contents approved by the BOD.

In addition, in 2023, independent members performed the assigned function and tasks to monitor activities of the BOD through meetings, discussions, to evaluate the BOD's methods to adopt resolutions, and to supervise the BOM implementing the resolutions of the BOD, as well as the delegation of authority between the BOD and the BOM. Specific activities of independent members of the BOD including:

- Supervised and monitored the compliance with the law, the Company's Charter and the implementation of resolutions of the General Shareholders' Meeting, the BOD and the BOM.
- Reported to Shareholders at the Annual General Shareholders' Meeting on the activities of independent members of the BOD and supervisory results in 2023.
- Attended periodic/extraordinary BOD meetings and independently provided opinions and challenged the contents presented at the BOD meetings during the year.
- Monitored and supervised the operation, strategy, business plan of the Company to promptly adjust in accordance with actual situation.
- Continuously monitored financial position and supervised the preparation and publication of periodic financial statements (quarterly, semi-annual and annual) in accordance with current laws.
- Based on the proposal of the Supervisory Board, the independent members along with other members of the BOD voted to select PwC (Vietnam) Limited as an independent auditor to audit the financial statements of the parent company and subsidiaries.
- In the course of performing our duties, independent members of the BOD maintained collaboration with other members of the BOD, members of the BOM and management levels in the Company. Independent members of the BOD appreciated the cooperation and support of parties during 2023.



For the term of 2023 – 2027, An Cuong's Board of Directors consists of 07 members, including 02 independent members. Below is the Report of the independent members of the Board of Directors in 2023.

## Evaluation of independent members on the activities of the BOD and the BOM

The current structure of the BOD of the Company has 07 members, including 02 independent members, meeting the legal requirement for the proportion of independent members. All members of the BOD attended all 16 meetings to discuss and approve the contents under the competence of the BOD. Resolutions of the BOD at meetings were approved by the BOD based on the principle of majority, meeting minutes were fully prepared and signed by board members attending the meeting. The approval rate of all the meeting contents reached 100%.

The BOD effectively fulfilled its role in implementing the plans, guidance and strategy set forth by the General Shareholders' Meeting. The BOD complied with the provisions of law, regulations on corporate governance, convened periodic and extraordinary meetings to promptly handle arising issues, as well as adopted decisions in accordance with the actual situation to ensure the interests of the Company and Shareholders.

The BOD effectively monitored, evaluated and approved transactions with significant related parties in 2023.

There was clear task assignment between Chairman of the BOD and the General Director, ensuring compliance with the current legal regulations on corporate governance.

Those members of the BOD serving as executives of the Company regularly attended regular and extraordinary meetings of the BOM to resolve arising issues. Important decisions of the BOM were thoroughly analyzed, reviewed and consulted by members of the BOD to ensure the interests of the Company.

In 2023, the BOD properly performed its role and responsibilities in navigating, supporting and supervising the BOM in implementing the resolutions approved by the General Shareholders' Meeting and the BOD, ensuring compliance with the provisions of law as well as the interests of the Company and existing shareholders.

The independent members of the BOD, along with other members of the BOD and the BOM conducted a quality assessment process and PwC met the key evaluation criteria such as: The reliability, truthfulness and quality of the audit report of the financial statements; compliance with prescribed audit deadlines; compliance with professional regulations, independence and objectivity when giving audit opinions as well as other criteria: audit capability, understanding of the industry and good coordination in the working process between the parties.

The independent members highly appreciated the effectiveness and adequacy of the internal control system, checkpoints in managing critical risks and other potential risks.

Despite severely affected by the macroeconomy, the Company made best efforts to overcome challenges and maintained the focus on the sustainable developments. That achievement was attributed to the determined leadership of the BOD and the BOM who worked with a high sense of responsibility, solidarity and cooperation to ensure the interests of the Company and shareholders.









# The Supervisory Board

## Ms. Tran Thi Ngoc Tue

Head of the Supervisory Board

Ms Tran Ngoc Tue has more than 20 years of experience in finance, accounting and auditing. Ms Tue graduated from University of Economics HCMC and Ho Chi Minh University of Banking with a major in auditing.



## Ms. Mai Thi Phuong Thao

Member of the Supervisory Board

Ms Mai Thi Phuong Thao has more than 20 years of experience in finance and investment field. Currently, Ms Thao is Investment Manager - PE investment at VinaCapital.

Ms Phuong Thao holds MBA degree from University of Hawaii and graduated from Foreign Trade University Ho Chi Minh City.



## Ms. Nguyen Thi Thuy Trang

Member of the Supervisory Board

Ms. Nguyen Thi Thuy Trang has 10 years of experience in corporate legal consulting.

She holds a bachelor's degree in accounting and is also a graduate of the Ho Chi Minh City University of Law.



# Report of the Supervisory Board



## Members of the Supervisory Board

No.	Full Name	Title	Term	Date becoming/ceasing to be the member of the Supervisory Board
1	Tran Thi Ngoc Tue	Head of the Supervisory Board	2022 – 2027	-
2	Mai Thi Phuong Thao	Member	2022 – 2027	-
3	Tran Thi Kim Anh	Member	2022 – 2027	Ended from 26/4/2023
4	Nguyen Thi Thuy Trang	Member	2022 – 2027	Started from 26/4/2023



## Meetings of the Supervisory Board in 2023

No.	Meeting date	Description	Number of attendees	Attendance rate
1	27/4/2023	Scheduled activities in the first 6 months of the year	3/3	100%
2	08/11/2023	Briefly summarized of the work in 2023	3/3	100%

## Activities of the Supervisory Board in 2023

Based on the scopes and authorities of Supervisory Board as stipulated in the Company Charter, Working Regulations of the Supervisory Board and the Board's working plan for 2023, the Supervisory Board implemented the following activities:

### Supervised compliance with the law, compliance with the Charter of the Company and implementing the AGM Resolution

In 2023, the SB supervised the members of the Board of Directors (BOD) and the Board of Management (BOM) complying with the law and with the Charter of the Company, ensuring that the Company complied with the provisions of law and the Company Charter when implementing resolutions, business plans and investment plans approved by the AGM and the BOD.

### Monitored activities of the Board of Director

The SB participated in several meetings of the BOD and provided comments on the issues discussed in the meetings.

### Monitored the business operation of the Company

The SB supervised the operations of the Company by carrying periodic inspections, on-site checking at the Company's operating locations or reviewing reports of the BOM. The inspection and supervision focused on the following key areas:

- The compliance with the law, with the Resolution of the 2023 Annual General Shareholders' Meeting, the implementation of the business/ financial health/ investment plan, and the corporate governance of the Company.
- Implementation of the business plan and potential risks; In 2023, the Supervisory Board detected a number of potential risks related to the operations of several departments and divisions and promptly took remedial measures, while amending procedures and strengthening check points.
- Contracts and transactions between the Company and related parties.
- Compliance with the Company's risk management policy.



## Monitored financial position, investment plan and audited financial statements

The SB monitored financial position and the implementation of financial processes by discussing and working directly with independent auditor.

The SB supervised the implementation of the dividend payment plan, the share issuance plan, the investment and divestment at An Khang MDF Company Limited.

The SB also reviewed the separate and consolidated financial statements, business data, accounting books and other documents to assess the truthfulness and fairness of financial data.



## Resolved shareholders' petitions

In 2023, the SB did not receive any request from shareholders or groups of shareholders holding 5% or more of voting shares to review the Company's operations, activities of the BOD and of the BOM.

## Other tasks of the SB

The SB supported the taskforce of the project to upgrade the Company's ERP system (from SAP to S4/HANA).

The SB planned for periodic assessment, assigned specific tasks to each member, and evaluated working results.



## Evaluation of the Supervisory Board

**Based on working results of the SB in 2023, the SB evaluated the activities of the Company and of the SB as follows:**

### Implementation of the provisions of law and accounting systems

The Company strictly complied with the provisions of current laws in business activities, the current accounting regime in preparing financial statements and performed the obligations of a listed enterprise. In 2023, An Cuong received a notice that the Company was on the list of companies to conduct specialized inspections by the General Department of Taxation. The Company strictly complied and cooperated with the inspection team. During the working process, the inspection team decided that the Company had to pay additional taxes and fines due to inappropriate expenses, and the Company strictly complied with the inspection result.

### The performance of the Board of Directors, Board of Management, and other executives

The BOD strictly complied with the provisions of law, Company Charter and regulations on corporate governance when providing guidance and supervising the activities of the BOM. The BOD conducted meeting, adopted appropriate and timely resolutions/decisions which were positively affected the Company's business operations.

In addition to complying with the laws and internal regulations of the Company, BOD reviewed and adopted appropriate governance practices and regional rules to the Company's governance.

The BOM was proactive, creative, and flexible in operating and implementing business strategies in response to the fluctuating economic situation. Moreover, they effectively executed the plan to expand the market presence as set by the BOD, effectively minimized costs as well as maintained compliance with risk management policies. Consequently, despite the challenges during the year 2023, the Company achieved 90% of the revenue plan and 90.5% of the profit plan.

The management team was dedicated, professional and put a lot of effort in management as well as well in the assigned works.

The SB did not notice any abnormal signs, non-compliance with the laws and internal regulations of the BOD, the BOM and other executives.

### Company's performance

In 2023, the BOD, BOM and all employees of the Company made strong efforts to overcome challenges and carry out the business plans set forth by the Shareholders' Meeting. Additionally, the Company effectively managed risks, ensuring a balance between revenue and profit targets with the goal of sustainable development as well as the interests of all stakeholders. The Company also ensured compliance with legal regulations in business operations, financial and accounting activities, and disclosure of information.



## The Company's business performance in 2023

Criteria	2023 Plan (VNDbn)	2023 Actual (VNDbn)	% completion of 2023 plan	YoY change
Net Revenue	4,181.1	3,762.1	90.0%	-15.9%
Profit after tax	482.7	436.7	90.5%	-29.1%

## Working plan of the SB in 2024

### In 2024, the SB will focus on the following activities:

- Performing the functions and tasks specified in the Company Charter and the Working Regulations of the SB.
- Maintaining collaboration with the independent auditor and the legal team to strengthen the inspection of compliance with applicable laws and internal regulations of the Company.
- Reviewing quarterly, semi-annual and full-year financial statements.
- The SB members, based on assigned tasks, will examine, and evaluate activities of some departments to strengthen risk management in business operations, in financial controls and in investment plans.
- Evaluating internal procedures and enhancing checkpoints to minimize risks in operations of the Company.









# Remuneration of The BoD, BoM and Other Key Executives

No	Member	Position	
<b>Board of Directors</b>			
1	Le Duc Nghia	Chairman of the Board	
2	Masao Kamibayashiyama	Deputy Chairman of the Board	
3	Nguyen Minh Tuan	Member	
4	Le Thanh Phong	Member	
5	Nguyen Thi Dieu Phuong	Member	
6	Phan Quoc Cong	Independent member	
7	Nguyen Thanh Quyen	Independent member	
<b>Supervisory Board</b>			
1	Tran Thi Ngoc Tue	Head of Supervisory Board	
2	Tran Thi Kim Anh	Member (ended from 25/4/2023)	
3	Nguyen Thi Thuy Trang	Member (started from 26/4/2023)	
4	Mai Thi Phuong Thao	Member	
<b>Board of Managers and Other Key Executives</b>			
1	Le Duc Nghia	Chairman of Subsidiaries	
2	Vo Thi Ngoc Anh	General Director	
3	Le Thanh Phong	Deputy General Director	
4	Nguyen Thi Hao	Deputy General Director (ended from 25/10/2023)	
5	Nguyen Thi Kim Thoa	Deputy General Director	
6	Nguyen Thi Duyen	Deputy General Director	
7	Ngo Tan Tri	Deputy General Director	
8	Thieu Thi Ngoc Diem	Chief Accountant	
9	Tran Thi Ngoc Tue	Head Of Internal Auditing Committee	
10	Masao Kamibayashiyama	Business Development Director	
11	Tran Luong Thanh Tung	Person In Charge Of Information Disclosure (ended from 22/12/2022)	









# Risk Management in 2023

According to S&P Global statistics, in 2023, the US had 642 bankruptcies (including 3 major banks). This number was even larger than the number of bankruptcies in 2020 during the Covid-19 pandemic. In Vietnam, the number of dissolved and suspended businesses in 2023 was more than 108,000. Meanwhile, the number of job cuts in the US in the technology industry alone was 260,000, as at March 2023, the number of job cut in Vietnam was more than 500,000 and at as October 2023, the number of workers applying for unemployment insurance was 128,000.

Although the economic indicators of the world in general and Vietnam showed modest growth, the figures on the number of bankrupt enterprises, insolvency or applications for temporary suspension of operations as well as the number of workers being cut or losing their jobs presented the difficulties, instability and risks of the economies.

Identifying key risks, deeply analyzing the causes and impacts of actual risks, taking advantage of opportunities as well as early forecasting the progress and capabilities of the economy, the Company's Board of Directors has set and adjusted business targets while promptly building flexible response scenarios as well as continuously proposing strategies to monitor and improve the risk management system to help the Company achieve strategic goals of sustainable development, ensuring the interests of shareholders, maintaining income of employees and harmonizing the interests of stakeholders.

## Risk management activities in 2023

**Maintaining the 3-line defense  
risk management structure  
based on 6 principles**

**An Cuong maintained the risk management structure of 3 lines of defense based on 6 principles related to the role of each line and the coordination between the lines, including:**

### 01

#### First line of defense

Directly performing business operations, ensuring compliance with the structure and process to manage risks, maintain good practices in corporate governance, ensure goals and operations are synchronized with the interests of stakeholders; providing management level responsibilities and resources to achieve goals and comply with laws, regulations and ethics; establishing and supervising the internal audit department.

### 02

#### Second line of defense

Strengthening the goals to control finance, IT security, risk management, quality control and compliance.

### 03

#### Third line of defense

Independent, objective and competent internal audit to provide reliable advice to the Board of Directors and promote continuous improvement. All three lines of defense coordinate with each other to protect stakeholders' interests through communication, cooperation, and collaboration.



The lines of defense operate and work together according to six principles, including:

#### Principle 1

##### Corporate governance

An appropriate structure and working procedures must be activated by the BOD to serve stakeholders's interests.

#### Principle 3

##### Management – The role of the first and second lines of defense

The role of the first line of defense is directly related to creating products or services for customers. They include support functions (including human resources), directly responsible for risk management.

The role of the second line of defense is allocated to personnel who support risk management to the first line of defense by providing technical, operational and supervisory support...

#### Principle 5

##### The third line of defense is an independent line of defense

#### Principle 2

##### The role of the Board of Directors

Maintaining compliance with risk management structures and processes; Enabling effective corporate governance; Ensuring achievements of business objectives and alignment between business activities and stakeholders' interests; Giving management level the responsibilities and resources to achieve objectives, while complying with laws and ethics; Establishing and overseeing an internal audit function.

#### Principle 4

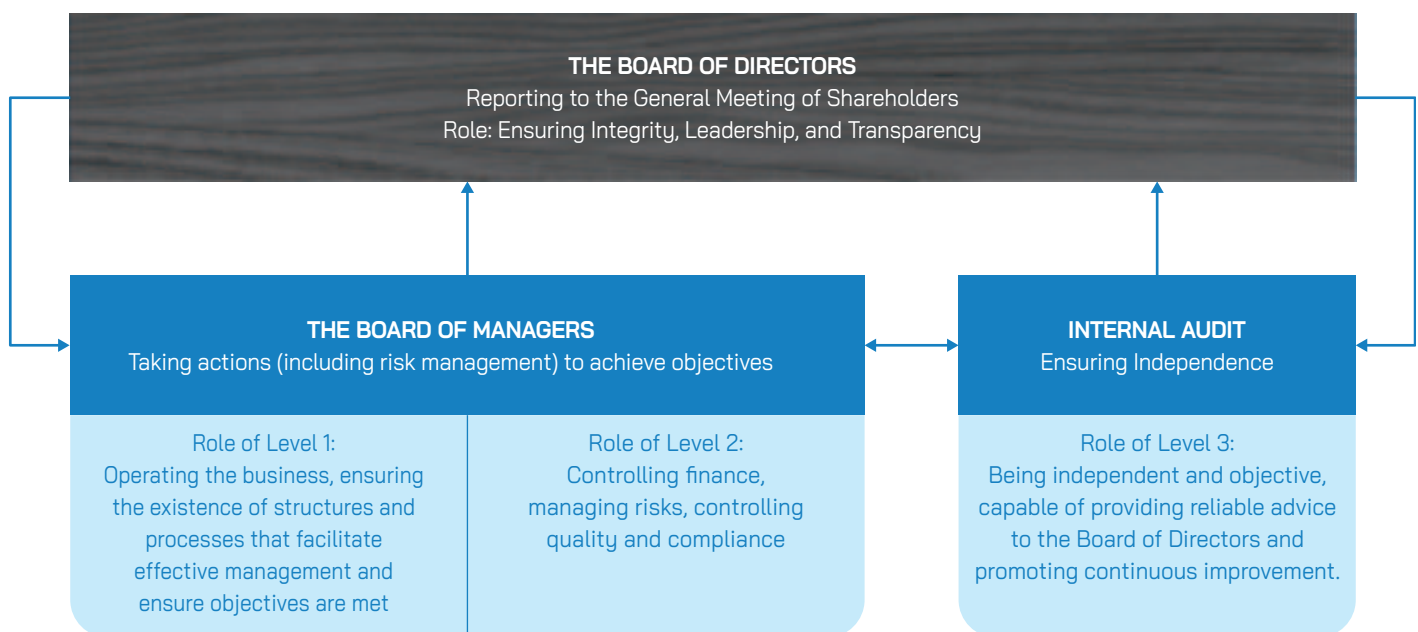
##### The role of the third line of defense

Internal audit: Providing adequate and effective assurance and advice on governance, risk management and compliance; and reporting to the Board on performances and continuous improvement.

#### Principle 6

##### Creating and protecting value

Positions who are in charge of approving/monitoring checkpoints should ensure the reliability, consistency and transparency of risk-based decisions.



#### Notes:

↑ Report, Explanation    ↓ Delegation, Direction, Supervision    ↔ Adjustment, Communication, Cooperation, Collaboration



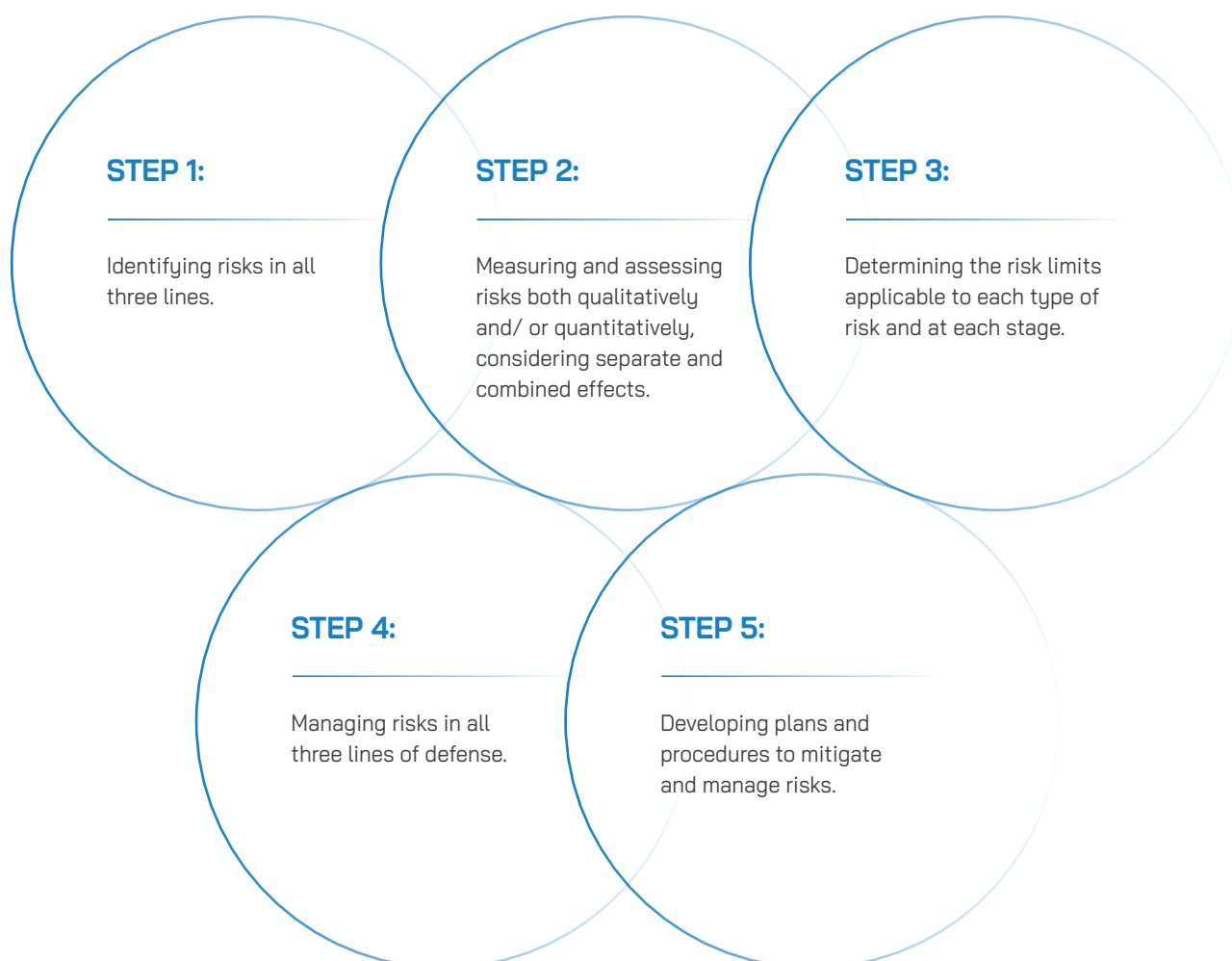
Incorporating risk management activities into business activities, identifying key risks in order to propose response plans to support goal achievement.

Fully aware that risk management activities are powerful tool to support the Company in achieving business goals, the BOD and the BOM closely monitored each stage of assessing key risks and developed appropriate strategies while provided specific requirements for implementation in each department.

Risk management activities were continuously deployed and monitored on a company-wide scale according to the motto:

**“Understanding internal structure  
Adapting to external environment  
Complying with the law  
Applying best practices”.**

Risk management activities are specifically carried out in 5-step procedure as follows:





Accordingly, key risks are identified, analyzed, evaluated. Strategic response plans and measuring methods are proposed to manage the risks. Some key risks and risk management measures of Company in 2023 included:

#### Risk identification

### Economical and geopolitical risks

The world economy has not yet recovered from the Covid-19 pandemic, and continued to face challenges such as Ukraine war, political crises in the Middle East and Red Sea regions, severe affects caused by global climate change, tight monetary policies to control inflation... This drew a picture of a slow recovery of the world economy, decreased global aggregate demand, and high input costs.

Domestically, bubbles of the real estate and financial service industries (through bond issuance activities...) in previous years has left many serious consequences such as serious violations of the law by large-scale corporations. This has caused strong fluctuations in the real estate and financial services industries in particular, disrupted the domestic economy in general, directly affecting the revenue of the construction materials sector as well as home furnishing segment - the core business of the Company.

#### Risk control measures

For the export market, the Company maintained relationships with current customers and provided dedicated products, contributing to increase productivity, limit errors, and optimize product costs.

Cost management was strictly monitored based on historical data as well as assessments of the current situation, and was specifically monitored in both task-based and department-based; The Board of Directors approved to increase spending in some long-term investment such as upgrading ERP software system, expanding the market, opting for those customers with good payment ability; Thoroughly cutting costs in areas such as excess warehouses, construction supervision costs, minizing useless effort...

Continuing the strategy set out from mid-2022, the Company shifted the revenue proportion from the real estate project developers and construction contractors to the group of distributors and agents by supporting showroom opening costs, product sample costs, catalogs, design consulting, consulting on technology solutions, sharing management experience, sales experience. This not only stabilized the Company's revenue – supported by those clients with good payment ability, but also enhanced the Company's brand presence across the country. In 2023, the Company expanded footprints to new export markets such as Cambodia (opening a representative office in Phnom Penh in December 2023) and Laos.

In addition, the Company researched and developed new products such as WPB waterproof panels, decorative wallpaper, and 3D profile panels. The Company has striven to improve service quality by applying new technology to enhance customer experience such as the Make Your Space application, which allows users to design their own space using available modules in the library.



	Risk identification	Risk control measures
<b>Counterparty risks</b>	<p>Fluctuation in interest rates affected the ability and willingness of customers to pay debts to the Company, thereby affecting the Company's debt collection activities.</p>	<p>Took conservative approach in sales, standardized payment terms in contracts for customers with high payment risks.</p> <p>For existing debts: classified debt groups, debt age, risk level, creditworthiness of customer; proposed solutions to extend payment terms to share difficulties with customers but still ensuring the ability of debt collection.</p>
<b>Risk of changes in environmental policies and regulations</b>	<p>The Government made strong commitments on ESG at 28th Conference of the Parties to the United Nations Framework Convention on Climate Change (COP28). Accordingly, The Government's commitments will soon be legalised into incentive or mandatory regulations that businesses must comply with.</p>	<p>The Board of Directors paid attention to ESG work, regularly updates information from Government representatives when participating in international and domestic meetings related to this topic, anticipate trends/changes before regulations become mandatory.</p> <p>Early implementation of measures to meet ESG requirements towards sustainable development was carried out.</p> <p>The Company along with BSI Vietnam organized internal training related to common understanding and method to conduct greenhouse gas (GHG) emission inventory report.</p>
<b>Financial risk</b>	<p>Many businesses faced liquidity challenges, could not access to bank loans or equity capital, had their credit limits cut, and incurred bad debts...</p> <p>A large number of corporate bonds came to due and/or required to be repurchased early have caused liquidity stress for many businesses, especially real estate companies.</p> <p>Both deposit and lending interest rates of banks have fluctuated abnormally throughout 2023.</p> <p>VND has depreciated against USD.</p>	<p>Took conservative approach in sales activities and tighten sales policies, especially for project developers to ensure debt recovery and optimize cash flow.</p> <p>Financial investment activities were implemented cautiously.</p> <p>According to the 2023 financial reports, as of December 31, 2023, An Cuong had more than VND 1,901.4 billion in cash and deposits, along with VND 706.5 billion in short-term loans for working capital. The Company has regularly reviewed macroeconomic situation, interest rate policies of the FED, the State Bank of Vietnam and domestic commercial banks... as a basis for continuously restructuring deposits and loans, especially foreign currency loans, in order to optimize financial income.</p>



## Risk identification

## Risk control measures

## Technology risk

Digital transformation is a trend and a vital requirement for businesses. Since 2017, the Company utilized SAP ERP system for all key activities. However, a system that depends on information technology infrastructure faces risks in term of system updates, software and hardware errors, employee errors, spam, viruses and malicious attacks, natural disasters such as fires, storms and floods during operation and data protection. Any problem once arises, business operations may be interrupted, seriously affecting stored data, customer service as well as brand reputation.

After evaluating the suitability of the SAP ERP system for current and future operations, the BOD decided to upgrade SAP system to SAP S/4 HANA system under the consultation and implementation of one of the leading organizations in business management solutions in Vietnam.

In addition, the Company also cooperated with information technology firms such as BASE to apply working platforms.

The management team and IT staffs took relevant training to improve competencies and skills to perform their work. IT department has built a detailed response plan in case an information technology incident occurs.

## Information security risk

The Company's operations are mostly carried out on electronic systems. Data about customers, products and accounting documents are stored mainly in the electronic data environment. Personnel work on a system that integrates many subsystems and different types of information.

Legal regulations increasingly require higher protection of personal data.

The IT department was responsible for providing data protection measures as well as preparing response plan in case of data insecurity. Important or sensitive data has been locked, authorized, or has access restricted.

Data protection and information security plans have been written and communicated to all employees.

Responsibility for data protection and information security has been stipulated as part of the employment contract and business contracts with partners.

In addition, for important or sensitive projects, participating personnel have been required to sign separate commitment documents, emphasizing the obligation to keep information confidential.



## Risk identification

## Risk control measures

**Safety, health and environmental risk**

The industrial wood sector has a certain connection with timber planting and exploitation activities.

An Cuong's daily activities including production activities at the factories, commercial activities at main offices, business locations, could have impacts on the environment in forms such as industrial waste, domestic waste, etc.

In the production process, there are always risk factors that can lead to work accidents, directly causing health losses for workers, as well as property damage, and indirectly creating consequences for the reputation of the company and An Cuong brand.

An Cuong's main input – particle board is produced from roots, tops and branches of trees and a by-product from the plantation of rubber and accacia. These are types of reclaimed wood, planted forest wood/regenerated wood and are the strengths of Vietnam's forestry industry. Basically, the raw materials for industrial wood production are residues and wood waste, which do not harm the environment but could bring farmers additional income, thus having a positive impact in promoting afforestation, forest protection and expanding forest area.

Maintained implementation of ISO 14001 - a system to control and minimize impacts on the environment, applicable to all departments, business and working locations of the Company. Conducted greenhouse gas inventories to propose solutions to minimize and neutralize greenhouse gases.

Organized training programs on labor safety and fire prevention to enhance employees' awareness.

**Brand risk**

Counterfeit products and design theft threaten not only revenue and profits but also consumer confidence in An Cuong products.

Social media crisis may arise when unofficial, hostile, defamatory information appears, affecting the reputation and image of the An Cuong brand and ACG stock.

Established inspection team to inspect product quality at the construction site or customer's home when requested.

Applied QR codes to trace the origin of products, thereby quickly checking and limiting counterfeit products.

PR department closely monitored information about An Cuong and ACG stock on media to quickly and promptly handle arising situations.



## Communicating and maintaining employees' awareness on risk control

Roles and responsibilities relating to risk control are clearly defined. The roles and responsibilities of all departments relating to risk management topic have been regularly reviewed and updated to ensure their relevance to business operations. Mechanism to reward good practices or to prevent unwanted behaviors related to risk management has been published.

The Company's management level has created a working environment that is open for discussion on risks, challenges, and areas for improvement throughout the Company. Risk management is also the responsibility of each individual. The Company has operated different channels for discussion and getting direct feedback to the Board of Directors, including physical/online suggestion box and the email address of the Chairman of the Board of Directors.

The Company has also organized a number of programs on risk management and continuous improvement to facilitate risk management activities.



## Training to improve competencies in risk management

The Company researched, received consultations and participated in training sessions with the participation of experts on risk management on international standards and best practices relating to risk management, as well as strictly complied with the regulations of Vietnamese law.

## Applying technology in monitoring and supervising risk management activities

All working processes have been digitized and shared on the Company's data system, making it easy for employees to access, understand and implement.

At the factories, the Company has piloted a system to track errors that have occurred. In addition to recording and summarizing historical data on risks that have occurred, the software also tracks the process of handling errors (risks) and measures to fix them. The software system is capable of partially integrating with existing ERP systems and business production software systems to facilitate data collection and improve data quality. The Company aims to develop this software for applying throughout the Company and closely integrating with the ERP system.



## Activities relating to Risk management to be Implemented in 2024

# 01

Maintaining a working environment in which managers must become pioneers to deliver messages about ethical values and appropriate behavior to employees.

# 02

Improving risk management system according to ISO 31000.

# 03

Providing more training for managers on knowledge, skills to perform risk management activities;

# 04

Increasing frequency of self-assessment on risk management at departments; Aiming to utilize one integrated management system to perform different functions including compliance, incident management, risk management, business activities and internal auditing.







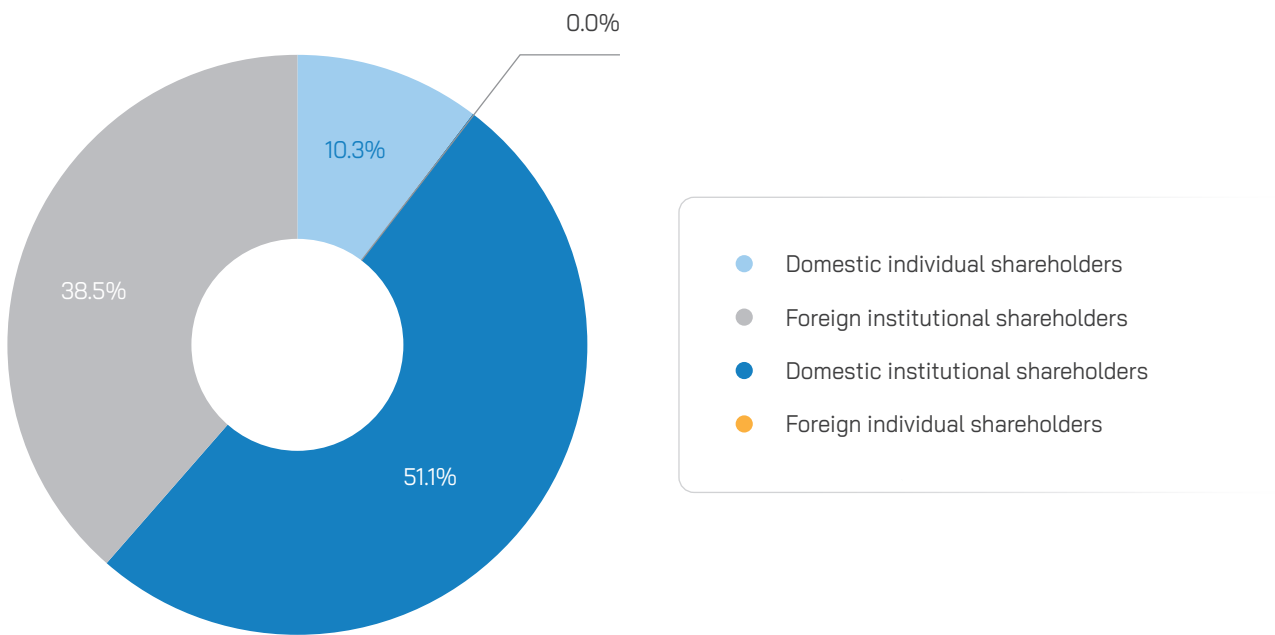


# Stock Information & Investor Relations Activities

Ticker	Exchange	
ACG	Ho Chi Minh City Stock Exchange (HOSE)	
Number of ordinary shares (as of 31/12/2023)	Number of shares outstanding (as of 31/12/2023)	Number of treasury shares (as of 31/12/2023)
150,787,946 shares	150,787,946 shares	0 shares
Payment for 2022 dividend in shares (2 <sup>nd</sup> tranche)  100:11 (100 shares received 11 new shares)	Ex-dividend date	18/07/2023
	Record date	19/07/2023
	Issuance date	19/07/2023
	Number of shares issued	14,941,824 shares
Change in the number of outstanding shares due to the distribution of treasury shares to employees	Exercise date	23/11/2023
	Number of shares distributed	9,600 shares
	Share price	VND 10,000/ share
Advanced payment for 2023 dividend in cash (1 <sup>st</sup> tranche)  7% (01 share received VND 700)	Ex-Dividend Date	01/12/2023
	Record date	04/12/2023
	Payment date	21/12/2023



## Shareholder structure



As at 04/12/2023

## Major shareholders' ownership

No.	Shareholder	Number of shares owned	% ownership
1	NC Vietnam Investment Company Limited	75,463,194	50.1%
2	Sumitomo Forestry Co., Ltd. (Singapore)	29,571,819	19.6%
3	Whitlam Holding Pte Ltd	27,242,397	18.1%

As at 04/12/2023



## Transactions in shares of internal persons and affiliated persons of internal persons

No.	Persons conducting the transaction	Internal Persons/ Affiliated persons	
1	NC VIET NAM INVESTMENT COMPANY LIMITED	Affiliated institution	
2	LE DUC NGHIA	Chairman of the Board	
3	LE THI KIM CUC	Affiliated person of Chairman of the Board	
4	LE NGOC VAN ANH	Affiliated person of Chairman of the Board	
5	NGUYEN MINH TUAN	Member of the Board	
6	LE DUC HIEU	Affiliated person of Chairman of the Board	
7	TRAN THI NGOC TUE	Head of Supervisory Board	
8	NGUYEN THI KIM THOA	Deputy General Director	
9	THIEU THI NGOC DIEM	Chief Accountant	
10	HUYNH VAN NHAN	Affiliated person of Chief Accountant	
11	NGO TAN TRI	Deputy General Director	
12	NGUYEN THI DUyen	Deputy General Director	
13	NGUYEN THI HAO	Deputy General Director	
14	LE THANH PHONG	Member of the Board cum Deputy General Director	
15	VO THI NGOC ANH	General Director	
16	VOF INVESTMENT LIMITED	Affiliated institution	
17	WHITLAM HOLDING PTE.LTD	Affiliated institution	
18	SUMITOMO FORESTRY (SINGAPORE) LTD	Affiliated institution	
19	VINACAPITAL VIETNAM ACCESS FUND LIMITED	Affiliated institution	

\* Calculated on the number of outstanding shares as of January 1, 2023: 135,836,522 shares.

\*\* Calculated on the number of outstanding shares as of December 31, 2023: 150,787,946 shares



01/01/2023 - 31/12/2023

	Beginning of the reporting period		Change	End of the reporting period		Reason for change (purchase, sell, convert, bonus shares...)
	Number of shares owned	Ownership (*)		Number of shares owned	Ownership (**)	
	67,984,860	50.0%	7,478,334	75,463,194	50.0%	Stock dividends received
	220,163	0.2%	24,217	244,380	0.2%	Stock dividends received
	665,955	0.5%	73,255	739,210	0.5%	Stock dividends received
	80,711	0.1%	8,878	89,589	0.1%	Stock dividends received
	2,692,375	2.0%	296,161	2,988,536	2.0%	Stock dividends received
	90,101	0.1%	9,911	100,012	0.1%	Stock dividends received
	20,126	0.0%	2,213	22,339	0.0%	Stock dividends received
	137,733	0.1%	15,150	152,883	0.1%	Stock dividends received
	67,493	0.0%	7,424	74,917	0.0%	Stock dividends received
	20,909	0.0%	2,299	23,208	0.0%	Stock dividends received
	54,638	0.0%	6,010	60,648	0.0%	Stock dividends received
	66,622	0.0%	7,328	73,950	0.0%	Stock dividends received
	191,611	0.1%	21,077	212,688	0.1%	Stock dividends received
	195,783	0.1%	21,536	217,319	0.1%	Stock dividends received
	266,352	0.2%	29,298	295,650	0.2%	Stock dividends received
	940,850	0.7%	103,493	1,044,343	0.7%	Stock dividends received
	24,542,700	18.1%	2,699,697	27,242,397	18.1%	Stock dividends received
	26,641,279	19.6%	2,930,540	29,571,819	19.6%	Stock dividends received
	120,000	0.1%	13,200	133,200	0.1%	Stock dividends received



## Investor Relations Activities in 2023

ACG engaged investor relations activities in a proactive approach in order to provide official and timely information to the investors, at the same time ensuring transparency and fairness between groups of shareholders. Last year, the Company continued to strengthen the relationship with existing shareholders, worked with potential domestic and foreign investors, eventually maintained our commitment to contribute to a transparent and healthy stock market.



## Investor relations activities in 2023

### Disclosed information in a proactive and transparent manner

- Disclosed information in accordance with the provisions of Circular 96/2020 /TT-BTC on guidance on information disclosure on the stock market.
- Remained updated and adhered to the most updated regulations on information disclosure by the Ministry of Finance and relevant authorities.
- Updated and disclosed information in both English and Vietnamese.
- Last year, An Cuong successfully held AGM in online format. With a proper data transmission system, along with simple attendance instructions, An Cuong ensured all shareholders, with devices connected to the Internet, could attend the meeting effectively and conveniently. Also, the meeting was conveyed in both English – Vietnamese, ensuring the ability to capture information for all shareholders.

Information disclosure channels were maintained as follows:

- The website of An Cuong **www.ancuong.com** is presented clearly and professionally so that shareholders and investors could easily access to official information
- Information disclosure systems: IDS of The State Securities Commission and ECM of HOSE.
- The Company's IR department promptly handled requests/ queries from shareholders via the email - **ir@ancuong.com**.
- Other social media channels.

### Strengthened communication with investors

- Regularly organized visits to showrooms, offices and factories to introduce investors the core activities of An Cuong;
- Participated in meetings/ investment conferences organized by prestigious institutions to update the Company's activities and address investors' concerns;
- Released periodic updates on financial performance of An Cuong on website and in IR materials;
- Organized analyst meetings in online format to update on the Company's financial performance and other business activities during the year.

## Investor Relations plan in 2024

Maintaining communication with investors via meetings with investors/ analysts/ brokers, investment conferences/ events...; Arranging quarterly earning calls to update the Company's financial performance;

Maintaining IR publications such as annual reports, quarterly IR reports in order to provide timely and official information to investors;

Maintaining compliance with legal regulations and internal policies on information disclosure.



# Analysis & Evaluation of Corporate Governance based on ASEAN Corporate Governance Scorecard

Professional, effective and transparent corporate governance is the foundation for sustainable development. This is also An Cuong's goal and commitment during development journey. As the leading company in industrial wood industry in terms of market share in Vietnam that listed on HOSE, corporate governance activities at An Cuong have fully met the criteria and requirements by Vietnamese law, best practices and step by step integrated with international standards. Corporate governance activities increasingly affirm their roles in strengthening business operations as well as in achieving sustainable development over the medium and long term.

The ASEAN Corporate Governance Scorecard has been introduced since 2011. This was one of the important projects of the representative agency of the Minister of Finance of ASEAN countries and supported by the Asian Development Bank (ADB) through technical assistance in the region to promote ASEAN capital market integration. The objective of the ASEAN Corporate Governance Scorecard is to enhance the image of good ASEAN companies and make complied companies more attractive to global investors, improving liquidity and corporate values.



The ASEAN Corporate Governance Scorecard – 2023 version sets out four principles for evaluating corporate governance, including: (i) Shareholder Rights and Equitable Treatment of Shareholders, (ii) Sustainability and Resilience, (iii) Disclosure and Transparency, and (iv) Board Roles and Responsibilities. Specifically, these four principles are divided into two levels as follows:

**Level 1**  
149 basic standards

**Level 2**  
18 bonus standards and 26 penalty standards.  
In addition, there are 7 sub-standards

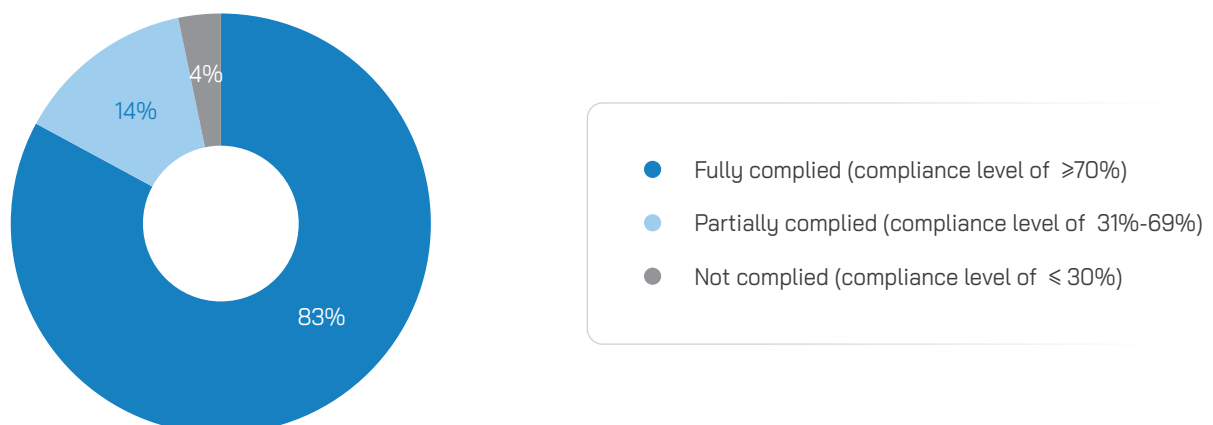


## General result of An Cuong's corporate governance practices in 2023

The result showed many improvements compared to the 2022 assessment result. Specifically, among 200 standards assessed in 2023, An Cuong **has performed well 166 standards** (reaching 83% and showing improvement compared to 80% in 2022), partially implemented 27 standards (reaching 14% compared to 8% in 2022) and has not met 7 standards (only 4% compared to 12% in 2022), specifically as follows:

- Ensuring the basic rights of shareholders.** An Cuong has striven to ensure that shareholders can exercise their rights and obligations in accordance with the law in a fair, complete and timely manner. In 2023, An Cuong successfully organized AGM to pass the Resolutions of the General Meeting of Shareholders. The meeting invitation and documents were sent to shareholders at the registered address within the time limit prescribed by law. Meeting documents were published on the company's official website and presented in Vietnamese and English. The meeting was also conveyed in Vietnamese and English.
- Protecting stakeholders' interests.** An Cuong has striven to maintain Company's commitments to related parties. This is also one of the philosophies and values that create the An Cuong Brand. This included An Cuong has maintained healthy financial health, made timely payments for bank loans, to suppliers, employees and the state, social insurance agencies... In addition, An Cuong has periodically published information on business activities, quarterly financial statements/ semi-annual review reports, audited annual financial statements and IR reports on An Cuong's website and media; arranging meetings with investors, analysts to update information and answer investors' questions...
- Approving and officially putting SAP S/4HANA system into operation.** In addition to the regulations related to corporate governance that have been fully issued in the period before 2022, in 2023, An Cuong has completed and operated SAP S/4HANA system – the project to upgrade and comprehensively digital tranform internal processes/ regulations/ instructions, strengthen check points, contributing to improving the effectiveness of risk management activities and internal control. An Cuong has been working with international consultants to prepare to adapt to international standards such as IFRS...
- Maintaining transparency, completeness and timeliness in information disclosure.** An Cuong continued to improve information disclosure activities, ensuring transparency, completeness and timeliness, as well as accessibility for domestic and foreign shareholders. Investor relations reports were issued periodically monthly/quarterly/annually. All information disclosure documents were issued in both Vietnamese and English.

## General result of An Cuong's corporate governance practices in 2023 based on ASEAN corporate governance scorecard





# Detailed Evaluation of An Cuong's Corporate Governance According to ASEAN Corporate Governance Scorecard

- Fully complied (compliance level of  $\geq 70\%$ )
- Partially complied (compliance level of 31%-69%)
- Not complied (compliance level of  $\leq 30\%$ )

## Basic Items

No.	Criteria	An Cuong's Compliance		Evaluation basis for 2023	Notes
		2021	2022		
A	RIGHTS AND EQUITABLE TREATMENT OF SHAREHOLDERS				
A.1	Basic Shareholder Rights				
A.1.1	Does the company pay (interim and final/annual) dividends in an equitable and timely manner; that is, all shareholders are treated equally and paid within 30 days after being (i) declared for interim dividends and (ii) approved by shareholders at general meetings for final dividends? In case the company has offered Scrip dividend, did the company paid the dividend within 60 days.	●	●	Resolution of the General Meeting of Shareholders No. 07-2023/NQ-GAC dated 26/04/2023 approving the 2022 dividend plan, the 2023 dividend payment plan. The Board of Directors has based on the Plan approved by the GMS and implemented the dividend plan in accordance with the Law and Charter of the Company to ensure timeliness and equality among shareholders.  The company does not pay dividends by "script dividend" method.	
A.2	Right to participate effectively in and vote in general shareholder meetings and should be informed of the rules, including voting procedures, that govern general shareholder meetings.				
A.2.1	Do shareholders have the opportunity, evidenced by an agenda item, to approve remuneration (fees, allowances, benefit-in-kind and other emoluments) or any increases in remuneration for the non-executive directors/commissioners?	●	●	Shareholders have the right to attend and vote at the GMS to approve remuneration of the BOD. Documents on the remuneration are publicly disclosed to shareholders before the meeting.	
A.2.2	Does the company provide non-controlling shareholders a right to nominate candidates for board of directors/ commissioners?	●	●	Shareholders have the right to monitor the nomination of the BOD by reviewing the resumes of each candidate posted on the Company website. In addition, shareholders can also nominate candidates for the BOD according to Clause 2, Article 25 of the Company Charter and Article 115 of the Enterprise Law.	
A.2.3	Does the company allow shareholders to elect directors/ commissioners individually?	●	●	Shareholders elect each member of the BOD by voting or sending ballots in written shareholder consultations. When the BOD submits the election of members of the BOD to the GMS, the Board develops an election regulation and submits this regulation for approval before conducting the election.	
A.2.4	Does the company disclose the voting procedures used before the start of meeting?	●	●	Before the start of the GMS, the Organizing Committee always submits the Working Regulations for approval. In addition, the Company always publishes meeting documents to provide instructions for shareholders to attend the meeting and vote on the supplier's software system.	
A.2.5	Do the minutes of the most recent AGM record that the shareholders were given the opportunity to ask questions and the questions raised by shareholders and answers given recorded?	●	●	The minutes of the 2023 Annual General Meeting of Shareholders recorded shareholders' questions/ recommendations and the Presidium's responses.	
A.2.6	Does the company disclose the voting results including approving, dissenting, and abstaining votes for all resolutions/each agenda item for the most recent AGM?	●	●	The Voting results and the Minutes of the 2023 GMS announced in details votes of approval, dissent and abstentions for each content presented/voted at the Meeting.	
A.2.7	Does the company disclose the list of board members who attended the most recent AGM?	●	●	At the 2023 AGM, the Company announced the attendance of all members of the Board of Directors and recorded this content in the Minutes of the meeting	
A.2.8	Does the company disclose that all board members and the CEO (if he is not a board member) attended the most recent AGM?	●	●	At the 2023 AGM, the Company announced all attending members of the BOD, General Director and recorded their attendance in the Minutes of the meeting.	



A.2.9	Does the company allow voting in absentia?	●	●	Shareholders can vote through authorized representatives or conduct remote voting in writing or through the electronic system applied by the Company according to Clause 2, Article 13 of the Company's Charter.	
A.2.10	Did the company vote by poll (as opposed to by show of hands) for all resolutions at the most recent AGM?	●	●	At the 2023 AGM, the Company conducted electronic voting to get approval for all Resolutions, accordingly, shareholders have the right to vote based on the number of shares owned, each common share represents one vote.	
A.2.11	Does the company disclose that it has appointed an independent party (scrutineers/inspectors) to count and/or validate the votes at the AGM?	●	●	At the AGM, the Company nominated and the General Meeting approved the personnel of the Voting Committee. For the online General Meeting of Shareholders, the Company used the vote counting software provided by a third party.	
A.2.12	Does the company make publicly available by the next working day the result of the votes taken during the most recent AGM/EGM for all resolutions?	●	●	The Company disclosed voting results for all matters approved by the GMS [Obligation to disclose information within 24 hours].	
A.2.13	Does the company provide at least 21 days notice for all AGMs and EGMs?	●	●	The Company has properly performed the obligation to disclose information regarding the organization of AGMs and EGMs.	
A.2.14	Does the company provide the rationale and explanation for each agenda item which require shareholders' approval in the notice of AGM/ circulars and/or the accompanying statement?	●	●	The Company has disclosed and posted on the website all documents for each content to be submitted to the GMS.	
A.2.15	Does the company give the opportunity for shareholders to place item/s on the agenda of general meetings and/or to request for general meetings subject to a certain percentage?	●	●	As stipulated in Clause 4, Article 18 of the Company's Charter, a Shareholder or group of Shareholders holding from 5% of the total number of common shares has the right to propose issues to be included in the agenda of the General Meeting of Shareholders.	
A.3	Markets for corporate control should be allowed to function in an efficient and transparent manner.				
A.3.1	Does the company disclose its practices to encourage shareholders to engage with the company beyond general meetings?	●	●	The company has not encountered this situation yet. If it does arise, the Company will consider appointing an independent party to assess the reasonableness of the transaction price.	
A.4	The exercise of ownership rights by all shareholders, including institutional investors, should be facilitated.				
A.4.1	Does the company disclose its practices to encourage shareholders to engage with the company beyond general meetings?	●	●	Shareholders can exercise the rights stipulated in Article 12 of the Company's Charter. The Company's Investor Relations Department also has periodic activities with shareholders and investors in order to encourage shareholders/ investors to engage with the Company.	
A.5	Shares and voting rights				
A.5.1	Where the company has more than one class of shares, does the company publicise the voting rights attached to each class of shares (e.g. through the company website / reports/ the stock exchange/ the regulator's website)?	●	●	Until now, the Company has only one type of share, which is common share. In the future, if the Company has multiple types of shares, the Company will publicly disclose the voting rights associated with each type of share to ensure full information is provided to shareholders.	
A.6	Notice of AGM				
A.6.1	Does each of the resolutions tabled at the most recent annual general meeting deal with only one item, i.e., there is no bundling of several items into the same resolution?	●	●	Each content presented to GMS at the annual meeting is presented in a separate proposal and is recorded in the same resolution. The Company does not present items separately in each resolution.	
A.6.2	Are the company's notice of the most recent AGM/ circulars fully translated into English and published on the same date as the local-language version?	●	●	Notices and documents related to the AGM are presented in both Vietnamese and English and are disclosed at the same time.	
A.6.3	Are the profiles of directors/ commissioners ( at least age, academic qualification, date of first appointment, experience, and directorships in other listed companies) in seeking election/ re-election included?	●	●	The Company has publicly disclosed and posted on the website profiles of each elected/re-elected member of the BOD.	
A.6.4	Are the auditors seeking appointment/ re-appointment clearly identified?	●	●	Independent auditors to be elected/ re-elected are clearly presented and submitted to the General Meeting of Shareholders for approval.	
A.6.5	Were the proxy documents made easily available?	●	●	Form of Power of Attorney to attend the GMS is posted on the Company website and a hard copy is also sent to registered address of each shareholder.	



A.7	Insider trading and abusive self-dealing should be prohibited.				
A.7.1	Are the directors / commissioners required to report their dealings in company shares within 3 business days?	●	●	Members of the BOD are obliged to disclose information when there is a transaction of the Company's shares in accordance with the provisions of Circular No. 96-2020/TT-BTC guiding the disclosure of information on the stock market. At the same time, this requirement is stipulated in the Company's Information Disclosure Regulations.	
A.8	Related party transactions by directors and key executives				
A.8.1	Does the company have a policy requiring a committee of independent directors/ commissioners to review material RPTs to determine whether they are in the best interests of the company and shareholders?	●	●	The Company does not establish a subcommittee to carry out this work. However, the BOD regularly reviews and comments/ approves these transactions to serve the best interests of the Company and shareholders.	
A.8.2	Does the company have a policy requiring board members (directors/ commissioners) to abstain from participating in the board discussion on a particular agenda when they are conflicted?	●	●	In case a member of the BOD involves in transactions that conflict with the Company's interests, he/she will not vote and will not be counted in the percentage of attending members as prescribed in Clause 15, Article 30, Clause 5, Article 40 of the Company's Charter.	
A.8.3	Does the company have policies on loans to directors and commissioners either forbidding this practice or ensuring that they are being conducted at arm's length basis and at market rates?	●	●	As stipulated in Clause 4, Article 40 of the Company Charter, the Company is not allowed to provide loans or guarantees on a loan to members of the BOD.	
A.9	Protecting minority shareholders from abusive actions				
A.9.1	Does the company disclose that RPTs are conducted in such a way to ensure that they are fair and at arms' length?	●	●	As stipulated in Article 40 of the Company Charter, the Company is responsible for submitting Draft Contracts/ transactions, and explaining the key contents of the transactions for approval by the Board of Directors/ General Meeting of Shareholders. When the transaction is approved, the Company will make a public announcement.	
A.9.2	In case of related party transactions requiring shareholders' approval, is the decision made by disinterested shareholders?	●	●	As stipulated in Article 40 of the Company Charter, only shareholders with related interests are not allowed to vote.	
C	SUSTAINABILITY AND RESILIENCE				
C.1	Sustainability-related disclosure should be consistent, comparable and reliable, and include retrospective and forward-looking material information that a reasonable investor would consider important in making an investment or voting decision				
C.1.1	Does the company identify/report ESG topics that are material to the organization's strategy?	●	●	From 2022, the Company has referred to GRI reporting standards when preparing the Sustainability Report, in which identifying important ESG topics that are incorporated in Company's development strategy and business operations.	
C.1.2	Does the company identify climate change as an issue?	●	●	From 2022, the Company has published data related to greenhouse gas emissions arising from the Company's operation. From 2023, the Company has conducted greenhouse gas emissions inventory report according to ISO 14064-1 standard and presented it in the Annual Report.	
C.1.3	Does the company adopt an internationally recognized reporting framework or standard for sustainability (i.e. GRI, Integrated Reporting, SASB, IFRS Sustainability Disclosure Standards)?	●	●	From 2022, the Company has referred to GRI reporting standards when preparing the Sustainability Report. In 2023, the Company worked with a professional consultant to provide training on preparing reports according to international standards (GRI), preparing inventory report of greenhouse gas emissions according to ISO 14064-1 standards and presented them in the Annual Report.	
C.1.4	Does the company disclose quantitative sustainability target?	●	●	The Company has specifically announced and quantified a number of sustainable development goals.	
C.1.5	Does the company disclose sustainability-related performance progress in relation to its previously set targets?	●	●	The Company in 2023 planned to conduct a greenhouse gas emissions inventory according to ISO 14064 standards to accurately and effectively assess the current status of greenhouse gas emissions arising from the Company's business and production activities. Greenhouse gas emissions data is published in the 2023 Annual Report.	
C.1.6	Does the company confirm that its Sustainability Report / Reporting is reviewed and /or approved by the Board or Board Committee?	●	●	The Sustainability report is part of the Annual report and is submitted to the Board of Directors for review and approval.	
C.2	Corporate governance frameworks should allow for dialogue between a company, its shareholders and stakeholders to exchange views on sustainability matters				
C.2.1	Does the company engage internal stakeholders to exchange views and gather feedback on sustainability matters that are material to the business of the company?	●	●	The mechanism is presented in the Sustainability report	
C.2.2	Does the company engage external stakeholders to exchange views and gather feedback on sustainability matters that are material to the business of the company?	●	●	The mechanism is presented in the Sustainability report	



C.3	The corporate governance framework should ensure that boards adequately consider material sustainability risks and opportunities when fulfilling their key functions in reviewing, monitoring and guiding governance practices, disclosure, strategy, risk management and internal control systems, including with respect to climate-related physical and transition risks				
C.3.1	Does the company disclose that the board reviews on an annual basis that the company's capital and debt structure is compatible with its strategic goals and its associated risk appetite?	●	●	The BOD reviews and evaluates financial health and capital/debt structure as presented in the report of Board of Directors submitted to the General Meeting of Shareholders for approval.	
C.4	The corporate governance framework should recognise the rights of stakeholders established by law or through mutual agreements and encourage active co-operation between corporations and stakeholders in creating wealth, jobs, and the sustainability of financially sound enterprises.				
C.4.1	The existence and scope of the company's efforts to address customers' welfare?	●	●	The Company issued regulations on Corporate Governance to stipulate the protection of the interests of the parties involved. The Company and customers jointly sign Agreements on information confidentiality and anti-corruption to protect the interests of the parties.	
C.4.2	Supplier/ contractor selection procedures?	●	●	This information is presented in internal regulations on Quotation Process applied for subcontractors and on procurement activities.	
C.4.3	The company's efforts to ensure that its value chain is environmentally friendly or is consistent with promoting sustainable development?	●	●	The Company has paid attention to welfare, environmental protection, common interests of the community and other social responsibility, demonstrated by achieving the Green Label certification issued by Singapore - the most prestigious certificate in the region for green and environmentally friendly products; certifications such as ISO 14001:2015, ISO 9001:2015, the GHG inventory report prepared according to ISO 14064-1:2018.	
C.4.4	The company's efforts to interact with the communities in which they operate?	●	●	The Company carries out CSR activities not only in those areas where we operate the business but also expanding to other provinces and cities across the country.	
C.4.5	The company's anti-corruption programmes and procedures?	●	●	The Company has issued an Anti-Corruption policy to create a healthy business environment. In addition, the Company and customers/ partners also sign Agreements to commit to Transparency and Anti-Corruption.	
C.4.6	How creditors' rights are safeguarded?	●	●	The Company has striven to maintain our commitments to stakeholders. The Company always makes timely payments for bank loans, to suppliers, employees and the State, Social Insurance agencies, etc. In addition, the Company has periodically published information on business activities (quarterly), financial statements (quarterly/yearly) on the Company's website and media.	
C.4.7	Does the company have a separate report/ section that discusses its efforts on environment/ economy and social issues?	●	●	The Company has prepared the Sustainability Report section, which is a separate section of the Annual Report and posts information on the website.	
C5	Where stakeholder interests are protected by law, stakeholders should have the opportunity to obtain effective redress for violation of their rights.				
C5.1	Does the company provide contact details via the company's website or Annual Report which stakeholders (e.g. customers, suppliers, general public etc.) can use to voice their concerns and/or complaints for possible violation of their rights?	●	●	The Company provides hotline number, online suggestion box and emails of executives on the website so that related parties can send feedback/complaints about violations (if any).	
C6	Mechanisms for employee participation should be permitted to develop.				
C6.1	Does the company explicitly disclose the policies and practices on health, safety and welfare for its employees?	●	●	The Company has issued health-related policies such as female labor policy, child labor policy, no forced labor policy, gender equality policy and child support policy.	
C6.2	Does the company explicitly disclose the policies and practices on training and development programmes for its employees?	●	●	The information is presented in sub-sections of the Annual Report such as Human Resources, Remuneration and Compensation Policies. The Company sends information related to training programs to all employees via the internal email system. In addition, the Company worked with external organizations to provide specialised training such as food safety training, fire prevention, SA, ISO, 5S practice, training on labor law application, etc.	



C.6.3	Does the company have a reward/ compensation policy that accounts for the performance of the company beyond short-term financial measures?	●	●	The Company has issued and implemented both short-term and long-term reward and welfare policies to encourage and recognize employee. Some reward programs that have been and are being implemented include: ESOP, seniority bonuses, annual bonuses, bonuses for achievements/innovation initiatives...	
C.7	Stakeholders including individual employee and their representative bodies, should be able to freely communicate their concerns about illegal or unethical practices to the board and their rights should not be compromised for doing this.				
C.7.1	Does the company have a whistle blowing policy which includes procedures for complaints by employees and other stakeholders concerning alleged illegal and unethical behaviour and provide contact details via the company's website or annual report	●	●	The Policy is issued in the Employee Handbook, Internal Labour Regulations, Complaint/ Denunciation Procedures... This feedback is collected through many different channels, including hotline/ email on the Company's website, chat box on fanpage, phone numbers/ emails of executives, direct feedback at meetings...	
C.7.2	Does the company have a policy or procedures to protect an employee/ person who reveals alleged illegal/ unethical behaviour from retaliation?	●	●	The Company has implemented an online Suggestion Box so that employees could send their opinions and feedback to the Board of Directors. In addition, the Company also has a Complaints Resolution Policy, an Anti-Harassment and Abuse Policy to protect employees, and a process for Corrective Action Request.	
D	DISCLOSURE AND TRANSPARENCY				
D.1	Transparent ownership structure				
D.1.1	Does the information on shareholdings reveal the identity of beneficial owners, holding 5% shareholding or more?	●	●	The Company has disclosed this information in annual reports, semi-annual/ annual reports on corporate governance and other disclosure on the Company website. This information is also periodically reported to SSC.	
D.1.2	Does the company disclose the direct and indirect (deemed) shareholdings of major and/or substantial shareholders?	●	●	The Company has disclosed this information in annual reports, semi-annual/annual reports on corporate governance and other disclosure on the Company website.	
D.1.3	Does the company disclose the direct and indirect (deemed) shareholdings of directors (commissioners)?	●	●	The Company has disclosed this information in semi-annual/ annual reports on corporate governance and other disclosure on the Company website.	
D.1.4	Does the company disclose the direct and indirect (deemed) shareholdings of senior management?	●	●	The Company has disclosed this information in semi-annual/ annual reports on corporate governance and other disclosure on the Company website.	
D.1.5	Does the company disclose details of the parent/ holding company, subsidiaries, associates, joint ventures and special purpose enterprises/ vehicles (SPEs)/ (SPVs)?	●	●	The Company has disclosed this information in semi-annual/ annual reports on corporate governance and other disclosure on the Company website.	
D.2	Quality of Annual Report				
D.2.1	Corporate objectives	●	●	The information is presented in 2023 Annual Report (Performance Report section).	
D.2.2	Financial performance indicators	●	●	The information is presented in 2023 Annual Report (Performance Report section).	
D.2.3	Non-financial performance indicators	●	●	The information is presented in 2023 Annual Report (Sustainability Report section).	
D.2.4	Dividend policy	●	●	The information is presented in 2023 Annual Report (Performance Report section).	
D.2.5	Biographical details (at least age, academic qualifications, date of first appointment, relevant experience, and any other directorships of listed companies) of all directors/commissioners	●	●	The information is presented in 2023 Annual Report (Introduction to the Board of Directors).	
D.2.6	Does the Annual Report contain a statement confirming the company's full compliance with the code of corporate governance and where there is non-compliance, identify and explain reasons for each such issue?	●	●	The information is presented in 2023 Annual Report (Report of the Board of Directors and Report of Supervisory Board)	
D.3	Remuneration of Members of the Board and Key Executives				
D.3.1	Is there disclosure of the fee structure for non-executive directors/ commissioners?	●	●	The Company has announced the remuneration and benefits of the Board of Directors and the Executive Board to the annual General Meeting of Shareholders. Currently, all members of the Board of Directors are working as uncompensated.	
D.3.2	Does the company publicly disclose (i.e. annual report or other publicly disclosed documents) details of remuneration of each non-executive director/ commissioner?	●	●	The Company has announced the remuneration and benefits of the Board of Directors and the Executive Board to the annual General Meeting of Shareholders. Currently, all members of the Board of Directors are working as uncompensated. In case the Company pays remuneration to non-executive members of the Board of Directors, it will be presented in detail in the annual report and financial statements.	



D.3.3	Does the company disclose its remuneration (fees, allowances, benefit-in-kind and other emoluments) policy/ practices (i.e. the use of short term and long term incentives and performance measures) for its executive directors and CEO?	●	●	The policy is stipulated in the Company Charter, regulations on corporate governance and presented in AGM documents.	
D.3.4	Does the company publicly disclose (i.e. annual report or other publicly disclosed documents) the details of remuneration of each of the executive directors and CEO (if he/she is not a member of the Board)?	●	●	Remuneration and benefits of the executive Board members and the General Director are disclosed in annual reports and financial statements.	
D.4	Disclosure of related party transactions (RPT)				
D.4.1	Does the company disclose its policy covering the review and approval of material RPTs?	●	●	Article 40 of the Company's Charter stipulates the authority to approve transactions with related parties. The Company also issues policy on reviewing and approving transactions with material related parties	
D.4.2	Does the company disclose the name, relationship, nature and value for each material RPTs?	●	●	The information is announced on the company website (Investor Relations/ Disclosure/ Other extraordinary disclosure section). Related transactions are also summarized in the semi-annual/ annual reports on corporate governance.	
D.5	Directors and commissioners dealings in shares of the company				
D.5.1	Does the company disclose trading in the company's shares by insiders?	●	●	The information is disclosed on company website (Investor Relations/ Information Disclosure/ Other extraordinary disclosure section).	
D.6	External auditor and Auditor Report				
D.6.1	Are the audit and non-audit fees disclosed?	●	●	Audit fee: VND 1,147,000,000 Non-audit fee: VND 506,181,000	
D.6.2	Does the non-audit fee exceed the audit fees?	●	●	Non-audit service fees are lower than audit fees.	
D.7	Medium of communications				
D.7.1	Quarterly reporting	●	●	The Company has published Consolidated Financial Statements and Separate Financial Statements quarterly in both Vietnamese and English. In addition, the Company has published IR reports quarterly.	
D.7.2	Company website	●	●	The Company has updated and fully disclosed information as required by law/ regulations as well as other voluntary disclosure related to the Company's operations in bilingual (Vietnamese and English).	
D.7.3	Analyst's briefing	●	●	The Company always has periodical meeting with analysts. In addition, the Company also arrange meetings to update extraordinary information with analysts to better convey the Company's operations.	
D.7.4	Media briefings/ press conferences	●	●	The Company is open to work with media agencies at analyst meetings and shareholders' meetings. We also update the Company's activities and promotes products/ activities on media.	
D.8	Timely filing/ release of annual/ financial reports				
D.8.1	Are the audited annual financial report/ statement released within 120 days from the financial year end?	●	●	The Company always complies with the requirements on timely disclosure of financial statements.	
D.8.2	Is the annual report released within 120 days from the financial year end?	●	●	The Company always complies with the requirements on timely disclosure of annual reports.	
D.8.3	Is the true and fairness/ fair representation of the annual financial statement/ reports affirmed by the board of directors/ commissioners and/ or the relevant officers of the company?	●	●	Annual financial statements are confirmed to be truthful and reasonable by the Board of Directors and General Director.	



<b>D.9</b>	<b>Company website</b>				
<b>D.9.1</b>	Financial statements/ reports (latest quarterly)	●	●	The information is fully provided and periodically updated on the Company's website (Investor Relations/ Financial Statements and IR reports)	
<b>D.9.2</b>	Materials provided in briefings to analysts and media	●	●	The information is fully provided and periodically updated on the Company's website in Vietnamese-English, including but not limited to documents such as: Financial statements, Annual reports, Management reports, IR reports, Introductions to Company/ products/ activities, etc.	
<b>D.9.3</b>	Downloadable annual report	●	●	The information is fully provided and periodically updated on the Company's website (Investor Relations/ Financial Statements and IR reports). Investors/ Shareholders can view it online or download it.	
<b>D.9.4</b>	Notice of AGM and/ or EGM	●	●	The information is sent directly to shareholders' registered emails or mailing addresses. In addition, notices, meeting invitations and meeting documents are posted on the Company's website under Investor Relations/ Information Disclosure/ General Meeting of Shareholders.	
<b>D.9.5</b>	Minutes of AGM and/or EGM	●	●	The information is disclosed and posted on the Company's website in a complete and timely manner in accordance with the provisions of law. Shareholders and investors can access the Company's website at the Investor Relations/ Information Disclosure/ General Meeting of Shareholders.	
<b>D.9.6</b>	Company's constitution (company's by-laws, memorandum and articles of association)	●	●	The information is provided, posted and updated fully and regularly on the Company's website (Investor Relations/ Corporate Profile section). Key information include: Company Charter, Prospectus, Corporate Governance Regulations, etc.	
<b>D.10</b>	<b>Investor relations</b>				
<b>D.10.1</b>	Does the company disclose the contact details (e.g. telephone, fax, and email) of the officer/ office responsible for investor relations?	●	●	Information is fully provided and disclosed through many channels/ documents such as: Company's website, Annual Report, Quarterly IR Report, other documents sent to investors/ shareholders.	
<b>E</b>	<b>Responsibilities of the Board</b>				
<b>E.1</b>	<b>Board Duties and Responsibilities</b>				
<b>E.1.1</b>	Does the company disclose its corporate governance policy/ board charter?	●	●	The information is fully provided and updated on the Company's website (Investor Relations/ Corporate Profile)	
<b>E.1.2</b>	Are the types of decisions requiring board of directors/ commissioners' approval disclosed?	●	●	The information is disclosed in the semi annual/ annual report on corporate governance, annual reports. According to the provisions of Clause 17, Article 30 of the Company Charter, the types of decisions that must be approved by the Board of Directors are listed.	
<b>E.1.3</b>	Are the roles and responsibilities of the board of directors/ commissioners clearly stated ?	●	●	The information is stipulated in Article 27 of the Company Charter, Article 4 of the Internal Regulations on Corporate Governance, Chapter II of the Board of Directors' Operating Regulations.	
<b>E.1.4</b>	Does the company have an updated vision and mission statement?	●	●	The information is presented in 2023 Annual Report General Information Section).	
<b>E.1.5</b>	Does the board of directors play a leading role in the process of developing and reviewing the company's strategy at least annually?	●	●	The information is stipulated in Article 27, Article 30 of the Company Charter and presented in the 2023 Annual Report (Report of the Board of Directors section).	
<b>E.1.6</b>	Does the board of directors have a process to review, monitor and oversee the implementation of the corporate strategy?	●	●	The information is stipulated in Article 27, Article 30 of the Company Charter and presented in the 2023 Annual Report (Report of the Board of Directors section).	
<b>E.2</b>	<b>Board structure</b>				
<b>E.2.1</b>	Are the details of the code of ethics or conduct disclosed?	●	●	The Company has issued a Code of Conduct and Corporate Culture, and widely communicated it to all officers, employees and related parties for compliance.	
<b>E.2.2</b>	Are all directors/ commissioners, senior management and employees required to comply with the code/s?	●	●	The Company has notified all members of the Board of Directors, executives and employees to comply with the Code of Conduct and Corporate Culture.	
<b>E.2.3</b>	Does the company have a process to implement and monitor compliance with the code/s of ethics or conduct?	●	●	Implementation and monitor of compliance are specifically stipulated in the Code of Conduct and Corporate Culture.	
<b>E.2.4</b>	Do independent directors/commissioners make up at least 50% of the board of directors/ commissioners?	●	●	Independent members of the Board of Directors account for 1/3 of the members, fully complied with the provisions of Article 26 of the Charter and Clause 4, Article 276 of Decree 155/2020/ND-CP.	
<b>E.2.5</b>	Does the company have a term limit of nine years or less or 2 terms of five years <sup>1</sup> each for its independent directors/ commissioners?	●	●	As stipulated in Article 26 of the Charter, the term limit of an independent member of the Board of Directors is no more than 02 consecutive terms (each term is no more than 05 years).	
<b>E.2.6</b>	Has the company set a limit of five board seats that an individual independent/ non-executive director/ commissioner may hold simultaneously?	●	●	The Company does not stipulate, but the law does and the company complies with the law. The Company also complies with the disclosure of information about members of the Board of Directors who concurrently hold the positions of Board of Directors at other companies.	



E.2.7	Does the company have any executive directors who serve on more than two boards of listed companies outside of the group?	●	●	The case has not happened yet.	
E.2.8	Does the company have a Nominating Committee?	●	●	The Board of Directors has selected the responsible personnel and has established the Nominating and Remuneration Sub-Committee under the Board of Directors in the first quarter of 2024.	
E.2.9	Is the Nominating Committee comprised of a majority of independent directors/ commissioners?	●	●	The Nominating and Remuneration Sub-Committee comprises of 2 members who are also members of the Board of Directors, in which the head of the subcommittee is a non-executive member of the Board of Directors.	
E.2.10	Is the chairman of the Nominating Committee an independent director/ commissioner?	●	●	Head of the subcommittee is a non-executive member of the Board of Directors.	
E.2.11	Does the company disclose the terms of reference/ governance structure/charter of the Nominating Committee?	●	●	The Company has issued the operating regulations of the Nominating and Remuneration Sub-Committee.	
E.2.12	Is the meeting attendance of the Nominating Committee disclosed and if so, did the Nominating Committee meet at least twice during the year?	●	●	The Nominating and Remuneration Sub-Committee operates in accordance with legal regulations, and will have at least two meetings a year. Meeting information would be publicly disclosed.	
E.2.13	Does the company have a Remuneration Committee?	●	●	The Board of Directors has selected the responsible personnel and has established the Nominating and Remuneration Sub-Committee under the Board of Directors in the first quarter of 2024.	
E.2.14	Is the Remuneration Committee comprised entirely of non-executive directors/ commissioners with a majority of independent directors/ commissioners?	●	●	The Nominating and Remuneration Sub-Committee comprises of 2 members who are also members of the Board of Directors, in which the head of the subcommittee is a non-executive member of the Board of Directors.	
E.2.15	Is the chairman of the Remuneration Committee an independent director/commissioner?	●	●	The head of the subcommittee is a non-executive member of the Board of Directors.	
E.2.16	Does the company disclose the terms of reference/ governance structure/ charter of the Remuneration Committee?	●	●	The Company has issued the operating regulations of the Nominating and Remuneration Sub-Committee.	
E.2.17	Is the meeting attendance of the Remuneration Committee disclosed and, if so, did the Remuneration Committee meet at least twice during the year?	●	●	The Nominating and Remuneration Sub-Committee operates in accordance with legal regulations, and will have at least two meetings a year. Meeting information would be publicly disclosed.	
E.2.18	Does the company have an Audit Committee?	●	●	The Company does not operate the model of Audit Committee. Instead of that, the Company has established the Supervisory Board to perform the same duties/scopes as an Audit Committee.	
E.2.19	Is the Audit Committee comprised entirely of non-executive directors/ commissioners with a majority of independent directors/ commissioners?	●	●	The Company does not operate the model of Audit Committee. Instead of that, the Company has established the Supervisory Board. Members of Supervisory Board are completely independent from the Board of Directors.	
E.2.20	Is the chairman of the Audit Committee an independent director/ commissioner?	●	●	The Company does not operate the model of Audit Committee. Instead of that, the Company has established the Supervisory Board. Head of Supervisory Board is not member of the Board of Directors.	
E.2.21	Does the company disclose the terms of reference/ governance structure/ charter of the Audit Committee?	●	●	The Company does not operate the model of Audit Committee. Instead of that, the Company has established the Supervisory Board. The Company has issued the operating regulations of Supervisory Board	
E.2.22	Does at least one of the independent directors/ commissioners of the committee have accounting expertise (accounting qualification or experience)?	●	●	The Company does not operate the model of Audit Committee. Instead of that, the Company has established the Supervisory Board. One member of Supervisory Board has expertise in accounting.	
E.2.23	Is the meeting attendance of the Audit Committee disclosed and, if so, did the Audit Committee meet at least four times during the year?	●	●	The Company does not operate the model of Audit Committee. Instead of that, the Company has established the Supervisory Board. The Board has at least 2 meetings a year. Meeting information is presented in reports on corporate governance and in Report of Supervisory Board section of 2023 Annual Report.	
E.2.24	Does the Audit Committee have primary responsibility for recommendation on the appointment, and removal of the external auditor?	●	●	The Company does not operate the model of Audit Committee. Instead of that, the Company has established the Supervisory Board. Each year, the Board proposes list of external auditors so that Board of Directors could submit to AGM for approval.	
E.3	Board Processes				
E.3.1	Are the board of directors meeting scheduled before the start of financial year?	●	●	The Board of Directors has quarterly meetings. In addition, the Board of Directors often holds extraordinary meetings to handle and approve arising issues in a timely manner.	
E.3.2	Does the board of directors/ commissioners meet at least six times during the year?	●	●	In 2023, the Board of Directors held 6 meetings to approve matters under the Board of Directors' authority.	
E.3.3	Has each of the directors/ commissioners attended at least 75% of all the board meetings held during the year?	●	●	Each member of the Board of Directors attended 100% of the Board of Directors meetings during the year.	
E.3.4	Does the company require a minimum quorum of at least 2/3 for board decisions?	●	●	This is stipulated in Article 30 of the Company Charter, Article 16 of the Board of Directors' Operating Regulations.	
E.3.5	Did the non-executive directors/ commissioners of the company meet separately at least once during the year without any executives present?	●	●	Non-executive Board members regularly discuss important issues in the absence of executive members.	
E.3.6	Are board papers for board of directors/ commissioners meetings provided to the board at least five business days in advance of the board meeting?	●	●	This is stipulated in Article 30 of the Company Charter.	



E.3.7	Does the company secretary play a significant role in supporting the board in discharging its responsibilities?	●	●	This is stipulated in Article 32 of the Company Charter.	
E.3.8	Is the company secretary trained in legal, accountancy or company secretarial practices and has kept abreast on relevant developments?	●	●	The company secretary is the General Director and works with related departments.	
E.3.9	Does the company disclose the criteria used in selecting new directors/ commissioners?	●	●	This is stipulated in the Company Charter, internal regulations on Corporate Governance, the Working Regulations, Voting and Election at the Extraordinary General Meeting of Shareholders in 2022 and Notices on the election of Board members at the General Meeting of Shareholders.  In 2023, the Company did not elect new Board members	
E.3.10	Did the company describe the process followed in appointing new directors/ commissioners?	●	●	This is stipulated in the Company Charter, internal regulations on Corporate Governance, the Working Regulations, Voting and Election at the Extraordinary General Meeting of Shareholders in 2022 and Notices on the election of Board members at the General Meeting of Shareholders.  In 2023, the Company did not elect new Board members	
E.3.11	Are all directors/ commissioners subject to re-election every 3 years; or 5 years for listed companies in countries whose legislation prescribes a term of 5 years each?	●	●	The members of the Board of Directors have just completed their 5-year term and were elected by the Extraordinary General Meeting of Shareholders for a new term (2022-2027).	
E.3.12	Do the shareholders or the Board of Directors approve the remuneration of the executive directors and/or the senior executives?	●	●	The remuneration of the Board of Directors is approved by General Meeting of Shareholders.	
E.3.13	Does the company have measurable standards to align the performance-based remuneration of the executive directors and senior executives with long-term interests of the company, such as claw back provision and deferred bonuses?	●	●	This is stipulated in Article 28 of the Company Charter, Article 19 of the Board of Directors' Operating Regulations.	
E.3.14	Does the company have a separate internal audit function?	●	●	The company has established an internal audit department.	
E.3.15	Is the head of internal audit identified or, if outsourced, is the name of the external firm disclosed?	●	●	The Company has published information on the establishment of the Internal Audit Department and the working regulations of the department.	
E.3.16	Does the appointment and removal of the internal auditor require the approval of the Audit Committee?	●	●	The Company does not operate the model of Audit Committee. Instead of that, the Company has established the Supervisory Board. Appointment/ dismissal of members of Internal audit department will be approved by Supervisory Board.	
E.3.17	Does the company establish a sound internal control procedures/ risk management framework and periodically review the effectiveness of that framework?	●	●	The Company has issued regulations on Internal Control. The Company also implements/ monitors/ improves activities related to risk management, develops check points and implements the three-line defense model.	
E.3.18	Does the Annual Report/ Annual CG Report disclose that the board of directors/ commissioners has conducted a review of the company's material controls (including operational, financial and compliance controls) and risk management systems?	●	●	The information is presented in 2023 Annual report (Risk Management section).	
E.3.19	Does the company disclose the key risks to which the company is materially exposed to (i.e. financial, operational including IT, environmental, social, economic)?	●	●	The information is presented in 2023 Annual report (Risk Management section).	
E.3.20	Does the Annual Report/ Annual CG Report contain a statement from the board of directors/ commissioners or Audit Committee commenting on the adequacy of the company's internal controls/ risk management systems?	●	●	The information is presented in 2023 Annual report (Risk Management of the report of Board of Directors section).	
E.4	People on the Board				
E.4.1	Do different persons assume the roles of chairman and CEO?	●	●	The Chairman of the Board of Directors does not concurrently hold the position of General Director.	
E.4.2	Is the chairman an independent director/ commissioner?	●	●	The Chairman is a non-executive member of the Board of Directors.	
E.4.3	Is any of the directors a former CEO of the company in the past 2 years?	●	●	There has been no such case in the last 2 years.	
E.4.4	Are the roles and responsibilities of the chairman disclosed?	●	●	This is regulate in the Company Charter and the Board of Directors' Operating Regulations	
E.4.5	If the Chairman is not independent, has the Board appointed a Lead/ Senior Independent Director and has his/ her role been defined?	●	●	The case has not happened yet.	
E.4.6	Does at least one non-executive director/ commissioner have prior working experience in the major sector that the company is operating in?	●	●	One non-executive member has experience in the industrial wood sector (the Company's main business).	



<b>E.5</b>	<b>Board Performance</b>				
<b>E.5.1</b>	Does the company have orientation programmes for new directors/ commissioners?	●	●	The Company always welcomes new members of the Board of Directors and hopes that they will contribute to the development of the Company. Current members and former members of the Board of Directors often have meetings to discuss, share vision/opinions and work with each other.	
<b>E.5.2</b>	Does the company have a policy and actual practice and programs that encourages directors/ commissioners to attend on-going or continuous professional education programmes?	●	●	The Company encourages Board members to participate in training programs. In 2023, members have participated in training program to gain awareness on GRI reporting standards.	
<b>E.5.3</b>	Does the company disclose the process on how the board of directors/ commissioners plans for the succession of the CEO/ Managing Director/ President and key management?	●	●	The Company's key personnel are mature in terms of knowledge, skills and experience. Currently, the Company has developed successor plan for specific positions. However, the selection process has not been documented yet.	
<b>E.5.4</b>	Does the board of directors/ commissioners conduct an annual performance assessment of the CEO/ Managing Director/ President?	●	●	The Company has regulations to annually evaluate the performance of the Board of Directors/ General Director as specified in Article 6 of the Company's regulations on corporate governance. In addition, the Board of Directors also evaluates the performance of Board of Management as presented in the Board of Directors' Report sent to the GMS and in the Annual Report.	
<b>E.5.5</b>	Did the company conduct an annual performance assessment of the board of directors/ commissioners and disclose the criteria and process followed for the assessment?	●	●	The company has prepared semi-annual and annual reports on corporate governance.	
<b>E.5.6</b>	Did the company conduct an annual performance assessment of the individual directors/ commissioners and disclose the criteria and process followed for the assessment?	●	●	The Company will establish a process for conducting annual performance evaluations for each member of the Board of Directors.	
<b>E.5.7</b>	Did the company conduct an annual performance assessment of the board committees and disclose the criteria and process followed for the assessment?	●	●	This is stipulated in regulations on corporate governance, but will be more specified in future.	

## Bonus Items

No.	Criteria	An Cuong's Compliance		Evaluation basis for 2023	Notes
		2021	2022		
<b>(B) A</b>	<b>RIGHTS OF SHAREHOLDERS</b>				
<b>(B) A.1</b>	Right to participate effectively in and vote in general shareholders meeting and should be informed of the rules, including voting procedures, that govern general shareholders meeting.				
<b>(B) A.1.1</b>	Does the company practice real time secure electronic voting in absentia at general meetings of shareholders?	●	●	The Company Charter and other regulations provide rules and guidance for absentee voting. The Company has applied electronic absentee voting at the 2023 AGM.	
<b>(B) B</b>	<b>EQUITABLE TREATMENT OF SHAREHOLDERS</b>				
<b>(B) B.1</b>	Notice of AGM				
<b>(B) B.1.1</b>	Does the company release its notice of AGM (with detailed agendas and explanatory circulars), as announced to the Exchange, at least 28 days before the date of the meeting?	●	●	The Company has made the notice 28 days before the date of holding the Annual General Meeting of Shareholders in 2021, 2022, 2023.	
<b>(B) C</b>	<b>SUSTAINABILITY AND RESILIENCE</b>				
<b>(B) C.1</b>					
<b>(B) C.1.1</b>	Does the company disclose how it manages climate-related risks and opportunities?	●	●	The Sustainability report includes the content of the Management Approach for key topics, including topics related to climate change.	
<b>(B) C.1.2</b>	Does the company disclose that its Sustainability Report/ Sustainability Reporting is externally assured?	●	●	Not yet	
<b>(B) C.1.3</b>	Does the company disclose the engagement channel with stakeholder groups and how the company responds to stakeholders' ESG concerns?	●	●	The procedure is presented in Sustainability report	
<b>(B) C.1.4</b>	Does the company have a unit/ division/ committee who is specifically responsible to manage the sustainability matters?	●	●	The Company has established ESG Committee headed by the Chairman of the Board of Directors, responsible for implementing the Company's ESG strategy and objectives.	



(B) C.1.5	Does the company disclose board of directors/ commissioners' oversight of sustainability-related risks and opportunities?	●	●	The procedure is presented in Sustainability report	
(B) C.1.6	Does the company disclose the linkage between executive directors and senior management remuneration and sustainability performance for the previous year?	●	●	Not yet	
(B) C.1.7	Is the company's Whistle Blowing System managed by independent parties/ institutions?	●	●	The Company has issued a Non-Conformity Control Procedure and has a mechanism to encourage reporting of violations within the Company. In addition, this system is linked to and managed by specialized state management agencies in accordance with the provisions of law.	
(B) D	<b>DISCLOSURE AND TRANSPARENCY</b>				
(B) D.1	<b>Quality of Annual Report</b>				
(B) D.1.1	Are the audited annual financial report/ statement released within 60 days from the financial year end?	●	●	The Company publishes audited financial statements within 90 days as prescribed by Vietnamese law.	
(B) E	<b>RESPONSIBILITIES OF THE BOARD</b>				
(B) E.1	<b>Board Competencies and Diversity</b>				
(B) E.1.1	Does the company have at least one female independent director/ commissioner?	●	●	Before December 23, 2022, at least one independent member of the Board of Directors is female. From December 23, 2022, the Company re-elected the Board of Directors for a new term and there is no female independent members, but at least one member of the Board of Directors is female.	
(B) E.1.2	Does the company have a policy and disclose measurable objectives for implementing its board diversity and report on progress in achieving its objectives?	●	●	The Company has no policy or published measurement requirements for this issue yet. However, the Company does not have any restrictions and/or regulations or practices that discriminate against gender in leadership. Specifically, 4/6 members of the Company's key executives are female.	
(B) E.2	<b>Board Structure</b>				
(B) E.2.1	Is the Nominating Committee comprise entirely of independent directors/ commissioners?	●	●	The Nominating and Remuneration Sub-Committee comprises of 2 members who are also members of the Board of Directors, of which the Head of the Subcommittee is a non-executive member of the Board of Directors.	
(B) E.2.2	Does the Nominating Committee undertake the process of identifying the quality of directors aligned with the company's strategic directions?	●	●	The Nominating and Remuneration Sub-Committee is established in early 2024. The working regulation is still in the process of being built and finalised.	
(B) E.3	<b>Board Appointments and Re-Election</b>				
(B) E.3.1	Does the company use professional search firms or other external sources of candidates (such as director databases set up by director or shareholder bodies) when searching for candidates to the board of directors/ commissioners?	●	●	The Company uses external data sources to search for suitable personnel. In addition, the Company still complies with regulations and respects the nomination/ candidate rights of shareholders and/or groups of shareholders.	
(B) E.4	<b>Board Structure &amp; Composition</b>				
(B) E.4.1	Do independent non-executive directors/ commissioners make up more than 50% of the board of directors/ commissioners for a company with independent chairman?	●	●	The Company always complies with the regulations on the ratio of non-executive members and independent members.	
(B) E.5	<b>Risk Oversight</b>				
(B) E.5.1	Does the company disclose that its Board identified key risk in relation to information technology including disruption, cyber security, and disaster recovery, to ensure that such risks are managed and integrated into the overall risk management framework?	●	●	The Board of Directors closely implements IT-related risk management issues, as demonstrated through resolutions and decisions. However, internal governance has not been fully compiled and documented into a risk management policy for IT activities.	
(B) E.6	<b>Board Performance</b>				
(B) E.6.1	Does the company have a separate board level Risk Committee?	●	●	The Company does not have a Risk Management Subcommittee. The Company implements the three lines of defense model in risk management. The Board of Directors is primarily responsible for risk management.	



## Penalty

No.	Criteria	An Cuong's Compliance		Evaluation basis for 2023	Notes
		2021	2023		
(P) A	<b>QRIGHTS OF SHAREHOLDERS</b>				
(P) A.1	Basic shareholder rights				
(P) A.1.1	Did the company fail or neglect to offer equal treatment for share repurchases to all shareholders?	●	●	There is no such case.	
(P) A.2	Shareholders, including institutional shareholders, should be allowed to consult with each other on issues concerning their basic shareholder rights as defined in the Principles, subject to exceptions to prevent abuse.				
(P) A.2.1	Is there evidence of barriers that prevent shareholders from communicating or consulting with other shareholders?	●	●	The Company Charter and internal regulations on corporate governance do not contain any provisions restricting shareholders from exchanging information with each other.	
(P) A.3	Right to participate effectively in and vote in general shareholders meeting and should be informed of the rules, including voting procedures, that govern general shareholders meeting.				
(P) A.3.1	Did the company include any additional and unannounced agenda item into the notice of AGM/EGM?	●	●	Any information added to the agenda is announced to shareholders before the meeting.	
(P) A.3.2	Was the Chairman of the Board and the Chairmen of all Board Committees and the CEO absent from the most recent General Meeting?	●	●	The Chairman of the Board of Directors, Head of the Supervisory Board and General Director attended the 2023 AGM and their attendances were recorded in the participants section of the Minutes of AGM which were disclosed in accordance with regulations.	
(P) A.4	Capital structures and arrangements that enable certain shareholders to obtain a degree of control disproportionate to their equity ownership should be disclosed.				
(P) A.4.1	Shareholders agreement?	●	●	The law does not prohibit shareholders from reaching agreements with each other. The Company always encourages shareholders to disclose such agreements within the framework permitted by law.	
(P) A.4.2	Voting cap?	●	●	There is no such limit	
(P) A.4.3	Multiple voting rights?	●	●	The company has no voting preference shares.	
(P) A.5	Capital structures and arrangements that enable certain shareholders to obtain a degree of control disproportionate to their equity ownership should be disclosed.				
(P) A.5.1	Is a pyramid ownership structure and/ or cross holding structure apparent?	●	●	Currently it is a pyramid structure with the Chairman of the Board of Directors and the Chairman's related persons.	
(P) B	<b>EQUITABLE TREATMENT OF SHAREHOLDERS</b>				
(P) B.1	Insider trading and abusive self-dealing should be prohibited.				
(P) B.1.1	Has there been any conviction of insider trading involving directors/ commissioners, management and employees in the past three years?	●	●	There is no such case.	
(P) B.2	Protecting minority shareholders from abusive action				
(P) B.2.1	Has there been any cases of non compliance with the laws, rules and regulations pertaining to material related party transactions in the past three years?	●	●	There is no such case.	
(P) B.2.2	Were there any RPTs that can be classified as financial assistance (i.e not conducted at arms length) to entities other than wholly-owned subsidiary companies?	●	●	There is no such case.	



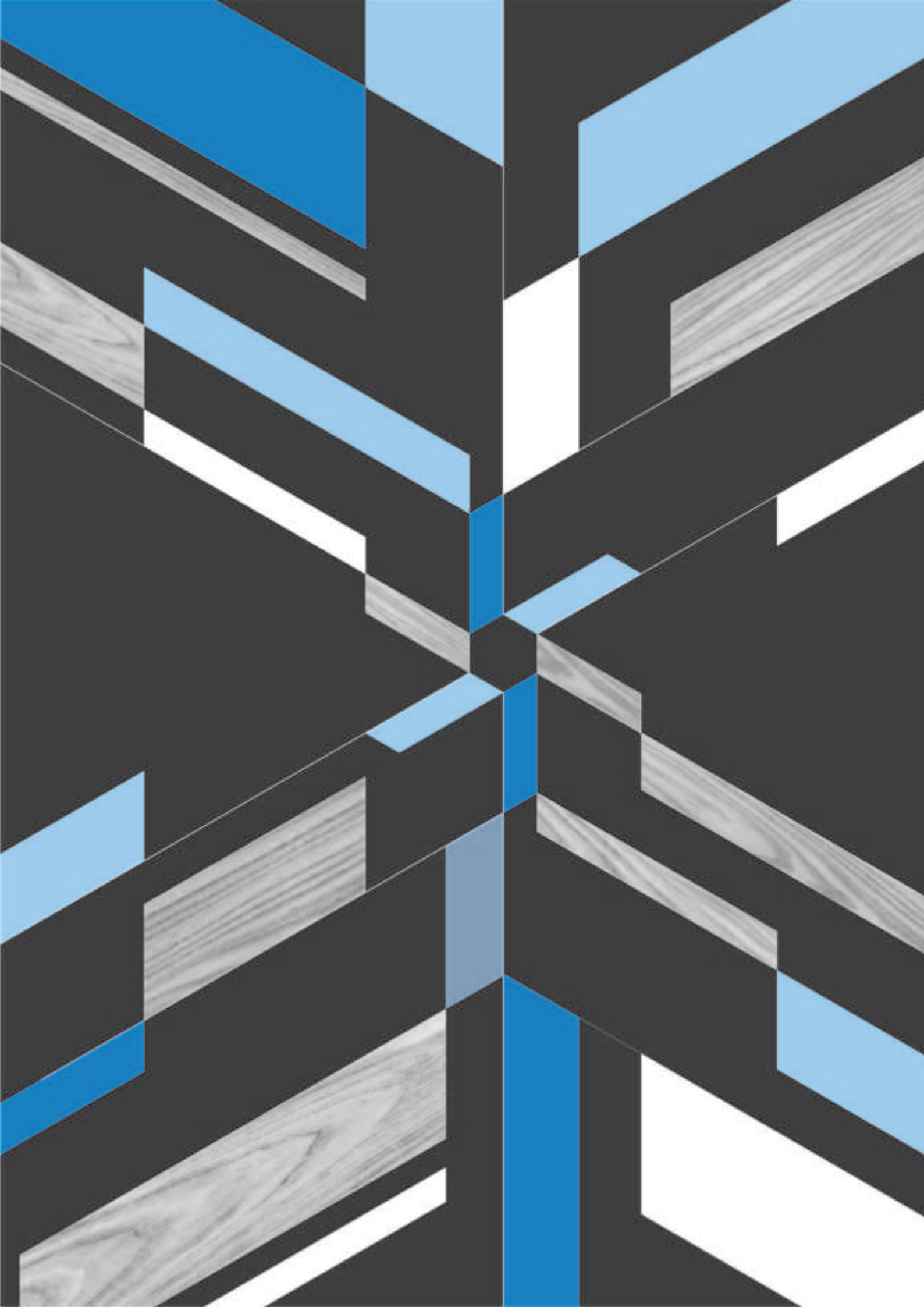
(P) C	ROLE OF STAKEHOLDERS				
(P) C.1	The rights of stakeholders that are established by law or through mutual agreements are to be respected.				
(P) C.1.1	Have there been any violations of any laws pertaining to labour/ employment/ consumer/ insolvency/ commercial/ competition or environmental issues?	●	●	There is no such case.	
(P) C.2	Where stakeholders participate in the corporate governance process, they should have access to relevant, sufficient and reliable information on a timely and regular basis.				
(P) C.2.1	Has the company faced any sanctions by regulators for failure to make announcements within the requisite time period for material events?	●	●	The Company has been complying with the regulations on information disclosure and has not had any violations or penalties from the authorities.	
(P) C.2.2	Is there any evidence that the company is engaging in greenwashing activities?	●	●	The company does not engage in greenwashing activities.	
(P) D	DISCLOSURE AND TRANSPARENCY				
(P) D.1	Sanctions from regulator on financial reports				
(P) D.1.1	Did the company receive a "qualified opinion" in its external audit report?	●	●	Unqualified audit opinion.	
(P) D.1.2	Did the company receive an "adverse opinion" in its external audit report?	●	●	Unqualified audit opinion.	
(P) D.1.3	Did the company receive a "disclaimer opinion" in its external audit report?	●	●	Unqualified audit opinion.	
(P) D.1.4	Has the company in the past year revised its financial statements for reasons other than changes in accounting policies?	●	●	There is no amendment related to the financial statements.	
(P) E	RESPONSIBILITIES OF THE BOARD				
(P) E.1	Compliance with listing rules, regulations and applicable laws				
(P) E.1.1	Is there any evidence that the company has not complied with any listing rules and regulations apart from disclosure rules over the past year?	●	●	The company always complies with the regulations of listed companies.	
(P) E.1.2	Have there been any instances where non-executive directors/ commissioner have resigned and raised any issues of governance-related concerns?	●	●	No issue have arised	
(P) E.2	Board structure				
(P) E.2.1	Does the Company have any independent directors/ commissioners who have served for more than nine years or two terms of five years each (which ever is higher) in the same capacity?	●	●	There is no such case.	
(P) E.2.2	Did the company fail to correctly identify the description of all their directors as independent, non-executive, and executive	●	●	The Company clearly identifies independent members in the structure of the Board of Directors.	
(P) E.2.3	Does the company have any independent directors/ non-executive/ commissioner who serve on a total of more than five boards of publicly-listed companies?	●	●	There is no such case.	
(P) E.3	External Audit				
(P) E.3.1	Is any of the directors or senior management a former employee or partner of the current external auditor (in the past 2 years)?	●	●	There is no such case.	
(P) E.4	Board structure and composition				
(P) E.4.1	Has the chairman been the company CEO in the last three years?	●	●	The Chairman ceased to hold the position of General Director for the past 3 years, in compliance with the regulations on corporate governance of public company governance as prescribed by Vietnamese law.	
(P) E.4.2	Do non-executive directors/commissioners receive options, performance shares or bonuses?	●	●	Not applicable to non-executive independent members of the Board of Directors.	



## Appendix

No.	Criteria	An Cuong's Compliance		Evaluation basis for 2023	Notes
		2021	2022		
	<b>DO SHAREHOLDERS HAVE THE RIGHT TO PARTICIPATE IN:</b>				
<b>A.2.1</b>	Amendments to the company's constitution?	●	●	Shareholders have the right to participate in amending the Charter or equivalent governance documents of the Company, as prescribed in Clause 2, Article 12, Point i, Clause 2, Article 15 of the Company's Charter.	
<b>A.2.2</b>	The authorisation of additional shares?	●	●	Shareholders have the right to vote on the issuance of additional shares of the Company at GMS or provide opinion in case of obtaining shareholders' opinions in writing as prescribed in Article 15 of the Company's Charter.	
<b>A.2.3</b>	The transfer of all or substantially all assets, which in effect results in the sale of the company?	●	●	Shareholders have the right to vote on the transfer of the Company's assets when the value of transaction is equivalent to 35% or more of the total asset value recorded in the most recent financial statements, as prescribed in Point o, Clause 2, Article 15 of the Company's Charter.	
<b>B.1.1</b>	Does the company's ordinary or common shares have one vote for one share?	●	●	This is stipulated in the Company's Charter and the Working Regulations of GMS. In addition, in the Minutes of the General Meeting of Shareholders, it is showed that each common share of the Company is equivalent to one vote.	
<b>B.3.1</b>	Does the company have policies and/ or rules prohibiting directors/ commissioners and employees to benefit from knowledge which is not generally available to the market?	●	●	This is stipulated in Article 40 of the Company Charter - Responsibility to be honest and avoid conflicts of interest of members of the Board of Directors, General Director, executives of the Company and those related to these subjects.	
<b>B.4.1</b>	Does the company have a policy requiring directors/ commissioners to disclose their interest in transactions and any other conflicts of interest?	●	●	Article 40 of the Company's Charter stipulates the responsibility to be honest and avoid conflicts of interest.	
<b>D.2.6</b>	Attendance details of each director/ commissioner in all directors/ commissioners meetings held during the year	●	●	Detailed information on the attendance of each member of the Board of Directors is recorded in meeting minutes of the Board of Directors Meeting held during the year. This information is also disclosed in the Company's semi-annual/ annual report on corporate governance.	









# RADIATE SUCCESS

Securing a team of experienced and dynamic staff, having strong financial position and solid corporate governance, being capable of manufacturing premium products and possessing an extensive distribution system.

**An Cuong has been well-prepared to enter new phases of growth, aiming to radiate An Cuong brand across the country and to other regions around the world.**



# Sustainable Development 2023

150 Sustainable development strategy

157 2023 sustainability report











# Sustainable development strategy

## Sustainability policy

"Win – Win" is the business principle that An Cuong has been adopting during the development journey. Each business strategy and decision is always put in place with the focus on stakeholders' interests including community, customers, partners and the employees of An Cuong. This is also the definition of Sustainable Development that An Cuong always upholds and implements in every business unit, department and has inspired each employee of the Company. In an increasingly challenging and competitive business landscape, we believe that Sustainable Development is becoming more important and will always be a factor that helps businesses survive and thrive in long term. Therefore, we believe the development journey of An Cuong ultimately is the journey of creating sustainable values for society, community and future generations.



**Realizing this vision, An Cuong is striving to create a sustainable society with the cooperation of stakeholders and has defined the following basic policies:**



Providing quality products - ensuring safety for consumers' health and environmental friendliness.



Sharing community values and maintaining CSR activities to support children and the elderly with difficulties.



Optimizing production processes - applying modern technology to use energy efficiently, reducing solid waste, emissions and wastewater, minimizing material loss/wastage.



Focusing on training and development of human resources, building and maintaining a positive working environment.



Complying with the law, maintaining integrity and transparency.





## Sustainability governance structure



### BOARD OF DIRECTORS

Providing general guidelines on strategic matters related to the Sustainable Development strategy.

Approving related goals and action plans.

### BOARD OF MANAGEMENT

Developing goals and action plans in line with the Sustainable Development Strategy and submitting them to the Board of Directors for approval.

Implementing approved goals and action plans.

### BUSINESS UNITS, DEPARTMENTS, AND EMPLOYEES

Implementing action plans as directed by the Board of Management.

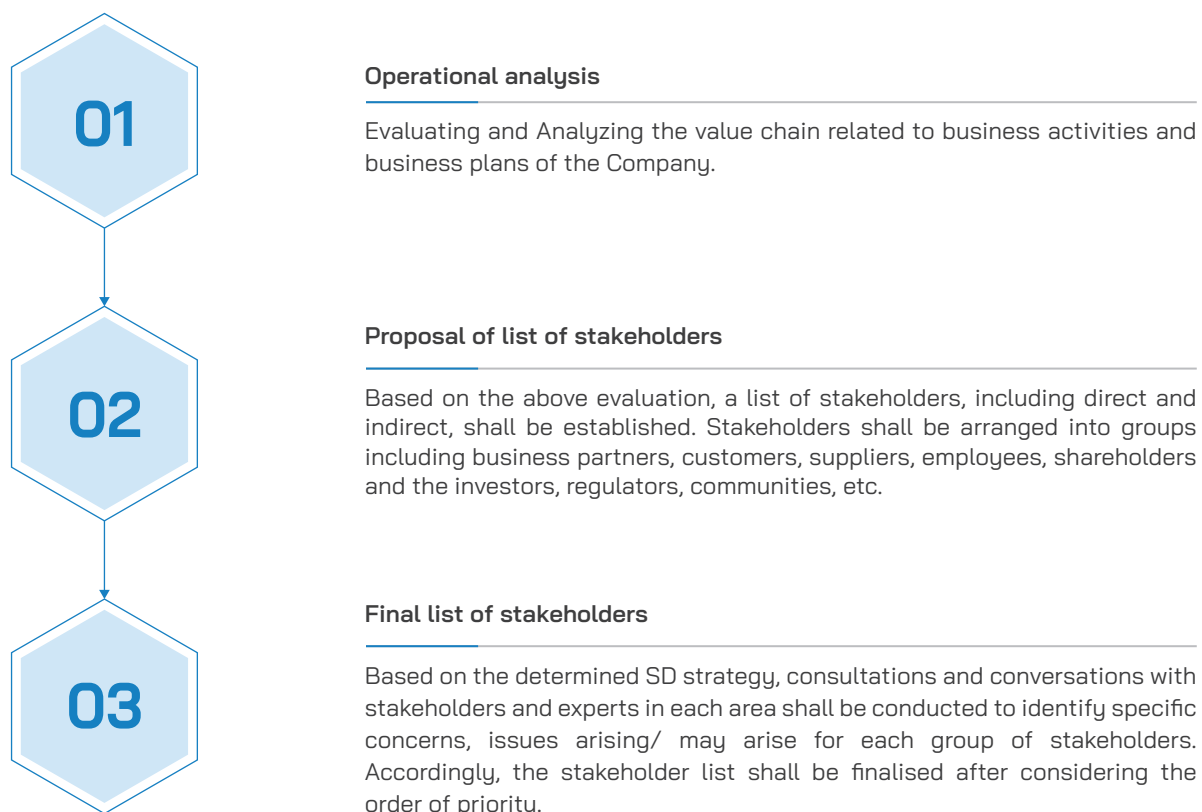
Sharing and radiating sustainable values



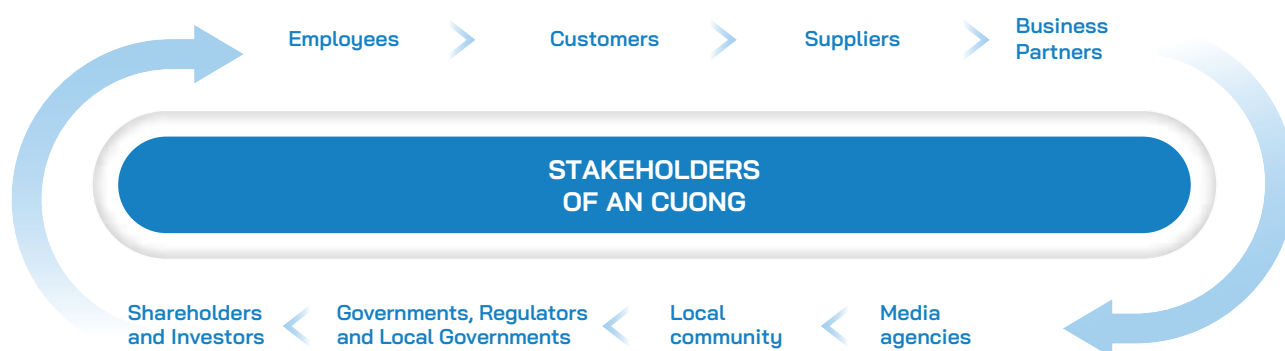
## Stakeholders engagement for sustainable development

An Cuong actively evaluates and reviews the relationship with stakeholders in the decision-making process of the Company. Consultations and conversations with stakeholders are also conducted regularly to quickly address parties' concerns regarding sustainable development. During this process, key issues relating to SD Policies will be identified and prioritized through appropriate action plans.

### Stakeholder identification process



Different stakeholder lists can be established for each stage of development of the Company





## Mechanism for communication and dealing with stakeholders

An Cuong incorporates interests of related parties into our decision-making process. Also, conversations and communication with stakeholders are maintained to promptly and efficiently address arising concerns. Based on this, key issues towards sustainability goals will be identified and prioritized for resolutions through appropriate action plans.

Stakeholders	Communication channel	Frequency
<b>Employees</b>	Internal communication	Continuously
	Recurring events	Quarterly/ Yearly
	Periodic surveys	Quarterly
	Other communication channels (Feedback box, internal communication application)	Continuously
<b>Customers and Consumers</b>	Showroom, Distributor	Daily
	Customer Service Center	Daily
	Website/Social Media	Continuously
	Mass media	Continuously
	Customer Opinion Surveys	Daily
<b>Suppliers/ Business Partners</b>	Recurring meetings	Continuously
	Other communication channels (email/phone)	Continuously
<b>Shareholders and Investors</b>	Annual/Extraordinary General Meeting of Shareholders	Annual/extraordinary
	Investor Conference	Multiple times a year
	Face-to-face/online meetings with representatives from the Management team of the Company	Multiple times a year
	Other communication channels (Website, newspaper, email, phone)	Continuously
<b>Government and Regulators/Local Authorities</b>	Annual Report	Yearly
	Periodic reports as prescribed	Multiple times a year
	Other communication channels (email, text, etc.)	Continuously
<b>Local community</b>	Website	Continuously
	Meeting	Multiple times a year
	Information on the media	Continuously
<b>Media agencies</b>	Interviews	Continuously
	Other communication channels (website, email, phone, etc.)	Continuously

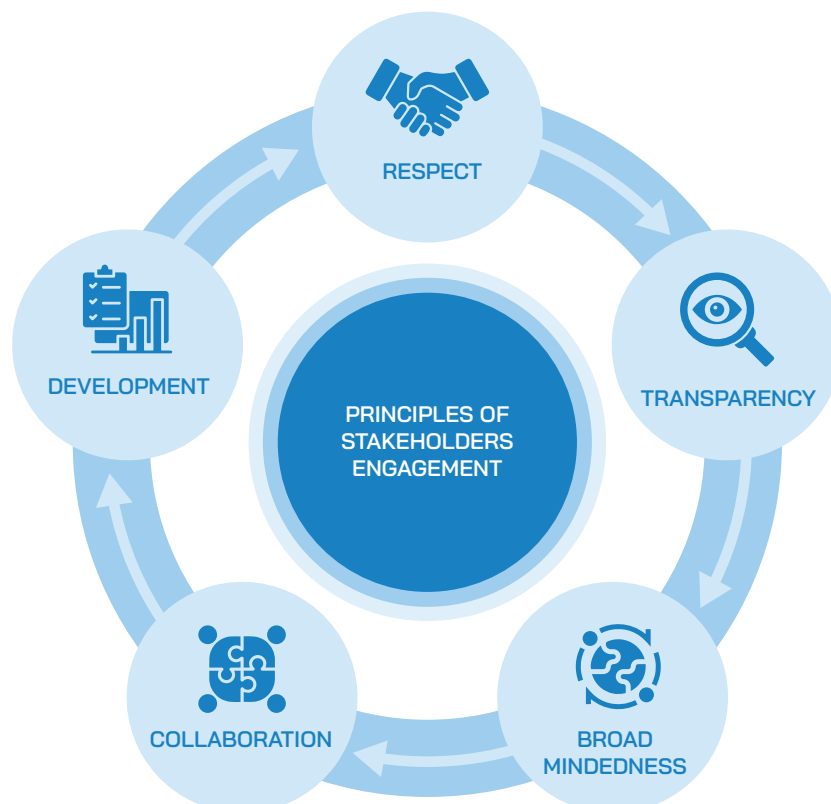


## Stakeholders' interests over business activities of An Cuong

Stakeholders	Matters of interest	Response of An Cuong
<b>Employees</b>	Working environment, relationships with colleagues, seniors	<ul style="list-style-type: none"> <li>• For new employees, An Cuong organizes integration training sessions to introduce the Company, corporate culture, work guidelines, code of conduct, etc.</li> <li>• Organizing training and career development sessions for employees.</li> <li>• Every year, An Cuong improves and revises remuneration and welfare policies for its employees.</li> <li>• Periodically evaluating and reviewing employee performance.</li> <li>• Implementing 360-degree feedback to review performance of management and seniors.</li> <li>• Regularly organizing internal activities to improve the cohesion and team spirit of employees.</li> <li>• Periodically at the beginning of the year and at the end of the year, An Cuong organizes meetings to widely communicate to employees about the results and business plans of the Company.</li> </ul>
	Opportunities for career development	
	Welfare regimes, remuneration and bonus, health insurance policies for employees	
	Training and development policy	
<b>Customers and Consumers</b>	Quality of products and services	<ul style="list-style-type: none"> <li>• Strictly complying with the provisions of the law in the domestic and export market.</li> <li>• The products of An Cuong meet international quality standards including EPA, E1, E2, EO and Super EO for industrial wood products.</li> <li>• Ensuring the highest quality and service provided.</li> <li>• Providing product inspection and product quality inspection at the construction site or residence of customers/consumers upon request.</li> </ul>
	Product friendliness and safety for consumer health	
	Product origin	
<b>Suppliers/ Business Partners</b>	Collaboration effectiveness and commitment	<ul style="list-style-type: none"> <li>• An Cuong chooses suppliers and business partners based on capability, financial resources, commitment, market experience and integrity, etc.</li> <li>• Regularly organizing training for distributors and agents on how to advise sales, support sales systems and customer services.</li> <li>• Building and managing long-term partnerships with suppliers and partners. Most suppliers and business partners have worked with An Cuong for at least 10 years.</li> <li>• Thorough communication with parties in the spirit of cooperation, respect and balance of interests, towards the goal of long-term cooperation.</li> <li>• Confidentiality of cooperation information as committed.</li> </ul>
	Balance/harmonize interests of parties	
	Quality of products and services	
	Product friendliness and safety for consumer health	
	Information security	
	Strong relationships	
<b>Shareholders and Investors</b>	Business and operational efficiency	<ul style="list-style-type: none"> <li>• Updating information on business activities of An Cuong through investor meetings, quarterly/annual investor publications.</li> <li>• Responding to comments and questions of shareholders, investors through in-person/online meetings, emails</li> <li>• Complying with applicable regulations on information disclosure.</li> </ul>
	Strategy and development potential	
	Risk management	
	Transparency in information disclosure	



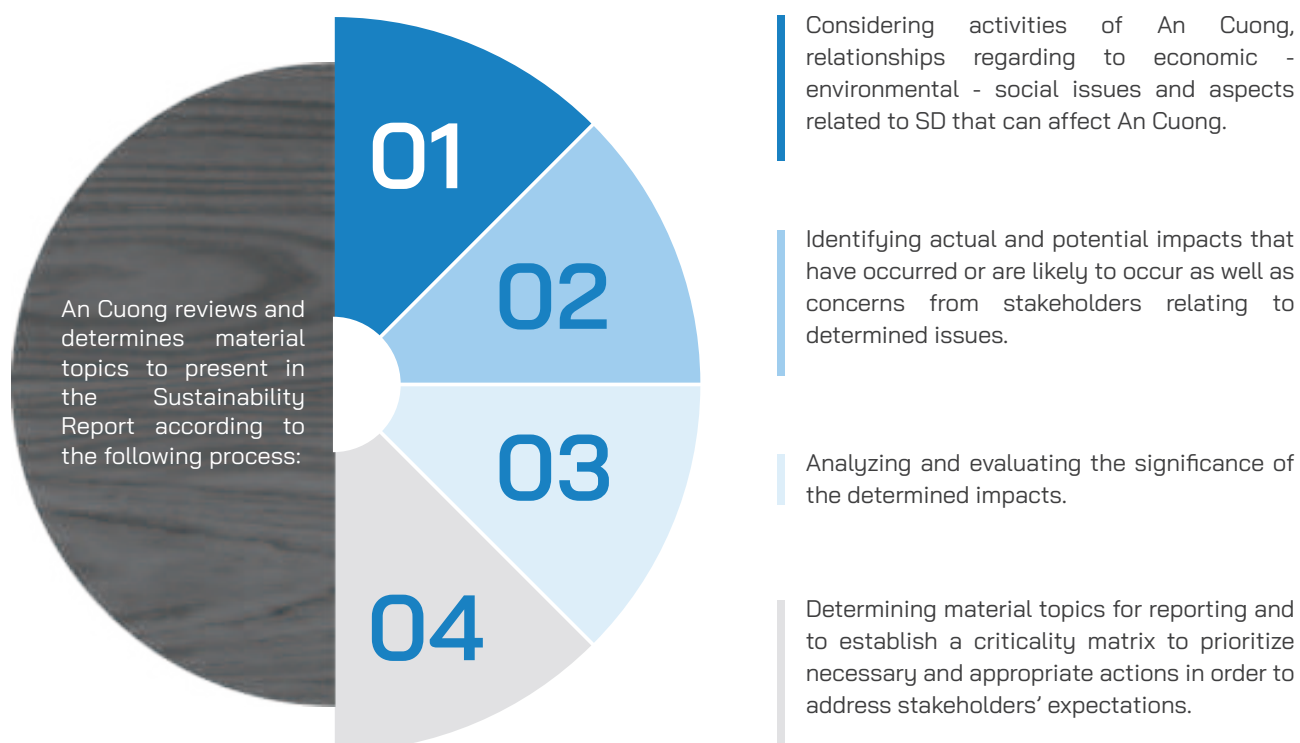
Stakeholders	Matters of interest	Response of An Cuong
Government and Regulators/ Local Authorities	Compliance with applicable regulations	<ul style="list-style-type: none"> <li>Updating and implementing applicable regulations of the Government, regulators, and local authorities.</li> </ul>
	Obligations and responsibilities of the Company to the business community, the industry and local community	<ul style="list-style-type: none"> <li>Fulfilling tax obligations and payables to the State.</li> <li>Participating in relevant initiatives of government/ local authorities on SD issues.</li> </ul>
Local community	Performance of the Company	<ul style="list-style-type: none"> <li>Reporting on activities of An Cuong at the request of local authorities.</li> <li>Internal communication activities are regularly deployed to increase the awareness of employees on social security, especially in manufacturing areas.</li> <li>Actively involving in community-based and charity programs initiated by local authorities.</li> </ul>
	Social security in the Company's operating areas	
Media agencies	The Company's engagement in community activities	
	Business results	<ul style="list-style-type: none"> <li>Building and maintaining relationships with media agencies in the manner that promotes respect, partnership and transparency of information.</li> <li>Working with media agencies when handling social media crisis.</li> </ul>
	Business Strategy	
	Authenticity of information	





## Material topics

### Process to determine material topics



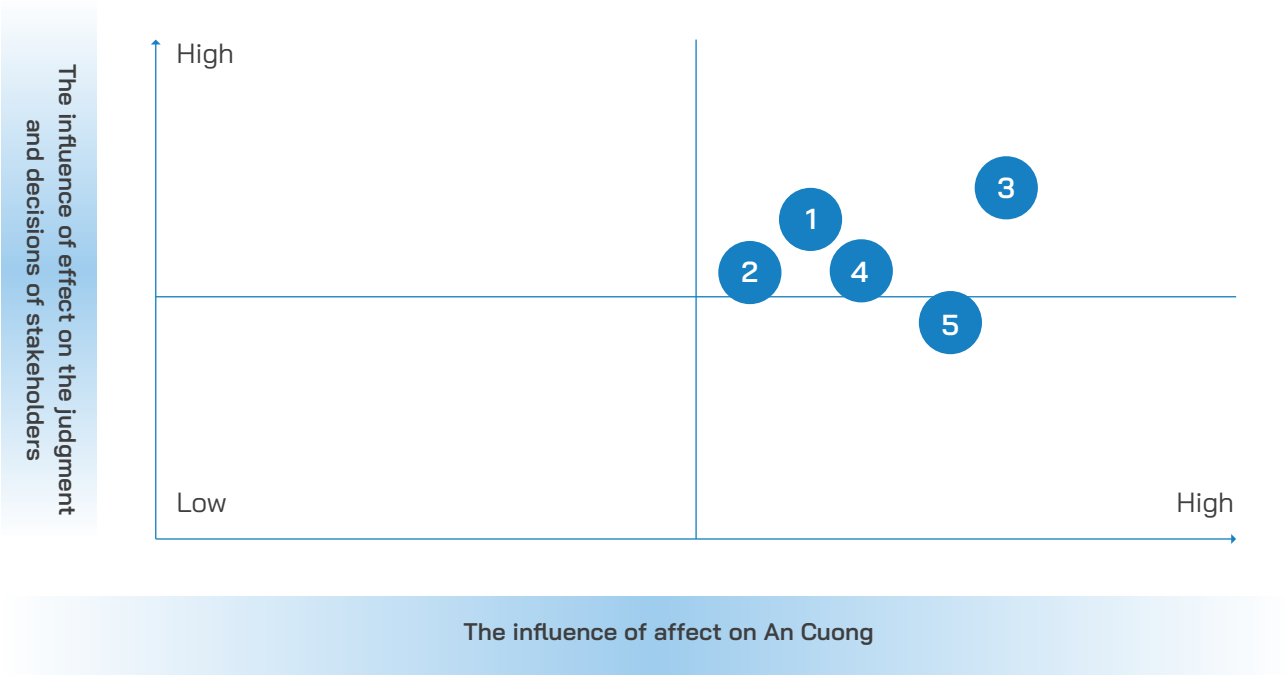
### Material topics

Aspect	Material topics	SDGs
Environment	<b>1</b> Conserving environment where the business located and surrounding area	     
Social	<b>2</b> Contributing to social welfare	   



Khía cạnh	Khía cạnh	SDGs
Social	3 Providing high - quality, safe and sustainable products	<div><div>3 GOOD HEALTH AND WELL-BEING</div><div>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</div><div>11 SUSTAINABLE CITIES AND COMMUNITIES</div></div>
Social	4 Building sustainable value chain	<div><div>1 NO POVERTY</div><div>8 DECENT WORK AND ECONOMIC GROWTH</div><div>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div><div>15 LIFE ON LAND</div><div>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</div><div>17 PARTNERSHIPS FOR THE GOALS</div></div>
Social	5 Creating a connected workplace and a culture of recognition	<div><div>1 NO POVERTY</div><div>3 GOOD HEALTH AND WELL-BEING</div><div>4 QUALITY EDUCATION</div><div>5 GENDER EQUALITY</div><div>8 DECENT WORK AND ECONOMIC GROWTH</div><div>10 REDUCED INEQUALITIES</div></div>

Criticality matrix







# 2023 Sustainability Report

## General Information

An Cuong's 2023 Sustainability Report reflects activities related to sustainable development that the Company has implemented during 2023. The report is prepared with reference to the standards of the Global Reporting Initiative (GRI) - the latest version of the GRI Sustainability Reporting Standards. The key areas of the report are determined after we have reviewed and assessed the level of impact and interest of stakeholders in An Cuong's operations.

In addition, we also refer to Guidelines on Environmental and Social reporting of the State Securities Commission (SSC) of Vietnam, International Finance Corporation (IFC) and Circular 155/ 2015/TT-BTC to disclose complete, transparent and reliable information.

## Reporting Principles



### Reporting Scope

The report covers information of An Cuong and its subsidiaries.

### Reporting Period

From 01/01/2023 to 31/12/2023

### Contact Information

The report is prepared by the Sustainability Reporting team of An Cuong, consisting of members of the Marketing and Communications Department, Assistant to the Board, Investor Relations Department and Shareholder Management Department. For information, comments or feedbacks on the information presented in this Report, please contact:

**Investor Relations Department**  
**Email: [ir@ancuong.com](mailto:ir@ancuong.com)**



# Efforts to manage material topics

Conserving environment where the business located and surrounding area



In an effort to accompany the Government to achieve the goal of net zero by 2050 as committed at the COP26 Conference, in 2023 An Cuong has officially established Sustainable Committee (ESG Committee) in order to provide guidance and develop action plans that are in line with the Company's sustainable development and green transformation goals. With the establishment of the ESG Committee, activities related to environmental, social and governance issues that were previously implemented separately will be organized and arranged more systematically, in line with the Company's long-term development strategy.

Accordingly, aiming for the goal of net zero by 2050, for the period of 2023 - 2035, An Cuong's ESG Committee has identified key areas to target in this period including: (1) Greenhouse gas (GHG) emissions, (2) Water resources and (3) Waste







## GHG Emissions

### Preparing GHG inventory report according to ISO 14064-1:2018

In 2023, An Cuong worked with a professional consulting firm to conduct training for staffs to gain awareness of greenhouse gas emissions and emission sources, at the same time to prepare skills to conduct greenhouse gas emissions inventory report according to ISO 14064-1:2018. Conducting a GHG emissions inventory report is the first step for the Company to evaluate the current emissions status, thereby outlining appropriate action plans to achieve the emission reduction target by 2025.

### What we have done

**100%** An Cuong's factory completed GHG emissions inventory.

**100%** An Cuong's offices & showrooms completed GHG emissions inventory.

### Optimizing production and investing in modern machinery and equipment

Over the years, An Cuong has invested in modern production systems that meet environmental standards and optimize energy consumption. For products damaged during the production process, due to the characteristics of industrial wood products, the loss or waste of raw materials is not large, so they can be reused as packaging and lining to help extend the product's life cycle according to the circular economy principle. At the factories, dust collected through the dust collection system has been transferred to external parties for utilizing as input materials for pellet production.

Initiatives related to optimization and efficient energy use were encouraged to apply in factories, offices and showrooms. Production re-organizing has been carried out to improve the operational efficiency of the machinery and equipment system.

### What we have done

- Machinery and production lines were imported from Europe, meeting strict emission standards.
- LED lights were prioritized for use.
- Skylights sheets were installed to reduce electricity used for lighting in the factories.
- Rooftop solar power systems were installed that helped to cool down the factory spaces 1-3 celcius degree, accordingly reduce energy consumption.

	2022	2023
Electricity purchased from National grid power (Kwh)	15,499,210	15,361,341
Solar Electricity (Kwh)	1,356,163	1,664,705
<b>Total Energy consumption (Kwh)</b>	<b>16,855,373</b>	<b>17,026,046</b>

### Promoting the use of renewable energy

In 2023, one more production area of An Cuong has used solar power. Accordingly, the Company has increased the rate of solar power usage to **nearly 10%** of total electricity consumption. In addition, revenue from rooftop rentals has offset 4.6% electricity costs.

Besides, biomass fuel has used in the production, reducing power consumption.





## Water resources

### Improving awareness of water use and wastewater management

An Cuong has communicated to employees about the environmental impacts arising from the Company's daily operation activities, thereby improving employees' awareness of water use and wastewater.

Area	2022	2023
Offices (m <sup>3</sup> )	7,249	6,467
Factories (m <sup>3</sup> )	110,823	99,809
<b>Total Water used (m<sup>3</sup>)</b>	<b>118,072</b>	<b>106,276</b>

### Committing to efficient use of water resources

Currently, water consumed in the Company includes water consumed at 2 factory clusters and water supplied for daily use of employees. At the factory clusters, An Cuong has stopped exploiting underground water sources, not exploiting and using river water but switching to using water supplied by the KSB Industrial Park Management Board, meeting the standards QCVN 01-1:2018/BYT of the Ministry of Health as well as the usage limits according to the regulations of the State and the Industrial Park Management Board.

### Continuously improving environmental control system

Wastewater was managed by the wastewater collection and treatment system and was within the allowable limits according to QCVN 40:2011/BTNMT, also was periodically tested, fulfilling the obligation to manage output of wastewater. The results of monitoring the flow, quality of wastewater and integrated points was in accordance with the discharge license. For wastewater treatment in factories and warehouse areas that are located outside the industrial park, An Cuong also strictly complied with the regulations of each locality. At the end of 2023, An Cuong also completed the necessary procedures to be granted an Environmental License for the factory cluster in Binh Duong.





## Solid Waste

An Cuong has issued guidelines for solid waste classification and regularly organized training for employees. The Company has signed contracts with waste management companies to treat waste in accordance with relevant regulations. Initiatives to reduce the amount of waste generated, maximize the use of raw materials in offices/showrooms or in production processes are encouraged.

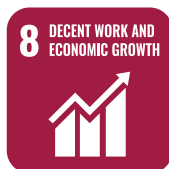
An Cuong's solid waste was mainly generated in factories located in Binh Duong. Accordingly, the waste was collected, classified and processed by professional vendors.

The Company's production has been reviewed regularly and improved to help reduce defective products and waste of raw materials. Defective products can still be reused to extend their life cycle.

Classifications	Total amount of solidwaste generated (kg)	
	2022	2023
Domestic waste	157,757	139,526
Industrial waste	2,028,944	1,769,169
Hazardous waste	301,966	718,219



## Contributing to social welfare



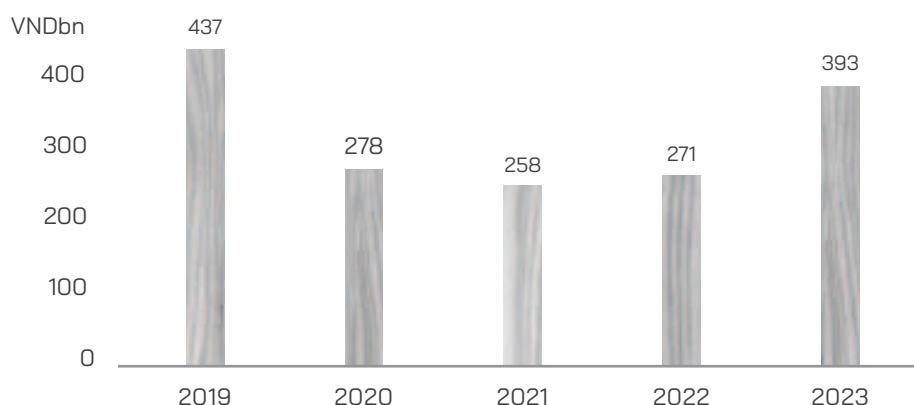
Although the business environment faced many difficulties and challenges in 2023, An Cuong has made efforts to deliver the business plans. Accordingly, the Company's business results last year showed positive results when compared to the rest of market. At the same time, the Company has maintained its commitments to maximizing shareholders value, ensuring jobs and improving employee welfare, contributing positively to the economic development of the community and locality.

### Contributing to the State budget

An Cuong has always fulfilled fully and timely tax obligations and other payments to the State Budget with the contribution level tending to increase over the years.

### Tax and other contributions to the State Budgets

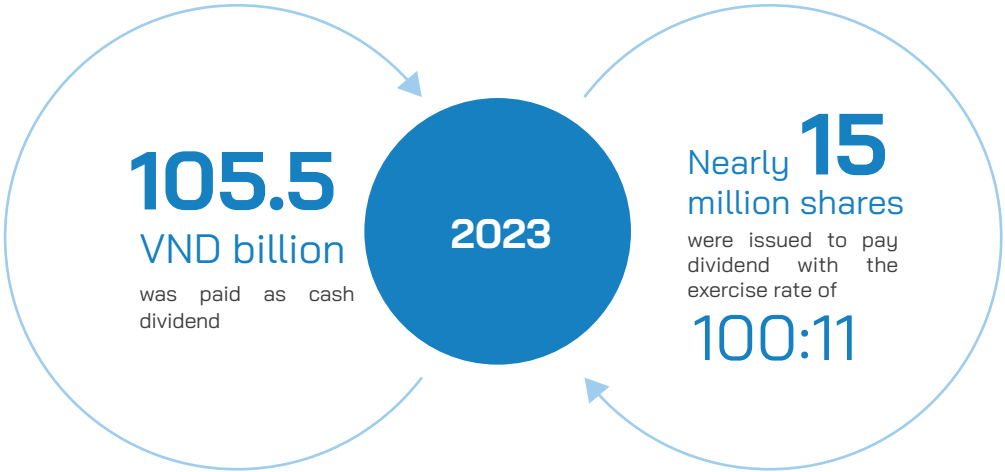
Source: An Cuong





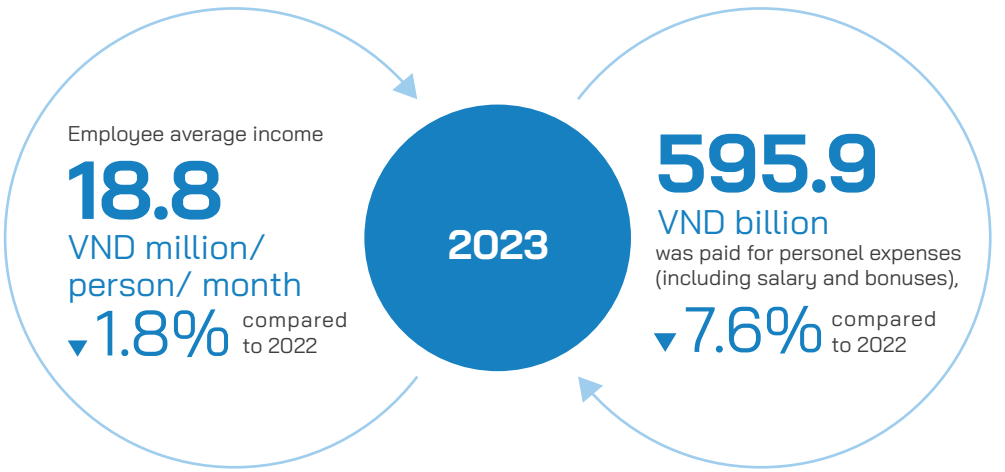
Maintaining stable dividend policy over the years

In 2023, An Cuong advanced payment for 2023 dividend in cash with a total budget of VND 105.5 billion. In addition, the Company also made another payment for 2022 dividend in shares.



Improving employee income and welfares

In 2023 when the Company's income was negatively affected, An Cuong has tried to maintain welfare policies to stabilize workers' income, creating conditions to retain and attract talents.



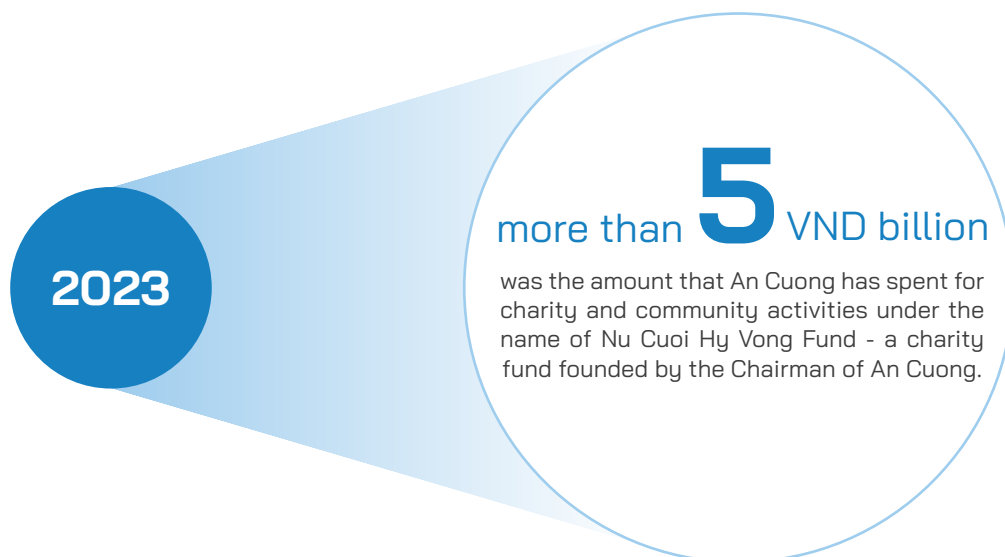
An Cuong has recognized the contributions of all individuals and teams to the overall development of the Company. In addition to ensuring a salary and bonus higher than the regional minimum, even higher than companies in the same industry.

The Company has a policy to grant spot bonuses or early promotion when employees have initiatives, technical improvements, new working methods that help improve labor productivity, save costs, etc.



## Social work

An Cuong has striven to initiate, sponsor and contribute to community activities that could bring long-term impacts and contribute to social security. These programs are communicated to all employees of the Company because we believe this will inspire our employee to join hands and create more contributions and support those people in difficulty, heading towards the goal of building a better social community.



Providing high - quality, safe and sustainable products



With the motto "Striving for perfection", An Cuong has striven to bring consumers furnishing products and solutions that not only meet high quality and aesthetic standards, but also are environmental friendliness, aiming to ensure customer health and contribute to environmental protection.

## Ensuring products and productions meeting international standards



Over the years, An Cuong products have been exported to demanding markets in North America, meeting strict standards such as E1, E2, E0, Green Label, Super E0, EPA, JIS... In addition, each year a series of factory audits were organized by export customers to review and evaluate An Cuong's factories. Always passing the assessments and continuously getting export orders have proven the Company's outstanding production capacity and product quality over the past time.

In addition, An Cuong is the only company in the Vietnamese wood industry to achieve **Green Label** certification. This is the most prestigious certification in the region for green, and environmentally friendly products issued by Singapore.



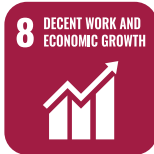
## Optimizing customer value

An Cuong's R&D department has always researched and developed new colors, patterns, product lines and solutions to best serve the evolving demands of customers.

On the other hand, An Cuong has focused on stabilizing the supply of input materials to optimize production costs, maintain level of output, and avoid disruptions or fluctuations that could bring negative effects to the market and customers.



## Building sustainable value chain



When the business environment becomes more volatile, in addition to building appropriate risk prevention plans, An Cuong believes that building a sustainable and healthy value chain also helps to strengthen the Company's resilience. This approach not only considers the economic or financial capacity of partners, but also considers other aspects such as their environmental and social responsibility and ethical values in business.

## Cooperation for mutual development

Currently, more than 80% of the wood board - the main raw material used in An Cuong's production - is supplied by domestic manufacturers. These suppliers all meet the requirements on production capacity and comply with regulations on social environment. Long-term relationship with suppliers helps An Cuong stabilize input sources, quality of raw materials and avoid fluctuations in selling prices.

Regarding to our distribution system, An Cuong always sets specific standards in terms of market experience, capacity and business ethics to choose suitable partners. In return, the Company always supports partners in training employees, promotional activities, product display, etc.

An Cuong organizes periodical/ on-demand meetings with suppliers and distributors to maintain and strengthen cooperative relationships, promptly resolve arising situations, balance the interests of the parties heading towards a sustainable relationship in the long term.



## Creating a connected workplace and a culture of recognition

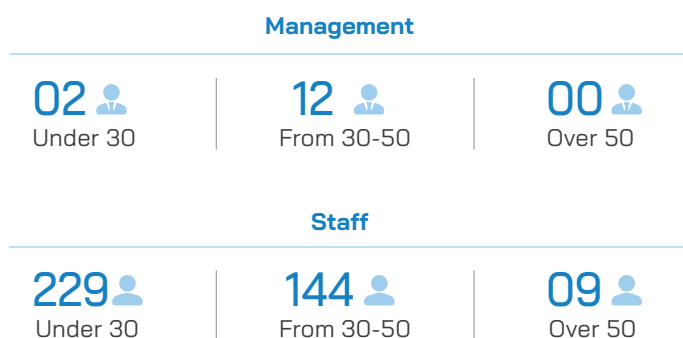
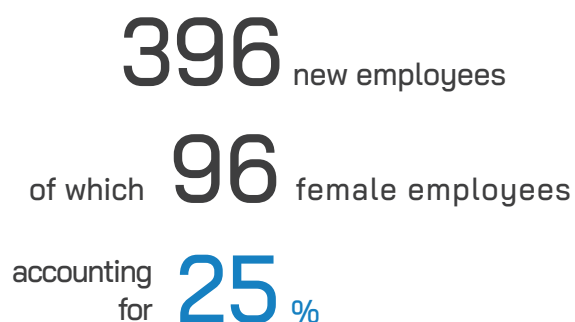


An Cuong defines human resources as the most important factor in the development journey of a business. This topic continues to play a crucial part when An Cuong has challenging growth targets in the future. Accordingly, we focus on building a professional, fair, and friendly working environment, in which employees have opportunities to utilize their strengths. At the same time, salary and welfare policies are also regularly updated in accordance with legal regulations as well as common market practices, ensuring benefits for employees in order to retain and attract high-quality human resources.



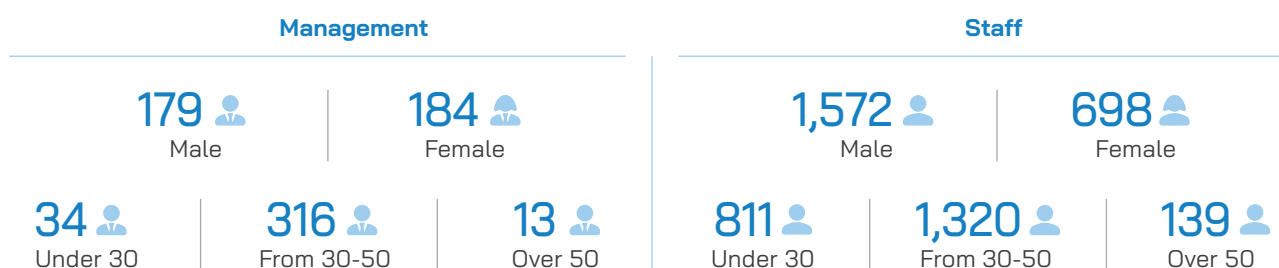
**Promoting a diverse and inclusive workplace**

- ✓ Gender equality in recruitment
- ✓ Promotion opportunities
- ✓ No discrimination
- ✓ No child labour
- ✓ No forced labour

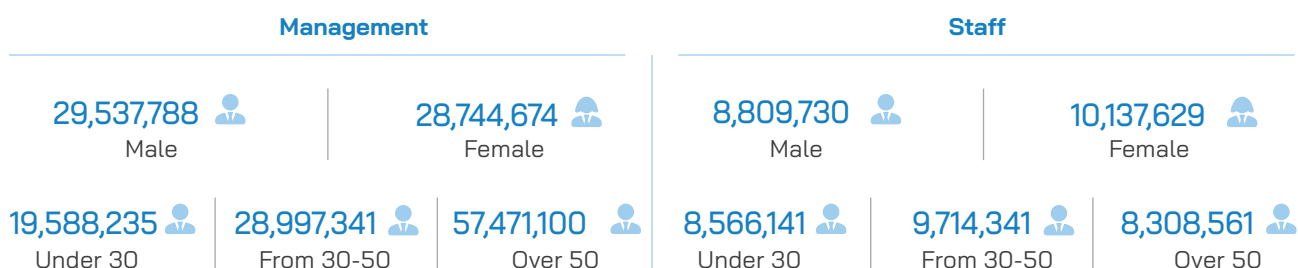
**New employees classified by age group****In 2023, An Cuong recruited:**

All employees that are recruited to work at An Cuong must be from 18 years old, so An Cuong does not have child labor, this regulation is reflected in the **Child Labor Prohibition Policy** issued by the Company since 2015. An Cuong's turnover rate last year was recorded at 4%. Of which, the turnover rate due to termination of labor contracts accounted for 99.3%, other were due to retirement age and other reasons.

Capability, performance and level of contribution to the overall results of the department and the Company are the prerequisites for An Cuong to consider salary, benefits and career opportunities for employees. This means that all employees have equal opportunities at An Cuong, regardless of gender, age, or region.

**Employee structure by level (Management and Staff)****Remuneration rate (Salary and allowance) by gender, age**

Unit: VND/month/person





### Continuously adjusting and updating policies for female workers

In order to create favorable conditions for female workers to utilize their capabilities in work and ensure the comprehensive development as well as fairness between male and female workers in the Company, An Cuong issued the Female Labor Policy. **According to this Policy, the Company commits to ensuring all rights of female workers according to the Vietnamese Labor Code and according to the Social Responsibility standard SA8000 such as maternity regimes, women raising children under 12 months old, ensuring labor safety for women...**

### Protecting the health of employees



An Cuong issues Labor policy regulated working time, rest time; order in the workplace; prevention of sexual harassment in the workplace; protection of assets, technological secrets, business secrets, intellectual property; violations of labor discipline, forms of labor discipline handling ...

Training courses on labor policy, labor safety, fire prevention regulations and other rules are also regularly organized to enhance knowledge and skills on labor safety and health for the Company's staff.

Health check-ups for employees are also regularly organized.

### Anti-corruption policy



An Cuong recognizes corruption risks may arise in the following activities:

- Selecting suppliers to provide raw materials and services;
- Developing and managing the distribution network.

Accordingly, An Cuong has developed a procedure for managing and preventing corruption and widely communicate it to all employees of the Company.

**In 2023, An Cuong did not record any complaints or accusation related to corruption.**

### Building a connected workplace and a culture of recognition

**66.4** VND billion  
was paid for bonus expenses in 2023

An Cuong always recognizes the contributions of employees to the development of the Company, division/department/team. In addition to short-term financial rewards, the Company also applies many different forms of recognition including ESOP, promotion, salary increase, and creating opportunities for employees to receive training to improve their professional skills.

The Company's human resources policies are kept updated with the market to improve the connection between employees and the Company. For male or female employees with children under 72 months old, they are entitled to the Child Care Allowance Policy regardless of whether they are boys or girls, helping employees have more conditions to take care of their children.

With attractive policies and working environment, An Cuong is proud of the level of employee engagement with the Company. Every year, dozens of employees are honored for their long-term dedication and commitment to the Company with milestones such as 10 years, 20 years.



## ESG DATA 2023

Disclosure		Unit	2022	2023	Note
E - Environmental Aspects					
Climate Change	Total GHG emissions	t-CO <sub>2</sub> equivalent		33,011.0	2023 is the base year to conduct inventory report according to ISO 14064. Data was calculated for Parent Company and An Cuong Wood-Working Manufacturing Co. Ltd., GHG emission basic unit was calculated using consolidated revenue of Parent Company and An Cuong Wood-Working Manufacturing Co. Ltd.,
	Scope 1	t-CO <sub>2</sub> equivalent		21,125.7	
	Scope 2	t-CO <sub>2</sub> equivalent		11,885.3	
	GHG emission basic unit (per revenue)	t-CO <sub>2</sub> equivalent /VND billion		9.3	
Energy	Total energy consumption	MWh	16,855.4	17,026.0	
	Energy purchased from national grid power	MWh	15,499.2	15,361.3	
	Renewable energy ( Solar power)	MWh	1,356.2	1,664.7	
Solid waste	Total discharged	Tons	2,488.7	2,626.9	
	Industrial and Hazardous waste	Tons	2,330.9	2,487.4	
Water	Water consumption	M <sup>3</sup>	110,072.0	130,358.0	
S - Social Aspects					
Employees	Number of employees	people	2,797	2,633	
	Remuneration rate by gender				
	Male members	people	1,869	1,751	
	Female members	people	928	882	
	Ratio of female	%	33.2%	33.5%	
	Remuneration rate by ages				
	Under 30	people	1,002	845	
	From 30 - 50	people	1,686	1,636	
	Over 50	people	109	152	
Remuneration	Average income per month	VND million/ person	19.2	18.9	
Social Activities	Budget for Social activities	VND million	5,000	5,000	
G - Governance					
Board of Directors	Members	people	7	7	
	Independent members	people	2	2	
	Female members	people	1	1	
	Number of meetings held	times	16	16	



## CSR Activities in 2023

### A series of programs bringing Tet to everywhere



During the traditional Tet holiday in 2023, An Cuong representatives visited and sent gifts to patients in difficult circumstances at the Rehabilitation Hospital of District 8, Ho Chi Minh City.

Other small groups of An Cuong employees also organized many trips to send Tet gifts to people in other areas such as Tan Uyen (Binh Duong) and Duyen Hai district (Tra Vinh).

**The trips with small gifts had added joy and happiness to the patients and people in those areas to have a warmer Tet holiday.**



### Nu Cuoi Hy Vong Fund continued to accompany poor children

Last year, Nu Cuoi Hy Vong Fund continued to accompany children in the fight against diseases. A small financial package was sponsored for Nguyen Duc Tai - a patient being treated at the Ho Chi Minh City Children's Hospital.

In addition, together with the Vietnam Children's Support Fund, in June 2023 - the month of Action for Children, An Cuong also donated VND 200 million to the Department of Labor, Invalids and Social Affairs of Dong Nai province to support children in difficult circumstances in this province.

In the opening of last school year, An Cuong also supported poor students in Phu Tho province with a total amount of VND 200 million, supporting them on their path to study.



### The Program to bring clean water to children

Accessing to clean water is a basic human need, but this need is still limited in some areas across the country. In order to support students in accessing clean water and ensuring basic health, An Cuong has donated 2 water filtration systems to Phu Lam Primary School and Phu Dien Primary School, Tan Phu District, Dong Nai.



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# Consolidated Financial Statements







# Corporate Information

## Enterprise Registration Certificate



No. 3700748131 dated 20 September 2006

The initial Business Registration Certificate No. 4602002303 dated 20 September 2006 and its subsequent amendments were issued by the Department of Planning and Investment of Binh Duong Province. The 33rd latest Enterprise Registration Certificate No. 3700748131 dated 22 February 2024.

## Board of Directors

Mr. Le Duc Nghia	Chairman
Mr. Masao Kamibayashiyama	Vice Chairman
Mr. Nguyen Minh Tuan	Member
Mr. Le Thanh Phong	Member
Ms. Nguyen Thi Dieu Phuong	Member
Mr. Phan Quoc Cong	Independent member
Mr. Nguyen Thanh Quyen	Independent member

## Board of Management

Ms. Vo Thi Ngoc Anh	General Director
Mr. Le Thanh Phong	Deputy General Director
Ms. Nguyen Thi Hao	Deputy General Director (until 25 October 2023)
Ms. Nguyen Thi Kim Thoa	Deputy General Director
Ms. Nguyen Thi Duyen	Deputy General Director
Mr. Ngo Tan Tri	Deputy General Director
Ms. Thieu Thi Ngoc Diem	Chief Accountant



### Board of Supervision

Ms. Tran Thi Ngoc Tue	Head
Ms. Nguyen Thi Thuy Trang	Member (from 26 April 2023)
Ms. Tran Thi Kim Anh	Member (until 25 April 2023)
Ms. Mai Thi Phuong Thao	Member

### Legal representative

Mr. Le Duc Nghia	Chairman of Board of Directors
Ms. Vo Thi Ngoc Anh	General Director

### Registered office

Land lot No. 681, Map No. 5, DT 747B Street, Phuoc Hai Town,  
Thai Hoa Ward, Tan Uyen City, Binh Duong Province, Viet Nam

### Auditor

PwC (Vietnam) Limited



# Statement Of The Board Of Management

## Statement Of The Responsibility Of The Board Of Management Of The Company In Respect Of The Consolidated Financial Statements

The Board of Management of An Cuong Wood-Working Joint Stock Company ("the Company") is responsible for preparing the consolidated financial statements of the Company and its subsidiaries (together, "the Group") which give a true and fair view of the consolidated financial position of the Group as at 31 December 2023 and the results of its consolidated operations and its consolidated cash flows for the year then ended.

In preparing these consolidated financial statements, the Board of Management is required to:

**Select suitable accounting policies and then apply them consistently**

**Make judgements and estimates that are reasonable and prudent**

**Prepare the consolidated financial statements on a going concern basis unless it is inappropriate to presume that the Group will continue in business**

The Board of Management is responsible for ensuring that proper accounting records are kept which disclose, with reasonable accuracy at any time, the consolidated financial position of the Group and enable consolidated financial statements to be prepared which comply with the basis of accounting set out in Note 2 to the consolidated financial statements. The Board of Management is also responsible for safeguarding the assets of the Group and hence for taking reasonable steps for the prevention and detection of fraud or error.





## Approval Of The Consolidated Financial Statements

We hereby, approve the accompanying consolidated financial statements as set out on pages 5 to 55 which give a true and fair view of the consolidated financial position of the Group as at 31 December 2023 and of the results of its consolidated operations and its consolidated cash flows for the year then ended in accordance with Vietnamese Accounting Standards, the Vietnamese Corporate Accounting System and applicable regulations on preparation and presentation of consolidated financial statements.

**On behalf of Board of Management**



**Le Duc Nghia**

Chairman of Board of Directors

Binh Duong Province, SR Vietnam

28 March 2024







# Independent Auditor's Report to The Shareholders of An Cuong Wood-working Joint Stock Company

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We have audited the accompanying consolidated financial statements of An Cuong Wood-Working Joint Stock Company ("the Company") and its subsidiaries (together, "the Group") which were prepared on 31 December 2023 and approved by the Board of Management on 28 March 2024. The consolidated financial statements comprise the consolidated balance sheet as at 31 December 2023, the consolidated income statement, the consolidated cash flow statement for the year then ended, and explanatory notes to the consolidated financial statements including significant accounting policies, as set out on pages 5 to 55.

## The Board of Management's Responsibility

The Board of Management of the Company is responsible for the preparation and the true and fair presentation of these consolidated financial statements of the Group in accordance with Vietnamese Accounting Standards, the Vietnamese Corporate Accounting System and applicable regulations on the preparation and presentation of consolidated financial statements and for such internal control which the Board of Management determines is necessary to enable the preparation and presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

## Auditor's Responsibility

Our responsibility is to express an opinion on the consolidated financial statements based on our audit. We conducted our audit in accordance with Vietnamese Standards on Auditing. Those standards require that we comply with ethical standards and requirements and plan and perform the audit in order to obtain reasonable assurance as to whether the consolidated financial statements of the Group are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including an assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Group's preparation and true and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Board of Management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

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### **PwC (Vietnam) Limited**

8th Floor, Saigon Tower, 29 Le Duan Street, District 1, Ho Chi Minh City, Vietnam  
T: +84 (28)38230796 | W: [pwc.com/vn](http://pwc.com/vn)





## Auditor’s Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at 31 December 2023, its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with Vietnamese Accounting Standards, the Vietnamese Corporate Accounting System and applicable regulations on the preparation and presentation of consolidated financial statements.

## Other Matter

The independent auditor’s report is prepared in Vietnamese and English. Should there be any conflict between the Vietnamese and English versions, the Vietnamese version shall take precedence.

**For and on behalf of PwC (Vietnam) Limited**



**Quach Thanh Chau**  
Audit Practising Licence No.  
0875-2023-006-1  
Authorised signatory



**Nguyen Xuan Cuong**  
Audit Practising Licence No.  
4349-2024-006-1

Report reference number: HCM15051  
Ho Chi Minh City, 28 March 2024







# Consolidated Balance Sheet

Code	Assets	Note	As at 31 December	
			2023 VND	2022 VND
<b>100</b>	<b>CURRENT ASSETS</b>		<b>4,131,503,386,110</b>	<b>3,839,450,781,144</b>
<b>110</b>	<b>Cash and cash equivalents</b>	03	<b>66,882,261,518</b>	<b>387,855,741,942</b>
111	Cash		66,882,261,518	70,855,741,942
112	Cash equivalents		-	317,000,000,000
<b>120</b>	<b>Short-term investments</b>		<b>1,834,500,000,000</b>	<b>1,049,000,000,000</b>
123	Investments held to maturity	4(a)	1,834,500,000,000	1,049,000,000,000
<b>130</b>	<b>Short-term receivables</b>		<b>1,078,715,271,161</b>	<b>888,079,373,885</b>
131	Short-term trade accounts receivable	05	723,795,484,707	654,268,204,929
132	Short-term prepayments to suppliers	06	18,994,795,117	42,996,923,973
135	Short-term lending	7(a)	115,551,132,127	2,050,000,000
136	Other short-term receivables	8(a)	277,092,053,954	219,865,694,487
137	Provision for doubtful debts – short-term	09	(57,118,073,641)	(31,764,224,435)
139	Shortage of assets awaiting resolution		399,878,897	662,774,931
<b>140</b>	<b>Inventories</b>	10	<b>1,134,504,136,989</b>	<b>1,466,857,166,709</b>
141	Inventories		1,170,522,474,357	1,491,571,074,416
149	Provision for decline in value of inventories		(36,018,337,368)	(24,713,907,707)
<b>150</b>	<b>Other current assets</b>		<b>16,901,716,442</b>	<b>47,658,498,608</b>
151	Short-term prepaid expenses	11(a)	14,935,644,627	44,987,623,366
152	Value added tax ("VAT") to be reclaimed		1,786,084,549	1,333,331,682
153	Tax and other receivables from the State	16(a)	179,987,266	1,337,543,560





# Consolidated Balance Sheet (Continued)

Code	Assets (continued)	Note	As at 31 December	
			2023 VND	2022 VND
<b>200</b>	<b>NON-CURRENT ASSETS</b>		<b>1,390,580,649,441</b>	<b>1,627,756,234,720</b>
<b>210</b>	<b>Long-term receivables</b>		<b>164,948,393,611</b>	<b>366,943,654,159</b>
215	Long-term lending	7(b)	142,526,415,151	-
216	Other long-term receivables	8(b)	22,421,978,460	366,943,654,159
<b>220</b>	<b>Fixed assets</b>		<b>404,977,442,045</b>	<b>439,123,243,902</b>
221	Tangible fixed assets	12(a)	393,162,446,484	425,861,523,672
222	Historical cost		1,072,429,376,434	1,026,347,861,999
223	Accumulated depreciation		(679,266,929,950)	(600,486,338,327)
227	Intangible fixed assets	12(b)	11,814,995,561	13,261,720,230
228	Historical cost		34,504,878,488	32,568,567,346
229	Accumulated amortisation		(22,689,882,927)	(19,306,847,116)
<b>240</b>	<b>Long-term asset in progress</b>		<b>21,542,045,902</b>	<b>4,590,174,133</b>
242	Construction in progress	13	21,542,045,902	4,590,174,133
<b>250</b>	<b>Long-term investments</b>		<b>601,080,434,733</b>	<b>615,831,200,000</b>
252	Investments in associates	4(b)	405,880,434,733	401,631,200,000
253	Investments in other entity	4(b)	119,200,000,000	119,200,000,000
255	Investments held to maturity	4(a)	76,000,000,000	95,000,000,000
<b>260</b>	<b>Other long-term assets</b>		<b>198,032,333,150</b>	<b>201,267,962,526</b>
261	Long-term prepaid expenses	11(b)	187,035,283,084	191,951,361,477
262	Deferred income tax assets	22	10,997,050,066	9,316,601,049
<b>270</b>	<b>TOTAL ASSETS</b>		<b>5,522,084,035,551</b>	<b>5,467,207,015,864</b>





## Consolidated Balance Sheet (Continued)

Code	Resources	Note	As at 31 December	
			2023 VND	2022 VND
<b>300</b>	<b>LIABILITIES</b>		<b>1,348,528,134,560</b>	<b>1,542,319,419,092</b>
<b>310</b>	<b>Current liabilities</b>		<b>1,333,507,312,650</b>	<b>1,542,319,419,092</b>
311	Short-term trade accounts payable	14	263,320,000,996	347,514,345,447
312	Short-term advances from customers	15	174,455,445,430	160,976,991,093
313	Tax and other payables to the State	16(b)	66,381,511,717	122,055,076,239
314	Payable to employees	17	72,997,981,546	23,034,215,577
315	Short-term accrued expenses	18	22,405,996,833	30,570,918,651
318	Short-term unearned revenue		1,403,071,904	1,630,344,632
319	Other short-term payables		2,303,046,251	3,798,017,175
320	Short-term borrowings	19	706,566,540,805	813,722,672,711
322	Bonus and welfare funds	20	23,673,717,168	39,016,837,567
<b>330</b>	<b>Non-current liabilities</b>		<b>15,020,821,910</b>	<b>12,670,226,882</b>
336	Long-term unearned revenue		753,563,083	1,883,907,715
342	Provision for long-term liabilities	21	14,267,258,827	10,786,319,167
<b>400</b>	<b>OWNERS' EQUITY</b>		<b>4,173,555,900,991</b>	<b>3,912,217,369,890</b>
<b>410</b>	<b>Capital and reserves</b>		<b>4,173,555,900,991</b>	<b>3,912,217,369,890</b>
411	Owners' capital	23, 24	1,507,879,460,000	1,358,461,220,000
411a	- Ordinary shares with voting rights		1,507,879,460,000	1,358,461,220,000
412	Share premium	24	1,418,741,358,556	1,419,298,588,703
415	Treasury shares	24	-	(653,230,147)
418	Investment and development funds	24	35,502,563,287	5,387,266
421	Undistributed earnings	24	1,211,432,519,148	1,135,105,404,068
421a	- Undistributed post-tax profits of previous years		774,714,248,566	519,524,114,733
421b	- Post-tax profits of current year		436,718,270,582	615,581,289,335
<b>440</b>	<b>TOTAL RESOURCES</b>		<b>5,522,084,035,551</b>	<b>5,467,207,015,864</b>

**Tran Anh Tuan**  
Preparer

**Thieu Thi Ngoc Diem**  
Chief Accountant

**Le Duc Nghia**  
Chairman of Board of Directors  
28 March 2024



# Consolidated Income Statement

Code		Note	Year ended 31 December	
			2023 VND	2022 VND
01	Revenue from sales of goods and rendering of services		3,778,719,611,534	4,509,669,871,101
02	Less deductions		(16,590,359,786)	(34,191,432,278)
10	Net revenue from sales of goods and rendering of services	28	3,762,129,251,748	4,475,478,438,823
11	Cost of goods sold and services rendered	29	(2,654,516,188,446)	(3,137,632,133,507)
20	Gross profit from sales of goods and rendering of services		1,107,613,063,302	1,337,846,305,316
21	Financial income	30	159,561,172,686	175,304,539,586
22	Financial expenses	31	(45,348,374,449)	(56,857,728,070)
23	- Including: Interest expense	31	(38,839,429,154)	(31,879,418,791)
24	Profit sharing from associate	4(b)	1,849,234,733	8,000,000,000
25	Selling expenses	32	(522,386,144,114)	(547,870,944,173)
26	General and administration expenses	33	(172,404,565,592)	(167,893,855,307)
30	Net operating profit		528,884,386,566	748,528,317,352
31	Other income		15,055,004,561	4,990,478,155
32	Other expenses		(3,794,525,061)	(1,582,162,367)
40	Net other income		11,260,479,500	3,408,315,788
50	Accounting profit before tax	34	540,144,866,066	751,936,633,140
51	Corporate income tax ("CIT") - current	34	(105,108,514,501)	(137,375,132,415)
52	CIT - deferred		1,680,449,017	1,019,788,610
60	Profit after tax		436,716,800,582	615,581,289,335
61	Attributable to: Profit after tax of the parent company		436,718,270,582	615,581,289,335
62	Non-controlling interests		(1,470,000)	-
70	Basic earnings per share	26(a)	2,896	3,757
71	Diluted earnings per share	26(b)	2,896	3,757



**Tran Anh Tuan**  
Preparer



**Thieu Thi Ngoc Diem**  
Chief Accountant



**Le Duc Nghia**  
Chairman of Board of Directors  
28 March 2024



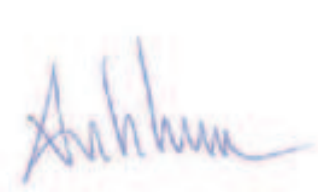


## Consolidated Cash Flow Statement (Indirect method)

Code		Note	Year ended 31 December	
			2023 VND	2022 VND
CASH FLOWS FROM OPERATING ACTIVITIES				
01	Net accounting profit before tax		540,144,866,066	751,936,633,140
Adjustments for				
02	Depreciation and amortisation		104,130,491,627	110,500,933,112
03	Provisions		41,554,080,190	12,390,347,763
04	Unrealised foreign exchange gains		(18,741,429)	(2,733,153,901)
05	Profits from investing activities		(142,326,372,475)	(157,052,006,484)
06	Interest expense		38,839,429,154	31,879,418,791
08	Operating profit before changes in working capital		582,323,753,133	746,922,172,421
09	Increase in receivables		(7,678,149,459)	(122,377,394,294)
10	Decrease/(increase) in inventories		321,048,600,059	(81,694,403,817)
11	Decrease in payables		(23,986,734,937)	(16,478,839,529)
12	Decrease/(increase) in prepaid expenses		34,968,057,132	(24,850,581,255)
14	Interest paid		(38,415,772,686)	(31,879,418,791)
15	CIT paid		(166,955,468,341)	(60,749,588,221)
17	Other payments on operating activities		(87,404,017,680)	(20,511,895,358)
20	Net cash inflows from operating activities		613,900,267,221	388,380,051,156
CASH FLOWS FROM INVESTING ACTIVITIES				
21	Purchases of fixed assets and other long-term assets		(84,102,240,244)	(18,400,278,483)
22	Proceeds from disposals of fixed assets		1,720,663,636	101,284,849
23	Investments held to maturity		(2,012,500,000,000)	(1,383,200,000,000)
24	Collection of lending and investments held to maturity		1,275,025,283,033	1,497,995,044,955
25	Investments in associate		(2,400,000,000)	(126,631,200,000)
26	Proceeds from divestment in other entities		10,200,000,000	-
27	Interest received from lendings, bank deposits and dividend		89,677,974,015	102,740,084,864
30	Net cash (outflows)/inflows from investing activities		(722,378,319,560)	72,604,936,185



Code		Note	Year ended 31 December	
			2023 VND	2022 VND
CASH FLOWS FROM FINANCING ACTIVITIES				
31	Proceeds from capital contribution from non-controlling shareholder and issue of shares		9,896,000,000	43,748,200,000
32	Payments for share returns and repurchases		(9,800,000,000)	-
33	Proceeds from borrowings		2,074,856,226,643	2,397,968,155,776
34	Repayments of borrowings		(2,182,012,358,549)	(2,149,455,806,058)
36	Dividends paid		(105,486,151,400)	(464,650,732,500)
40	Net cash outflows from financing activities		(212,546,283,306)	(172,390,182,782)
50	Net (decrease)/increase in cash in the year		(321,024,335,645)	288,594,804,559
60	Cash and cash equivalents at beginning of year	03	387,855,741,942	99,169,609,256
61	Effect of foreign exchange differences		50,855,221	91,328,127
70	Cash and cash equivalents at end of year	03	66,882,261,518	387,855,741,942



Tran Anh Tuan  
Preparer



Thieu Thi Ngoc Diem  
Chief Accountant



Le Duc Nghia  
Chairman of Board of Directors  
28 March 2024





# Notes To The Consolidated Financial Statements For The Year Ended 31 December 2023

## 01. General Information Of The Group

An Cuong Wood-Working Joint Stock Company ("the Company") is a joint stock company established in SR Vietnam pursuant to the initial Business Registration Certificate No. 4602002303 dated 20 September 2006 and its subsequent amendments were issued by the Department of Planning and Investment of Binh Duong Province and the 33<sup>rd</sup> latest Enterprise Registration Certificate No. 3700748131 dated 22 February 2024.

The owners of the Company include NC Vietnam Investment Company Limited, Whitlam Holding Pte. Ltd., Sumitomo Forestry (Singapore) Ltd. and other shareholders. Details of capital contributions are presented in Note 23.

The Company's shares are listed in Ho Chi Minh City Stock Exchange ("HOSE") with the ticker symbol ACG.

The principal activities of the Company and its subsidiaries (together, "the Group") are to manufacture and trade wooden household, industrial wooden items, artificial boards, interior decoration, kitchen equipment, and other wooden related products; provide installation services.

The normal business cycle of the Group is within 12 months.

**As at 31 December 2023, the Group had 2 direct subsidiaries, 1 indirect subsidiary and 1 associate as follows:**

Name	Principal activities	Place of incorporationand operation	31.12.2023		31.12.2022	
			Ownership (%)	Voting right (%)	Ownership (%)	Voting right (%)
DIRECT SUBSIDIARIES						
An Cuong Wood-Working Company Limited	Manufacture and trade wooden products	Binh Duong Province	100	100	100	100
Malloca Vietnam Company Limited	Trade Malloca-brand kitchen appliances	Ho Chi Minh City	100	100	100	100
An Khang MDF Co., Ltd (**)	Manufacture and trade board products	Tay Ninh Province	-	-	51	51
INDIRECT SUBSIDIARY						
AConcept Vietnam Company Limited (*)	Wholesale and retail of interior and interior decoration	Ho Chi Minh City	100	100	100	100
ASSOCIATE						
Thang Loi Homes Joint Stock Company	Trade real estate and develop residential projects	Long An Province	30	30	30	30



## 01. General Information Of The Group (Continued)

(\*) The indirect subsidiary is a subsidiary of Malloca Vietnam Company Limited

(\*\*) Pursuant to Resolution of the Board of Directors No. 18-2023/NQ-GAC dated 16 October 2023, the Company has approved the divestment of its entire contributed capital in An Khang MDF Co., Ltd by transferring the entire capital contribution of VND 10,200,000,000 to the appropriate party. The transfer completed on 9 November 2023 and made a profit amounted to VND 1,530,000 arising from capital transfer of non-controlling shareholder. Accordingly, as at 31 December 2023, the Company no longer owned any capital contribution in An Khang MDF Co., Ltd.

Pursuant to the Resolution of the Board of Directors No. 05-2023/NQ-GAC dated 11 April 2023, the Company approved the establishment of a Commercial Representative Office in the Kingdom of Cambodia. As at 20 June 2023, the incorporation was completed.

As at 31 December 2023,  
the Group had

**2,633**   
employees

As at 31 December 2022,  
the Group had

**2,797**   
employees

## 02. Summary Of Significant Accounting Policies

### 2.1. Basis of preparation of consolidated financial statements

The consolidated financial statements have been prepared in accordance with Vietnamese Accounting Standards, the Vietnamese Corporate Accounting System and applicable regulations on preparation and presentation of consolidated financial statements. The consolidated financial statements have been prepared under the historical cost convention except for investments in associate, and business combination as presented in Note 2.5.

The accompanying consolidated financial statements are not intended to present the consolidated financial position and results of consolidated operations and consolidated cash flows in accordance with accounting principles and practices generally accepted in countries and jurisdictions other than Vietnam's. The accounting principles and practices utilised in Vietnam may differ from those generally accepted in countries and jurisdictions other than Vietnam.

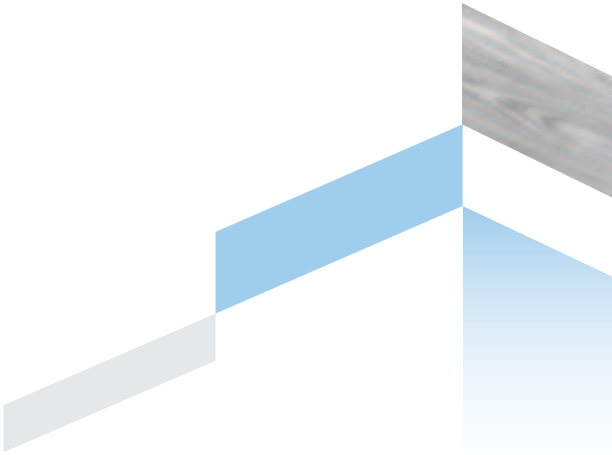
The consolidated financial statements in the Vietnamese language are the official statutory consolidated financial statements of the Group. The consolidated financial statements in the English language have been translated from the Vietnamese version.

### 2.2. Fiscal year

The Company's fiscal year is from 1 January to 31 December.

### 2.3. Currency

The consolidated financial statements are measured and presented in Vietnamese Dong ("VND"), which is the Company's accounting currency.





## 2.4. Exchange rate

Transactions arising in foreign currencies are translated at exchange rates prevailing at the transaction dates. Foreign exchange differences arising from these transactions are recognised in the consolidated income statement.

Monetary assets and liabilities denominated in foreign currencies at the consolidated balance sheet date are respectively translated at the buying and selling exchange rates at the consolidated balance sheet date of the commercial bank with which the Group regularly transacts. Foreign currencies deposited in banks at the consolidated balance sheet date are translated at the buying exchange rate of the commercial bank where the Group opens its foreign currency accounts. Foreign exchange differences arising from these translations are recognised in the consolidated income statement.

## 2.5. Basis of consolidation

### SUBSIDIARIES

Subsidiaries are all entities over which the Group has the power to govern the financial and operating policies in order to gain future benefits from their activities generally accompanying a shareholding of more than one half of the voting rights. The existence and effect of potential voting rights that are currently exercisable or convertible are considered when assessing whether the Group controls another entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are de-consolidated from the date that control ceases.

Inter-company transactions, balances and unrealised gains and losses on transactions between group companies are eliminated.

Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

The separate financial statements of the subsidiaries are prepared for the same financial year of the Group for the consolidation purpose. If there are differences in end dates, the gap must not exceed 3 months. Adjustments are made to reflect impacts of significant transactions and events occurring between the end dates of the subsidiaries' financial year and that of the Group's. The length of the reporting year and differences in reporting date must be consistent between years.

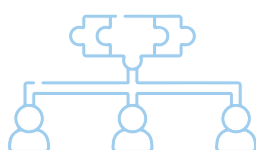
### NON-CONTROLLING TRANSACTIONS AND INTERESTS

The Group applies a policy for transactions with non-controlling interests as transactions with external parties to the Group.

Non-controlling interests ("NCI") are measured at their proportionate share of the acquiree's identifiable net assets at date of acquisition.

A divestment of the Group's interest in a subsidiary that does not result in a loss of control is accounted for as a transaction with owners. The difference between the change in the Group's share of net assets of the subsidiary and any consideration paid or received from divestment of the Group's interest in the subsidiary is recorded directly in the undistributed earnings under equity.

In a divestment of the Group's interest in a subsidiary that results in a loss of control, the difference between the Group's share in the net assets of the subsidiary and the net proceeds from divestment is recognised in the consolidated income statement. The retained interest in the entity will be accounted for as either an investment in another entity or an investment to be accounted for as equity since the divestment date.





## 2.5. Basis of consolidation (Continued)

### ASSOCIATE

Associate is investment that the Group has significant influence but not control over and the Group would generally have from 20% to less than 50% of the voting rights of the investee. Investments in associate are accounted for using the equity method of accounting and are initially recognised at cost. The Group's investment in associate includes goodwill identified on acquisition, net of any accumulated impairment loss.

The Group's share of the post-acquisition profits or losses of its associate is recognised in the consolidated income statement. The cumulative post-acquisition movements are adjusted against the carrying amount of the investment. When the Group's share of losses in a associate equals or exceeds its interest in associate, the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of associate.

Accounting policies of associate have been changed where necessary to ensure consistency with the policies adopted by the Group.

Unrealised gains and losses on transactions between the Group and its associate are eliminated to the extent of the Group's interest in associate.

## 2.6. Cash and cash equivalents

Cash and cash equivalents comprise cash on hand, cash at banks and other short-term investments with an original maturity of three months or less.





## 2.7. Receivables

Receivables represent trade receivables from customers arising from sales of merchandise and finished goods and rendering of services or non-trade receivables from others and are stated at cost. Provision for doubtful debts is made for each outstanding amount based on the estimated loss that may arise. Bad debts are written off when identified as uncollectible.

Receivables are classified into short-term and long-term receivables on the consolidated balance sheet based on the remaining period from the consolidated balance sheet date to the maturity date.

## 2.8. Inventories

Inventories are stated at the lower of cost and net realisable value. Cost is determined by the weighted average method and includes all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition. In the case of manufactured products, cost includes all direct expenditure and production overheads based on normal levels of operating activity. Net realisable value is the estimated selling price in the normal course of business, less the estimated costs of completion and selling expenses.

The Group applies the perpetual system for inventories.

Provision is made, where necessary, for obsolete, slow-moving and defective inventory items. The difference between the provision of this financial year and the provision of the previous financial year are recognised as an increase or decrease of cost of goods sold in the financial year.

## 2.9. Investments

### A. INVESTMENTS HELD TO MATURITY

Investments held to maturity are investments which the Group has positive intention and ability to hold until maturity.

Investments held to maturity include term deposits. Those investments are initially accounted for at cost. Subsequently, the Board of Management reviews all outstanding investments to determine amount of the provision to recognise at the year end.

Provision for diminution in value of investments held-to-maturity is made when there is evidence that the investment is uncollectible in whole or in part. Changes in the provision balance during the financial year are recorded as an increase or decrease in financial expenses. A reversal, if any, is made only to the extent the investment is restored to its original cost.

Investments held to maturity are classified into short-term and long-term investments held to maturity on the consolidated balance sheet based on the remaining period from the consolidated balance sheet date to the maturity date.





## B. INVESTMENT IN ASSOCIATE

Investment in associate is accounted for using the equity method when preparing the consolidated financial statements (Note 2.5).



## C. INVESTMENT IN OTHER ENTITY

Investment in other entity is investment in equity instruments of other entity without controlling rights or co-controlling rights, or without significant influence over the investee. These investments are accounted for initially at cost. Subsequently, the Board of Management reviews all outstanding investments to determine amount of the provision to recognise at the year end.

Provision for investment in associate and investment in other entity is made when there is a diminution in value of the investments at the year end. It is calculated based on market value if market value can be determined reliably. If market value can not be determined reliably, the provision for investment in associate and investment in other entity is calculated based on the loss of investees.

Changes in the provision balance during the financial year are recorded as an increase or decrease in financial expenses. A reversal, if any, is made only to the extent the investment is restored to its original cost.

## 2.10. Lendings

Lendings are lendings granted for the earning interest under agreements among parties but not being traded as securities.

Lendings are initially recognised at cost. Subsequently, the Board of Management reviews all outstanding amounts to determine the provision to recognise at the year end. Provision for doubtful lendings is made for each lending based on overdue days in payment of principals according to the initial payment commitment (exclusive of the payment rescheduling between parties) or based on the estimated loss that may arise. Changes in the provision balance during the financial year are recorded as an increase or decrease in financial expenses. A reversal, if any, is made only to the extent the investment is restored to its original cost.

Lendings are classified into short-term and long-term lendings on the consolidated balance sheet based on the remaining term of the lendings as at the consolidated balance sheet date.



## 2.11. Fixed assets

### Tangible and intangible fixed assets

Fixed assets are stated at historical cost less accumulated depreciation or amortisation. Historical cost includes any expenditure that is directly attributable to the acquisition of the fixed assets bringing them to suitable conditions for their intended use. Expenditure which is incurred subsequently and has resulted in an increase in the future economic benefits expected to be obtained from the use of fixed assets, can be capitalised as an additional historical cost. Otherwise, such expenditure is charged to the consolidated income statement when incurred in the financial year

### Depreciation and amortisation

Fixed assets are depreciated and amortised using the straight-line method so as to write off the depreciable amount of the fixed assets over their estimated useful lives. Depreciable amount equals to the historical cost of fixed assets recorded in the consolidated financial statements minus (-) the estimated disposal value of such assets. The principal annual rates of each asset class are as follows:

Machinery	8% - 20%	Office equipment	13% - 33%
Motor vehicles	8% - 17%	Land use rights	3%
Others	6% - 13%	Software	13% - 40%
		Plant and buildings	3% - 20%

Land use rights comprise of land use rights granted by the State for which land use fees are collected and prepaid land use rights obtained under land rental contracts which are effective before the effective date of land law 2003 (ie. 1 July 2004) and which land use right certificates are granted.

Definite land use rights are stated at costs less accumulated amortisation. Costs of land use rights consists of its purchased prices and any directly attributable costs in obtaining the land use rights. Land use rights are amortised using the straight-line basis over the terms of the land use right certificates.

### Disposals

Gains or losses on disposals are determined by comparing net disposal proceeds with the carrying amount of the fixed assets and are recognised as income or expense in the consolidated income statement.



## Construction in progress

Construction in progress represents the cost of assets in the course of installation or construction for production, rental or administrative purposes, or for purposes not yet determined, which are recorded at cost and are comprised of such necessary costs to construct, repair and maintain, upgrade, renew or equip the projects with technologies as construction costs; costs of tools and equipments; project management expenditure; construction consulting expenditure; and capitalised borrowing costs for qualifying assets in accordance with the Group's accounting policies. Depreciation of these assets, on the same basis as other fixed assets, commences when they are ready for their intended use.

## 2.12. Leased assets

Leases where a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases

Payments made under operating leases are charged to the consolidated income statement on a straight-line basis over the term of the lease.

## 2.13. Prepaid expenses

Prepaid expenses include short-term and long-term prepayments on the consolidated balance sheet, which mainly include long-term land rentals, office rentals, tools and equipment in use.

Long-term prepaid expenses reflect prepayments for services; or tools, which do not meet the recognition criteria for fixed assets for a period exceeding 12 months or more than one business cycle from the date of prepayment. Prepaid expenses are recorded at historical cost and allocated using the straight-line basis over estimated useful lives.

Short-term prepaid expenses represent prepayments for services; or tools that do not meet the recognition criteria for fixed assets for a period not exceeding 12 months or a business cycle from the date of prepayment.

Prepayments for land rental contracts which are not recorded as intangible assets as described in 2.11 are recorded as prepaid expenses and allocated using the straight-line basis over the prepaid lease term.

## 2.14. Payables

Classifications of payables are based on their nature as follows:

- Trade accounts payable are trade payables arising from purchase of goods and services.
- Other payables are non-trade payables and payables not relating to purchase of goods and services.

Payables are classified into short-term and long-term payables on the consolidated balance sheet based on the remaining period from the consolidated balance sheet date to the maturity date.



## 2.15. Borrowings

Short-term borrowings include borrowings from banks.

Borrowings are classified into short-term and long-term borrowings on the consolidated balance sheet based on remaining terms from the consolidated balance sheet date to the maturity date.

Borrowing costs that are directly attributable to the construction or production of any qualifying assets are capitalised during the period of time that is required to complete and prepare the asset for its intended use. In respect of general-purpose borrowings, a

portion of which used for the purpose of construction or production of any qualifying assets, the Group determines the amount of borrowing costs eligible for capitalisation by applying a capitalisation rate to the weighted average expenditure on the assets. The capitalisation rate is the weighted average of the interest rates applicable to the Group's borrowings that are outstanding during the financial year, other than borrowings made specifically for the purpose of obtaining a qualifying asset. Other borrowing costs are recognised in the consolidated income statement when incurred.



## 2.16. Accrued expenses

Accrued expenses include liabilities for goods and services received in the financial year but not yet paid for, due to pending invoice or insufficient records and documents. Accrued expenses are recorded as expenses in the reporting year.

## 2.17. Provisions

Provisions are recognised when the Group has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation and the amount has been reliably estimated. Provision is not recognised for future operating losses.

Provisions are measured at the level of the expenditures expected to be required to settle the obligation. If the time value of money is material, provision will be measured at the present value using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as a financial expense. Changes in the provision balance during the financial year are recorded as an increase or decrease in operating expenses.

## 2.18. Provision for severance allowances

In accordance with Vietnamese labour laws, employees of the Group who have worked regularly for full 12 months or longer are entitled to a severance allowance. The working period used for the calculation of severance allowance is the period during which the employee actually works for the Group less the period during which the employee participates the unemployment insurance scheme in accordance with the labour regulations and the working year for which the employee has received severance allowance from the Group.

The severance allowance is accrued at the end of the reporting year on the basis that each employee is entitled to half of an average monthly salary for each working year. The average monthly salary used for calculating the severance allowance is the employee contract's average salary for the six-month prior to the consolidated balance sheet date.

This allowance will be paid as a lump sum when employees terminate their labour contracts in according with current regulations.



## 2.19. Unearned revenue

Unearned revenue includes short-term and long-term unearned revenues on the consolidated balance sheet. These unearned revenues recognised the amounts paid in advance for renting the factory roof of a subsidiary to install and operate the solar panels, the support system and the solar rooftop projects with 20 years starting from September 2020.

The Group records unearned revenue for the future obligations that the Group has to fulfil during the first five years of the rental contracts. Unearned revenue recognised as revenue in the consolidated income statement during the period to the extent that recognition criteria have been met.

## 2.20. Owners' capital

**Owners' capital** of the Shareholders is recorded according to the actual amount contributed at the par value of the share.

**Share premium** is the difference between the par value and the issue price of shares and the difference between the repurchase price and re-issuing price of treasury shares.

**Treasury shares** brought before the effective date of the Securities Law (ie. 1 January 2021) are shares issued by the Company and bought back by itself, but these are not cancelled and may be re-issued subsequently in accordance with the Law on Securities.

**Treasury shares** brought after 1 January 2021 will be cancelled and adjusted to reduce equity.

**Undistributed earnings** record the Group's results profit after CIT at the reporting date.

## 2.21. Appropriation of net profit

The Company's dividends are recognised as a liability in the consolidated financial statements in the fiscal year in which the dividends are approved by the General Meeting of Shareholders.

Net profit after CIT could be distributed to shareholders after approval at General Meeting of Shareholders, and after appropriation to other funds in accordance with the Company's charter and Vietnamese regulations.

**The Group's funds are as below:**

### A. BONUS AND WELFARE FUND

The bonus and welfare fund is appropriated from profit after CIT and subject to Shareholders' approval in the General Meeting of Shareholders. This fund is presented as a liability on the consolidated balance sheet. This fund is used for pecuniary rewarding and encouragement, common benefits and improvement of employees' benefits.

The bonus and welfare fund of subsidiaries is appropriated from profit after CIT of the company and subject to approval of Chairman of the company.



## 2.21. Appropriation of net profit (Continued)

### B. INVESTMENT AND DEVELOPMENT FUND

The investment and development fund is appropriated from the Company's profit after CIT and subject to Shareholders' approval in the General Meeting of Shareholders. This fund is used for the Company's expansion of its operation or in-depth investments.

The investment and development fund of subsidiaries is appropriated from the company's profit after CIT and subject to approval of Chairman of the company.

## 2.22. Revenue recognition

### A. REVENUE FROM SALES OF GOODS

Revenue from sale of goods is recognised in the consolidated income statement when all five (5) of the following conditions are satisfied:

- The Group has transferred to the buyer the significant risks and rewards of ownership of the goods
- The Group retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold
- The amount of revenue can be measured reliably
- It is probable that the economic benefits associated with the transaction will flow to the Group
- The costs incurred or to be incurred in respect of the transaction can be measured reliably

No revenue is recognised if there are significant uncertainties regarding recovery of the consideration due or the possible return of goods.

Revenue is recognised in accordance with the substance over form principle and allocated to each sales obligation. If the Group gives promotional goods to customers associated with the purchases, the Group allocates the total consideration received between goods sold and promotional goods. The cost of promotional goods is recognised as cost of goods sold in the consolidated income statement.

### B. REVENUE FROM RENDERING OF SERVICES

Revenue from rendering of services is recognised in the consolidated income statement when the services are rendered, by reference to completion of the specific transaction assessed on the basis of the actual service provided as a proportion of the total services to be provided.

Revenue from rendering of services is only recognised when all four (4) of the following conditions are satisfied:

- The amount of revenue can be measured reliably
- It is probable that the economic benefits associated with the transaction will flow to the Group
- The percentage of completion of the transaction at the consolidated balance sheet date can be measured reliably
- The costs incurred for the transaction and the costs to complete the transaction can be measured reliably



## 2.22. Revenue recognition (Continued)

### C. INTEREST INCOME

Interest income is recognised on the basis of the actual time and interest rates for each year when both conditions are simultaneously satisfied:

- It is probable that economic benefits will be generated
- Income can be measured reliably

## 2.23. Sales deductions

Sales deductions include trade discounts, sales returns and sales allowances. Sales deductions incurred in the same financial year of the related revenue from sales of products, goods and rendering services are recorded as deduction of revenue of that financial year.

Sales deductions for sales of products, goods or rendering services which are sold in the year but are incurred after the consolidated balance sheet date but before the issuance of the consolidated financial statements are recorded as deduction of revenue of the year.

## 2.24. Cost of goods sold and services rendered

Cost of goods sold and services rendered are cost of finished goods, merchandise, materials sold or services rendered during the year and recorded on the basis of matching with revenue and on a prudent basis.

## 2.25. Financial expenses

Financial expenses are expenses incurred in the year for financial activities including expenses of lending and borrowing; losses incurred when selling foreign currencies; losses from foreign exchange differences.

## 2.26. Selling expenses

Selling expenses represent expenses that are incurred in the process of selling products, goods, and providing services.

## 2.27. General and administration expenses

General and administration expenses represent expenses that are incurred for administrative purposes.

## 2.28. Current and deferred income tax

Income tax includes all income tax which is based on taxable profits. Income tax expense comprises current tax expense and deferred tax expense.

Current income tax is the amount of income tax payable or recoverable in respect of the current year taxable profits at the current year tax rates. Current and deferred tax are recognised as an income or an expense and included in the profit or loss of the year, except to the extent that the tax arises from a transaction or event which is recognised, in the same or a different year, directly in equity.

Deferred income tax is provided in full, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. Deferred income tax is not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of occurrence affects neither the accounting nor the taxable profit or loss. Deferred income tax is determined at the tax rates that are expected to apply to the financial year when the asset is realised or the liability is settled, based on tax rates that have been enacted or substantively enacted by the consolidated balance sheet date.

Deferred income tax assets are recognised to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised.



## 2.29. Related parties

Enterprises and individuals that directly, or indirectly through one or more intermediaries, control, or are controlled by, or are under common control with the Group, including holding companies, subsidiaries, associate and fellow subsidiaries are related parties of the Group. Associates and individuals owning, directly or indirectly, an interest in the voting power of the Group that gives them significant influence over the Group, key management personnel, including Chairman, member of the Board of Directors, Head of Board of Supervision, the General Director and member of the Board of Management and close members of the family of these individuals and companies associated with these individuals also constitute related parties.

In considering its relationships with each related party, the Group considers the substance of the relationships not merely the legal form.

## 2.30. Segment reporting

A segment is a component which can be separated by the Group engaged in sales of goods or rendering of services ("business segment"), or sales of goods or rendering of services within a particular economic environment ("geographical segment"). Each segment is subject to risks and returns that are different from those of other segments. A reportable segment is the Group's business segment or the Group's geographical segment.

## 2.31. Critical accounting estimates

The preparation of the consolidated financial statements in accordance with Vietnamese Accounting Standards, the Vietnamese Corporate Accounting System and applicable regulations on preparation and presentation of consolidated financial statements requires the Board of Management to make estimates and assumptions that affect the reported amounts of assets, liabilities and disclosures of contingent assets and liabilities at the date of consolidated financial statements and the reported amounts of revenues and expenses during the financial year.

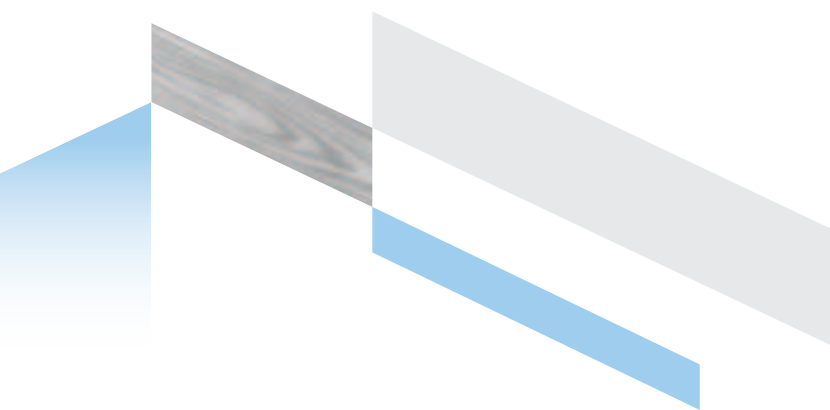
The areas involving significant estimates and assumptions are as follows:

**Estimated useful life of fixed assets (Note 2.11 and 12)**

**Estimation of provision for doubtful debts (Note 9) and provision for decline in value of inventories (Note 10)**

**Recognition of deferred tax assets for difference between tax base and accounting base (Note 22)**

Such estimates and assumptions are continually evaluated. They are based on historical experiences and other factors, including expectations of future events that may have a financial impact on the Group and that assessed by the Board of Management to be reasonable under the circumstances.





## 03. Cash And Cash Equivalents

	2023 VND	2022 VND
Cash on hand	450,061,516	790,512,114
Cash at banks	66,432,200,002	70,065,229,828
Cash equivalents	-	317,000,000,000
	<b>66,882,261,518</b>	<b>387,855,741,942</b>

## 04. Investments

### a. Investments held to maturity

	2023		2022	
	Cost VND	Book value VND	Cost VND	Book value VND
<b>(i). Short-term</b>				
Term deposits (*)	1,834,500,000,000	1,834,500,000,000	1,049,000,000,000	1,049,000,000,000
<b>(ii). Long-term</b>				
Term deposits (**)	76,000,000,000	76,000,000,000	95,000,000,000	95,000,000,000



(\*) As at 31 December 2023, short-term investments held to maturity comprise of term deposits at commercial banks with the remaining period less than 1 year and earn interest at the rate of 4.9% - 11.5% per annum (as at 31 December 2022: 5% - 12% per annum). In addition, the Group has pledged VND343 billion of these investments as collateral assets for the Group's short-term borrowings (Note 19) (as at 31 December 2022: VND325 billion).

(\*\*) As at 31 December 2023, long-term investments held to maturity comprise of term deposits at commercial banks with remaining period more than 1 year and earn interest at the rate of 4.8% per annum (as at 31 December 2022: 11.5% per annum)



## 04. Investments (Continued)

### b. Investments in associate and other entity

	2023			2022		
	Book value VND	Fair value VND	Provision VND	Book value VND	Fair value VND	Provision VND
<b>(i). Investment in associate</b>						
Thang Loi Homes Joint Stock Company (**), (***)	405,880,434,733	(*)	–	401,631,200,000	(*)	–
<b>(ii). Investments in other entity</b>						
Thang Loi Group Real Estate Joint Stock Company (***)	119,200,000,000	(*)	–	119,200,000,000	(*)	–

(\*) As at 31 December 2023 and 31 December 2022, the Group had not determined the fair value of investment in associate and investment in other entity because they do not have listed prices. The fair value of such investments may be different from their book value.

(\*\*) Pursuant to Resolution of the Board of Directors No. 09-2023/NQ-GAC dated 1 June 2023, the Board of Directors of the Company approved an investment of VND5,400,000,000 to buy 30% of total new shares issued by Thang Loi Homes Joint Stock Company, equivalent to 540,000 ordinary shares. During the year, the Company has fully contributed the 1st round of committed capital amounted to VND2,400,000,000, equivalent to 240,000 ordinary shares. Accordingly, as at 31 December 2023, the Company owned 30% of the charter capital of this company. At the date of these consolidated financial statements, the information regarding the remaining capital contribution and the issuance of the according ordinary shares have not been disclosed.

(\*\*\*) During the year, some shareholders of Thang Loi Group Real Estate Joint Stock Company divested a part of their capital contribution according to the Resolution of the General Meeting of Shareholders of this company, resulting an increase of the charter capital owned by the Company in this company from 12.97% to 15.55%.

(\*\*\*\*) Movements of investment of associate during the financial year were as follow:

	2023 VND	2022 VND
Beginning of year	401,631,200,000	–
Increase investment in associate	2,400,000,000	393,631,200,000
Profit sharing of Group from income statement of associate	1,849,234,733	8,000,000,000
<b>End of year</b>	<b>405,880,434,733</b>	<b>401,631,200,000</b>



## 05. Short-term Trade Accounts Receivable

	2023 VND	2022 VND
<b>Third parties</b>		
Ai Linh Trading Import - Export Joint Stock Company	151,251,590,399	138,768,651,350
Hung Thinh Furniture Joint Stock Company	77,902,199,414	74,441,744,824
Others	488,925,720,689	432,177,693,461
<b>Related parties (Note 37(b))</b>	5,715,974,205	8,880,115,294
	<b>723,795,484,707</b>	<b>654,268,204,929</b>

As at 31 December 2023 and 31 December 2022, the balances of short-term trade accounts receivable which were past due, amounted to VND111,330,045,831 and VND 53,015,479,411, respectively as presented in Note 9.

As at 31 December 2023 and 31 December 2022, there were no other third-party customers which had a balance accounting for 10% or more of the total balance of short-term trade accounts receivable.

## 06. Short-term Prepayments To Suppliers

	2023 VND	2022 VND
<b>Third parties</b>		
HUECK Rheinische GmbH	2,771,525,210	-
Others	15,824,329,507	39,194,877,973
<b>Related party (Note 37(b))</b>	398,940,400	3,802,046,000
	<b>18,994,795,117</b>	<b>42,996,923,973</b>

## 07. Lendings

### a. Short-term

	31.12.2023 VND	31.12.2022 VND
Novareal Joint Stock Company (*)	114,021,132,127	-
Other individual	1,530,000,000	2,050,000,000
	<b>115,551,132,127</b>	<b>2,050,000,000</b>



## 07. Lendings (Continued)

### b. Long-term

	31.12.2023 VND	31.12.2022 VND
Novareal Joint Stock Company (*)	142,526,415,151	-

(\*) According to Resolution No. 01-2021/NQ-GAC dated 11 January 2021 of the Board of Directors, the Company signed the purchase option agreements with Novareal Joint Stock Company for real estates of the Novareal Phan Thiet project. Accordingly, the Company deposited VND285,052,830,311 in 2021. In addition, pursuant to the relevant agreements, until 15 March 2023, the Company can decide whether to exercise or not the real estate purchase option. The Company has confirmed to not exercise the real estate purchase option. According to the confirmation for Option Selection for the Buy Back Commitment Program with Novareal Joint Stock Company signed on 20 April 2023 and Liquidation agreements dated 11 October 2023, the Company continued to confirm to not exercise the real estate purchase option and will be fully refunded deposit amounts and relevant interests, according to the schedule and interest rate as follows:

**September 2023** Payment of 10% of the actual deposit. During the year, the Company fully collected 10% of the actual deposit, equivalent to VND 28,505,283,033.

**September 2024:** Payment of 40% of the actual deposit and the unpaid interest accumulated as of September 2024, including the interest calculated at 13% per annum computed on 100% of the actual deposit as of September 2023 and the late-payment interest at 15% per annum arising from September 2023 to September 2024 computed on 40% of the actual deposit.

**September 2025** Payment of 50% of the actual deposit and the late-payment interest at 15% per annum arising from September 2023 to September 2025 computed on 50% of the actual deposit.

The Company recognised the above accrued interest income in the consolidated financial statements for the year ended 31 December 2022 and 31 December 2023.





## 08. Other Receivables

### a. Short-term

	2023 VND	2022 VND
Entrusted-investment (*)	114,699,683,444	156,017,700,000
Interest receivables (Note 7, 30 and 36)	99,490,956,153	-
Interest income from term deposits	47,465,864,469	23,266,215,447
Interest income from entrusted-investment (Note 36) (*)	10,867,216,930	18,645,847,067
Deposits	3,290,081,440	9,596,179,470
Advances to employees	1,242,279,970	2,878,744,878
Deposit to purchasing house (Note 37(b))	-	9,318,000,000
Others	35,971,548	143,007,625
	<b>277,092,053,954</b>	<b>277,092,053,954</b>

(\*) The Company entrusted VinaCapital Fund Management Joint Stock Company ("VinaCapital") to invest in corporate bonds and earned an expected interest at the rate of 13.8% per annum according to the contract No. GB2021001 dated 5 February 2021 signed between the Group and VinaCapital. These bonds matured on 30 December 2022.

The Company received interest amounted to VND 7,778,630,137 on 3 January 2023 and principal amounted to VND 41,318,016,556 on 9 June 2023. At the date of these consolidated financial statements, VinaCapital is in the process of dealing with bond issuer to collect the remaining of this investment. According to the Board of Management's assessment of the Company, this investment will be fully recovered and hence, there's no impairment indicator which requires a provision to be made.

### b. Long-term

	2023 VND	2022 VND
Other deposits	16,740,446,020	13,100,249,615
Interest receivables (Note 7, 30 and 36)	5,681,532,440	68,790,574,233
Deposits (*)	-	285,052,830,311
	<b>22,421,978,460</b>	<b>366,943,654,159</b>

(\*) As at 31 December 2023, the deposits were classified into short-term lending and long-term lending according to the confirmation of not exercising the real estate purchase option with Novareal Joint Stock Company signed on 20 April 2023 as presented in Note 7.



## 09. Provision For Doubtful Debts – Short-term

	Cost VND
<b>Short-term receivables that were past due</b>	
Hung Thinh Furniture Joint Stock Company	66,759,830,333
Long Giang Investment and Urban Development Joint Stock Company	4,735,807,801
Lao Cai - No.1 Construction and Trading Investment Joint Stock Company	11,758,568,349
An Gia Hung Investment Construction Joint Stock Company	3,338,942,601
Others	24,736,896,747
	<b>111,330,045,831</b>

	Cost VND
<b>Short-term receivables that were past due</b>	
Lao Cai - No.1 Construction and Trading Investment Joint Stock Company	18,799,490,297
Long Giang Investment and Urban Development Joint Stock Company	5,235,807,801
An Gia Hung Investment Construction Joint Stock Company	4,094,674,296
Others	24,885,507,017
	<b>53,015,479,411</b>



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1. General Information

2023		
Recoverable amount VND	Provision VND	Overdue
33,453,666,638	33,306,163,695	Over 6 months, under 3 years
-	4,735,807,801	Over 3 years
8,230,997,844	3,527,570,505	Over 6 months, under 1 year
-	3,338,942,601	Over 3 years
12,527,307,708	12,209,589,039	Over 6 months
<b>54,211,972,190</b>	<b>57,118,073,641</b>	

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2022		
Recoverable amount VND	Provision VND	Overdue
9,399,745,148	9,399,745,149	Over 2 years, under 3 years
-	5,235,807,801	Over 2 years, under 3 years
-	4,094,674,296	Over 3 years
11,851,509,828	13,033,997,189	Over 6 months
<b>21,251,254,976</b>	<b>31,764,224,435</b>	

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## 10. Inventories

	31.12.2023		31.12.2022	
	Cost VND	Provision VND	Cost VND	Provision VND
Goods purchased in transit	45,208,363,802		66,569,788,797	-
Raw materials	557,485,101,721	(18,919,194,639)	698,496,904,016	(12,170,303,242)
Tools, supplies	9,756,769,432		-	-
Work in progress	174,198,297,205	(5,167,458,899)	254,058,190,275	(4,817,028,393)
Finished goods	206,412,425,952	(8,759,996,393)	257,228,857,354	(6,267,073,649)
Merchandise	162,155,014,106	(3,171,687,437)	208,346,077,960	(1,459,502,423)
Finished goods in transit	15,306,502,139	-	6,871,256,014	-
	<b>1,170,522,474,357</b>	<b>(36,018,337,368)</b>	<b>1,491,571,074,416</b>	<b>(24,713,907,707)</b>

Movements in the provision for decline in value of inventories during the financial year were as follows:

	2023 VND	2022 VND
Beginning of year	24,713,907,707	29,575,360,134
Provision/(reversal of provision) (Note 29)	11,304,429,661	(4,861,452,427)
End of year	36,018,337,368	24,713,907,707

## 11. Prepaid Expenses

### a. Short-term

	2023 VND	2022 VND
Tools, supplies used	7,061,021,396	8,833,303,472
Insurance	1,256,907,760	1,700,396,340
Rental	824,572,477	1,132,844,304
Advertising	836,059,282	12,928,019,500
Others	4,957,083,712	20,393,059,750
	<b>14,935,644,627</b>	<b>44,987,623,366</b>



## 11. Prepaid Expenses (Continued)

### b. Long-term

	2023 VND	2022 VND
Land rental (*)	157,173,459,051	161,896,253,581
Office and factory renovation	12,115,407,205	12,349,834,490
Tools, supplies used	8,720,395,262	9,610,550,560
Rental	1,955,823,931	2,001,933,729
Others	7,070,197,635	6,092,789,117
	<b>187,035,283,084</b>	<b>191,951,361,477</b>

(\*) As at 31 December 2023, land use right of land lots No. 441, No. 218, No. 820 and No. 818 located in Binh Duong Province with a carrying value of VND 154,620,329,076 (as at 31 December 2022: VND 110,555,654,894) were pledged as securities for short-term borrowings with banks (Note 19).

Movement in prepaid expenses during the financial year were as follows:

	2023 VND	2022 VND
Beginning of year	236,938,984,843	212,088,403,588
Increase	114,882,464,475	162,257,004,176
Allocation during the year	(149,850,521,607)	(137,406,422,921)
<b>End of year</b>	<b>201,970,927,711</b>	<b>236,938,984,843</b>



## 12. Fixed Assets

### a. Tangible fixed assets

	Plant and buildings VND	Machinery VND
<b>HISTORICAL COST</b>		
As at 1 January 2023	339,228,430,453	519,198,866,202
New purchases	4,157,626,579	53,261,108,980
Written-off	(8,485,572,163)	(6,967,721,957)
Disposals	(65,563,138)	(2,073,398,532)
<b>As at 31 December 2023</b>	<b>334,834,921,731</b>	<b>563,418,854,693</b>
<b>ACCUMULATED DEPRECIATION</b>		
As at 1 January 2023	174,692,521,316	314,043,124,466
Charge for the year	30,004,375,115	56,031,840,280
Written-off	(7,780,170,598)	(6,967,721,957)
Disposals	(65,563,138)	(1,290,052,513)
<b>As at 31 December 2023</b>	<b>196,851,162,695</b>	<b>361,817,190,276</b>
<b>NET BOOK VALUE</b>		
<b>As at 1 January 2023</b>	<b>164,535,909,137</b>	<b>205,155,741,736</b>
<b>As at 31 December 2023</b>	<b>137,983,759,036</b>	<b>201,601,664,417</b>

Historical cost of tangible fixed assets fully depreciated but still in use as at 31 December 2023 was VND139,475,667,869 (as at 31 December 2022: VND89,896,494,233).



Motor vehicles VND	Office equipment VND	Others VND	Total VND
132,320,813,917	14,056,725,905	21,543,025,522	<b>1,026,347,861,999</b>
11,992,090,248	347,050,909	-	<b>69,757,876,716</b>
(255,000,000)	(93,478,000)	(2,053,273,912)	<b>(17,855,046,032)</b>
(3,639,709,543)	(42,645,036)	-	<b>(5,821,316,249)</b>
<b>140,418,194,622</b>	<b>14,267,653,778</b>	<b>19,489,751,610</b>	<b>1,072,429,376,434</b>
79,389,909,760	13,107,112,519	19,253,670,266	<b>600,486,338,327</b>
13,278,561,110	677,896,809	754,782,502	<b>100,747,455,816</b>
(255,000,000)	(93,478,000)	(2,053,273,912)	<b>(17,149,644,467)</b>
(3,418,959,039)	(42,645,036)	-	<b>(4,817,219,726)</b>
<b>88,994,511,831</b>	<b>13,648,886,292</b>	<b>17,955,178,856</b>	<b>679,266,929,950</b>
<b>52,930,904,157</b>	<b>949,613,386</b>	<b>2,289,355,256</b>	<b>425,861,523,672</b>
<b>51,423,682,791</b>	<b>618,767,486</b>	<b>1,534,572,754</b>	<b>393,162,446,484</b>

As at 31 December 2023, tangible fixed assets with carrying value of VND 94,772,127,253 (as at 31 December 2022: VND 116,847,874,120) were pledged as securities for short-term borrowings with banks (Note 19).



## 12. Fixed Assets (Continued)

### a. Tangible fixed assets

	Land use rights VND	Software VND	Total VND
<b>HISTORICAL COST</b>			
As at 1 January 2023	8,090,909,091	24,477,658,255	<b>32,568,567,346</b>
New purchases	-	1,936,311,142	<b>1,936,311,142</b>
<b>As at 31 December 2023</b>	<b>8,090,909,091</b>	<b>26,413,969,397</b>	<b>34,504,878,488</b>
<b>ACCUMULATED AMORTISATION</b>			
As at 1 January 2023	1,843,415,183	17,463,431,933	<b>19,306,847,116</b>
Charge for the year	221,804,518	3,161,231,293	<b>3,383,035,811</b>
<b>As at 31 December 2023</b>	<b>2,065,219,701</b>	<b>20,624,663,226</b>	<b>22,689,882,927</b>
<b>NET BOOK VALUE</b>			
<b>As at 1 January 2023</b>	<b>6,247,493,908</b>	<b>7,014,226,322</b>	<b>13,261,720,230</b>
<b>As at 31 December 2023</b>	<b>6,025,689,390</b>	<b>5,789,306,171</b>	<b>11,814,995,561</b>

Historical cost of intangible fixed assets fully amortised but still in use as at 31 December 2023 was VND 3,668,852,090 (as at 31 December 2022: VND 3,398,852,090).

As at 31 December 2023, intangible fixed assets with carrying value of VND 6,025,689,390 (as at 31 December 2022: VND 6,247,493,908) were pledged as securities for short-term borrowings with banks (Note 19).

## 13. Construction In Progress

	2023 VND	2022 VND
Software under installation process	18,628,673,191	934,020,000
Factory construction	669,033,636	-
Machinery and equipment	939,191,330	2,375,528,217
Office renovation	729,289,463	958,351,030
Others	575,858,282	322,274,886
	<b>21,542,045,902</b>	<b>4,590,174,133</b>



## 13. Construction In Progress (Continued)

Movement in construction in progress during the financial year were as follows:

	2023 VND	2022 VND
Beginning of year	4,590,174,133	1,425,546,949
Increase during the year	16,951,871,769	3,164,627,184
<b>End of year</b>	<b>21,542,045,902</b>	<b>4,590,174,133</b>

## 14. Short-term Trade Accounts Payable

	2023		2022	
	Value VND	Able-to-pay amount VND	Value VND	Able-to-pay amount VND
<b>Third parties</b>				
VRG Kien Giang MDF Joint Stock Company	56,115,551,218	56,115,551,218	55,556,518,023	55,556,518,023
Vina Eco Board Limited	20,290,814,232	20,290,814,232	20,560,698,097	20,560,698,097
Others	182,906,217,893	182,906,217,893	270,577,217,913	270,577,217,913
<b>Related parties (Note 37)</b>	4,007,417,653	4,007,417,653	819,911,414	819,911,414
	<b>263,320,000,996</b>	<b>263,320,000,996</b>	<b>347,514,345,447</b>	<b>347,514,345,447</b>

As at 31 December 2023 and as at 31 December 2022, there were no other third-party suppliers which had a balance accounting for 10% or more of the total balance of short-term trade accounts payable.

As at 31 December 2023 and as at 31 December 2022, there were no balance of short-term trade accounts payable which were past due.



## 15. Short-term Advances From Customers

	2023 VND	2022 VND
Ricons Construction Investment Joint Stock Company	21,390,527,465	213,829,845
Others	153,064,917,965	160,763,161,248
	<b>174,455,445,430</b>	<b>160,976,991,093</b>

As at 31 December 2023 and as at 31 December 2022, there were no other third-party customers which had a balance accounting for 10% or more of the total balance of short-term advances from customers.

## 16. Tax And Other Receivables From/Payables To The State

Movements in tax and other receivables from/payables to the State during the financial year were as follows:

	As at 01.01.2023 VND
<b>a) Value added tax ("VAT") input to be reclaimed</b>	<b>1,333,331,682</b>
<b>b) Payables</b>	
CIT	101,267,236,150
VAT output	11,231,566,535
VAT on imported goods	
Personal income tax	9,464,845,957
Import tax	13,921,559
Others	77,506,038
	<b>122,055,076,239</b>





Receivable during the year VND	Received during the year VND	Net-off during the year VND	As at 31.12.2023 VND
260,154,469,482	-	259,701,716,615	1,786,084,549

Payable during the year VND	Paid during the year VND	Net-off during the year VND	As at 31.12.2023 VND
	-		
105,108,514,501	(166,955,468,341)	-	39,420,282,310
382,176,091,279	(115,962,150,638)	(259,701,716,615)	17,743,790,561
75,950,315,588	(75,950,315,588)	-	-
20,957,307,650	(21,218,713,013)	-	9,203,440,594
10,877,332,336	(10,877,255,643)	-	13,998,252
1,997,251,869	(2,074,757,907)	-	-
597,066,813,223	(393,038,661,130)	(259,701,716,615)	66,381,511,717



## 17. Payables To Employees

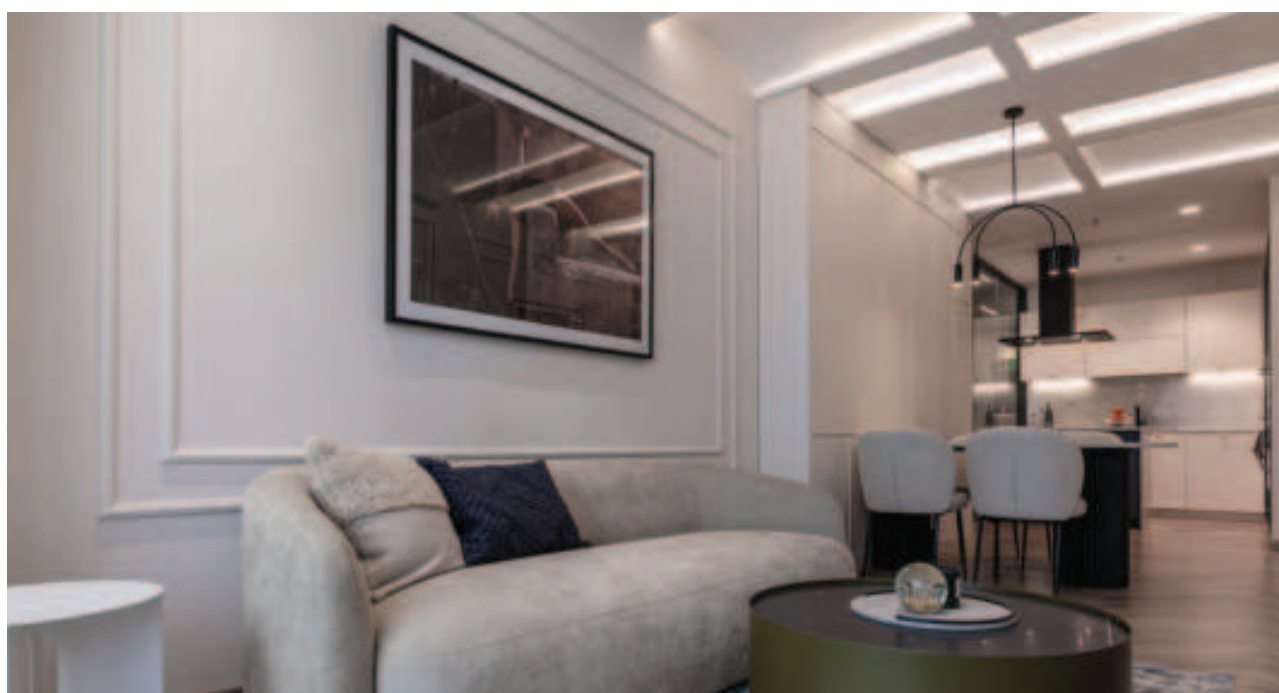
Payables to employees represent salary of December and 13th month salary payable to employees.

## 18. Short-term Accrued Expenses

	2023 VND	2022 VND
Based-investment-performance fees to VinaCapital	6,000,000,000	6,000,000,000
Bonus to employees	5,815,492,427	9,699,285,821
Salary expenses	5,427,230,518	5,699,854,552
Interest expense	423,656,468	-
Others	4,739,617,420	9,171,778,278
	<b>22,405,996,833</b>	<b>30,570,918,651</b>

## 19. Short-term Borrowings

	As at 01.01.2023 VND	Increase VND	Decrease VND	As at 31.12.2023 VND
<b>Bank loans (*)</b>	<b>813,722,672,711</b>	<b>2,074,856,226,643</b>	<b>(2,182,012,358,549)</b>	<b>706,566,540,805</b>





## 19. Short-term Borrowings

(\*) Details of short-term bank loans as follows:

	Currency	As at 31.12.2023 VND	Term (months)	Expiry date	Interest (%/annum)	Collateral assets/ Pledges (Note 4(a), 11(b), 12(a), 12(b))	Purposes
Joint Stock Commercial Bank for Foreign Trade of Vietnam ("Vietcombank")	VND	366,071,338,660	6	12/3/2024 - 25/6/2024	3.1 - 4.4	Bankdeposit contracts with total value of VND 241 billion, debt collection rights, land use rights and assets, machineries belonged to land plot No. 218 and land plot No.818 located in Binh Duong province.	To finance working capital
Vietnam Joint Stock Commercial Bank for Industry and Trade ("Vietinbank")	VND	310,457,122,606	3 - 6	5/3/2024 - 6/5/2024	3.3 - 4.4	Debt collection rights, land use rights and assets belonged to land plot No. 441 and 820 located in Binh Duong province, machineries and equipments.	To finance working capital
Shinhan Bank Vietnam Limited ("Shinhan Bank")	VND	30,038,079,539	6	7/6/2024 - 17/6/2024	3.1 - 3.3	Bank deposit contracts of VND 102 billion.	To finance working capital
		<b>706,566,540,805</b>					

## 20. Bonus And Welfare Funds

Movements of bonus and welfare fund during the financial year are as follows:

	2023 VND	2022 VND
Beginning of year	39,016,837,567	2,666,298,490
Increase (Note 24)	54,699,030,232	53,997,434,435
Decrease	(70,042,150,631)	(17,646,895,358)
<b>End of year</b>	<b>23,673,717,168</b>	<b>39,016,837,567</b>

## 21. Provision For Long-term Liabilities

The balances represent provision for dismantling cost and provision for severance allowances which were determined based on the method disclosed in Note 2.17 and Note 2.18.



## 22. Deferred Income Tax

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred income taxes relate to the same taxation authority and same taxable unit. The details were as follows:

	2023 VND	2022 VND
<b>Deferred income tax assets are calculated base on:</b>		
Provision for decline in value of inventories	6,043,163,137	4,238,956,584
Accrual expenses	2,663,185,223	3,203,880,880
Provision for dismantling cost	1,587,674,383	1,200,000,000
Provision of severance allowances	812,169,041	557,263,833
Unrealised (loss)/profit when consolidate	(931,302,047)	116,499,752
Profit from revenue with invoices issued but not yet qualified to be recognised	822,160,329	0
	<b>10,997,050,066</b>	<b>9,316,601,049</b>

The gross movement in the deferred income tax, without taking into consideration the offsetting of balances within the same tax jurisdiction during the financial year, were as follows:

	2023 VND	2022 VND
Beginning of year	9,316,601,049	8,296,812,439
Recorded into consolidated income statement (charge)/credit (Note 34)	1,680,449,017	1,019,788,610
<b>End of year</b>	<b>10,997,050,066</b>	<b>9,316,601,049</b>

Details of deferred income tax assets:

	2023 VND	2022 VND
Deductible temporary differences	10,997,050,066	9,316,601,049

The Group uses tax rate of each company in the Group for determining deferred tax assets. Deferred income tax assets mainly arise from deductible temporary differences relating to accrued expenses, provisions, profit from revenue with invoices issued but not yet qualified to be recognised and unrealised profit when consolidate.

Deferred income tax assets are recognised to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilised.



## 23. Owners' Capital

### a. Number of shares

	2023 Ordinary shares	2022 Ordinary shares
Number of shares registered	150,787,946	135,846,122
Number of shares issued	150,787,946	135,846,122
Number of shares repurchased	-	(9,600)
<b>Number of existing shares in circulation</b>	<b>150,787,946</b>	<b>135,836,522</b>

### b. Details of owners' shareholding

	2023		2022	
	Ordinary shares	%	Ordinary shares	%
NC Viet Nam Investment Ltd.	75,463,194	50.05	67,984,860	50.05
Sumitomo Forestry (Singapore) Ltd.	29,571,819	19.61	26,641,279	19.61
Whitlam Holding Pte. Ltd.	27,242,397	18.07	24,542,700	18.07
Others	18,510,536	12.27	16,667,683	12.27
	<b>150,787,946</b>	<b>100</b>	<b>135,836,522</b>	<b>100</b>

### c. Movement of share capital

	Number of shares	Ordinary shares VND	Treasury shares VND	Total VND
As at 1 January 2022	87,640,744	876,503,440,000	(653,230,147)	875,850,209,853
New shares issued	48,195,778	481,957,780,000	-	481,957,780,000
As at 31 December 2022	135,836,522		(653,230,147)	
New shares issued (Note 24)	14,941,824	149,418,240,000	-	149,418,240,000
Treasury shares re-issued (Note 24)	9,600	-	653,230,147	653,230,147
<b>As at 31 December 2023</b>	<b>150,787,946</b>	<b>1,507,879,460,000</b>	<b>-</b>	<b>1,507,879,460,000</b>

Par value per share: VND 10,000.

The Group has no preference shares.



## 24. Movements In Owners' Equity

	Owners' capital VND	Share premium VND	Cổ phiếu quỹ VND	Development and investment fund VND	
<b>As at 1 January 2022</b>	876,503,440,000	1,419,304,688,703	(653,230,147)	25,138,524,261	
Capital increased during the year	43,754,300,000	(6,100,000)	-	-	
Net profit for the year	-	-	-	-	
Dividend paid in shares	438,203,480,000	-	-	-	
Dividend paid in cash	-	-	-	-	
Appropriation to the bonus & welfare fund	-	-	-	-	
Transfer to bonus and welfare fund	-	-	-	(25,133,136,995)	
Appropriation to the charity funds	-	-	-	-	
<b>As at 31 December 2022</b>	<b>1,358,461,220,000</b>	<b>1,419,298,588,703</b>	<b>(653,230,147)</b>	<b>5,387,266</b>	
Net profit for the year	-	-	-	-	
Capital increased during the year (i)	-	-	-	-	
Capital decreased during the year (i)	149,418,240,000	-	-	-	
Dividends paid in shares ((ii) and Note 25)	-	-	-	-	
Dividends paid in cash (iii)	-	-	-	-	
Treasury shares re-issued (iv)	-	(557,230,147)	653,230,147	-	
Appropriation to the investment & development fund ((v), (vi) and (vii))	-	-	-	45,729,043,070	
Appropriation to the bonus and welfare fund ((v), (vi) and (vii))	-	-	-	-	
Appropriation to the charity funds (iv)	-	-	-	-	
Paid from investment and development fund (viii)	-	-	-	(10,231,867,049)	
<b>As at 31 December 2023</b>	<b>1,507,879,460,000</b>	<b>1,418,741,358,556</b>	<b>-</b>	<b>35,502,563,287</b>	



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Undistributed earnings VND	Total VND	Non-controlling interests VND	Total of capital and reserves VND
1,456,505,482,373	3,776,798,905,190	-	23,776,798,905,190
-	43,748,200,000	-	43,748,200,000
615,581,289,335	615,581,289,335	-	615,581,289,335
(438,203,480,000)	-	-	-
(464,913,590,200)	(464,913,590,200)	-	(464,913,590,200)
(28,864,297,440)	(28,864,297,440)	-	(28,864,297,440)
-	(25,133,136,995)	-	(25,133,136,995)
(5,000,000,000)	(5,000,000,000)	-	(5,000,000,000)
1,135,105,404,068	3,912,217,369,890	-	3,912,217,369,890
436,718,270,582	436,718,270,582	(1,470,000)	436,716,800,582
-	-	9,800,000,000	9,800,000,000
-	-	(9,798,530,000)	(9,798,530,000)
(149,418,240,000)	-	-	-
(105,544,842,200)	(105,544,842,200)	-	(105,544,842,200)
-	96,000,000	-	96,000,000
(45,729,043,070)	-	-	-
(54,699,030,232)	(54,699,030,232)	-	(54,699,030,232)
(5,000,000,000)	(5,000,000,000)	-	(5,000,000,000)
-	(10,231,867,049)	-	(10,231,867,049)
1,211,432,519,148	4,173,555,900,991	-	4,173,555,900,991

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(i)

Pursuant to Resolution of the Board of Directors No. 16-2022/NQ-GAC dated 24 October 2022, the Board of Directors of the Company approved the plan to contribute capital to establish An Khang MDF Co., Ltd. According to the initial Business Registration Certificate No. 3901331450 dated 27 October 2022, the Company owned 51% of charter capital of this company. On 16 January 2023, the Company has fully contributed the capital commitment which is VND 10,200,000,000. The remaining capital which is VND 9,800,000,000 (equivalent to 49% ownership) contributed by non-controlling owner of this company. However, as presented in Note 1, the Company has completed the transfer of capital to other partners in 2023. Accordingly, as of 31 December 2023, the Company no longer owns any contributed capital. any of An Khang MDF Co., Ltd. The non-controlling shareholder interests in the amount of VND 9,798,530,000 (corresponding to the ownership ratio of 49%) of the non-controlling shareholders of this company have also been adjusted accordingly at the date the company ceased to controls this company.

(ii)

Pursuant to the Resolution No. 10-2023/NQ-GAC dated 21 June 2023 and Decision No. 82-2023/QĐ-GAC dated 24 July 2023, the Board of Directors approved the issuance of new shares to pay dividend for existing shareholders at the ratio of 11%. Accordingly, the Company issued 14,941,824 shares, which is equivalent to VND 149,418,240,000.

(iii)

Pursuant to the Resolution No. 19-2023/NQ-GAC dated 16 November 2023, the Board of Directors approved the advance of the 1st dividend payment of 2023 in cash for existing shareholders at the rate of 7% on par value of each share, equivalents to VND 105,544,842,200. Accordingly, the Company paid VND 105,544,842,200 dividend in cash.

(iv)

Pursuant to the Decision No. 15-2023/QĐ-GAC dated 23 August 2023, the Board of Directors approved on the execution of the plan to issue the shares under the Employee Stock Ownership Plan from treasury shares with the amount of 9,600 treasury shares. Accordingly, the Company re-issued 9,600 treasury shares, which is equivalent to VND 96,000,000.

(v)

Pursuant to the Resolution of the Annual General Meeting of Shareholders No. 07-2023/NQ-GAC dated 26 April 2023, the General Meeting of Shareholders approved the appropriation of charity fund amounting to VND 5,000,000,000, the appropriation of bonus and welfare fund at the rate of 5% on profit after tax in the audited consolidated financial statements of the Group in 2022, equivalent to VND 30,779,064,467 and the appropriation of the Company's Investment and Development Fund at the rate of 5% on profit after tax in the audited consolidated financial statements of the Group in 2022, equivalent to VND 30,779,064,467.

(vi)

Pursuant to the Decision of the Chairman No. 27A-2023/QĐ-SXGAC dated 26 April 2023, the Chairman of An Cuong Wood–Working Manufacturing Company Limited approved the appropriation of bonus and welfare fund at the rate of 8% on profit after tax in the audited financial statements of An Cuong Wood–Working Manufacturing Company Limited in 2022, equivalent to VND 20,559,114,997 and the appropriation of investment and development fund at the rate of 5% on profit after tax in the audited financial statements of An Cuong Wood – Working Manufacturing Company Limited in 2022, equivalent to VND 12,849,446,873.

(vii)

Pursuant to the Decision of the Chairman No. 21-2023/QĐ-MLC dated 10 May 2023, the Chairman of Malloca Vietnam Company Limited approved the appropriation of bonus and welfare fund at the rate of 8% on profit after tax in the audited financial statements of Malloca Vietnam Company Limited in 2022, which is equivalent to VND 3,360,850,768 and the appropriation of investment and development fund at the rate of 5% on profit after tax in the audited financial statements of Malloca Vietnam Company Limited in 2022, equivalent to VND 2,100,531,730.

(viii)

Payment from investment and development fund related to the implementation of the project to upgrade and improve SAP S/4 HANA of the Group's system in 2023.



## 25. Dividends

	2023 VND	2022 VND
Beginning of year	262,857,700	-
Increase during the year (Note 24)	254,963,082,200	903,117,070,200
Dividends paid in cash	(105,486,151,400)	(464,650,732,500)
Dividends paid in ordinary shares (Note 24)	(149,418,240,000)	(438,203,480,000)
<b>End of year</b>	<b>321,548,500</b>	<b>262,857,700</b>

## 26. Earnings Per Share

### a. Basic earnings per share

Basic earnings per share is calculated by dividing the net profit attributable to Shareholders after deducting the bonus and welfare funds by the weighted average number of ordinary shares outstanding during the year, excluding ordinary shares repurchased by the Company and held as treasury shares.

The details were as follows:

	For the year ended	
	31.12.2023	31.12.2022 (Restated) (**)
Net profit attributable to shareholders (VND)	436,718,270,582	615,581,289,335
Less amount allocated to bonus and welfare funds (VND) (*)	-	(54,699,030,232)
	<b>436,718,270,582</b>	<b>560,882,259,103</b>
Weighted average number of ordinary shares in issue (shares)	150,779,372	149,301,397
<b>Basic earnings per share (VND)</b>	<b>2,896</b>	<b>3,757</b>

(\*) As at 31 December 2023, the Group has not had the plan to appropriate the bonus and welfare funds from undistributed earnings of 2023.

(\*\*) Basic earnings per share for the year ended 31 December 2022 were recalculated to take into account adjustments for bonus and welfare expenses and for issuance of dividend shares as follows:



## 26. Earnings Per Share (Continued)

	For the year ended 31.12.2022		
	As previously reported	Adjustments (***)	As restated
Net profit attributable to shareholders (VND)	615,581,289,335	-	615,581,289,335
Less amount allocated to bonus and welfare funds (VND) (*)	-	(54,699,030,232)	(54,699,030,232)
	<b>615,581,289,335</b>		<b>560,882,259,103</b>
Weighted average number of ordinary shares in issue (shares)	134,505,936	14,795,461	149,301,397
<b>Basic earnings per share (VND)</b>	<b>4,577</b>		<b>3,757</b>

(\*\*\*) In 2023, the appropriation of bonus and welfare fund (VND) for the year ended 31 December 2022 was approved according to Resolution of the Annual General Meeting of Shareholders No. 07-2023/NQ-GAC, Decision No. 33-2023/QĐ-SXG and Decision No. 21-2023/QĐ-MLC. At the same time, the weighted average number of ordinary shares in circulation is also adjusted as an impact of the issuance of new shares to pay dividend for existing shareholders at the ratio of 2:1 according to Resolution No. 06-2022/NQ-GAC and at the ratio of 11% according to Resolution No. 10-2023/NQ-GAC.

### b. Diluted earnings per share

Diluted earnings per share adjusts the figures used in the determination of basic earnings per share to take into account:

The after-income tax effect of interest and other financing costs associated with dilutive potential ordinary shares

The weighted average number of additional ordinary shares that would have been outstanding assuming the conversion of all dilutive potential ordinary shares.

The Group did not have any ordinary shares potentially diluted during the year and up to the date of this consolidated financial statements. Therefore, the diluted earnings per share is equal to the basic earnings per share.

## 27. Off Consolidated Balance Sheet Items

### a. Foreign currencies

As at 31 December 2023, included in cash were balances held in foreign currencies of US\$ 407,721 and EUR 5,101 (as at 31 December 2022: US\$ 451,559 and EUR 15,434).

### b. Operating lease assets

The future minimum lease payments under non-cancellable operating assets leases are presented in Note 38.



## 28. Net Revenue Of Sales Of Goods And Rendering Of Services

	2023 VND	2022 VND
<b>Revenue</b>		
Revenue from sales of merchandise and finished goods	3,759,712,577,819	4,482,061,765,274
Revenue from rendering of services	19,007,033,715	27,608,105,827
	<b>3,778,719,611,534</b>	<b>4,509,669,871,101</b>
<b>Sales deductions</b>		
Sales returns	(16,026,939,758)	(22,071,582,989)
Trade discounts	(484,730,548)	(12,111,113,729)
Sales allowances	(78,689,480)	(8,735,560)
	<b>(16,590,359,786)</b>	<b>(34,191,432,278)</b>
<b>Net revenue from sales of goods and rendering of services</b>		
Net revenue from sales of merchandise and finished goods	3,743,122,218,033	4,447,870,332,996
Net revenue from rendering of services	19,007,033,715	27,608,105,827
	<b>3,762,129,251,748</b>	<b>4,475,478,438,823</b>



## 29. Cost Of Goods Sold And Services Rendered

	2023 VND	2022 VND
Cost of goods sold	2,639,442,138,469	3,134,076,717,010
Cost of services rendered	1,892,876,487	4,416,868,924
Provision/(reversal of provision) for decline in value of inventories (Note 10)	11,304,429,661	(4,861,452,427)
Provision for dismantling cost	1,876,743,829	4,000,000,000
	<b>2,654,516,188,446</b>	<b>3,137,632,133,507</b>

## 30. Financial Income

	2023 VND	2022 VND
Interest income from bank deposits	105,801,261,241	80,834,190,753
Interest income from deposits (Note 8(a) and Note 8(b))	36,381,914,360	37,056,867,940
Realised foreign exchange gains	17,030,097,669	22,162,099,595
Penalty interest income on late payments	184,307,440	-
Interest income from lending	143,320,547	2,478,479,451
Net gain from foreign currency translation at year-end	18,741,429	2,733,153,902
Gain from deinvestment in subsidiary (Note 1) (**)	1,530,000	-
Interest income from entrusted-investment	-	21,099,747,945
Dividend distributed	-	8,940,000,000
	<b>159,561,172,686</b>	<b>175,304,539,586</b>



## 31. Financial Expenses

	2023 VND	2022 VND
Interest expenses	38,839,429,154	31,879,418,79118,
Realised foreign exchange losses	6,508,945,295	978,309,279
Based-investment-performance fees to VinaCapital	-	6,000,000,000
	<b>45,348,374,449</b>	<b>56,857,728,070</b>

## 32. Selling Expenses

	2023 VND	2022 VND
Staff costs	189,904,946,639	227,736,278,828
Marketing and advertising	121,295,611,817	100,724,394,367
Transportation	59,541,982,677	66,810,926,515
Rental	43,172,852,017	38,349,887,505
Repair and maintenances	18,844,080,717	19,784,345,235
Depreciation and amortisation	15,509,422,319	14,153,763,193
Tools, supplies used	14,243,647,186	9,495,350,887
Others	59,873,600,742	70,815,997,643
	<b>522,386,144,114</b>	<b>547,870,944,173</b>



### 33. General And Administration Expenses

	2023 VND	2022 VND
Staff costs	70,483,652,317	89,615,977,843
Provision for doubtful debts	26,768,710,869	12,998,884,773
Depreciation and amortisation	4,396,736,634	4,370,421,947
Tools, supplies used	2,444,547,511	2,022,028,959
Professional fees	3,074,081,546	3,293,107,102
Others	65,236,836,715	55,593,434,683
	<b>172,404,565,592</b>	<b>167,893,855,307</b>

### 34. Corporate Income Tax ("CIT")

The CIT on the Group's accounting profit before tax differs from the theoretical amount that would arise using the applicable tax rate as follows:

	2023 VND	2022 VND
Net accounting profit before tax	540,147,866,066	751,936,633,140
Tax calculated at a rate of 20%	108,029,573,213	150,387,326,628
Effect of: Expenses not deductible for tax purposes	15,726,800,507	16,838,398,289
Under-provision in previous years (***)	1,871,272,447	88,401,342
Tax deduction (**)	(22,199,274,683)	(29,170,782,454)
Temporary difference for which no deferred tax asset has been recognised	294,000	-
Incomes not subject to tax	-	(1,788,000,000)
<b>CIT charge (*)</b>	<b>103,428,065,484</b>	<b>136,355,343,805</b>
<b>Charged/(credited) to consolidated income statement</b>		
CIT – current	105,108,514,501	137,375,132,415
CIT – deferred (Note 22)	(1,680,449,017)	(1,019,788,610)
	<b>103,428,065,484</b>	<b>136,355,343,805</b>



## 34. Corporate Income Tax ("CIT") (Continued)

(\*) The CIT charge for the year is based on estimated taxable income and is subject to review and possible adjustments by the tax authorities.

(\*\*) Pursuant to the initial Investment Registration certificate No. 1338867711 dated 17 October 2017, An Cuong Wood-Working Manufacturing Company Limited has the obligation to pay CIT at rate of 20%. The Company is exempted from CIT for 2 years from the first profitable year (2019 - 2020) and is entitled to a 50% CIT reduction for 4 years thereafter (2021 - 2024).

(\*\*\*) Underpaid CIT from previous financial years. In which, based on Decision No. 1221/QĐ-TCT dated 11 August 2023 issued by the Head of the General Department of Taxation, the underpaid CIT amount identified during the inspection of compliance with tax laws for the financial year ended 31 December 2022 was VND 1,216,445,217.

## 35. Costs Of Operation By Factor

Costs of operation by factor represent all costs incurred during the financial year from the Group's operating activities excluding cost of merchandises for trading activities. The details are as follows:

	2023 VND	2022 VND
Raw materials	2,208,003,679,443	2,801,172,108,515
Staff costs	521,384,290,354	632,684,808,649
Outside services	286,343,581,485	273,116,392,532
Depreciation and amortisation	104,130,491,627	110,500,933,112
Tools, supplies used	90,045,584,381	64,973,736,758
Transportation	60,444,079,623	87,441,085,728
Others	231,027,999,366	206,356,715,540
	<b>3,501,379,706,279</b>	<b>4,176,245,780,834</b>



## 36. Non-cash Transactions Affecting The Consolidated Cash-flow Statement

	Year ended 31 December	
	2023 VND	2022 VND
Issuance of shares to pay dividends to existing shareholders (Note 24 and Note 25)	149,418,240,000	438,203,480,000
Reclassification of deposit from other long-term receivables to long-term lending (Note 8(b))	142,526,415,151	-
Reclassification of deposit from other long-term receivables to short-term lending (Note 8(b))	142,526,415,160	-
Interest income from deposits not yet collected (Note 8(b))	105,172,488,593	68,790,574,233
Purchase of fixed assets and other long-term assets that have not yet been settled	4,543,819,383	-
Profit sharing from income statement of associate company	1,849,234,733	8,000,000,000
Written-off short-term provision for doubtful debts	1,414,861,663	-
Dividends in cash have not yet paid (Note 24 and Note 25)	58,690,800	-
Conversion from borrowings into investment in associate	-	267,000,000,000
Reclassification of entrusted-investment from short-term investment held to maturity to other short-term receivables	-	156,017,700,000



## 37. Related Party Disclosures

As at 31 December 2023 and the year then ended, the Group had balances and/or transactions with the related parties:

Related parties	Relationship
Thang Loi Homes Joint Stock Company	Associate
NC Vietnam Investment Company Limited	Controlling shareholder
Whitlam Holding Pte. Ltd.	Major shareholder
Sumitomo Forestry (Singapore) Ltd.	Major shareholder
Trung Hieu Plywood Company Limited	Controlled by Chairman of Board of Directors's family member
Thao Nghia Thanh One-member Company Limited	Controlled by the Head of Board of Supervision's family member
Sumitomo Forestry Vietnam Company Limited	Managed by Vice Chairman of Board of Directors
Ms. Vo Thi Ngoc Anh	General Director
Ms. Nguyen Thi Kim Thoa	Deputy General Director



## 37. Related Party Disclosures (Continued)

### a. Related party transactions

The primary transactions with related parties incurred during the financial year are:

	2023 VND	2022 VND
<b>I. Sales of goods</b>		
Trung Hieu Plywood Company Limited	37,918,620,898	65,342,502,700
<b>II. Purchases of goods and services</b>		
Thao Nghia Thanh One-member Company Limited	15,460,839,828	13,215,968,254
Sumitomo Forestry (Singapore) Ltd.	10,002,959,700	7,432,065,037
Sumitomo Forestry Vietnam Company Limited	2,154,107,591	1,698,717,435
	<b>27,617,907,119</b>	<b>22,346,750,726</b>
<b>III. Sales of fixed assets</b>		
Thao Nghia Thanh One-member Company Limited	1,559,639,583	
<b>IV. Deposits for purchasing houses</b>		
Ms. Nguyen Thi Kim Thoa	-	5,900,700,000
Ms. Vo Thi Ngoc Anh	-	3,417,300,000
	<b>-</b>	<b>9,318,000,000</b>
<b>V. Collection of deposits for purchasing houses</b>		
Ms. Nguyen Thi Kim Thoa	5,900,700,000	-
Ms. Vo Thi Ngoc Anh	3,417,300,000	-
	<b>9,318,000,000</b>	<b>-</b>
<b>VI. Investment in associate (Note 4(b))</b>		
Thang Loi Homes Joint Stock Company	2,400,000,000	393,631,200,000



	2023 VND	2022 VND		
VII. Dividends paid during the year in cash (Note 24)				
NC Vietnam Investment Company Limited	52,824,235,800	232,683,666,000		
Sumitomo Forestry (Singapore) Ltd.	20,700,273,300	91,181,925,900		
Whitlam Holding Pte. Ltd.	19,069,677,900	83,999,370,000		
Other shareholders	12,950,655,200	57,048,628,300		
	105,544,842,200	464,913,590,200		
VIII. Dividends paid during the year in ordinary shares (Note 24)				
NC Vietnam Investment Company Limited	74,783,340,000	219,306,000,000		
Sumitomo Forestry (Singapore) Ltd.	29,305,400,000	85,939,610,000		
Whitlam Holding Pte. Ltd.	26,996,970,000	79,170,000,000		
Other shareholders	18,332,530,000	53,787,870,000		
	149,418,240,000	438,203,480,000		
IX. Compensation of key management				
Gross salaries and other benefits	28,180,481,567	30,365,894,931		
Remuneration of Board of Directors				
No.	Name	Title	2023 VND	2022 VND
1.	Mr. Le Duc Nghia	Chairman	-	-
2.	Mr. Masao Kamibayashiyama	Vice Chairman	-	-
3.	Mr. Nguyen Minh Tuan	Member	-	-
4.	Mr. Le Thanh Phong	Member	-	-
5.	Ms. Nguyen Thi Dieu Phuong	Member	-	-
6.	Mr. Phan Quoc Cong	Independent member	-	-
7.	Ms. Nguyen Thanh Quyen	Independent member	-	-
Remuneration of Board of Supervision				
No.	Name	Title	2023 VND	2022 VND
1.	Ms. Tran Thi Ngoc Tue	Head	-	-
2.	Ms. Nguyen Thi Thuy Trang	Member (from 26/4/2023)	-	-
3.	Ms. Tran Thi Kim Anh	Member (until 25/4/2023)	-	-
4.	Ms. Mai Thi Phuong Thao	Member	-	-



## 37. Related Party Disclosures (Continued)

### a. Related party transactions (continued)

IX. Compensation of key management ( Continued )				
Gross salaries and other benefits of Board of Management and other management				
No.	Name	Title	2023 VND	2022 VND
1.	Mr. Le Duc Nghia	Chairman of subsidiary	4,700,000,000	4,625,500,000
2.	Ms. Vo Thi Ngoc Anh	General Director	3,826,994,900	3,884,500,000
3.	Mr. Le Thanh Phong	Deputy General Director	2,500,060,000	2,698,034,999
4.	Ms. Nguyen Thi Hao	Deputy General Director (until 25/10/2023)	1,667,000,000	2,571,399,999
5.	Ms. Nguyen Thi Kim Thoa	Deputy General Director	2,800,000,000	2,711,399,999
6.	Ms. Nguyen Thi Duyen	Deputy General Director	3,183,600,000	3,070,175,000
7.	Mr. Ngo Tan Tri	Deputy General Director	3,184,100,000	2,602,797,500
8.	Ms. Thieu Thi Ngoc Diem	Chief Accountant	2,585,000,000	2,418,441,666
9.	Ms. Tran Thi Ngoc Tue	Head of Board of Supervision	1,745,366,667	1,599,240,768
10.	Mr. Masao Kamibayashiyama	Market Development Director	1,988,360,000	2,409,555,000
11.	Mr. Tran Luong Thanh Tung	In charge of information disclosure (until 22/12/2022)	-	1,774,850,000
			<b>28,180,481,567</b>	<b>30,365,894,931</b>

### b. Year-end balances with related parties

	2023 VND	2022 VND
<b>Investment in associate (Note 4(b))</b>		
Thang Loi Homes Joint Stock Company	405,880,434,733	401,631,200,000
<b>Short-term trade accounts receivable (Note 5)</b>		
Trung Hieu Plywood Company Limited	5,715,974,205	8,880,115,294
<b>Short-term prepayment to vendors (Note 6)</b>		
Thao Nghia Thanh One-member Company Limited	398,940,400	3,802,046,000



## 37. Related Party Disclosures (Continued)

### b. Year-end balances with related parties

	2023 VND	2022 VND
<b>Deposits for purchasing houses (Note 8(a))</b>		
Ms. Nguyen Thi Kim Thoa	-	5,900,700,000
Ms. Vo Thi Ngoc Anh	-	3,417,300,000
	-	<b>9,318,000,000</b>
<b>Short-term trade accounts payable (Note 14)</b>		
Sumitomo Forestry (Singapore) Ltd.	2,491,135,553	-
Thao Nghia Thanh One-member Company Limited	1,516,282,100	302,933,260
Sumitomo Forestry Vietnam Company Limited	-	516,978,154
	<b>4,007,417,653</b>	<b>819,911,414</b>

## 38. Operating Commitments

The future minimum warehouse lease payments under non-cancellable operating leases were as follows:

	2023 VND	2022 VND
Within one year	48,953,793,657	40,599,777,074
Between one and five years	146,405,426,749	119,672,102,772
Over five years	2,404,889,230	12,876,125,257
<b>Total minimum payments</b>	<b>197,764,109,636</b>	<b>173,148,005,103</b>



## 39. Segment Reporting

### Business activity segments

Business segment information is primarily segment reporting of the Group. Its business is manufacturing and trading wooden household, industrial wooden items, artificial boards, interior decoration, kitchen equipment, and other wooden related products and they are the main activities to earn revenue and gain profit for the Group, whereas other incomes account for a small proportion in total revenue of the Group, therefore, the Board of Management of the Group assumed that the Group is in one business activity segment, only.

### Geographical segments

The primarily segment reporting of the Group is presented in term of business segment. Therefore, the Group presented the geographical segments as the secondary segment information and including information as follows:

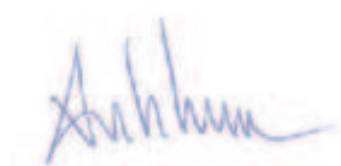
Year ended 31 December 2023			
	Dosmetic VND	Overseas VND	Total VND
Net revenue from sales of goods and rendering of services	3,172,008,629,032	590,120,622,716	3,762,129,251,748
Cost of goods sold and services rendered	(2,185,688,823,623)	(468,827,364,823)	(2,654,516,188,446)
<b>Gross profit from sales of goods and rendering of services</b>	<b>986,319,805,409</b>	<b>121,293,257,893</b>	<b>1,107,613,063,302</b>
Total expense incurred for purchases of fixed assets	87,935,737,629	710,322,000	88,646,059,629
Total carrying amount of the segment fixed assets by geographic area of the assets	404,275,576,259	701,865,786	404,977,442,045
Segment assets	714,001,111,452	9,794,373,255	723,795,484,707
Unallocated assets	4,393,311,108,799	-	4,393,311,108,799
<b>Total asset</b>	<b>5,511,587,796,510</b>	<b>10,496,239,041</b>	<b>5,522,084,035,551</b>
Segment liabilities	179,870,444,703	83,449,556,293	263,320,000,996
Unallocated liabilities	1,085,208,133,564	-	1,085,208,133,564
<b>Total liabilities</b>	<b>1,265,078,578,267</b>	<b>83,449,556,293</b>	<b>1,348,528,134,560</b>



## Year ended 31 December 2022

	Dosmetic VND	Overseas VND	Total VND
Net revenue from sales of goods and rendering of services	3,915,918,994,274	559,559,444,549	4,475,478,438,823
Cost of goods sold and services rendered	(2,639,203,409,341)	(498,428,724,166)	(3,137,632,133,507)
<b>Gross profit from sales of goods and rendering of services</b>	<b>1,276,715,584,933</b>	<b>61,130,720,383</b>	<b>1,337,846,305,316</b>
Total expense incurred for purchases of fixed assets	18,400,278,483	-	18,400,278,483
Total carrying amount of the segment fixed assets by geographic area of the assets	439,123,243,902	-	439,123,243,902
Segment assets	642,507,978,066	11,760,226,863	654,268,204,929
Unallocated assets	4,373,815,567,033	-	4,373,815,567,033
<b>Total assets</b>	<b>5,455,446,789,001</b>	<b>11,760,226,863</b>	<b>5,467,207,015,864</b>
Segment liabilities	234,026,643,737	113,487,701,710	347,514,345,447
Unallocated liabilities	1,207,475,300,527	-	1,207,475,300,527
<b>Total liabilities</b>	<b>1,441,501,944,264</b>	<b>113,487,701,710</b>	<b>1,554,989,645,974</b>

The consolidated financial statements were approved by the Board of Management on 28 March 2024.



**Tran Anh Tuan**  
Preparer



**Thieu Thi Ngoc Diem**  
Chief Accountant



**Le Duc Nghia**  
Chairman of Board of Directors



# Appendix

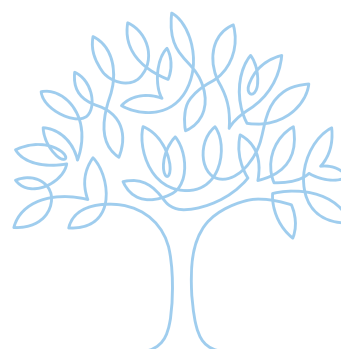
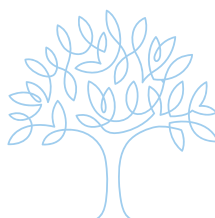
- 238 Certificates  
& Quality Certifications
- 242 List of distributors, partner showrooms  
& franchised showrooms



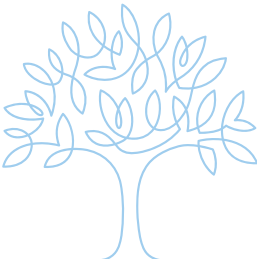




# Certificates & Quality Certifications









# Certificates & Quality Certifications

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Estimates	
Cost:	Total, \$2,000
Cost of direct materials	\$,700.00
Cost of indirect materials (40% assigned energy)	\$,280.00
Cost of waste	\$,020.00
Total	\$,000.00



## List of distributors, partner showrooms & franchised showrooms









City	Distributors, Partner Showrooms & Franchised Showrooms	Address
Ho Chi Minh	Công ty TNHH Mộc Urban	781/C1 Lê Hồng Phong nối dài, Phường 12, Quận 10, Tp HCM
	Công Ty TNHH HDDEKOR	285/158 Cách Mạng Tháng 8, P12, Q10, Tp HCM
	Công Ty TNHH Thương Mại Dịch Vụ Sĩ Thông	Số 12-13 Đường Số 38 , Phường Thảo Điền, Quận 2, Tp HCM
	Công ty TNHH Phát Triển Opan	286 – 288 Nguyễn Xí, Phường 13, Quận Bình Thạnh, Tp HCM
	Công ty TNHH Phát Triển Opan	100 Nguyễn Xí, Phường 26, Quận Bình Thạnh, Tp HCM
	Công ty TNHH Việt Homes Design	67 Nguyễn Thị Nhung, Khu Nhà Ở Vạn Phúc 1, Phường Hiệp Bình Phước, Thành Phố Thủ Đức, Tp HCM
	Công ty TNHH Sản Xuất Thương Mại Việt Đức Home	69 Đường Liên Phường, Khu Phố 6, Phường Phước Long B, Thành Phố Thủ Đức, Tp HCM
	Công ty TNHH CREDO	616 đường Phạm Văn Đồng, Khu Phố 3, Phường Hiệp Bình Chánh, Thành Phố Thủ Đức, Tp HCM
	Công ty TNHH Sản Xuất Thương Mại Việt Đức Home	DP - 09 Dragon Parc 1, Nguyễn Hữu Thọ, Xã Phước Kiển, Huyện Nhà Bè, TP.HCM
	Công ty TNHH Nội Thất Xây Dựng và Thi Công Sàn gỗ Đăng Khánh	24/1B, Đường Số 4, Khu Phố 5, Phường Trường Thọ, Thành Phố Thủ Đức, Tp HCM
	Công ty Cổ Phần Sản Xuất và Thương Mại The Furniture	24 Đường D52, Phường 12, Quận Tân Bình, Tp HCM
Hanoi	Công ty Cổ Phần Thương Mại và Xuất Nhập Khẩu Ái Linh	Đê Hữu Hồng, Sầm Dương, Ninh Sở, Thường Tín, Hà Nội
	Công ty TNHH Thương Mại Dịch Vụ Việt Hoàng	Phòng 603, số 20 Láng Hạ, Phường Láng Hạ, Quận Đống Đa, Hà Nội
	Nội Thất M-Home	10 Chương Dương Độ, Hoàn Kiếm, Hà Nội
	Công ty Ba Cay	10 Chương Dương Độ, Hoàn Kiếm, Hà Nội
	Công ty TNHH Thu Anh	E21-N05 Khu Đô Thị Mới Dịch Vọng, Phường Dịch Vọng, Quận Cầu Giấy, Hà Nội
	Nội Thất Hoàn Mỹ (Hoàng Tùng Linh)	Showroom 1: Gian hàng 313, tầng 3, TTTM Vincom Plaza Long Biên, Phường Việt Hưng, Quận Long Biên, Hà Nội Showroom 2: Số 170 Phạm Văn Đồng, P. Mai Dịch, Q. Cầu Giấy, Hà Nội
	Công ty TNHH Kiến Trúc Xây Dựng và Nội Thất VINCIA	Ngõ 6 Mạc Thái Tổ, Yên Hòa, Cầu Giấy
	Công ty TNHH Kiến Trúc Xây Dựng và Nội Thất VINCIA	Galaxy 5, Dự Án TSQ Galaxy, Số 69 Đường Tố Hữu, P. Vạn Phúc, Q. Hà Đông, Hà Nội
	Công ty TNHH Kiến Trúc Xây Dựng và Nội Thất VINCIA	LK12A-09 Khu Đô thị An Hưng, Tố Hữu, Hà Đông, Hà Nội
	Nội thất 24H	Số 22-2D AVE, Sunrise A, Khu đô thị The Manor Central Park, Phường Đại Kim, Hoàng Mai, Hà Nội.
	Công Ty Cổ Phần Nội Thất Phúc Thọ	Số Nhà 575 Lạc Long Quân, Phường Xuân La, Quận Tây Hồ, Thành Phố Hà Nội



City	Distributors, Partner Showrooms & Franchised Showrooms	Address
<b>Đà Nẵng</b>	Công ty TNHH Thương Mại Trang Trí Nội Thất Minh Trân	781/C1 Lê Hồng101 Triệu Nữ Vương, Phường Hải Châu II, Quận Hải Châu, Đà Nẵng
		75 Hoàng Diệu, Phường Phước Ninh, Quận Hải Châu, TP Đà Nẵng
	Công ty TNHH Hithanks	06 Lê Thiết Hùng, P. Hoà Xuân, Q. Cẩm Lệ, Tp. Đà Nẵng
	Hùng Hưng	89 Điện Biên Phủ, P. Chính Gián, Q. Thanh Khê, TP Đà Nẵng
	Phúc Đại Nam	533 Lê Văn Hiến, Phường Khuê Mỹ, Quận Ngũ Hành Sơn, Thành Phố Đà Nẵng
	P.A.D	KCN Mở rộng Túy Loan, Huyện Hòa Vang, Đà Nẵng
<b>Vĩnh Phúc</b>	Công Ty Cổ Phần Seiko Vina	Khu Hành Chính 15, Phường Liên Bảo, Thành Phố Vĩnh Yên, tỉnh Vĩnh Phúc
<b>Bắc Ninh</b>	Công Ty TNHH Ái Linh Bắc Ninh	Thửa đất số 10+11 tờ bản đồ số 52, Phường Kinh Bắc, Tp Bắc Ninh, Tỉnh Bắc Ninh
	Công ty Ba Cay	Thửa đất số 10+11 tờ bản đồ số 52, Phường Kinh Bắc, Tp Bắc Ninh, Tỉnh Bắc Ninh
<b>Quảng Ninh</b>	Công Ty TNHH Ái Linh Bắc Ninh	Lô A8, Ô 31/32 khu đô thị MonBay, Đường Hải Long, Phường Hồng Hải, TP Hạ Long, Tỉnh Quảng Ninh.
	Công Ty Cổ Phần Xây Dựng An Minh Home	Số 1, Thôn Thác Bưởi 2, Xã Tiên Lãng, Huyện Tiên Yên, Quảng Ninh, Huyện Hải Hà, Quảng Ninh
<b>Hải Dương</b>	Công Ty TNHH Kiến Trúc & Nội Thất Phố Vui	Số nhà 85 Mạc Hiến Tích, Phường Hải Tân, TP Hải Dương, Tỉnh Hải Dương
<b>Hải Phòng</b>	Công Ty TNHH Đầu Tư Kinh Doanh Thái Tuấn	Lô L1+L2, Dự Án Mê Linh, Tổ Dân Phố Trà Khê, Phường Anh Dũng, Quận Dương Kinh, Thành Phố Hải Phòng
<b>Hưng Yên</b>	Công ty Cổ Phần Dịch Vụ Nội Thất Hoàng Phát	Số nhà 85 Mạc Hiến Tích, Phường Hải Tân, TP Hải Dương, Tỉnh Hải Dương
<b>Thái Bình</b>	Công Ty TNHH TM Và Nội Thất Gia Phát	Số 142 Hoàng Văn Thái, phường Trần Lãm, thành phố Thái Bình
<b>Hà Nam</b>	Công Ty Cổ Phần Nội Thất Vật Liệu Thông Minh Hamihome	236A, Đường Trường Chinh, TP Phủ Lý, tỉnh Hà Nam
<b>Nam Định</b>	Công Ty TNHH Sản Xuất & Thương Mại Ruby	Số 30 Võ Nguyên Giáp, Phường Thống Nhất, Thành phố Nam Định, Tỉnh Nam Định
<b>Ninh Bình</b>	Công ty TNHH Thương Mại Và Dịch Vụ Thanh Lợi	Số 51 Phạm Thận Duật, phường Ninh Sơn, TP Ninh Bình
<b>Hà Giang</b>	Công Ty TNHH MTV Đầu Tư Và Dịch Vụ Hoàng Gia	Số 21 Tổ 18, Phường Nguyễn Trãi, Tp Hà Giang
<b>Cao Bằng</b>	Công Ty TNHH Tư Vấn Và Xây Dựng Trung An	Số nhà 523, Tổ 11, Phường Đề Thám, Thành Phố Cao Bằng, Tỉnh Cao Bằng
<b>Bắc Kạn</b>	Công Ty TNHH Thái Minh Thành	Số nhà 21, Ngõ 24 Đường Dương Mạc Hiếu, Tổ 5, Phường Phùng Chí Kiên, Tp. Bắc Kạn
<b>Tuyên Quang</b>	Công Ty TNHH Tư Vấn Đầu Tư Và Xây Dựng Trí Việt	Số nhà 179, đường Phạm Văn Đồng, phường Hưng Thành, TP Tuyên Quang, tỉnh Tuyên Quang
<b>Lào Cai</b>	Công Ty Cổ Phần Kiến Trúc Nội Thất G-Home Art	Số Nhà 076, Đường Phú Thịnh, Phường Bắc Cường, Thành phố Lào Cai, Tỉnh Lào Cai



City	Distributors, Partner Showrooms & Franchised Showrooms	Address
<b>Yên Bái</b>	Công Ty TNHH Kiến Trúc Đô Thị Mới	Tổ 1, Phường Yên Thịnh, Thành Phố Yên Bái, Tỉnh Yên Bái
<b>Thái Nguyên</b>	Công ty Cổ phần đầu tư và Thương Mại Bình Dân	719 - 721 Tổ 8a, phường Tân Lập, Tp Thái Nguyên, Tỉnh Thái Nguyên
	Công Ty TNHH Lego Interior	Phường Tân Lập, Thành Phố Thái Nguyên, tỉnh Thái Nguyên
<b>Lạng Sơn</b>	Công Ty TNHH Kiến Trúc Và Nội Thất Duyên Sinh	Số 15, Tổ 1, Khối 8, Quốc Lộ 1a, Phường Đông Kinh, Thành phố Lạng Sơn, Lạng Sơn
<b>Bắc Giang</b>	Công ty Cổ Phần Trí Việt Bắc Giang	Số 309, 313 đường Hoàng Văn Thụ, Phường Xương Giang, TP. Bắc Giang, Tỉnh Bắc Giang
<b>Phú Thọ</b>	Công Ty TNHH Kiến Trúc Và Xây Dựng AG	Số Nhà 22 Tổ 22C Phố Thọ Mai Phường Tiên Cát, TP Việt Trì, Tỉnh Phú Thọ
<b>Điện Biên</b>	Công Ty TNHH Cát Phong Điện Biên	Số nhà 153, Tổ dân phố 3, Phường Mường Thanh, TP Điện Biên Phủ, Tỉnh Điện Biên.
<b>Lai Châu</b>	Công Ty TNHH Minh Phong BFI	Số Nhà 009, Tổ 2, Phường Tân Phong, Thành Phố Lai Châu, Lai Châu, Lai Châu
<b>Sơn La</b>	Công Ty TNHH Đầu Tư Thương Mại Beetify Việt Nam (Nội Thất Một Nhà)	Số 105 Đường Tô Hiệu, Phường Chiềng Lề, Thành phố Sơn La, Sơn La
<b>Hoà Bình</b>	Công Ty Cổ Phần Kiến Trúc Nội Thất Art Hải Đăng (Nội Thất Hải Đăng)	31A, đường Hoàng Văn Thụ, Phường Thịnh Lang, Thành Phố Hoà Bình, Tỉnh Hoà Bình
<b>Thanh Hoá</b>	Công ty Cổ Phần Thiết Bị Giáo Dục Hồng Đức	Lô C, Khu Công nghiệp Lễ Môn, P. Quảng Hưng, Tp. Thanh Hoá, Tỉnh Thanh Hóa
	Công Ty Cổ Phần Nội Thất KALI	Số 08 Nguyễn Duy Hiệu, Phường Đông Hương, Thành Phố Thanh Hóa, Tỉnh Thanh Hóa
<b>Hoà Bình</b>	Công Ty Cổ Phần Kiến Trúc Nội Thất Art Hải Đăng (Nội Thất Hải Đăng)	31A, đường Hoàng Văn Thụ, Phường Thịnh Lang, Thành Phố Hoà Bình, Tỉnh Hoà Bình
<b>Nghệ An</b>	Công Ty TNHH Trang Anh	Tiểu khu CN Đông Vĩnh, Đường Nguyễn Minh Châu , P. Đông Vĩnh, TP Vinh, Nghệ An
	Công ty TNHH Nội Thất Nhà Mộc	Số 01 Hoàng Nghĩa Lương, Lê Lợi, TP Vinh, Nghệ An
<b>Hà Tĩnh</b>	Công Ty Cổ Phần Kiến Trúc Art House	Số 278, Đường Nguyễn Du, Phường Nguyễn Du, Thành Phố Hà Tĩnh
<b>Quảng Bình</b>	Công Ty TNHH Vật Liệu Nội Thất Quang Minh	12 Lý Thánh Tông, Xã Lộc Ninh, Thành phố Đồng Hới, Quảng Bình
	Nguyễn Ngọc Arc	21 Xuân Bồ, Phường Nam Lý, Thành phố Đồng Hới, Quảng Bình
	Xinh Decor (Bằng Trang - Ba Đồn)	67 Đường Lâm Uyên, Phường Ba Đồn, Thị xã Ba Đồn, Quảng Bình
	Nội Thất Xinh	12A Nguyễn Trường Tộ, P Hải Thịnh, Tp Đồng Hới, Quảng Bình
	Nội Thất Xinh	12A Nguyễn Trường Tộ, P Hải Thịnh, Tp Đồng Hới, Quảng Bình
<b>Quảng Trị</b>	Đại An Xanh	123 Lê Thánh Tông, Phường 05, Thành phố Đông Hà, Quảng Trị



City	Distributors, Partner Showrooms & Franchised Showrooms	Address
<b>Quảng Trị</b>	Hà Anh Nam	30 Tôn Thất Thuyết, Phường 05, Thành phố Đông Hà, Quảng Trị
	Cọ Xanh Décor	14 Nguyễn Công Trứ, Phường 05, Thành phố Đông Hà, Quảng Trị
<b>Thừa Thiên Huế</b>	Hộ Kinh Doanh Huyền Nữ Phương Linh	159 Huỳnh Thúc Kháng, Phường Đông Ba, Thành Phố Huế, Tỉnh Thừa Thiên Huế
	Vata	64 Trường Chinh, P. An Đông, TP Huế, Tỉnh Thừa Thiên Huế
	PT Home	106 Minh Mạng, Phường Thuỷ Xuân, Thành phố Huế, Thừa Thiên Huế
	Song Nguyễn	Lô B7 Khu Đô Thị Mới An Cựu, Phường An Đông, Thành phố Huế, Thừa Thiên Huế
	Phúc Nguyên	KĐT Greenhouse Huế, Thành phố Huế, Thừa Thiên Huế
<b>Quảng Nam</b>	SMCT Quảng Nam	01 Trưng Nữ Vương, Phường Tân Thạnh, Thành phố Tam Kỳ, Quảng Nam
	Khả Hưng	125 Thái Phiên, TP Tam Kỳ, Tỉnh Quảng Nam
	Space House	96 Lý Thường Kiệt, Phường Cẩm Nam, Thành phố Hội An, Quảng Nam
<b>Quảng Ngãi</b>	Công Ty Cổ Phần Đầu Tư Thương Mại Việt Phú Thịnh	218A đường Hai Bà Trưng, phường Lê Hồng Phong, TP Quảng Ngãi, Tỉnh Quảng Ngãi
	WORKBEE Decor	149 Quang Trung, Phường Lê Hồng Phong, Thành phố Quảng Ngãi, Quảng Ngãi
	Phạm Hòa	251 Hai Bà Trưng, Phường Trần Phú, TP Quảng Ngãi
	Việt Phú Gia	86 Hà Huy Tập, TP Quảng Ngãi, Tỉnh Quảng Ngãi
<b>Bình Định</b>	Công Ty TNHH Một Thành Viên Thương Mại Thanh Thanh	183-185 Nguyễn Thái Học, Phường Ngô Mây, Tp Quy Nhơn, Tỉnh Bình Định
	Nội Thất Kiến Duyệt	108 Trần Phú, Quy Nhơn
	Không Gian Lạ	Số 200a Đường Lê Hồng Phong, Phường Trần Hưng Đạo, Thành Phố Quy Nhơn, Bình Định
	Công ty TNHH Tân Phát Tote And Building	276/63 Hoàng Văn Thụ, Phường Ngô Mây, Thành Phố Quy Nhơn, Bình Định
<b>Phú Yên</b>	Công Ty TNHH Thương Mại Và Dịch Vụ Phú Thu	353 Trần Hưng Đạo, Phường 4, Tp Tuy Hòa, Tỉnh Phú Yên
	Gia Linh	174 Lê Lợi, TP Tuy Hòa, Tỉnh Phú Yên
	Phú Thu	160 Trần Hưng Đạo, Phường 3, TP Tuy Hoà, Tỉnh Phú Yên
	VH Home	Khu Phố Phước Lương, Phường Hòa Xuân Tây, Thị xã Đông Hoà, Tỉnh Phú Yên
<b>Khánh Hòa</b>	Công Ty TNHH Ngọc Thông NT	327 Đường 23/10, Phường Ngọc Hiệp, Thành phố Nha Trang, Khánh Hòa
	Công ty TNHH Thiết Kế và Xây Dựng 4D	84 Quang Trung, Phường Lộc Thọ, TP. Nha Trang, Khánh Hòa
	Công ty TNHH Nhà Việt Nha Trang	Số 140 (số cũ 08) đường Lê Hồng Phong, Phường Phước Hải, Tp. Nha Trang, Tỉnh Khánh Hòa



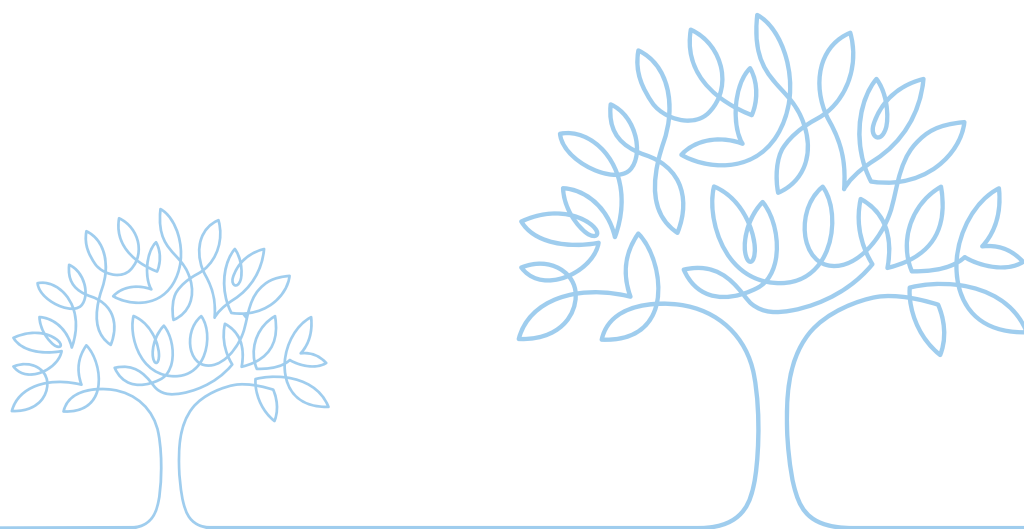
City	Distributors, Partner Showrooms & Franchised Showrooms	Address
<b>Ninh Thuận</b>	Công Ty TNHH Thiết Kế Quảng Cáo K Design	TM32, Cao Bá Quát, P.Thanh Sơn, TP. Phan Rang- Tháp Chàm, Ninh Thuận
	Công Ty TNHH Dịch Vụ Đầu Tư An Ngọc Điền Ninh Thuận	TM22-79, KĐT Đông Bắc, P.Thanh Sơn, TP. Phan Rang- Tháp Chàm, Ninh Thuận
<b>Bình Thuận</b>	Công Ty TNHH An Phát Bình Thuận	441 Trần Hưng Đạo, Thành Phố Phan Thiết, Tỉnh Bình Thuận
	Chi Nhánh Công ty TNHH Thương Mại Dịch Vụ Mỹ Nhật	10-12 Trương Hán Siêu, Phường Phú Thủy, Thành Phố Phan Thiết, Bình Thuận,
	Công Ty TNHH Tư Vấn Thiết Kế & Xây Dựng Ba Mươi Vuông	79 - 81 Đường Thống Nhất, Phường Tân Thiện, Thị Xã La Gi, Bình Thuận
	Công Ty TNHH Thiết Kế Kiến Trúc và Xây Dựng Kiến Mộc	48 Phạm Ngọc Thạch, TT Liên Hương, Tuy Phong, Bình Thuận
<b>Gia Lai</b>	Công Ty TNHH MTV Thương Mại và Dịch Vụ Ngọc Thơm Gia Lai	20A Lê Lai, P. Diên Hồng, Tp Pleiku, Tỉnh Gia Lai
	Showroom Mộc Xanh	Số 6, đường Lý Thái Tổ, Phường Diên Hồng, Thành phố Pleiku, Gia Lai
<b>Đắk Lắk</b>	Công Ty TNHH Thương Mại Nghệ Thuật	108 Hoàng Diệu, Phường Thành Công, Tp Buôn Ma Thuột, Tỉnh Đắk Lắk
	Công Ty TNHH Thương Mại Xây Dựng và Nội Thất Phúc Hưng	154 Lê Hồng Phong, Tp Buôn Ma Thuột, Tỉnh Đắk Lắk
<b>Lâm Đồng</b>	Doanh Nghiệp Tư Nhân Minh Công	27 Phan Đình Phùng, Phường 1, Tp Đà Lạt, Tỉnh Lâm Đồng
		23A Hoàng Diệu, Phường 05, Tp Đà Lạt, Tỉnh Lâm Đồng
	Công Ty TNHH Duy Cường Đà Lạt	176 Hiệp Thành 2, Xã Tam Bố, Huyện Di Linh, Lâm Đồng
<b>Bình Phước</b>	Công Ty TNHH MTV Thương Mại Dịch Vụ Xây Dựng Bình Minh	Ấp Thanh Tâm, Thị Trấn Thanh Bình, Huyện Bù Đốp, Tỉnh Bình Phước
	Công Ty TNHH MTV Gia Phú BP	8 Lê Duẩn, Phường Tân Phú, Thành Phố Đồng Xoài, Bình Phước
	Công Ty TNHH Thiết Kế Trang Trí Nội Thất Nhà Xinh	106, Đường Lê Quý Đôn, Phường Tân Thiện, Thành Phố Đồng Xoài, Bình Phước
	Công Ty TNHH Nội Thất 789 Décor	37 Hai Bà Trưng, Phường Tân Phú, Thành Phố Đồng Xoài, Bình Phước
	Công Ty Cổ Phần Đầu Tư Thương Mại Xuất Nhập Khẩu An Phú Greenland Group	Đường ĐT741, KP5, P.Long Phước, TX Phước Long Tỉnh Bình Phước
	Công Ty TNHH SM TM DV Nội Thất Thông Minh Tân Tiến Phát	Tổ 4, Ấp 3, Xã Minh Lập, Huyện Chơn Thành, Tỉnh Bình Phước
<b>Tây Ninh</b>	Công Ty Trách Nhiệm Hữu Hạn Zone 11	Ô2/5 Thanh Hà, Huyện Gò Dầu, Tây Ninh
	Công ty TNHH Sản Xuất Xây Dựng Đỉnh Tâm	180 Nguyễn Văn Rốp, Khu Phố 6, Phường 4, Tp. Tây Ninh
	Công Ty TNHH Tư Vấn Thiết Kế Và Xây Dựng Hoa Đất	Số 63, Đường Phạm Văn Xuyên, khu phố 6, Phường 3, Thành Phố Tây Ninh
<b>Bình Dương</b>	Công Ty TNHH Thương Mại T&T Interior Design	Shophouse Căn Số 4, Tòa Nhà Chung Cư Bicons Tower, Số 01, Đường Phú Lợi, Phường Phú Lợi, Tp.Thủ Dầu Một, Tỉnh Bình Dương
	Công Ty TNHH Thương Mại & Dịch Vụ Nội Thất AE	149/18 Hồ Văn Cống, Phường Tương Bình Hiệp, Thành phố Thủ Dầu Một, Bình Dương



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<b>Bình Dương</b>	Công ty TNHH MaxHouse Việt Nam	Xưởng sản xuất: Vĩnh Phú 41, P. Vĩnh Phú, Thuận An, Bình Dương Showroom: 100 Nguyễn Xí, Quận Bình Thạnh, TP.HCM
	Công ty TNHH MTV Thiết Kế Nội Thất B.O.D	Số 489 Phạm Ngọc Thạch , KP.5, P.Phú Mỹ , TP. Thủ Dầu Một, Bình Dương
	Công ty TNHH Phát Triển Opan	Số 40 Vĩnh Phú 20, Thị xã Thuận An, Bình Dương
<b>Đồng Nai</b>	Công Ty TNHH TM DV Gỗ Bảo Hân	39 Lê A, KP Núi Tung, P. Suối Tre, TP. Long Khánh, Đồng Nai
	Công ty TNHH Nội Thất Thái Sơn Biên Hòa	Tổ 42, khu phố 1, phường Tân Mai, thành phố Biên Hoà , tỉnh Đồng Nai.
	Công ty TNHH Một Thành Viên Âu Gia Việt	Số 39, Đường Lê Duẩn, Ấp 1, Xã An Phước, Huyện Long Thành, Tỉnh Đồng Nai
	Công Ty TNHH Sản Xuất Thương Mại Nguyên Minh	Đường Hùng Vương, Khu Phố Mỹ Khoan, Thị trấn Hiệp Phước, Huyện Nhơn Trạch, Đồng Nai
	Công ty TNHH TM DV Gỗ Bảo Hân	Số 39, Đường Lê A, Thành Phố Long Khánh, Đồng Nai
	Công Ty Cổ Phần Tư Vấn Thiết Kế Và Xây Dựng KTU	36A Phan Bội Châu, Phường Xuân An, TP Long Khánh, Đồng Nai
<b>Bà Rịa - Vũng Tàu</b>	Công ty TNHH Sản Xuất Thương Mại Kim Hoàng Gia	Tổ 09, Khu Phố Phú Thạnh, Phường Mỹ Xuân, TX Phú Mỹ, BR- VT
	Công ty Cổ Phần Đầu Tư Phát Triển Không Gian Xanh Việt Nam ( Green Home)	143 Huyền Trân Công Chúa, Phường 8, TP Vũng Tàu
	Công Ty TNHH Kiến Trúc Nội Thất Và Xây Dựng DHOME	Tổ 11, Khu Phố Song Vĩnh, Phường Tân Phước, Thị Xã Phú Mỹ, Bà Rịa - Vũng Tàu
	Nội Thất Hoàng Anh	Tổ 6, Ấp Bình Đức, Xã Bình Ba, Huyện Châu Đức, Bà Rịa- Vũng Tàu
	Công Ty TNHH Kiến Quân FAC	998 Phạm Hùng, Phường Long Toàn, TP. Bà Rịa, Bà Rịa Vũng Tàu
	Công ty TNHH Tư Vấn Thiết Kế Xây Dựng Goldenhome	Số 63, Quốc Lộ 55, Thị Trấn Phước Bửu, Huyện Xuyên Mộc, Tỉnh Bà Rịa - Vũng Tàu
<b>Long An</b>	Công Ty Cổ Phần Nhà Thầu Vàng	53-55 Đường H2, KĐT Aqua Water Point Nam Long, Xã An Thạnh, Huyện Bến Lức, Tỉnh Long An
	Công ty TNHH Trí Phát Window	26 Nguyễn Công Trung, Phường 3, TP. Tân An, Long An
	Thiên Phước	N2-06 KDC Phúc An City 2, Xã Mỹ Hạnh Nam, Huyện Đức Hòa, Long An
	Tân An Decor	321d - Quốc Lộ 62, Phường 06, Thành phố Tân An, Long An
<b>Tiền Giang</b>	Showroom Công Ty TNHH Thương Mại Nội Thất Và Xây Dựng Lê Nguyễn Decor	503 Trần Văn Ưng, Ô 1, Khu 2 , Thị trấn Chợ Gạo, Tỉnh Tiền Giang
	Công ty TNHH SXTM TTNT Hữu Thịnh	141 Phạm Hùng, Ấp 3, Xã Trung An, TP. Mỹ Tho, Tỉnh Tiền Giang
<b>Bến Tre</b>	Công ty TNHH Đầu Tư Xây Dựng & Sản Xuất Thương Mại Kiến Gia	368 A6, Võ Nguyên Giáp, KP. Bình Khởi, P. 6, TP. Bến Tre
	Công ty TNHH Mộc Phương Nga	511B Đại Lộ Đồng Khởi, P. Phú Khương, Bến Tre

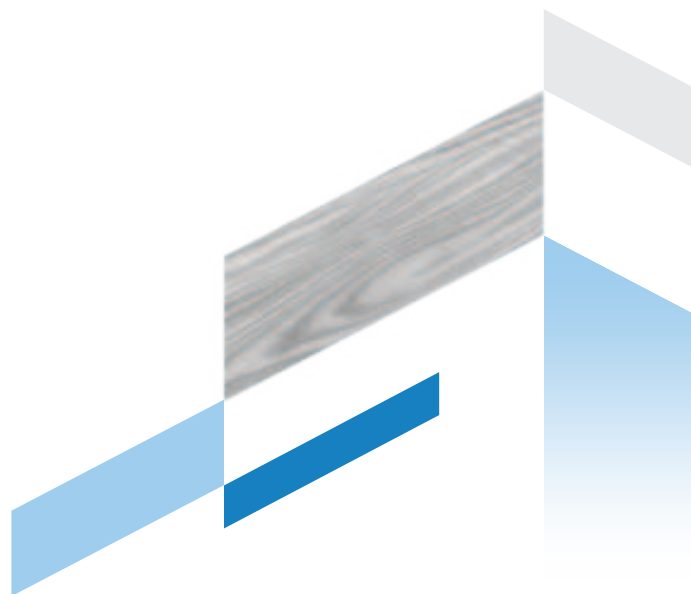
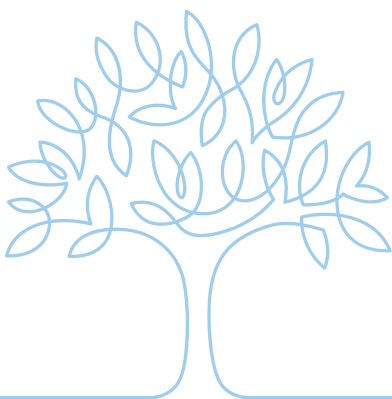


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<b>Trà Vinh</b>	Công Ty TNHH MTV Trần Tấn Lộc	164 A Nguyễn Thị Minh Khai, Phường 7, TP Trà Vinh
	Công ty TNHH Kiến Trúc Nội Thất Trà Vinh	Số 38A Võ Thị Sáu, Phường 3, Thành phố Trà Vinh, Tỉnh Trà Vinh
<b>Vĩnh Long</b>	Nội Thất Mai Trang	Số 524 đường Phạm Thái Bường, Phường 4, Thành phố Vĩnh Long, Vĩnh Long
<b>Đồng Tháp</b>	Tân Lan Nghĩa	180-182 Hùng Vương, Phường 2, Tp. Cao Lãnh, Đồng Tháp
	Công ty TNHH Thương Mại Dịch Vụ Cường Phát Design	Số 224, Ấp Tân Hoà B, Xã Tân Phú, Huyện Thanh Bình, Tỉnh Đồng Tháp
<b>An Giang</b>	Chi Nhánh An Giang - Công Ty TNHH Một Thành Viên Gỗ Công Nghiệp Ngô Thanh Tâm	Số 1061, Đường Trần Hưng Đạo, Tổ 6, Khóm Bình Long 2, Phường Mỹ Bình, Thành phố Long Xuyên, Tỉnh An Giang, Việt Nam
	Công ty TNHH Hưng Nghiệp	Số 140 Sương Nguyệt ánh, Phường Châu Phú A, Thành phố Châu Đốc, An Giang
<b>Kiên Giang</b>	Công ty TNHH MTV Gỗ Công Nghiệp Thiện Nhân	23 Trần Văn Giàu, Phường An Hòa, Rạch Giá, Tỉnh Kiên Giang
	Công ty TNHH MTV Thịnh Hoàng Khang	222 Trần Quang Khải, P. An Hoà, TP. Rạch Giá, Kiên Giang
	Nam Anh Phú Quốc	Đường Tuyến Tránh, Ấp Bến Tràm, Xã Cửa Dương, Thành Phố Phú Quốc, Tỉnh Kiên Giang





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<b>Cần Thơ</b>	Công ty TNHH Một Thành Viên Gỗ Công Nghiệp Ngô Thanh Tâm	42b Cách Mạng Tháng 8, Phường Cái Khế, Quận Ninh Kiều, Tp. Cần Thơ
	Công Ty TNHH Tư Vấn Thiết Kế Kiến Trúc Quy Hoạch Trấn Giang	22 Lý Thái Tổ, KDC Hưng Phú 1, Q. Cái Răng, TP. Cần Thơ
	Công Ty TNHH Thương Mại Dịch Vụ Và Xây Dựng Đức Quang	P007 Lô B, KV9, Lý Thái Tổ, P. Hưng Phú, Q.Cái Răng, Cần Thơ
<b>Hậu Giang</b>	Công Ty TNHH Tư Vấn Thiết Kế - Đầu Tư Xây Dựng Minh Hoàng	Đường Nguyễn Văn Trỗi, Khu Vực 1, Phường 3, Thành phố Vị Thanh, Hậu Giang
<b>Sóc Trăng</b>	Chi Nhánh Sóc Trăng - Công Ty TNHH Một Thành Viên Gỗ Công Nghiệp Ngô Thanh Tâm	KTM10, Đường số 6, Khu đô thị 5A, Phường 4, Thành phố Sóc Trăng, Tỉnh Sóc Trăng
	Công Ty TNHH MTV Vân Thiên Long	Số 03 - 04 Đường Số 10, Kdt 5A, Phường 04, Thành phố Sóc Trăng, Sóc Trăng
<b>Bạc Liêu</b>	AZ Home	Số 379 Trần Phú, Phường 07, Thành Phố Bạc Liêu
<b>Cà Mau</b>	Công Ty TNHH Gỗ Công Nghiệp Thiện Nhân Cà Mau	55-57 Đường 3/2 Phường 5. TP.Cà Mau
	Công Ty TNHH MTV Tư Vấn Đầu Tư Và Phát Triển DECO	Số 225, Đường Nguyễn Đình Chiểu, Phường 08, Thành phố Cà Mau, Cà Mau
	Công ty TNHH Tư Vấn Thiết Kế AID	197 Tôn Đức Thắng, Phường 5, TP. Cà Mau
	Đồng Phương ( Xưởng Anh Đông)	20 An Dương Vương, Khóm 3, Phường 07, Thành phố Cà Mau, Cà Mau







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