



AN CƯỜNG®  
Wood - Working Materials

ANNUAL REPORT 2024



30  
YEAR

TOGETHER  
IN BOLD,  
LEADING IN  
INNOVATION



TOGETHER  
IN **BELIEF**  
LEADING  
IN **INNOVATION**

On the journey to ever greater heights, An Cuong team moves forward, bound by an unshakable belief—innovation is the beacon that illuminates the path beyond all limits. To us, pioneering is not merely the first step; it is the fire that fuels ambition, bringing visionary ideas to life. Each individual, every bold innovation, converges to craft a story of inspiration—laying solid foundation for An Cuong's legacy.



# 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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# Highlights

# 2024

## TOTAL ASSETS

**5,640** VND bn  
≥ 2.1%  
Yoy

## EQUITY

**4,176** VND bn  
≥ 2.4%  
Yoy

## NET REVENUE

**3,981** VND bn  
≥ 5.8%  
Yoy

## PROFIT AFTER TAX

**420** VND bn  
≥ 2.2%  
Yoy

## GROSS MARGIN

**31.4** %

## PARTNERS &amp; CUSTOMERS

~ 140,000

## NUMBER OF EMPLOYEES

2,465 employees

BUSINESS LOCATIONS  
as end of December 2024

144

## TOTAL REMUNERATION EXPENSES

~ 580 VND bn

SHARES ISSUED AS  
STOCK DIVIDEND

240 VND bn

# Message from **Chairman of the Board of Directors**



The year 2024 marks a remarkable 30-year journey of relentless dedication by An Cuong—a journey driven by an steadfast ambition to rise higher, built upon core values nurtured across generations. Inspired by the image of Mount Everest, An Cuong celebrates the resilience, inner strength, and the relentless pursuit of new challenges embraced by our entire team.

Today's success is the culmination of trust from customers, the devoted commitment of partners, and the tireless contributions of every employee. This journey will continue, expanding and shining even brighter.

As we step into a new chapter, we pledge to continuously scale up, enhance our competitive edge, and drive sustainable growth. With resolute determination and the unity of all our employees, I believe An Cuong will continue to leave a brilliant mark, leading industry trends and spreading positive values throughout the community and society.

## CHAIRMAN OF THE BOARD

Mr  
Lê Đức Nghĩa



## Dear valued shareholders,

**In 2024, supported by favorable policies enacted by the Government and other authorities, the business environment experienced substantial improvements, leading to marked economic recovery. This progress was evidenced by key indicators, including GDP growth rates and the total value of import and export activities...**



While the broader landscape revealed certain positive developments, it would be challenging to describe 2024 as a year of favorable conditions. Domestic consumers maintained a cautious approach to spending, and the real estate sector continued to face enduring challenges. These dynamics collectively presented significant headwinds to An Cuong's business operations.

In this context, An Cuong implemented a series of strategic solutions to adapt to evolving market conditions, while proactively redefining our approaches to business development and manufacturing processes.

- ▶ Shareholders can readily recognize the strategic transformation An Cuong has undertook in customer engagement throughout last year. This included the establishment of **Creative Hub by An Cuong** in major cities and the introduction of an **Online Catalogue** on the website. Additionally, **Make Your Space** application - a platform that empowers customers to design interior spaces effortlessly using intuitive actions on their smartphones or personal computers.
- ▶ At the manufacturing facilities, advanced automation technologies were integrated, and production processes were restructured to achieve significant improvements in operational efficiency and productivity. Furthermore, initiatives focused on minimizing material waste were implemented, leading to enhanced cost optimization in production activities.
- ▶ Throughout the year, An Cuong demonstrated a steadfast commitment to advancing initiatives aimed at carbon neutrality. Key efforts included the implementation of rooftop solar energy solutions, the gradual deployment of electric vehicles to replace fossil fuel-powered ones, and collaborative partnerships to organize reforestation activities, such as tree-planting projects in degraded areas...
- ▶ Training programs were organized with greater frequency to enhance staff and worker awareness of occupational safety, fire prevention and firefighting, as well as environmental protection.

Through the measures implemented to address the challenges of the previous year, we are grateful for the progress made in 2024. An Cuong recorded Net Revenue of VND 3,980.9 billion and NPAT of VND 420.0 billion, reflecting growth rates of 5.8% and 2.1% respectively compared to 2023. The annual gross profit margin reached 31.4%, the highest level in the past five years. These outcomes are a testament to the collective trust, collaboration, and unwavering commitment of nearly 2,500 An Cuong employees who united to overcome challenges and achieve meaningful progress.

The year 2024 marked a significant milestone for An Cuong as we celebrated the 30-year anniversary of our establishment. While 30 years may seem brief compared to the legacies of global corporations spanning centuries, it represented an extraordinary chapter of dedication, resilience, and ambition. The journey reflected the unwavering commitment of the founders and countless employees who devoted the prime years of their lives to the Company, overcame challenges together, and turned visions into reality. Their shared determination and passion have shaped An Cuong into the strong, dynamic, and innovative enterprise it has become.

On this special occasion, I wish to express my deep appreciation and pride in having the opportunity to work alongside such a kind-hearted and professional team. It is this kindness—toward our work, colleagues, the Company, and our customers - that has guided our team to achieve excellence in every project and product delivered. Also, I would like to extend my heartfelt gratitude to all of my employees for unwaveringly maintaining their trust in the Company. This shared trust across our entire team has been instrumental in shaping An Cuong's extraordinary journey over the past 30 years. As An Cuong embarks on a new phase of growth, I am confident that we will continue to nurture this trust as we innovate, create, and achieve new milestones together, forging a sustainable and enduring future.

I would also like to take this opportunity to honor the unwavering dedication and invaluable contributions of the members of the Board of Directors. Equally significant, on behalf of the Board of Directors and the entire An Cuong team, I extend deepest respect and heartfelt acknowledgment to our esteemed customers and business partners. Your trust has served as the foundation of An Cuong's 30-year journey and remains a source of inspiration, driving us to strive for even greater achievements in the future.

Wishing you enduring health and success in all your pursuits.

Yours respectfully,

CHAIRMAN OF THE BOARD

LE DUC NGHIA

# Financial Summary

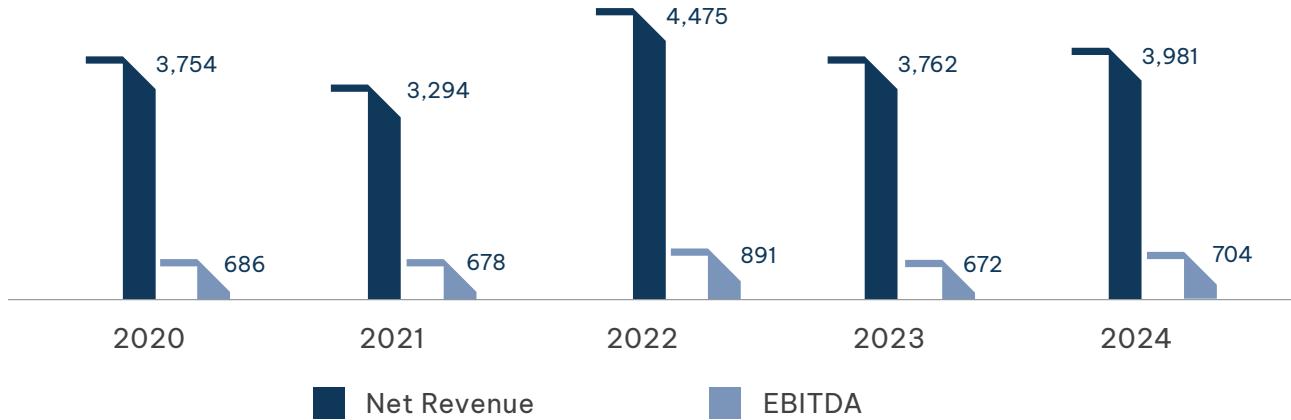
## 2020 - 2024

Item	Unit	2020	2021	2022	2023*	2024
Net Revenue	VND bn	3,753.6	3,293.5	4,475.5	3,762.1	3,980.9
Gross Profit	VND bn	1,018.0	895.9	1,337.8	1,107.6	1,251.4
Profit after tax	VND bn	492.0	451.3	615.6	411.2	420.1
EBITDA	VND bn	686.2	678.1	890.9	671.9	703.5
EPS	VND	5,633.0	4,513.0	3,757.0	2,470.0	2,786.0
Total Assets	VND bn	4,453.1	4,982.9	5,467.2	5,522.1	5,639.8
Equity	VND bn	3,516.7	3,776.8	3,912.2	4,076.5	4,176.2
Share Capital	VND bn	876.6	876.5	1,358.5	1,507.9	1,507.9
Total Debts	VND bn	307.9	567.0	813.7	706.6	728.0
Equity-to-Asset ratio	times	0.8	0.8	0.7	0.7	0.7
Debt-to-Asset ratio	times	0.1	0.1	0.1	0.1	0.1
ROE	%	14.3%	12.4%	16.0%	10.1%	10.1%
ROA	%	11.4%	9.6%	11.8%	7.4%	7.4%

(\*) Presented according to the 2024 audited consolidated financial statements

**Net Revenue & EBITDA (VND bn)**

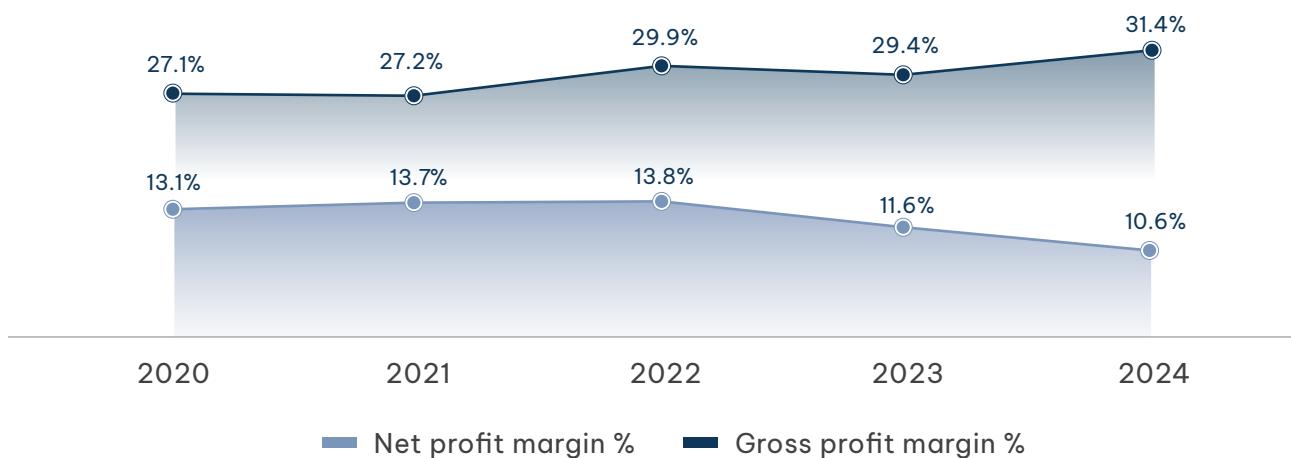
Source: An Cuong

**Total Assets & Equity (VND bn)**

Source: An Cuong

**Profit Margin**

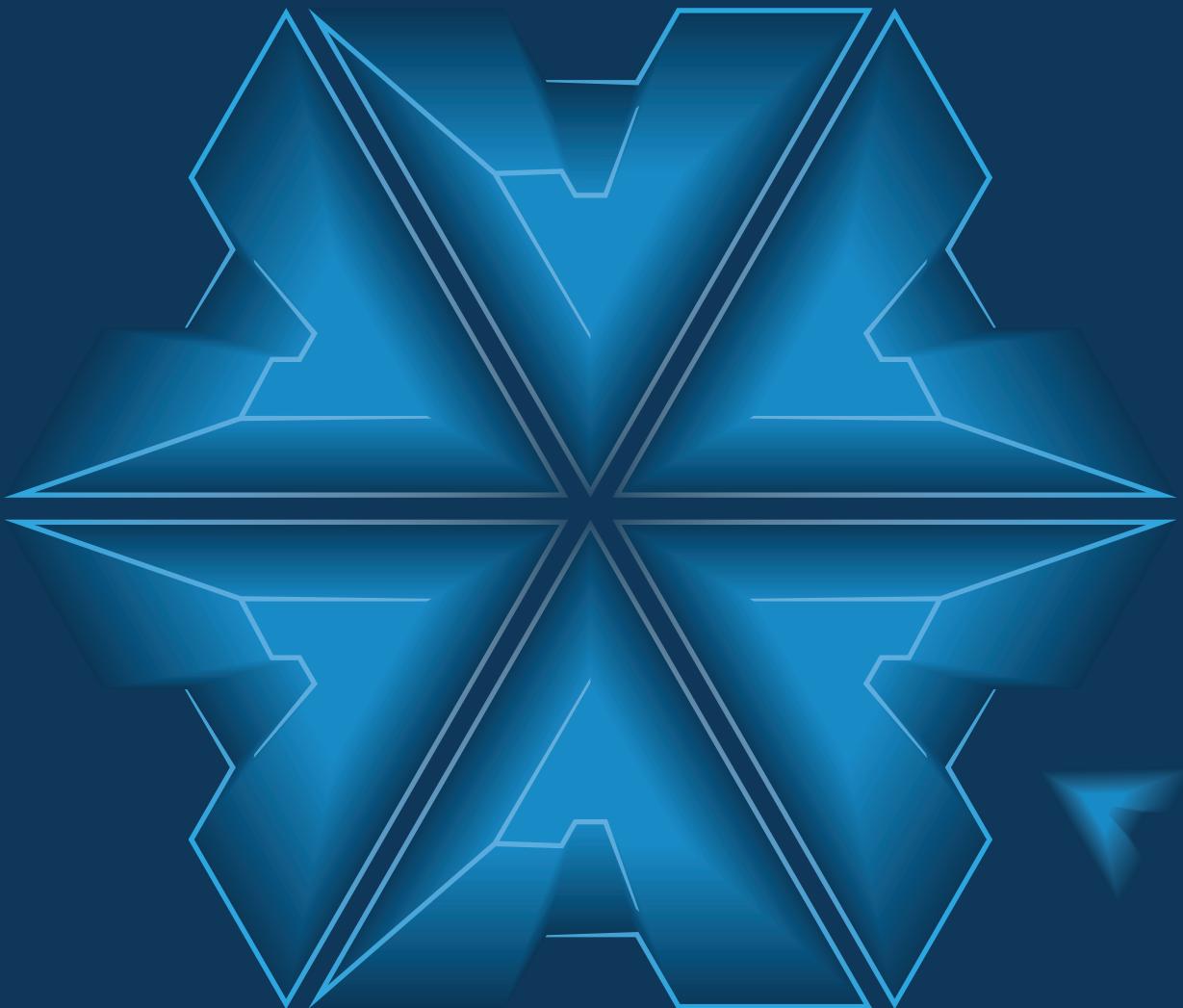
Source: An Cuong



# 30 years OF VISION A SHARED

For three decades, An Cuong has paved an extraordinary path, where every individual is a vital link in a journey of brilliance and meaning.

From the challenges of our early days to the remarkable milestones we celebrate today, we have stood united—shoulder to shoulder—driven by an unstoppable ambition to turn aspirations into achievements. Our steadfast belief in the mission to elevate industry standards, safeguard our core values, and overcome every challenge to reach new heights is more than just a guiding light—it is the bond that unites every member of An Cuong team.



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1. General Information

## 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	 <b>AN CUỜNG</b> <sup>®</sup> Wood - Working Materials

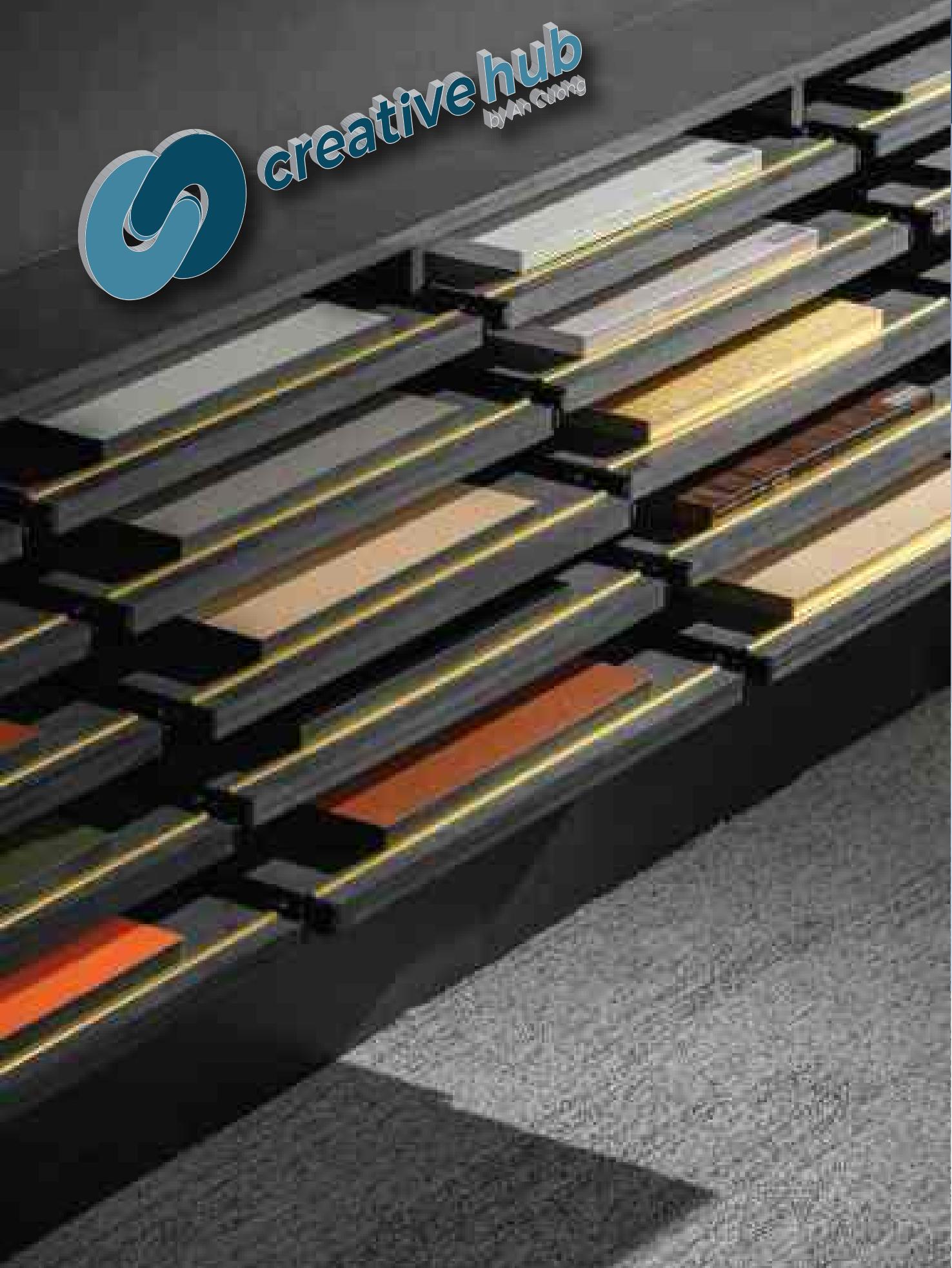
General information	
Headquarters	Land lot no.681, map sheet no.05, street no. ĐT 747B, Phuoc Hai quarter, Thai Hoa ward, Tan Uyen City, Binh Duong Province
Telephone	(0274) 362 6282 - (0274) 362 6283
Fax	(0274) 362 6284
Website	<a href="http://www.ancuong.com">www.ancuong.com</a>
Stock code	ACG
Business Registration number	3700748131

Auditor	ERNST & YOUNG VIETNAM LIMITED (EY VIETNAM)
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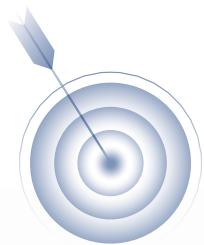
Charter Capital	1,507,879,460,000 VND (as at 31/12/2024)
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Primary business activities	
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Manufacturing and trading of wooden household products and industrial wood, industrial panels, interior decoration items, kitchen equipment, and other wood-based products; Providing installation services.



# VISION MISSION CORE VALUES



## Vision



Becoming the leading manufacturer and supplier of materials, solutions, and furniture made from industrial wood in Southeast Asia, while expanding its influence across Asia.

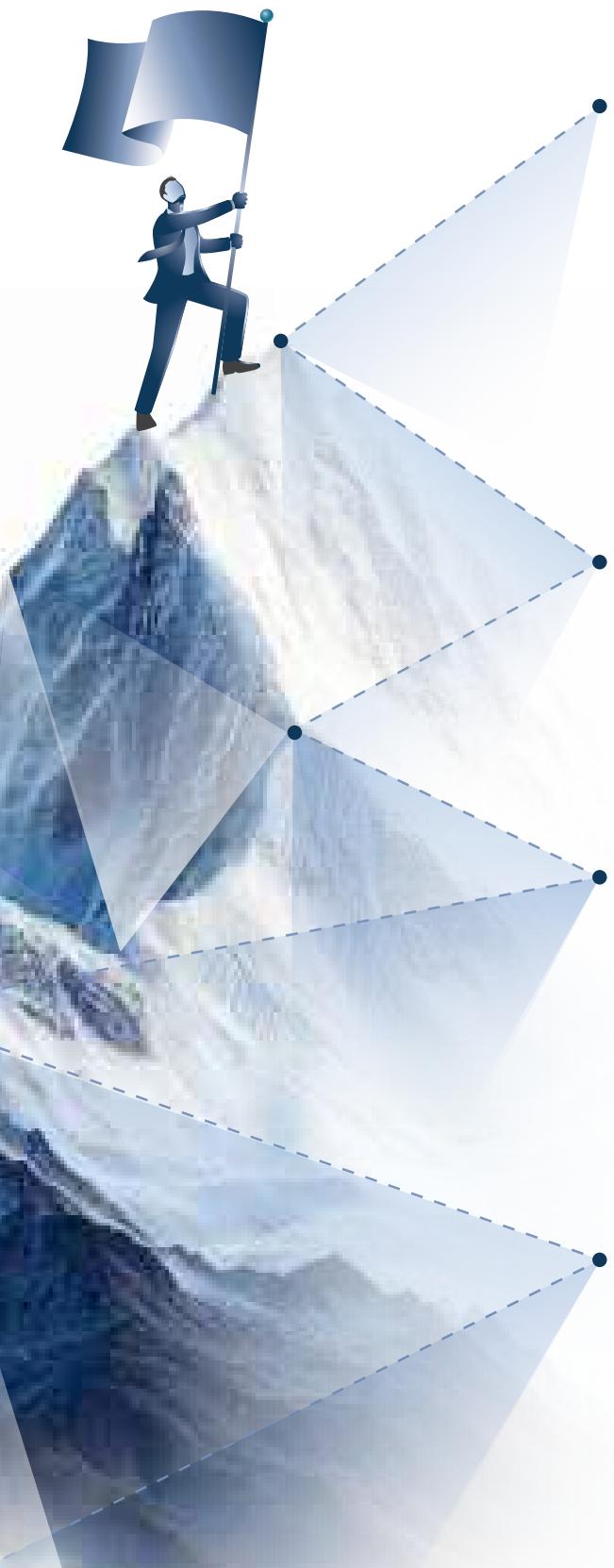
## Mission

Delivering comprehensive solutions utilizing industrial wood for interior design, addressing diverse needs while enhancing the functionality and aesthetic appeal of living spaces.





## Core values



01

### Human resource

Placing people at the core of all corporate activities, we recognize their pivotal role in driving sustainable growth for both the organization and society. Employees are regarded as the company's key asset. The company establishes proper policies to attract talent and fosters a supportive work environment where individuals can thrive, collaborate, and grow professionally within a cohesive and dynamic team.

02

### Innovation

Continuously pursuing improvements to achieve perfection. This commitment not only minimizes stagnation but also plays a critical role in driving growth, achieving breakthrough successes, and ensuring the company's sustainable development.

03

### Integrity

Integrity stands as one of the four fundamental virtues that every individual and all businesses must uphold. Serving as a cornerstone of business ethics, it embodies transparency and trust. As a guiding principle, integrity drives all An Cuong's activities, reaffirming our dedication to ethical practices and sustainable growth.

04

### Excellence

Employees are carefully recruited, trained, and assigned tasks based on the principle of "the right person for the right job," fostering creativity and dedication. This practice ensures the delivery of exceptional products and services to our customers, establishing the foundation for the Company's value and reputation.

# Corporate milestone

## 30 Years AN CUONG'S PIONEERING THE PATH TO MARKET LEADERSHIP

Over three decades, An Cuong has embodied relentless dedication, groundbreaking innovation, and an unyielding aspiration to conquer new milestones. From the pioneering beginnings, we have forged a proud legacy that continues to elevate Vietnam's industrial wood industry to remarkable heights.

1994  
**STARTING UP**

Founded with VND 220 million, the Company specialized in trading industrial wood materials, including MFC, plastic edging, and adhesives.

2006  
**TRANSITIONING TO  
MANUFACTURING**

Established in Binh Duong, the first factory marked a pivotal step, positioning the Company as a leading producer of high-quality MFC boards.

## Strategic Vision

Continuing the journey of innovation, An Cuong remains steadfast in the pursuit of perfection, constantly elevating its global position while contributing to sustainable value creation for the wood industry, the community, and the environment.

2008

### SCALING UP OPERATIONS

Expanded to 35,000m<sup>2</sup>, the factory incorporated advanced machinery from Germany and Italy, enhancing production capacity and advancing research into interior solutions for the industrial wood sector.

2009

### EXPANDING AND DEVELOPING NEW PRODUCTS

Increased charter capital to VND 90 billion, secured exclusive distribution rights for Formica® Laminate, and developed the Melamine board product portfolio,

2012

### ELEVATING QUALITY, EXPANDING MARKET PRESENCE

Expanded Melamine and Laminate collections, invested \$3 million in state-of-the-art German machinery for high-gloss Acrylic production and edge banding, and commenced exports to Australia, Japan, Singapore, and Malaysia.



2014

## RESTRUCTURING AND ACCELERATING GROWTH

Transitioned to a joint-stock company model with charter capital reaching VND 240 billion. Expanded the production area to 70,000m<sup>2</sup> and offered a collection of 800 wood colors. Achieved CQ and Green Label certifications. During this year, revenue increased by 1.5 times, while net profit grew nearly fourfold.

2015

## BREAKING THROUGH THE TRILLION-VND REVENUE MILESTONE

Achieved revenue exceeding VND 1,000 billion, with net profit increasing by over 62%.

2016

## STRATEGIC INVESTMENT

Secured strategic investments from Whitlam Holding Pte. Ltd. and Sumitomo Forestry Singapore Ltd., strengthening corporate governance. Net profit margin reached nearly 18%.

2019

## SCALING UP AND ENRICHING CUSTOMER EXPERIENCES

Operated the second factory, increasing the total production and warehouse area to 240,000m<sup>2</sup>. Simultaneously, launched An Cuong One-Stop Shopping Center, the largest showroom in Southeast Asia, laying the foundation for a nationwide distribution plan.

2022

## STRENGTHENING CAPABILITIES AND EMBRACING DIGITAL TRANSFORMATION

Successfully completed the nationwide distribution network expansion plan. Executed a series of strategic digital transformation initiatives, including establishing a digital office environment, upgrading to the SAP S4/HANA system, and developing an advanced data warehouse.

2024

## 30 YEARS OF DRIVING IMPACT AND INNOVATION

Recognized as the leading manufacturer of industrial wood in Vietnam and Southeast Asia, with annual revenue exceeding \$200 million. Ranked among the Top 100 Private Enterprises with the Highest Tax Contributions in Vietnam. Honored with numerous prestigious awards, including National Brand, CSI 100, VNR Top 50 Vietnam The Best, Top 10 Leading Building Materials Companies in Vietnam, HR Asia Best Companies to Work for in Asia.... Operated a comprehensive distribution network, featuring 25 flagship showrooms and over 100 dealer showrooms nationwide.



# Products & Distribution Network

## An Cuong's showrooms



## AN CUONG'S HEAD OFFICE

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



## AN CUONG SHOW GALLERY AND DESIGN CENTER

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

## HO CHI MINH ONE-STOP SHOPPING CENTER

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

## HO CHI MINH ONE-STOP SHOPPING CENTER

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

## AN CUONG SHOW GALLERY AND DESIGN CENTER

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

## AN CUONG SHOW GALLERY AND DESIGN CENTER

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



## AN CUONG SHOW GALLERY AND DESIGN CENTER

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



## AN CUONG SHOW GALLERY AND DESIGN CENTER

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



## AN CUONG SHOW GALLERY AND DESIGN CENTER

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

## SHOW GALLERY AND DESIGN CENTER

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

## ONE-STOP SHOPPING CENTER

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

## DA NANG ONE-STOP SHOPPING CENTER

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

## AN CUONG SHOW GALLERY AND DESIGN CENTER

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

An Cuong offers a universe of refined, high-quality interior materials, offering limitless possibilities for creative expression. Our extensive collection spans MFC boards, premium laminate sheets, acrylic panels, natural veneer surfaces, laminate flooring, and decorative wall panels—each meticulously crafted to meet the highest standards. With 30 years of expertise, our portfolio boasts over 1,300 wood colors, from classic grains like oak, ash, and walnut to unique textures inspired by leather, fabric, stone, concrete, and ceramic.

An Cuong's products are not just preferred in modern offices—they set the standard for exceptional living spaces. From elegantly designed living rooms and cozy bedrooms to sophisticated kitchens, our materials bring refinement and functionality to thousands of apartments and landmark buildings across Vietnam.







Melamine Faced Chipboard



**369**

WOODGRAINS COLORS

**105**

SOLID COLORS

An Cuong takes the lead with a investment of millions of dollars in synchronized board production, integrating Embossed in Register (EIR) technology to achieve world-class standards. With a vibrant palette of over 300 colors, An Cuong's MFC boards offer a comprehensive interior solution, including standard MFC, dual-tone MFC, oversized MFC, moisture-resistant MFC, and elegantly coated Melamine panels.



**41**

PATTERN COLORS



**16**

STONE COLORS



**MFC**<sup>®</sup>  
Melamine Faced Chipboard



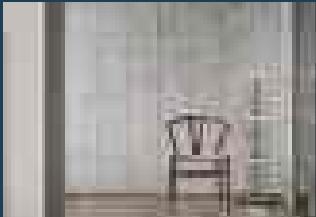
High Pressure Laminate

**Laminate Kingdom®**

High Pressure Laminate

# Laminate Kingdom®

An Cuong's exclusive Laminate Kingdom stands as a symbol of refinement and prestige in the interior industry. With a stunning selection of over 700 colors and distinctive wood grain patterns, Laminate Kingdom ignites boundless creative inspiration, seamlessly complementing every design style—from cutting-edge modern aesthetics to timeless classical luxury. Every detail within Laminate Kingdom unveils a captivating world of applications, bringing an unparalleled level of sophistication to high-end furniture and interior décor. With Laminate Kingdom, An Cuong redefines excellence, setting new benchmarks in interior innovation and craftsmanship.



**347**

WOODGRAINS COLORS

**147**

SOLID COLORS

**102**

PATTERN COLORS

**88**

STONE COLORS

HIGH GLOSS

®

# ACRYLIC PANEL

An Cuong cements its leadership in Southeast Asia with a strategic \$3 million investment in cutting-edge production technology. At the heart of this breakthrough are highly gloss acrylic lamination, seamless edge-banding, and premium German handle solutions, delivering perfection in every detail. Our High Gloss Acrylic surfaces, imported from Australia and Spain, offer exceptional advantages—luxurious aesthetics, modern sophistication, eco-friendly composition, fast installation, and cost-effectiveness. This ideal material enhances both living and workspaces, reflecting An Cuong's unwavering commitment to quality and sustainability.





HIGH GLOSS  
| ACRYLIC PANEL



**LAMINATE FLOORING®**  
LUXFEEL | NATURAL | MODERN

# LAMINATE FLOORING®

## LUXFEEL | NATURAL | MODERN

An Cuong's flooring, available in over 100 colors, continuously evolves with the latest trends—featuring industrial and natural herringbone patterns, wood grain finishes, and stone-inspired designs—perfectly suited for diverse interior styles. Beyond aesthetics, An Cuong flooring are crafted using cutting-edge technology, integrating Uniclic locking system from Unilin (Belgium), along with moisture-resistant wax coating and V-Groove edge detailing—delivering a premium, sophisticated look with superior durability.

**AC4**

Excellent scratch resistance. Suitable for residential and commercial use



Comfortable underfoot sensation



Low expansion rate



Safe for health



Non-flammable to cigarette burn



15-years warranty



Excellent surface durability



# LAMBRI PANEL®

Keeping pace with the latest trends in wall and ceiling décor across living rooms, bedrooms, workspaces, communal areas, and dining spaces, An Cuong proudly introduces Lambri Decorative panel—a fusion of aesthetic excellence, superior quality, rapid installation, and diverse color options.



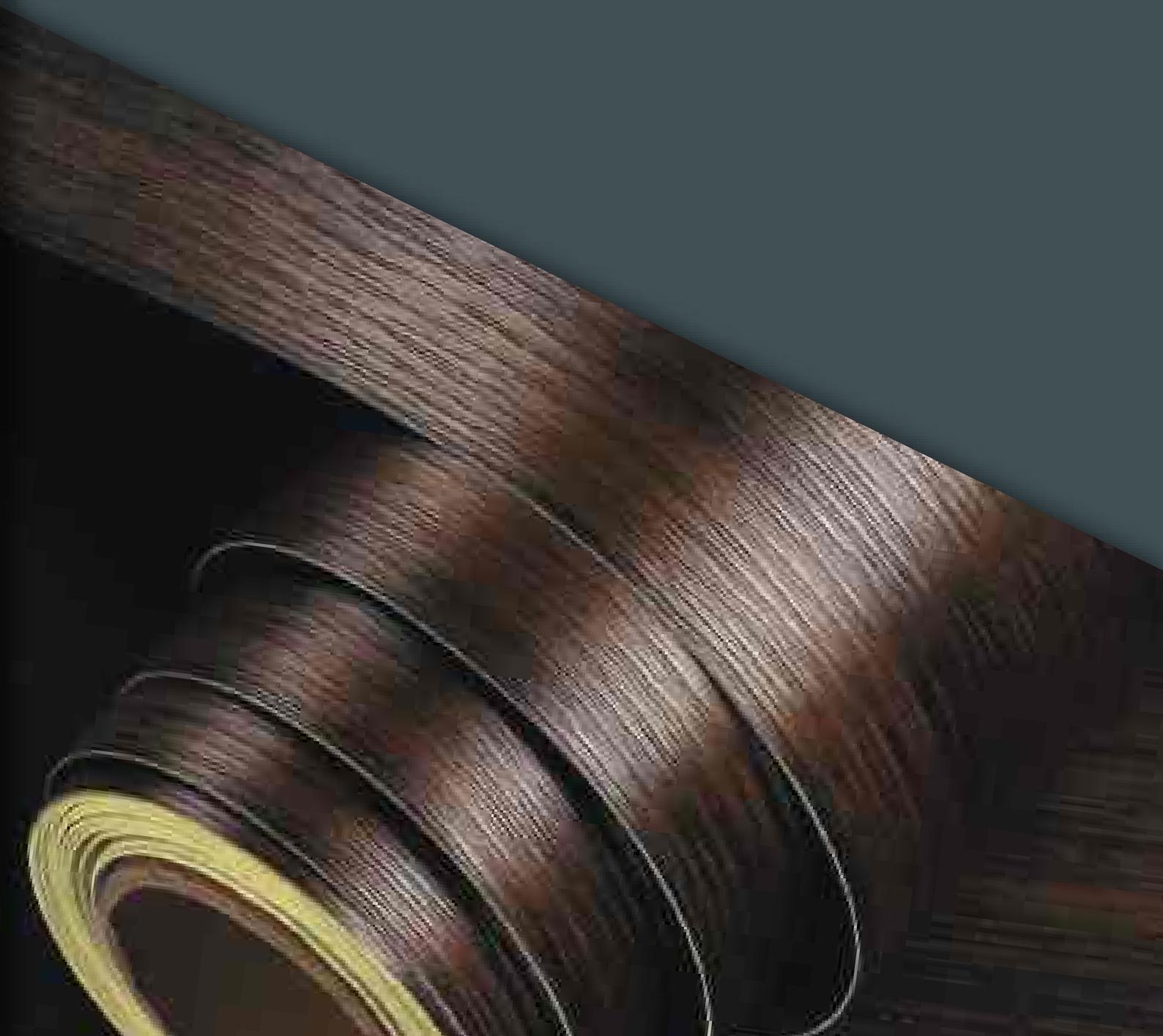
LAMBRI  
PANEL®



Eco-VENEER®

# Eco-VENEER<sup>®</sup>

Eco-Veneer is an innovative composite material that mimics the look and feel of natural veneer while offering enhanced performance. Made from wood cellulose fibers combined with resin, its surface layer is crafted from wood fibers and perfected with a PU coating, delivering a lifelike texture and exceptional scratch resistance—comparable to PU-coated natural veneer.



# VENeer®

An Cường leads the way in Vietnam as the premier provider of high-end veneer, exclusively imported 100% from Italy and Spain. Through cutting-edge technology transfers from Italian experts and state-of-the-art European machinery, An Cuong's veneer products are crafted to meet and exceed European quality standards.





VENEER®





An Cuong has developed an advanced door collection, integrating premium materials such as Veneer, Melamine, Laminate, and Acrylic—delivering modern aesthetics with a diverse range of colors. With over 1,300 monochrome and woodgrain shades, An Cuong offers comprehensive door solutions, from interior doors to exterior options, multi-tone doors, oversized 2.7m designs, and coordinated color-matching systems that seamlessly align floors, baseboards, and doors.





Founded in 1949 in Germany, Imundex is a prestigious brand under the Feddersen Group, renowned for its expertise across industries such as chemicals, steel, and technical products. With a mission to bring creativity and uniqueness to every space, Imundex proudly delivers high-quality, innovative interior accessories—combining superior craftsmanship, cutting-edge functionality, and diverse designs to meet the evolving needs of modern living.



Furniture Accessories



Door Accessories | Smart Lock





**IMUNDEX**  
Interior Accessories Solutions





**Hettich**



Hettich stands among the world's largest manufacturers of interior fittings, built on a foundation of cutting-edge engineering and modern innovation in furniture accessories. From sleek door handles and precision sliding systems to premium hinges and intelligent storage solutions, every Hettich product is designed to deliver functionality, efficiency, and aesthetic excellence—transforming spaces with seamless, stylish solutions.



# Schneider Electric

## Wi-er™

Wiser Home Control, Schneider's cutting-edge smart home solution, is designed to create a lifestyle of comfort, wellness, and environmental sustainability. This intelligent system empowers users to monitor, control, and access their home anytime, anywhere—seamlessly integrating with laptops, smartphones, and tablets for effortless management.





**Schneider**  
Electric  
**Wi-Fi**er™



Malloca, a premium kitchen appliance brand, offers over 500 innovative designs, integrating cutting-edge technology to create a seamless and sophisticated kitchen experience. With a commitment to excellence and functionality, Malloca delivers comprehensive kitchen solutions, catering to modern lifestyles and inspiring customers to craft elegant, high-performance spaces.





**MALLOCA**  
Smart Kitchen - Smart Life

# AConcept<sup>®</sup>

inspired by experience

AConcept embraces the philosophy of Inspired by Experience, emphasizing responsible consumption that respects both the environment and society. Every AConcept product is design-protected, ensuring exclusivity and originality. Crafted from sustainably sourced plantation wood and carefully selected materials, AConcept meets and exceeds rigorous European quality standards, offering both style and ethical responsibility in modern living spaces.





**AConcept®**  
inspired by experience

# Subsidiaries and Associates

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

An Cuong Wood – Working Manufacturing Co., Ltd. operates in the same sector to that of the Parent company and makes a significant contribution to the overall ecosystem. Established and operating within an industrial park, the company benefits from a range of investment promotion incentives provided under applicable legal regulations.

In 2024, the company delivered robust growth with revenues exceeding VND 1,743 billion and NPAT of VND 297 billion. The company maintained a solid financial position, demonstrated by its low ratios of total liabilities to total assets (0.39 times) and total borrowings to total assets (0.2 times).

### ▲ Strong Growth

Over **1,743** VNDbn in revenue

**297** VNDbn in net profit after tax

## AConcept Vietnam Co., Ltd

AConcept Vietnam Co., Ltd. offers furniture and decorative accessories, providing unique customer experiences.

In 2024, the BOD initiated a strategic restructuring to streamline the company's product portfolio and explore new business opportunities. AConcept maintained a stable financial structure, with no short-term or long-term borrowings.

### ▲ Inspired by Experience

Over **30** stores nationwide



## Malloca Vietnam Co., Ltd

Malloca Vietnam Co., Ltd. is a kitchen appliance brand registered under copyright in Spain. With over 20 years of development in Vietnam, Malloca has established a nationwide distribution network.

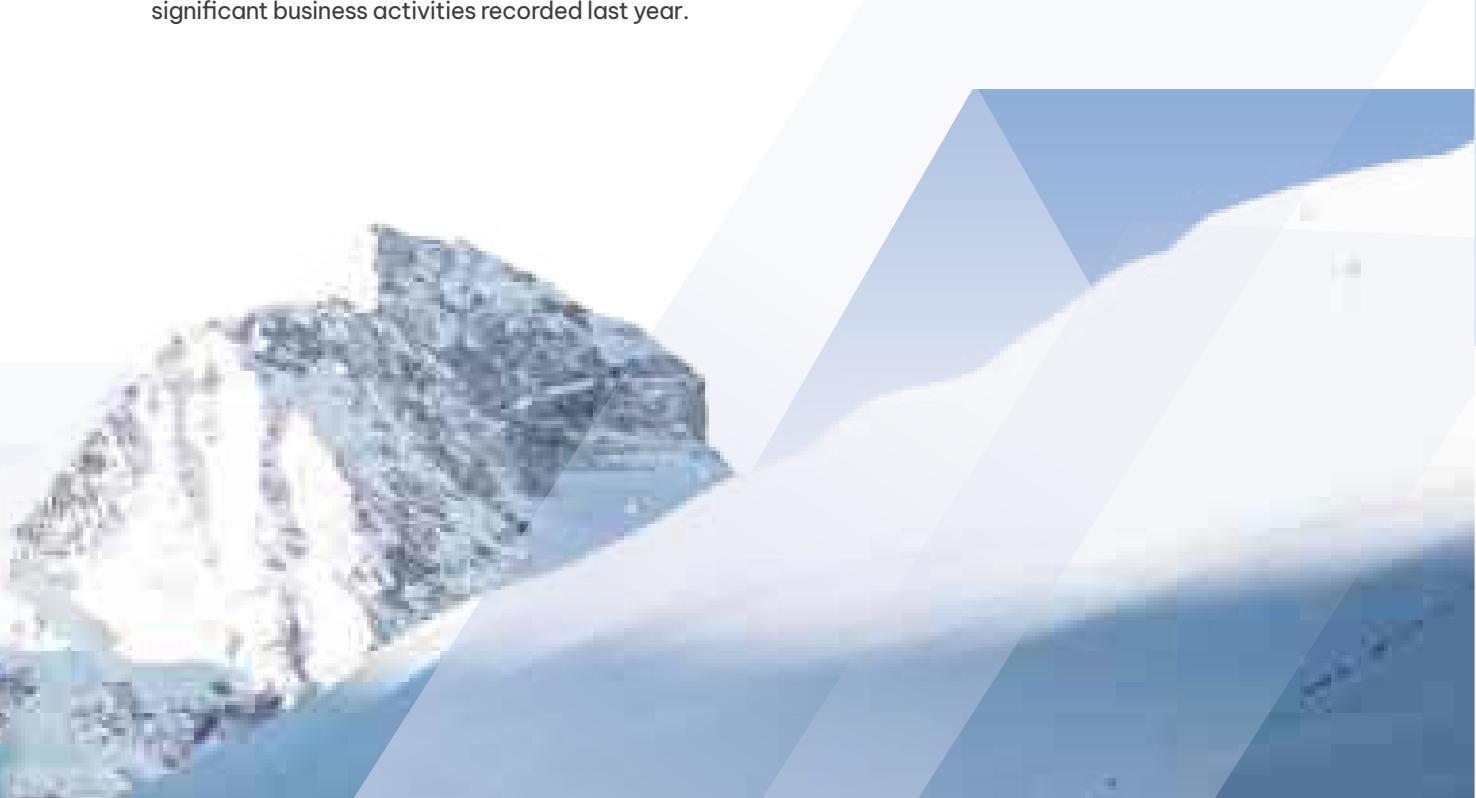
In 2024, the company continued to maintain a strong financial position, operating profitably without any short-term or long-term borrowings.

### Kitchen Appliance Brand

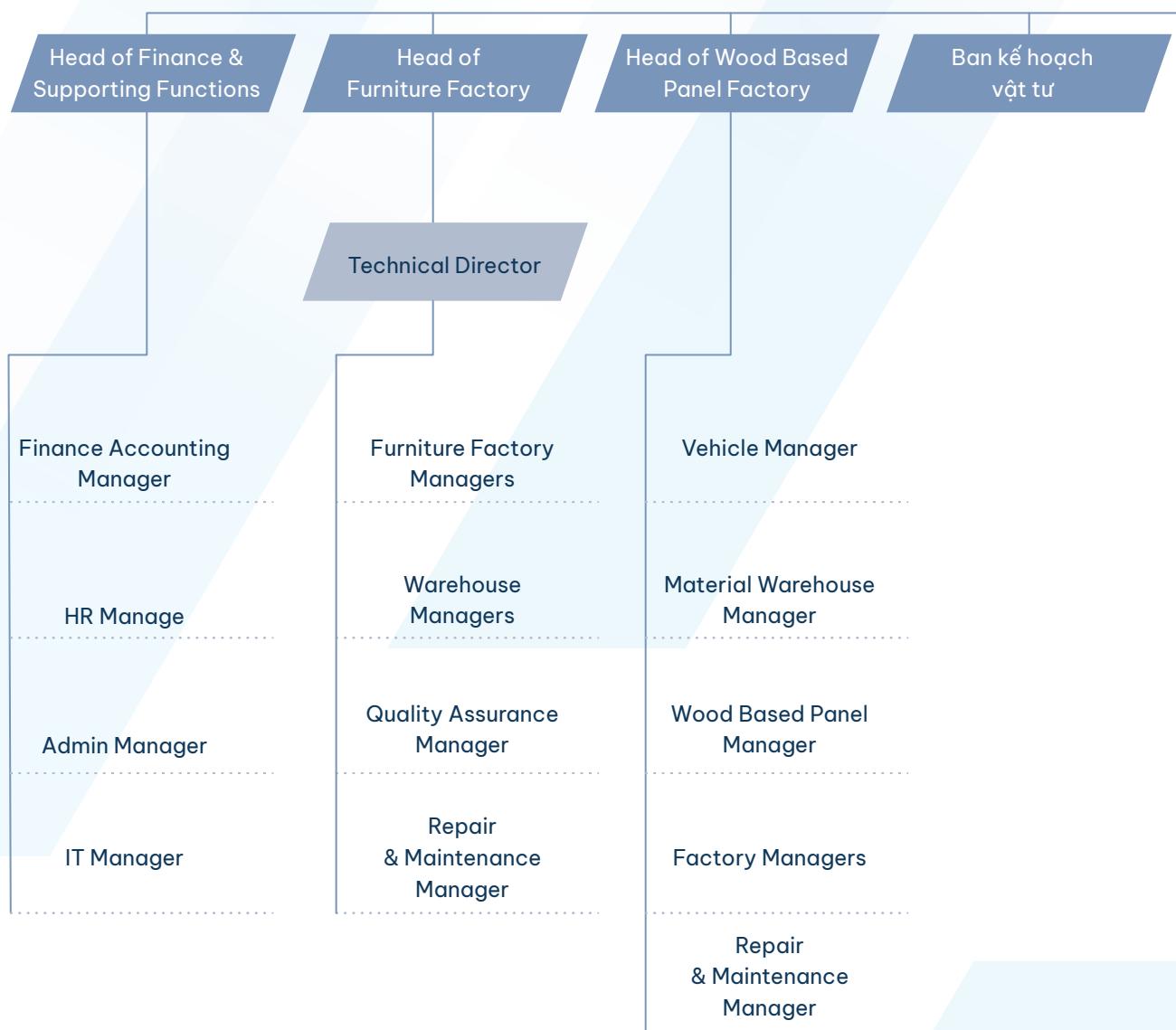
Over **20** years of development

## Thang Loi Homes JSC

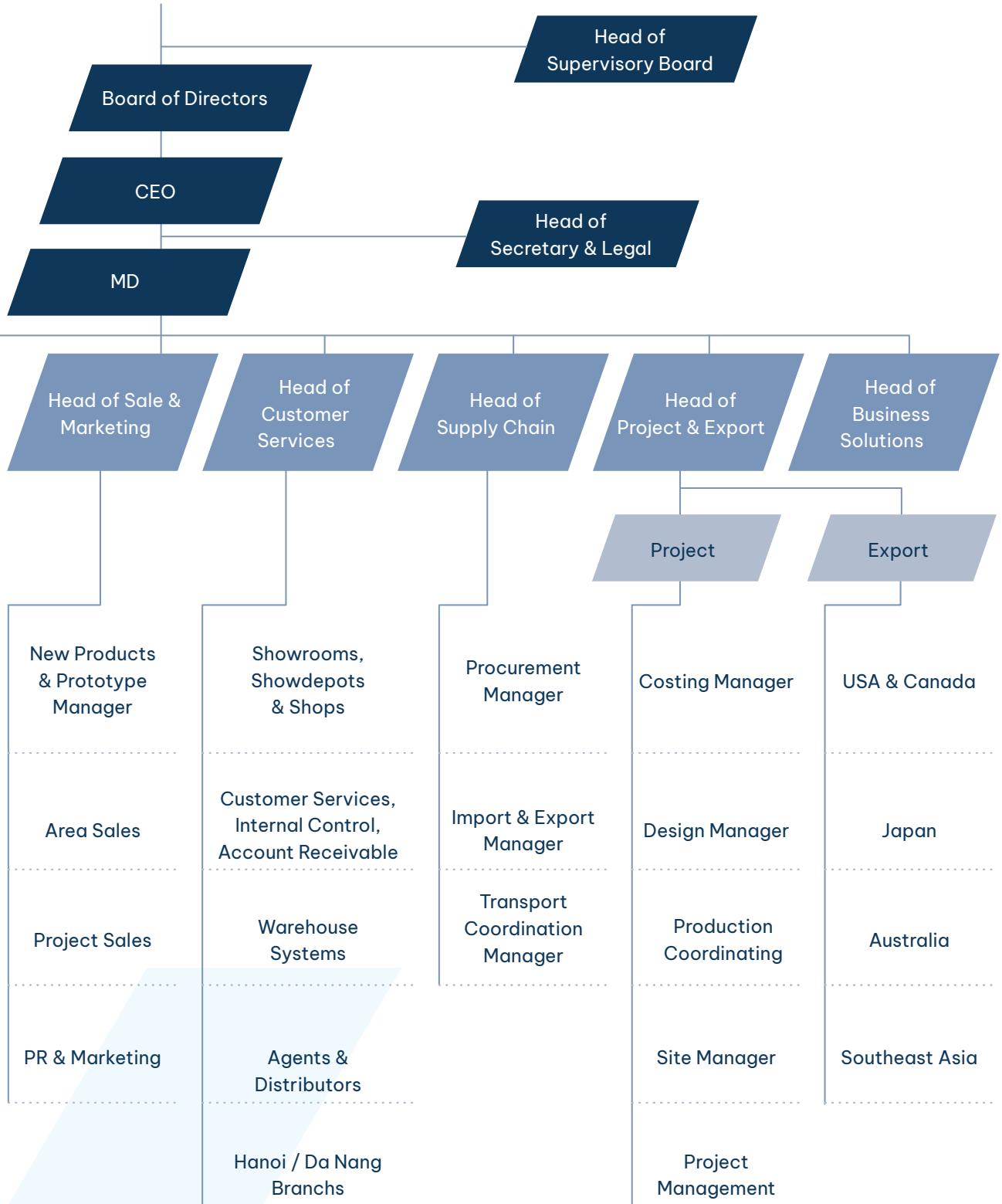
Thang Loi Homes JSC is a real estate developer operating The Win City and Central Park projects in Duc Hoa District, Long An Province. The projects are currently undergoing legal procedures, with no significant business activities recorded last year.



# Organizational Apparatus



## GENERAL MEETING OF SHAREHOLDERS



# Board of Directors



# MR. LE DUC NGHIA

## Chairman of the Board

Mr. Le Duc Nghia, the Founder and Chairman of the Board of Directors at An Cuong, possesses over three decades of expertise in the industrial wood sector, underpinned by his education in Germany. With a proven track record and a deep understanding of market dynamics, Mr. Nghia is recognized as a leading expert in materials and solutions for the industrial wood industry, both in Vietnam and across the region.

In addition to his leadership at An Cuong, Mr. Le Duc Nghia holds several key positions in other organizations, including:

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



Mr.

**MASAO KAMIBAYASHIYAMA**

Vice Chairman of the Board



Mrs.

**NGUYỄN THỊ ĐIỆU PHƯƠNG**

Member of the Board



Mr.

**NGUYEN MINH TUAN**

Member of the Board

Mr. Masao Kamibayashiyama serves as the Vice Chairman of the Board of Directors, with strategic responsibility for driving the expansion of international business operations at An Cuong. Additionally, he holds the position of General Director at Sumitomo Forestry Vietnam. Mr. Masao Kamibayashiyama earned his bachelor's degree from Seijo University in Japan,

Mrs. Nguyen Thi Dieu Phuong serves as Co-head of Vietnam Opportunity Fund, in charge of private equity investment at VinaCapital Fund Management Company. Beyond her role at An Cuong, Mrs. Dieu Phuong is also a board member at other enterprises, including In Holdings JSC, Hung Vuong JSC, Tam Tri Medical JSC, and Khang Dien House Trading and Investment JSC.

Mr. Nguyen Minh Tuan is a co-founder of An Cuong and currently serves as a member of the Members' Council at An Cuong Trading Co., Ltd., Thai Son Bac Electrical Equipment Trading Co., Ltd., and Thai Son Nam Trading Co., Ltd

He earned a bachelor's degree in Mechanical Engineering from the Belarusian Technical Institute and a Bachelor of Laws specializing in Economics from Hanoi Law University.



Mr.

**LE THANH PHONG**

Member of the Board

Mr. Le Thanh Phong serves as a Member of the Board of Directors and Deputy General Director at An Cuong, where he is responsible for overseeing the ... sector. With more than 20 years of industry experience, he is widely regarded as one of Vietnam's leading experts in laminate sheets, industrial wood products, and furniture accessories.

He earned a Bachelor's degree in Economics from University of Economics Ho Chi Minh City.



Mr.

**PHAN QUOC CONG**

Independent Member of the Board

He earned a Bachelor's degree from Ho Chi Minh City University of Technology in 1993, followed by a Master's degree in Business Administration from Ho Chi Minh City Open University. He later achieved a Doctorate in Business Administration from Southern California University.



Mr.

**NGUYEN THANH QUYEN**

Independent Member of the Board

Mr. Nguyen Thanh Quyen is an accomplished corporate leader and an expert in the real estate sector. In 2022, he was honored with the Red Star Award, ranking 14th among Vietnam's Top 100 Outstanding Young Entrepreneurs. Currently, Mr. Quyen holds key executive positions in other organizations, including: Vice Chairman of the Board of Directors and CEO of Thang Loi Real Estate Group JSC; Board Member of Thang Loi Homes JSC; Chairman of the Members' Council at Thanh Long NewTown Co., Ltd.; Chairman of the Board of Directors at Thang Loi Central Highlands Real Estate Investment and Business JSC; Board Member of Thang Loi Southern Real Estate Investment and Business JSC; CEO of Thang Loi Land JSC; Owner and CEO of Young Group Co., Ltd.

He graduated with a Bachelor's degree in Business Administration from Industrial University of Ho Chi Minh City



# Supervisory board



Mrs.

**TRAN THI NGOC TUE**

Head of Supervisory Board



Mrs.

**MAI THI PHUONG THAO**

Member of Supervisory Board



Mrs.

**NGUYEN THI THUY TRANG**

Member of Supervisory Board

Mrs. Tran Thi Ngoc Tue has over 20 years of extensive experience in the fields of finance and accounting. She graduated from the Auditing Faculty of University of Economics Ho Chi Minh City, and also earned a bachelor's degree from Banking University of Ho Chi Minh City.

Mrs. Mai Thi Phuong Thao is a seasoned expert in private equity investments. She currently serves as the Senior Investment Manager at VinaCapital Fund Management Company, managing private equity investments.

She graduated with a Bachelor's degree from Foreign Trade University - Ho Chi Minh City, and earned an MBA from the University of Hawaii.

Mrs. Nguyen Thi Thuy Trang has 10 years of experience in corporate legal consulting. She earned a bachelor's degree in Accounting and graduated from Law University of HCMC.



# Executive management



Mrs.

**VO THI NGOC ANH**

General Director



Mr.

**LE THANH PHONG**

Deputy General Director



Mrs.

**NGUYEN THI DUYEN**

Deputy General Director

Mrs. Vo Thi Ngoc Anh has over 25 years of experience in the industrial wood sector. She is a consulting expert specializing in furniture materials and industrial wood cores, bringing extensive knowledge and expertise to the field.

Mr. Le Thanh Phong is one of Vietnam's leading experts in laminate sheets, industrial wood products, and furniture accessories. With over 20 years of extensive industry experience, he has established a strong reputation for his expertise.

Mrs. Nguyen Thi Duyen possesses nearly 20 years of experience in the industrial wood sector. She is highly specialized in the production of industrial wood surfaces and has undergone advanced professional training in South Korea.



Mr.

**NGO TAN TRI**

Deputy General Director



Mrs.

**NGUYEN THI KIM THOA**

Deputy General Director



Mrs.

**THIEU THI NGOC DIEM**

Chief Accountant cum Head of the Finance and Accounting Division

Mr. Ngo Tan Tri has nearly 20 years of expertise in industrial wood furniture manufacturing, with advanced training from German and Italian experts.

With over 20 years of experience, Mrs. Nguyen Thi Kim Thoa has extensive experience in building and developing supply chains within the industrial wood manufacturing sector.

Possessing more than 20 years of expertise in finance and accounting, Mrs. Thieu Thi Ngoc Diem has played a key role in projects focused on developing ERP systems, financial control frameworks.

# Journey of the year 2024

An Cuong's activities in 2024 continued to reinforce its pioneering position in Vietnam's industrial wood sector. Driven by a commitment to innovation and sustainable development, the Company achieved remarkable progress and groundbreaking milestones over the past year. These achievements not only solidified the brand's reputation but also set new standards, contributing to the creation of lasting value for the industry and the community.



# MAKE YOUR SPACE

TAI TRẠO PHÒNG GẤM



## Accelerated Digital Transformation and Elevated Customer Experience

In the second quarter, An Cuong officially launched our **Creative Hub** by **An Cuong** in three major cities: Ho Chi Minh City, Hanoi, and Da Nang. This innovative space goes beyond merely showcasing An Cuong's products—it has created an inspiring environment where partners, designers, and customers can freely unleash their creativity and craft unique living spaces.

On the journey to solidify the pioneering position, An Cuong has consistently made bold investments in applications designed to deliver optimal and modern experiences for customers. With this vision, the Company introduced our two latest applications, **Make Your Space** and **Catalogue Online**, to partners and customers. Featuring an intuitive interface and high interactivity, Make Your Space has empowered users to select materials, colors, and product layouts tailored to their specific needs, turning interior designs into vivid and interactive visuals. Meanwhile, the Catalogue Online platform has offered a comprehensive product search experience with detailed information and sharp

images. Notably, its integrated 3D visualization feature has allowed customers to effortlessly select and envision how products fit into their spaces, no matter where they are.

In addition to enhancing customer experiences, An Cuong has adopted comprehensive digital solutions in its operations. These included implementing Smart Factory management system and Data Warehouse, which systematically manage various data and information. These advancements helped streamline decision-making processes and improve overall production and business efficiency.



## Promoted Responsible Manufacturing and Business Practices for the Environment and Community

An Cuong, in collaboration with our business partners and the Gaia Nature Conservation organization, planted 2,000 ironwood trees at Ben En National Park, Thanh Hoa. This initiative represented a collective effort to restore native forests and contribute to reforestation.

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In April 2024, An Cuong became the first wood enterprise to conduct a greenhouse gas emission inventory in compliance with ISO 14064-1:2018 standard. This foundational action has demonstrated the Company's commitment to supporting the Government's goal of achieving carbon neutrality by 2050.

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Simultaneously, the Company has intensified its energy transition efforts by increasing the use of solar energy in production processes as a substitute for grid electricity. Additionally, it has progressively replaced equipment and vehicles that rely on fossil fuels, further contributing to a sustainable and eco-friendly operational model.

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Reviewing and reorganizing production processes has been actively pursued, yielding positive outcomes in reducing material waste and surplus by-products. These efforts have significantly minimized the volume of generated waste, contributing to greater efficiency and sustainability.



**In recognition of unwavering dedication and achievements of An Cuong and the team, the Company was once again honored over the past year with numerous prestigious awards across various categories.**



For eight consecutive years, An Cuong has proudly been honored with this prestigious award organized by the Government and the Ministry of Industry and Trade. This achievement not only underscores the exceptional quality of our products but also solidifies the prominence of An Cuong as a key player on the national economic landscape.



Excellent Sustainable Business Marketing - Kotler Global Awards 2024: This prestigious recognition celebrated An Cuong's exceptional achievements in sustainable business marketing strategies, further affirming the stature of a Vietnamese brand on the international stage.



HR Asia Best Companies to Work for in Asia 2024: This accolade recognized An Cuong's dedication to fostering a professional and humane work environment while promoting the holistic development of its employees.



An Cuong was honored in PRIVATE 100 - Vietnam Largest Taxpayers list, compiled by CafeF, identified the 100 largest tax-contributing private enterprises in Vietnam in 2024.



Top 100 Sustainable Companies CSI 100



Top 50 Corporate Sustainability Awards CSA



VNR Top 50 Vietnam The Best



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DRIVEN BY

# BELIEF

DEFINED BY

# STRATEGY

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A strong belief and steadfast unity form the foundation that enables An Cuong to build and execute its strategic vision throughout our development journey, shaping each step and paving the way for sustainable success. From pioneering product innovation and technological advancements to establishing a sustainable business model, every decision An Cuong makes is based on a deep understanding of the market and customer needs.



5. Consolidated Financial  
Statements

4. Sustainable Development

3. Corporate Governance

2. Business Performance

1. General Information

074-099

J2

# Business Performance



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Business Plan & Strategy For 2025	096_099





1. General Information

2. Business Performance

3. Corporate Governance

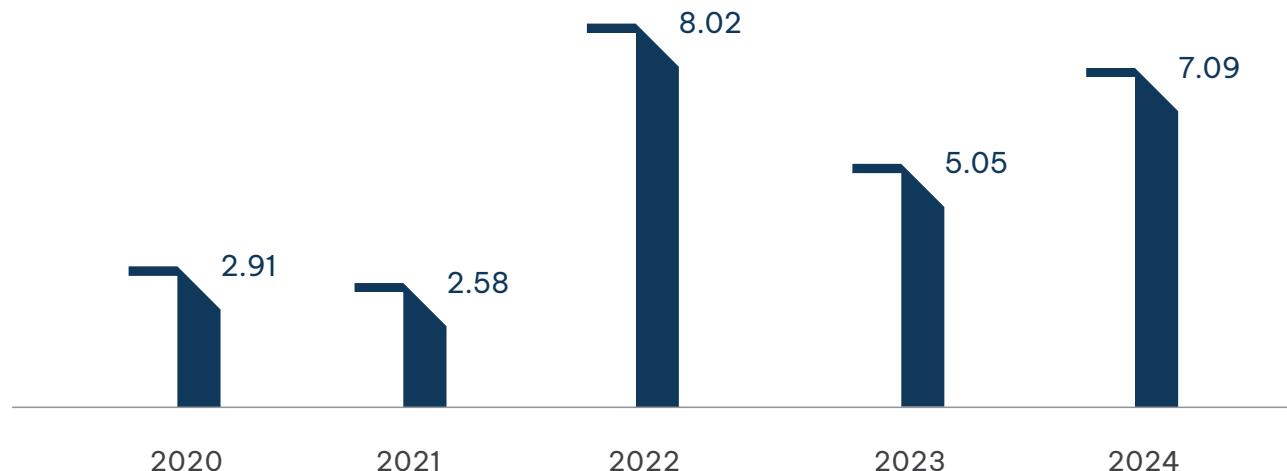
4. Sustainable Development

5. Consolidated Financial Statements

# Vietnam Business Landscape in 2024

Following prolonged economic challenges in 2023, Vietnam's economy demonstrated a robust recovery, driven by timely government support policies and the dedicated efforts of various economic sectors. According to data from the GSO, GDP growth rate in 2024 reached 7.09%, surpassing the projected target range of 6-6.5%.

**GDP Growth(%)** Source: GSO



## Agro-forestry and fishery sector

Agriculture, forestry, and fisheries played a crucial role in maintaining economic stability. This sector recorded a growth rate of 3.27%, contributing 5.37% to the total value added to the economy. Agricultural export turnover sustained stable growth, while livestock farming and aquaculture developed further through the adoption of advanced technological models, yielding significant economic efficiency.

## Industry sector

The year 2024 also witnessed a robust recovery in the industrial and service sectors, with growth rates of 8.24% and 7.38%, respectively, making significant contributions to the total value added to the economy. In the industrial and construction sectors, last year performance continued to face substantial challenges from declining global demand. However, thanks to decisive measures to address these difficulties, the added value of the entire industrial sector recorded a growth of 4.15%, an improvement compared to the low growth rate of 2023. Notably, the manufacturing and processing industries grew by 4.75%, signaling positive recovery despite ongoing pressures.

## Trade and services sector

Commercial and service activities remained a highlight of the economy in 2024, with vibrant growth across multiple sectors. The added value of the service sector recorded a 7.25% increase, surpassing the 6.82% growth achieved in 2023. The total retail sales of goods and consumer service revenue at current prices were estimated at VND 6,800.5 trillion, an 11.2% increase compared to the previous year.

## Export sector

In the final months of 2024, Vietnam's export turnover showed a marked recovery after facing challenges during the first half of the year. The total export turnover for 2024 is estimated at USD 730 billion, reflecting a 6.9% growth compared to the previous year. This improvement was driven by the effective utilization of FTAs and diversification of export markets. These positive signs highlight Vietnam's swift adaptability in the context of ongoing global economic fluctuations.

## Foreign Direct Investment (FDI)

With an estimated USD 42.3 billion in registered FDI for 2024, which represented a 15.6% increase compared to 2023, Vietnam solidified its position as a safe and attractive destination for international investors. This surge in investment reflected the strong confidence of foreign investors in Vietnam's business environment, particularly due to the effective implementation of government policies aimed at streamlining administrative procedures and enhancing investment incentives.

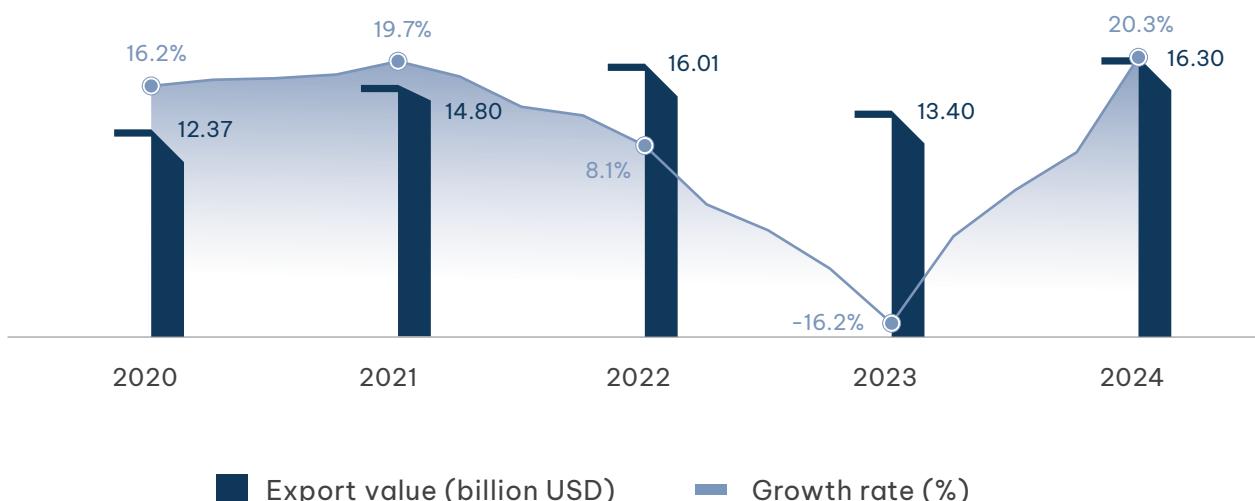
# The wooden furniture industry in 2024

Over the past year, while the macroeconomic situation showed overall improvement, demand for furniture products in general, and industrial wood products in particular, did not fully recovered.

- ▶ Consumers remained cautious in spending on furniture, as income levels were impacted by the prolonged economic downturn in recent years.
- ▶ Additionally, in 2024, Vietnam's real estate market gradually showed positive signs of recovery, supported by significant advancements in improving the legal framework, with increasingly transparent and clear information for all participants. However, 2024 remained a transitional year, serving as a foundation to drive the real estate market's growth in the upcoming period. Real estate corporations still need time to restore their financial health and restart projects after a period of stagnation.
- ▶ While the domestic market remained sluggish, the export market was considered a stabilizing factor for the wooden furniture industry in 2024. According to estimates from the General Department of Customs for 2024, the export value of wood and wooden products reached approximately USD 16.3 billion, reflecting a 20.3% increase compared to 2023, indicating a partial recovery of the industry after a challenging year. Among these, the export turnover of wooden products was estimated at USD 11.2 billion, marking a 21.9% increase and highlighting positive signals driven by market diversification strategies and improved product quality.

## Export value of wood and wooden products over the years

Source: General Department of Customs



The U.S. remained the most critical market for Vietnam's wood industry, accounting for 55.6% of the total export turnover of wood and wooden products in 2024.

According to experts, the recovery of the U.S. housing market is expected to play a key role in sustaining the export growth momentum of the industry in 2025. Additionally, the cooling of transportation costs and increasing demand are projected to improve order volumes for exporters of wood and wooden products.



Nevertheless, the wood industry faces significant challenges, including increasingly stringent demands from major partners such as the U.S. and EU regarding design, quality, and compliance with regulations on sustainable forest management and carbon emission reductions. Exporting businesses are required to adhere to new standards, such as anti-deforestation regulations, accountability measures, and the Carbon Border Adjustment Mechanism (CBAM) introduced by the European Commission. Moreover, U.S. tariff policies are expected to present potential challenges for export activities in general, as well as for the export of wood and wooden products specifically to this market. This scenario underscores the need for businesses to diversify their markets while intensifying investment in technology and sustainable production processes to meet new standards, optimize costs, and enhance competitiveness on the global stage.

# Report on 2024 Performance

The year 2024 offered a balanced narrative of challenges and progress, with positive developments steadily gaining momentum. The domestic economy demonstrated significant recovery, highlighted by notable growth across key macroeconomic indicators. Supportive government policies targeting issues across diverse economic sectors contributed to a favorable environment for business activities, benefitting both enterprises and individuals alike. While these initiatives have yielded early signs of improvement, their potential to deliver lasting transformative effects remains a key focus for future evaluation.

In 2024, domestic market demand for An Cuong's products remained constrained, as consumers exercised caution with discretionary spending on items such as furniture. Furthermore, the number of

real estate developers initiating or restarting projects remained limited. In response, and under the strategic guidance of the Board of Directors, the Executive Management implemented a series of key initiatives aimed at countering these challenges. These included the restructuring of business operations, an in-depth review and optimization of production processes, and the execution of digital transformation projects across the organization. By adopting advanced technologies and leveraging innovative strategies, the Company achieved significant enhancements in operational efficiency, cost reduction, and profit margin improvements. Moreover, these initiatives elevated customer experience standards, ensured employment and income stability for employees, as well as delivered long-term sustainable value to shareholders and stakeholders.



# Business Results in 2024

## Consolidated Results in 2024

Source: An Cuong

Items	FY2023	FY2024	Year-on-year change
Total Assets	5,522.1	5,639.8	2.1%
Owners' Equity	4,076.5	4,176.2	2.4%
Net Revenue	3,762.1	3,980.9	5.8%
Operating Profit	528.9	574.7	8.7%
PBT	528.5	523.7	-0.9%
NPAT	411.2	420.0	2.1%

In VNDbn

The real estate sector, along with the financial stability of key real estate clients of An Cuong, faced persistent liquidity constraints in 2024, directly impacting the Company's sales performance and receivables management. During the year, An Cuong recognized provisions exceeding VND 200 billion, primarily tied to receivables from entities such as Novareal and Hung Thinh Group. Excluding the impact of extraordinary items, An Cuong's consolidated NPAT reached VND 591.4 billion, reflecting a robust growth of 35.4% year-over-year and surpassing the financial targets set by the GMS. With the gradual recovery of the real estate market, the Company remains optimistic about the possibility of recovering these receivables, which could lead to a reversal of the provisions, thereby enhancing future financial performance.

### ▲ Net Revenue

**3,980.9** VNDbn

**1,251.4** Gross Profit  
VNDbn

**2,786** EPS  
VNDbn

**420.1** NPAT  
VNDbn

**591.4** Adjusted-NPAT(\*)  
VNDbn

**↑ 35.4** Increased  
% yoy

(\*) excluding extraordinary provisions

To achieve these results, the Executive Management proactively and flexibly implemented the strategic directives set forth by the Board of Directors. An Cuong maintained steadfast focus on core business activities, including the production and distribution of wood panels, solutions, and industrial wood-based furniture. The Company strategically diversified target markets by consolidating our presence in the domestic market while deepening our penetration into key export markets such as the United States and neighboring countries. This expansion was reflected in enhanced performance of showrooms in Cambodia, Malaysia, and Laos etc. As a result of these focused market expansion efforts, export revenue for 2024 reached VND 663.3 billion, marking a 12.4% growth compared to 2023. Export revenue accounted for 16.7% of the Company's total revenue in 2024, up from 15.7% in 2023.

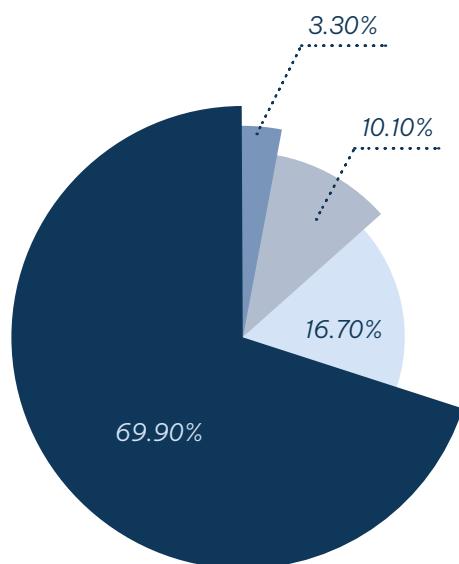
### ▲ Expanding Export Markets

↑ **12.4%**

Revenue growth  
compared to 2023

### Revenue breakdown by Groups of clients in 2024

Source: An Cuồng



■ Design units, contractors, distributors & agents

■ Export

■ Consumers

■ Real estate developers

Gross margin reached 31.4%—the highest level in the past five years—thanks to the Company's continued optimization of procurement activities, restructuring processes, and implementation of various production efficiency measures. However, net margin experienced a significant decline compared to 2023 and preceding years, dropping to 10.5% (down from the consistent level of over 12.9% during the previous four years), primarily due to the impact of provisions and other extraordinary expenses.

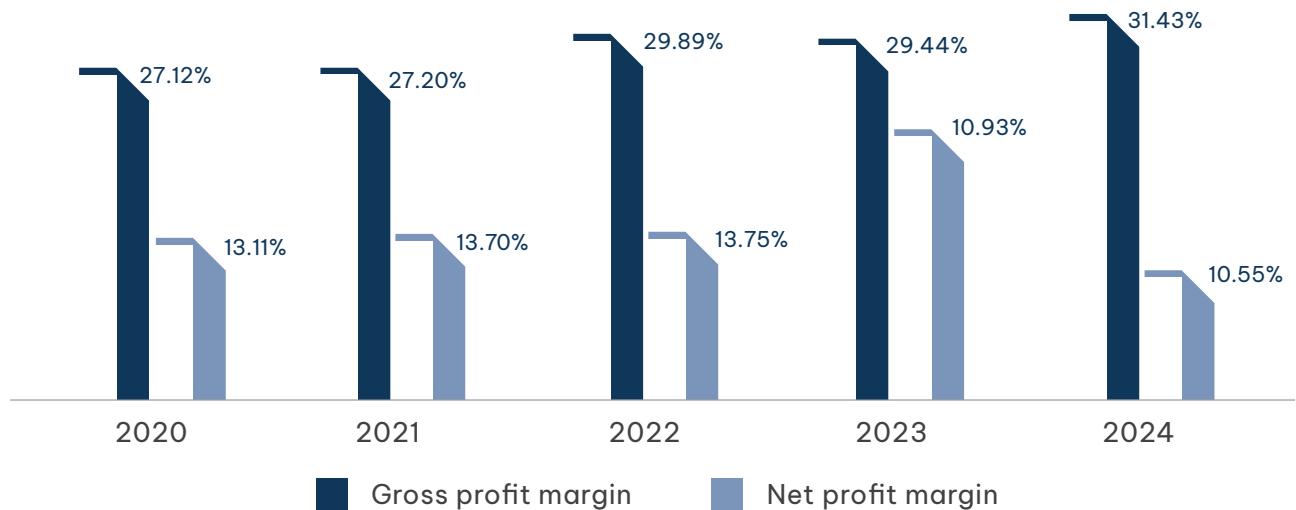
### ▲ Gross Margin

**31.4%**

the highest level  
in the past five years

## Profit margins during 2020 – 2024

Source: An Cuong



## Business Results during 2020 – 2024

Source: An Cuong

### Net Revenue

In VNDbn



### NPAT

In VNDbn



# Assets and Capital Structure

▲ Total assets reached VND 5,639.8 billion

↑ 2.1% compared to 2023

Short-term assets **73.1%** Long-term assets **26.9%** Low debt-to-equity ratio **0.17 times**

By the end of 2024, the Company's total assets remained above the VND 5,000 billion threshold, reaching VND 5,639.8 billion, an increase of 2.1% compared to end of 2023. Short-term assets accounted for 73.1% of the total, while long-term assets made up 26.9%. Additionally, the Company upheld a prudent and secure financing structure, maintaining a low debt-to-equity ratio of 0.17 times, entirely comprised of short-term borrowings allocated to fund working capital needs. Liquidity ratios also remained robust.

As of December 31, 2024, cash and cash equivalents, along with short-term financial investments (primarily term deposits), totaled over VND 2,200 billion, representing 39.1% of total assets.

## Total Assets and Owners' Equity during 2020 – 2024

Source: An Cuong



## Key Financial Indicators

Source: An Cuong

Indicators	Unit	2023		2024	
		Separate	Consolidated	Separate	Consolidated
<b>Liquidity ratios</b>					
Current ratio	times	3.1	2.9	2.8	2.8
Quick ratio	times	2.5	2.1	2.5	2.2
<b>Capital Structure ratios</b>					
Debt to Assets ratio	times	0.1	0.1	0.1	0.1
Debt to Equity ratio	times	0.1	0.2	0.1	0.2
<b>Operating Efficiency ratios</b>					
Total Asset turnover		0.7	0.7	0.5	0.7
<i>Net Revenue/Average Total Assets</i>	times				
Working Capital turnover	times	0.9	0.9	0.9	1.0
<i>Net Revenue / Average Short-term Assets</i>	times				
Inventory turnover		3.0	2.0	3.3	2.6
<b>Profitability ratios</b>					
Gross margin	%	25.1%	29.4%	27.1%	31.4%
Operating margin	%	25.0%	14.1%	25.3%	14.4%
Net margin	%	21.9%	10.9%	21.4%	10.6%
ROE	%	14.3%	10.1%	13.2%	10.1%
ROA	%	11.5%	7.4%	10.4%	7.4%
EPS	VND		2,437		2,785

# Financial Investment Activities

In 2024, amidst the complexities of both domestic and global macroeconomic conditions, the Company maintained a disciplined approach to financial investment activities.

For prior investments, the Company implemented strict monitoring and maintained frequent engagement with partners to safeguard capital and optimize capital utilization. Regarding receivables from NovaReal, in line with the principle of prudence, the Company provisioned over VND 117.1 billion for this receivable. While this provision significantly impacted the 2024 financial results, active negotiations with the partner are underway, raising optimism for future recovery of the receivable.

**Overall, financial activities in 2024 continued to deliver relatively positive results, highlighted as follows:**



## ▲ Financial Revenue

**163.3** VNDbn

**↑ 2.3%** compared to 2023.

10.5%  
'20-'24 CAGR

## ▲ Financial Profit

**127.3** VNDbn

**↑ 11.4%** yoy

8.7%  
'20-'24 CAGR

Source: An Cuong

# Human Resources Management

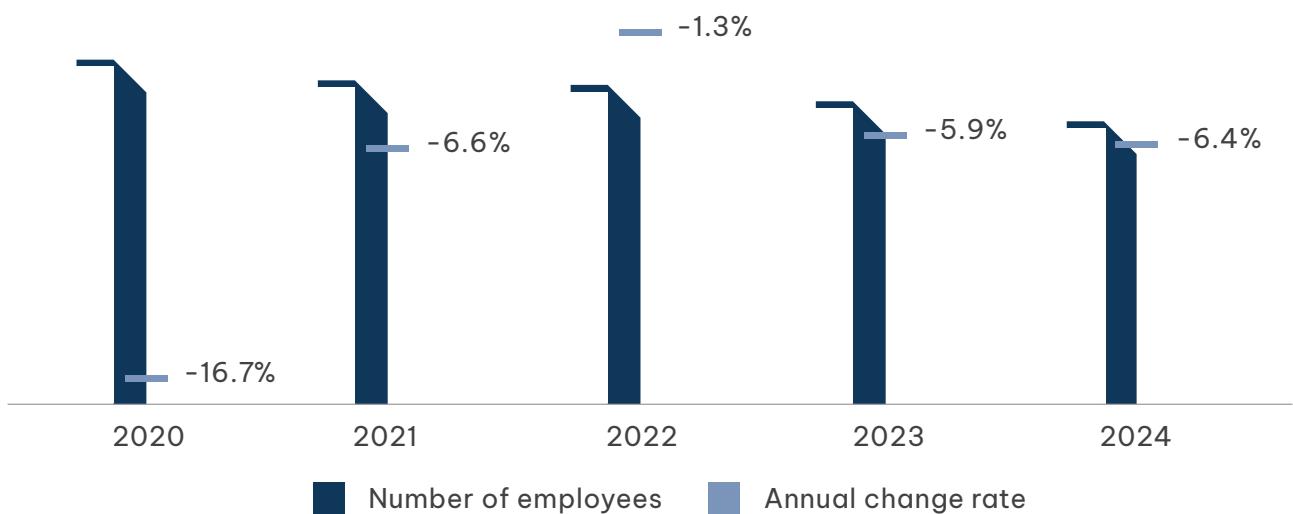
Chỉ tiêu	As at 31/12/2023	As at 31/12/2024	Actual 2024 vs Actual 2023	HR plan for 2024	Actual 2024 vs Plan 2024
Total employees (headcount)	2,633	2,465	-168	2,688	-223
	-	-	-	-	-

In 2024, An Cuong made substantial organizational adjustments as part of its ongoing digital transformation and restructuring efforts across business and production operations. Despite achieving revenue growth in 2024 compared to 2023, as of December 31, 2024, the Company's total headcount stood at 2,465 employees, reflecting a reduction of 168 personnel compared to the end of 2023—a decrease of 6.3%. Additionally, this figure fell short of the 2024 human resource plan by 8.3%. Comprehensive training programs coupled with the expanded adoption of advanced information technologies and upgraded management software systems, significantly enhanced operational efficiency and workforce productivity across all aspects of the business, including production, administration, and sales activities.

Moreover, the Company has implemented resource optimization strategies aimed at reducing costs, curbing inefficiencies, and improving operational effectiveness. A cornerstone of the Company's human resource strategy is our commitment to avoiding large-scale layoffs, even amidst economic challenges. Instead, the Company has employed a strategic approach to workforce realignment, ensuring a strong alignment between individual skill sets and job requirements. This initiative underscored the dedication of the Executive Management and all employees in sustaining employment, safeguarding income levels, and maintaining welfare for the labor force, particularly skilled professionals.

## Headcounts and Growth/Decline rate

Source: An Cuong



# Human Resources Structure

In terms of human resource structure, the manufacturing division remained the most labor-intensive segment within the organization, accounting for over 55% of the Company's total workforce. Despite notable growth in production output and revenue during the year, the division's workforce was reduced by 30 employees compared to 2023. This reduction primarily stemmed from strategic production optimization initiatives. Furthermore, this division experienced the largest workforce reduction within the Company during 2024.

An Cuong's workforce predominantly comprised young professionals, with 80% of employees under the age of 40. The workforce demonstrated extensive expertise and specialized knowledge, combined with enthusiasm, resilience, and a capacity to effectively integrate advanced technologies. This blend of professional acumen, industry resilience, and youthful energy served as a crucial driver for the Company's sustainable growth and operational achievements.

Throughout 2024, An Cuong undertook consistent efforts to review and refine the labor policies, ensuring their effective implementation to safeguard employee safety, health, and welfare.

## Key initiatives executed and regularly monitored included:

- ▶ Conducting regular training and inspections on workplace hygiene and occupational safety.
- ▶ Developing fire prevention and firefighting plans, and organizing periodic training sessions
- ▶ Ensuring that specialized roles, such as forklift drivers, truck drivers, and maintenance personnel, held proper certifications to meet job requirements
- ▶ Conducting annual inspections and assessments of workplace environmental factors.
- ▶ Recruiting employees in full compliance with State regulations on legal working age
- ▶ Ensuring full and timely monthly salary payments
- ▶ Providing a six-month maternity leave in accordance with regulations
- ▶ Offering childcare allowances of VND 100,000 per child per month, applicable to both parents with children under 72 months of age
- ▶ Strictly enforcing anti-corruption and anti-bribery policies



# HR ASIA BEST COMPANIES TO WORK FOR IN ASIA 2024



In 2024, An Cuong was honored for the third consecutive year by Asia HR Magazine as **one of the Best Companies to Work for in Asia 2024**. This prestigious award reaffirmed the Company's unwavering commitment to cultivating an ideal working environment, characterized by exceptional HR policies, competitive benefit packages, and vibrant internal activities.

Over the past three decades, An Cuong has journeyed boldly, scaling new heights and breaking barriers through the united efforts and relentless passion of our workforce. Every milestone achieved along this path has been a testament to the Company's unwavering resolve, celebrated with prestigious accolades and distinguished recognitions that affirm its excellence in quality and innovation. These achievements are far more than mere results—they symbolize the vibrant energy, unwavering dedication, and profound unity that define the An Cuong family.

An Cuong has always been a place where individuals are empowered to learn, grow, and excel, shaping a unique culture that reflects the Company's distinct identity. Beyond pursuing growth, An Cuong remains unwavering in its vision to establish a workplace that is safe, supportive, and filled with inspiration. It is a place where creativity flourishes, ideas are born, and every member has the chance to shine their brightest, reaching heights once thought impossible.

# Training Activities

**In 2024, An Cuong sustained and further strengthened its training programs through both in-person and online formats, ensuring diverse content tailored to the practical demands of the workplace. Training sessions were conducted internally, as well as through collaborations with external organizations, delivering specialized knowledge and skills relevant to employees' roles.**

An Cuong maintained a dedicated team of internal experts who contributed to onboarding new hires and providing specialized training for critical positions. In alignment with the Company's digital transformation strategy, the HR department, in partnership with other internal departments, successfully launched the An Cuong Academy—an innovative internal online training platform. The Academy offered an extensive array of educational resources, covering essential topics such as product knowledge, workflow management, and critical soft skills, including customer communication and presentation techniques. Designed to be engaging, concise, and highly accessible, the platform empowered employees to actively participate in courses tailored to their individual needs and schedules.

Beyond internal training efforts, the Company collaborated with third parties to organize advanced professional development sessions, with total training costs in 2024 recorded at nearly VND 632.6 million.

Noteworthy external training topics during the year included:

- ▶ Business etiquette
- ▶ Risk management and internal controls
- ▶ Application and development of KPIs for performance measurement
- ▶ Workplace safety and hygiene standards

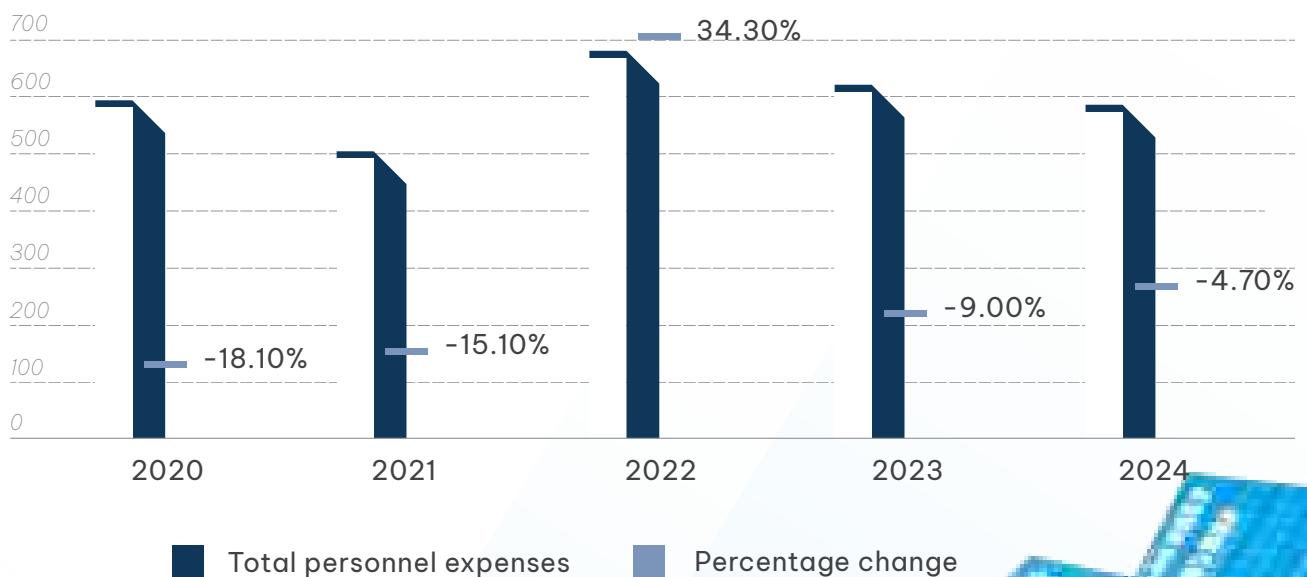
# Compensation And Benefits Policy

An Cuong has consistently placed strategic importance on the development and enhancement of employee welfare and benefits policies, ensuring optimal support and engagement for our workforce. The Company has also actively fostered career progression opportunities, thereby attracting, retaining, and nurturing a talented workforce.

In 2024, An Cuong allocated nearly VND 559 billion to personnel-related expenses, reflecting a decrease of 6.2% compared to 2023. Despite the reduction in total personnel expenses, the average employee income saw a modest increase from the previous year. From 2020 to 2024, employee income steadily improved, rising from VND 12.5 million per person per month in 2020 to VND 18.9 million per person per month in 2024.

## Personnel Expenses during 2020 - 2024

Source: An Cuong



## Strategic Projects to Enhance Competitiveness in 2024

In 2024, the Company concentrated its efforts on implementing key strategic projects designed to improve internal management efficiency and enhance adaptability, with the overarching goal of strengthening our competitive advantage in the market..

A standout achievement was the successful upgrade of the ERP system to the SAP S4/HANA platform, which became fully operational at the start of the year. This transformation optimized management processes and significantly shortened decision-making timelines, enabling more agile responses to strategic priorities. Concurrently, the Company undertook a comprehensive review and refinement of internal workflows, designed not only to meet operational requirements but also to enhance service quality for partners and customers, all while ensuring strict adherence to risk management policies.

At factories, operational processes were restructured, encompassing critical areas such as logistics, product packaging, and warehousing. These adjustments ensured greater synchronization, improved product quality, and delivered tangible cost efficiencies by optimizing production expenses, increasing labor productivity, and achieving significant cost savings.

While the domestic market presented ongoing challenges, the Board of Directors and Executive Management expressed confidence in the potential for recovery and growth in the near term. During 2023, the focus was on expanding the distribution network, whereas in 2024, the emphasis shifted towards improving customer experience. Key initiatives included leveraging innovative tools like Make Your Space and Online Catalogue, which enabled customers to engage with the Company's products in a digital setting. Additionally, the launch of Creative Hub by An Cuong in three major cities provided a unique, creative environment, fostering inspiration and deeper connections between customers and the Company's product offerings.

# Environmental, Social, and Governance (ESG) Activities

Under the directive of the Board of Directors, An Cuong proactively developed and integrated ESG-related initiatives into our business strategy. With an annual emissions reduction target of 2%, the Company prioritized energy audits and transitions, focusing particularly on electricity consumption, which constitutes the majority of emissions. At the manufacturing areas, the proportion of solar power usage in production increased to 9.2% of total energy consumption, reflecting a near 5% improvement compared to 2023. Additionally, the Company gradually introduced electric vehicles for business operations, replacing fossil fuel-powered alternatives.

Greenhouse gas (GHG) emissions inventories for 2024 were conducted in compliance with ISO 14064-1:2018 standards and verified by a third party. Due to changes in emission source structures during 2024, the Company could not compare emissions units across consecutive years. However, these data sources are expected to meet comparison criteria in the 2025 inventory cycle. To

enhance accuracy and real-time oversight of GHG emission activities, the Company is collaborating with a specialized software provider to establish a real-time data collection system, aiming for quarterly emissions inventory in the future.

The Company collaborated with Gaia Nature Conservation on a significant reforestation initiative, contributing to the planting of 2,000 ironwood trees in Ben En National Park, Thanh Hoa. This project aimed not only to restore native forests and expand green coverage but also to raise awareness about environmental conservation within the community. The active participation of employees, partners, distributors, and select customers enriched the initiative, fostering deeper connections and a shared sense of purpose. Moving forward, the Executive Management is committed to adopting this activity as an annual tradition, underscoring the Company's unwavering dedication to sustainability and its continued efforts to drive meaningful environmental and social impact.

# Business Plan & Strategy For 2025

According to international organizations such as the OECD, IMF, and World Bank, the global economy in 2025 is anticipated to encounter various challenges while sustaining stable growth. Most forecasts indicate that global GDP will remain flat or slightly decrease compared to 2024, with no projections suggesting an increase. These organizations emphasize the importance of adopting flexible economic policies and fostering international cooperation to address risks such as geopolitical instability, climate change, and inflationary pressures. Another significant risk to global growth and inflation in 2025 stems from uncertainty surrounding the tariffs of the Trump 2.0 administration.

In 2025, Vietnam is projected to be one of the most attractive destinations on the global investment map, thanks to its favorable business environment and stable economic growth. Vietnam's GDP is forecasted to grow by 7-8% in 2025, while the Government is determined to achieve a growth rate of 10%. Strong growth momentum is driven by the promotion of the private sector, decisive administrative reforms, increased public investment, and a focus on key industries such as high technology and export manufacturing. Additionally, Vietnam continues attract foreign direct investment (FDI), laying a solid foundation for a prosperous and sustainable economic future.

Nevertheless, in 2025, Vietnam's economy faces several potential risks that could impact growth and stability. Disposable income has shown limited improvement compared to 2024, while the real estate sector and related industries are only beginning to show signs of recovery and require more time to return to a new growth cycle. Additionally, the increasing protectionist policies in major export markets pose significant challenges, potentially reducing opportunities for international cooperation and, to some extent, affecting consumer demand in Vietnam's key export markets.

In this challenging landscape, An Cuong is required to navigate complexities with innovation, agility, and meticulous attention in all facets of its business operations. The Company is steadfast in its commitment to promptly adapt to the rapidly evolving external environment while rigorously aligning its strategies with its sustainable development objectives.



**Based on the macroeconomic conditions and the Company's internal strengths, An Cuong's Executive Management plans to submit the proposed 2025 business plan for approval at the GMS as follows:**

▲ **Business Plan 2025**

**4,046.8** Net Revenue  
VNDbn

↑ **1.7%** Growth of  
net revenue

**450.2** NPAT  
VNDbn

↑ **7.2%** Growth of  
NPAT

**Under the strategic guidance and delegation of the GMS and the BOD, the Executive Management is resolutely committed to the thorough, innovative, and efficient implementation of the business plan through the following solutions:**

## Corporate Governance

► **Enhancing Effective Governance Capabilities:**

Strengthen strategic management, financial management, operational management, and risk control in line with best practices, aiming for compliance with international standards established by leading organizations.

► **Optimizing Financial Management:** Implement

various strategies to optimize cashflow and enhance the efficient use of capital resource. Conduct investment and/or restructure the investment portfolio with a focus on prudence, effectiveness, and alignment with core business operations.

► **Modernizing and Optimizing Operational**

**Processes:** Accelerate investment in technology and automation by leveraging information technology applications across all operational aspects, from production to business organization, in accordance with industry best practices and standards. Equip modern machinery and equipment to bridge the technological gap with leading global enterprises, while fully capitalizing on the potential of digital transformation.

► **Fostering Innovation and Continuous Improvement:** Implement initiatives to recognize and reward innovations focused on cost optimization and enhanced labor productivity.

Develop a positive work environment with training policies that encourage employees to stay updated on new technologies. Introduce attractive reward, welfare, and compensation policies to motivate employees and enable them to maximize their potential.

► **Enhance Management Capacity:** Establish

precise and specific definitions of the roles and responsibilities of the management team. Empower managers by delegating authority effectively and strengthening their accountability in decision-making processes. Conduct ongoing internal and external training programs focused on leadership skills, managerial competencies, and other supporting skills to ensure the sustainable development of the leadership team.



# Manufacturing and Business Development

- ▶ **Strengthening Partnerships based on mutual benefits:** foster stronger partnerships through dedicated care, support, and specialized training programs for distributors, agents, and showrooms. These initiatives aim to enhance the operational efficiency of each partner, ensure consistent sales performance, align business operations seamlessly, maintain product quality, and diversify product designs.
- ▶ **Expanding and Maximizing the potential of ecosystem:** Enhance coordination within the An Cuong's ecosystem to drive cross-selling initiatives among group of companies. This approach not only delivers comprehensive solutions to customers but also reduces costs and fosters growth in both output and revenue.
- ▶ **Expanding export markets:** Strategically select markets, customers, and orders that align with the Company's goals to ensure targeted and sustainable growth. Actively participate in major global trade promotion events while organizing practical and impactful events independently to maintain relationships and attract customer interest in the Company's products.
- ▶ **Implementing a flexible sales strategy:** Create and apply adaptable, rational, and innovative sales strategies and policies, continuously introducing highly competitive initiatives. Emphasize recognizing and honoring the contributions of the sales team and distribution channels, fostering motivation and excellence in performance.
- ▶ **Enhancing production management efficiency** at factories and warehouses through implementing scientific processes and methodologies to optimize productivity and minimize waste. This approach prioritizes streamlined operations, and improved resource utilization.
- ▶ **Driving strategic investments in R&D** to introduce groundbreaking product collections and solutions to the market, rapidly addressing customer demands with superior quality and pioneering designs that set industry standards.



# UNSTOPPABLE **MOMENTUM**

The sustainable development policy has always been the guiding principle throughout An Cuong's nearly 30-year journey, built on the Win-Win business philosophy—ensuring a harmonious balance of benefits between the company and all stakeholders, including the community, customers, partners, and employees. Every strategy and business decision is founded on a commitment to social responsibility and sustainable growth.

With cutting-edge technology, a modern management system, and a powerhouse team, An Cuong is poised to redefine value and amplify our competitive edge in the international market.

## 5. Consolidated Financial Statements

## 4. Sustainable Development

### 3. Corporate Governance

## 2. Business Performance

## 1. General Information

## Corporate Governance

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1. General Information

2. Business Performance

3. Corporate Governance

4. Sustainable Development

5. Consolidated Financial Statements

# Report of The board of Directors

## Activities of the board of directors in 2024

In 2024, the Board of Directors (hereinafter referred to as The Board) continued to fulfill the pivotal role in providing guidance, strategic direction, management, and oversight to ensure that the Company's operations adhered to legal regulations, the resolutions of the General Meeting of Shareholders, the provisions outlined in the Company's Charter, and the best practices of corporate governance. In particular, the Board of Directors did:

- ▶ Adhered to the regulations governing roles, functions, duties, and authorities of the Board as stipulated in the Law on Enterprises, the Law on Securities, other relevant legal provisions, and the implementation guidelines issued by government authorities. Furthermore, the Board adopted corporate governance principles based on best practices while ensuring compliance with Vietnamese laws and the ASEAN Corporate Governance Scorecard outlined by the ASEAN Capital Markets Forum (ACMF). Based on the findings from annual reviews and evaluations conducted in accordance with the ASEAN Corporate Governance Scorecard, the Board has continuously developed action plans to enhance the Company's governance framework.
- ▶ Provided strategic guidance and issued resolutions to steer the Company's production and business activities, ensuring alignment with market dynamics and the Company's internal conditions. These efforts aimed to achieve the balance between growth objectives, risk management, and the sustainable interests of the Company, its shareholders, and other stakeholders.
- ▶ Reaffirming the Company's commitment to accompany the Government in achieving the goal of Net Zero by 2050, the Board of Directors and the Executive Management formulated a comprehensive ESG strategy, supported by detailed action plans seamlessly embedded within the Company's core business operations.



- ▶ Assigned and clearly defined the roles as well as responsibilities of each member of the Board, ensured the frequency and regularity of Board meetings, and upheld the legality and enforceability of resolutions and meeting minutes.
- ▶ Provided instructions on matters related to human resources and compensation based on the opinions and recommendations provided by the Human Resources and Compensation Subcommittee. These instructions served as a framework for the Executive Management to execute human resource and compensation plans in 2024.
- ▶ Provided oversight of governance practices, compliance with legal regulations, and risk management policies, as well as the implementation of resolutions approved by the General Meeting of Shareholders and the Board of Directors; Evaluated the implementation of these resolutions.
- ▶ Regularly reviewed and approved transactions with related parties in accordance with legal regulations and Article 40 of the Company's Charter.

## Meetings of the Board of Directors

In accordance with the working regulations and actual situations, the Board of Directors convened and organized 13 meetings in 2024. All members of the Board participated in all 13 meetings.

## Resolutions/Decisions of the Board of Directors in 2024

In 2024, the Board of Directors approved Resolutions/Decisions with the following specific content and voting ratios:

No.	Resolution/ Decision No.	Date	Matters	Voting ratio
1	01-2024/NQ-GAC	04/03/2024	Approved the preliminary proposal for conducting anticipated transactions or contracts between An Cuong Wood Working JSC and related parties, where the value is less than or equal to 20% of the Company's total assets as recorded in the most recent audited financial statement.	100%
2	02-2024/NQ-GAC	04/03/2024	Approved the establishment of the Human Resource and Compensation Subcommittee under the authority of the Board of Directors of An Cuong Wood Working JSC.	100%
3	03-2024/NQ-GAC	08/03/2024	Approved the plan for convening the 2024 Annual General Meeting of Shareholders of An Cuong Wood Working JSC.	100%
4	04-2024/NQ-GAC	28/05/2024	Approved the participation of An Cuong Wood Working JSC in the consortium of contractors, represented by Thang Loi Homes JSC, to register for the implementation of the real estate project - Binh An Duc Hoa Urban Area.	100%
5	05-2024/NQ-GAC	20/05/2024	Approved the waiver of the preemptive rights to purchase shares, pursuant to the issuance of 35,000,000 shares to increase the charter capital of Thang Loi Group Real Estate JSC.	100%
6	06-2024/NQ-GAC	11/06/2024	Approved the payment of the 2nd tranche of 2023 cash dividends.	100%



STT	Resolution/ Decision No.	Date	Matters	Voting ratio
7	07-2024/NQ-GAC	20/06/2024	Approved the selection of Ernst & Young Vietnam Limited as auditor to review the Company's 2024 semi-annual and annual financial statements.	100%
8	08-2024/NQ-GAC	20/06/2024	Approved the credit line at Vietnam Joint Stock Commercial Bank For Industry and Trade (Vietinbank) -Branch 8	100%
9	09-2024/NQ-GAC	20/06/2024	Approved the credit line at Joint Stock Commercial Bank for Foreign Trade of Vietnam (Vietcombank) - Phu Nhuan Branch.	100%
10	10-2024/NQ-GAC	04/09/2024	Approved the termination of operations of Branch 4 - An Cuong Wood Working JSC	100%
11	11-2024/NQ-GAC	07/10/2024	Approved the credit line at Military Commercial Joint Stock Bank (MBbank) - Binh Duong Branch	100%
12	12-2024/NQ-GAC	24/10/2024	Approved the 1st tranche of 2024 interim cash dividends.	100%
13	13-2024/NQ-GAC	10/12/2024	Approved the establishment of Dat Cuoc Manufacturing Branch - An Cuong Wood Working JSC	100%

# Evaluation of The board of directors

## Evaluation on the Company's performance

### Pertaining To the business results

#### ▲ Consolidated Net Revenue

**3,980.9** VND bn

Growth

**5.8%** compared to 2023

Achievement

**105.2%** of the annual target

#### ▲ Net Profit After Tax

**420.1** VND bn

Growth

**2.2%** compared to 2023

Achievement

**95.4%** of the annual target

With the theme “Together in belief, Leading in innovation”, the Company has showcased remarkable advancements in product research, process optimization, and the strategic reorganization of production workflows. By integrating cutting-edge technologies, the Company has enhanced the customer experience, maximized sales performance, boosted operational efficiency, and effectively streamlined cost structures. Regarding export activities, the Company has actively engaged export clients in the U.S. market through business forums and trade exhibitions. Concurrently, the Company has expanded the presence in high-potential neighboring markets, including Cambodia and Singapore. These solutions significantly driven the growth of export revenue, making a substantial contribution to the overall performance of the Company.

By the end of 2024, the Company recorded Net Revenue of VND 3,980.9 billion, posting a growth of 5.8% yoy and exceeding the full year guidance by 5.2%. Net Profit after Tax (NPAT) was reported at VND 420.1 billion, reflecting a growth of 2.2% yoy and achieving 95.4% of full year profit target. The extraordinary expense incurred from provisioning for receivables related to Novareal significantly impacted the Company's profitability for the year. However, as the Executive Management has actively worked with relevant parties to recover the receivable, this one-off expense has the potential to be reversed in the near future. Excluding this non-recurring expense, the Company's net profit after tax for 2024 would have reached VND 591.4 billion, representing an impressive 35.4% year-over-year growth compared to 2023. This adjusted figure highlights the Company's strong growth trajectory and operational efficiency, despite short-term challenges.



#### ▲ Export Revenue in 2024

**633.3** VND bn

Growth

**12.5%** compared to 2023

Gross profit margin of the export segment reached

**27.1%** compared to 20.6%  
in 2023

Factory operating

**100%** capacity

Export sales set a new record of VND 633.3 billion in 2024, representing a 12.5% yoy growth while the dedicated production line operated at full capacity throughout the year. Notably, gross margin for export sales showed significant improvement, surging to 27.1% from 20.6% in 2023.

The Board of Directors recognizes and commends the steadfast commitment, strategic leadership, and collaborative efforts of the Executive Management and An Cuong staff across all levels in overcoming the challenges of 2024. These efforts enabled the Company to successfully achieve its business targets while establishing a strong foundation for future strategic goals. Additionally, the Company's focus on driving innovation, streamlining operations, and adopting advanced technologies has reinforced its competitive edge and strengthened its position as a market leader.

## Pertaining to Financial structure

The Company sustained a robust balance sheet in 2024, evidenced by a low debt ratio and strong cash position. Total assets also expanded to exceed VND 5,600 billion. Financial structure remained secure, with a low debt-to-capital ratio of 0.35 times. Only short-term loans were utilized to finance working capital, ensuring financial prudence. Additionally, payout ratios remained stable throughout the year.

As of December 31, 2024, the balance of cash and cash equivalents surpassed VND 2,200 billion, accounting for 39.1% of total assets.

## Pertaining to profit Distribution and Dividend payments in 2024

According to the profit distribution plan approved by the 2024 Annual General Meeting of Shareholders, the Company disbursed the 2nd tranche of the 2023 cash dividend at a payout ratio of 8% (equivalent to VND 800 per share).

In Q4 2024, the Company also proceeded the 1st tranche of the 2024 interim cash dividend at the same payout ratio of 8% (equivalent to VND 800 per share).

## Pertaining to Esg activities

### Environmental Responsibility

**In 2024, the Board of Directors observed that the Company implemented numerous plans and initiatives to translate the Board's strategic guidance—centered on minimizing environmental impact—into action plans, aligning with the Government's carbon neutrality goal.**

Strictly adhered to all legal requirements for environmental protection, stayed informed and consistently implemented the latest environmental management guidelines, with a strong emphasis on ensuring compliance within manufacturing facilities.

Ensured the implementation of environmental management standards and certifications that the Company had been accredited with and maintained compliance throughout.

Organized socio-environmental activities to spread the message of environmental protection to partners, customers, and employees.

Accelerated the energy transition at manufacturing facilities by increasing the use of solar energy and gradually converting fuel-powered vehicles to electric ones.

Conducted a review and reorganized production processes, contributing to the reduction of raw material waste.

Regarding the objective of reducing GHG emissions per unit of revenue by 2% annually (calculated as tons of CO2 equivalent per billion VND of revenue), the Company faced challenges in data collection for the greenhouse gas emissions inventory. In particular, differences in the basis of data between two years made year-to-year comparisons inappropriate. As a result, by the end of 2024, the Company was unable to establish a reliable comparison. However, it is anticipated that the data will be sufficient for meaningful analysis during the 2025 inventory period.

## Social Responsibility

Amid the industry's widespread challenges in 2024, the Company made dedicated efforts to secure stable employment and consistent income for the workforce. Additionally, the Company remained committed to contributing to local communities and ensuring long-term, sustainable returns for its shareholders. These outcomes were achieved through decisive measures to optimize human resource allocation and streamline operations, aligning effectively with the Company's digital transformation strategy and evolving business needs.

The Company established Compliance Control Department, primarily focused on occupational safety, hygiene, fire prevention and fighting (FPF), and environmental protection. Training sessions on these topics were conducted more frequently to enhance employees' awareness of occupational safety and FPF. These initiatives not only ensured compliance but also cultivated safe work habits and practices, protecting the health and well-being of employees.

In addition, the Company collaborated with partners and distributors to enhance corporate social responsibility programs and actively engage in charitable initiatives. These efforts focused on improving living standards in local communities, promoting reforestation, and reinforcing the Company's image as a responsible and sustainable enterprise.

## Corporate Governance

The Board of Directors acknowledged the Company's dedication to enhance governance capabilities through the successful execution of several internal initiatives, particularly the digital transformation projects undertaken in 2024. The executive team and employees across all levels demonstrated a proactive mindset and adaptability, aligning effectively with evolving industry trends to drive operational efficiency. The official implementation of the SAP S/4HANA system in early 2024 has proven effective in streamlining information management, ensuring data transparency, and accelerating decision-making processes.

Additionally, the Company has reinforced its governance framework in accordance with international standards by establishing the Human Resources and Remuneration Subcommittee under the authority of the Board of Directors.

## Evaluation on the performances of the Board of Management

In 2024, the Executive Management diligently executed the strategies and guidance set forth by the Board of Directors. Business strategies and plans were implemented with strong determination and innovative approaches. The team demonstrated seamless coordination and adaptability in responding to volatile market conditions, while maintaining strict compliance with legal requirements and the Company's operational regulations.

Although the reported figures indicated that the Company fell short of the profit targets approved by the General Meeting of Shareholders due to extraordinary expenses, specifically the provision related to Novareal, the Board of Directors acknowledged the proactive efforts of the Executive Management in negotiating with relevant parties to facilitate the recovery of the aforementioned receivables. The Board further recognized that, despite these challenges, the Executive Team demonstrated commendable performance by driving export growth amidst subdued domestic demand and decisively optimizing production processes to enhance overall profit margins.

Furthermore, the Board of Directors highly commended the Executive Management for their strategic leadership in implementing and integrating advanced information technology and automation into the Company's operations. These efforts have driven continuous operational improvements, resource optimization, and enhanced risk management. The Board also acknowledged the relentless determination of the Executive Management and all staff in overcoming unprecedented challenges. Their efforts ensured uninterrupted business operations, safeguarded employment and employee well-being, and upheld responsible business practices with stakeholders. These achievements played a pivotal role in delivering An Cuong's impressive performance over the past year.

# The board's strategic direction and guidance for the business operations



## Strategic Vision for the 2025 – 2030 period

The 2025–2030 period marks a transformational phase for the business community and, in particular, for An Cuong. This period could offer significant opportunities for corporations and professionals capable of adapting to change, embracing emerging technological advancements, and capitalizing on the extensive integration of artificial intelligence (AI) into business operations. In alignment with these trends, the Board of Directors strategically prioritize accelerating technological transformation and fostering an innovative culture across all aspects of the Company's operations.

Regarding the carbon neutrality goal, the Board of Directors continues to define short-, medium-, and long-term targets:

- ▶ Achieving an annual reduction of 2% in greenhouse gas emissions per unit of revenue;
- ▶ Implementing socio-environmental initiatives aimed at carbon elimination and mitigation of the greenhouse effect;
- ▶ Promoting energy transition activities.

## Strategic guidance for 2025

**In 2025, with a strategic vision for the 2025–2030 period, the Company will continue implementing digital transformation projects and restructuring resources to reinforce competitive advantages and enhance management capabilities. Business development activities will be designed and executed in line with principles that emphasize maximizing investment efficiency, streamlining organizational structures, optimizing costs, and maintaining a strategic focus on core business.**

### Maintaining a strong focus on core business

Strategically prioritizing all resources to expand production capacity and continuously elevate product quality; Exploring and researching technologies and investment opportunities to build ecosystems and expand value chains related to the Company's core business, with a commitment to deliver long-term values for shareholders and other stakeholders.

### Maintaining the Company's leadership position in the high-end and upper-mid-range segments of industrial wood and Expanding domestic market share

Achieving this requires promoting an innovative approach in customer engagement and sales activities, while leveraging technology to enhance brand recognition and deliver exceptional customer experiences.

### Advancing Research and Development (R&D) activities

Sustaining the Company's position as a trend-setter through the continuous introduction of new collections featuring diverse designs, colors, materials, and superior quality. Additionally, developing new product lines tailored to evolving market demands to reinforce competitive positioning.

### Accelerating digital transformation initiatives

Leveraging advanced systems and technologies to enhance management capabilities; Optimizing the integration of information technology and AI to reduce costs, improve labor productivity, and reinforce risk management. Additionally, fostering a company-wide culture of continuous learning and ongoing improvement.

### Maintaining the innovative financial strategies

Maintaining the innovative financial strategies in order to sustain a resilient balance sheet, ensure strong financial health, maximize capital efficiency and safeguard reserve capital to mitigate the impact of economic fluctuations. Furthermore, the Company will actively identify and pursue investment opportunities that are relevant to and enhance the core business.

### Promoting ESG activities

Maintaining compliance with environmental management certifications; Enhancing the greenhouse gas inventory data collection system in accordance with ISO 14064-1:2018 standard, aiming to establish a benchmarking framework for subsequent years. The Company will continue to carry out training programs to improve employees' awareness and understanding of ESG principles, fostering company-wide engagement and commitment to sustainability objectives. Furthermore, the Company will closely collaborate with partners, suppliers, and customers to promote ESG goals, creating long-term value for the community and the environment.



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

No.	Member of the Board	No. of shares owned as of 01/01/2024		No. of shares owned as of 30/11/2024	
		No. of shares	%	No. of shares	%
1	<b>MR LE DUC NGHIA</b>	244,380	0.16%	244,380	0.16%
2	<b>MR MASAO KAMIBAYASHIYAMA</b>	0	0%	0	0%
3	<b>MRS NGUYEN THI DIEU PHUONG</b>	0	0%	0	0%
4	<b>MR NGUYEN MINH TUAN</b>	2,988,536	1.98%	2,988,536	1.98%
5	<b>MR LE THANH PHONG</b>	217,319	0.14%	217,319	0.14%
6	<b>MR PHAN QUOC CONG</b>	0	0%	0	0%
7	<b>MR NGUYEN THANH QUYEN</b>	0	0%	0	0%



# Report of independent members of the board of directors

## Structure of the Board of Directors

The structure of the Company's Board of Directors in 2024 consisted of 7 members, of which 2 were independent members, meeting the required ratio of independent members as stipulated by the current legal regulations.

## Activities of Independent Members of the Board

In 2024, the independent members of the Board of Directors (Independent Members) fully attended all 13 out of 13 Board meetings (achieving a 100% attendance rate). The independent members reviewed, provided opinions, and voted on matters within the authority, with a 100% approval rate for the contents adopted by the Board.

In addition, in 2024, the independent members carried out the functions and duties to oversee the activities of the Board through meetings, discussions, and the methods for issuing resolutions of the Board. At the same time, they supervised the operations of the Executive Management by monitoring compliance with the Board's resolutions as well as the delegation mechanism between the Board and the Executive Management.



## The specific activities of the independent members include:

- ▶ Monitored and assessed adherence to legal regulations, the Company's Charter, and the implementation of resolutions passed by the GMD and the BOD;
- ▶ Reported to shareholders at the 2024 AGM on the activities of independent members and the supervision results for 2023.
- ▶ Attended regular and extraordinary meetings of the BOD, and independently provided opinions and challenges on the matters presented at the Board meetings throughout the year;
- ▶ Performed assessments and supervision of the Company's operations, strategic development plans, and business objectives, ensuring timely and effective adjustments in line with prevailing circumstances.
- ▶ Sustained consistent oversight of the Company's financial performance and ensured the accurate preparation and transparent disclosure of periodic financial statements (quarterly, semi-annual, and annual) in adherence to relevant legal requirements.
- ▶ Based on the recommendation of the Supervisory Board, the independent members, along with other members of the BOD, voted to select Ernst & Young Vietnam Co., Ltd. as the independent auditing firm to audit the financial statements of the parent company and its subsidiaries for the year 2024.
- ▶ Throughout the performance of the duties, the independent members consistently collaborated effectively with other Board members, Executive Management members, and other management levels within the Company. The independent members highly appreciated the cooperation and support of all relevant parties in 2024.



# Evaluation by the independent members regarding the activities of the BOD and the Executive Management

- ▶ The Board members attended all 13 out of 13 meetings to discuss and approve matters within the Board's authority. The Board's Resolutions from these meetings were all passed based on the majority principle, and the minutes of the meetings were thoroughly documented and signed by the attending Board members. The approval rate for the Board's meeting agenda consistently reached 100%.
- ▶ The BOD effectively fulfilled its role in implementing the plans, policies, and strategic orientations previously outlined by the GMS. The Board complied with legal regulations and corporate governance rules, convening regular and extraordinary meetings to address arising issues promptly, as well as approving decisions aligned with actual conditions to safeguard the interests of the Company and shareholders.
- ▶ In 2024, the BOD effectively fulfilled its roles and responsibilities in directing, supporting, and supervising the Executive Management in implementing the resolutions approved by the GMS and the BOD. This ensured compliance with legal regulations while balancing the interests of the Company and Shareholders.
- ▶ The Company ensured a clear segregation of responsibilities between the Chairman of the Board and the General Director, adhering to current legal requirements for corporate governance. In 2024, the General Director diligently executed her obligations to report, clarify, and disclose business operations comprehensively and transparently. Additionally, the General Director consistently presented and sought approval for matters under the jurisdiction of the BOD.
- ▶ The executive members of the Board regularly attended both periodic and extraordinary meetings of the Executive Management to address arising issues within the Company. Key decisions of the Executive Management were analyzed, reviewed, and consulted with the BOD to ensure the Company's best interests.
- ▶ Supervision results regarding the financial statements, financial positions, and business activities of the Company.

The Company's separate and consolidated financial statements were prepared in accordance with accounting standards and current legal regulations, reflecting the Company's financial position truthfully and reasonably in 2024. The Finance and Supporting division provided annual, quarterly, and monthly financial reports promptly and comprehensively. The Company's financial health remained robust and secure, characterized by a low debt ratio. The Company continued to focus on its core businesses and maintained effective cost control.
- ▶ The Company proactively strengthened its Internal Audit and Compliance departments by adding dedicated personnel. It enhanced internal control activities through the implementation of the SAP S/4HANA system, while continuing to update, refine, and improve operational processes across the Group, particularly policies and risk management procedures.
- ▶ The BOD regularly monitored, evaluated, and approved transactions with key related parties arising in 2024, in strict compliance with legal regulations and within the scope of the Company's ordinary business activities. The related-party transactions in 2024 were of small value compared to the total asset value of the Company as reported in the most recent financial statements.

Overall, despite facing significant challenges from headwinds in the domestic market as well as global geopolitical situations, the Company successfully navigated these difficulties and ensured sustainable development. This success was credited to the decisive leadership and management of the BOD and the Executive Management, demonstrating a strong sense of responsibility, unity, and collaboration to protect the long-term and lawful interests of the Company and its Shareholders.

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# Report of The supervisory board

## Supervisory board personnel

Member	Position	Date of Appointment
Mrs. Tran Thi Ngoc Tue	Head	23/12/2022
Mrs. Mai Thi Phuong Thao	Member	23/12/2022
Mrs. Nguyen Thi Thuy Trang	Member	26/04/2023

## Meetings of the supervisory board

In 2024, the Supervisory Board (SB) convened four meetings, achieving a full attendance rate of 100% by its members. The agenda and proceedings of these meetings are outlined as follows:

No.	Minutes No.	Date	Content
1	01-2024/BBH-BKS	11/4/2024	Approved the SB's 2023 report for submission to the GMS and executed the working plan in 2024
2	02-2024/BBH-BKS	26/4/2024	Assessed adjustments in accounting entries and prior years' tax obligations resulting from the exclusion of input invoices identified as posing tax risks
3	03-2024/BBH-BKS	02/12/2024	Reviewed accounting records and conducted evaluations following the 2024 inventory procedures.
4	04-2024/BBH-BKS	31/12/2024	Evaluated the SB's activities in 2024 based on the preliminary results of the Company for the year



# Activities of the supervisory board

**In 2024, the SB carried out its oversight functions and duties through the following activities:**

- ▶ Monitored compliance with legal regulations, the Company's Charter, and the resolutions of the GMS, as well as adherence to rules and procedures by the BOD and the Executive Management in managing and operating the Company. This was achieved through participation in certain Board and Executive meetings and by reviewing relevant documents.
- ▶ Evaluated the completeness, legality, and accuracy of the Company's business performance reports, as well as annual and semi-annual financial statements. Contributed recommendations regarding the selection of an independent auditing firm and engaged with the independent auditors on specific matters.
- ▶ Monitored disclosure activities and dividend payments; reviewed contracts and transactions involving related parties under the approval authority of the GMS or the BOD and provided recommendations regarding contracts and transactions requiring approval from the GMS or the BOD.
- ▶ Reviewed, inspected, and assessed the effectiveness and efficiency of the Company's internal control systems, risk management mechanisms, and early warning systems.

- ▶ Reviewed accounting books and records, assessed the systematic nature, consistency, and appropriateness of the Company's accounting practices, provided recommendations to improve these practices, and contributed feedback to enhance the modules implemented in the newly upgraded SAP S/4HANA system.
- ▶ Conducted several in-depth oversight activities in 2024, including:
  - (i) labor and payroll management;
  - (ii) adjustments in tax accounting obligations;
  - (iii) debt management operations;
  - (iv) allocation and cost management by division and department;
  - (v) enhancing the risk self-control capabilities of each division and department.

# Supervision results and evaluation by The supervisory board

## Supervision Results on the Company's performance and business result in 2024

Through oversight activities in 2024, the SB concluded that the Company's production and business operations were carried out in a secure manner, fully compliant with legal requirements, and consistently aligned with the directives and resolutions established by the GMS.

In addition to achieving financial objectives related to revenue and profit, the Company has successfully advanced its sustainable development objectives through ESG initiatives and robust risk management practices. These include enhancing personnel structures, researching and implementing appropriate ISO standards, and ensuring a balanced approach to the interests of all stakeholders.

In 2024, the Company strictly adhered to disclosure requirements; transactions with related parties were approved within the appropriate authority levels and closely monitored. No disputes arose concerning business operations, nor were there any conflicts of interest with related parties.

The SB did not receive any requests from group of shareholders holding 5% or more of voting shares to review the Company's operations or the management activities of the BOD and the Executive Management.

### ▲ Consolidated Net Revenue

↑ 5.8% Compared to 2023

105.2% Annual plan

In terms of business performance, in 2024, the Company's consolidated net revenue reached VND 3,980.9 billion, representing a 5.8% increase compared to 2023 and achieving 105.2% of the annual plan. NPAT was VND 420.1 billion, up 2.2% from 2023, achieving 95.4% of the annual plan. During the year, the Company recorded several extraordinary expenses, including adjustments for non-deductible tax costs and provisions related to receivables from Novareal. These expenses significantly impacted the recorded profit. However, excluding these extraordinary expenses, the Company's profit would still have demonstrated substantial growth, surpassing the annual plan.

### ▲ Net Profit After Tax

↑ 2.2% Compared to 2023

95.4% Annual plan

The Company continued to maintain a healthy financial position, characterized by low debt ratios and ample deposits. Total assets remained above VND 5,600 billion. The funding structure remained secure, with a low debt-to-equity ratio of 0.35 times. All borrowings consisted of short-term loans used to finance working capital. Liquidity ratios also remained robust. As of December 31, 2024, cash, cash equivalents, and deposits totaled over VND 2,203.7 billion, accounting for 39.1% of total assets.

# Oversight Results on the Management Activities of the BOD and the Executive Management

In 2024, the SB did not identify any irregularities in the activities of the BOD or the Executive Management. The management and operational activities of the BOD and the Executive Management adhered to the principles of legal compliance, upheld the Company's Charter, and closely aligned with the resolutions of the GMS.

The BOD and the Executive Management fulfilled their functions and duties in full accordance with their authority as stipulated by the Law on Enterprises, the Law on Securities, other relevant laws, and the Company's Charter.

Additionally, the BOD remained vigilant in monitoring macroeconomic developments to strategically align long-term and short-term objectives with prevailing

economic conditions. Efforts were directed towards enhancing governance capabilities and conducting comprehensive assessments, utilizing best practices in management adopted from leading regional and international standards. This proactive approach enabled the BOD to execute agile and innovative decisions while upholding a balance of rationality and prudence in steering the Company's business operations.

In 2024, the BOD and the Executive Management actively advanced the adoption of information technology and artificial intelligence across daily operations, from leadership levels to staff. They encouraged research and the implementation of innovations to enhance work efficiency, boost productivity, reduce costs, and achieve business objectives.



## Evaluation Results of the Semi-Annual and Annual Financial Statements

The semi-annual and annual financial statements for 2024 were prepared based on the selection of appropriate accounting policies. Adjustments to tax obligations from previous years were thoroughly evaluated using up-to-date information, ensuring accuracy and objectivity. These adjustments upheld the principle of consistency and were conducted with reasonable assessments and estimates in compliance with Vietnamese accounting standards and regulations. Additionally, they steadily aligned with international accounting standards.

The separate and consolidated financial statements for 2024 were audited by Ernst & Young Vietnam Limited, one of the three firms approved at the 2024 AGM. The reports received an unqualified opinion, providing a true and fair view on material aspects, and were disclosed in accordance with the provisions of applicable laws.

## Assessment of Coordination Among the Supervisory Board, the BOD and the Executive Management

The BOD and the Executive Management closely collaborated with the SB in fulfilling their assigned functions and duties. They ensured the provision of relevant information and documents and created favorable conditions for the SB to effectively perform its tasks.

Regarding key policies and new solutions on specific issues introduced by the BOD and the Executive Management, such as diversifying debt recovery methods, providing debt extensions for customers, and applying AI in business operations, the SB collaborated in research and offered feedback to ensure the dual objectives of achieving business targets while maintaining compliance with legal regulations, the Company's Charter, and the resolutions of the GMS.



# Supervisory board's working plan for 2025



## In 2025, the Supervisory Board will prioritize the following activities:

- ▶ Continue to execute the functions and responsibilities of the SB in strict accordance with prevailing legal frameworks, the Company's Charter, and the SB's Working Regulations.
- ▶ Closely monitor the implementation of the resolutions passed by the GMS to ensure the alignment and balance of interests among all stakeholders.
- ▶ Collaborate closely with the Legal, Compliance, and Internal Audit departments in the implementation of risk control processes and checkpoints.
- ▶ Organize specialized initiatives focused on specific topics, including:
  - (i) Enhancing oversight of production and business activities within the export segment, which is one of the revenue drivers for the Company;
  - (ii) Strategically allocating resources and optimizing cost-efficiency measures;
  - (iii) Managing risks associated with the application of AI in the Company's operations.
- ▶ Enhance professional training and technology application skills for the SB member.

# Remuneration – BOD Income

			2023		2024	
			Parent Company	Consolidated	Parent Company	Consolidated
<b>Board of Directors</b>						
1	Le Duc Nghia	Chairman				
2	Masao Kamibayashiyama	Vice Chairman				
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 Quyuen	Independent Member	0	0	0	0
<b>Supervisory Board</b>						
1	Tran Thi Ngoc Tue	Head				
2	Nguyen Thi Thuy Trang	Member (from 26/04/2023)				
3	Tran Thi Kim Anh	Member (until 25/04/2023)				
4	Mai Thi Phuong Thao	Member	0	0	0	0
<b>Board of Management and other Executives</b>						
1	Le Duc Nghia	Chairman of Subsidiaries			-	4,700,000,000
2	Vo Thi Ngoc Anh	General Director			2,307,000,000	3,826,994,900
3	Le Thanh Phong	Deputy General Director			2,500,060,000	2,500,060,000
4	Nguyen Thi Kim Thoa	Deputy General Director			2,800,000,000	2,800,000,000
5	Nguyen Thi Duyen	Deputy General Director			3,183,600,000	3,183,600,000
6	Ngo Tan Tri	Deputy General Director			3,184,100,000	3,184,100,000
7	Nguyen Thi Hao	Deputy General Director (until 25/10/2023)			1,667,000,000	1,667,000,000
8	Thieu Thi Ngoc Diem	Chief Accountant cum Head of the Finance and Accounting Division			2,585,000,000	2,585,000,000
9	Tran Thi Ngoc Tue	Head of Supervisory Board			1,745,366,667	1,745,366,667
10	Masao Kamibayashiyama	Business Development Director			1,988,360,000	1,988,360,000
11	Nguyen Thi Thuy Trang		0	0	21,960,486,667	28,180,481,567

# Risk Management

1. Risk Identification

2. Risk Measurement & Evaluation

3. Determination of Risk Thresholds

4. Risk Monitoring

5. Development of Risk Management Plans

## Risk Management Process

Amid intense competition and ongoing market volatility, innovation and creativity are essential for sustaining a competitive advantage and ensuring long-term development. Over nearly three decades, An Cuong has established itself as a trailblazer, leading advancements and setting benchmarks that influence industry trends in Vietnam and the global industrial wood market. However, innovation is inherently accompanied by risks. As such, risk management (RM) in this context transcends traditional practices of identifying, forecasting, and mitigating adverse scenarios. It emphasizes **cultivating a corporate culture that fosters safe, controlled innovation, optimizing growth opportunities while minimizing potential losses.**

This necessitates the establishment of a robust, efficient, flexible, and responsive RM system to address fluctuations and uncertainties. The key focus for 2024 was the completion of the RM framework in alignment with ISO 31000:2018 standards. Priorities included strategy development, strengthening organizational structures, implementing comprehensive risk management processes, and integrating digital transformation and information technology into RM practices.

Over the past year, the Company has reinforced its workforce to enhance the RM system. This team has been tasked with developing procedures, overseeing, and continuously improving the RM framework. They also provided counsel to the BOD in establishing a governance structure, assigning responsibilities to each department in risk management, and effectively connecting the three lines of defense to ensure the system operates cohesively and aligns with strategic objectives. The BOD has demonstrated comprehensive commitment and support for the development of the RM framework by organizing risk management training programs to enhance awareness and skills across all employee levels, thereby fostering a corporate culture of risk management within the organization.

## Risk Management Activities In 2024

An Cuong recognized that comprehensive and accurate risk identification was the foundation for building subsequent risk management steps. The Company employed tools such as the SWOT matrix, PESTLE analysis, and checklists to thoroughly identify risk factors. Over the past year, the identified risk factors included:

### External risk factors

- ▶ Supply chain risks due to disruptions in the supply of raw materials from suppliers;
- ▶ Compliance risks such as non-conformance of input materials with regulations on wood exploitation, export, and import, as well as adherence to tax obligations;
- ▶ Environmental risks tied to sustainability standards regarding emissions and waste management;
- ▶ Market risks caused by demand fluctuations and shifts in consumer trends; transportation cost risks influenced by factors like oil prices and security measures;
- ▶ Transportation cost risks influenced by factors like oil prices and security measures;
- ▶ Financial risks stemming from supplier non-compliance with legal standards or clients failing to settle debts.

### Internal risk factors

- ▶ Risks of failure in innovation and new product development;
- ▶ Operational risks causing production disruptions and substandard product quality;
- ▶ Risks related to fire hazards and occupational safety;
- ▶ Management risks arising from errors, fraud, and human resource challenges; as well as risks associated with corporate culture during periods of innovation.

**The analysis and evaluation of the impact and likelihood of each risk were conducted by categorizing risks based on their severity: high, medium, and low. In 2024, key risks were analyzed and classified as follows:**

## High-risk Category

Classification	Risk identification	Response
<b>Market risk</b>	<p>In the domestic market, consumer income levels and the real estate sector have been the primary drivers of An Cuong's business activities. Over the past year, while the macroeconomy demonstrated some recovery and consumer spending showed positive shifts, cautious sentiment persisted for discretionary consumption such as furniture. The recovery of the residential real estate market remained in its early stages, whereas demand for the Company's products typically arises during the final stages or handover phase of projects.</p>	<p>To address market risk stemming from demand fluctuations, political barriers, and consumer trends, An Cuong has consistently conducted customer surveys to understand their needs and preferences. This information supports the research and development of diversified products, including surface effects, colors, material solutions, and environmentally friendly smart furniture. Additionally, the Company has launched a series of Creative Hubs in major cities to showcase products and inspire customers and partners within the architecture and interior design community.</p> <p>The Company has proactively engaged with export customers and expanded its market presence to neighboring countries in the region. However, given the current context of export markets, Vietnam's wood industry faces the risk of being subjected to import tariffs in the U.S., its primary export market. Depending on actual developments and the imposed tariff rates (if any), there could be adverse impacts on the competitiveness of Vietnamese goods. To proactively address this potential risk, An Cuong has strictly adhered to regulations and requirements regarding the origin of materials, continuously improved its internal competitiveness, accelerated digital transformation efforts, actively collaborated and engaged in dialogue with export partners, enhanced trade defense capabilities, and diversified export markets to reduce dependency on specific markets.</p>
<b>Counterparty risk</b>	<p>The economic slowdown in recent years has impacted various businesses, including An Cuong's clients, particularly real estate developers. This challenging landscape has introduced potential risks to An Cuong's operating cash flow, particularly in scenarios where customers or partners struggled to fulfill their debt obligations.</p>	<p>To mitigate this risk, the Company has implemented the following measures:</p> <ul style="list-style-type: none"> <li>▶ Adopting a cautious sales policy, including requiring partners to provide letters of guarantee and make advance payments;</li> <li>▶ Regularly assessing customers' financial health to tailor policies accordingly, while considering the use of accounts receivable insurance for customers with uncertain risk levels;</li> <li>▶ Diversifying the customer portfolio.</li> </ul>



Classification	Risk identification	Response
<b>Compliance risk</b>	<p>During production and business operations, any act of negligence, whether subjective or objective, carries significant risks that could disrupt operations, negatively impact the health and safety of those involved, and harm the Company's reputation.</p>	<p>For risks related to production and asset losses, measures included utilizing risk insurance for goods and factories, installing quality monitoring systems directly on production lines, and conducting regular equipment maintenance. The Company organized occupational safety training across the system and obtained certifications in Occupational Safety and Health Management. Fire safety training was conducted, along with firefighting competitions and the use of smart, quick-response fire safety devices such as AFO fire extinguishing balls. An Cuong strengthened its workforce to develop a compliance monitoring department, focusing on occupational safety laws, environmental regulations, export requirements, and logistics management.</p>
<b>Tax risk</b>	<p>Although the Company consistently adhered to tax regulations, certain discrepancies emerged in the interpretation and accounting practices of internal specialized team concerning guidance from tax authorities. Additionally, the Company lacked the capacity to thoroughly review and evaluate tax-related processes of our business partners. While the likelihood of tax-related issues was assessed as low, the potential impact and consequences of such risks, if they occur, were significant. As a result, tax risk was categorized as high-risk.</p>	<p>Over the past year, the Company proactively reviewed and assessed partners with potential tax risks. Consequently, we actively engaged with tax authorities and implemented appropriate retrospective adjustments to mitigate broader consequences.</p> <p>To ensure full compliance with tax regulations, An Cuong proactively updated information on changes in tax policies, strengthened RM measures, and conducted reviews and corrective actions. These efforts aimed to eliminate the risk of tax violations, safeguard investor confidence, and uphold the Company's reputation.</p>

## Medium-Risk category

Classification	Risk identification	Response
<b>Human Resource Risk</b>	<p>Aligned with development objectives, the Company has been implementing a streamlined and efficient human resource policy. Additionally, a trend of a younger workforce is gradually taking shape as more young employees have joined the team. An Cuong has established plans to review and filter key personnel critical to the Company's growth. Moreover, a culture of sharing and open dialogue has been encouraged to enhance connections and optimize collaboration across different generations of employees.</p>	<p>To prevent resistance to change or reluctance to adapt—factors that could reduce work efficiency and morale—during the Company's push for digital transformation and increased technological integration, An Cuong organized workshops and training sessions on creative thinking and new technology utilization for all leaders and employees. These initiatives provided the necessary skills and knowledge to adopt new technologies and implement updated processes effectively.</p> <p>The Company also updated and developed strategies to retain high-potential employees.</p>

## Low-risk category

Classification	Response
<b>Supply chain risk</b>	<p>To ensure supply continuity and mitigate risks related to product origin while meeting required standards, An Cuong established relationships with multiple suppliers across different geographic regions. The Company also built stable partnerships with reliable suppliers, implemented a system to control the origin of raw materials, and adhered to environmental standards and consumer health and safety requirements for industrial wood production.</p>
<b>Environmental risk</b>	<p>To meet international sustainability standards, An Cuong invested in waste treatment systems and carbon emission control during production. The Company was among the first wood manufacturers in Vietnam to conduct greenhouse gas emission inventories in accordance with ISO 14064-1:2018 standards, certified by third party. Our products have achieved multiple green, clean, and consumer health-friendly certifications, meeting high standards in various export markets. An Cuong's products received certifications such as Green Label (Singapore) and UL GreenGuard (United States), turning this risk into a competitive advantage in the market.</p>
<b>Information Security risk</b>	<p>An Cuong has made significant investments in security solutions to safeguard information and intellectual property, minimizing cybersecurity risks. The Company utilized video surveillance systems, installed sensors, and deployed automated fire alarm systems to detect early signs of fire or explosion. Furthermore, the Company employed technologies such as QR codes and laser scanning, and actively communicated with customers on methods to distinguish counterfeit products.</p> <p>The information security processes were reviewed and developed to enhance data safety while protecting the Company's intellectual assets.</p>

# Risk Management Plan For 2025

## Monitoring and Evaluating the Effectiveness of RM policies

Continuously assessing newly emerging risks, such as changes in environmental regulations or interior consumption trends, while conducting periodic inspections of production, storage, and product distribution activities also helps in early identification of potential risks such as machinery breakdowns, occupational accident hazards, or non-compliance within the supply chain.

Key performance indicators (KPIs) will be used to evaluate the effectiveness of RM plans. An Cuong is going to monitor the rate of product quality violations within the manufacturing facilities to assess the efficiency of automated monitoring systems. A significant reduction in this rate following the implementation of management measures served as evidence of the plan's success. This approach could enable ongoing improvements or adjustments to the measures, ensuring that production and business operations are optimized and developed sustainably.

## Applying digital transformation and information technology in RM system

Building on the achievements of previous years, An Cuong continues the digital transformation plan with higher objectives. This includes completing the upgrade and expanding the implementation of SAP S/4HANA, developing data warehouse software (DW system) and management reporting tools (SAP SAC BI), and integrating An Cuong's existing applications with SAP S/4HANA and SAP SAC BI across the entire system. The plans also involve establishing a Customer Relationship Management (CRM) system, creating production management software for furniture factories, and developing cost estimation software. Furthermore, An Cuong is implementing the integration of SAP S/4HANA and internal management software with artificial intelligence (AI) platforms to connect data, automate risk identification processes, provide optimal control recommendations, forecast market trends, and reduce the risk of failure in new product development.

Additionally, An Cuong is working towards developing an online RM system designed to provide a comprehensive and effective platform for businesses to identify, assess, monitor, and manage risks. This initiative leverages digitization and automation of risk management processes. The system will serve as a tool to connect departments, centralize information storage, and issue timely alerts based on real-time data.

## An Cuong firmly believes that,

building and executing a meticulously designed risk management system –from robust infrastructure to fostering a culture of proactive risk awareness—is not just a strategic decision but a commitment to excellence. This endeavor ensures that every aspect of risk management is seamlessly integrated, comprehensive, and purpose-driven, aligning with the Company's unwavering commitment to achieve sustainable growth.

# Stock Information & Investor Relations Activities

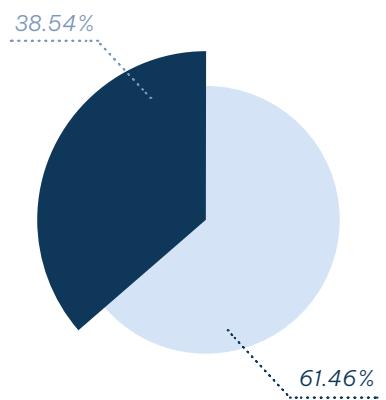
## Stock Information

Stock ticker	<b>ACG</b>
Exchange	Ho Chi Minh Stock Exchange HOSE
Number of ordinary shares	150,787,946 shares (as of 31/12/2024)
Number of shares outstanding	150,787,946 shares (as of 31/12/2024)
Number of treasury shares	0 shares (as of 31/12/2024)
Par value per share	VND 10,000
Charter capital	VND 1,507,879,460,000
Market capitalization	VND 6,302,936,142,800 (as of 31/12/2024 - Source: HOSE)



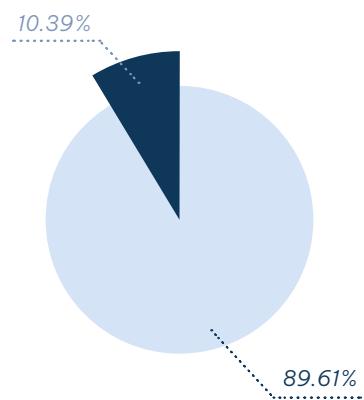
# Shareholder Structure (as of 07/11/2024)

Domestic & Foreign shareholders



▲ Foreign shareholders  
△ Domestic shareholders

Institutional & Individual shareholders



▲ Individual shareholders  
△ Institutional shareholders

# Major Shareholders

No.	Shareholders	Number of shares owned	Ownership Percentage
1	NC Vietnam Investment Company Limited	75,463,194	50.05%
2	Sumitomo Forestry (Singapore) Ltd.	29,571,819	19.61%
3	Whitlam Holding Pte. Ltd.	27,242,397	18.07%

# Dividend Payment

## Payment for 2023 dividend in cash (2nd tranche) – 8% on par value

Ex-Dividend date	24/06/2024
Record date	25/06/2024
Payment date	10/07/2024

## Advance payment for 2024 dividend in cash (1st tranche) – 8% on par value

Ex-Dividend date	06/11/2024
Record date	07/11/2024
Payment date	25/11/2024

# Investor Relations Activities In 2024

In 2024, despite contrasting trends in the first and second halves of the year, VNIndex continued to record a 12% growth, with liquidity improving by 23% compared to 2023. Against this backdrop, An Cuong's ACG shares continued to attract significant interest from domestic and foreign investors. Although the trading liquidity of ACG shares remains modest due to specific factors, it has improved compared to 2023, registering a growth of over 40%.

In 2024, An Cuong continued to engage with investors interested in the Company through both in-person and online channels. The Company's Investor Relations team also actively participated in investment events organized by reputable financial institutions to strengthen connections with the investment community both domestically and internationally. In addition to sharing information on business operations and financial performance, An Cuong frequently consulted and collaborated with investment funds and financial institutions on ESG topics. This effort aimed to enhance our internal systems and integrate business plans with ESG objectives in a thoughtful manner, meeting the requirements and standards of all stakeholders.

Financial reports (quarterly, semi-annual, and annual), quarterly business activities, and the Company's ESG-related initiatives were continuously updated and shared through meetings, seminars, and postings on the Company's website. Last year, An Cuong continued to host the AGM in an online format. With a reliable data transmission system and clear participation guidelines, An Cuong ensured that all shareholders with internet-connected devices could participate effectively, saving time. Furthermore, the meeting was conducted simultaneously in both Vietnamese and English, ensuring that all shareholders fully comprehend the information presented.

An Cuong has fulfilled its information disclosure duties under the principle of **Proactive and Transparent**, safeguarding investor interests through strict compliance with legal regulations on information disclosure.

## ▲ Growth in trading liquidity

**>40%** Compared to 2023

# Investor Relations Plan For 2025

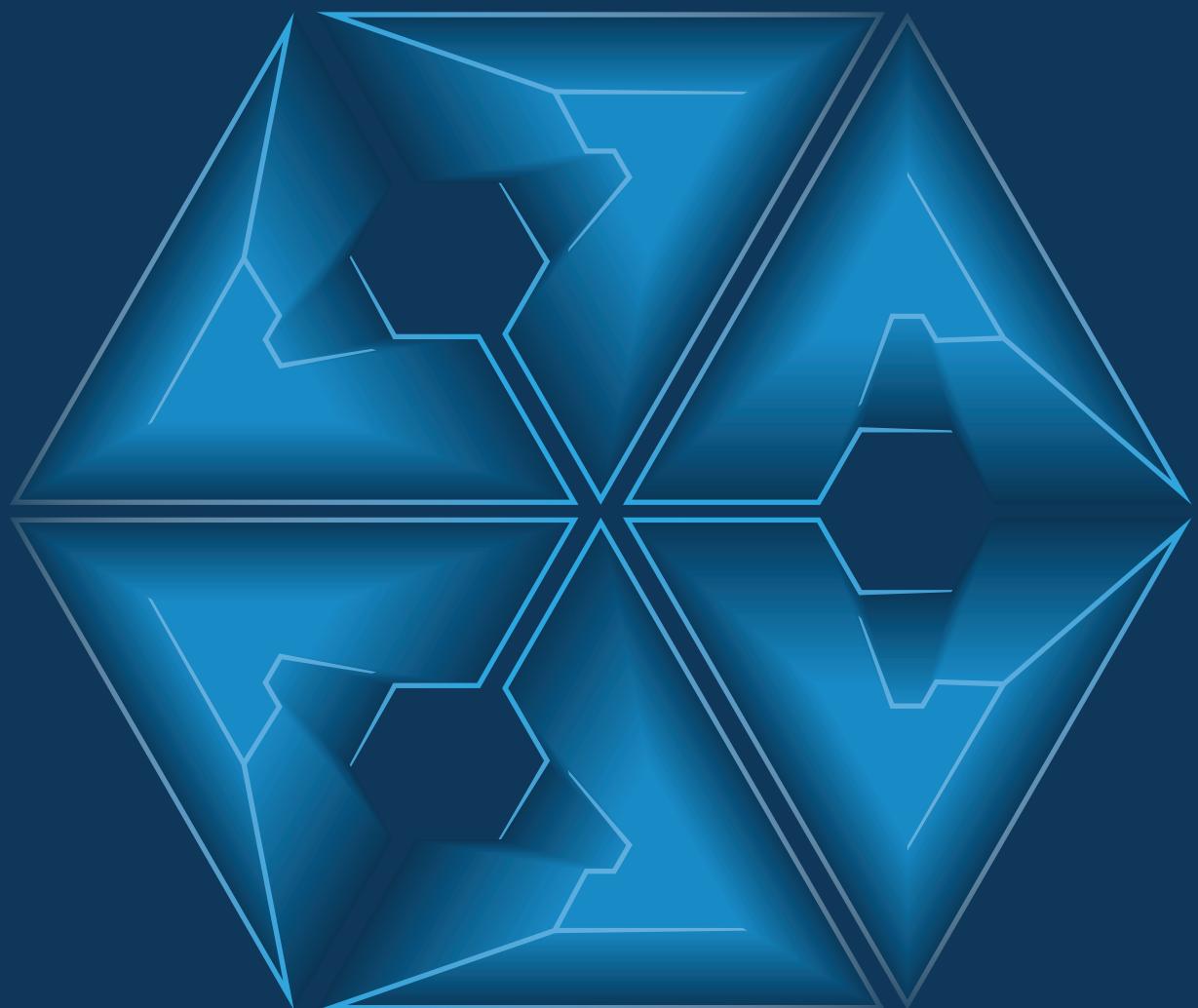
**In 2025, An Cuong plans to implement various activities, including but not limited to the following:**

- ▶ Continuing to update and refine information disclosure procedures to shareholders and investors in accordance with Circular No. 96/2020/TT-BTC issued on 16/11/2020, by the Minister of Finance, providing guidance on information disclosure in the stock market.
- ▶ Maintaining dialogue with the investment community, including investor meetings, direct collaboration with financial institutions at events and investment seminars, while continuing to update the Company's activities during quarterly meetings.
- ▶ Continuing to publish IR documents, such as annual reports and quarterly IR reports, to provide timely and official information to investors. Information will be disclosed simultaneously in both Vietnamese and English.





UNLEASHING  
**INNOVATION**



# ENDURING GROWTH

For three decades, An Cuong has driven bold, innovative transformations, laying a solid foundation for long-term development. We continuously evolve—refining business strategies, optimizing operations, and strengthening our team's expertise. Most importantly, the adoption of cutting-edge and tailored technological solutions has been the key to enhancing efficiency, increasing value, and adapting seamlessly to market fluctuations.

Innovation is not just the key to maintaining our leadership—it is the driving force behind comprehensive transformation. From groundbreaking advancements in management processes to delivering high-quality products and services, An Cuong continues to reinforce our pioneering role in shaping a sustainable development model, actively contributing to the national prosperity.

## Sustainable Development



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2024 Outstanding Achievements in Sustainable Development	144_145
2024 Sustainable Development Report	146_169
2024 ESG Data	170_171
CSR Activities during the year	172_173
GRI Index	174_177



1. General Information

2. Business Performance

3. Corporate Governance

4. Sustainable Development

5. Consolidated Financial Statements



# Sustainable Development Mission

*Driven by a pioneering mission, An Cuong not only establishes a business enterprise but also aspires to create a sustainable development model. This is not just a commitment, but a dedication to spreading values to the community and society. Our vision transcends business growth—it is about embracing the responsibility to contribute to building a better society for today, tomorrow, and future generations.*





# Strategic Vision For Sustainable Development

**An Cuong integrates sustainable development goals into business plans through key initiatives:**

- ▶ Providing high-quality products: Ensuring products meet safety standards for consumer health while being environmentally friendly.
- ▶ Optimizing production: Applying modern technology to achieve energy efficiency, minimize emissions, and reduce waste and material loss.
- ▶ Fostering human resource development: Investing in training programs, promoting professional growth, and fostering a supportive workplace environment..
- ▶ Enhancing community contributions: Actively maintaining charitable programs to assist children and the elderly in need.
- ▶ Complying with laws, maintaining integrity, and ensuring transparency.



# Sustainable Development Governance Framework



## 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 sustainable development goals and action plans aligned with the strategy approved by BOD.
- ▶ Implementing approved goals and action plans



## DIVISIONS, DEPARTMENTS AND EMPLOYEES

- ▶ Sustainable Development Committee (ESG Committee) is responsible for executing ESG-related plans outlined by the BOM, with support and consultation from specialized departments.
- ▶ ESG Committee evaluates and reports on activities based on actual results.
- ▶ The Committee organizes training programs, community engagement activities, and initiatives to share, raise awareness, and promote sustainable values among employees, partners, customers, and the community

# Stakeholders Engagement

An Cuong actively engages with stakeholders through continuous consultation and transparent dialogue. Stakeholder needs and concerns are systematically gathered, analyzed, and prioritized. Action plans are then tailored to address these requirements, ensuring alignment with sustainable development objectives and driving meaningful outcomes.

Stakeholder	Communication Channels	Frequency of engagement
<b>Employees</b>	Internal communication	Continuously
	Periodic events	Quarterly/Annually
	Periodic surveys	Quarterly
	Other communication channels (Suggestion box, internal communication app)	Continuously
<b>Clients/Partners and Consumers</b>	Direct communication in showrooms and distributors	Daily
	Customer Service center	Daily
	Website/ Social Media platforms	Continuously
	Mass media channels	Continuously
	Customer surveys	Daily
<b>Suppliers/Business Partners</b>	Periodic meetings	Continuously
	Other channels (email/phone)	Continuously

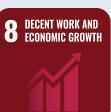
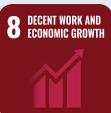
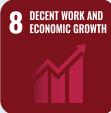
Key concerns in 2024	Actions taken by An Cuong
Workplace environment, relationships with colleagues and higher levels;	An Cuong has consistently improved and updated our salary, bonus, and employee welfare policies.
Opportunities for promotion and career development	Regular performance evaluations were conducted for all staff. An Cuong Academy is designed to provide employees with timely knowledge and essential work skills. The Company collaborated with third parties to organize specialized training sessions for its employees.
Welfare policies, salaries, bonuses, and employee health protection policies	360-degree evaluations have been implemented to gather employee feedback on leadership and management.
Training and development policies	Internal, charitable, and social activities were regularly conducted throughout the year to strengthen team spirit and cohesion among staff.
Product and service quality  Health-friendliness and safety for consumers	New product collections were continuously introduced throughout the year.  Make Your Space application and Online Catalogue have been launched to provide customers with an enhanced experience.  Creative Hubs by An Cường have been introduced as a space for sharing and interior design creativity for customers and partners. An Cuong has offered products meeting formaldehyde emission standards (E0, E1, E2), certified by UL GreenGuard and UL GreenGuard Gold—ensuring products are rigorously tested and comply with stringent chemical emission criteria.  An Cuong's dedicated product inspection teams are available to support quality control at customer sites or residences upon request.
Commitment to partnership efficiency  Balancing and aligning mutual interests  Information confidentiality  Sustainable partnership	Last year, An Cuong continued to organize AGM in an online format, broadcasted in both Vietnamese and English. This approach allowed shareholders to participate flexibly and access information with ease.  An Cuong strengthened partnerships through appreciation events and CSR activities.

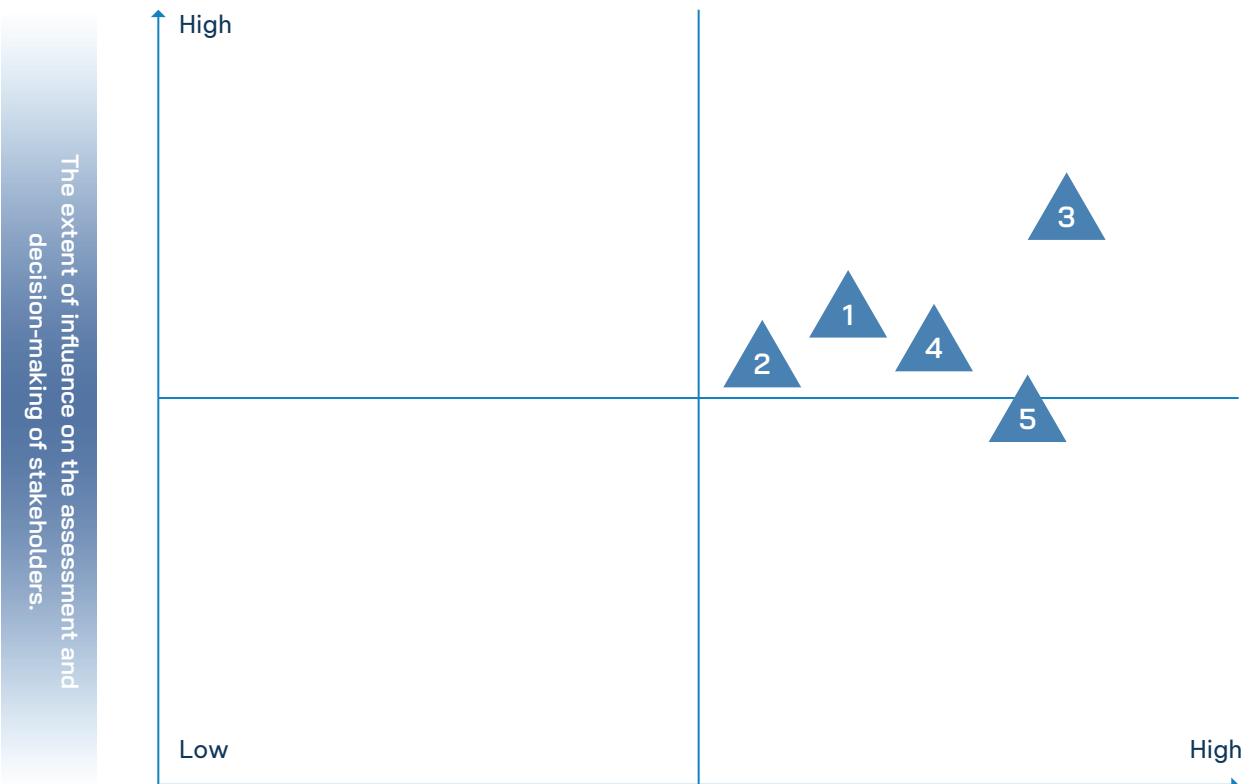
# Stakeholders Engagement (next)

Stakeholder	Communication Channels	Frequency of engagement
<b>Shareholders and Investors</b>	Annual/Extraordinary General Meeting of Shareholders  Investors seminars  Online/In-person meetings  Other channels (Website, press, email, phone)	Annually/On-demand  Occasionally/Annually  Occasionally/Annually  Continuously
<b>Central Government and relevant authorities/local government</b>	Central Government and relevant authorities/local government  Annual report  Periodic reports  Other channels (email, documents...)	Continuously  Occasionally/Annually  Continuously
<b>Local communities</b>	Website  Meetings  Information published on media	Continuously  Occasionally/Annually  Continuously
<b>Media agencies</b>	Interview  Other channels (website, email, phone...)	Continuously  Continuously

Key concerns in 2024	Actions taken by An Cuong
<p>Business performance and operational efficiency.</p> <p>Strategy and growth drivers.</p> <p>Risk management.</p> <p>Transparency in information disclosure.</p>	<p>Last year, An Cuong continued to organize AGM in an online format, broadcasted in both Vietnamese and English. This approach allowed shareholders to participate flexibly and access information with ease.</p> <p>The Company's business activities were updated through investor meetings and periodic IR publications, issued on a quarterly and annual basis.</p> <p>Inquiries from shareholders and investors were addressed through meetings and via email by IR department.</p>
<p>The Company's compliance with current regulations</p> <p>The Company's fulfillment of obligations and responsibilities to the business community, the industry, and localities.</p>	<p>An Cuong monitored and updated regulations from the Government, and other authorities concerning our business activities.</p> <p>An Cuong fulfilled all tax obligations and contributions to the state budget, proactively engaging with tax authorities whenever potential tax risks were identified.</p> <p>An Cuong actively supported and participated in relevant initiatives promoting sustainable development introduced by regulatory bodies.</p>
<p>The Company's business performance</p> <p>Social welfare in the areas where the Company operates the business</p> <p>Level of participation in community activities</p>	<p>An Cuong submitted reports on business activities as required by local authorities.</p> <p>Internal communication was regularly conducted to enhance awareness among employees, especially at manufacturing facilities, regarding public order and social security.</p> <p>An Cuong actively participated in community programs and charitable initiatives organized by local authorities.</p>
<p>Business results</p> <p>Business strategy</p> <p>The authenticity of information</p>	<p>An Cuong provided information and collaborated with media agencies proactively and cooperatively.</p>

# Material Topics

Area	Material Topics	SDGs				
<b>Environment</b>	<b>(1) Preserving the environment at business locations and surrounding areas</b>	 <b>6</b> CLEAN WATER AND SANITATION	 <b>7</b> AFFORDABLE AND CLEAN ENERGY	 <b>9</b> INDUSTRY, INNOVATION AND INFRASTRUCTURE	 <b>12</b> RESPONSIBLE CONSUMPTION AND PRODUCTION	
<b>Xã hội</b>	<b>(2) Improving social welfare</b>	 <b>13</b> CLIMATE ACTION	 <b>14</b> LIFE BELOW WATER			
	<b>(3) Providing high-quality, safe, and sustainable products</b>	 <b>1</b> NO POVERTY	 <b>2</b> ZERO HUNGER	 <b>4</b> QUALITY EDUCATION	 <b>8</b> DECENT WORK AND ECONOMIC GROWTH	
	<b>(4) Building a cohesive and sustainable value chain</b>	 <b>3</b> GOOD HEALTH AND WELL-BEING	 <b>9</b> INDUSTRY, INNOVATION AND INFRASTRUCTURE	 <b>11</b> SUSTAINABLE CITIES AND COMMUNITIES		
	<b>(5) Creating a positive and inclusive work environment rooted in recognition culture</b>	 <b>1</b> NO POVERTY	 <b>8</b> DECENT WORK AND ECONOMIC GROWTH	 <b>12</b> RESPONSIBLE CONSUMPTION AND PRODUCTION	 <b>15</b> LIFE ON LAND	
		 <b>16</b> PEACE, JUSTICE AND STRONG INSTITUTIONS	 <b>17</b> PARTNERSHIPS FOR THE GOALS			
		 <b>1</b> NO POVERTY	 <b>3</b> GOOD HEALTH AND WELL-BEING	 <b>4</b> QUALITY EDUCATION	 <b>5</b> GENDER EQUALITY	
		 <b>8</b> DECENT WORK AND ECONOMIC GROWTH	 <b>10</b> REDUCED INEQUALITIES			



Preserving the environment at business locations and surrounding areas



Improving social welfare



Providing high-quality, safe, and sustainable products



Building a cohesive and sustainable value chain



Creating a positive and inclusive work environment rooted in recognition culture

# 2024 Outstanding Achievements in Sustainable Development

## ► Economic

**3,980.9**  
VNDbn

CONSOLIDATED REVENUE

**420.0**  
VNDbn

CONSOLIDATED NPAT

## ► Social

**2,465**  
EMPLOYEES

EMPLOYMENT STABILITY

**8.5**  
VNDbn

CSR BUDGET

## ► Environmental

**9.2%**  
TOTAL ENERGY CONSUMED

SOLAR ENERGY

**5.4%**  
REDUCED BY

OIL AND GASOLINE

**533.9**

VNDbn

CONTRIBUTION TO STATE BUDGET

**241,3**

VNDbn

DIVIDEND PAYMENT

**2024**

**2,000**

IRONWOOD TREES

# 2024 Sustainable Development Report

## General Information

An Cuong's 2024 Sustainable Development Report reflects activities aligned with the Company's sustainable development orientations carried out during the year. The report was prepared with reference to the latest version of the Global Reporting Initiative (GRI) Sustainability Reporting Standards. The areas covered in the report were identified following a review and assessment of the impact and concerns of stakeholders in relation to An Cuong's activities.

Also, we referred to the Guidelines for Environmental and Social Disclosure issued by the State Securities Commission, IFC, and Circular No. 155/2015/TT-BTC to ensure comprehensive, transparent, and effective information disclosure.

## Reporting principles



### Reporting scope

The report covers information of An Cuong and its subsidiaries..

### Reporting period

From 01/01/2024 to 31/12/2024

### Contact Information

The report is prepared by the Sustainable Development 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:

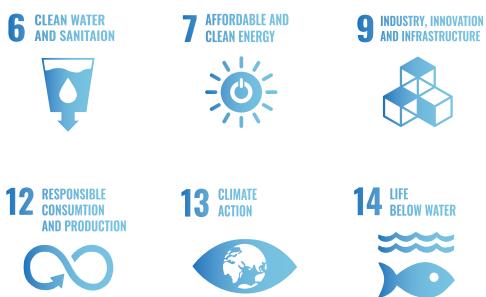
**Investor Relations department**

Email: [ir@ancuong.com](mailto:ir@ancuong.com)

# Material topics in 2024

## Preserving the environment at business locations and surrounding areas

**Key efforts to address the topic of Preserving the environment at business locations and surrounding areas prioritized on three main aspects:**



(1) GHG emission, (2) Water usage, and (3) Waste management. Aiming for an annual 2% reduction in GHG emissions basic unit relative to revenue, An Cuong continued to refine our action plan and embedding it into broader business strategies with guidance from professional advisory teams. Regarding water usage and waste management, the Company consistently reviewed and ensured compliance with established policies and procedures.

### ▲ Solar energy consumed

▲ **4.6%** Compared to 2023

### ▲ Electricity consumption per revenue

↓ **2.2%** Compared to 2023

(kwh/VNDbn)

### ▲ GHG emission from using electricity

↓ **10.7%** Compared to 2023

(tCO<sub>2</sub> /VNDbn of revenue)

### GHG emission

Based on the GHG inventory report of 2023, electricity was identified as one of the largest sources of emissions in the Company's production and operations. To address this, the Company undertook the following actions in 2024:

- ▶ Reviewed electricity usage across all facilities, including offices, factories, and showrooms, while strictly enforcing energy-saving policies;
- ▶ Restructured production processes to optimize energy consumption;
- ▶ Enhanced the utilization of solar energy to support production activities

## Preserving the environment at business locations and surrounding areas (next)

### Water usage

At factory clusters, An Cuong utilized water supplied by the Dat Cuoc Industrial Park, which complied with the QCVN 01-1:2018/BYT standards set by the Ministry of Health, as well as the usage limits regulated by the State and the industrial park management board.

In early 2024, the Company was granted an Environmental Permit by the competent authorities, allowing activities with environmental impacts for a specified period. Moreover, the Company's environmental management system was confirmed to comply with the requirements of the ISO 14001:2015 standard.



### Water consumption (m³)

Source: An Cuong

Area	2023	2024
Office sites	6,377	10,906
Manufacturing facilities	123,981	103,793
<b>Total water consumption</b>	<b>130,358</b>	<b>114,699</b>



## Waste management

Throughout the year, the Company implemented initiatives to minimize waste generation and optimized the use of materials both in office sites and at factories, yielding significant results. Production processes were continuously reviewed and improved, reducing defective products and material waste. Defective products were repurposed to extend their lifecycle.

An Cuong issued guidelines on waste classification and regularly organized training sessions for employees. The Company also entered into annual contracts with waste treatment providers in accordance with regulations.

Most waste generated by An Cuong originated from the factories in Binh Dương. Solid waste was collected, classified, and processed by professional service providers.

Classifications	Total amount generated (kg)	
	2023	2024
Domestic waste	139,526	106,911
Industrial waste	1,769,169	619,251
Hazardous waste	718,219	2,649,626

Wastewater was managed through a collection and treatment system, ensuring it remained within permissible limits according to QCVN 40:2011/BTNMT. Periodic monitoring of wastewater quality was conducted to fulfill obligations related to the management of effluent discharge. The results of monitoring wastewater flow, quality, and receiving sources were in compliance with discharge permits. For wastewater treatment in areas outside industrial zones, including factories and warehouses, An Cuong adhered to local regulatory requirements.

### Raw materials saved

**12,000** Core board pannels

**34** Edge band km



# Material topics in 2024 (next)

## Improving social welfare

In 2024, An Cuong implemented numerous plans to navigate business activities amid challenging market conditions. Through relentless efforts, the Company achieved revenue target, ensured dividend payments to shareholders, maintained employment and welfare for the workforce. Regarding obligations to the State budget, the Company proactively coordinated with tax authorities to fulfill all requirements.

## Contributed to the State budget

An Cuong fully complied with its tax obligations and payments to the State Budget on time, with contributions consistently increasing over the years.

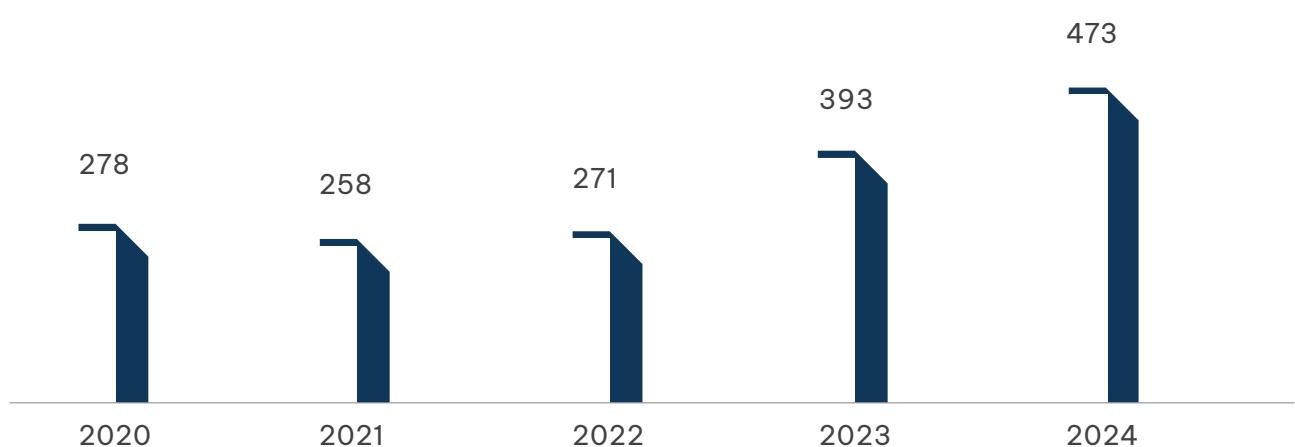
In 2024, the Company was listed in Private 100 - Top 100 Vietnam's largest taxpayers and in the Top 10 private enterprises in the Consumer - Household sector with the highest budget contributions.

During the year, the Company actively worked with tax authorities to account for and pay additional taxes for expenses not eligible for tax deduction. This reflects the Company's commitment to upholding legal principles and adhering to its tax obligations.



### Contribution to the State budget 2020 – 2024 (VNDbn)

Source: An Cuong



## Maintained dividend policy

The company consistently strived to implement sustainable business plans to ensure financial resources for business investments while fulfilling its commitment to increasing shareholder value.

In 2024, the Company completed the second payment of dividend for 2023 and the first advance payment of dividends for 2024 in cash, with a total payout exceeding VND 240 billion.

### Dividend payout ratio for 2023

**15%** on par value

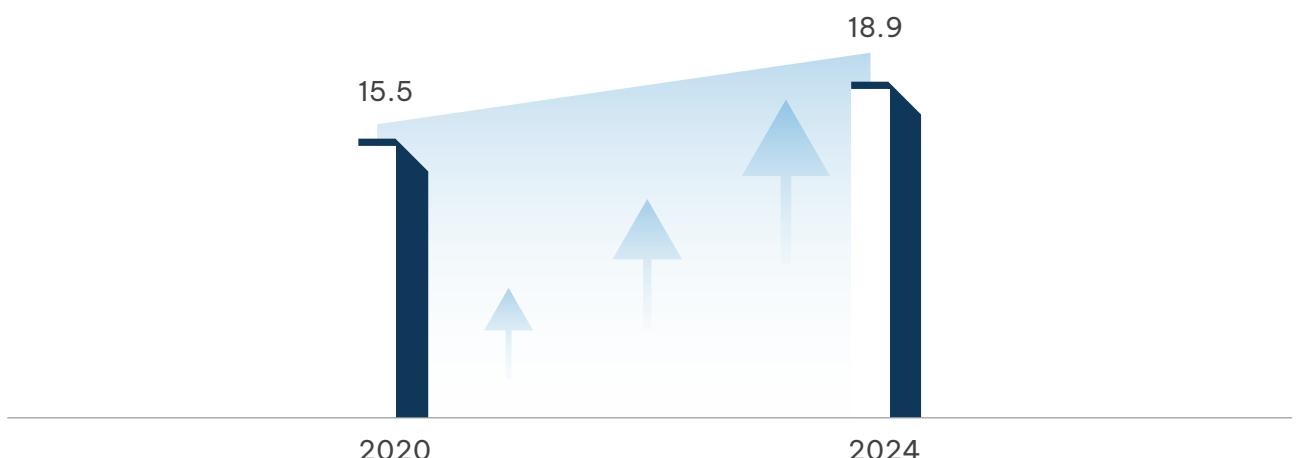
### Total HR-related expense in 2024

**559.2** VNDbn

An Cuong consistently acknowledged the contributions of all individuals toward the Company's overall development as well as performance of division/department. Beyond ensuring salaries and bonuses that exceeded regional minimum wage requirements—and even surpassed those offered by competitors in the same industry and region—the Company implemented policies for immediate rewards or early salary adjustments for employees who demonstrated innovation, technical improvements, or discovered new working methods that enhanced productivity and reduced costs.

## Average per capita salary and bonus (VNDmn/month)

Source: An Cuong



# Material topics in 2024 (next)

## Actively participated in CSR activities

An Cuong views the mission of a business as extending beyond mere commercial objectives, embracing the journey of fostering human values, inspiring hope, and contributing to sustainable improvements in community well-being. The Company actively participates in, supports, and implements annual social initiatives, primarily focusing on children and the elderly.

In 2024, in addition to regular activities such as collaborating with the Vietnam Children's Fund, organizing Tet programs for underprivileged communities, and supporting schools and disadvantaged students, the Company also contributed to relief efforts for communities in the North affected by Typhoon Yagi.

We hope that the Company's CSR activities, in addition to providing support and contributing certain values to the community, will also create a ripple effect that inspires individuals and other organizations.



## Providing high-quality, safe, and sustainable products

**3** GOOD HEALTH AND WELL-BEING



**9** INDUSTRY, INNOVATION AND INFRASTRUCTURE



**11** SUSTAINABLE CITIES AND COMMUNITIES



**Provided high-quality products that are environmentally friendly and beneficial to consumer health.**



An Cuong developed and rigorously implemented quality control policies for input materials and finished products to deliver products meeting the highest standards, ensuring consumer health safety and environmental friendliness. Simultaneously, the Company continuously upgraded and refined production processes to optimize equipment performance, conserve materials, and minimize defective products as well as waste.

To deliver products meeting the highest standards to customers, An Cuong consistently adhered to the ISO 9001:2015 quality management system. The Company's products complied with stringent formaldehyde concentration standards for industrial wood products, such as E1, E2, ED, Super ED, EPA, and JIS, as required by demanding export markets like North America, Europe, and Japan.

Additionally, An Cuong underwent multiple annual audits of production lines by export partners, who consistently recognized the Company's superior product quality.

Notably, An Cuong stood out as the only company in Vietnam's wood industry to achieve the Green Label certification, a prestigious regional certification from Singapore for environmentally friendly and sustainable products. In 2024, the Company's products also received UL GreenGuard and UL GreenGuard Gold certifications, highlighting low chemical emissions and contributing to improved indoor air quality.

# Material topics in 2024 (next)

## Providing high-quality, safe, and sustainable products (next)

### Optimized values for customers

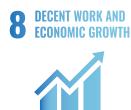
As a leading company in the industry and a trendsetter for interior design in Vietnam, An Cuong's R&D department continuously innovated and developed colors, product lines, and groundbreaking solutions. This provided customers with a wide array of refined and diverse choices, catering to every need and inspiring new trends in interior design.

Recognizing the market's shift toward digitalization, An Cuong proactively integrated advanced digital applications to enhance the customer experience. **Make Your Space** and **Online Catalogue** tools

enabled customers to seamlessly design personalized living spaces while offering timely access to new collections and products. Additionally, **Creative Hub by An Cuong** provided a dynamic platform for interaction and idea-sharing, serving as a catalyst for innovative and inspiring interior design concepts.

Additionally, An Cuong remained committed to stabilizing the supply of input materials to optimize production costs, maintain consistent product quality and supply, and prevent disruptions or market disturbances affecting customers.

## Building a cohesive and sustainable value chain



*In an increasingly volatile business landscape, An Cuong strategically prioritizes the cultivation of sustainable and robust values to enhance resilience and recovery capabilities. This approach encompasses a comprehensive assessment of the production and financial capacity of supply chain partners, as well as their adherence to environmental sustainability, social responsibility, and ethical business practices.*



## Fostered strategic collaboration with business partners

An Cuong's suppliers were selected based on their manufacturing expertise, ability to innovate and implement mass production, credibility in the market, adherence to regulatory requirements, standout characteristics, market policies, and commitment to occupational safety. During collaboration, An Cuong placed a high priority on maintaining strong relationships with suppliers to promote sustainable partnerships. This approach ensured cost efficiency, product quality stability, and consistent delivery of final goods. Such a perspective enabled An Cuong to foster long-term, resilient relationships with our suppliers.

In fact, most of key suppliers have been working with the Company for more than 10 years.

## Established and rigorously enforced anti-corruption policies

Aware of the potential risks of corruption in activities such as selecting suppliers and developing distribution networks, An Cuong implemented rigorous control measures. The Company not only established stringent anti-corruption management processes but also conducted widespread communication efforts to the entire workforce. These initiatives aimed to raise awareness and ensure transparency across all operational activities.

Regarding distribution network, An Cuong consistently set clear standards regarding market expertise, operational capability, and business ethics to select suitable partners. Furthermore, the Company actively supported distribution partners in areas such as staff training, promotional activities, and product displays. An Cuong regularly organized meetings with suppliers and distribution partners, both on a scheduled basis and as needed, to promptly address arising situations and balance the interests of all parties, fostering sustainable long-term relationships.

The Company's anti-corruption policies were also communicated to partners to ensure compliance across the entire value chain. Additionally, the Legal and Internal Audit departments regularly updated the Company's policies to address emerging forms of corruption observed in the market, implementing suitable preventive measures.

In 2024, An Cuong recorded no complaints or reports related to corrupt practices.



# Material topics in 2024 (next)

## Creating a positive and inclusive work environment rooted in recognition culture



1 NO POVERTY

3 GOOD HEALTH AND WELL-BEING



5 GENDER EQUALITY

8 DECENT WORK AND ECONOMIC GROWTH

10 REDUCED INEQUALITIES

An Cuong places people at the center of our development strategy, continuously improving and implementing human resource policies to support challenging growth objectives. The Company cultivates a professional, equitable, and friendly working environment that empowers employees to maximize their potential and leverage their strengths. Concurrently, salary, reward, and welfare policies are regularly updated to ensure optimal benefits, attracting and retaining talent—an essential resource for the company's sustainable growth.

## Fostered a workplace culture that embraces diversity and inclusion

An Cuong actively promoted the development of a diverse and inclusive workplace by ensuring gender equality across recruitment policies, salary and reward structures, and opportunities for career advancement. In 2024, the percentage of female

employees within the company reached 34.6%, marking an increase from 33.5% in the previous year. Notably, within the management group, female employees accounted for an impressive 51.2%.

Level	Headcount				
	By gender		By age group		
	Male	Female	Under 30	From 30-50	Over 50
Senior	180	189	32	326	11
Staff	1,431	665	705	1,292	99

In 2024, An Cuong recruited 398 new employees, among whom 98 were female, accounting for 25%. By age group, the newly recruited personnel were categorized as follows:

Level	Newly recruited personnel by age group (headcount)		
	Under 30	From 30-50	Over 50
Senior	1	13	0
Staff	230	148	6

## Implemented ongoing adjustments and updates to policies for female workers



In addition to addressing wages and benefits, An Cuong developed and upheld a Female Labor Policy aimed at empowering female employees to realize their full potential across all areas of work, fostering their holistic development. The policy ensures fairness and equality between male and female employees and reinforces the Company's unwavering commitment to protecting the legitimate rights of female workers. This aligns fully with the Vietnamese Labor Code and the Social Responsibility Standard SA8000:2014. Key provisions of the policy include maternity benefits, support for mothers raising children under 12 months old, and the assurance of safe working conditions. These measures are designed to create a secure and supportive work environment, enabling employees to focus on their roles with confidence and dedication.

## Ensured employee health



Focusing on maintaining a standardized and professional working environment, An Cuong has issued Labor Regulations covering key aspects such as working hours, rest periods, workplace order, prevention of sexual harassment, protection of assets, technological confidentiality, trade secret protection, and intellectual property rights. Additionally, this policy clearly defines disciplinary violations, measures for handling breaches, and financial accountability, ensuring fairness and transparency across the organization.

To enhance knowledge and skills regarding occupational safety and health in the workplace, An Cuong regularly organized training courses on labor regulations and fire prevention and fighting regulations. Additionally, periodic health check-ups were conducted to ensure the comprehensive care of the health of the staff.

Additionally, An Cuong consistently prioritized the mental health of our staff by establishing rest areas and creating suitable recreational spaces. The Company also regularly organized internal activities that were both entertaining and aimed at strengthening the bonds between team members, contributing to the creation of a harmonious and positively energized work environment.

# Material topics in 2024 (next)

## Built a Culture of Engagement and Recognition

An Cuong developed reward policies to promptly and appropriately acknowledge the contributions of its staff to the Company's growth, also to overall performance of division/department. In addition to short-term financial rewards, the Company also implemented various recognition methods to honor the efforts of employees, such as the ESOP program, promotion opportunities, salary increases, and facilitating staff participation in training courses to enhance their expertise and skills.

An Cuong's HR policies were continuously updated to align with market trends, aiming to strengthen engagement and build trust among employees.

An Cuong not only created a working environment but also built a cohesive community where each employee felt their value within the larger picture. As the Company's workforce tended to become younger, with the participation of late Gen Y and Gen Z employees, the Company carefully considered and organized communication and training sessions to promote a culture of listening and sharing, thereby increasing collaboration effectiveness and engagement among different generations of staff.

Annually, the Company honored outstanding individuals who had accompanied and contributed to the growth, marking significant milestones such as 10 years and 20 years.





# 2024 ESG Data

Item	Unit	2023	2024	Note
<b>E - Environmental criteria</b>				
Climate Change	Total GHG emission	tCO <sub>2</sub> equivalent	33,011.0	35,252.2
	Scope 1	tCO <sub>2</sub> equivalent	20,710.9	23,920.4
	Scope 2	tCO <sub>2</sub> equivalent	12,300.1	11,331.8
Energy Consumption	Total energy consumption	MWh	18,100,0	18,903.5
	Energy purchased from EVN	MWh	16,435.3	17,162.8
	Renewable energy (Solar energy)	MWh	1,664.7	1,740.8
Waste	Total solid waste generated	ton	2,488.7	3,375.9
	Of which: Industrial and hazardous wastes	ton	2,487.4	3,268.9
Water	Water consumption	M <sup>3</sup>	130,358.0	114,699.0
<b>S - Social criteria</b>				
Human Resource	Total employees	headcount	2,633	2,565
	By gender			
	Male employee	headcount	1,751	1,611
	Female employee	headcount	882	854
	% of female employee	%	33.5%	34.6%
	By group of age			
	Under 30	Headcount	845	737
	From 30 – 50	Headcount	1,636	1,618
	Over 50	headcount	152	110
Salary, bonuses, and benefits	Average monthly salary	VND million	18.6	18.9
CSR activities	Total budget for CSR activities	VND million	5,000	8,000

Item	Unit	2023	2024	Note
<b>G - Governance criteria</b>				
Board of Directors	Number of members	Person	7	7
	Number of independent members	Person	2	2
	Number of female members	Person	1	1
	Number of Board meetings	times	16	16
Supervisory Board	Attendance rate of Board meetings	%	100%	100%
	Number of members	Person	3	3
	Number of female members	Person	3	3
	Number of meetings	times	2	3
Board of Management	Attendance rate	%	100%	100%
	Number of members	Person	7	6
	Number of female members	Person	5	4
Total remuneration for Executives	Board of Directors	VND million	0	0
	Executives	VND million	28,180.5	34,046.0
Contribution to the State budget	Tax obligations and other contributions	VND million	393,038.7	473,153.6

# CSR activities in 2024

## Loving Tet program - the Year of the Dragon

During the Tet holiday of the Year of the Dragon 2024, An Cuong, together with the Fatherland Front Committee of Tan Uyen City, brought a Tet filled with love and sharing. The gifts given were not only material support but also messages of hope, compassion, and faith in a better new year for poor households and families facing difficulties.

Loving Tet is an annual program that An Cuong has maintained for many years to support disadvantaged families, the elderly, and children, helping them have a warmer and more fulfilling new year.



## Collaborative Efforts to Reforest Ben En National Park, Thanh Hoa

In April 2024, An Cuong employees, along with representatives from various distribution partners and other partners, collaborated with Gaia Nature Conservation Center to contribute and plant 2,000 ironwood trees at Ben En National Park (Thanh Hoa). This community effort aimed to restore the native ironwood forest. This activity is part of the 2024 ESG plan, with the goal of combating climate change by creating carbon sinks, protecting water sources, maintaining biodiversity, and restoring the rare ironwood species listed in the Vietnam Red Book.



## Series of Programs Accompanying Disadvantaged Children



In an effort to support future generations, An Cuong has implemented many meaningful programs to assist disadvantaged children, providing them with better opportunities.

In 2024, the Company collaborated with **Green love** to donate 500 jackets to children in remote areas of An Giang province, spreading warmth and love during the chilly days. For the 2024-2025 school year, the Company donated VND 100 million to four secondary schools in Duc Tho district to support students facing difficulties in their studies.

Additionally, as part of **the Wings of Dreams: Bringing Children to School** program, the Company partnered with various organizations to donate 100 meaningful gifts to children in Nghia Dan (Nghe An) and Trieu Phong (Quang Tri).

Each gift and action is a testament to An Cuong's commitment to nurturing trust, hope, and building a brighter future for the younger generation.

## The Loving Pieces Program initiated by the Children's Hospital



An Cuong proudly accompanied the Loving Pieces Program initiated by Ho Chi Minh City Children's Hospital. This meaningful journey has brought practical support and spread love to pediatric patients facing difficult circumstances.

Through humble contributions, An Cuong aimed to provide not only material support but also warm messages of trust, hope, and resilience. These efforts would inspire the children to find strength and motivation to overcome adversity and look forward to a brighter future.

# GRI Index

GRI standards		
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2-6	Activities, value chain and other business relationships	
2-7	Employees	
2-9	Governance structure and composition	
2-10	Nomination and selection of the highest governance body	
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2-14	Role of the highest governance body in sustainability reporting	
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GRI standards		
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201-2	Financial implications and other risks and opportunities due to climate change	
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202-1	Ratios of standard entry level wage by gender compared to local minimum wage	
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<b>GRI 205</b>	<b>Anti-corruption 2016</b>	
205-1	Operations assessed for risks related to corruption	
205-2	Communication and training about anti-corruption policies and procedures	
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<b>GRI 302</b>	<b>Energy 2016</b>	
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<b>GRI 303</b>	<b>Energy consumption within the organization</b>	
303-1	Interactions with water as a shared resource	
303-2	Management of water discharge-related impacts	
303-3	Water withdrawal	
303-4	Water discharge	
303-5	Water consumption	
<b>GRI 305</b>	<b>Emissions 2016</b>	
305-1	Direct (Scope 1) GHG emissions	
305-2	Energy indirect (Scope 2) GHG emissions	
<b>GRI 306</b>	<b>Waste 2020</b>	
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306-4	Waste diverted from disposal	

# GRI Index (next)

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<b>GRI 403</b>	<b>Occupational Health and Safety 2018</b>	
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<b>GRI 405</b>	<b>Diversity and Equal Opportunity 2016</b>	
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408-1	Operations and suppliers at significant risk for incidents of child labor	
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409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	
<b>GRI 413</b>	<b>Local Communities 2016</b>	
413-1	Operations with local community engagement, impact assessments, and development programs	
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# Consolidated financial statements





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# General information

## AN CUONG WOOD - WORKING JOINT STOCK COMPANY

Business Registration  
number

**3700748131**

Issuing date

**20/09/2006**

Listed on

**Sở Giao dịch Chứng khoán TP.Hồ Chí Minh**

Stock code

**ACG**

An Cuong Wood - Working Joint Stock Company (“the Company”) is a joint stock company incorporated under the Law on Enterprise of Vietnam pursuant to the Enterprise Registration Certificate (“ERC”) No. 3700748131 issued by the Department of Planning and Investment (“DPI”) of Binh Duong Province on 20 September 2006, and subsequently amended ERCS, with the latest being the 34th amended ERC dated 16 May 2024.

The Company’s shares coded ACG were listed on the Ho Chi Minh Stock Exchange (“HOSE”) in accordance with the Decision No. 585/QĐ-SGDHCM signed by the Deputy General Director of HOSE on 25 August 2022.

The current principal activities of the Company and its subsidiaries (“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 Company’s registered head office is located at Land lot No. 681, Map No. 5, DT 747B Street, Phuoc Hai Town, Thai Hoa Ward, Tan Uyen City, Binh Duong Province, Vietnam and commercial representative office is located at No. 98, Commercial Borey Chip Mong Landmark 271, Prek Ta Kong, Chak Angrae Leu, Mean Chey, Phnom Penh, Cambodia.

**BOARD OF DIRECTORS**

Members of the Board of Directors during the year and at the date of this report are

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	Independence Member
Mr Nguyen Thanh Quyen	Independence Member

**BOARD OF SUPERVISION**

Members of the Board of Supervision during the year and at the date of this report are

Ms Tran Thi Ngoc Tue	Head
Ms Nguyen Thi Thuy Trang	Member
Ms Mai Thi Phuong Thao	Member

**BOARD OF MANAGEMENT**

Members of the Board of Management during the year and at the date of this report are

Ms Vo Thi Ngoc Anh	General Director
Mr Le Thanh Phong	Deputy General Director
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

**LEGAL  
REPRESENTATIVE**

The legal representative of the Company during the year and at the date of this report is Ms Vo Thi Ngoc Anh.

**AUDITORS**

The auditor of the Company is Ernst & Young Vietnam Limited.

# Report of management

**The Board of Management of An Cuong Wood - Working Joint Stock Company ("the Company") is pleased to present this report and the consolidated financial statements of the Company and its subsidiaries ("the Group") for the year ended 31 December 2024.**

## **The board of management's responsibility in respect of the consolidated financial statements**

The Board of Management is responsible for the consolidated financial statements of each financial year which give a true and fair view of the consolidated financial position of the Group and of the consolidated results of its operations and its consolidated cash flows for the year. In preparing those 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;
- ▶ state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the consolidated financial statements; and
- ▶ prepare the consolidated financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue its 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 for ensuring that the accounting records comply with the applied accounting system. It is also responsible for safeguarding the assets of the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Board of Management confirmed that it has complied with the above requirements in preparing the accompanying consolidated financial statements.



## Statement by the board of management

The Board of Management do hereby state that, in its opinion, the accompanying consolidated financial statements give a true and fair view of the consolidated financial position of the Group as at 31 December 2024 and of the consolidated results of its operations and its consolidated cash flows for the year then ended in accordance with Vietnamese Accounting Standards, Vietnamese Enterprise Accounting System and the statutory requirements relevant to the preparation and presentation of the consolidated financial statements.

On behalf of Board of Management,



**VO THI NGOC ANH**  
GENERAL DIRECTOR

---

Binh Duong Province, Vietnam  
28 March 2025

# Independent Auditors' Report

## To **The shareholders of an cuong wood – working joint stock company**

We have audited the accompanying consolidated financial statements of An Cuong Wood – Working Joint Stock Company ("the Company") and its subsidiaries (collectively referred to as "the Group"), as prepared on 28 March 2025 and set out on pages 5 to 46, which comprise the consolidated balance sheet as at 31 December 2024, and the consolidated income statement and the consolidated cash flow statement for the year then ended and the notes thereto.

### **The Board of Management's responsibility**

The Group's Board of management is responsible for the preparation and fair presentation of the Group's consolidated financial statements in accordance with Vietnamese Accounting Standards, Vietnamese Enterprise Accounting System and the statutory requirements relevant to the preparation and presentation of the consolidated financial statements, and for such internal control as the Board of management determines is necessary to enable the preparation and presentation of the consolidated financial statements that are free from material misstatement, whether due to fraud or error.

### **Auditors' responsibility**

Our responsibility is to express an opinion on these 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 requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements 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 auditors' judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the Group's preparation 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 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.

## Opinion

In our opinion, the consolidated financial statements give a true and fair view, in all material respects, of the consolidated financial position of the Group as at 31 December 2024, and of the consolidated results of its operations and its consolidated cash flows for the year then ended in accordance with Vietnamese Accounting Standards, Vietnamese Enterprise Accounting System and the statutory requirements relevant to the preparation and presentation of the consolidated financial statements.

## Emphasis of matter

We would like to draw the attention to Note 34 to the consolidated financial statements, which describes the Group's retrospective adjustments made to the corresponding figures to recognize additional tax obligation of previous fiscal years.

Our opinion is not modified in respect of this matter.

## Other matter

The consolidated financial statements of the Group for the year ended 31 December 2023 were audited by another audit firm which expressed an unmodified opinion on those consolidated financial statements on 28 March 2024.

### Ernst & Young Vietnam Limited



**NGUYEN HO KHANH TAN**  
Deputy General Director  
Audit Practicing  
Registration Certificate  
No: 3458-2025-004-1

Ho Chi Minh City, Vietnam  
28 March 2025

**DUONG PHUC KIEN**  
Auditor  
Audit Practicing  
Registration Certificate  
No: 4613-2023-004-1

# Consolidated balance sheet

as at 31 December 2024

Code	ASSETS	Notes	Ending balance VND	Beginning balance VND
100	<b>CURRENT ASSETS</b>		<b>4,119,782,891,159</b>	<b>4,131,503,386,110</b>
110	<b>Cash</b>	4	<b>155,329,618,175</b>	<b>66,882,261,518</b>
111	Cash		155,329,618,175	66,882,261,518
120	<b>Short-term investments</b>		<b>2,048,350,000,000</b>	<b>1,834,500,000,000</b>
123	Held-to-maturity investments	5	2,048,350,000,000	1,834,500,000,000
130	<b>Current accounts receivable</b>		<b>931,789,767,539</b>	<b>1,078,715,271,161</b>
131	Short-term trade receivables	6	667,213,445,642	723,795,484,707
132	Short-term advances to suppliers	7	31,170,581,661	18,994,795,117
135	Short-term loan receivables	8	257,897,547,278	115,551,132,127
136	Other short-term receivables	9	177,762,376,908	277,092,053,954
137	Provision for short-term doubtful receivables	10	(202,478,693,073)	(57,118,073,641)
139	Shortage of assets awaiting for resolution		224,509,123	399,878,897
140	<b>Inventories</b>	11	<b>967,636,647,034</b>	<b>1,134,504,136,989</b>
141	Inventories		1,002,379,816,375	1,170,522,474,357
149	Provision for obsolete inventories		(34,743,169,341)	(36,018,337,368)
150	<b>Other current assets</b>		<b>16,676,858,411</b>	<b>16,901,716,442</b>
151	Short-term prepaid expenses	12	14,375,603,528	14,935,644,627
152	Deductible value-added tax	18	2,198,114,826	1,786,084,549
153	Tax and other receivables from the State	18	103,140,057	179,987,266

Code	ASSETS	Notes	Ending balance VND	Beginning balance VND
<b>200</b>	<b>CURRENT ASSETS</b>		<b>1,519,854,326,206</b>	<b>1,390,580,649,441</b>
<b>210</b>	<b>Long-term receivables</b>		<b>145,661,812,954</b>	<b>164,948,393,611</b>
211	Long-term trade receivables		3,825,349,804	-
215	Long-term loan receivables	8	-	142,526,415,151
216	Other long-term receivables	9	141,836,463,150	22,421,978,460
<b>220</b>	<b>Fixed assets</b>		<b>374,277,696,923</b>	<b>404,977,442,045</b>
221	Tangible fixed assets	13	347,326,827,337	393,162,446,484
222	Cost		1,113,043,701,215	1,072,429,376,434
223	Accumulated depreciation		(765,716,873,878)	(679,266,929,950)
227	Intangible assets	14	26,950,869,586	11,814,995,561
228	Cost		55,966,991,197	34,504,878,488
229	Accumulated amortization		(29,016,121,611)	(22,689,882,927)
<b>240</b>	<b>Long-term assets in progress</b>		<b>3,048,002,170</b>	<b>21,542,045,902</b>
242	Construction in progress	15	3,048,002,170	21,542,045,902
<b>250</b>	<b>Long-term investments</b>		<b>780,328,806,676</b>	<b>601,080,434,733</b>
252	Investment in associate	16	406,128,806,676	405,880,434,733
253	Investment in an entity	16	119,200,000,000	119,200,000,000
255	Held-to-maturity investments	5	255,000,000,000	76,000,000,000
<b>260</b>	<b>Other long-term assets</b>		<b>216,538,007,483</b>	<b>198,032,333,150</b>
261	Long-term prepaid expenses	12	176,139,628,429	187,035,283,084
262	Deferred tax assets	30.3	40,398,379,054	10,997,050,066
<b>270</b>	<b>TOTAL ASSETS</b>		<b>5,639,637,217,365</b>	<b>5,522,084,035,551</b>

# Consolidated balance sheet

(continued)

as at 31 December 2024

Code	RESOURCES	Note	Ending balance VND	Beginning balance VND (as restated – Note 34)
<b>300</b>	<b>LIABILITIES</b>		<b>1,463,606,427,192</b>	<b>1,445,575,812,774</b>
<b>310</b>	<b>Current liabilities</b>		<b>1,450,796,352,855</b>	<b>1,430,554,990,864</b>
311	Short-term trade payables	17.1	318,317,466,925	263,320,000,996
312	Short-term advances from customers	17.2	135,686,038,866	174,455,445,430
313	Statutory obligations	18	76,152,008,364	163,429,189,931
314	Payables to employees		82,021,509,648	72,997,981,546
315	Short-term accrued expenses	19	30,576,504,072	22,405,996,833
318	Short-term unearned revenue		1,069,926,731	1,403,071,904
319	Other short-term payables		3,015,062,292	2,303,046,251
320	Short-term loans	20	728,008,953,225	706,566,540,805
322	Bonus and welfare fund	21	75,948,882,732	23,673,717,168
<b>330</b>	<b>Non-current liabilities</b>		<b>12,810,074,337</b>	<b>15,020,821,910</b>
336	Long-term unearned revenue		-	753,563,083
342	Long-term provision	22	12,810,074,337	14,267,258,827
<b>400</b>	<b>OWNERS' EQUITY</b>		<b>4,176,030,790,173</b>	<b>4,076,508,222,777</b>
<b>410</b>	<b>Owners' equity</b>	<b>23.1</b>	<b>4,176,030,790,173</b>	<b>4,076,508,222,777</b>
411	Share capital		1,507,879,460,000	1,507,879,460,000
411a	• Ordinary shares with voting rights		1,507,879,460,000	1,507,879,460,000
412	Share premium		1,418,741,358,556	1,418,741,358,556
418	Investment and development fund		-	35,502,563,287
421	Undistributed earnings		1,249,409,971,617	1,114,384,840,934
421a	• Undistributed earnings by the end of prior year		829,437,985,737	703,199,183,748
421b	• Undistributed earnings of current year		419,971,985,880	411,185,657,186
<b>440</b>	<b>TOTAL LIABILITIES AND OWNERS' EQUITY</b>		<b>5,639,637,217,365</b>	<b>5,522,084,035,551</b>



TRAN ANH TUAN  
Preparer



THIEU THI NGOC DIEM  
Chief Accountant



VO THI NGOC ANH  
General Director

# Consolidated income statement

for the year ended 31 December 2024

Code	ITEMS	Notes	Current year VND	Previous year VND (as restated – Note 34)
01	Revenue from sale of goods and rendering of services	24.1	4,025,384,086,235	3,778,719,611,534
02	Deductions	24.1	(44,520,064,597)	(16,590,359,786)
10	Net revenue from sale of goods and rendering of services	24.1	3,980,864,021,638	3,762,129,251,748
11	Cost of goods sold and services rendered	25	(2,729,504,112,551)	(2,654,516,188,446)
20	Gross profit from sale of goods and rendering of services		1,251,359,909,087	1,107,613,063,302
21	Finance income	24.2	163,438,456,957	159,561,172,686
22	Finance expenses	26	(36,180,759,867)	(45,348,374,449)
23	<i>In which: Interest expense</i>		(27,561,125,015)	(38,839,429,154)
24	Shares of profit of associates	16	248,371,943	1,849,234,733
25	Selling expenses	27	(493,929,593,506)	(522,386,144,114)
26	General and administrative expenses	27	(310,259,677,423)	(172,404,565,592)
30	Operating profit		574,676,707,191	528,884,386,566
31	Other income	29	4,859,229,913	15,055,004,561
32	Other expenses	29	(55,821,160,176)	(15,463,345,932)
40	Other loss	29	(50,961,930,263)	(408,341,371)
50	Accounting profit before tax		523,714,776,928	528,476,045,195
51	Current corporate income tax expense	30.1	(133,144,120,036)	(118,972,307,026)
52	Deferred income tax expense	30.1	29,401,328,988	1,680,449,017
60	Net profit after tax		419,971,985,880	411,184,187,186
61	Net profit after tax attributable to shareholders of the parent		419,971,985,880	411,185,657,186
62	Net loss after tax attributable to non-controlling interests		-	(1,470,000)
70	Basic earnings per share	23.5	2,785	2,437
71	Diluted earnings per share	23.5	2,785	2,437



TRAN ANH TUAN  
Preparer



THIEU THI NGOC DIEM  
Chief Accountant



VO THI NGOC ANH  
General Director

# Consolidated cash flow statement

for the year ended 31 December 2024

Code	ITEMS	Notes	Current year VND	Previous year VND (as restated – Note 34)
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
01	Accounting profit before tax		523,714,776,928	528,476,045,195
	Adjustments for:			
02	Depreciation and amortization	13, 14	101,060,784,385	104,130,491,627
03	Provision		142,628,266,915	41,554,080,190
04	Foreign exchange losses (gains) arisen from revaluation of monetary accounts denominated in foreign currency		295,720,848	(18,741,429)
05			(146,676,701,034)	(142,326,372,475)
06	Profits from investing activities Interest expenses	26	27,561,125,015	38,839,429,154
08	<b>Operating profit before changes in working capital</b>		648,583,973,057	570,654,932,262
09	Decrease (increase) in receivables		46,873,875,842	(7,678,149,459)
10	Decrease in inventories		168,142,657,982	321,048,600,059
11	Decrease in payables		(3,267,612,055)	(12,317,914,066)
12	Decrease in prepaid expenses		17,497,272,780	34,968,057,132
14	Interest paid		(27,623,642,501)	(38,415,772,686)
15	Corporate income tax paid	18	(178,859,947,998)	(166,955,468,341)
17	Other cash outflows from operating activities		(26,892,539,320)	(87,404,017,680)
20	<b>Net cash flows from operating activities</b>		<b>644,454,037,787</b>	<b>613,900,267,221</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
21	Purchases and construction of fixed assets		(70,564,754,790)	(84,102,240,244)
22	Proceeds from disposals of fixed assets		1,162,518,520	1,720,663,636
23	Placements of term deposits at banks and loans to other entities		(2,282,530,000,000)	(2,012,500,000,000)
24	Collections of term deposits from banks and borrowers		1,889,680,000,000	1,275,025,283,033
25	Payments for investments in other entities		-	(2,400,000,000)
26	Proceeds from sale of investments in other entities		-	10,200,000,000
27	Dividends and interest received		125,905,978,414	89,677,974,015
30	<b>Net cash flows used in investing activities</b>		<b>(336,346,257,856)</b>	<b>(722,378,319,560)</b>

Mã số	Tài sản	Notes	Số cuối năm VND	Số đầu năm VND
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
31	Proceed from capital contribution from non-controlling shareholder and issue of shares		-	9,896,000,000
32	Capital redemption		-	(9,800,000,000)
33	Drawdown of borrowings	20	2,275,486,850,599	2,074,856,226,643
34	Repayment of borrowings	20	(2,254,044,438,179)	(2,182,012,358,549)
36	Dividend paid	23.4	(241,126,563,200)	(105,486,151,400)
<b>40</b>	<b>Net cash flows used in financing activities</b>		<b>(219,684,150,780)</b>	<b>(212,546,283,306)</b>
<b>50</b>	<b>Net increase (decrease) in cash for the year</b>		<b>88,423,629,151</b>	<b>(321,024,335,645)</b>
<b>60</b>	<b>Cash at beginning of year</b>		<b>66,882,261,518</b>	<b>387,855,741,942</b>
61	Impact of foreign exchange rate fluctuation		23,727,506	50,855,221
<b>70</b>	<b>Cash at end of year</b>	4	<b>155,329,618,175</b>	<b>66,882,261,518</b>



TRAN ANH TUAN  
Preparer



THIEU THI NGOC DIEM  
Chief Accountant



VO THI NGOC ANH  
General Director

Binh Duong Province, Vietnam  
28 March 2025

# Notes to the consolidated Financial statements

as at 31 December 2024 and for the year then ended

## Corporate information

An Cuong Wood - Working Joint Stock Company (“the Company”) is a joint stock company incorporated under the Law on Enterprise of Vietnam pursuant to the Enterprise Registration Certificate (“ERC”) No. 3700748131 issued by the Department of Planning and Investment of Binh Duong Province on 20 September 2006, and subsequently amended ERCs, with the latest being the 34th amended ERC dated 16 May 2024.

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The Company’s registered head office is located at Land lot No. 681, Map No. 5, DT 747B Street, Phuoc Hai Town, Thai Hoa Ward, Tan Uyen City, Binh Duong Province, Vietnam and commercial representative office is located at No. 98, Commercial Borey Chip Mong Landmark 271, Prek Ta Kong, Chak Angrae Leu, Mean Chey, Phnom Penh, Cambodia.

The normal course of business cycle of the Group are 12 months.

### AN CUONG WOOD - WORKING JOINT STOCK COMPANY

Business Registration  
number

**3700748131**

Issuing date

**20/09/2006**

Listed on

### The Ho Chi Minh Stock Exchange ("HOSE")

Stock code

**ACG**

### The number of the Group’s employees

at 31 December 2024



**2,465**

31 December 2023



**2,633**

## Corporate structure

As at 31 December 2024 and 31 December 2023, the Group's structure includes 2 (two) directly owned subsidiaries, 1 (one) indirectly owned subsidiary and 1 (one) associate as follows:

31 December 2024 and 31 December 2023

Name	Location	Business activities	Ownership %	Voting right %
<b>Directly owned subsidiaries</b>				
<b>An Cuong Wood – Working Manufacturing Company Limited</b>	Binh Duong Province	Manufacture and trade wooden products	100	100
<b>Malloca Vietnam Company Limited</b>	Ho Chi Minh City	Trade Malloca – brand kitchen appliances	100	100
<b>Indirectly owned subsidiary</b>				
<b>AConcept Vietnam Company Limited (*)</b>	Ho Chi Minh City	Wholesale and retail of interior and interior decoration	100	100
<b>Associate</b>				
<b>Thang Loi Homes Joint Stock Company</b>	Long An Province	Trade real estate and develop residential projects	30	30

(\*) AConcept Vietnam Company Limited is a subsidiary of Malloca Vietnam Company Limited.

# Basis of preparation

## Accounting standards and system

The consolidated financial statements of the Group, expressed in Vietnam dong (“VND”), are prepared in accordance with Vietnamese Enterprise Accounting System and Vietnamese Accounting Standards issued by the Ministry of Finance as per:

- ▶ Decision No. 149/2001/QD-BTC  
dated 31 December 2001 on the Issuance and Promulgation of Four Vietnamese Accounting Standards (Series 1);
- ▶ Decision No. 165/2002/QD-BTC  
dated 31 December 2002 on the Issuance and Promulgation of Six Vietnamese Accounting Standards (Series 2);
- ▶ Decision No. 234/2003/QD-BTC  
dated 30 December 2003 on the Issuance and Promulgation of Six Vietnamese Accounting Standards (Series 3);
- ▶ Decision No. 12/2005/QD-BTC  
dated 15 February 2005 on the Issuance and Promulgation of Six Vietnamese Accounting Standards (Series 4); and
- ▶ Decision No. 100/2005/QD-BTC  
dated 28 December 2005 on the Issuance and Promulgation of Four Vietnamese Accounting Standards (Series 5).

Accordingly, the accompanying consolidated financial statements, including their utilization are not designed for those who are not informed about Vietnam's accounting principles, procedures and practices and furthermore are not intended to present the consolidated financial position and the consolidated results of operations and the consolidated cash flows of the Group in accordance with accounting principles and practices generally accepted in countries other than Vietnam.

## Applied accounting documentation system

The Group's applied accounting documentation system is the General Journal system.

## Fiscal year

The Group's fiscal year applicable for the preparation of its consolidated financial statements starts on 1 January and ends on 31 December.

## Accounting currency

The consolidated financial statements are prepared in VND which is also the Group's accounting currency.

## Basis of consolidation

The consolidated financial statements comprise the financial statements of the Company (the parent company) and its subsidiaries for the year ended 31 December 2024.

Subsidiaries are fully consolidated from the date of acquisition, being the date on which the Group obtains control, and continued to be consolidated until the date that such control ceases.

The financial statements of subsidiaries are prepared for the same reporting year as the parent company, using consistent accounting policies.

All intra-company balances, income and expenses and unrealized gains or losses resulted from intra-company transactions are eliminated in full.

Impact of change in the ownership interest of a subsidiary, without a loss of control, is recorded to the account of undistributed earnings or accumulated losses.

# Summary of significant accounting policies

## Cash

Cash comprise cash on hand, cash in banks.

## Inventories

Inventories are measured at their historical costs. The cost of inventories comprises costs of purchase, costs of conversion (including raw materials, direct labor cost, other directly related cost, manufacturing general overheads allocated based on the normal operating capacity) incurred in bringing the inventories to their present location and condition.

In case the net realizable value is lower than the original price, it must be calculated according to the net realizable value.

Net realizable value represents the estimated selling price in the ordinary course of business less the estimated costs to complete and the estimated costs necessary to make the sale.

The perpetual method is used to record inventories, which are valued as follows:

### Materials, tools and supplies and merchandise

Cost of purchase on a weighted average basis.

### Work in process and finished goods

Cost of direct materials and labor plus attributable manufacturing overheads based on the normal operating capacity on a weighted average basis.

### Provision for obsolete inventories

An inventory provision is made for the estimated loss arising due to the impairment of value (through diminution, damage, obsolescence, etc.) of raw materials, finished goods, and other inventories owned by the Group, based on appropriate evidence of impairment available at the balance sheet date. When inventories are expired, obsolescence, damage or become useless, the difference between the provision previously made and the historical cost of inventories are included in the consolidated income statement.

Increases or decreases to the provision balance are recorded into the cost of goods sold account in the consolidated income statement.

## Receivables

Receivables are presented in the consolidated balance sheet at the carrying amounts due from customers and other debtors, after provision for doubtful debts.

The provision for doubtful debts represents amounts of outstanding receivables at the balance sheet date which are doubtful of being recovered. Increases or decreases to the provision balance are recorded as general and administrative expense in the consolidated income statement. When bad debts are determined as unrecoverable and accountant writes off those bad debts, the differences between the provision for doubtful receivables previously made and historical cost of receivables are included in the consolidated income statement.

## Tangible fixed assets

Receivables are presented in the consolidated balance sheet at the carrying amounts due from customers and other debtors, after provision for doubtful debts.

The provision for doubtful debts represents amounts of outstanding receivables at the balance sheet date which are doubtful of being recovered. Increases or decreases to the provision balance are recorded as general and administrative expense in the consolidated income statement. When bad debts are determined as unrecoverable and accountant writes off those bad debts, the differences between the provision for doubtful receivables previously made and historical cost of receivables are included in the consolidated income statement.

## Leased assets

The determination of whether an arrangement is, or contains a lease is based on the substance of the arrangement at inception date and requires an assessment of whether the fulfilment of the arrangement is dependent on the use of a specific asset and the arrangement conveys a right to use the asset.

A lease is classified as a finance lease whenever the terms of the lease transfer substantially all the risks and rewards of ownership of the asset to the lessee. All other leases are classified as operating leases.

### Where the Group is the lessee

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

## Intangible assets

Intangible assets are stated at cost less accumulated amortization.

The cost of an intangible asset comprises its purchase price and any directly attributable costs of preparing the intangible asset for its intended use.

Expenditures for additions, improvements are added to the carrying amount of the assets and other expenditures are charged to the consolidated income statement as incurred.

When intangible assets are sold or retired, any gain or loss resulting from their disposal (the difference between the net disposal proceeds and the carrying amount) is included in the consolidated income statement.

### Land use rights

Land use rights are recorded as intangible assets when the Group obtained the land use rights certificates. The costs of land use rights comprise all directly attributable costs of bringing the land to the condition available for intended use.

The advance payment for land rental, of which the land lease contracts have effectiveness prior to 2003 and Land use right certificate being issued, are recorded as intangible fixed asset according to Circular No. 45/2013/TT-BTC issued by the Ministry of Finance on 25 April 2013 guiding the management, use and depreciation of fixed assets ("Circular 45").

## Depreciation and amortization

Depreciation of tangible fixed assets and amortization of intangible assets are calculated on a straight-line basis over the estimated useful life of each asset as follows:

Buildings and structures <b>4 - 39 years</b>	Means of transportation <b>3 - 12 years</b>	Software <b>2 - 8 years</b>
Machinery and equipment <b>2 - 12 years</b>	Office equipment <b>3 - 8 years</b>	Others <b>2 - 15 years</b>

Land use rights with definite useful lives are amortized over the terms stipulated in their land use rights certificates whereas land use rights with the infinite useful lives are not amortized.

## Construction in progress

Construction in progress represents the costs of acquiring new assets that have not yet been fully installed or the costs of construction that have not yet been fully completed. Construction in progress is stated at cost, which includes all necessary costs to construct, repair, renovate, expand, or re-equip the projects with technologies, such as construction costs, tools and equipment costs, project management costs, construction consulting costs, and borrowing costs that are eligible for capitalization.

Construction in progress will be transferred to the appropriate fixed asset account when these assets are fully installed or the construction project is fully completed, and depreciation of these assets will commence when they are ready for their intended use.

Construction costs are recognized as expenses when such costs do not meet the conditions to be recognized as fixed assets.

## Borrowing costs

Borrowing costs consist of interest and other costs that the Group incurs in connection with the borrowing of funds and are recorded as expense during the year in which they are incurred.

## Prepaid expenses

Prepaid expenses are reported as short-term or long-term prepaid expenses on the consolidated balance sheet and amortized over the period for which the amounts are paid or the period in which economic benefits are generated in relation to these expenses.

### Prepaid land rental

The prepaid land rental represents the unamortized balance of advance payment made in accordance with contracts of land use right transfer as below:

► Vibe and Move Vietnam Company Limited dated 26 October 2016 for land plot No. 441 located in Thai Hoa ward, Tan Uyen city, Binh Duong province for a period of 39 years and 5 months;

► Le Thi Kim Cuc and Le Duc Nghia dated 16 June 2016 for land lot No. 218 located in Thai Hoa ward, Tan Uyen city, Binh Duong province for a period of 49 years and 5 months;

► Nguyen Van Phan and Nguyen Thi Hue dated 31 January 2007 for land plot located in Thai Hoa ward, Tan Uyen city, Binh Duong province for a period of 43 years and 11 months; and

► Binh Duong Mineral and Construction Joint Stock Company dated 11 November 2017 for land plot No. 818 and No. 820 located in Dat Cuoc commune, Bac Tan Uyen district, Binh Duong province for a period of 38 years and 9 months.

Such prepaid rental is classified as long-term prepaid expenses for allocation to the consolidated income statement over the remaining lease period, according to Circular 45.



## Investments

### Investments in associates

The Group's investment in associates is accounted for using the equity method of accounting. An associate is an entity in which the Group has significant influence that is neither subsidiaries nor joint ventures. The Group generally deems they have significant influence if they have over 20% of the voting rights. Under the equity method, the investment is carried in the consolidated balance sheet at cost plus post acquisition changes in the Group's share of net assets of the associates. Goodwill arising on acquisition of the associate is included in the carrying amount of the investment. Goodwill is not amortized and subject to annual review for impairment.

The share of post-acquisition profit (loss) of the associates is presented on face of the consolidated income statement and its share of post-acquisition movements in reserves is recognized in reserves. The cumulative post-acquisition movements are adjusted against the carrying amount of the investment. Dividends receivable from associates reduce the carrying amount of the investment.

The financial statements of the associates are prepared for the same reporting year and use the same accounting policies as the Group. Where necessary, adjustments are made to bring the accounting policies in line with those of the Group.

### Investments in other entities

Investments in other entities are stated at their acquisition costs.

### Provision for diminution in value of investments

Provision for diminution in value of the investment is made when there is reliable evidence of the diminution in value of those investments at the balance sheet date.

Increases or decreases in the provision balance are recorded into finance expenses account in the consolidated income statement.

### Held-to-maturity investments

Held-to-maturity investments are stated at their acquisition costs. After initial recognition, held-to-maturity investments are measured at recoverable amount. Any impairment loss incurred is recognized as finance expense in the consolidated income statement and deducted against the value of such investments.

## Payables and accruals

### Accrual for severance pay

Payables and accruals are recognized for amounts to be paid in the future for goods and services received, whether or not billed to the Group.

The severance pay to employee is accrued at the end of each reporting year for employees who have been worked for more than 12 months at the Group. The accrued amount is calculated at the rate of one-half of the average monthly salary for each year of service qualified for severance pay in accordance with the Labor Code and related implementing guidance. The average monthly salary used in this calculation will be revised at the end of each reporting year following the average monthly salary of the last 6-month period up to the reporting date. Increase or decrease to the accrued amount other than actual payment to employee will be taken to the consolidated income statement.

This accrued severance pay is used to settle the termination allowance to be paid to employee upon termination of their labor contract following Article 46 of the Labor Code.

### Provision for restoration cost

The Group has the obligation to restore the land on which its factory is located to its original condition at the end of its land lease period. The provision has been calculated using a discount rate.

The discount rate applied is the pre-tax discount rate that reflects current market assessments of the time value of money and those risks specific to the liability that have not been reflected in the best estimate of the expenditure.

### Foreign currency transactions

Transactions in currencies other than the Group's reporting currency of VND are recorded at the actual transaction exchange rates at transaction dates which are determined as follows:

- ▶ Transactions resulting in receivables are recorded at the buying exchange rates of the commercial banks designated for collection; and
- ▶ Transactions resulting in liabilities are recorded at the selling exchange rates of the transaction of commercial banks designated for payment.

At the end of the year, monetary balances denominated in foreign currencies are translated at the actual transaction exchange rates at the balance sheet dates which are determined as follows:

- ▶ Monetary assets are translated at buying exchange rate of the commercial bank where the Group conducts transactions regularly; and
- ▶ Monetary liabilities are translated at selling exchange rate of the commercial bank where the Group conducts transactions regularly.

All foreign exchange differences incurred are taken to the consolidated income statement.

## Share capital

### Ordinary shares

Ordinary shares are recognised at issuance price less incremental costs directly attributable to the issue of shares, net of tax effects. Such costs are recognised as a deduction from share premium.

### Share premium

Share premium is the difference between the par value and the issuance price of the shares, minus the actual expenses incurred for the issuance of the shares.

## Appropriation of net profit

Net profit after tax is available for appropriation to shareholders after approval in the Annual General Meeting, and after making appropriation to reserve funds in accordance with the Group's Charter and Vietnam's regulatory requirements.

The Group maintains the following reserve funds which are appropriated from its net profit as proposed by the Board of Directors and subject to approval by shareholders at the Annual General Meeting.

### Investment and development fund

This fund is set aside for use in the Group's expansion of its operation or of in-depth investment.

### Bonus and welfare fund

This fund is set aside for the purpose of pecuniary rewarding and encouraging, common benefits and improvement of the employees' benefits, and presented as a liability on the consolidated balance sheet.

## Revenue recognition

Revenue is recognized to the extent that it is probable that the economic benefits will flow to the Group and the revenue can be reliably measured. Revenue is measured at the fair value of the consideration received or receivable, excluding trade discount, rebate and sales return. The following specific recognition criteria must also be met before revenue is recognized:

### Sale of goods

Revenue is recognized when the significant risks and rewards of ownership of the goods have passed to the buyer.

### Rendering of services

Revenue is recognized upon completion of the services rendered.

### Interest income

Interest income is recognized as the interest accrues (taking into account the effective yield on the asset) unless collectability is in doubt.

## Earnings per share

Earnings per share amounts are calculated by dividing net profit after tax for the year attributable to ordinary shareholders of the Group (after adjusting for the bonus and welfare fund) by the weighted average number of ordinary shares outstanding during the year.

Diluted earnings per share amounts are calculated by dividing the net profit after tax attributable to ordinary equity holders of the Group by the weighted average number of ordinary shares outstanding during the year plus the weighted average number of ordinary shares that would be issued on conversion of all the dilutive potential ordinary shares into ordinary shares.

# Taxation

## Current income tax

Current income tax assets and liabilities for the current and prior years are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted as at the balance sheet date.

Current income tax is charged or credited to the consolidated income statement, except when it relates to items recognized directly to equity, in which case the current income tax is also dealt with in equity.

Current income tax assets and liabilities are offset when there is a legally enforceable right for the Group to set off current tax assets against current tax liabilities and when the Group intends to settle its current tax assets and liabilities on a net basis.

## Deferred tax

Deferred tax is provided using the liability method on temporary differences at the balance sheet date between the tax base of assets and liabilities and their carrying amount for financial reporting purposes.

Deferred tax liabilities are recognized for all taxable temporary differences, except:

- ▶ Where the deferred tax liability arises from the initial recognition of an asset or liability in a transaction which at the time of the related transaction affects neither the accounting profit nor taxable profit or loss; and
- ▶ In respect of taxable temporarily differences associated with investments in associates, and interests in joint ventures where timing of the reversal of the temporary difference can be controlled and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred tax assets are recognized for all deductible temporary differences, carried forward unused tax credit and unused tax losses, to the extent that it is probable that taxable profit will be available against which deductible temporary differences, carried forward unused tax credit and unused tax losses can be utilized, except:

- ▶ Where the deferred tax asset in respect of deductible temporary difference which arises from the initial recognition of an asset or liability which at the time of the related transaction, affects neither the accounting profit nor taxable profit or loss; and
- ▶ In respect of deductible temporarily differences associated with investments in associates, and interests in joint ventures, deferred tax assets are recognized only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilized.

The carrying amount of deferred tax assets is reviewed at each balance sheet date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred income tax asset to be utilized. Previously unrecognized deferred tax assets are re-assessed at each balance sheet date and are recognized to the extent that it has become probable that future taxable profit will allow the deferred tax assets to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realized or the liability is settled based on tax rates and tax laws that have been enacted at the balance sheet date.

Deferred tax is charged or credited to the consolidated income statement, except when it relates to items recognized directly to equity, in which case the deferred tax is also dealt with in the equity account.

Deferred tax assets and liabilities are offset when there is a legally enforceable right for the Group to off-set current tax assets against current tax liabilities and when they relate to income taxes levied on the same taxable entity by the same taxation authority on:

- ▶ Either the same taxable entity; or
- ▶ When the Company intends either to settle current tax liabilities and assets on a net basis or to realize the assets and to settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

## Related parties

Parties are considered to be related parties of the Group if one party has the ability to, directly or indirectly, control the other party or exercise significant influence over the other party in making financial and operating decisions, or when the Group and other party are under common control or under common significant influence. Related parties can be enterprises or individuals, including close members of their families.

## Segment information

A segment is a component determined separately by the Group which is engaged in providing products or related services (business segment) or providing products or services in a particular economic environment (geographical segment), that is subject to risks and returns that are different from those of other segments.

# Cash

	Ending balance VND	Beginning balance VND
Cash on hand	1,006,511,445	450,061,516
Cash in banks	154,323,106,730	66,432,200,002
<b>TOTAL</b>	<b>155,329,618,175</b>	<b>66,882,261,518</b>

## Held-to-maturity investments

Short-term held-to-maturity investments represented the term deposits at commercial banks with original terms of more than three (3) months and the remaining terms of not more than twelve (12) months from the balance sheet date and earning interests at rates ranging from 4.2% to 6.4% p.a.

The Group pledged its short-term deposits with carrying value of VND 265,000,000,000 as collateral for bank loans (Note 20).

Long-term held-to-maturity investments represented the term deposits at commercial banks with remaining terms of more than twelve (12) months from the balance sheet date and earn interests at rate of 6.4% p.a.

## Short-term trade receivables

	Ending balance VND	Beginning balance VND
<b>Due from other parties</b>	<b>645,512,045,001</b>	<b>717,407,430,888</b>
Ai Linh Trading and Export Import JSC	137,117,514,233	151,251,590,399
Ai Linh Bac Ninh Limited Company	59,927,294,257	-
Hung Thinh Furniture JSC	47,936,778,136	77,902,199,414
Others	400,530,458,375	488,253,641,075
<b>Due from related parties (Note 31)</b>	<b>21,701,400,641</b>	<b>6,388,053,819</b>
<b>TOTAL</b>	<b>667,213,445,642</b>	<b>723,795,484,707</b>
<b>Provision for short-term doubtful trade receivables</b>	<b>(85,358,693,073)</b>	<b>(57,118,073,641)</b>
<b>NET</b>	<b>581,854,752,569</b>	<b>666,677,411,066</b>

The Group pledged its short-term trade receivables with amount of VND 503,000,000,000 as collateral for bank loans (Note 20).

## Short-term advances to suppliers

	Ending balance VND	Beginning balance VND
<b>Due from other parties</b>	<b>30,598,563,163</b>	<b>18,595,854,717</b>
Nguyen Thi My Trinh	5,105,000,000	-
Xingzhao Viet Nam LTD.	4,391,691,270	-
Other suppliers	21,101,871,893	18,595,854,717
<b>Due from related parties (Note 31)</b>	<b>572,018,498</b>	<b>398,940,400</b>
<b>TOTAL</b>	<b>31,170,581,661</b>	<b>18,994,795,117</b>

## Loan receivables

	Ending balance VND	Beginning balance VND
<b>Short-term</b>	<b>257,897,547,278</b>	<b>115,551,132,127</b>
Novareal Joint Stock Company (*)	256,547,547,278	114,021,132,127
Others	1,350,000,000	1,530,000,000
<b>Long-term</b>	<b>-</b>	<b>142,526,415,151</b>
Novareal Joint Stock Company (*)	-	142,526,415,151
<b>TOTAL</b>	<b>257,897,547,278</b>	<b>258,077,547,278</b>
Provision for doubtful loan receivables	(76,964,829,675)	
<b>NET</b>	<b>180,932,717,603</b>	<b>258,077,547,278</b>

(\*) 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. 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 Group continued to confirm not to exercise the real estate purchase option and will be fully refunded deposit amounts and relevant interests. Accordingly, the deposit principal is converted into loan receivables and earns interest.

At the date of these consolidated financial statements, a portion of the loan receivables has become overdue and the Company is in the process of negotiate with Novareal regarding the collection plan for these loan receivables. According to the assessment of the Company's management, these loans receivable shows indicators of impairment and therefore the Company's management has made provision for these receivables in accordance with relevant regulations.

# Other receivables

	Ending balance VND	Beginning balance VND
<b>Short-term</b>		
Interest receivables from loan receivables (*)	133,849,584,295	99,490,956,153
Interest income from term deposits	38,806,559,791	47,465,864,469
Deposits	3,990,411,000	3,290,081,440
Advances to employees	1,051,840,072	1,242,279,970
Entrusted investment (**)	-	114,699,683,444
Interest income from entrusted investment (**)	-	10,867,216,930
Others	63,981,750	35,971,548
<b>TOTAL</b>	<b>177,762,376,908</b>	<b>277,092,053,954</b>
Provision for other short-term doubtful receivables	(40,155,170,325)	
<b>NET</b>	<b>137,607,206,583</b>	<b>277,092,053,954</b>
<b>In which:</b>		
Due from other parties	177,762,376,908	151,525,153,580
Due from a related party (Note 31)	-	125,566,900,374
<b>Long-term</b>		
Entrusted investment (**)	114,699,683,444	-
Interest income from entrusted investment (**)	10,867,216,930	-
Deposits	16,191,962,776	16,740,446,020
Interest receivables from loan receivables (*)	-	5,681,532,440
Others	77,600,000	-
<b>TOTAL</b>	<b>141,836,463,150</b>	<b>22,421,978,460</b>

## In which:

Due from other parties	16,269,562,776	22,421,978,460
Due from a related party (Note 31)	125,566,900,374	-

## Other receivables (continued)

(\*) These receivables represented interest receivables relating to loans receivable Novareal Joint Stock Company as mentioned in Note 8.

(\*\*) 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 Company and VinaCapital. These bonds were matured on 30 December 2022. The Company received a portion of the interest and the principal and agreed to extend the remaining portion of this receivable along with the late payment interest until 31 December 2027.

At the date of these consolidated financial statements, VinaCapital has reached an agreement with the bond issuer to provide additional collateral and negotiated a specific repayment schedule in order to ensure the recoverability of the entrusted investment amount and its related interest income. According to the assessment of the Group's management, this entrusted investment, and its related interest income are expected to be fully recoverable and therefore there are no impairment indicators which require a provision to be made.

# Provision for short-term doubtful receivables

	Ending balance VND	Beginning balance VND
Provision for short-term doubtful trade receivables	85,358,693,073	57,118,073,641
Provision for doubtful loan receivables	76,964,829,675	-
Provision for other short-term doubtful receivables	40,155,170,325	-
<b>TOTAL</b>	<b>202,478,693,073</b>	<b>57,118,073,641</b>

Movements of provision for short-term doubtful receivables were as follows:

	Current year VND	Previous year VND
<b>Beginning balance</b>	<b>57,118,073,641</b>	<b>31,764,224,435</b>
Add : Provision made during the year	152,799,719,436	38,006,626,173
Less : Reversal of provision during the year	(7,439,100,004)	(12,652,776,967)
<b>Ending balance</b>	<b>202,478,693,073</b>	<b>57,118,073,641</b>

Details of doubtful receivables and provision for doubtful receivables:

	Ending balance VND		Beginning balance VND	
	Cost	Provision	Cost	Provision
Novareal JSC	390,397,131,573	117,120,000,000	361,720,035,871	-
Hung Thinh Furniture JSC	77,902,199,414	51,121,562,105	77,902,199,414	33,306,163,695
Hung Thinh Incons JSC	15,955,868,009	7,653,319,154	15,955,868,009	4,367,165,503
Lao Cai - No. 1 Construction and Trading Investment JSC	11,892,175,145	6,393,108,598	19,697,175,145	3,527,570,505
Other doubtful customers	45,373,396,442	20,190,703,216	47,558,772,201	15,917,173,938
<b>TOTAL</b>	<b>541,520,770,583</b>	<b>202,478,693,073</b>	<b>522,834,050,640</b>	<b>57,118,073,641</b>

# Inventories

	Ending balance VND		Beginning balance VND	
	Cost	Provision	Cost	Provision
Raw materials	472,363,129,590	(18,533,706,141)	557,485,101,721	(18,919,194,639)
Finished goods	181,291,264,522	(6,534,806,027)	206,412,425,952	(8,759,996,393)
Work in process	164,582,758,185	(6,414,041,019)	174,198,297,205	(5,167,458,899)
Merchandise	115,279,326,208	(3,260,616,154)	162,155,014,106	(3,171,687,437)
Goods in transit	37,718,061,731	-	45,208,363,802	-
Tools and supplies	13,217,065,769	-	9,756,769,432	-
Goods on consignment	17,928,210,370	-	15,306,502,139	-
<b>TOTAL</b>	<b>1,002,379,816,375</b>	<b>(34,743,169,341)</b>	<b>1,170,522,474,357</b>	<b>(36,018,337,368)</b>

The Group pledged its inventories with amount of VND 239,000,000,000 as collateral for bank loans (Note 20).

Detail of movements of provision for obsolete inventories:

	Current year VND	Previous year VND
<b>Beginning balance</b>	<b>36,018,337,368</b>	<b>24,713,907,707</b>
Add : Provision made during the year	20,689,121,702	11,304,429,661
Less: Reversal of provision during the year	(21,964,289,729)	-
<b>Ending balance</b>	<b>34,743,169,341</b>	<b>36,018,337,368</b>

# Prepaid expenses

	Ending balance VND	Beginning balance VND
<b>Short-term</b>	<b>14,375,603,528</b>	<b>14,935,644,627</b>
Maintenance fee	4,975,443,375	646,358,527
Tools and supplies	2,708,977,886	7,061,021,396
Rental fee	602,690,805	824,572,477
Software usage, infrastructure fees	-	696,508,764
Others	6,088,491,462	5,707,183,463
<b>Long-term</b>	<b>176,139,628,429</b>	<b>187,035,283,084</b>
Prepaid land rental (*)	152,450,664,522	157,173,459,051
Office and factory renovation	9,713,042,428	12,115,407,205
Tools and supplies	3,322,972,840	8,720,395,262
Rental	1,909,714,133	1,955,823,931
Others	8,743,234,506	7,070,197,635
<b>TOTAL</b>	<b>190,515,231,957</b>	<b>201,970,927,711</b>

(\*) As at 31 December 2024, land use rights of land plot No. 218, No. 441, No. 820 and No. 818 located in Tan Uyen City and Dat Cuoc District, Binh Duong Province with the carrying amount of VND 149,966,693,824 (31 December 2023: VND 154,620,329,076) were pledged as securities for short-term borrowings with banks (Note 20).

# Tangible fixed assets

	Buildings and structures VND	Machinery and equipment VND
<b>Cost:</b>		
Beginning balance	334,834,921,731	563,418,854,693
New purchased	5,479,733,953	23,729,425,659
Transfer from construction in progress	-	1,730,522,783
Disposal	(2,233,627,838)	(3,043,442,962)
Write-off	(228,752,750)	(769,460,969)
<b>Ending balance</b>	<b>337,852,275,096</b>	<b>585,065,899,204</b>
<b>In which:</b>		
Fully depreciated	72,602,615,892	102,681,308,411
<b>Accumulated depreciation</b>		
Beginning balance	196,851,162,695	361,817,190,276
Depreciation for the year	24,799,893,959	55,495,641,747
Disposal	(2,233,627,838)	(2,385,484,095)
Write-off	(228,752,750)	(769,460,969)
<b>Ending balance</b>	<b>219,188,676,066</b>	<b>414,157,886,959</b>
<b>Net carrying amount</b>		
Beginning balance	137,983,759,036	201,601,664,417
<b>Ending balance</b>	<b>118,663,599,030</b>	<b>170,908,012,245</b>
<b>In which:</b>		
Mortgaged as loan security (Note 20)	19,299,072,640	2,803,916,765

Means of transportation VND	Office equipment VND	Other VND	Total VND
140,418,194,622	14,267,653,778	19,489,751,610	1,072,429,376,434
15,788,118,402	2,390,373,157	438,711,467	47,826,362,638
-	-	-	1,730,522,783
(2,389,483,030)	(241,893,091)	(35,900,000)	(7,944,346,921)
-	-	-	(998,213,719)
<b>153,816,829,994</b>	<b>16,416,133,844</b>	<b>19,892,563,077</b>	<b>1,113,043,701,215</b>
35,796,920,399	11,353,492,650	6,643,794,347	229,078,131,699
88,994,511,831	13,648,886,292	17,955,178,856	679,266,929,950
13,244,292,970	485,537,166	709,179,859	94,734,545,701
(2,389,483,030)	(241,893,091)	(35,900,000)	(7,286,388,054)
-	-	-	(998,213,719)
<b>99,849,321,771</b>	<b>13,892,530,367</b>	<b>18,628,458,715</b>	<b>765,716,873,878</b>
51,423,682,791	618,767,486	1,534,572,754	393,162,446,484
<b>53,967,508,223</b>	<b>2,523,603,477</b>	<b>1,264,104,362</b>	<b>347,326,827,337</b>
-	-	-	22,102,989,405

## Intangible assets

	Land use rights VND	Software VND	Total VND
<b>Cost:</b>			
Beginning balance	8,090,909,091	26,413,969,397	34,504,878,488
New purchased	-	4,964,505,811	4,964,505,811
Transfer from construction in progress	-	16,497,606,898	16,497,606,898
<b>Ending balance</b>	<b>8,090,909,091</b>	<b>47,876,082,106</b>	<b>55,966,991,197</b>
<b>In which:</b>			
Fully amortized	-	4,808,852,090	4,808,852,090
<b>Accumulated amortization:</b>			
Beginning balance	2,065,219,701	20,624,663,226	22,689,882,927
Amortization for the year	221,804,517	6,104,434,167	6,326,238,684
<b>Ending balance</b>	<b>2,287,024,218</b>	<b>26,729,097,393</b>	<b>29,016,121,611</b>
<b>Net carrying amount:</b>			
Beginning balance	6,025,689,390	5,789,306,171	11,814,995,561
<b>Ending balance</b>	<b>5,803,884,873</b>	<b>21,146,984,713</b>	<b>26,950,869,586</b>
<b>In which:</b>			
Mortgaged as loan security (Note 20)	5,803,884,873	-	5,803,884,873

## Construction in progress

	Ending balance VND	Beginning balance VND
Software	2,018,494,767	18,628,673,191
Machinery and equipment	555,465,748	939,191,330
Office renovation	474,041,655	729,289,463
Factory construction	-	669,033,636
Others	-	575,858,282
<b>TOTAL</b>	<b>3,048,002,170</b>	<b>21,542,045,902</b>

# Long-term investments

	Ending balance VND	Beginning balance VND
Investment in an associate	406,128,806,676	405,880,434,733
Investment in another entity (*)	119,200,000,000	119,200,000,000
<b>TOTAL</b>	<b>525,328,806,676</b>	<b>525,080,434,733</b>
Provision for long-term investments	-	-
<b>NET</b>	<b>525,328,806,676</b>	<b>525,080,434,733</b>

(\*) The ending balance represented the investment in Thang Loi Group Real Estate Joint Stock Company with the cost of investment amounting to VND 119,200,000,000 equivalent to the ownership of 9.35%.

During the year, Thang Loi Group Real Estate Joint Stock Company issued shares for other existing shareholders according to the Resolution of the General Meeting of Shareholders No. 08/2024/BB-HĐQT dated 24 May 2024 and No. 11/2024/NQ-HĐQT dated 18 June 2024, resulting a decrease of the equity interest and voting rights owned by the Company in Thang Loi Group Real Estate from 15.55% to 9.35%.

As at 31 December 2024 and 31 December 2023, the Group had not determined the fair value of the investment in another entity to disclose in the consolidated financial statement because they do not have listed prices. The fair value of such investments may be different from their book value.

Details of the investment in an associate is as follows:	VND
<b>Cost:</b>	
Beginning balance and ending balance	396,031,200,000
<b>Accumulated share in post-acquisition profit of associate:</b>	
Beginning balance	9,849,234,733
Share in profit of associate for the year	248,371,943
Ending balance	10,097,606,676
<b>Net carrying amount:</b>	
Beginning balance	405,880,434,733
Ending balance	406,128,806,676

# Short-term trade payables and Short-term advances from customers

## Short-term trade payables

	Ending balance VND	Beginning balance VND
<b>Due to other parties</b>	<b>313,846,055,169</b>	<b>259,312,583,343</b>
VRG Kien Giang MDF JSC	69,631,526,352	56,115,551,218
Vina Eco Board Limited	18,369,063,536	20,290,814,232
Others	225,845,465,281	182,906,217,893
<b>Due to related parties (Note 31)</b>	<b>4,471,411,756</b>	<b>4,007,417,653</b>
<b>TOTAL</b>	<b>318,317,466,925</b>	<b>263,320,000,996</b>

## Short-term advances from customers

	Ending balance VND	Beginning balance VND
Kember Kreative Interiors	30,794,782,131	14,284,932,385
Conglom Inc.	13,703,022,623	11,477,000,000
Others	91,188,234,112	148,693,513,045
<b>TOTAL</b>	<b>135,686,038,866</b>	<b>174,455,445,430</b>

# Statutory obligations

	Beginning balance (as restated – Note 34) VND	Increase in year VND	Decrease in year VND	Ending balance VND
<b>Receivables</b>				
Value-added tax ("VAT")	1,786,084,549	118,255,916,477	(117,843,886,200)	2,198,114,826
Others	179,987,266	291,518,873	(368,366,082)	103,140,057
<b>TOTAL</b>	<b>1,966,071,815</b>	<b>118,547,435,350</b>	<b>(118,212,252,282)</b>	<b>2,301,254,883</b>
<b>Payables</b>				
Corporate income tax	99,846,046,324	133,144,120,036	(178,859,947,998)	54,130,218,362
VAT	54,365,704,761	270,522,279,173	(314,674,852,367)	10,213,131,567
VAT on imported goods	-	67,113,922,787	(67,113,922,787)	-
Personal income tax	9,203,440,594	27,917,714,664	(25,350,174,189)	11,770,981,069
Import tax	13,998,252	20,112,792,527	(20,112,792,527)	13,998,252
Others	-	45,975,398,657	(45,951,719,543)	23,679,114
<b>TOTAL</b>	<b>163,429,189,931</b>	<b>564,786,227,844</b>	<b>(652,063,409,411)</b>	<b>76,152,008,364</b>

# Short-term accrued expenses

	Ending balance VND	Beginning balance VND
Salary and bonus expenses	19,675,970,654	11,242,722,945
Based-investment-performance fees to VinaCapital (Note 31)	6,000,000,000	6,000,000,000
Interest expenses	361,138,982	423,656,468
Others	4,539,394,436	4,739,617,420
<b>TOTAL</b>	<b>30,576,504,072</b>	<b>22,405,996,833</b>



## Short-term loans

Detailed movements of loans are as below:

	Beginning balance VND	Drawdown in the year VND
Loans from banks	706,566,540,805	2,275,486,850,599

Details of short-term loans from commercial banks for the purpose of financing capital requirements are as follows:

Name of banks	Ending balance VND	Principal and interest repayment term
Joint Stock Commercial Bank for Foreign Trade of Vietnam ("Vietcombank")	311,010,929,945	From 3 January 2025 to 30 June 2025
Vietnam Joint Stock Commercial Bank for Industry and Trade ("Vietinbank")	243,052,358,791	From 13 January 2025 to 14 April 2025
Shinhan Bank (Vietnam) Ltd. ("Shinhan")	173,945,664,489	From 9 January 2025 to 18 March 2025
<b>TOTAL</b>	<b>728,008,953,225</b>	



Repayment in the year VND	Ending balance VND
(2,254,044,438,179)	728,008,953,225
Interest rate %p.a.	Description of collateral (Notes 5, 6, 11, 12, 13 and 14)
3.0% - 3.7%	Short-term bank deposit contracts of VND 170 billion; Debt collection right of VND 93 billion; Inventories of VND 239 billion; Land use rights and assets belonged to land plot No. 218 and No. 818 located in Thai Hoa Ward, Tan Uyen City, Binh Duong Province
3.4% - 3.5%	Machinery and equipment with carrying amount of VND 2,803,916,765. Debt collection right of VND 410 billion; Land use rights and assets belonged to land plot No. 441 and No. 820 located in Thai Hoa Ward, Tan Uyen City, Binh Duong Province;
3.3% - 3.5%	Short-term bank deposit contracts of VND 95 billion

## Bonus and welfare fund

	Current year VND	Previous year VND
<b>Beginning balance</b>	<b>23,673,717,168</b>	<b>39,016,837,567</b>
Increase during the year	73,902,611,564	54,699,030,232
Utilization during the year	(21,627,446,000)	(70,042,150,631)
<b>Ending balance</b>	<b>75,948,882,732</b>	<b>23,673,717,168</b>

## Provisions

	Ending balance VND	Beginning balance VND
Restoration costs (Note 3.14)	8,519,772,254	9,876,743,829
Severance allowance	4,290,302,083	4,390,514,998
<b>TOTAL</b>	<b>12,810,074,337</b>	<b>14,267,258,827</b>



# Owners' equity

## Increase and decrease in owners' equity

	Ordinary shares with voting rights VND	Share premium VND	Treasury shares VND
<b>For the year ended 31 December 2023 (as restated – Note 34)</b>			
Beginning balance (as previously reported)	1,358,461,220,000	1,419,298,588,703	(653,230,147)
Restatements	-	-	-
<b>Beginning balance (as restated)</b>	<b>1,358,461,220,000</b>	<b>1,419,298,588,703</b>	<b>(653,230,147)</b>
Net profit for the year	-	-	-
Capital increased	-	-	-
Capital decreased	-	-	-
Re-issued treasury shares		(557,230,147)	653,230,147
Dividend by shares	149,418,240,000	-	-
Dividend by cash	-	-	-
Appropriation to investment and development fund	-	-	-
Appropriation to bonus and welfare fund	-	-	-
Appropriation to charity fund	-	-	-
Payment from the investment and development fund	-	-	-
<b>Ending balance (as restated)</b>	<b>1,507,879,460,000</b>	<b>1,418,741,358,556</b>	-
Ordinary shares with voting rights VND			
<b>For the year ended 31 December 2024</b>			
Beginning balance (as previously reported)		1,507,879,460,000	
Restatements		-	
<b>Beginning balance (as restated)</b>		<b>1,507,879,460,000</b>	
Net profit for the year		-	
Dividend declared (Note 23.4)		-	
Appropriation to bonus and welfare fund (Note 23.4)		-	
Transfer to bonus and welfare fund (Note 23.4)		-	
Appropriation to charity fund (Note 23.4)		-	
Payment from the investment and development fund		-	
<b>Ending balance</b>		<b>1,507,879,460,000</b>	

Investment and development fund VND	Undistributed earnings VND	Non-controlling interests VND	Total VND
5,387,266	1,135,105,404,068	-	3,912,217,369,890
-	(71,515,064,818)	-	(71,515,064,818)
<b>5,387,266</b>	<b>1,063,590,339,250</b>	-	<b>3,840,702,305,072</b>
-	411,185,657,186	(1,470,000)	411,184,187,186
-	-	9,800,000,000	9,800,000,000
-	-	(9,798,530,000)	(9,798,530,000)
-	-	-	96,000,000
-	(149,418,240,000)	-	-
-	(105,544,842,200)	-	(105,544,842,200)
45,729,043,070	(45,729,043,070)	-	-
-	(54,699,030,232)	-	(54,699,030,232)
-	(5,000,000,000)	-	(5,000,000,000)
(10,231,867,049)	-	-	(10,231,867,049)
<b>35,502,563,287</b>	<b>1,114,384,840,934</b>	-	<b>4,076,508,222,777</b>
Share premium VND	Investment and development fund VND	Undistributed earnings VND	Total VND
1,418,741,358,556	35,502,563,287	1,211,432,519,148	4,173,555,900,991
-	-	(97,047,678,214)	(97,047,678,214)
<b>1,418,741,358,556</b>	<b>35,502,563,287</b>	<b>1,114,384,840,934</b>	<b>4,076,508,222,777</b>
-	-	419,971,985,880	419,971,985,880
-	-	(241,260,713,600)	(241,260,713,600)
-	-	(38,686,141,597)	(38,686,141,597)
-	(35,216,469,967)	-	(35,216,469,967)
-	-	(5,000,000,000)	(5,000,000,000)
-	(286,093,320)	-	(286,093,320)
<b>1,418,741,358,556</b>	-	<b>1,249,409,971,617</b>	<b>4,176,030,790,173</b>

# OWNERS' EQUITY (continued)

## Contributed share capital

	Ending balance and beginning balance		%
	Total VND	Ordinary shares VND	
NC Vietnam Investment Company Limited	754,631,940,000	754,631,940,000	50.05
Sumitomo Forestry (Singapore) Ltd.	295,718,190,000	295,718,190,000	19.61
Whitlam Holding Pte. Ltd.	272,423,970,000	272,423,970,000	18.07
Others	185,105,360,000	185,105,360,000	12.27
<b>TOTAL</b>	<b>1,507,879,460,000</b>	<b>1,507,879,460,000</b>	<b>100.00</b>

## Share capital

	Number of shares	
	Ending balance	Beginning balance
<b>Authorized shares</b>	<b>150,787,946</b>	<b>150,787,946</b>
Shares issued and fully paid	150,787,946	150,787,946
Ordinary shares	150,787,946	150,787,946
<b>Shares in circulation</b>	<b>150,787,946</b>	<b>150,787,946</b>
Ordinary shares	150,787,946	150,787,946

The par value of the Company's shares is VND 10,000 per share. The holders of the ordinary shares are entitled to receive dividends as and when declared by the Company. Each ordinary share carries one vote per share without restriction.

## Capital transactions with shareholders and distribution of dividends

	Current year VND	Previous year VND
<b>Issued share capital</b>		
Beginning balance	1,507,879,460,000	1,358,461,220,000
Increase	-	149,418,240,000
Ending balance	1,507,879,460,000	1,507,879,460,000
<b>Dividends declared</b>	<b>241,260,713,600</b>	<b>254,963,082,200</b>
Dividends by paid cash	241,126,563,200	105,486,151,400
Dividends by shares	-	149,418,240,000

Pursuant to the Resolution of the Annual General Meeting of Shareholders No. 01-2024/NQ-GAC-ĐHCĐ dated 6 May 2024, the Company's shareholders approved:

- ▶ The appropriation of bonus and welfare fund at the rate of 5% on profit after tax in the audited consolidated financial statements of the Company in 2023, which is equivalent to VND 38,686,141,597;
- ▶ The transfer of the entire remaining balance of the Company's investment and development fund to bonus and welfare fund, which is equivalent to VND 35,216,469,967;
- ▶ The appropriation of charity fund amounting to VND 5,000,000,000.

In addition, the General Meeting of Shareholders approved the payment of the second dividend in 2023 in cash to existing shareholders at the rate of 8% on the par value of each share, equivalent to VND 120,630,356,800. The dividend payment transaction was completed on 10 July 2024.

Pursuant to the Resolution of the Board of management No. 12-2024/NQ-GAC dated 24 October 2024, Board of management approved the first payment of 2024 dividend by cash to existing shareholders at the rate of 8% on the par value of each share, equivalent to VND 120,630,356,800. The dividend payment transaction was completed on 25 November 2024.

Pursuant to the Decision No. 61-2024/QĐ-SXG dated 29 May 2024, 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 the company in 2023, which is equivalent to VND 15,565,388,361 and the transfer of the entire remaining balance of the company's investment and development fund to bonus and welfare fund, which is equivalent to VND 10,694,826,873.

Pursuant to the Decision No. 10-2024/QĐ-MLC dated 29 May 2024, the Chairman of Malloca Vietnam Company Limited approved the appropriation of bonus and welfare fund at the rate of 10% on profit after tax in the audited financial statements of the company in 2023, which is equivalent to VND 1,284,839,707 and the transfer of the entire remaining balance of the company's investment and development fund to bonus and welfare fund, which is equivalent to VND 2,056,918,996.

## Earnings per share

The Group uses the following information to calculate basic and diluted earnings per share:

	Current year	Previous year (as restated – Note 34)	Previous year (as previously stated)
Net profit after tax (VND)	419,971,985,880	411,185,657,186	436,718,270,582
Distribution to bonus and welfare fund and charity fund (*)	-	(43,686,141,597)	-
<b>Net profit attributable to ordinary shareholders of the parent (VND)</b>	<b>419,971,985,880</b>	<b>367,499,515,589</b>	<b>436,718,270,582</b>
Weighted average number of ordinary shares during the year (shares)	150,787,946	150,779,372	150,779,372
Basic profit per share (VND/ shares)	2,785	2,437	2,896
Diluted profit earnings per share (VND/ shares)	2,785	2,437	2,896

(\*) Net profit used to compute earnings per share for the year ended 31 December 2023 was restated following the actual distribution to bonus and welfare fund and charity fund from 2023 retained earnings as approved in the Shareholders' Meeting Resolution No. 01-2024/NQ-GAC-ĐHCĐ dated 6 May 2024, Decision No. 61-2024/QĐ-SXG dated 29 May 2024 and Decision No. 10-2024/QĐ-MLC dated 29 May 2024.

Net profit used to compute earnings per share for the year ended 31 December 2024 was not adjusted for distribution to bonus and welfare fund as the Shareholders' Meeting Resolution is not yet available.

There are no potential dilutive ordinary shares as at the consolidated balance sheet date.

# REVENUE

## Revenue from sale of goods and rendering of services

	Current year VND	Previous year VND
<b>Revenue</b>	<b>4,025,384,086,235</b>	<b>3,778,719,611,534</b>
Revenue from sales of merchandises and finished goods	4,006,522,664,454	3,759,712,577,819
Revenue from rendering of services	18,861,421,781	19,007,033,715
<b>Less</b>	<b>(44,520,064,597)</b>	<b>(16,590,359,786)</b>
Sales returns	(23,295,831,560)	(16,026,939,758)
Sales discounts	(21,192,560,802)	(484,730,548)
Sales deduction	(31,672,235)	(78,689,480)
<b>NET REVENUE</b>	<b>3,980,864,021,638</b>	<b>3,762,129,251,748</b>

### In which:

Revenue from sales of merchandises and finished goods	3,962,002,599,857	3,743,122,218,033
Revenue from rendering of services	18,861,421,781	19,007,033,715

### In which:

Revenue from third parties	3,924,285,938,882	3,724,210,630,850
Revenue from related parties (Note 31)	56,578,082,756	37,918,620,898

# Finance income

	Năm nay VND	Năm trước VND
Interest income from bank deposits	117,131,734,559	105,801,261,241
Interest receivables	28,677,095,702	36,381,914,360
Foreign exchange gains	17,162,731,572	17,048,839,098
Others	466,895,124	329,157,987
<b>TOTAL</b>	<b>163,438,456,957</b>	<b>159,561,172,686</b>

## Costs of goods sold and services rendered

	Current year VND	Previous year VND
Cost of finished goods and merchandise sold	2,729,046,517,466	2,639,442,138,469
Cost of services rendered	3,089,734,687	1,892,876,487
(Reversal of provision) provision for obsolete inventories	(1,275,168,027)	11,304,429,661
(Reversal of provision) provision for restoration	(1,356,971,575)	1,876,743,829
<b>TOTAL</b>	<b>2,729,504,112,551</b>	<b>2,654,516,188,446</b>

## Finance expenses

	Current year VND	Previous year VND
Interest expense	27,561,125,015	38,839,429,154
Foreign exchange losses	8,493,344,347	6,508,945,295
Others	126,290,505	-
<b>TOTAL</b>	<b>36,180,759,867</b>	<b>45,348,374,449</b>

# Selling expenses and general and administrative expenses

	Current year VND	Previous year VND
<b>Selling expense</b>	<b>493,929,593,506</b>	<b>522,386,144,114</b>
Labor costs	208,460,933,243	189,904,946,639
Marketing and advertising	84,795,234,095	121,295,611,817
Transportation	60,562,415,959	59,541,982,677
Rental fee	48,968,801,179	43,172,852,017
Depreciation and amortization	13,375,382,379	15,509,422,319
Others	77,766,826,651	92,961,328,645
<b>General and administrative expenses</b>	<b>310,259,677,423</b>	<b>172,404,565,592</b>
Provision for doubtful debts	145,360,619,432	26,768,710,869
Labor costs	98,913,161,843	70,483,652,317
Depreciation and amortization	5,893,315,922	4,396,736,634
Expenses for external services	5,608,711,435	3,074,081,546
Others	54,483,868,791	67,681,384,226
<b>TOTAL</b>	<b>804,189,270,929</b>	<b>694,790,709,706</b>

# Production and operating costs by elements

	Current year VND	Previous year VND
Raw materials	2,286,848,965,406	2,208,003,679,443
Labor costs	588,843,532,678	521,384,290,354
Expenses for external services	293,581,987,375	346,787,661,108
Provision for doubtful debts	145,360,619,432	26,768,710,869
Depreciation and amortization (Notes 13 and 14)	101,060,784,385	104,130,491,627
Tools and supplies	66,522,723,349	90,045,584,381
Others	187,487,197,924	204,259,288,497
<b>TOTAL</b>	<b>3,669,705,810,549</b>	<b>3,501,379,706,279</b>

## Other incomes and expenses

	Current year VND	Previous year (as restated - Note 34) VND
<b>Other incomes</b>	<b>4,859,229,913</b>	<b>15,055,004,561</b>
Gains from disposal of assets	504,559,653	413,535,982
Compensation	162,576,143	3,686,321,591
Others	4,192,094,117	10,955,146,988
<b>Other expenses</b>	<b>55,821,160,176</b>	<b>15,463,345,932</b>
Tax late payment expense	42,658,832,561	868,476,987
Non-deductible VAT	11,579,044,872	11,668,820,871
Others	1,583,282,743	2,926,048,074
<b>OTHER (LOSS) PROFIT</b>	<b>(50,961,930,263)</b>	<b>(408,341,371)</b>

## Corporate income tax

The statutory corporate income tax (“CIT”) rate applicable to the Company and subsidiaries are as follows:

Entities	Applicable CIT tax	CIT tax incentive
An Cuong Wood-Working Joint Stock Company	20% of taxable profits	
An Cuong Wood-Working Manufacturing Company Limited	20% of taxable profits	Exempt from CIT for two (2) years from the first year of making taxable profit (2019-2020) and is entitled to a 50% reduction in the CIT rate for four (4) years thereafter (2021-2024)
Other subsidiaries	20% of taxable profits	

The tax returns filed by the Company and its subsidiaries are subject to examination by the tax authorities. As the application of tax laws and regulations is susceptible to varying interpretations, the amounts reported in the consolidated financial statements could change at a later date upon final determination by the tax authorities.

## CIT expense

	Current year VND	Previous year (as restated - Note 34) VND
Current CIT expense before adjustment	124,172,866,463	105,108,514,501
Adjustment for under accrual of CIT in prior years	8,971,253,573	13,863,792,525
<b>Current CIT expense</b>	<b>133,144,120,036</b>	<b>118,972,307,026</b>
Deferred tax expense	(29,401,328,988)	(1,680,449,017)
<b>TOTAL</b>	<b>103,742,791,048</b>	<b>117,291,858,009</b>

Reconciliation between CIT expense and the accounting profit before tax multiplied by CIT rate is presented below:

	Current year VND	Previous year (as restated - Note 34) VND
<b>Accounting profit before tax</b>	<b>523,714,776,928</b>	<b>528,476,045,195</b>
At CIT rate of 20%	104,742,955,386	105,695,209,039
<i>Adjustments:</i>		
Non-deductible expenses	25,346,477,765	19,850,799,921
Tax losses have not been yet recognized deferred tax	1,485,083,309	294,000
Adjustment for under accrual of CIT in prior years	8,971,253,573	13,863,792,525
Tax deduction	(36,802,978,985)	(22,118,237,476)
<b>CIT expense</b>	<b>103,742,791,048</b>	<b>117,291,858,009</b>

## Current CIT

The current tax payable is based on taxable income for the current year. The tax income of the Company and its subsidiaries for the year differs from the profit as reported in the consolidated income statement because it excludes items of income or expense that are taxable or deductible in other periods and it further excludes items that are not taxable or deductible. The Company and its subsidiaries' liability for current tax is calculated using tax rates that have been enacted by the balance sheet date.

## Deferred tax

The following comprise the Group's deferred tax assets recognized by the Group and the movements thereon during the year:

	Consolidated balance sheet		Consolidated income statement	
	Ending balance VND	Beginning balance VND	Ending balance VND	Beginning balance VND
Provisions	34,159,740,505	7,630,837,520	26,528,902,985	2,191,880,936
Profit from revenue with invoices issued but not yet qualified to be recognised	3,424,480,188	822,160,329	2,602,319,859	822,160,329
Temporary differences when consolidate	(312,220,447)	(931,302,047)	619,081,600	(1,047,801,799)
Provision for severance allowance	858,060,417	812,169,041	45,891,376	254,905,208
Accrued expenses	2,268,318,391	2,663,185,223	(394,866,832)	(540,695,657)
<b>Deferred tax asset</b>	<b>40,398,379,054</b>	<b>10,997,050,066</b>		
<b>Net deferred tax expense charged to consolidated income statement</b>			<b>29,401,328,988</b>	<b>1,680,449,017</b>

# Transactions with related parties

List of related parties that have a controlling relationship with the Group and related parties that have significant transactions with the Group during the period and as at 31 December 2024 is as follows:

Related parties	Relationship
Thang Loi Homes Joint Stock Company (“Thang Loi Homes”)	Associate
NC Vietnam Investment Company Limited (“NC Vietnam Investment”)	Controlling shareholder
Whitlam Holding Pte. Ltd.	Major shareholder
Sumitomo Forestry (Singapore) Ltd. (“Sumitomo Singapore”)	Major shareholder
Trung Hieu Plywood Company Limited (“Trung Hieu Plywood”)	Chairman’s family member is legal representative
Thao Nghia Thanh One-member Company Limited (“Thao Nghia Thanh”)	Head of Board of Supervision’s family member is legal representative
Sumitomo Forestry Vietnam Company Limited (“Sumitomo Forestry Vietnam”)	Vice Chairman of Board of Directors is legal representative
VinaCapital Fund Management Joint Stock Company (“VinaCapital”)	Member of Board of Directors is Deputy Executive Director
Mr Le Duc Nghia	Chairman of Board of Directors (“BOD”)
Mr Masao Kamibayashiyama	Vice Chairman of BOD
Mr Nguyen Minh Tuan	Member of BOD
Mr Le Thanh Phong	Member of BOD cum Deputy General Director
Ms Nguyen Thi Dieu Phuong	Member of BOD
Mr Phan Quoc Cong	Independence Member of BOD
Ms Nguyen Thanh Quyen	Independence Member of BOD
Ms Tran Thi Ngoc Tue	Head of Board of Supervision (“BOS”)
Ms Nguyen Thi Thuy Trang	Member of BOS
Ms Mai Thi Phuong Thao	Member of BOS
Ms Vo Thi Ngoc Anh	General Director
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

### Terms and conditions of transactions with related parties

Related party transactions include all transactions undertaken with other companies and individuals to which the Group is related, either through the investor, investee relationship or because they share a common investor and thus are considered to be a part of the same corporate company. Sales and purchases to/from related parties are made on the basis of negotiated contracts. Outstanding balances at the year-end are unsecured and settlement is expected to occur in cash.

Significant transactions of the Group with its related parties in the current and previous years were as follows:

Related parties	Transaction	Current year VND	Previous year VND
NC Vietnam Investment	Dividends declared	120,741,110,400	127,607,575,800
Sumitomo Singapore Ltd	Dividends declared	47,314,910,400	50,005,673,300
	Purchase of goods and services	11,339,399,080	10,002,959,700
Whitlam Holding Pte. Ltd	Dividends declared	43,587,835,200	46,066,647,900
Trung Hieu Plywood	Sale of goods and services	42,836,123,250	37,918,620,898
	Purchase of goods and services	18,909,000	
Other shareholders	Dividends declared	29,616,857,600	31,283,185,200
Thang Loi Homes	Sale of goods and services	13,690,069,816	-
Thao Nghia Thanh	Purchase of goods and services	9,643,036,270	15,460,839,828
	Sale of fixed assets		1,559,639,583
Sumitomo Việt Nam	Purchase of goods and services	1,775,206,624	2,154,107,591
	Sale of goods and services	19,156,858	
Vo Thi Ngoc Anh	Sale of goods and services	32,732,832	-
	Collect of deposit	-	3,417,300,000
Nguyen Thi Kim Thoa	Collect of deposit	-	5,900,700,000

Amounts due from related parties at the balance sheet date were as follows:

Related parties	Transaction	Ending balance VND	Beginning balance VND
<b>Short-term trade receivables</b>			
Thang Loi Homes	Sale of goods and services	14,189,386,144	-
Trung Hieu Plywood	Sale of goods and services	6,876,987,264	5,715,974,205
Vo Thi Ngoc Anh	Sale of goods and services	635,027,233	672,079,614
		<b>21,701,400,641</b>	<b>6,388,053,819</b>
<b>Short-term advances to suppliers</b>			
Thao Nghia Thanh	Purchase of goods and services	572,018,498	398,940,400
<b>Other receivables</b>			
VinaCapital	Entrusted investment	114,699,683,444	114,699,683,444
	Interest income from entrusted investment	10,867,216,930	10,867,216,930
		<b>125,566,900,374</b>	<b>125,566,900,374</b>

Amounts due to related parties at the balance sheet date were as follows:

Related parties	Transaction	Ending balance VND	Beginning balance VND
<b>Short-term trade payables</b>			
Thao Nghia Thanh	Purchase of goods and services	1,384,016,932	1,516,282,100
Sumitomo Singapore	Purchase of goods and services	2,517,255,884	2,491,135,553
Sumitomo Việt Nam	Purchase of goods and services	570,138,940	-
		<b>4,471,411,756</b>	<b>4,007,417,653</b>
<b>Short-term accrued expense</b>			
VinaCapital	Based-investment-performance fees	6,000,000,000	6,000,000,000
<b>Other short-term payables</b>			
Other shareholders	Dividend payable	685,941,900	551,791,500

### Transactions with other related parties

Salary to members of the Board of Management and remuneration to members of the Board of Directors and Board of Supervision:

Board of Directors	Title	Current year VND	Previous year VND
Mr Le Duc Nghia	Chairman	6,520,300,000	4,700,000,000
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 Supervision	Title	Current year VND	Previous year VND
Bà Trần Thị Ngọc Tuệ	Head	-	-
Bà Nguyễn Thị Thùy Trang	Member	506,000,000	-
Bà Mai Thị Phương Thảo	Member	-	-

Board of Management and other directors	Title	Current year VND	Previous year VND
Ms Vo Thi Ngoc Anh	General Director	4,564,338,300	3,826,994,900
Ms Nguyen Thi Duyen	Deputy General Director	4,394,800,000	3,183,600,000
Ms Nguyen Thi Kim Thoa	Deputy General Director	3,885,300,000	2,800,000,000
Mr Ngo Tan Tri	Deputy General Director	3,794,800,000	3,184,100,000
Mr Le Thanh Phong	Deputy General Director	3,472,533,000	2,500,060,000
Ms Thieu Thi Ngoc Diem	Chief Accountant	2,920,300,000	2,585,000,000
Mr Masao Kamibayashiyama	Marketing Development Director	2,035,280,000	1,988,360,000
Ms Tran Thi Ngoc Tue	Lead of Board of Supervision	1,952,300,000	1,745,366,667
Ms Nguyen Thi Hao	Deputy General Director (resigned on 25 October 2023)	-	1,667,000,000
<b>TOTAL</b>		<b>34,045,951,300</b>	<b>28,180,481,567</b>

# Operating lease commitments

The Group leases the offices, machinery and equipment, ground and land under operating leases. The minimum lease commitments as at the balance sheet date under the operating lease arrangements are as follows:

	Ending balance VND	Beginning balance VND
Less than 1 year	52,438,829,342	48,953,793,657
From 1 year to 5 years	95,608,693,919	146,405,426,749
More than 5 years	381,156,295	2,404,889,230
<b>TOTAL</b>	<b>148,428,679,556</b>	<b>197,764,109,636</b>

# Segment information

## 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 primary segment reporting format is determined to be business segments as the Group's risks and rates of return are affected predominantly by differences in the products and services produced. Secondary information is reported geographically. The operating businesses are organized and managed separately according to different markets. The Group's geographically segments comprise Domestic and Overseas. The following tables present revenue, profit and certain asset information regarding the Group's geographical segments:

	Domestic	Overseas	Total VND
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## As at and for the year ended 31 December 2024

Net revenue from sales of goods and rendering of services	3,317,529,253,936	663,334,767,702	3,980,864,021,638
Cost of goods sold and services rendered	(2,245,738,235,156)	(483,765,877,395)	(2,729,504,112,551)

# Segment information (continued)

## Geographical segments (continued)

	Domestic	Overseas	Total VND
<b>Results</b>			
Segment gross margin	1,071,791,018,780	179,568,890,307	1,251,359,909,087
Unallocated expenses			(727,645,132,159)
Net profit before corporate income tax			523,714,776,928
Corporate income tax expense			(133,144,120,036)
Deferred tax expenses			29,401,328,988
<b>Net profit after tax</b>			<b>419,971,985,880</b>
<b>As at 31 December 2024</b>			
<b>Assets and liabilities</b>			
Segment assets	656,543,743,087	14,495,052,359	671,038,795,446
Unallocated assets	-	-	4,968,598,421,919
<b>Total assets</b>	<b>656,543,743,087</b>	<b>14,495,052,359</b>	<b>5,639,637,217,365</b>
Segment liabilities	213,522,470,280	104,794,996,645	318,317,466,925
Unallocated liabilities	-	-	1,145,288,960,267
<b>Total liabilities</b>	<b>213,522,470,280</b>	<b>104,794,996,645</b>	<b>1,463,606,427,192</b>
<b>As at and for the year ended 31 December 2023 (as restated – Note 34)</b>			
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>Results</b>			
Segment gross margin	986,319,805,409	121,293,257,893	1,107,613,063,302
Unallocated expenses			(579,137,018,107)
Net profit before corporate income tax			528,476,045,195
Corporate income tax expense			(118,972,307,026)
Deferred tax expenses			1,680,449,017
<b>Net profit after tax</b>			<b>411,184,187,186</b>

	Domestic	Overseas	Total VND
<b>As at 31 December 2023 (as restated – Note 34)</b>			
<b>Assets and liabilities</b>			
Segment assets	1,118,276,687,711	10,496,239,041	1,128,772,926,752
Unallocated assets		-	4,393,311,108,799
<b>Total assets</b>	<b>1,118,276,687,711</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		-	1,182,255,811,778
<b>Total liabilities</b>	<b>179,870,444,703</b>	<b>83,449,556,293</b>	<b>1,445,575,812,774</b>

## Corresponding figures

In 2024, the Group's Board of Management conducted a review of the costs of purchasing goods and services for the fiscal years from 2014 to 2023 for the purpose of checking the appropriate recognition of tax obligations payable to the State during these years. Accordingly, some expenses were assessed as unlikely qualifying for input value-added tax deduction as well as not qualifying for deductible expenses when calculating corporate income tax. The Group's Board of Management made retrospective adjustments to recognize additional corporate income tax and value-added tax liabilities payable to the State arising from previous years due to these potential non-deductible expenses. These additional tax obligations were approved by the Chairman of the Board of Directors of the Company under Decision No. 70A-2024/QĐ-GAC and Chairman of An Cuong Wood – Working Company Limited – the Company's subsidiaries, under Decision No. 42A-2024/QĐ-SXG dated 26 April 2024.

Details of impact of retrospective adjustments in the consolidated balance sheet, the consolidated income statement are as follows:

- ▶ Increase other expenses for the year ended 31 December 2023 by VND 11,668,820,871 arising from expenses with invoices that are not qualified for input value-added tax deduction in this accounting year.
- ▶ Increase current corporate income tax expense for the year ended 31 December 2023 by VND 13,863,792,526 arising from expenses with invoices that are not qualified for current corporate income tax deduction in this accounting year.
- ▶ Decrease undistributed earnings and increase statutory obligations as at 31 December 2023 by VND 80,271,369,856 arising from expenses with invoices that are unlikely qualified for input value-added tax deduction and deductible expenses when calculating corporate income tax for the financial years from 2016 to 2023.

The details of the impacts on corresponding figures are summarized as follows:

	As previously reported VND	Restatement VND	As restated VND
<b>Consolidated balance sheet as at 31 December 2023</b>			
Statutory obligations	66,381,511,717	97,047,678,214	163,429,189,931
Undistributed earnings	1,211,432,519,148	(97,047,678,214)	1,114,384,840,934
<i>Undistributed earnings by the end of prior year</i>	774,714,248,566	(71,515,064,818)	703,199,183,748
<i>Undistributed earnings of current year</i>	436,718,270,582	(25,532,613,396)	411,185,657,186
<b>Consolidated income statement for the year ended 31 December 2023</b>			
Other expense	(3,794,525,061)	(11,668,820,871)	(15,463,345,932)
Other (loss) profit	11,260,479,500	(11,668,820,871)	(408,341,371)
Profit before tax	540,144,866,066	(11,668,820,871)	528,476,045,195
Current corporate income tax expense	(105,108,514,501)	(13,863,792,525)	(118,972,307,026)
Net profit after tax	436,716,800,582	(25,532,613,396)	411,184,187,186
Net profit after tax attributable to shareholders of the parent	436,718,270,582	(25,532,613,396)	411,185,657,186
<b>Consolidated cash flow statement for the year ended 31 December 2023</b>			
Accounting profit before tax	540,144,866,066	(11,668,820,871)	528,476,045,195
Operating profit before changes in working capital	582,323,753,133	(11,668,820,871)	570,654,932,262
Adjustments for:			
Decrease in payables	(23,986,734,937)	11,668,820,871	(12,317,914,066)

## Off balance sheet items

	Ending balance	Beginning balance
US Dollar (USD)	1,213,726	407,721
Euro (EUR)	5,754	5,101

## Events after the balance sheet date

There is no significant matter or circumstance that has arisen since the balance sheet date that requires adjustment or disclosure in the consolidated financial statements of the Group.



**TRAN ANH TUAN**  
Preparer



**THIEU THI NGOC DIEM**  
Chief Accountant



**VO THI NGOC ANH**  
General Director

Binh Duong Province, Vietnam  
28 March 2025



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