



REPORT ON THE ACTIVITIES OF THE BOARD OF DIRECTORS IN 2024 AND THE OPERATION PLAN FOR 2025

To: The Annual General Meeting of Shareholders in 2025

Pursuant to the Enterprise Law No. 59/2020/QH14 of the National Assembly of the Socialist Republic of Vietnam, passed on June 17th, 2020;

Pursuant to The Charter of Organization and Operation of Cu Chi Commercial & Industrial Developing Investment Joint Stock Company (CIDICO);

Pursuant to Business results's Cidico in 2024.

In 2024, the global economy continued to face numerous difficulties and challenges. Strategic competition among major countries became increasingly fierce and comprehensive, leading to heightened geopolitical tensions. The ongoing Russia – Ukraine conflict and escalating conflicts in the Middle East negatively impacted the global economic recovery. Natural disasters, droughts, storms, floods, and climate change caused severe consequences, while risks related to energy security, food security, and cybersecurity increased... Although inflation cooled down, it remained at a high level, prompting major economies to maintain tight monetary policies and high interest rates. Global trade, consumption, and Global investment continued to decline, trade protectionism and defensive trade measures increased, and fuel prices remained volatile. These factors placed tremendous pressure on businesses.

With a strong commitment to achieving the objectives set by the General Meeting of Shareholders, the Company proactively implemented its business plan from the beginning of the year, as well as assigning specific targets to each department, division, and unit. Throughout the implementation process, the Board of Directors and the Executive Management Board provided direction to employees, leveraging the Company's advantages and gradually overcoming challenges to fulfill assigned tasks. Despite the overall economic difficulties 2024, concluded with highly favorable business results compared to the general difficult situation.

The Board of Directors of the Company would like to report to the General Meeting of Shareholders on Operations of the Board of Directors in 2024 and the operational plan for 2025, with the following key points:



I. Operations of the Board of Directors in 2024:

1. Tasks Implemented:

In 2024, the Board of Directors and members remained committed to serving the interests of the shareholders and the Company. We carried out our responsibilities with a sense of duty, integrity, prudence, and in strict compliance with the law and the Company's Charter, ensuring the Company's stable and efficient operations while fostering its growth.

The Board of Directors successfully fulfilled the tasks outlined in the resolutions of the Annual General Meeting of Shareholders 2024.

Additionally, The Board of Directors directed and supervised the Company's business and investment activities throughout the year 2024, focusing on the following key areas:

- Supervising and guiding the General Director in the daily management of business operations.
- Directing and supervising the General Director in setting annual targets for departments, divisions, and the network of petroleum retail store system.
- Directing and supervising in order to ensure the effective communication and relationships with shareholders, safeguarding their rights and interests.
- Approving and implementing key decisions, establishing the Company's quarterly and annual business plans.

2. Operations of the Board of Directors in 2024:

In 2024, the Board of Directors held four meetings to issue resolutions for the Executive Board to implement. The details are as follows:

No.	Resolution No.	Date	Content	Approval Rate
01	06/NQ - HDQT	January 26 th 2024	Resolution of the Board of Directors at the 5th meeting of the 5th term on January 26 th , 2024 regarding the approval of the 2023 business report and 2024 business plan; Approving the report on appropriation of funds and advance dividends in 2023; Approving the 2023 Internal Audit Report and 2024 Internal Audit Plan; Time to organize and program the 2024 Annual General Meeting of Shareholders.	5/5 = 100%

02	07/NQ - HĐQT	May 14 th 2024	Resolution of the Board of Directors at the 6th meeting of the 5th term on May 14 th 2024 regarding the approval of the business operations report for the first quarter of 2024 and the business plan for the second quarter of 2024; Approving the Proposal on selecting the Company's financial audit unit in 2024; Agree to assign the Board of Directors to proactively negotiate prices and sign transaction contracts between the Company and related persons.	5/5 = 100%
03	25/ NQ - HĐQT	August 14 th 2024	Resolution of the Board of Directors at the 7th meeting of the 5th term on August 14 th 2024 regarding the approval of the business operations report for the first 6 months of 2024 and the business plan for the third quarter of 2024.	
04	26/ NQ - HĐQT	October 10 th 2024	Resolution of the Board of Directors at the 8th meeting of the 5th term on October 10 th 2024 regarding the approval of the business operations report for the first 9 months of 2024 and the business plan for the fourth quarter of 2024.	

3. Implementation of the General Meeting of Shareholders' Resolution in 2024:

The Board of Directors has executed the Resolution of the General Meeting of Shareholders, providing leadership and comprehensive guidance all the activities of Company, bringing the Company's activities into stability. These efforts have contributed to enhancing the Company's image and improving its competitiveness.

Despite facing challenges due to the economic difficulties in the whole country, the Board of Directors and the Executive Board have closely monitored the actual situation and closely follow the actual situation. The implementation results of the General Meeting of Shareholders' resolution in 2024 are assessed based on the following key financial indicators:

Indicator	2024 Plan	2024 Actual	Actual/ Plan 2024	Actual 2024/ 2023
Revenue	472.608	445.061	94%	97%
Cost of Goods Sold	400.088	382.842	96%	101%
Selling Expenses	21.521	13.968	65%	74%
Administrative & Other Expenses	17.811	6.950	39%	25%
Profit Before Tax	33.187	41.302	124%	130%
Profit After Tax	26.550	32.828	124%	131%
Dividend Distribution	From 13%	16%		

4. Some limitations to be improved in 2024:

After a year of implementing the General Meeting of Shareholders' Resolution in 2024, the Board of Directors has identified several limitations that need to be improved:

The progress of project implementation has shown improvements but remains slow compared to the plan, with most delays occurring during the procedural stages. The primary reasons include frequent changes in policies and regulations, procedures for approving planning agreements are still too cumbersome, complicated, and have not really been improved, the process of establishing project submission procedures is always changing, and there is no consensus among authorities and the limited experience of personnel in preparing project documentation have resulted in multiple revisions, leading to delays in project execution. Specifically, the expansion phase of the Tây Bắc Củ Chi Industrial Park has yet to commence due to unresolved land clearance compensation procedures, as the Company has not yet been officially recognized as the investor for the resettlement area of the Tây Bắc Củ Chi Industrial Park.

Competitive conditions are not high, with limited capital scale and an insufficiently extensive operational network. While the Company's brand recognition has improved, its market share remains small. Moreover, the lack of expansion into certain business sectors has hindered its ability to establish a strong reputation and attract significant investors to Company.

5. Assessment and Evaluation:

In 2024, amid the continued fluctuations in both the global and domestic economies as previously mentioned, the Company's Board of Directors made strategic decisions and exerted great efforts to fulfill the business operation plan and successfully implement the resolutions set forth by the General Meeting of Shareholders. The Company's business activities remained stable, laying a solid foundation for the Company to continue expanding and growing strongly in the future.

Furthermore, the Company diligently fulfilled its obligations to the State and employees, actively participated in social responsibility programs and charitable activities, and, most importantly, ensured the rights and interests of its shareholders.


II. Operational Plan of the Board of Directors for 2025:

Building upon the achievements of 2024 and forecasting economic trends of global and domestic in the coming period, the Board of Directors proposes the following key business indicators for 2025, as follow:

Unit: million VNĐ

Indicators	2024 actual	2025 plan	Increase/ Decrease	Plan 2025 / Actual 2024
Revenue	445.120	472.068	27.007	106%
Profit Before Tax	41.354	41.567	265	101%
Profit After Tax	32.874	33.253	425	101%
Dividend Distribution	16%	From 16%		

The above report summarizes the activities of the Board of Directors in 2024 and the operational plan for 2025. We firmly believe that with the Company's established reputation and available brand, with the consensus of shareholders serving as a foundation for the Company's future growth, along with the strong unity among employees and the timely and effective leadership of the Board of Directors and the Executive Management Board, the Company will continue to thrive.

Respectfully submitted! 

Recipients:

- As above ;
- Archived by the BOD and Office.

ON BEHALF OF THE BOARD OF DIRECTORS
CHAIRMAN



Phan Van Toi