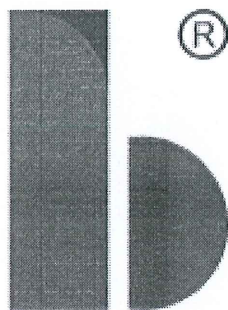


SIBA HIGH-TECH MECHANICAL GROUP JOINT STOCK COMPANY



SIBA GROUP

ANNUAL REPORT 2024

Ho Chi Minh City, April 2025

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ANNUAL REPORT 2024

I. Information

1. General Information

- Vietnamese Name : CÔNG TY CỔ PHẦN TẬP ĐOÀN CƠ KHÍ CÔNG NGHỆ CAO SIBA
- English Name : SIBA HIGH-TECH MECHANICAL GROUP JOINT STOCK COMPANY
- Abbreviation : SIBA GROUP JSC
- Address : 99A1 Cong Hoa, Ward 4, Tan Binh District, Ho Chi Minh City, Vietnam
- Tel. : 028 3811 0480
- Website : <http://siba.com.vn>
- Legal representative : Mr. Nguyen Van Duc – General Director
- Current charter : 499,999,630,000 (Four hundred ninety-nine billion, nine hundred ninety-nine million, six hundred thirty thousand) VND
- capital
- Logo :

**SIBA GROUP**

- Business registration certificate No. 0313140100 first issued by the Department of Planning and Investment of Ho Chi Minh City on February 12, 2015, 13th change issued on December 4, 2024.
- Main business areas: multi-industry business, developing on the basis of mechanical engineering and construction, serving product areas: Equipment for Industry; Equipment for Agriculture; Engineered steel buildings for Energy Industry, etc.
- Development history:

2015

- Established Vietnam Environmental Mechanical Joint Stock Company operating in the fields of technology, environment, medicine, etc.

2019

- Started construction of a network of high-tech mechanical factories with the goal of becoming the leading Group in the field of high-tech mechanical engineering in Asia.

2020

- Renamed to Syba High-Tech Mechanical Joint Stock Company (Syba group)
- Establishment of VMECO Bac Lieu Clean Energy Company Limited
- Establishment of VMECO Dong Thap Clean Energy Company Limited

2021

- Increased charter capital to VND150 billion
- Officially started the project of enterprise resource planning solution RISE with SAP including standard processes for high-tech mechanical industry

2022

- Renamed to Siba High-Tech Mechanical Group JSC. (Siba Group)
- Establish subsidiary: Sibacons Construction Investment Joint Stock Company
- Successful initial public offering, becoming a public company

2023

- The company received the decision to approve listing on the Ho Chi Minh City Stock Exchange. SBG shares officially traded at the reference price on the first trading day of VND 15,000/share

2024

- Increased charter capital to 500 billion VND
- Siba Group was honored to be listed in the Top 500 Largest Enterprises in Vietnam in 2024 (VNR500)

2. Business lines and locations:

- Main business line:

No.	Business	Business Code
1	Machining; treatment and coating of metals	2592 (main)
2	Manufacture of other special-purpose machinery	2829
3	Manufacture of structural metal products	2511
4	Manufacture of ovens, furnaces and furnace burners	2815
5	Electrical installation	4321
6	Wholesale of agricultural raw materials (except wood, bamboo) and live animals	4620

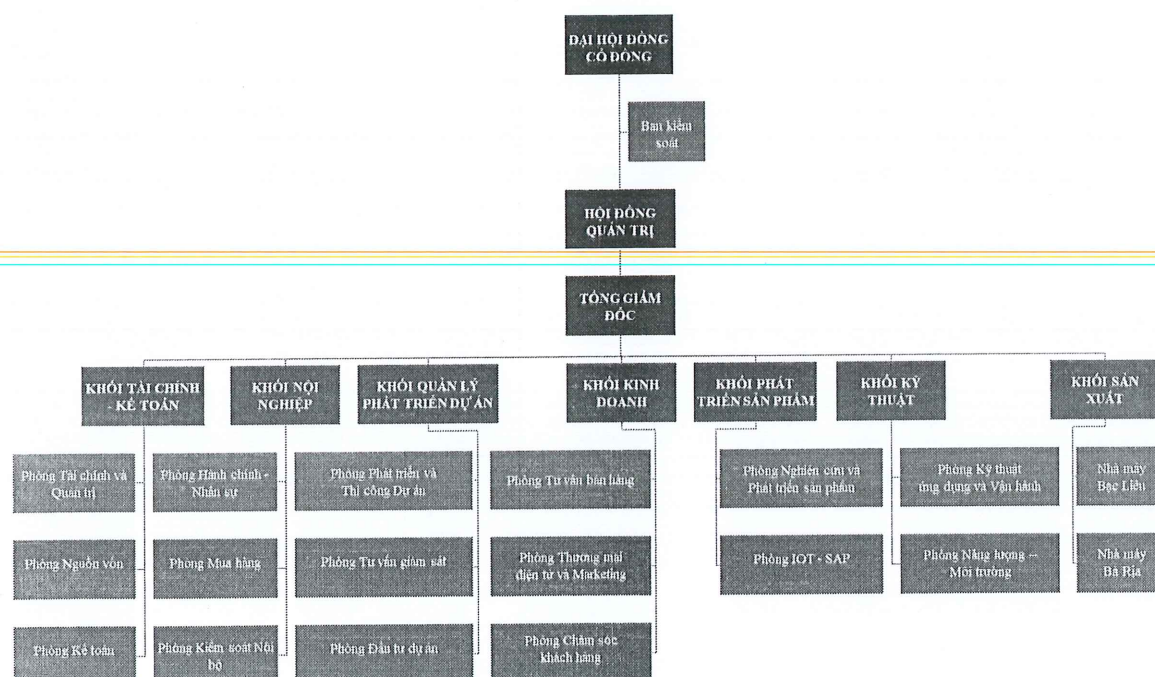
- Main business areas are in the Southern regions.

3. Information on governance models, business organizations and management apparatus

The Company is organized and operates according to the following model: General Meeting of Shareholders, Board of Directors, Board of Supervisors and General Director.

In addition, Siba High-Tech Mechanical Group Joint Stock Company is organized and operates according to the model of Parent Company - Subsidiary Company, built on the goal of developing the Company's business strategy, complying with the provisions of Vietnamese law and the provisions of the Company's Charter.

- Management structure



The Company has the following subsidiaries:

Công ty TNHH MTV Năng lượng sạch Vmeco Bạc Liêu

Vmeco Bac Lieu Clean Energy Company Limited

- Address: Lot E9, Tra Kha Industrial Park, Ward 8, Bac Lieu City, Bac Lieu Province, Vietnam
- Charter capital: VND 20 billion
- Date of establishment: August 24, 2020
- Business registration certificate number: 1900665908 issued by the Department of Planning and Investment of Bac Lieu Province for the first time on August 24, 2020
- Main business activity: Solar power

4. Development orientation

4.1. Mission

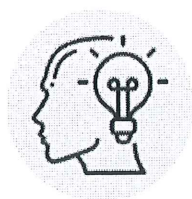
- For the employee: Create a united, comfortable and creative working environment, thereby bringing in high working efficiency. Committed to providing the best welfare policies for employees, while focusing on improving professional qualifications and developing cultural and political rights.
- For customers: Bring maximum benefits to customers by providing products that achieve perfect quality. Not only focusing on perfecting the aesthetics of every detail, but also always dedicated to satisfaction and sustainable cooperation
- For partners: Promote solidarity and trust between Siba Group and partners through maintaining a fair, transparent and responsible working environment.
- For the social community: Siba group continues to commit to producing high-tech products and environmental products for public health protection. We are also fully committed to meet our financial obligations to the state budget, and continuing to care for and participate in social and charitable activities to share difficulties with the community.

4.2. Core Value



TÂM

Siba Group lấy chữ “Tâm” làm tôn chỉ hoạt động. Đội ngũ cán bộ nhân viên Siba Group luôn tận tâm trong công việc, tận tâm phục vụ và đảm bảo lợi ích cho khách hàng trong mọi hoàn cảnh, cam kết mang lại những giá trị bền vững cho đối tác.



TRÍ

Tư duy đột phá, dám nghĩ dám làm, không ngừng sáng tạo, tìm ra những giải pháp hữu ích cho công việc. Siba Group luôn nỗ lực bền bỉ, quyết tâm và kiên định vượt qua mọi khó khăn, chinh phục mọi thử thách.



TỐC

Lấy tốc độ làm mục tiêu, tư duy nhanh, quyết định nhanh và hành động nhanh. Nỗ lực tăng trưởng với tốc độ nhanh chóng, phát triển kinh doanh, chiếm lĩnh các thị trường.

4.3. Vision:

- Become the leading industrial group in the field of high-tech mechanics in Vietnam, pioneering in innovation, applying advanced science and technology in production.
- Make a key contribution to the development of the country.
- Aim for sustainable development, care for the community and the environment.
- Raise the position of Vietnamese brands to be on par with developed countries in the region.

4.4. Short-term goal

- The company plans to put into operation a factory in Ba Ria Vung Tau with a total area of 30,000 m², increasing the overall capacity of the company, thereby meeting the internal needs of both the Group and the market.
- Building high-tech livestock farms to meet the development needs of the company within and outside the group system.
- Improving smart design with furniture, refrigeration product design, and home appliance systems using new technology.
- Expanding the market and strengthening cooperation with strategic partners to ensure a strong presence in various industries and meet the diverse needs of customers.
- Promoting research and development of renewable energy technology to optimize resource use and minimize negative impacts on the environment, while creating advanced and sustainable solutions for the high-tech mechanical industry.

4.5. Medium and long-term goals

- By the end of 2025:
 - + Become the leading steel plate processing center in the Asian market

- + Put into operation a high-tech mechanical factory in Hung Yen
- + Put into operation 2 waste treatment plants
- + Put 6-8 high-tech livestock farms into operation
- By the end of 2030:
 - + Increase the total number of high-tech mechanical manufacturing factories to 5 factories
 - + Increase the total number of waste treatment plants to 4 factories
 - + Provide 24-32 high-tech livestock farms for lease

5. Risk

5.1. Economic risks

Volatility of macroeconomic variables such as growth rate, inflation, interest rates... Government policies to adjust macroeconomic variables as well as industry development policies will have a direct or indirect impact on the operations and business results of enterprises.

a. Economic growth rate

In 2024, Vietnam's economy will achieve a GDP growth rate of 7.09%, far exceeding the 5.05% growth rate in 2023. This growth is driven by strong exports and abundant foreign direct investment (FDI) inflows. In the fourth quarter of 2024, GDP increased by 7.55%, marking the highest quarterly growth rate in more than two years. These actual figures show that the economy has clearly recovered and created momentum for manufacturing industries, including mechanical engineering.

For 2025, international organizations forecast that Vietnam's economic growth will slow down compared to the previous year. The World Bank (WB) forecasts GDP to increase by 6.8%, while the ASEAN+3 Macroeconomic Research Organization (AMRO) predicts a growth rate of 6.5%. The slowdown is attributed to the expected slowdown in export growth, reflecting the economic slowdown in major trading partners such as China and the United States, along with uncertainties in global trade. However, the Vietnamese government is targeting higher growth. In February 2025, the National Assembly approved raising the GDP growth target for 2025 to at least 8%, from the previous 6.5%-7.0%. To achieve this target, the government plans to boost public investment, especially in the transport infrastructure sector, and increase foreign investment attraction.

Strong economic growth will boost demand for mechanical products, creating opportunities for the Company to expand production and increase revenue. However, the Company needs to invest in technology and improve production capacity to meet this demand. On the contrary, if economic growth slows down, demand for mechanical products may decrease, requiring the Company to optimize production processes and seek new markets to maintain business operations

b. Inflation and interest rates

In 2024, Vietnam's economy recorded positive results when the average consumer price index

(CPI) for the whole year increased by 3.63% - a lower increase than the inflation control target set by the National Assembly (below 4.5%). Inflation was controlled thanks to the Government's flexible management policy, especially in the context of fluctuating world prices and increasing domestic consumption demand. This is a positive support factor for manufacturing enterprises, including the mechanical engineering industry, when input costs did not increase too strongly, contributing to maintaining stable profit margins.

In the financial market, the mobilization interest rate level in 2024 was slightly adjusted. Long-term mobilization interest rates at commercial banks were commonly at 7.4%/year, while the operating interest rate continued to be maintained at a low level by the State Bank to support liquidity and stimulate investment and consumption.

However, according to international financial institutions such as Standard Chartered, it is forecasted that in 2025, Vietnam may face increasing inflationary pressure, fluctuating between 3.5-4.5%. To control price risks and ensure macroeconomic stability, the State Bank is expected to adjust the operating interest rate by about 50 basis points in mid-2025.

Impact on Siba Group's operations

Fluctuations in inflation and interest rates have a direct impact on Siba Group's production and business activities. Controlled inflation in 2024 will help businesses reduce pressure on raw material costs - a key factor in mechanical manufacturing. However, in 2025, if prices increase again and interest rates tend to increase, businesses will face a number of challenges, including:

- **Increased production costs:** Prices of imported raw materials may increase due to global inflation and exchange rate fluctuations, affecting product prices.
- **Higher financial costs:** The increase in interest rates will increase financial costs for loans for machinery investment, production expansion or working capital.
- **Impact on market demand:** High interest rates can slow down investment momentum of other industries - which are the main customers of the mechanical engineering industry - thereby affecting the company's revenue.

In that context, Siba Group needs to continue to promote cost optimization solutions, improve technology to increase productivity, and at the same time build a flexible financial strategy to minimize interest rate risks and effectively control cash flow. Proactively adapting to the macro environment is a key factor helping the Company maintain sustainable growth in the coming years.

c. Exchange rate

In 2024, the USD/VND exchange rate recorded a slight increase compared to 2023, reflecting the impact of the recovery of the US economy, the high interest rate policy of the US Federal Reserve (Fed), as well as the pressure on trade deficit in the first months of the year. As of the end of the first quarter of 2024, the central exchange rate announced by the State Bank fluctuated around 24,000

VND/USD, an increase of about 1.2% over the same period last year.

Exchange rate fluctuations have had a two-way impact on the production and business activities of enterprises, especially those dependent on imported raw materials and equipment such as Siba Group. The increase in the USD price has increased the cost of importing machinery and input materials, leading to an increase in product prices. Meanwhile, the ability to adjust selling prices in the market in the short term is still limited, creating great pressure on profit margins.

Forecasting 2025, international financial institutions such as HSBC and the World Bank all believe that the USD/VND exchange rate may continue to maintain a slight upward trend, fluctuating around 0.5% - 2% depending on developments in global monetary policy and the national balance of payments. This is a level of fluctuation that is assessed to be within the control of the State Bank with the orientation of maintaining macroeconomic stability as the focus.

Impact on Siba Group's operations

Exchange rate is one of the factors that directly affects the operating costs and competitiveness of Siba Group. During the period of high USD/VND exchange rate, businesses face challenges such as:

- **Increased cost of imported raw materials:** With the characteristics of the mechanical engineering industry heavily dependent on raw materials and machinery from abroad, fluctuations in exchange rates cause input costs to increase sharply, directly affecting product prices and production efficiency.
- **Difficulties in investing in high-tech equipment:** The increase in exchange rate increases the value of investment in machinery and modern technology from abroad, making it difficult for businesses to modernize their production lines.
- **Fierce competition with imported goods:** The increase in exchange rate can make imported goods from countries with depreciated currencies cheaper, creating competitive pressure on prices for domestic businesses.

To minimize the impact of exchange rate risks, Siba Group needs to proactively develop preventive plans such as: negotiating contract terms in local currency or using exchange rate risk hedging tools, increasing the localization rate of raw materials, diversifying supply sources and promoting the development of export markets - taking advantage of the increase in USD value.

With a flexible strategy and long-term vision, Siba Group can gradually adapt to fluctuations in the financial and monetary markets, thereby maintaining stable business operations and competitiveness in the context of deep integration.

5.2. Legal risks

Operating in the field of mechanical engineering, Siba Group is directly affected by many legal regulations such as investment, bidding, tax, environment and labor safety.

Main risks include:

- **Changes in legal policies:** Adjustments in the Law on Public Investment, Law on Bidding, Law on Environment... can affect the Company's ability to access projects, compliance costs, construction progress and financial structure.
- **Compliance risks:** Any errors in tax declaration, labor safety or information disclosure can lead to sanctions, suspension of operations or affect the reputation of the enterprise - especially in the context of preparing for listing.

Control solutions:

Siba Group maintains an internal legal department, regularly updates new policies and strengthens internal controls to ensure full compliance, minimize risks and maintain a legal foundation for sustainable operations.

5.3. Specific risks

The mechanical engineering industry in Vietnam, where Siba Group operates, is also facing many specific challenges that may affect the production and business efficiency of enterprises:

- **Pressure on investment capital:** The mechanical engineering industry requires large capital for investment in machinery, technology and premises, while access to long-term financial resources is limited. Low profit margins further increase pressure on capital efficiency.
- **Outdated technology, slow innovation speed:** Most enterprises in the industry, including Siba Group, are still in the process of upgrading technology. Delays in technological innovation lead to high production costs and limited competitiveness, especially in the context of deep international integration.
- **Lack of linkage and dispersion of resources:** The domestic mechanical engineering industry lacks synchronization and linkage between stages in the value chain. Small business scale and low specialization capacity increase production costs and limit opportunities to participate in large projects.
- **Low localization rate:** In many industrial projects, the localization rate is still low due to the lack of capacity to manufacture high-quality components. Reliance on imported components not only increases costs but also makes businesses vulnerable to exchange rate fluctuations and supply chain disruptions.

The above risks require Siba Group to continue to improve its technological capacity, expand cooperation in the supply chain and be proactive in financial management to maintain its competitive advantage and develop sustainably.

5.4. Other risks

Some other risks of force majeure are unlikely to occur, but if they do occur, they will have a major impact on the Company's business situation, such as risks of earthquakes, natural disasters, fires, droughts, floods, wars or dangerous epidemics... If these risks occur, they will have serious

consequences, directly causing stagnation and losses to the business activities and development of the economy as well as the Company. In addition, these risks will create a sense of insecurity and fear in investors' decisions to buy shares, which will affect the stock price on the market. Recognizing and dealing with the above risks is very important. It is necessary to develop a careful financial plan and implement financial control to help minimize risks and ensure the stability of the Company's business activities in the future.

II. Operational situation in the year

1. Production and business situation

1.1. Implemented activities

In 2024, the Company is implementing the following outstanding activities:

Contract	Partner	Product/ Services	Signing Date	Implementation Date	Contract Value
Water treatment system, wastewater, Citi pit equipment, manure collection line equipment	Greentech Livestock Joint Stock Company	Farm Equipment	08/2024	In Progress	88 bil
Equipment supply, construction	Hung Phu Livestock Investment Company Limited	Farm Equipment	2024	In Progress	75 bil
Equipment supply, construction	BAF Vietnam Agriculture Joint Stock Company	Provide Equipment, Construction	2024	In Progress	38 bil
Buying and selling corn products	An Dien Agriculture Joint Stock Company	Agricultural Products	10/2024	Completed	201 bil
Equipment supply, construction	Huy Phong Phat Construction Company Limited	Farm Equipment	2024	In Progress	73 bil
Buying and selling corn products	Thinh Vuong Agricultural Products Trading Joint Stock Company	Agricultural Products	01/2024	Completed	279 bil

In 2024, Siba Group continues to affirm its strong position with a diverse portfolio of products and services, especially in the key areas: Mechanical engineering - Construction, including farm equipment, water treatment systems and construction. The company has signed many important contracts in the supply of equipment and implementation of livestock farm systems with reputable

partners such as: Greentech Livestock, Hung Phu Livestock, BAF Vietnam, and Huy Phong Phat Construction. Main products and services include:

- Water supply and wastewater treatment systems
- Citi pit equipment
- Manure collection equipment
- Modern farm construction items

The projects are currently being strongly implemented, demonstrating the continuous implementation and implementation capacity of Siba Group. The contracts are all of great value and are implemented with potential partners, thereby affirming the reputation of Siba Group in the high-tech agricultural construction industry.

Siba's mechanical products and construction services always meet high standards in:

- Modernizing farms
- Automating processing and livestock systems
- Applying green technology

The simultaneous maintenance of many large contracts in the same year is a clear demonstration of:

- Effective project management capabilities
- Highly specialized engineering team
- Synchronized mechanical production and construction processes, achieving optimal efficiency

Siba Group continues to demonstrate its superior capacity and strong commitment to providing high-tech agricultural solutions, contributing to the sustainable development of the modern livestock industry.

1.2. Raw material supply

List of SBG's current suppliers and customers:

No.	Customers/ Providers	Transaction value (VND)	Transaction Timeline	Production
1	Le Gia Phuc Construction and Trading Co., Ltd.	130 bil	2024	Construction and installation (Vung Tau factory)
2	Thai Hung Automation Electromechanical Co., Ltd.	32 bil	2024	Supply and install equipment
3	First Green Engineering Joint Stock Company	24 bil	2024	Contract package: MEP construction (BRVT factory)
4	Tri Viet Steel House Co., Ltd.	19 bil	2024	Supply and install steel structure package
5	Global Smart Steel Co., Ltd. (GB Steel)	19 bil	2024	Supply and install steel structure package

No.	Customers/ Providers	Transaction value (VND)	Transaction Timeline	Production
6	Kunlong International Co., Ltd.	19 bil	2024	Supply materials for cage frame production
7	Vietnam Construction and Environment Investment Trading Joint Stock Company	17 bil	2024	Supply and installation of equipment for water supply, wastewater, and Hai Ha manure collection
8	Bigcons Construction Engineering Trading Co., Ltd.	13 bil	2024	Construction labor and materials
9	Eiki Shoji Co., Ltd	12 bil	2024	Import solar panels
10	Thinh Ngan Tay Nguyen Production and Trading Co., Ltd.	12 bil	2024	Supply of commercial concrete
11	Branch of Nang Ban Mai Investment Group Joint Stock Company	11 bil	2024	Supply of fresh concrete
12	Minh Lan Co., Ltd.	11 bil	2024	Construction labor and materials
13	BD AGRICULTURE (MALAYSIA) SDN BHD	10 bil	2024	Automatic feeding system
14	Bive International Agricultural Products Joint Stock Company	278 bil	2024	Corn

Supplier selection criteria: Siba Group only selects suppliers who meet high quality standards, with stable quality raw materials and fully meet production requirements. Maintaining a commitment to checking the quality, performance and reliability of suppliers helps prevent risks in raw material quality, thereby maintaining the quality of final products.

Periodic assessment: The company regularly checks suppliers to ensure that they not only provide standard raw materials but also continuously improve. This ensures that the supply is always stable in quality and not interrupted by raw material quality problems.

Stable supply channel system: Siba Group builds a strong cooperative relationship with suppliers through timely payment of debts, maintaining reputation with partners. This helps maintain a stable and continuous supply of raw materials, minimizing the risk of production interruption due to lack of raw materials.

Expanding supply partners: The company not only depends on a certain number of suppliers but also expands and seeks new partners. This helps to reduce dependence on a single source of supply and ensures that there is always an abundant supply available in case of a problem with a supplier.

Choosing suppliers with competitive prices: The company always looks for suppliers with competitive prices but still ensures quality. This helps to optimize production costs by minimizing input costs without reducing product quality.

Flexible ordering method: With imported raw materials, the company plans annual purchases and adjusts them accurately every quarter. This helps the company to be proactive in planning and adjusting purchase volumes, thereby taking advantage of incentives, reducing import costs and ensuring that there is no surplus or shortage of raw materials. For domestic raw materials, the company signs annual principle contracts and places orders quarterly or monthly, which helps optimize prices and transportation costs.

Building long-term relationships: By building long-term and stable relationships with suppliers, the company can ensure stable prices and long-term incentives. Suppliers are also willing to provide price and quality support, helping to optimize input costs.

On-time payment: On-time payment not only maintains reputation but also helps the company negotiate better price conditions, minimize financial costs and maintain sustainable partnerships.

2. Implementation status compared to plan

Criteria	2023		2024	
	Plan	Implementation	Plan	Implementation
Net Revenue	4.101	3.662	3.800	3.147
Profit After Tax	60,00	32,54	40	43
Profit After Tax/Net Revenue Ratio	1,46%	0,89%	1,05%	1,37%

In 2024, Siba Group achieved a profit after tax exceeding the plan by 7.5%, demonstrating that its cost management and business operations capacity is clearly improving. Compared to the previous year, profit grew strongly by more than 32%, while revenue decreased, proving that the strategy of cost optimization, product restructuring and input control has brought about real efficiency. Outstanding growth in profit after tax in the context of declining revenue is a very good signal, reflecting the shift from scale growth to effective growth.

Profit margin on revenue improved significantly: In 2024, the profit margin after tax increased from 0.89% to 1.37%, equivalent to an increase of nearly 54%. Improving the efficiency of using revenue to generate profit shows that the company is operating more effectively, minimizing wasted costs, and optimizing the entire value chain from purchasing, production to sales. Improved profit margins demonstrate better financial health and profitability, opening up the potential for sustainable growth in the future.

If this momentum of efficiency improvement continues, Siba Group can completely grow again in terms of revenue in the coming years, while still maintaining high and stable profits, creating a solid foundation for market expansion and increasing corporate value.

3. Organization and Personnel

3.1 List of Board of Directors, Supervisory Board, General Director, Chief Accountant

No.	Name	Position	Age	Ownership ratio
I	Board of Directors			
1	Mr. Truong Sy Ba	Chairman of the Board	58	56,6%
2	Mr. Nguyen Van Duc	Member of Board of Directors and General Director	44	4,72%
3	Mr. Phan Le Hoang Trung	Member of Board of Directors and Vice General Director	41	0,09%
4	Mr. Tran Ngoc Long	Independent Board Member	41	0,1%
5	Mr. Nguyen Van Phu	Board Member	41	0,49%
II	Board of Supervisor			
1	Mr. Dao Duc Tuan	Head of Supervisory Board	36	0,03%
2	Ms. Nguyen Thi Le Thuong	Supervisory Board Member	30	0%
3	Mr. Truong Duc Nam	Supervisory Board Member	34	0%
III	Board of Management			
1	Mr. Nguyen Van Duc	Member of Board of Directors and General Director	44	4,72%
2	Mr. Phan Le Hoang Trung	Member of Board of Directors and Vice General Director	41	0,09%
IV	Chief Accountant			
1	Ms. Tran Thi Thu Thao	Chief Accountant	33	0%
V	Person in charge of corporate governance			
1	Mr. Do Quoc Huy	Person in charge of corporate governance	33	0%

a) **Information of Mr. Truong Sy Ba - Chairman of the Board of Directors:**

- Name: Truong Sy Ba
- Gender: Male
- Year of birth: 1967
- Education level: University
- Professional capacity: Bachelor of Economics
- Work experience:

Date	Work Unit	Position
1990 – 1994	Nghe Tinh Nonferrous Metals Joint Stock Company	Employee
1994 – 2000	Freelance	
2000 to now	Tan Long Group Joint Stock Company	Chairman of the Board of Directors and General Director
10/2021 to now	Siba Holdings Joint Stock Company	Chairman of the Board of Directors
03/2022 to now	BAF Vietnam Agriculture Joint Stock Company	Chairman of the Board of Directors
04/2024 to now	Siba High-Tech Mechanical Group Joint Stock Company	Chairman of the Board of Directors

- Current positions held at SBG:

Position	Election/appointment time
Chairman of the Board of Directors	04/2024

- Holdings Positions held and currently held at other organizations: Chairman of the Board of

Directors of Siba Holdings JSC

- Securities ownership at SBG: 27,800,000 shares equivalent to 55.6% of charter capital:
 - + Personal ownership: 0 shares equivalent to 0% of charter capital
 - + Representative ownership: 0 shares equivalent to 0% of charter capital
 - + Related persons: 27,800,000 shares equivalent to 55.6% of charter capital

b) **Information of Mr. Nguyen Van Duc - Member of the Board of Directors:**

- Name: Nguyen Van Duc
- Year of birth: 1981
- Education level: University

- Professional capacity: Engineer
- Work experience:

Date	Work Unit	Position
From Jan 2002 to Dec 2009	Viet Hung Food Industry Company Limited	Head of Planning Department
From Jan 2010 to Dec 2014	Uniben Vietnam Food Joint Stock Company	General Director
From Jan 2015 to Nov 2018	Vietnam Environmental Mechanical Joint Stock Company	Chairman of the Board of Directors
From Jan 2019 to Jun 2021	Siba High Technology Mechanical Group Joint Stock Company	Vice General Director
From Jun 2021 to Now	Siba High Technology Mechanical Group Joint Stock Company	General Director

- Current positions held at SBG:

Position	Election/appointment time
General Director	Jun 2021

- Positions held at other organizations: none
- Securities ownership at SBG: 2,362,357 shares corresponding to 4.72% of charter capital:
 - + Personal ownership: 2,336,637 shares corresponding to 4.67% of charter capital
 - + Representative ownership: 0 shares corresponding to 0% of charter capital
 - + Related persons: 25,720 shares corresponding to 0.05% of charter capital

c) Information of Mr. Phan Le Hoang Trung - Member of the Board of Directors:

- Name: Phan Le Hoang Trung
- Year of birth: 1984
- Education level: University
- Professional capacity: Engineer
- Work experience:

Date	Work Unit	Position
	Khai Minh Construction Company Limited	Technical staff
08/2008 - 12/2010	Sao Viet Equipment Manufacturing Joint Stock Company	Mechanical design engineer and R&D staff
01/2011 - 05/2019	Vietstar Technology Joint Stock Company	Assistant General Director and Mechanical Factory Director
06/2019 - 06/2020	ABC International Business Investment Joint Stock Company	Assistant to Chairman of the Board of Directors
6/2020 - 01/2022	Siba High Technology Mechanical Group Joint Stock Company	Head of Application Processing Engineering Department
01/2022 - nay	Siba High Technology Mechanical Group Joint Stock Company	Member of Board of Directors and Vice General Director

- Current positions held at SBG:

Position	Election/appointment time
Member of Board of Directors and Vice General Director	01/2022

- Positions held at other organizations: None
- Securities ownership at SBG: 46,200 shares equivalent to 0.09% of charter capital:
- + Personal ownership: 46,200 shares equivalent to 0.09% of charter capital
- + Representative ownership: 0 shares equivalent to 0% of charter capital
- + Related persons: 0 shares equivalent to 0% of charter capital

d) Information of Mr. Tran Ngoc Long - Member of the Board of Directors:

- Name: Tran Ngoc Long
- Year of birth: 1984
- Education level: University
- Professional capacity: Engineer
- Work experience:

Date	Work Unit	Position
12/2007 - 06/2009	Shinsei Engineering Vietnam Co., Ltd.	Engineer

07/2009 - 06/2015	Viet Nong Trading Service Joint Stock Company	Sales Director
07/2015 - 06/2017	BIOGREEN Vietnam Company Limited	General Director
07/2017 - 12/2021	Olam Vietnam Company Limited	Project Specialist / Purchasing
01/2022 - nay	Siba High Technology Mechanical Group Joint Stock Company	Independent Board Member

- Current positions held at SBG:

Position	Election/appointment time
Independent Board Member	01/2022

- Positions held at other organizations: Executive Director of Viet Phi Agriculture JSC
- Securities ownership at SBG: 51,700 shares equivalent to 0.1% of charter capital:
 - + Personal ownership: 51,700 shares equivalent to 0.1% of charter capital
 - + Representative ownership: 0 shares equivalent to 0% of charter capital
 - + Related persons: 0 shares equivalent to 0% of charter capital

e) **Information of Mr. Nguyen Van Phu - Member of the Board of Directors:**

- Name: Nguyen Van Phú
- Gender: Male
- Year of birth: 1984
- Education level: University
- Professional qualifications: Bachelor of Economics
- Work Experience:

Date	Work Unit	Position
6/2009 – 2012	Vietnam Commercial and Industrial	Vice Head of Corporate
	Securities Joint Stock Company	Finance Consulting
2012 - 10/2021	Wall Street Securities Corporation	Director of Corporate Finance Advisory Division
10/2021 - now	Siba Holdings Joint Stock Company	General Director
1/2022 – 04/2024	Siba High-Tech Mechanical Group Joint Stock Company	Chairman of the BOD
04/2024 – now	Siba High-Tech Mechanical Group Joint Stock Company	Member of the Board of Director

- Current positions held at SBG:

Position	Election/appointment time
Member of the Board of Director	17/01/2022

- Positions held at other organizations: General Director of Siba Holdings Joint Stock Company
- Securities ownership at SBG: 28,047,300 shares corresponding to 56.09% of charter capital:
 - + Personal ownership: 247,300 shares corresponding to 0.49% of charter capital
 - + Representative ownership: 0 shares corresponding to 0% of charter capital
 - + Related persons: 0 shares corresponding to 0% of charter capital

f) Information of Mr. Dao Duc Tuan - Head of the Board of Supervisory:

- Name: Dao Duc Tuan
- Year of birth: 1989
- Education level: University
- Professional capacity: Bachelor of Economics - major in auditing
- Work experience:

Date	Work Unit	Position
8/2011 – 3/2015	Vietnam Valuation Auditing Company Limited	Assistant Auditor
4/2015 - Now	National Financial Consulting Auditing Company Limited	Auditor
01/2022 – 04/2024	SIBA High-Tech Mechanical Group Joint Stock Company	Member of the Board of Supervisors
04/2024 – now	SIBA High-Tech Mechanical Group Joint Stock Company	Head of the Board of Supervisory

- Current positions held at SBG:

Position	Election/appointment time
Head of the Board of Supervisory	04/2024

- KhôngPositions held at other organizations: None
- Securities ownership at SBG: 12,600 shares equivalent to 0.03% of charter capital
 - + Personal ownership: 12,600 shares equivalent to 0.03% of charter capital
 - + Representative ownership: 0 shares equivalent to 0% of charter capital
 - + Related persons: 0 shares equivalent to 0% of charter capital

g) Information of Ms. Nguyen Thi Le Thuong - Member of the Board of Supervisors:

- Name: Nguyen Thi Le Thuong
- Year of birth: 1995
- Education level: University
- Professional capacity: Bachelor of Economics - major in auditing
- Work experience:

Date	Work Unit	Position
6/2017 – 5/2019	An Viet Auditing Company Limited	Assistant Auditor
6/2019 – 7/2019	EDUTOP64 Training Investment and Development Joint Stock Company	Financial Planning Specialist
8/2019 – 2/2020	TOPICA ENGLISH Education Joint Stock Company	Financial Planning Specialist
3/2020 – 12/2021	SIBA High-tech Mechanical Group Joint Stock Company	Internal control
01/2022 – Now	SIBA High-tech Mechanical Group Joint Stock Company	Board of Supervisors

- Current positions held at SBG:

Position	Election/appointment time
Board of Supervisors	01/2022

- Positions held at other organizations: None
- Securities ownership at SBG: 0 shares equivalent to 0% of charter capital
- + Personal ownership: 0 shares equivalent to 0% of charter capital
- + Representative ownership: 0 shares equivalent to 0% of charter capital
- + Related persons: 0 shares equivalent to 0% of charter capital

h) Information of Mr. Truong Duc Nam - Member of the Board of Supervisors:

- Name: Truong Duc Nam
- Year of birth: 1991
- Education level: Master's degree
- Professional capacity: Master of Economics
- Work experience:

Date	Work Unit	Position
07/2013-12/2013	ANZ Bank – Cau Giay Transaction Office	Personal Credit Officer
01/2014-12/2015	Vinatranco Logistics and Trading Services Joint Stock Company	Import-Export Credit Officer
01/2016-12/2018	Thu Do Securities Joint Stock Company	Corporate Finance Consultant
01/2019-12/2019	Everest Securities Joint Stock Company	Corporate Finance Consultant
01/2020-09/2021	Bong Sen Fund Management Joint Stock Company	Chief Financial Consultant
10/2021- nay	Siba Holdings Joint Stock Company	Chief Accountant
12/2022-03/2024	Tung Khanh Production and Trading Joint Stock Company	BOD member
06/2023 – 02/2025	A An Food Joint Stock Company	Chief Supervisor
04/2024 – nay	Siba High-Tech Mechanical Group Joint Stock Company	Board of Supervisor Member

- Current positions held at SBG:

Position	Election/appointment time
Member of Board of Supervisors	17/01/2022

- Positions held at other organizations: None
- Securities ownership at SBG: 0 shares equivalent to 0% of charter capital
- + Personal ownership: 0 shares equivalent to 0% of charter capital
- + Representative ownership: 0 shares equivalent to 0% of charter capital
- + Related persons: 0 shares equivalent to 0% of charter capital

i) Chief Accountant:

- Name: Tran Thi Thu Thao
- Year of birth: 1992
- Education level: University
- Professional capacity: Bachelor of Economics - major in accounting
- Work experience:

Date	Work Unit	Position
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10/2014 – 12/2015	Dong Quang Textile Joint Stock Company	Cost accounting
01/2026 – 07/2019	620 Infrastructure Investment and Development Joint Stock Company	General Accounting
07/2019 – 12/2023	SIBA High Technology Mechanical Group Joint Stock Company	General Accounting
12/2023 – Now	SIBA High Technology Mechanical Group Joint Stock Company	Chief Accountant

- Current positions held at SBG:

Position	Election/appointment time
Chief Accountant	21/12/2023

- Positions held at other organizations: None
- Securities ownership at SBG: 0 shares equivalent to 0% of charter capital
- + Personal ownership: 0 shares equivalent to 0% of charter capital
- + Representative ownership: 0 shares equivalent to 0% of charter capital
- + Related persons: 0 shares equivalent to 0% of charter capital

j) **Person in charge of Company administration:**

- Name: Do Quoc Huy
- Year of birth: 1992
- Education level: University
- Professional capacity: Bachelor of Economics
- Work experience:

Date	Work Unit	Position
01/2015-12/2018	DTH Investment Management JSC	Consultant Specialist
01/2018-02/2021	Rong Viet Securities Corporation	Business Consulting Specialist
03/2021-02/2023	Siba High-Tech Mechanical Group Joint Stock Company	IPO Specialist

02/2023 - nay	Siba High-Tech Mechanical Group Joint Stock Company	Corporate governance officer
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- Current positions held at SBG:

Position	Election/appointment time
Corporate governance officer	08/02/2023

- Positions held at other organizations: None
- Securities ownership at SBG: 0 shares equivalent to 0% of charter capital
- + Personal ownership: 0 shares equivalent to 0% of charter capital
- + Representative ownership: 0 shares equivalent to 0% of charter capital
- + Related persons: 0 shares equivalent to 0% of charter capital

3.2 Number of employees

Labor structure

No.	Level	31/12/2023		31/12/2024	
		Number (persons)	Ratio	Number (persons)	Ratio
I	By labor level	201	100%	301	100%
1	University and above	83	41%	135	45%
2	College	29	15%	32	11%
3	Intermediate	4	2%	22	7%
4	General labor	85	42%	112	37%
II	By nature of work	201	100%	301	100%
1	Regular labor	201	100%	301	100%
2	Seasonal labor	0	0	0	0%

✚ Recruitment and training policy:

SIBA Group always focuses on building a high-quality workforce through effective recruitment and training policies.

Recruitment policy: SIBA Group regularly recruits positions such as construction engineers, mechanical engineers, sales specialists, accountants and marketing to meet the company's development needs. The company always welcomes candidates with talent, intelligence, moral qualities and passion for work. The working environment at SIBA Group is designed to be modern and professional, creating opportunities for promotion and long-term stability for employees. Attractive salary and bonus policies, annual salary increases, periodic health check-ups and other benefits are also applied to improve the quality of life and spirit of employees.

Training policy: SIBA Group has a clear and diverse training policy, suitable for each group of positions and levels, with rich content, closely following the training orientation and being continuously updated. The company organizes orientation training courses to disseminate regulations and policies to all employees, as well as professional training courses for specialized departments. In addition, SIBA Group also provides additional training courses to improve employees' skills and knowledge, helping them develop and achieve their career goals.

With these human resources policies, SIBA Group constantly improves the quality of its staff, creating a solid foundation for the company's sustainable development

✚ Regime

Production - technical block (Workers, technicians, maintenance, QC, ...)

- **Working time:** Working in rotating shifts: morning shift (6:00 - 14:00), afternoon shift (14:00 - 22:00), night shift (22:00 - 6:00). Some positions such as maintenance and repair can work administratively (7:30 - 17:30, Monday - Saturday).
- **Rest regime:** 1 day off/week (rotating), holidays according to the law. Overtime is calculated according to the provisions of the Labor Law.
- **Allowances - support:** Hazardous allowance, night shift, lunch/shift meal, fuel support (if living far away). Uniforms and labor protection equipment are provided free of charge.
- **Evaluation and promotion:** Periodic evaluation every 6 months. Opportunity to be considered for salary increase, transfer of professional position if qualified.

Office block (accounting, human resources administration, business, marketing, R&D, ...)

- **Working time:** Office hours: 8:00 - 17:00 (Monday - Friday), Saturday morning work or rotating off depending on the department.
- **Rest regime:** Sundays and holidays according to the Labor Law. Annual leave: 12 days/year, increasing according to seniority.
- **Support - benefits:** Lunch support, business expenses, phone (for business positions). KPI reward regime, quarterly/yearly performance bonus.

- **Training - development:** Participate in professional training courses, soft skills, management development. Have a clear career path, job rotation opportunities between departments and branches.

Seasonal workers, collaborators (seasonal production, short-term projects)

Working time: Flexible according to shifts/days/assigned work.

Salary - bonus regime: Calculated by product, daily wages or contract. There is support for meals, gasoline depending on location.

Insurance regime: If working for 3 months or more and wishing to stay, you will be eligible to participate in social insurance and health insurance according to regulations

✦ **Salary and bonus policy, allowances:**

Insurance and allowances: The company provides comprehensive insurance, ensuring health and peace of mind for employees.

Job evaluation: Regularly organize open, two-way performance evaluations to improve work quality and create promotion opportunities for employees.

Training and development: SIBA Group prioritizes training and developing human resources through professional training courses, management and on-the-job coaching.

Salary and bonus: Employees enjoy a clear salary and bonus regime, along with allowances and subsidies depending on their position and work location.

4. Investment situation, project implementation situation

4.1. Major investments

✦ **Mechanical factory in Ba Ria - Vung Tau:**

- **Investment certificate:** 8353128311 issued on March 1, 2022 by the Ba Ria - Vung Tau Industrial Park Management Board.

- **Factory name:** Siba High-tech Mechanical Factory Ba Ria Vung Tau

- The factory is built on an area of 30,000m², with a total investment of more than 625 billion VND.

- With the goal of producing equipment for the 5F model (Field - Feed - Farm - Food - Fertilizer), the factory will produce a variety of products:

- + Air system & clean room: Clean room equipment, air treatment, ventilation system, civil & industrial air conditioning.
- + Industrial auxiliary equipment & sheet metal processing: CNC laser cutting, stamping, bending & forming metal, manufacturing components, spare parts for automobile equipment.
- + Agricultural equipment: Storage system (silo), automatic feeding, ventilation, cage frame, livestock equipment & tools.

- + Furniture, household appliances & refrigeration: Supermarket, office, housing/dormitory furniture, industrial refrigerators
- The project is invested in advanced production lines imported from Europe, meeting international standards:
 - + Automatic sheet steel processing system - Ensuring high precision, optimizing productivity.
 - + Cyclopentane high pressure PU FOAM pouring line - Advanced technology for manufacturing refrigerators & refrigeration equipment.
 - + Auto parts manufacturing system - Meeting strict standards of the automobile industry.
 - + Electrostatic painting system - Increasing durability, product aesthetics and protecting the environment.

4.2. Subsidiaries and affiliates

(Unit: Million dong)

No.	Subsidiaries	Implementation 2023		Implementation 2024	
		Total Assets	Undistributed profit after tax	Total Assets	Undistributed profit after tax
1	SIBACONS CONSTRUCTION INVESTMENT JOINT STOCK COMPANY	64.784	1.340	Divested capital contribution	
2	VMCO DONG THAP CLEAN ENERGY ONE MEMBER COMPANY LIMITED	21.061	714	Dissolved	
3	VMCO BAC LIEU CLEAN ENERGY ONE MEMBER COMPANY LIMITED	27.404	293	44.983	1.074

5. Financial Situation

5.1. Financial Situation

(Unit: Million dong)

No.	Criteria	2023	2024	% Increase
1	Total Assets	1.197.290	1.022.361	-14,61%
2	Revenue	3.662.170	3.146.730	-14,07%
3	Gross Profit from Sales and Services	92.799	92.345	-0,49%
4	Operating Profit	40.168	30.280	-24,62%
5	Other Profit	0	21.211	-
6	Profit Before Tax	40.213	51.491	28,05%

7	Profit After Tax	32.543	43.671	34,19%
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(According to consolidated data)

Enterprises improve profit efficiency despite revenue decline: Although net revenue decreased by 14.07%, gross profit remained almost the same (0.49%), proving that gross profit margin has improved significantly. This reflects the ability to better control the cost of goods or shift product structure to products/services with higher profit margins. Positive signal: Enterprises are operating in depth - less but better quality

New source of income from "other profit" activities appeared: Other profits reached VND 21,211 million, while in 2023 it almost did not arise. This is a huge bright spot, directly contributing to the growth of pre-tax profit (+28.05%) and after-tax profit (+34.19%). This source of profit can come from: Liquidation of assets.

Effective asset restructuring: Total asset value decreased by 14.61%, which can be understood as the enterprise has: Proactively liquidated ineffective assets, focused on higher-yielding assets, proactively reduced the balance of receivables and payables.

Although 2024 is a somewhat challenging year in terms of revenue scale and business operations, the enterprise has demonstrated its ability to manage flexibly, control costs tightly, and take advantage of other profitable opportunities. As a result, after-tax profit has grown strongly, opening up positive prospects for the next period.

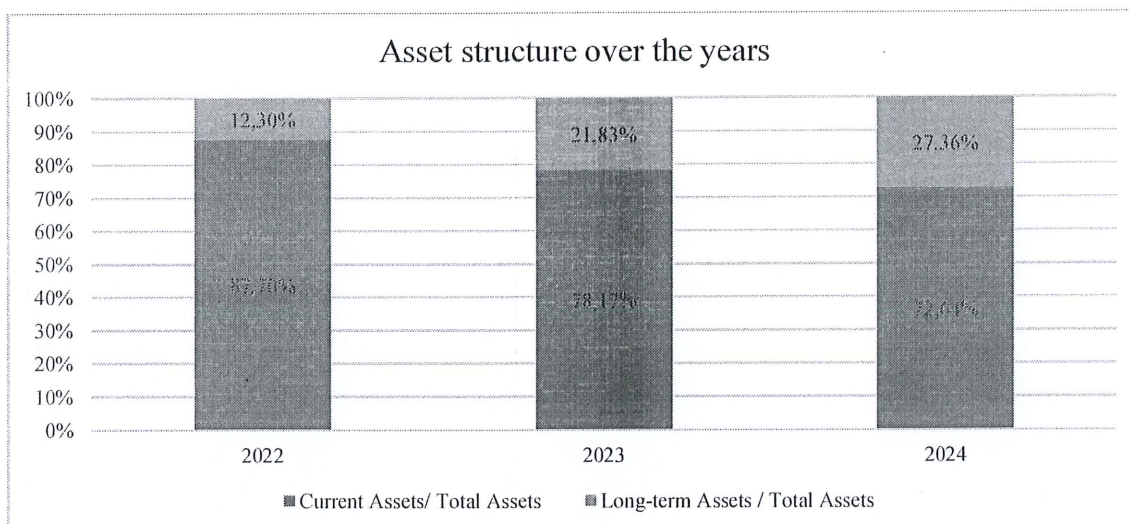
5.2. Other indicators:

a. Asset structure:

(Unit: Million dong)

Criteria	2022	2023	2024
Current Assets	1.846.378	935.976	742.685
Long-term Assets	258.947	261.314	279.676
Total Assets	2.105.326	1.197.290	1.022.361
Current Assets/ Total Assets	87,7%	78,17%	72,64%
Long-term Assets / Total Assets	12,3%	21,83%	27,36%

(According to consolidated data)



Current assets in 2024 reached approximately VND 742 billion, down 20.6% compared to 2023. The decrease came from the Company's collection of receivables from customers in the previous year and arising during the year. The Company has implemented a strategy focusing on collecting receivables from customers. This includes improving the debt collection process, enhancing the resolution of outstanding debt issues, or even special payment policies to encourage customers to pay promptly. In addition, it comes from the decrease in ending inventory balance due to the Company's release of raw materials and goods for use in projects that are still in the process of being completed.

Long-term assets in 2024 increased compared to 2023 due to the Company's investment in management software to improve workflow optimization, enhance monitoring and resource coordination capabilities.

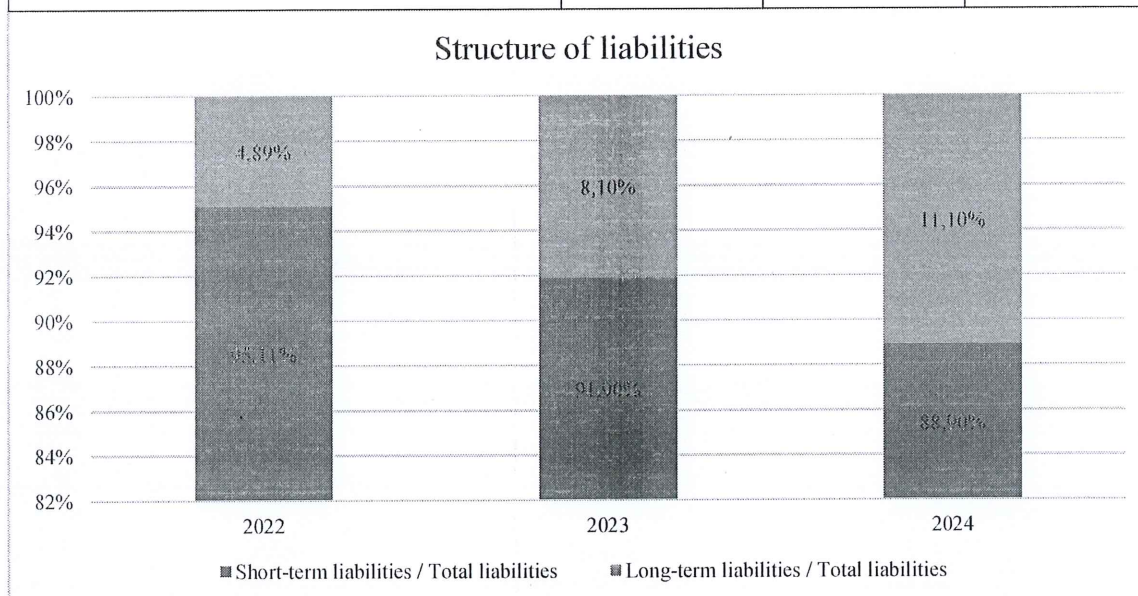
The period 2022–2024 marks the process of comprehensive asset restructuring of the enterprise: reducing scale, increasing quality, and shifting strongly to long-term assets. This is an important foundation to help the enterprise operate more stably, optimize cash flow, and enhance long-term competitiveness.

b. Liabilities Indicator

(Unit: Million dong)

Criteria	2022	2023	2024
Current liabilities	1.623.579	704.315	396.200
Short-term payable to suppliers	1.462.805	509.651	175.213
Short-term advances from customers	79.083	93.101	69.563
Taxes and other obligations to the State Budget	1.916	2.705	7.507
Payables to employees	3.929	3.265	6.365

Criteria	2022	2023	2024
Accrued expenses	8.334	27.519	15.248
Other non-current payables	686	542	129
Short-term borrowings	66.823	67.529	122.172
Long-term liabilities	83.431	62.115	49.488
Long-term loans and financial lease debts	83.431	62.115	41.319
Provision for bad debts	-	-	8.168
Total Liabilities	1.707.010	766.431	445.689



The debt structure in 2024 also has a large fluctuation compared to 2023, similar to the Company's asset structure. Total debt in 2023 is nearly 50% compared to total debt in 2023. This decrease comes from the Company's timely payment of debt as well as a reduction of long-term loans. This is the result of the new financial strategy, aiming to improve the financial structure and reduce future financial risks.

5.3. Main financial indicators:

a. Solvency

Criteria	Unit	2022	2023	2024
- Current Ratio Current Assets/Current Liabilities	Times	1,14	1,33	1,87
- Quick Ratio (Current Assets – Inventory)/Current Liabilities)	Times	0,88	0,98	1,37

Current ratio: The ratio increases year by year, reflecting the ability to meet short-term debt obligations is improving. Siba Group is consolidating short-term liquidity very well, reducing the risk of insolvency. The ability to rotate capital flexibly, adapting to financial fluctuations - especially important in times of economic instability.

Quick ratio: This ratio also increases steadily over the years: from 0.88 → 0.98 → 1.37. By 2024, the enterprise has surpassed the safety threshold of 1.0, meaning that it does not need to sell inventory, it can still pay all short-term debts. Siba Group has reduced its dependence on inventory, improving its actual liquidity. The quick ratio shows solid financial health and good resistance to short-term debt pressure or cash flow fluctuations

b. Capital structure

Criteria	Unit	2022	2023	2024
- Debt/Total Assets Ratio	Times	0,81	0,64	0,43
- Debt/Equity Ratio	Times	4,30	1,78	0,77

Based on the above table, it can be seen that the company's financial situation has been improving positively in the past 3 years. The debt to total assets ratio in 2024 decreased by more than 2 times compared to the ratio in 2022, showing that the debt payment ability has improved, the capital structure of the Company is changing, increasing financial security. The Company is gradually reducing the burden of dependence on borrowed capital but is also gradually reducing investment in assets. Similarly, the debt-to-equity ratio of the Company in 2024 decreased compared to the previous year.

c. Operating capacity

Criteria	Unit	2022	2023	2024
- Total Asset Turnover: Net Sales/Average Total Assets	Turnover	2,16	2,22	2,84
- Working Capital Turnover: Net Sales/Average Current Assets	Turnover	2,47	2,63	3,75
- Inventory Turnover Cost of Goods Sold/Average Inventory	Turnover	12,91	10,69	13,80

Total asset turnover: This ratio reflects the efficiency of using total assets to generate revenue. From 2022 to 2024, this index increased steadily, especially sharply in 2024 (up 28% compared to 2023). This shows that Siba Group is increasingly using assets more effectively, generating more revenue per unit of assets owned.

Working capital turnover: This index measures the efficiency of using working capital to generate revenue. Increasing gradually over the years, especially in 2024, it increased sharply (nearly 43% compared to 2023). A high ratio shows that Siba Group is managing short-term cash flow well, helping to increase operating efficiency.

Inventory turnover: In 2023, it decreased to 10.69 times, showing a slowdown in inventory consumption. In 2024, it increased to 13.80 rounds, showing that the company has improved its inventory management efficiency and sold goods faster. Such a high turnover shows a positive sign: less inventory backlog, reduced storage costs, and lower inventory depreciation risk.

d. Profitability indicators

Criteria	Unit	2022	2023	2024
- Return on Sales (ROS): Profit after tax/Net revenue	%	0,94%	0,89%	1,39%
- Return on equity (ROA): Profit after tax/Average total assets	%	2,02%	1,97%	3,93%
- Return on equity (ROE): Profit after tax/Average equity	%	12,59%	7,85%	8,67%
- Earnings per share (EPS)	Dong/ Shares	2.455	1.302	1.533

Profit margin on revenue: slightly decreased in 2023, indicating a narrowing profit margin, due to costs increasing faster than revenue. In 2024, it increased to 1.39%, the highest level in 3 years, indicating that Siba Group's gross profit margin has improved, thereby converting more revenue into profit.

Return on assets: The period 2022-2023 was almost stable and low (~2%), indicating that assets have not been optimally exploited for profit. By 2024, it nearly doubled (3.93%), consistent with the upward trend of asset turnover analyzed above, indicating that overall operating efficiency is clearly improving.

Return on equity: ROE decreased sharply from 2022 (12.59%) to 7.85% in 2023, due to increased equity (making the denominator larger). 2024 slightly recovered to 8.67%, but has not yet returned to the 2022 level, showing that the company is gradually improving its ability to create value for shareholders, but the recovery rate is still slow. The difference between ROA and ROE is not too large, this is because the company has not used too much financial leverage.

6. Shareholder structure, changes in owner's investment capital.

6.1. Shares:

- Total number of shares: 49,999,963 equivalents to VND 499,999,630,000
- Type of outstanding shares: Common shares
- Number of shares restricted from transfer: 1,945,480 shares
- Transfer restriction period: until November 14, 2025

6.2. Shareholder structure:

- List of shareholders holding more than 5% of the company's share capital:

List of major shareholders of SBG (as of March 19, 2025)

No.	Shareholders	Shares held	Ownership ratio at
1	Siba Holdings Joint Stock Company	27.800.000	55,60%
	Total	27.800.000	55,60%

(Source: SBG)

- Structure

Shareholder structure (as of 19/03/2025)

No.	Shareholders	Number of shareholders	Number of shares held (shares)	Ratio
I.	Domestic Shareholders	700	49.545.719	99,09%
1.	Individuals	698	21.745.719	43,49%
2.	Organizations	2	27.800.000	55,6%
II.	Foreign Shareholders	16	454.244	0,91%
1.	Individuals	6	36.250	0,07%
2.	Organizations	10	417.994	0,84%
III.	Treasury Shares	0	0	0
	Total	716	499.999.963	100%

6.3. Owner's capital change situation:

Summary of SBG's charter capital increase process

No.	Date of capital increase	Increased capital value (VND billion)	Charter capital after increase (VND billion)	Form of capital increase	Approving unit
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1	12/02/2015	-	90	Capital contribution	Business Registration Certificate No. 0313140100 issued by the Department of Planning and Investment of Ho Chi Minh City on February 12, 2015
2	24/12/2021	60	150	Private placement of shares	Department of Planning and Investment of Ho Chi Minh City
3	12/12/2022	100	250	Initial public offering	State Securities Commission Department of Planning and Investment of Ho Chi Minh City
4	15/11/2024	250	500	Additional public offering Issuance of dividend shares Issuance of bonus shares	State Securities Commission Department of Planning and Investment of Ho Chi Minh City

6.4. Treasury stock trading: No

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

7.1. Environmental impacts

In 2024, SIBA Group continues to affirm its commitment to sustainable development through strict compliance with environmental regulations and improving the efficiency of green operations management. The company was once again honored as "**Ho Chi Minh City Green Enterprise**", demonstrating its continuous efforts in reducing emissions, improving technology and promoting environmentally friendly production.

7.2. Material resource management

- Prioritizing sustainable materials: 100% of main materials are selected from suppliers with environmental certification.
- Optimizing processes: SIBA has implemented many technical initiatives to reduce the loss rate of raw materials by more than 8% compared to the previous year.
- Reuse - recycle: Applying an internal circulation model in production, reducing the amount of solid and liquid waste generated.

7.3. Energy consumption

SIBA Group identifies efficient energy use as one of the core factors to help reduce operating costs and limit negative impacts on the environment. In 2024, the Company has synchronously deployed many energy management and optimization solutions, specifically as follows:

- Rooftop solar power system: using solar power systems at two main factories, helping to provide an average of 18-20% of monthly electricity demand, reducing CO₂ emissions/year.
- Smart control system (BMS): Deploying a system to monitor and automatically adjust electricity consumption in real time at the factory and office, helping to save total electricity consumption in 2024 compared to the same period in 2023.
- Converting high-efficiency equipment: the lighting system is switched to energy-saving industrial LED lights.

7.4. Water consumption

SIBA focuses on sustainable water resource management, combining efficient use and standard wastewater treatment:

- Saving water in production: improving cooling technology and using low-pressure nozzles, the average water consumption is reduced compared to 2023.
- Water reuse system: Reusing treated wastewater that meets QCVN standards in the pre-treatment and cooling areas of machinery.
- Investing in wastewater treatment systems: Upgrading the capacity of internal wastewater treatment plants. All wastewater after treatment meets type A standards, before being discharged into the environment or reused.
- Periodic monitoring and reporting: Water consumption data and wastewater quality indicators are monitored through the system and reported quarterly to the authorities.

7.5. Compliance with environmental protection laws

SIBA did not record any environmental violations in 2024. The company maintains periodic environmental reporting, which is assessed by the management agency as being in full compliance with current legal regulations.

7.6. Employee-related policies

Siba Group is committed to building a professional, transparent, safe and respectful working environment. The company encourages a culture of open communication, supporting colleagues, as well as promoting professional ethics among the entire team.

No discrimination: Siba Group strictly prohibits all forms of discrimination based on gender, age, origin, religion, marital status or personal views in recruitment, promotion and remuneration.

Occupational safety and health: The company fully implements regulations on labor safety, organizes periodic training and fully equips personal protective equipment at the workplace.

7.7. Report on responsibility to the local community

Siba Group always identifies social responsibility as an inseparable part of the Company's sustainable development strategy. In 2024, Siba Group continues to implement practical activities to improve the quality of community life, support social security and accompany local authorities in sustainable development programs.

Sponsorship, social security, community engagement: Siba Group attended and was also one of the sponsors for the EAI International Conference on Renewable Energy and Sustainable Production 2024 (EAI ICRESM 2024), held at the University of Technology - VNU-HCM. Organize career counseling and vocational skills sessions for local students and youth, contributing to improving employment opportunities for young workers.

Increase recruitment of local labor: In 2024, Siba Group will prioritize recruiting unskilled and technical workers from the locality where the factory and office are located. The company regularly organizes "Job Fairs" in coordination with vocational schools and job placement centers in Ho Chi Minh City and Bac Lieu, to facilitate local economic development through stable job creation.

Long-term commitment: Siba Group commits to continue to maintain and expand community activities based on the principles: Sustainable development combined with social responsibility; Sharing benefits with the local community; Transparency - efficiency - practicality in implementing community programs.

III. Report and evaluation of the Board of General Directors

1. Evaluation of production and business performance

1.1 Revenue

The Company's total revenue in 2024 reached VND 3,147 billion, down 14.07% compared to 2023 (VND 3,662 billion). This decline was mainly due to a sharp decrease in revenue from the trading segment, while other segments such as mechanical engineering - construction and energy recorded positive growth.

Unit: billion dong

No.	Revenue structure	2023	2024	Growth
1	Revenue from sales of goods (commercial segment)	3,079	2,285	-25,79%
2	Revenue from provision of services (mechanical engineering - construction)	582	860	47,77%
3	Energy	1,4	1,6	14,29%
	Total	3,662	3,147	-14,07%

Revenue from trading segment - Intentional decrease: Revenue from sales of goods in 2024 reached VND 2,285 billion, down VND 794 billion (-25.79%) compared to 2023 (VND 3,079 billion). However, this decrease does not cause instability to the Company's cash flow and financial situation. The main reason is that the Company is implementing a strategy to shift its business focus from the trading segment to segments with higher added value such as mechanical engineering - construction and energy.

Mechanical engineering - construction segment: Main growth driver: Revenue from providing mechanical engineering - construction services reached VND 860 billion, up 47.77% compared to the previous year (VND 582 billion). This is the segment with the strongest growth in the revenue structure, reflecting the effectiveness of the following strategies:

- **Boosting investment in production:** Expanding production capacity, applying high technology to improve product quality.
- **Strengthen marketing activities and search for new customers:** Expand domestic and international markets, take advantage of opportunities from free trade agreements (FTAs).
- **Take advantage of increased demand in the industry:** The trend of developing the manufacturing industry in Vietnam creates favorable conditions for SBG to expand its market share

Energy segment - Stable growth, great potential: Revenue from electricity sales in 2024 reached VND 1.6 billion, an increase of 14.29% compared to the previous year (VND 1.4 billion). In particular, if calculating the total revenue from electricity sales from subsidiaries such as VMECO Bac Lieu Clean Energy Company Limited and Stemkos Vietnam Trading Joint Stock Company, this figure is up to VND 2.3 billion, an increase of 67.71% compared to 2023. This strong growth comes from:

- **The trend of developing renewable energy:** The Vietnamese government is encouraging investment in clean energy, creating favorable conditions for SBG to expand its scale.
- **Long-term potential:** This is a field with strong development potential, promising to contribute greatly to the Company's revenue in the coming years

1.2 Production costs

In 2024, SIBA GROUP's total production and business costs will reach VND 3,118 billion, down 13.8% compared to 2023 (VND 3,622 billion). This reduction reflects the company's efforts to control and optimize costs in the context of the company's restructuring strategy, reducing the proportion of agricultural trade and focusing on the high-tech mechanical engineering sector.

However, despite the decrease in total costs, the cost-to-revenue ratio still tends to increase because the industry shift requires large investments in production, research and development (R&D) and market expansion activities.

Unit: billion dong

No.	Criteria	2023		2024	
		Value	% Net Revenue	Value	% Net Revenue
1	Cost of goods sold:	3.569	97,46%	3.054	97,04%
1.1	Sale of goods (corn trading)	3.069	83,81%	2.280	72,45%

1.2	Sale of finished products, services (High-tech mechanical engineering)	500	13,65%	774	24,59%
1.3	Sale of electricity	0,4	0,01%	0,6	0,02%
2	Financial costs	16,7	0,46%	22,3	0,71%
3	Selling costs	12,6	0,34%	15	0,48%
4	Administrative costs	24	0,66%	29	0,92%
	Total Cost	3.622	98,91%	3.118	99,08%

a. Cost of goods sold - High proportion but optimized

Cost of goods sold always accounts for a large proportion of SIBA GROUP's total operating costs due to the characteristics of the trade and manufacturing sectors. In 2024, the cost of goods sold reached VND 3,054 billion, equivalent to 97.04% of net revenue, down 14.44% compared to 2023.

Cost structure by industry:

- Cost of trade sector: VND 2,280 billion, down 25.72% compared to 2023 due to a sharp decrease in revenue from this sector. This reflects a deliberate adjustment in business strategy.
- Cost of high-tech mechanical sector: VND 774 billion, up 54.81%. The main reason is that the company expanded production, invested heavily in technology and improved competitiveness in the mechanical sector.
- Cost of energy segment (electricity sales): VND 0.6 billion, slightly increased by 50%, but still account for a very small proportion of total operating costs.

Comments:

- The decrease in the commercial cost of goods sold is a positive signal, helping the company reduce risks and improve operating efficiency.
- Cost of goods sold in the mechanical segment increased due to investment in expanding production, but this is a necessary investment to ensure sustainable growth.
- The profit margin of the mechanical segment still needs to be improved because the cost of goods sold/revenue ratio of this segment increased from 85.93% in 2023 to 90.04% in 2024

b. Financial operating expenses - Stable but need to control interest

Financial expenses in 2024 reached VND 22.3 billion, up 33.53% compared to the previous year. In which, interest expense accounts for the majority due to the loan from SHB to build the Vmecco High-Tech Mechanical Factory in Bac Lieu and finance working capital.

Review:

- Financial expenses are still under control, but the company needs to have a reasonable strategy for using borrowed capital to optimize cash flow.
- Loan capital usage efficiency needs to be closely monitored, ensuring that revenue from mechanical investment can offset interest expenses.

c. Selling expenses - Reasonable increase to expand the market

Selling expenses in 2024 increased by 25%, reaching 15 billion VND. Main reasons:

- Project warranty costs: 2.1 billion VND.
- Exhibition costs: 0.8 billion VND to expand the market and promote the brand.

Review:

- Increased selling expenses reflects a reasonable market expansion strategy.

- This expense can bring long-term efficiency, helping to increase revenue and brand recognition.

d. Business management costs - Significant increase due to expansion

Business management costs in 2024 increased by 20.83%, to VND 29 billion, mainly due to:

- Employee costs increased by ~ VND 2 billion due to expansion of operations.
- Provision for bad debts: VND 1.4 billion to ensure financial security.
- Office rental costs increased by VND 1 billion, reflecting the expansion of scale.
- Software depreciation increased by VND 0.6 billion because the company depreciated the entire year of 2024.

Comment:

- Increasing business management costs is inevitable when the company expands its operations, but it needs to be tightly controlled to ensure capital efficiency.
- Increased provision for bad debts shows caution about cash flow, helping to reduce financial risks.

1.3 Gross profit.

In 2024, SIBA GROUP's total gross profit will reach VND 92.34 billion, almost unchanged from 2023 (VND 92.79 billion). However, the structure of gross profit by segment has clearly shifted, reflecting the company's industry restructuring strategy.

Unit: bil VND

Sector of activity	2023 (billion dong)	2024 (billion dong)	Growth	Ratio to 2024
Trade (agricultural products)	10,00	4,80	-52%	5,5%
Mechanical engineering - construction	82,00	86,00	+5%	92,72%
Energy (electricity sales)	1,00	1,00	0%	1,77%
Total gross profit	92,79	92,34	-0,5%	100%

a. Mechanical engineering and construction: Main growth driver

- Gross profit reached VND 86 billion, up 5% compared to 2023.
- **Gross profit accounted for 92.72%**, proving that this segment has become the **main pillar** in the company's profit structure.

Growth reasons:

- - + Increase in new orders and contracts in the high-tech mechanical engineering sector.
 - + Improvement in production technology, helping to optimize costs and increasing profit margins.
 - + The market has high demand for mechanical engineering products, especially in the heavy industry and infrastructure construction sectors.
- **Assessment:**
 - + Positive points: The mechanical engineering segment is showing a sustainable growth trend, demonstrating the effectiveness of investment and expansion strategies.
 - + Challenges: The profit margin of this segment may be affected if production costs increase. The company needs to continue investing in automation and optimizing production management

b. Trading segment: Sharp decline, consistent with the withdrawal strategy

- Gross profit is only VND 4.8 billion, down 52% compared to 2023.
- The proportion of total gross profit decreased to 5.5%, showing that the company is no longer dependent on this activity.
- Reasons for decline:
 - + Reducing the scale of agricultural trading activities according to the restructuring strategy.
 - + Input prices of agricultural products fluctuate, reducing profit margins.
 - + High competition in the trading sector, affecting operating efficiency.
- Assessment:
 - + Positive points: Reducing dependence on trading helps the company avoid risks from fluctuations in the agricultural market.
 - + Challenges: It is necessary to ensure that the transition process does not negatively affect cash flow and the current customer system.
- c. **Energy segment: Potential but still limited**
 - Gross profit remains at VND 1 billion, no increase compared to 2023.
 - Accounts for a small proportion (1.77%) of the company's total gross profit.
 - **Reasons:**
 - + Renewable energy projects have not expanded on a large scale.
 - + The electricity market is highly competitive, electricity prices may not reach expectations.
 - **Assessment:**
 - + Positive points: Renewable energy is a long-term trend, if the company invests in the right direction, this will be a segment with strong growth potential.
 - + Challenges: Need to increase investment to expand power generation capacity and optimize business efficiency.

2. Financial situation

2.1. Asset situation

No.	Criteria	2023	2024
I	CURRENT ASSET	935,976,077,339	742,685,590,805
1	Cash and cash equivalents	43,537,689,496	38,578,300,533
2	Short-term financial investments	-	-
3	Short-term receivables	616,563,294,273	484,425,502,513
4	Inventories	243,919,465,390	198,844,189,254
5	Other current assets	31,955,628,180	20,837,598,505
II	LONG-TERM ASSETS	261,314,832,539	279,676,027,150
1	Long-term accounts receivable	735,494,795	9,295,008,470
2	Fixed assets	190,721,072,770	184,587,693,265
3	Investment property	-	-

4	Long-term assets in progress	62.876.763.402	72.301.687.956
5	Long-term investments	-	-
6	Other long-term assets	6.981.501.572	13.491.637.459
	TOTAL ASSETS	1.197.290.909.878	1.022.361.617.955

Total assets in 2024 reached VND 1,022 billion, down VND 175 billion (equivalent to -14.6%) compared to 2023 (VND 1,197 billion). This decrease mainly came from short-term assets.

a. Short-term assets

A sharp decrease of VND 193 billion (-20.6%), from VND 936 billion to VND 743 billion, of which:

- Cash and cash equivalents: Slightly decreased from VND 43.5 billion to VND 38.6 billion (-11.4%), showing that the company still maintains a minimum level of liquidity but does not increase cash reserves.
- Short-term receivables: Sharp decrease from VND 616.6 billion to VND 484.4 billion (-21.4%). This is a positive sign, showing that the company has made efforts to collect debts and improve cash flow.
- Inventories: Decreased from 243.9 billion to 198.8 billion (-18.5%), inventories are circulating quickly.

b. Long-term assets

Slightly increased from 261.3 billion to 279.7 billion (+7%), contrary to the downward trend in current assets.

- Fixed assets: Slightly decreased by -3.2% from 190.7 billion to 184.6 billion, reflecting asset depreciation during the period without significant expansion investment.
- In-progress assets increased: 16% from 62 billion to 72 billion because the company continued to invest in building a mechanical factory in Ba Ria - Vung Tau.

Siba Group is effectively restructuring assets, reducing risky assets (receivables), increasing long-term investments and streamlining short-term operations.

2.2. Accounts payable situation

Criteria	2023	2024
I. Current liabilities	704.315.516.296	396.200.837.982
1. Short-term payable to suppliers	509.651.966.380	175.213.772.718
2. Short-term advances from customers	93.101.237.483	69.563.457.642
3. Taxes and other obligations to the State Budget	2.705.094.792	7.507.130.407
4. Payables to employees	3.265.002.662	6.365.818.990
5. Accrued expenses	27.519.867.550	15.248.658.398
6. Other non-current payables	542.975.591	129.519.399

7. Provision for current payables	67.529.371.838	122.172.480.428
II. Long-term liabilities	62.115.796.532	49.488.392.674
1. Long-term loans and financial lease debts	62.115.796.532	41.319.465.543
2. Provision for bad debts	-	8.168.927.131

In 2024, Siba Group's total liabilities recorded a sharp decrease, from VND 766.43 billion (2023) to VND 445.69 billion, equivalent to a decrease of VND 320.74 billion (-41.8%). This is a positive signal, reflecting the strategy of restructuring capital sources in a safer direction, minimizing financial pressure and increasing long-term financial health.

The financial picture in 2024 shows that Siba Group has taken remarkable steps in consolidating its financial foundation: proactively repaying debt, reducing short-term pressure, and systematically restructuring cash flow. This not only helps reduce financial risks, but also creates room for businesses to focus on sustainable growth strategies in the coming years.

3. Improvements in organizational structure, policies, and management.

2024 marks an important turning point for Siba Group in restructuring the apparatus and improving operational efficiency, in order to adapt to the rapidly changing market context and increasing requirements for professional management. Notable improvements include:

Streamlining the apparatus - increasing flexible response: Siba Group has rearranged functional departments, eliminated unnecessary intermediate layers, and delegated more authority to direct management, helping to shorten decision-making time and increase inter-departmental coordination efficiency.

Establish/complete specialized departments: Units such as Internal Control, R&D, and Business Data Analysis are strengthened and upgraded in terms of personnel and functions, ensuring increasingly professional and data-oriented operations

Review and update the internal policy system: In 2024, Siba Group has adjusted many important regulations such as: salary and bonus regulations, performance assessment regulations (KPI), welfare policies, and financial risk control policies

4. Future development plans

4.1 In business activities

❖ For the mechanical engineering sector, Siba Group implements a multinational multi-brand strategy, aiming to provide a variety of products from many different fields to serve life and production in Vietnam and the international market

Siba Group's High-tech mechanical sector focuses on manufacturing:

- Equipment for the Industrial Sector: Manufacturing tools and equipment for the industrial sector such as: Fans Industrial ventilation, Gas - dust - odor treatment system, Fireproof steel doors,

Medical equipment, Electrical cabinets & Rack cabinets, Medical equipment, Cold rooms & Clean rooms, Garbage crushers, Garbage sorting lines, etc.

- Agricultural equipment: Manufacturing specialized equipment for agricultural production factories, livestock farms such as: storage silo systems, feeding equipment, food transport systems, conveyor belts, pig cages, rice milling lines, etc.

- Pre-engineered steel buildings: Providing complete solutions including design, production, installation of steel structures - Pre-engineered steel buildings for factories, farms, warehouses, production workshops, etc.

- Energy equipment: Providing complete solar power solutions for factory projects, production workshops, farms, schools, etc.

- Household appliances - Interior: Specializing in providing interior, refrigeration and household electrical products such as filing cabinets, desks, water purifiers, refrigerators, freezers, etc.

It is expected that when the Ba Ria and Hung Yen will be put into operation in 2024, 20% of Siba Group's operating capacity will be used for internal service and the remaining 80% will be supplied to the market.

The company takes full advantage of all investment opportunities in the new context as well as builds specific strategies and solutions to develop automated mechanical production integrated with high technology such as information technology, smart supply chain, using intelligent management systems, optimizing business models.

The Company considers science and technology as the main driving force for development. In the orientation to 2030, the Company will focus on improving its potential, investing in human resources, mastering the design and manufacturing technology of mechanical products, effectively implementing scientific and technological tasks, prioritizing the implementation of tasks according to the value chain, focusing on research, application and mastering high technology.

The Company focuses on receiving technology transfer to meet the standards of international orders, building brands and potential customers, implementing business connection programs, linking domestic and foreign enterprises to expand the consumer market.

- ❖ For the energy sector, contributing efforts according to the orientation of Vietnam's National Energy Development Strategy to 2030, vision to 2045 in the spirit of Resolution 55-NQ/TW, the rate of urban solid waste treatment for the energy target is expected to reach approximately 70% by 2030.

Providing electricity to meet the requirements of socio-economic development from waste and solar energy with increasingly improved quality, making the energy sector a dynamic economic sector, promoting socio-economic development, serving the increasing demand for energy

consumption, shifting the energy consumption structure towards industrialization, developing a sustainable "green" economy

4.2 Production organization

In order to meet the requirements of market expansion, increase operational efficiency and improve product quality, Siba Group has developed a production organization plan in the direction of **optimization - modernization - flexibility**. Specifically:

- Investing in and upgrading machinery and production technology: Promoting investment in modern machinery systems at key locations, helping to: Increase productivity; Reduce dependence on manual labor; Reduce product defect rates.
- Improving production coordination and management capacity: Applying production coordination support software (APS), ensuring optimal allocation according to orders, machine capacity and inventory. Establishing a quality control system according to international standards (ISO, HACCP...) at each stage.
- Developing a highly skilled and disciplined production team: implementing training courses according to the "hands-on" model, combined with periodic skill competitions. Issue emulation regulations at production workshops associated with efficiency, safety awareness and incident reduction.

4.3 Human resource organization

Effectively operate the organizational chart, the goal is for all staff to clearly understand their functions and tasks and remove obstacles arising during the working process.

The company focuses on building a policy framework, plans and implementing training programs aimed at improving professional knowledge and working attitudes internally as well as with customers for all staff and workers. Coordinate and implement digital applications for human resource organization according to the Group's Digital Transformation roadmap. In particular, effectively operate SAP software that has been put into use in 2023

4.4 Financial and accounting work

Implement tasks for 2024 and financial plans for 2021-2025 with major strategic goals, capital needs, and effective cash flow management. This requires a team of highly qualified accounting and finance staff with good management capacity. Regularly organize training courses, supplement new knowledge, and meet the development needs of the enterprise.

5. Explanation of the Board of Directors for audit opinions

Nhan Tam Viet Auditing Company Limited has completed its tasks and fully performed its obligations under the contract signed with SBG.

6. Assessment report related to the company's environmental and social responsibilities

6.1. Assessment related to environmental indicators

Siba Group always puts the environmental factor as one of the top priorities in its sustainable development strategy. In 2024, the company implemented and achieved remarkable results:

Compliance with environmental laws and standards: The company fully complies with the provisions of Vietnamese law and international standards related to environmental protection such as ISO 14001:2015.

Emission reduction and energy saving: The solar power system deployed at the factory has helped reduce the amount of electricity consumed from fossil sources. At the same time, the company applies environmentally friendly technology in production, minimizing emissions and waste.

Optimizing resource use: Siba Group has improved the production process to save water and reduce the use of raw materials harmful to the environment.

Environmental monitoring and treatment system: Automatic monitoring stations are installed at factories to monitor the quality of emissions, wastewater and noise, ensuring compliance with permitted limits.

Raising awareness of environmental protection: The company regularly organizes internal training sessions, tree planting campaigns and waste recycling to raise awareness of environmental protection among all employees.

6.2. Assessment related to labor issues

Human resources are valuable assets of Siba Group. Over the past year, the company has implemented innovative measures to ensure the rights and career development of employees:

Recruitment and training policies: The recruitment process is carried out publicly and transparently. Skills training and capacity development courses are organized periodically. In the context of the 2024 economy facing many difficulties after the COVID-19 pandemic and the global economic downturn, **retaining and motivating employees** is a key factor to help businesses maintain stability and efficiency

Welfare regime: The company applies an enhanced health insurance policy, lunch subsidies, travel support and periodic health check-ups for all employees. The State is promoting a **universal social security program**, in which the role of enterprises is increasingly emphasized

Working conditions: The working environment is improved towards friendliness, safety and modernity. Labor safety standards are strictly adhered to. **The trend of shifting young labor** requires a flexible working environment with development opportunities - things that Siba Group has been doing well

Caring for spiritual life: The company builds mental health care programs, organizes sports and cultural activities to create cohesion among employees. Maintaining a positive working environment also helps enhance **recruitment reputation**, especially in industries with high-tech labor competition

Dialogue and recording opinions: The mechanism for receiving and responding to employee opinions is operated effectively, ensuring that all questions and suggestions are listened to and resolved promptly.

6.3. Assessment related to the enterprise's responsibility to the local community

Local activities have been implemented

- Sponsoring scholarships, learning equipment for students.
- Participating in charity programs, supporting natural disasters.
- Cooperate with local authorities to implement infrastructure projects and protect the environment.

Evaluation of suitability

- In the context of the government promoting public-private cooperation and "enterprises accompanying localities", Siba Group's community responsibility activities are very consistent with current policy orientations.
- Local communities - especially in industrial zones - are increasingly concerned about environmental impacts and benefits received from enterprises. Actively participating in community building helps Siba Group strengthen harmonious relationships with local residents.
- At the same time, community activities contribute to enhancing brand image and reputation, creating a foundation for long-term sustainable business operations

IV. Board of Directors' Evaluation of the Company's Activities

1. Board of Directors' Evaluation of the Company's Activities

1.1 Evaluation of the Company's Activities

2024 is a year of many fluctuations for the domestic and international economy, posing many challenges for manufacturing enterprises, especially in the context of declining consumption, strong fluctuations in input costs, and increased competition in the supply chain. However, with the close direction of the Board of Directors, the flexible management of the Board of Directors and the consensus of all employees, Siba Group has gradually stabilized production - consolidated finance - restructured governance, creating a foundation for a new development stage

Regarding production and business results: Siba Group recorded an encouraging growth in revenue and improved operating efficiency:

Total asset turnover increased from 2.22 times (2023) to 2.84 times (2024), showing that the ability to use assets to generate revenue has been significantly improved.

Return on sales (ROS) increased to 1.39% (compared to 0.89% in 2023), reflecting better cost management efficiency and improved profit margins.

The company also achieved EPS of VND 1,533/share, up 17.7% year-on-year, demonstrating profit recovery in a difficult market context.

Regarding production and operation organization: In 2024, the Board of Directors implemented many measures to improve production and operation management, including:

- Optimizing production processes towards streamlining and tighter quality control.
- Promoting investment in technology, upgrading equipment, contributing to improving productivity and reducing product defect rates.
- Reorganizing the production - operation structure to enhance flexibility in responding to market demand while reducing costs.
- These efforts have helped the company maintain a high inventory turnover of 13.8 rounds, ensuring continuous and effective production and business flows.

Regarding the financial situation: Siba Group's financial structure in 2024 has changed positively and healthily:

- Total assets decreased by 14.6%, mainly due to the company proactively reducing the scale of short-term investments and restructuring capital flows to suit the sustainable development strategy.
- Short-term debt decreased by 43.8%, of which trade payables decreased sharply, reflecting the strategy of reducing financial leverage and increasing capital initiative.
- The debt ratio was tightly controlled, especially a sharp reduction in long-term loans (down 33%) to reduce interest pressure in the medium term.
- The ROA ratio increased to 3.93%, showing that the return on assets has recovered after the previous period of decline.

1.2 Economic forecast for 2025

2025 is expected to be a period of gradual economic recovery and stability, with GDP growth forecast at 6.0–6.5%. However, businesses still face challenges such as fluctuating input costs, increasing competitive pressure and slow recovery in consumer demand.

For the manufacturing and construction industry, the trend of digital transformation, improving quality standards and delivery speed will become vital factors. Customers are increasingly demanding, requiring businesses to operate more flexibly, leanly and professionally.

Monetary policy is forecast to be stable; interest rates can be maintained at a reasonable level. However, credit will still be selective, requiring businesses to maintain a healthy financial structure and effectively control cash flow.

The Board of Directors identified 2025 as the year of "strengthening internal strength -

accelerating development", focusing on 3 pillars:

- Optimizing costs, increasing operational efficiency;
- Investing in technology and upgrading management;
- Expanding the market, prioritizing segments with good profit margins.

With a clear orientation and a stable financial foundation, Siba Group believes it can seize opportunities and grow sustainably next year.

2. Board of Directors' assessment of the company's Board of Directors' performance

The Board of Directors highly appreciates the determination of the Board of Directors and all employees of the company for their continuous efforts to improve production and business efficiency in the context of economic recession.

The Board of Directors has demonstrated skillful and creative leadership in providing reasonable business solutions, while improving the quality of products and services to meet customer needs. The company has successfully reduced costs and increased production efficiency, creating a difference from competitors.

The Board of Directors highly appreciates the financial management of the Board of Directors and the staff in the finance department. The company has taken reasonable measures to minimize financial risks and strengthen its financial position, ensuring stability and sustainable development in the future.

In summary, the Board of Directors believes that the Board of Directors and all employees of the company have performed well in production and business activities in the field of mechanical engineering and construction. We hope that the company will continue to maintain and improve this achievement, to create great value for shareholders and customers.

3. Plans and orientations of the Board of Directors

In 2025, SBG will focus on developing two main areas: mechanical engineering and renewable energy, and at the same time adjust its commercial business strategy to optimize profits. Below are the specific orientations:

a. Production development and expansion of Ba Ria - Vung Tau factory

- The factory is expected to operate in the third quarter of 2025, contributing nearly 1,000 billion VND in revenue/year.
- Production of strategic products including:
 - + Air and clean room systems (clean room equipment, air treatment, ventilation systems, industrial air conditioning).
 - + Industrial auxiliary equipment, metal processing (CNC laser cutting, stamping, bending, metal forming, manufacturing of auto parts).
 - + Livestock equipment (silo systems, automatic feeding, ventilation, barn equipment).
 - + Interior & refrigeration (supermarket, office interiors, industrial refrigerators).

Applying modern technology:

- Automatic sheet steel processing system, improving productivity and synchronizing quality.

- Cyclopentane high pressure PU FOAM line for manufacturing refrigeration equipment.
- Auto parts production line according to industry standards.
- Powder coating system helps improve product durability and aesthetics and reduce environmental impact.

b. Developing renewable energy sector (Solar power)

Focus on developing rooftop solar power through: VMECO Bac Lieu Clean Energy Company Limited and Stemkos Vietnam Trading Joint Stock Company.

Target:

- Optimize the exploitation of rooftop solar power, maximize the potential of clean energy sources.
- Contribute to SBG's sustainable development strategy.
- Increase profit margin thanks to the renewable energy sector with strong growth potential in the future.

c. Adjust the agricultural trade business strategy

- Continue to gradually reduce revenue from the agricultural sector at 17%/year from 2022-2030.
- Focus resources on mechanics and renewable energy, two sectors with high profit margins and strong growth potential.

Target

- Maximize the company's profits in the long term.
- Limit the dispersion of resources into low-margin segments

V. Corporate governance

1. Board of directors

1.1. Board members and structure

No.	Board of Directors' members	Position (Independent members of the BOD, Non-executive members of the BOD)	The date becoming/ceasing to be the member of the Board of Directors	
			Date of appointment	Date of Dismissal
1	Mr. Truong Sy Ba	Chairman of the Board	25/04/2024	
2	Mr. Nguyen Van Phu	Board Member	17/01/2022	
3	Mr. Nguyen Van Duc	Member of Board of Directors and General Director	08/02/2022	
4	Mr. Phan Le Hoang Trung	Member of Board of Directors and Vice General Director	17/01/2022	

5	Mr. Tran Ngoc Long	Independent Board Member	17/01/2022	
6	Ms. Phan Hong Van	Non-executive Board Member		25/04/2024

1.2. Activities of the Board of Directors:

No.	Board of Director' member	Number of meetings attended by BOD	Attendance rate	Reasons for absence
1	Mr. Truong Sy Ba	9/12	75%	Appointed on 25 April 2024
3	Mr. Nguyen Van Duc	12/12	100%	
4	Mr. Phan Le Hong Trung	12/12	100%	
5	Mr. Tran Ngoc Long	12/12	100%	
2	Mr. Nguyen Van Phu	12/12	100%	
6	Ms. Phan Hong Van	3/12	25%	Dismissed since April 25, 2024

As a representative of the interests of the company's shareholders, the Board of Directors always upholds the spirit of responsibility, together with the Board of Directors, performs the direction and operation work, and implements the planning targets according to the Resolution of the General Meeting of Shareholders. Well performs the function of strategic planning, organizing, directing and supervising all aspects of the Company's operations, appraising and approving investment and construction projects to serve business activities, deciding on personnel and management issues of the Company under the authority of the Board of Directors. The direction and supervision activities of the Board of Directors are conducted directly and/or in writing.

In 2024, the Board of Directors of the Company held regular and extraordinary meetings to check the implementation status and propose goals and measures as a basis for the General Director to implement the production and business plan set by the General Meeting of Shareholders

1.3. Activities of independent members of the Board of Directors. Activities of subcommittees in the Board of Directors:

a. Structure of Independent Board Members

The number of independent members of the Board of Directors of SBG is currently 01 person, ensuring that 1/3 of the number of members of the Board of Directors are independent.

b. Activities of Independent Board Members

- Supervise the implementation of management and operation tasks of the Board of Directors and the Board of Management
- Check the reasonableness, legality, honesty and level of prudence in management and operation of business activities; the systematicity, consistency and appropriateness of accounting, statistics and financial reporting.

- Assess the completeness, legality and honesty of business situation reports, annual and quarterly financial reports, and reports on the assessment of the management work of the Board of Directors.

- Review and evaluate the effectiveness and efficiency of the internal control system, risk management and early warning of the company through monitoring the amendment and completion of internal regulations and regulations and the issuance of documents governing business activities.

c. Regarding the results of governance and supervision:

- Overall, the Board of Directors has performed its role well in implementing the plans, policies and strategic directions set forth by the General Meeting of Shareholders.

- The Board of Directors has complied with the regulations on corporate governance, convened regular and irregular meetings to promptly direct and issue decisions in accordance with the actual situation.

- The Board of Directors has properly performed its role and responsibility in directing, supporting and supervising the Executive Board in implementing the contents approved by the General Meeting of Shareholders and the Board of Directors, ensuring compliance with the provisions of law, while harmonizing the interests of the Company and shareholders.

- Board members holding positions in the Executive Board regularly attend regular and irregular meetings of the Executive Board. Important decisions of the Executive Board are analyzed, criticized and consulted by members of the Board of Directors / Chairman of the Board of Directors to ensure the interests of the Company.

- Board members proactively identify their roles and responsibilities to support the Board of Directors and share experiences, interact, and exchange with the Board of Directors on corporate governance.

2. Board of Supervisors:

2.1. Members of Board of Supervisors

No.	Members of Board of Supervisors	Position	The date of appointed as the member of the Board of Supervisors	The date of dismissed as the member of the Board of Supervisors	Qualification
1	Ms. Le Thi Xuan Duc	Head of Supervisory Board		14/03/2024	Bachelor
2	Mr. Dao Duc Tuan	Head of Supervisory Board	26/04/2024		Bachelor
3	Ms. Nguyen Thi Le Thuong	Supervisory Board Member	17/01/2022		Bachelor
4	Mr. Truong Duc Nam	Supervisory Board Member	25/04/2024		Master

2.2. Activities of the Board of Supervisors:

No.	Members of Board of Supervisors	Number of meetings attended	Attendance rate	Voting rate	Reasons for absence
1	Ms. Le Thi Xuan Duc	0/2	0	0	Dismissed
2	Mr. Dao Duc Tuan	2/2	100%	100%	
3	Ms. Nguyen Thi Le Thuong	2/2	100%	100%	
4	Mr. Truong Duc Nam	2/2	100%	100%	

The members of the Board of Supervisors always respect and coordinate well with each other on the principle of prudence. In the process of performing their duties, the members of the Board of Supervisors always ensure independence, objectivity, and honesty for the benefit of the Company and Shareholders. The members of the Board of Supervisors have fulfilled their duties well in regular inspection and supervision according to the following main contents:

- Comply with the Law, the Charter of organization and operation of Siba High-Tech Mechanical Group Joint Stock Company, and the decisions of the General Meeting of Shareholders.
- Review and evaluate the activities of the Board of Directors, the Board of General Directors and the Company's management system throughout the fiscal year related to the implementation of the 2024 plans approved by the General Meeting of Shareholders.
- Supervise and inspect the production, business and financial activities of the Company. Work directly with the Company's Board of Directors to detect risks or shortcomings to propose appropriate solutions.
- Monitor and inspect the development of the Company's Regulations and Rules and the implementation of issued regulations and rules.
- Review the implementation of the process, order and procedures for purchasing documents, project construction work.
- The Board of Supervisors participates in all meetings of the Board of Directors and the Board of General Directors to grasp the business situation, investment situation and participate in giving opinions, making recommendations within the scope of its responsibilities and authority.
- Control expenses in Production and Business including: Planning and implementation. Procurement bidding, repair work, accounting work, asset management and use, construction investment work, etc.

3. Transactions, remuneration and benefits of the Board of Directors, Board of Directors and Board of Supervisors

a) Salary, bonus, remuneration, benefits

No.	Individual	2023		2024	
		Salary	Remuneration	Salary	Remuneration
1	Truong Sỹ Bá	0	0	0	60.000.000
2	Nguyễn Văn Phú	0	60.000.000	0	60.000.000

3	Nguyễn Văn Đức	551.796.001	60.000.000	589.922.771	60.000.000
4	Phan Lê Hoàng Trung	289.628.043	60.000.000	296.012.550	60.000.000
5	Trần Ngọc Long	0	60.000.000	0	60.000.000
6	Phan Hồng Vân	0	60.000.000	0	0
7	Lê Thị Xuân Đức	298.487.076	30.000.000	0	0
8	Nguyễn Thị Lệ Thương	0	30.000.000	0	30.000.000
9	Đào Đức Tuấn	0	30.000.000	0	30.000.000
10	Trương Đức Nam	0	0	0	30.000.000
11	Trần Thị Thu Thảo	206.252.882	0	281.365.694	0

b) Trading activities of insiders:

No.	Person Conducting the Transaction	Relation to Insider	Number of Shares Owned at the Beginning of the Period		Number of Shares Owned at the End of the Period		Reason for Increase or Decrease (Purchase, Sale, Conversion, Bonus...)
			Number of Shares	Percentage	Number of Shares	Percentage	
1	Trương Mạnh Linh	Person related to insider	70.000	0,28%	107.800	0,22%	Buy:0 Sell:0 Receive Dividends: 15.400 Stock Bonus: 22.400
2	Nguyễn Văn Phú	Insider	150.000	0,60%	300.000	0,60%	Buy: 69.000 Sell:0 Receive Dividends: 33.000 Stock Bonus: 48.000
3	Nguyễn Văn Đức	Insider	1.515.369	6,06%	2.334.306	4,67%	Buy:1.400 Sell: 600 Receive Dividends: 333.315 Stock Bonus: 484.822
4	Nguyễn Tấn Hưng	Person related to insider	20.000	0,08%	27.720	0,06%	Buy:0 Sell: 2.000

							Receive Dividends: 3.960 Stock Bonus: 5.760
5	Trần Ngọc Long	Insider	45.000	0,18%	56.600	0,11%	Buy: 15.272 Sell: 21.600 Receive Dividends: 7.304 Stock Bonus: 10.624
6	Phan Lê Hoàng Trung	Insider	30.000	0,12%	46.200	0,09%	Buy:0 Sell:0 Receive Dividends: 6.600 Stock Bonus: 9.600
7	Đào Đức Tuấn	Insider	12.500	0,05%	12.600	0,03%	Buy:6.898 Sell:10.200 Receive Dividends: 1.386 Stock Bonus: 2.016
8	Trương Đức Nam	Insider	55.00	0,22%	10.600	0,02%	Buy: 4.876 Sell: 55.000 Receive Dividends: 2.332 Stock Bonus: 3.392
9	Trần Thị Thu Thảo	Insider	8.000	0,03%	0	0	Sell: 8.000
							Buy: 13.892
10	Đỗ Quốc Huy	Insider	30.000	0,12%	60.400	0,12%	Sell: 9.800 Receive Dividends: 6.644 Bonus: 9.664
11	Siba Holdings JSC.	Parent company	13.900.000	55,60%	27.800.000	55,60%	Buy: 6.394.000 Sell:0 Receive Dividends: 3.058.000 Stock Bonus: 4.448.000

VI. Financial Statements

1. Consolidated Financial Statements

View and download the financial statements at: <https://siba.com.vn/vn/bao-cai-tai-chinh-nam-2024.html>

2. Financial Statements of the Parent Company.

View and download the financial statements at: <https://siba.com.vn/vn/bao-cai-tai-chinh-nam-2024.html>

CONFIRMATION OF THE LEGAL

REPRESENTATIVE

GENERAL DIRECTOR



TỔNG GIÁM ĐỐC
Nguyễn Văn Đức