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(Ban hành kèm theo Quyết định số 21/QĐ-SGDVN ngày 21 tháng 12 năm 2021 của  
TGD SGDCK TP HCM về Quy chế Công bố thông tin tại SGDCK TP HCM /  
(Issued with Decision No. 21/QĐ-SGDVN dated December 21, 2021 of the General Director of HCM City  
Stock Exchange regarding the Regulation on Information Disclosure at the HCM City Stock Exchange)

TẬP ĐOÀN HÓA CHẤT VIỆT NAM /  
VIETNAM NATIONAL CHEMICAL GROUP  
CÔNG TY CP PIN ẮC QUY MN /  
DRY CELL AND STORAGE BATTERY  
JOINT STOCK COMPANY

CỘNG HOÀ XÃ HỘI CHỦ NGHĨA VIỆT NAM /  
THE SOCIALIST REPUBLIC OF VIETNAM

Độc lập - Tự do - Hạnh phúc /  
Independence - Freedom - Happiness

Số/No.: 244/PA-CBTT

TP.HCM, ngày 28 tháng 03 năm 2025 /  
HCM City, March 28., 2025

### CÔNG BỐ THÔNG TIN ĐỊNH KỲ / PERIODIC INFORMATION DISCLOSURE

Kính gửi / To: - Ủy ban Chứng khoán Nhà nước / The State Securities Commission  
- Sở Giao dịch chứng khoán TP.HCM / Ho Chi Minh Stock Exchange

1. Tên tổ chức / Name of the organization: CÔNG TY CỔ PHẦN PIN ẮC QUY MIỀN  
NAM / DRY CELL AND STORAGE BATTERY JOINT STOCK COMPANY

- Mã chứng khoán / Stock Code: PAC

- Địa chỉ trụ sở chính / Address: 321 Trần Hưng Đạo, P.Cô Giang, Q.1, TP.HCM / 321  
Tran Hung Dao Street, Co Giang Ward, District 1, Ho Chi Minh City

- Điện thoại / Phone: 028.39203062 Fax: 028.39203060

- Email: duyhung@pinaco.com.vn

2. Nội dung thông tin công bố / Content of the disclosed information:

Ngày 28/03/2025, Công ty Cổ phần Pin Ắc Quy Miền Nam đã phát hành Báo cáo  
thường niên năm 2024 / On March 28, 2025, Dry Cell And Storage Battery Joint Stock  
Company issued the 2024 Annual Report.

3. Báo cáo thường niên này đã được công bố trên trang thông tin điện tử của công ty vào  
ngày 28/03/2025 tại đường dẫn / This Annual Report was published on the company's  
website on March 28, 2025, at the following link: [www.pinaco.com.vn](http://www.pinaco.com.vn).

Chúng tôi cam kết các thông tin công bố trên đây là đúng sự thật và hoàn toàn chịu  
trách nhiệm trước pháp luật về nội dung các thông tin đã công bố / We hereby certify that  
the disclosed information is true and take full legal responsibility for the content of the  
disclosed information.

Tài liệu đính kèm/

Attached document:

- BCTN năm 2024 /

The 2024 Annual Report.

Đại diện tổ chức / On behalf of the organization

Người đại diện theo pháp luật/Người UQ CBTT /

Legal Representative/Authorized Information Disclosure Officer

(Ký, ghi rõ họ tên, chức vụ, đóng dấu) /

(Signed, full name, position, and stamped)



LÊ VĂN NĂM

# ANNUAL REPORT 2024





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ANNUAL REPORT **2024**

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# Message from

## CHAIRMAN OF THE BOARD OF DIRECTORS



Dear Shareholders, Valued Customers, Investors, and All Employees of DRY CELL AND STORAGE BATTERY JOINTSTOCK COMPANY (PINACO),

The year 2024 has been another challenging period for both Vietnam's economy and the global economy. The expansion of conflicts, escalating geopolitical tensions, pandemics, and climate change have led to risks in financial markets, energy security, food security, and global trade. These challenges have sustained high inflation, forcing many countries to maintain tight monetary policies. As a result, declining household incomes have significantly weakened purchasing power, thereby impacting exports. Domestically, the economic situation remains extremely difficult, with many industries experiencing a shortage of orders, leading to widespread labor reductions. The severe decline in market demand, coupled with high exchange rates and interest rates, has posed significant obstacles to the company's business operations.

Faced with these difficulties, the Board of Directors (BOD) has promptly provided leadership and strategic direction, implementing numerous practical solutions to overcome challenges, ensuring market share stability, and flexibly leveraging resources and competitive advantages to achieve the highest possible business performance. Additionally, the company has remained committed to employee welfare, retaining workers despite limited production growth. Thanks to the relentless efforts and strong unity of all employees, along with the decisive and effective leadership of the executive management, the company's revenue and profit indicators in 2024 have exceeded expectations. Total revenue reached VND 3,849 billion, an increase of 7% compared to the previous year and 1% above the target, while pre-tax profit reached VND 164 billion, surpassing the plan by 3% and rising 6% year-on-year.

Maintaining market share is a matter of survival; we are determined not to trade market share for short-term profits. As a result, our market position remained stable in 2024. The company has intensified digital transformation efforts in sales, production, and management. We have enhanced the quality of several product lines, with a notable focus on CMF batteries, and have made strategic investments in advanced equipment to drive long-term growth. Building on these achievements and looking toward the future with the motto "Innovation for Development," PINACO enters 2025 with the following key objectives:

- Expanding exports, particularly in the Middle East and ASEAN markets.
- Continuously improving and enhancing product quality while researching new products to meet customer demands.
- Advancing the collection and recycling of discarded products and utilizing solar energy
- Furthering digital transformation initiatives to integrate them into business operations, thereby enhancing corporate governance efficiency.
- Commencing the construction of a new battery manufacturing plant to meet growth demands and relocating the Dong Nai battery plant to the Bien Hoa Industrial Park.

PINACO firmly believes that business development must go hand in hand with environmental and social responsibility, as well as strong engagement with employees. We are committed to ensuring stable employment and competitive income for our workforce, contributing to social welfare and economic stability. Moreover, PINACO will continue to actively participate in rural development projects and other social initiatives.

With a clear growth strategy and a well-defined, flexible, and effective business plan for 2025, implemented by a team of talented, dedicated, and determined leaders and employees, the Board of Directors is confident that PINACO will overcome all challenges and achieve its objectives.

On behalf of the Board of Directors, I would like to extend my sincere gratitude to our shareholders, distributors, partners, and all employees for your cooperation, unity, and unwavering commitment to PINACO's development. Above all, I would like to express my deepest appreciation to our valued customers for your trust and continued support of PINACO's products.

Best regards!

CHAIRMAN OF THE BOARD

LE HOANG



## VISION - MISSION - CORE VALUES

### Vision

PINACO aims to become the leading manufacturer of batteries and accumulators in Southeast Asia, extending its reach throughout Asia and globally.

### Mission

To provide safe, efficient, and reliable energy solutions to customers.

### Core values

All PINACO employees commit to adhering to the “4C” principles.

#### CHÍNH TRỰC (INTEGRITY)

Respect professional ethics and act fairly in all internal and external relationships of the company.

#### CHU ĐÁO (CARING)

Customer-oriented, aiming to best meet the requirements of both internal and external customers of the company in alignment with the “4C” principles.

#### CAM KẾT (COMMITMENT)

Encourage individual accountability and proactively enhance skills to achieve greater professionalism.

#### CHIA SẺ (SHARING)

Build team spirit—working collaboratively for the common benefit of the company.





# 01

## GENERAL INFORMATION

- Overview
- Business Lines & Locations of the Business
- Corporate Governance Model
- Development Orientations
- Risks



“ Dry Cell and Storage Battery Joint Stock Company (PINACO) was established in 1976 and underwent equitization in 2004 (Securities Code: PAC). With over 49 years of development, PINACO takes pride in being Vietnam’s leading enterprise in the production and distribution of batteries and accumulators, living up to its prestigious recognition as a “National Brand.”



# 01 GENERAL INFORMATION

| BASIC INFORMATION                      |  |
|--|--|
| Name:                                  | CÔNG TY CỔ PHẦN PIN ÁC QUY MIỀN NAM  |
| English Name:                          | DRY CELL AND STORAGE BATTERY JOINT STOCK COMPANY   |
| Trading Name:                          | PINACO   |
| Charter Capital:                       | VND 464,717,070,000 (Four hundred sixty-four billion seven hundred seventeen million seventy thousand Vietnamese dong)   |
| Head Office Address:                   | 321 Tran Hung Dao, Co Giang Ward, District 1, Ho Chi Minh City   |
| Business Registration Certificate No.: | No. 3600304542 (issued by the Planning and Investment Department of Ho Chi Minh City on September 23, 2004, and registered for the 18th amendment on April 12, 2022) |
| Telephone:                             | (84 28) 3920 3062 – 3920 3063  |
| Fax:                                   | (84 28) 3920 3060  |
| Email:                                 | pinaco@pinaco.com.vn   |
| Website                                | www.pinaco.com   |
| SECURITIES INFORMATION                 |  |
| Securities Code:                       | PAC  |
| Listed Exchange:                       | Hochiminh Stock Exchange (HOSE)  |
| Listing Date:                          | 12/12/2006   |
| Number of Shares Outstanding:          | 46,471,707 shares  |





## 02 ESTABLISHMENT AND DEVELOPMENT PROCESS

DRY CELL AND STORAGE BATTERY JOINTSTOCK COMPANY (PINACO) was established by the General Department of Chemicals (now Vietnam National Chemical Group) on April 19, 1976.

The company was founded through the nationalization of the following factories: Con O Battery (Vidopin), Con Meo Battery, Hot Xoan Battery, VABCO Battery Factory, and VIDEKO Battery Factory.

### 1998

Since 1998, PINACO has continuously invested in modernizing equipment, enhancing production capacity, and gradually replaced outdated production technology with advanced manufacturing technology.

### 2004

On October 1, 2004, PINACO was officially converted into a joint-stock company under Business Registration Certificate No. 4103002690, initially issued by the Ho Chi Minh City Department of Planning and Investment on September 23, 2004.

### 2011

Investment in the Dong Nai 2 Battery Factory at Nhon Trach Industrial Park, Dong Nai Province.

### 2015

Increased charter capital from VND 269,878,430,000 to VND 309,812,930,000 through a shares issuance to pay dividends.

### 2017

Restructured battery production, consolidating four factories into three.

### 2021

Launched the new brand identity for Pin Con O. Successfully developed the new Extra CMF battery product.

### 2024

Continued to achieve the National Brand recognition for the 7th time. Received the Vietnam High-Quality Goods award for 27 consecutive years.

### 1993

On May 25, 1993, pursuant to Government Decree No. 388 on the re-establishment of state-owned enterprises, the Ministry of Heavy Industry (now the Ministry of Industry and Trade) issued Decision No.304/QĐ/TCNSĐT to re-establish the Dry Cell and Storage Battery Joint Stock Company (PINACO) under the Vietnam National Chemical Corporation.

New investment in the Saigon Battery Factory at Tan Tao Industrial Park.

### 2003

### 2006

PINACO was listed on the Ho Chi Minh City Stock Exchange under Share Listing License No. 69/UBCK-GPNY issued by the State Securities Commission and officially conducted its first trading session on December 12, 2006, with the securities code PAC at a trading price of VND 40,000 per share.

### 2012

PINACO invested in equipment modernization, gradually replacing outdated production technology with new technology to meet market demands.

### 2016

Increased charter capital from VND 309,812,930,000 to VND 464,717,070,000 through a shares issuance to pay dividends.

### 2018

Purchased 8.7 hectares in An Phuoc Industrial Park, Dong Nai Province.

### 2022

Continued to achieve the National Brand recognition for the 6th time. Received the Vietnam High-Quality Goods award for 26 consecutive years.

### 2023

Successfully researched and produced batteries for electric bicycles and electric motorcycles. Invested in equipment utilizing stamping technology for battery grid production. Launched new-generation maintenance-free battery lines



## AWARDS

## CERTIFICATIONS



## NATIONAL BRAND COUNCIL



National Brand for seven consecutive times (2012, 2014, 2016, 2018, 2020, 2022, 2024).

## VIETNAM CHEMICAL GROUP



The Emulation Flag from Vietnam Chemical Group for Con O Battery Plant (2015, 2022), Dong Nai Battery Plant 2 (2016, 2020, 2022), Hanoi Branch of the Company (2016), Dong Nai Battery Plant (2017), Southern Battery Joint Stock Company (2018, 2021, 2022)



## MINISTRY OF INDUSTRY AND TRADE / STATE CAPITAL INVESTMENT CORPORATION



The Flag of Emulation from the Ministry of Industry and Trade / State Capital Investment Corporation for the company (2016, 2017, 2018, 2019, 2020, 2021, 2022), Dong Nai Battery Plant 2 (2014, 2015), Dong Nai Battery Plant (2015, 2019), Con O Battery Plant (2016)



Trusted Exporter (2014)



Top 5 Companies with the Highest Revenue in 2019, 2020 and Top 5 Companies with the Highest Profit in 2019, 2020, 2021, 2023 recognized by the Vietnam Chemical Group



Top 5 Companies with the Best Employee Care recognized by Vietnam Chemical Group (2015)

## VIETNAM CHEMICAL GROUP



Recognized by Vietnam Chemical Group with the title 'Excellent Labor Collective' (2019, 2020, 2021)



## SOCIALIST REPUBLIC OF VIET NAM



First-Class Independence Medal (2010), Second-Class (2005), Third-Class (2001)



First-Class Labor Medal (2nd Award) (2015), Second-Class (2013), Third-Class (2001, 2003, 2020)



Labor Hero of the Renewal Period (2000)



The Emulation Flag from the Vietnam General Confederation of Labor for outstanding achievements in the movement of excellent labor performance and building a strong trade union organization (2014, 2015, 2016, 2018, 2020, 2021, 2022)

## VIETNAM GENERAL CONFEDERATION OF LABOR

## ISO/IATF CERTIFICATIONS



ISO 14001 Certification for Environmental Management System (2015)



ISO/IEC 17025 Certification for Laboratory Management System (2013)



ISO 9001 Certification – Quality Management System (2001)



IATF 16949 Certification – Quality Management System for Automotive Suppliers (2011)




## AWARDS

## CERTIFICATIONS




 Vietnam High-Quality Goods for 26 consecutive years as voted by consumers (1997 – 2024)

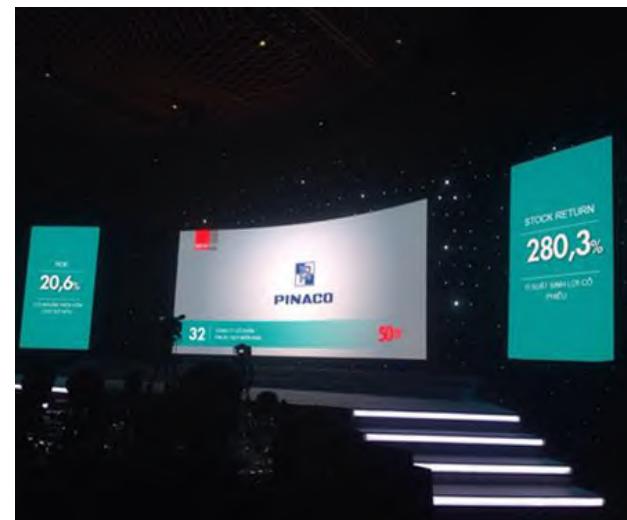
 Top 100 Leading Brands in Vietnam (2008)

 Awarded the title of Outstanding Enterprise of Ho Chi Minh City in 2016, 2018, 2020

### TOP 50

 Top 50 Most Effective Business Enterprises in Vietnam (2017, 2018, 2019)

 Top 50 Best Listed Enterprises in Vietnam (2015, 2016)




### VIETNAM NATIONAL UNION OF WORKERS IN INDUSTRY AND TRADE


 The Emulation Flag from Vietnam National Union of Workers in Industry and Trade for outstanding achievements in the movement of excellent labor performance and building a strong trade union organization (2017, 2019, 2023, 2024)



### AWARDS FOR SUPPLIERS




 Supplier with Excellent Capability in Quality, Delivery, and Cost from YAMAHA (2017)


 Supplier with Outstanding Efforts and Results in Cost Reduction from SUZUKI (2018)



 Ford Q1 Preferred Supplier Certification (2014)

 Reliable Supplier (2011)

 Best Supplier Improvement Award from HONDA (2014)

 Best Performing Supplier from PIAGGIO (2017)

### VIETNAM CHEMICAL GROUP UNION AND VIETNAM GENERAL CONFEDERATION OF LABOR



Business for Employees recognized by the Vietnam Chemical Group Union and the Vietnam General Confederation of Labor (2016)

### THE PRIME MINISTER



Emulation Flag from the Prime Minister (2013, 2014, 2015)



Golden Stock (2009)



Sao Vang Dat Viet (2009 – 2011)



Trusted Securities Brand & Top Joint Stock Company in Vietnam (2008)





### 03 BUSINESS LINES AND LOCATIONS OF THE BUSINESS

## BUSINESS LINES

**The company's main revenue and profit-generating activities:**

- **Battery and Accumulator Manufacturing:** PINACO supplies a wide range of batteries and accumulators to both domestic and international markets. The product portfolio includes standard zinc-carbon batteries and various types of accumulators for multiple applications, such as: Starter batteries for automobiles, motorcycles, marine vessels; Household batteries for lighting, electric vehicles, general consumer use, Industrial batteries for specialized applications, etc
- **Trading and Import-Export of Battery and Accumulator Products, as well as Materials and Equipment for Battery and Accumulator Production.**

### Core products:

- Dong Nai Batteries meet the highest quality standards, utilizing technologies transferred from Europe and Japan. They are manufactured on state-of-the-art machinery and equipment from Austria, the United States, Germany, the United Kingdom, Italy, etc. PINACO's advanced management systems ensure compliance with the stringent requirements of numerous customers and major global automobile and motorcycle manufacturers in Vietnam, including Ford Vietnam, Thaco, VinFast, Vietnam Suzuki, Honda, Piaggio, Yamaha, Mercedes-Benz Vietnam, Hyundai Thành Công, etc
- Con O Batteries – Produced using alkaline and zinc-carbon battery technologies, ensuring mercury- and cadmium-free compositions that are safe for users and environmentally friendly.





## 03 BUSINESS LINES AND LOCATIONS OF THE BUSINESS

### LOCATIONS OF THE BUSINESS

#### Domestic Market

- The company has 01 head office in District 1, Ho Chi Minh City; 02 battery manufacturing plants in Dong Nai Province; 01 battery production plant in Ho Chi Minh City; 02 branch offices in Hanoi and Da Nang;
- A network of product showrooms and authorized stores nationwide, including 06 product showrooms:
  - 03 in Districts 1 and Districts 6, Ho Chi Minh City.
  - 01 in Dong Nai
  - 01 in Đà Nẵng
  - 01 in Ha Noi
 and 05 authorized stores:
  - 01 in Can Tho
  - 01 in Gia Lai
  - 01 in Kon Tum
  - 01 in Nghe An
  - 01 in Ha Nam

#### Export Market

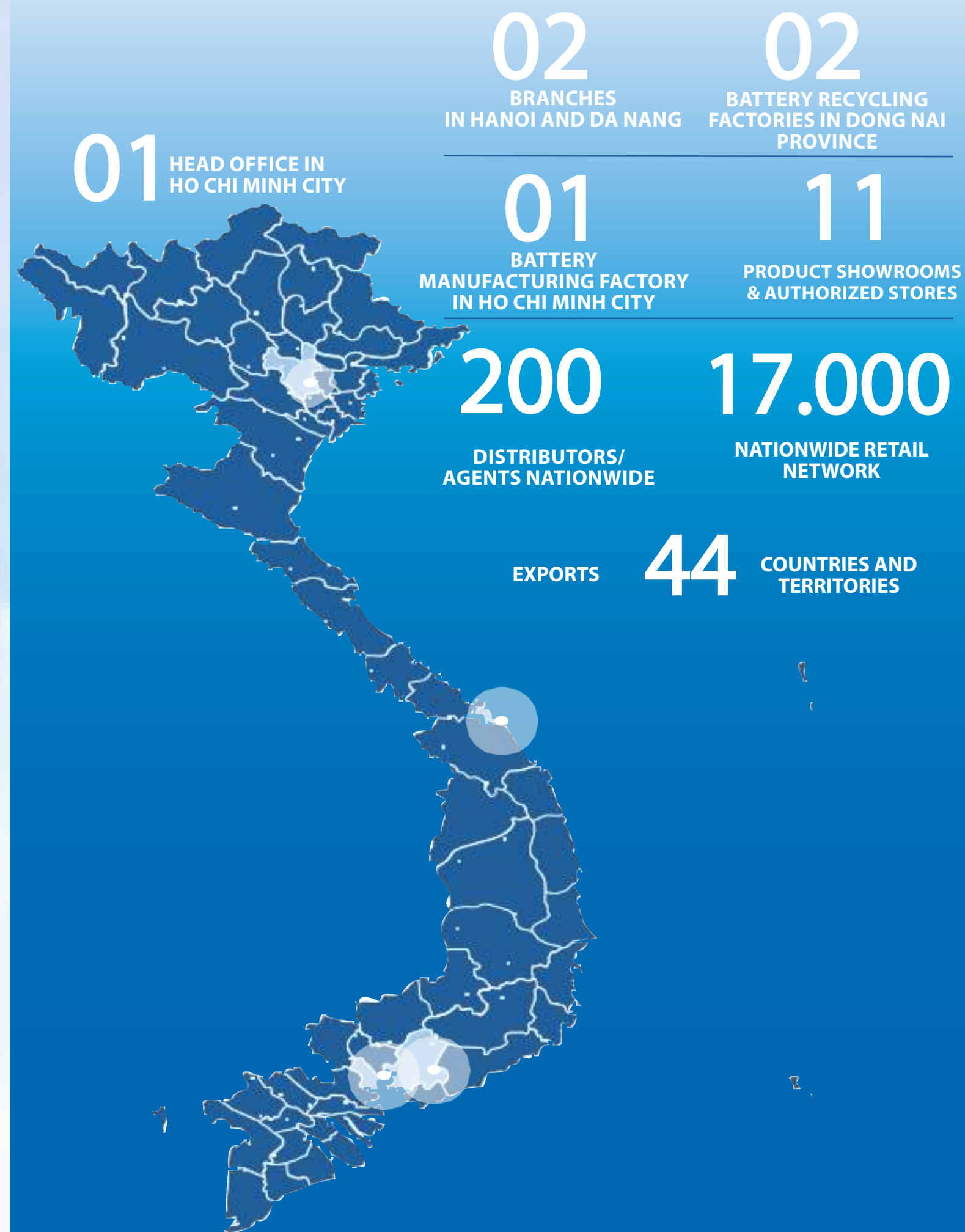
- Exports contribute 21% to the company's total revenue. As of the end of 2024, PINACO has expanded its export operations to 44 countries and territories. The company continues to maintain exports to its traditional markets, including the Middle East, Southeast Asia, South America, etc
- Currently, PINACO's battery products are present in 10 out of 11 Southeast Asian countries.

#### Distribution System:

- Distributors and Dealers: PINACO's distribution network consists of 200 distributors/dealers and over 17,000 retail points covering all provinces and cities nationwide. The company's sales team continuously monitors the market, supports distributors in business operations, implements sales promotion programs, and provides product warranty assistance. This efficient and professional distribution system has enabled PINACO to maintain a competitive edge in the market and deliver excellent customer service. This high level of service quality distinguishes PINACO from other companies in the industry.
- Major Customers (OEM): PINACO continues to supply Dong Nai batteries to automobile and motorcycle manufacturers, as well as companies producing various types of machinery and equipment in Vietnam. Additionally, Con O batteries are supplied to manufacturers of electronic devices.
- Supermarkets and Retail Stores: PINACO's battery products are available in supermarkets, bookstores, convenience stores, and grocery stores nationwide.
- E-commerce: PINACO has established official stores on Tiki, Lazada, and Shopee. Additionally, customers can purchase PINACO products through the official website [www.shop.pinaco.com](http://www.shop.pinaco.com), as well as via Facebook, Zalo, and the customer service hotline 1900886833.

#### Key Customers:

- PINACO is a battery supplier partner for most automobile and motorcycle manufacturers with production plants in Vietnam. Additionally, PINACO's battery products are supplied to a wide range of industrial customers, including generators, portable speakers, agricultural sprayers, etc
- PINACO's battery products are also widely distributed in supermarkets and bookstores nationwide. They are commonly used in household electronic devices such as TV remotes, electric fans, and other electronic equipment.

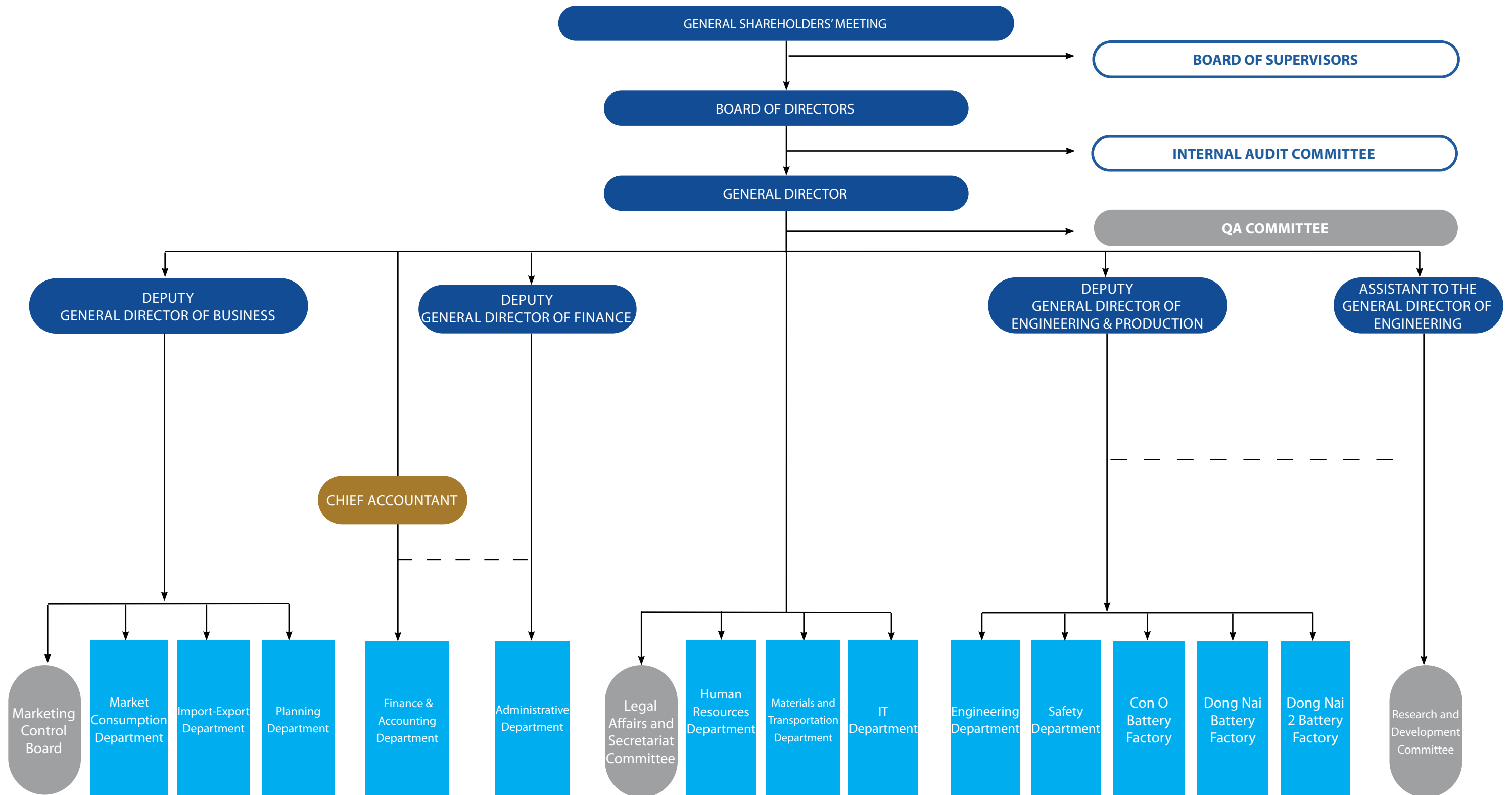




# 04 CORPORATE GOVERNANCE MODEL

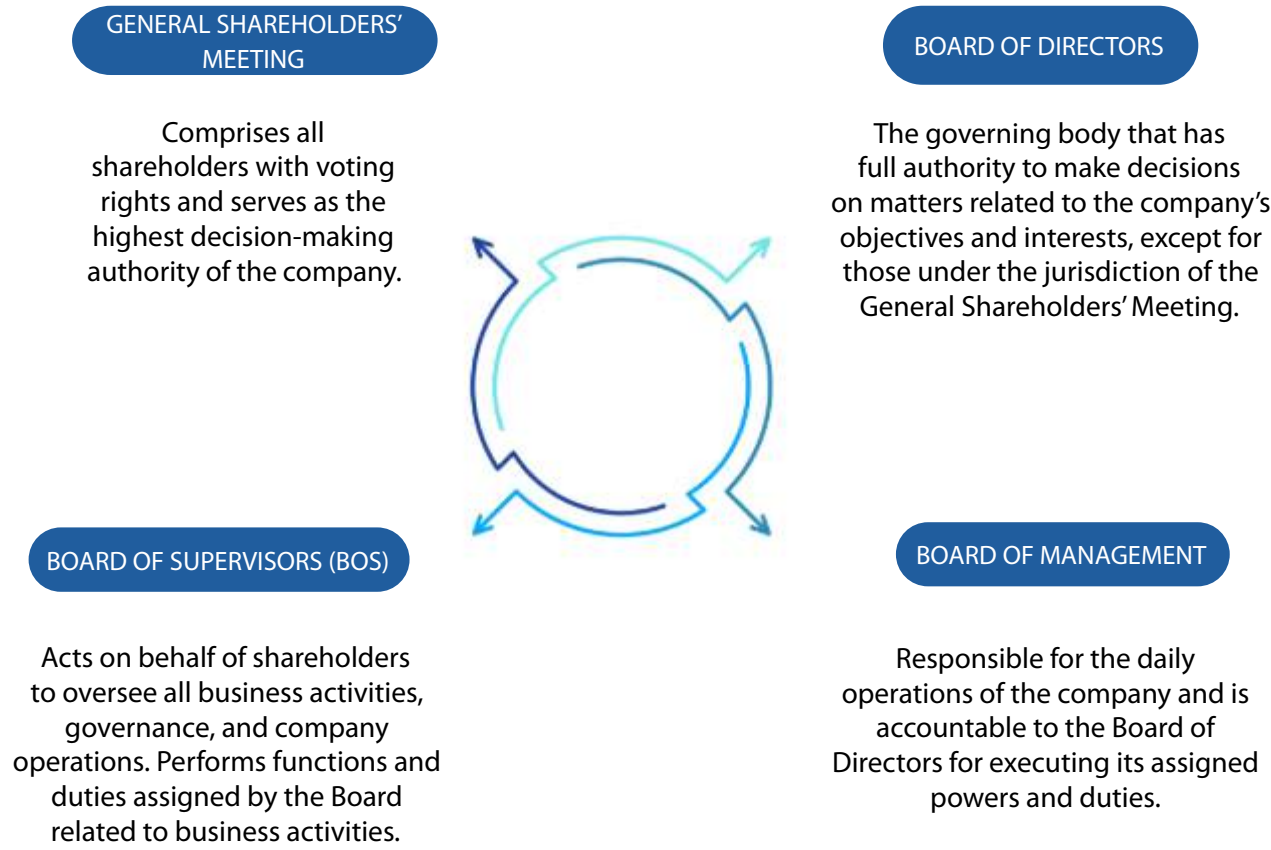
## ORGANIZATIONAL STRUCTURE

**Note:** — Direct management  
- - - Coordinated management



# 04 CORPORATE GOVERNANCE MODEL

## MANAGEMENT STRUCTURE



## SUBSIDIARIES AND ASSOCIATED COMPANIES

| Company Name   | Address   | Business Sector   | Charter Capital | Contributed Capital | Ownership Percentage |
|--|---|---|-----------------|---------------------|----------------------|
| <b>Subsidiary</b>  |   |   |                 |                     |                      |
| The company has no subsidiaries.                         |   |   |                 |                     |                      |
| <b>Affiliate</b>   |   |   |                 |                     |                      |
| Thinh Phat Real Estate Investment and Business Co., Ltd. | 752 Hau Giang Street, Ward 12, District 6, Ho Chi Minh City | Real estate business and civil engineering construction |                 | 32,500,000,000 VND  | 26%                  |

## ASOCIATED COMPANIES



**Hanoi Branch**

Lot CN-01-4, Ninh Hiep Industrial Cluster, Ninh Hiep Commune, Gia Lam District, Hanoi  
Tel: (024) 36 557 634



**Da Nang Branch**

348 Dien Bien Phu Street, Thanh Khe District, Da Nang City  
Tel: (0236) 3 649 957



**CON O BATTERY FACTORY (MANUFACTURING)**

Lot 64, Street No. 2, Tan Tao Industrial Park, Tan Tao A Ward, Binh Tan District, Ho Chi Minh City  
Tel: (028) 37 540 244



**DONG NAI BATTERY FACTORY**

Street No. 1, Bien Hoa 1 Industrial Park, An Binh Ward, Bien Hoa City, Dong Nai  
Tel: (0251) 3 836 116



**DONG NAI 2 BATTERY FACTORY**

N2 Street, Nhon Trach Textile and Garment Industrial Park, Nhon Trach, Dong Nai  
Tel: (0251) 3 569 968



**CON O BATTERY FACTORY (WAREHOUSE)**

752 Hau Giang, Ward 12, District 6, Ho Chi Minh City  
Tel: (0251) 3 836 116

| PRODUCT SHOWCASE STORE   |   |   |
|--|---|---|
| 321 Tran Hung Dao, District 1, Ho Chi Minh City<br>Tel: (028) 38 368 529               | 21-23 Tran Hung Dao, District 1, Ho Chi Minh City<br>Tel: (028) 38 293 932                | 752 Hau Giang, District 6, Ho Chi Minh City<br>Tel: (028) 37 516 145  |
| Street No. 1, Bien Hoa 1 Industrial Park, Dong Nai Province<br>Tel: (0251) 3 836 116   | 02 Pham Ngu Lao, Hoan Kiem District, Hanoi<br>Tel: (024) 38 261 030                       | 348 Dien Bien Phu, Thanh Khe District, Da Nang<br>Tel: (0236) 3 649 952   |
| WARRANTY SERVICE CENTER  |   |   |
| Northern Region<br>02 Pham Ngu Lao, Hoan Kiem District, Hanoi<br>Tel: (024) 38 261 030 | Central Region<br>348 Dien Bien Phu, Thanh Khe District, Da Nang<br>Tel: (0236) 3 769 055 | Southern Region<br>Lot 64, Street No. 2, Tan Tao Industrial Park, Binh Tan District, Ho Chi Minh City<br>Tel: (028) 3754 1151 |





## 05 DEVELOPMENT ORIENTATIONS

### KEY CORPORATE OBJECTIVES UNTIL 2030

- Strengthen its leading position in the battery and accumulator industry in Vietnam.
- Become the leading battery and accumulator manufacturer in Southeast Asia.
- Pioneer the application of advanced technology in lead-acid battery production.

### INVESTMENT STRATEGY

- Focus on investing in equipment upgrades and advanced technology to optimize production, improve product quality, diversify the product portfolio, meet market demands, and promote environmental protection. Strengthen investment to enhance production capacity, meeting the requirements of international customers and driving sales growth.
- Strengthen research and development of new products while continuously improve existing products to keep up with market trends, retain customers, and enhance competitiveness.
- Prepare the necessary procedures and funding to invest in the construction of a new factory at An Phuoc Industrial Park, Dong Nai Province, covering 6.5 hectares, with an design capacity of 1,300,000 kWh per year. This investment will support the growth of the battery sector from 2025 and facilitate the relocation of electrode plate production from the Dong Nai Battery Plant to Dong Nai Battery Plant 2.
- Enhance training programs and promote a culture of lifelong learning throughout the company to boost workforce capabilities and ensure the sustainable development of the business.

### HUMAN RESOURCES STRATEGY

- Develop human resources by encouraging and attracting skilled workers and highly qualified professionals. Maintain and enhance a professional, friendly working environment that fosters responsibility, proactiveness, and customer-oriented service.
- Provide management training to enhance the leadership and operational capabilities of current executives and future leadership candidates. Additionally, offer specialized training for employees and skills development programs for technical staff and production workers to improve expertise and operational efficiency.
- Implement succession planning by developing a pipeline of dynamic and innovative young leaders, ensuring continuity and sustainable leadership in both the medium and long term.
- Establish and implement a compensation and reward system based on job position, individual capabilities, and performance outcomes, ensuring a fair and competitive remuneration structure for all employees.
- Fully comply with labor policies and benefits, aligning them with the performance efficiency of each department and individual.

### BUSINESS STRATEGY

- Continue leveraging the strengths of the domestic distribution network to maintain a competitive advantage, while expanding a multi-channel sales strategy to align with market developments and changing consumer habits. Streamline the sales structure for greater efficiency and effectiveness.
- Focus on expanding sales in the Southeast Asian market, positioning it as PINACO's home market. Establish a strong export revenue foundation in this region and increase battery exports to Southeast Asia and Africa. Further expand into the Middle East, Latin America, and Africa while strengthening brand development efforts in export markets.
- Promote high-performance battery product lines, particularly maintenance-free dry batteries (AGM, CMF, VRLA ISS). Focus on developing these superior products, which offer significant advantages over standard batteries in the Vietnamese market.
- Continuously research and enhance product quality and services, while developing new and diverse products to best meet market demands, maintain market share, and drive growth. Gradually introduce superior-quality products that offer clear differentiation from competitors and provide greater benefits to customers.
- Focus on delivering the message "Spreading Positive Energy" to consumers. Build a customer-centric business culture, ensuring sustainable development while maintaining social and environmental responsibility.

### SUSTAINABLE DEVELOPMENT GOALS

Operating in the battery and accumulator manufacturing sector, PINACO acknowledges the various factors impacting health and the environment. To minimize potential risks during production and business activities, ensure compliance with environmental regulations, and align with its sustainable development strategy, the company has implemented the following measures:

- Ensure strict compliance with environmental protection regulations, including emission control, hazardous waste collection, and treatment throughout all production and business activities.
- Continuously invest in and upgrade environmental treatment systems, including waste collection and classification equipment at the source across all production stages. Implement pollution control measures in compliance with legal regulations and swiftly apply technological advancements in production to minimize emissions and reduce environmental and occupational health risks.
- Maintain the company's environmental management system in accordance with ISO 14001:2015. Regularly monitor and audit compliance and system effectiveness, while continuously educating and raising environmental awareness among all employees.
- Enhance the use of clean and renewable energy, gradually reducing reliance on fossil fuels to support national greenhouse gas reduction goals.
- Implement battery waste collection and recycling programs, ensuring the proper disposal of used batteries in the market. Contribute financially to the Vietnam Environmental Protection Fund to support waste management initiatives.

Corporate social responsibility is a key policy in PINACO's operations and sustainable development strategy, both now and in the future. PINACO is an active member of the Vietnam Responsible Care Council (VRCC), a voluntary corporate social responsibility organization in the Vietnamese Chemical Group.

PINACO is committed to providing customers with high-quality, safe, and affordably priced products to ensure consumer rights.

The company also actively participates in social initiatives such as supporting underprivileged individuals, aiding disadvantaged families, and contributing to community development through various charitable activities.

## 06 RISKS

### MACROECONOMIC RISKS

- The Russia-Ukraine war, along with religious and ethnic conflicts, remains unresolved. Meanwhile, the ongoing instability in the Middle East continues to impact global trade. Geopolitical competition among major global powers further exacerbates economic difficulties, leading to increased uncertainty and unpredictability.
- The collection of discarded battery and accumulator products during the production process poses a significant challenge, requiring substantial resources and high costs.
- Although Vietnam's GDP growth rate in 2024 reached 7.09%, ranking among the highest globally, the country still faces significant challenges, including supply chain disruptions, a shortage of skilled labor, low labor productivity, heavy reliance on FDI enterprises, and natural disasters.
- Vietnam has a highly open economy and participates in numerous next-generation free trade agreements with developed nations. While these agreements create opportunities for export market expansion, the company must also face intense competition from imported products from developed countries and foreign enterprises manufacturing and selling similar products in Vietnam.

### LEGAL RISKS

- The company's battery and accumulator manufacturing and business activities are directly impacted by domestic legal regulations, including the Law on Environmental Protection, the Commercial Law, the Enterprise Law, the Land Law, and regulations on bidding, management, and use of state-invested capital in enterprises, as well as import-export regulations, etc. Notably, the Law on Environmental Protection 2020, effective from January 1, 2022, has direct implications for the company's operations, particularly regarding obligations related to environmental protection fees, the collection of discarded products, and financially sustainability costs (Fs). Additionally, Decree 03/2025/NĐ-CP, which governs the rearrangement and handling of public assets, including land and buildings, will take effect on January 1, 2025. This decree establishes five restructuring methods with revised procedures, affecting the company's ongoing asset restructuring documentation for land and properties under its management and use. Overall, Vietnam's legal system remains complex and contains overlapping regulations, posing challenges for businesses. Failure to stay updated and adapt promptly may result in compliance risks and legal liabilities. Therefore, the company must prioritize legal risk prevention and management to ensure stable business operations.
- In addition to domestic legal regulations, the company must also comply with international requirements in the battery and accumulator manufacturing sector, particularly standards related to recycling and waste management. Failure to meet these requirements could negatively impact the company's export capabilities and brand reputation in the global market.
- To mitigate legal risks, the company has entered into contracts with legal consulting firms and specialized experts to receive timely legal advice. At the same time, the company has appointed a dedicated legal team to review and ensure compliance in all company activities and transactions. Additionally, the company regularly updates legal changes and disseminates relevant information to departments and divisions.
- Additionally, in the coming period, the company will continue to focus on training and enhancing legal awareness for all employees, particularly management teams and relevant departments, to ensure that all operational processes comply with legal regulations. The company is also implementing a long-term legal risk control strategy to minimize potential risks in its production and business activities.

### ENVIRONMENTAL RISK

- The process of industrialization in Vietnam has led to an increasing risk of environmental pollution. In response, the National Assembly of Vietnam enacted the new Environmental Protection Law 2020, which took effect on January 1, 2022. This law imposes stricter regulations on environmental protection and enhances monitoring and enforcement measures to penalize violations by polluting factories, ensuring compliance with sustainable development goals.
- As a company operating in the battery and accumulator manufacturing sector, its production processes and raw materials involve various environmental impact factors. However, in recent years, the company has strictly complied with environmental regulations by investing in hazardous waste collection and treatment systems during production, adhering to regulations on hazardous waste management, storage, and disposal, and implementing a post-consuming product collection system to fulfill its recycling responsibilities. The company also places great emphasis on environmental awareness education for its employees. In 2024, it contributed nearly VND 4.2 billion to the Vietnam Environmental Protection Fund.
- Climate change also poses risks to business operations, as natural disasters (storms, floods, and droughts) can disrupt supply chains and lead to shortages of raw materials for production.

### COMPETITIVE RISK

- As Vietnam continues to implement previously signed trade agreements, including ATIGA, the new-generation FTAs, the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP), and the EU-Vietnam Free Trade Agreement (EVFTA), competition from imported products is becoming increasingly intense. For the company, this means facing strong competition from brands originating from countries with established strengths in the industry, such as Japan, South Korea, Taiwan, European nations, and ASEAN countries etc.
- To maintain competitiveness and ensure stable growth, the company has consistently invested in innovation and technology upgrades over the years and continues to do so in its upcoming investment plans. Most of the manufacturing equipment is sourced from leading global suppliers in G7 countries. With over 45 years of accumulated technological expertise and new technology transfers from Europe, Japan, and South Korea, the company has been able to enhance product quality, develop new products to meet consumer demands, and strengthen its market position in the battery and accumulator industry.





## 06 RISKS



### EXCHANGE RATE RISK

- In 2024, exchange rate fluctuations increased by over 5%, marking a significant rise compared to recent years and negatively impacting the company's profitability. As a company that relies heavily on imported materials, raw materials, and key equipment, exchange rate fluctuations immediately affect its business performance.
- To mitigate the negative impacts of exchange rate fluctuations, the company has implemented several measures, including closely monitoring and forecasting exchange rate trends to adjust its USD or VND borrowing policies accordingly, engaging in forward foreign currency purchases, etc.

### INTEREST RATE

- With short- and long-term debt accounting for 48% of total assets by the end of 2024, and with significant investment needs in the near future, any interest rate fluctuations could impact the company's operations. In 2024, the company effectively managed cash flow and successfully negotiated with financial institutions, resulting in a 20% reduction in financial costs compared to 2023.
- Aware of the impact of interest rate fluctuations, the company has strengthened inventory management to optimize stock levels, while also managing cash flow to ensure liquidity and optimize cash reserves. The company closely monitors global financial trends, monetary policies, and fiscal policies to implement appropriate solutions aimed at minimizing the effects of interest rate fluctuations on its operations.

### RAW MATERIAL RISK

- In 2024, the metal market experienced significant price fluctuations. The average price of zinc exhibited considerable volatility, rising by nearly 5% compared to 2023, while the average price of lead declined by more than 2%. The price of antimony metal surged by over 75%, significantly increasing lead alloy costs. Meanwhile, the prices of separator plates, battery casings, and packaging materials decreased by approximately 6%, contributing to cost reductions in battery raw material procurement. For battery raw materials, aside from the primary supply source from China (which offers competitive pricing but inconsistent quality), the company has been making continuous efforts to diversify its supply sources. The exchange rate increased by nearly 5% compared to 2023, significantly impacting the cost of imported raw materials. Therefore, the greatest risks in raw material procurement remain global price fluctuations and exchange rate volatility. To mitigate these risks, the company will strengthen forecasting efforts, sign procurement contracts, and adopt flexible and strategic purchasing to optimize pricing.
- In 2024, the company prioritized supplier development, evaluation, and selection, achieving positive results, which contributed to cost reduction and increased profitability.

### SUBSTITUTE PRODUCT RISK

As household incomes continue to rise, consumer preferences are evolving, with an increasing emphasis on high-quality products. Additionally, battery and accumulator technology is advancing rapidly, with the emergence of new technologies such as rechargeable batteries, fuel cells, and lithium-ion batteries, etc

#### • For Battery Products:

The zinc-carbon batteries currently produced by the company belong to the older technology category, with slowing growth rates. In particular, the demand for large-size batteries (R20, D-size) has been declining sharply and is expected to reach the end of its lifecycle in the near future. However, small-size batteries (R6, AA-size) and micro batteries (R03, AAA-size) remain highly popular and have continued to experience growth in recent years.

Additionally, high production costs have led to higher prices compared to competitors

#### • For Accumulator Products:

Lead-acid batteries are gradually being replaced by newer battery technologies. However, demand for lead-acid batteries remains high, as the number of vehicles using this technology is expected to continue growing significantly over the next 3–5 years. Furthermore, lead-acid batteries maintain a competitive advantage due to their low cost and high recyclability.

Automobile and motorcycle assembly companies (OEMs) prioritize battery manufacturers from the same country

To mitigate the risk of substitute products, the company is making significant investments in R&D, seeking partnerships for research, and actively exploring new technologies to replace existing ones, ensuring future investment and development opportunities.

# 02

## BUSINESS PERFORMANCE

- Production and business operations
- Organization and human resources
- Investment activities and project implementation
- Financial situation
- Shareholders structure, change in the owner's equity
- Report on the company's environmental and social impact



# 01 PRODUCTION AND BUSINESS OPERATIONS

| No. | Item              | Unit     | Actual 2023 | Actual 2024 | Plan 2024 | % Actual 2024 / Actual 2023 | % Actual 2024 / Plan 2024 |
|-----|-------------------|----------|-------------|-------------|-----------|-----------------------------|---------------------------|
| 1   | Total Revenue     | Bil. VND | 3,593       | 3,849       | 3,800     | 107                         | 101                       |
| 2   | Profit before tax | Bil. VND | 154         | 164         | 160       | 106                         | 103                       |
| 3   | Dividend (*)      | %        | 15          | -           | 15        | -                           | -                         |

**Note:** (\*) The company has made an interim cash dividend payment for 2024 equivalent to 5% on January 20, 2025.

The year 2024 continued to be challenging for the global economy. The Russia-Ukraine conflict, tensions in the Middle East, and geopolitical competition among great powers led to inflation, exchange rate fluctuations, and a decline in consumer purchasing power. Domestically, thanks to the Government's decisive actions, various stimulus measures were implemented, including public investment acceleration, real estate and tourism market support, and tax and fee reductions, deferments, and exemptions, which provided momentum for economic recovery and resulted in strong GDP growth. However, some industries continue to face difficulties, including the battery and accumulator sector, which has been significantly impacted by low demand and intense competition.

The company's profit before tax reached VND 164 billion, equivalent to 101% of the planned target and 107% compared to the same period last year. The primary reasons for this growth include increased revenue, effective production management, and successful negotiations with suppliers, leading to a reduction in cost of goods sold and financial expenses.





## 02 ORGANIZATION AND HUMAN RESOURCES

### LIST OF THE EXECUTIVE BOARD

| No. | Member                     | Position  | Number of Shares Owned (*) |
|-----|----------------------------|---|----------------------------|
| 1   | Mr. Le Van Nam             | Board Member,<br>General Director, Party<br>Committee Secretary | 3,577                      |
| 2   | Mr. Nguyen Dien Phuoc Chan | Deputy General Director   | 03                         |
| 3   | Mr. Nguyen Duy Hung        | Deputy General Director   | 852                        |
| 4   | Mr. Nguyen Hoang Thanh     | Deputy General Director   | 193                        |
| 5   | Mr. Cao Trong Mien         | Assistant to General<br>Director                                | 2,835                      |

(\*) Number of shares owned according to the list of shareholders as of December 31, 2024

**Mr Le Van Nam - Board Member - General Director - Party Committee Secretary**

Year of Birth: 1967  
Hometown: Dong Thap  
Professional qualification: Chemical Engineer  
Political theory level: Advanced Political Theory  
Shares held: 3,577 Shares

**Mr. Nguyen Dien Phuoc Chan - Deputy General Director**

Year of birth: 1980  
Hometown: Thua Thien Hue  
Professional qualification: Chemical Engineer  
Political theory level: Intermediate Political Theory  
Shares held: 03 Shares

**Mr. Cao Trong Mien - Assistant to General Director**

Year of birth: 1968  
Hometown: Thua Thien Hue  
Professional qualification: Bachelor's Degree in Chemistry  
Shares held: 2,835 Shares



**Mr. Nguyen Duy Hung - Deputy General Director**

Year of birth: 1973  
Hometown: Ha Tinh  
Professional qualification: Bachelor's Degree in Economics  
Political theory level: Advanced Political Theory  
Shares held: 852 Shares

**Mr. Nguyen Hoang Thanh - Deputy General Director**

Year of birth: 1978  
Hometown: Quang Nam  
Professional qualification: Bachelor's Degree in Economics  
Political theory level: Intermediate Political Theory  
Shares held: 193 Shares

### CHANGES IN THE BOARD OF MANAGEMENT IN 2024

None.





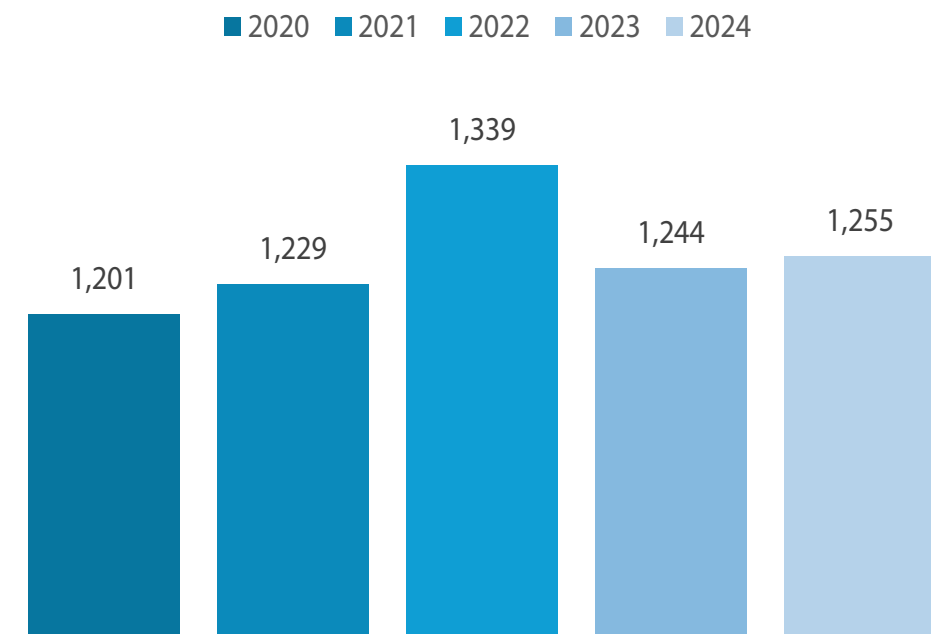
## WORKFORCE

| No.       | Classification                           | Year 2023        |             | Year 2024        |             |
|-----------|--|------------------|-------------|------------------|-------------|
|           |  | No. of employees | Percentage  | No. of employees | Percentage  |
| <b>I</b>  | <b>By Educational Level</b>              | <b>1,244</b>     | <b>100%</b> | <b>1,255</b>     | <b>100%</b> |
| 1         | Postgraduate                             | 4                | 0,3%        | 5                | 0.40%       |
| 2         | University                               | 273              | 21,9%       | 278              | 22.15%      |
| 3         | College                                  | 78               | 6.3%        | 78               | 6.22%       |
| 4         | Intermediate Level / Vocational Training | 117              | 9.4%        | 113              | 9.00%       |
| 5         | Others                                   | 772              | 62.1%       | 781              | 62.23%      |
| <b>II</b> | <b>By Employment Contract Type</b>       | <b>1,244</b>     | <b>100%</b> | <b>1,255</b>     | <b>100%</b> |
| 1         | Fixed-term Contract                      | 756              | 60.8%       | 791              | 63.03%      |
| 2         | Indefinite-term Contract                 | 488              | 39.2%       | 464              | 36.97%      |

| Year                               | 2021  | 2022  | 2023  | 2024  |
|------------------------------------|-------|-------|-------|-------|
| Total number of employees (person) | 1,229 | 1,339 | 1,244 | 1,255 |

## Number of Employees



## Human Resources Policies - Salary

- Review, adjust, and supplement the salary regulations to ensure compliance with legal requirements and meet the company's development needs. Develop a company-wide human resource strategy that supports sustainable growth in the future. Streamline and optimize the organizational structure to enhance efficiency, creating a dynamic, innovative, and proactive working environment for individuals and departments. Establish cost and pricing targets for each product, assign KPIs to units to assess job performance, and develop and implement salary, bonus, and benefits policies that incentivize productivity and improve work efficiency.
- Prioritize the well-being of employees by ensuring both their material and mental welfare. Provide comprehensive benefits, including health insurance, 24/24 accident insurance, voluntary retirement insurance, and life insurance for all staff members to foster long-term commitment to the company. Additionally, the company also cares for retired employees and provides financial assistance to staff facing difficult circumstances. Throughout the year, fundraising campaigns have been organized to support employees and retirees of the company facing difficult circumstances, severe illnesses, or accidents. These campaigns aim to instill in staff members the traditional values of gratitude "when drinking water, remember its source" and the spirit of mutual support.
- In 2024, the company has continued to maintain various emulation movements, including initiatives for saving materials and costs, maintaining a well-organized and professional office environment, and organizing sports events. Additionally, the company has launched sales performance competitions for employees to enhance overall sales volume.



## 03 INVESTMENT ACTIVITIES AND PROJECT IMPLEMENTATION

### INVESTMENTS IN 2024

Investments are being made in battery and accumulator equipment with advanced technology to enhance production capacity and meet the company's growth demands. Specifically, the following equipment is being acquired: six PT-PA charging machines for motorcycles and electric vehicles, two CMF charging machines for trucks, a fume extraction and lead vapor filtration system for grid casting machines, a cutting and card edge grinding machine, three frame polishing machines, an acid injection and top-sealing machine for CMF truck batteries, six card charging machines, and various other equipment. Additionally, preparatory steps are being taken for the construction of a new factory at An Phuoc Industrial Park in Dong Nai Province.

### SUBSIDIARIES AND ASSOCIATED COMPANY

Thinh Phat Real Estate Investment and Business Co., Ltd. was established to develop the land at 752 Hau Giang Street, District 6, Ho Chi Minh City. However, it has not yet commenced operations.





## 04 FINANCIAL SITUATION

### FINANCIAL SITUATION

Unit: VND

| No. | Item                              | Year 2024         | Year 2023         | % Change |
|-----|-----------------------------------|-------------------|-------------------|----------|
| 1   | Total Asset                       | 2,534,781,271,379 | 2,433,505,703,245 | 4.16%    |
| 2   | Total Revenue                     | 3,849,053,470,231 | 3,593,413,239,932 | 7.11%    |
| 3   | Net Revenue                       | 3,205,408,512,601 | 3,184,947,124,182 | 0.64%    |
| 4   | Operating profit                  | 163,732,114,980   | 153,809,670,415   | 6.45%    |
| 5   | Other profit                      | 580,241,057       | 515,223,819       | 12.62%   |
| 6   | Profit before tax                 | 164,312,356,037   | 154,324,894,234   | 6.47%    |
| 7   | Profit after tax                  | 126,626,969,757   | 115,202,344,188   | 9.92%    |
| 8   | Dividend Payout Ratio / Par Value | 15%               | 15%               | -        |

- As of the end of 2024, the company's total asset value reached VND 2,534 billion, representing a 4.16% increase compared to 2023. The primary reason for this asset growth was the increase in short-term assets, particularly short-term investments and inventory.
- The company has implemented a comprehensive set of measures to stimulate consumption and exports, expand markets and customer bases, support the distribution network, and enhance customer care. As a result, pre-tax profit increased by more than 6% compared to the same period last year.

### KEY FINANCIAL RATIOS

| Indicator                                      | Unit  | Year 2023 | Year 2024 |
|--|-------|-----------|-----------|
| <strong>Liquidity Ratios</strong>              |       |           |           |
| Current Ratio                                  | Times | 1.18      | 1.18      |
| Quick Ratio                                    | Times | 0.74      | 0.73      |
| <strong>Capital Structure Ratios</strong>      |       |           |           |
| Debt/Total Assets                              | Times | 0.61      | 0.62      |
| Debt/Equity                                    | Times | 1.58      | 1.62      |
| <strong>Operational Efficiency Ratios</strong> |       |           |           |
| Inventory Turnover                             | Times | 3.92      | 4.16      |
| Total Asset Turnover                           | Times | 1.31      | 1.29      |
| <strong>Profitability Ratios</strong>          |       |           |           |
| Net Profit Margin (ROS)                        | %     | 3.62      | 3.95      |
| Return on Equity (ROE)                         | %     | 12.34     | 13.24     |
| Return on Assets (ROA)                         | %     | 4.75      | 5.10      |
| Operating Profit Margin                        | %     | 4.83      | 5.11      |

### LIQUIDITY RATIOS

PAC continues to maintain a stable financial foundation, with the current ratio remaining at 1.18, indicating the company's ability to meet its short-term financial obligations. The quick ratio recorded a slight decrease from 0.74 to 0.73, reflecting a minor shift in the composition of current assets but still remaining within a safe range. This demonstrates that the company is well-prepared in terms of cash flow and liquidity, ensuring smooth production operations without difficulties in meeting maturing debt obligations.

### CAPITAL STRUCTURE RATIOS

The debt-to-total-assets ratio increased slightly from 0.61 to 0.62, while the debt-to-equity ratio rose from 1.58 to 1.62. This modest increase suggests that PAC is leveraging financial debt to support its production expansion and optimize capital efficiency. Given the stable interest rate environment and the company's need to maintain an appropriate level of investment capital to meet market demand, using debt at a controlled level is a sound strategy.

### OPERATIONAL EFFICIENCY RATIOS

PAC recorded a notable improvement in operational efficiency, reflected by an increase in inventory turnover from 3.92 to 4.16. This indicates a faster inventory turnover rate, contributing to reduced warehousing costs and optimized working capital. This outcome results from proactive supply chain management and flexible adjustments in production strategies to effectively meet market demand. However, total asset turnover slightly decreased from 1.31 to 1.29, indicating a moderate slowdown in asset utilization for revenue generation. This decline is attributed to increased investments in fixed assets or the expansion of production capacity, resulting in a lag in converting these assets into revenue.

### PROFITABILITY RATIOS

Despite economic fluctuations, PAC recorded positive improvements across its profitability indicators. The net profit margin (ROS) increased from 3.62% to 3.95%, reflecting effective cost management and enhanced business performance. Return on Equity (ROE) improved from 12.34% to 13.24%, indicating increased efficiency in generating profits from shareholders' investments. Similarly, Return on Assets (ROA) rose from 4.37% to 4.75%, demonstrating enhanced asset utilization efficiency. Notably, operating profit margin on net revenue improved from 4.83% to 5.11%, showing PAC's strengthened efficiency in core operations, ensuring profitability from its primary business activities rather than relying on alternative income sources.

## 05 SHAREHOLDER STRUCTURE AND CHANGE IN THE OWNER'S EQUITY

### SHARES

Company Share Information as of December 31, 2024

#### SHARES OVERVIEW

|                     |   |                   |
|---------------------|---|-------------------|
| Total issued shares | : | 46,471,707 shares |
| Treasury shares     | : | 0 shares          |
| Outstanding shares  | : | 46,471,707 shares |
| Type of shares      | : | Common shares     |

### SHAREHOLDERS STRUCTURE

| No. | Category                     | Number of shares | Number of Shareholders | Ownership Percentage (%) |
|-----|------------------------------|------------------|------------------------|--------------------------|
| I   | <b>Common Shares</b>         | <b>2,204</b>     | <b>46,471,707</b>      | <b>100%</b>              |
| 1   | <b>Domestic Shareholders</b> | <b>2,026</b>     | <b>40,840,790</b>      | <b>87.88%</b>            |
|     | - Institutional              | 20               | 28,720,075             | 61.80%                   |
|     | - Individual                 | 2006             | 12,120,715             | 26.08%                   |
| 2   | <b>Foreign Shareholders</b>  | <b>178</b>       | <b>5,630,917</b>       | <b>12.12%</b>            |
|     | - Institutional              | 26               | 5,399,113              | 11.62%                   |
|     | - Individual                 | 152              | 231,804                | 0.50%                    |
| II  | <b>Preferred Shares</b>      | -                | -                      | -                        |
| III | <b>Treasury Shares</b>       | -                | -                      | -                        |
|     | <b>Total</b>                 | <b>2,204</b>     | <b>46,471,707</b>      | <b>100%</b>              |

### MAJOR SHAREHOLDERS

| No | Shareholder                     | Number of shares | Par Value (VND) | Ownership Percentage |
|----|---------------------------------|------------------|-----------------|----------------------|
| 1  | Vietnam National Chemical Group | 23,898,273       | 238,982,730,000 | 51.4%                |
| 2  | The Furukawa Battery Co., Ltd.  | 4,899,708        | 48,997,080,000  | 10.5%                |

### MAXIMUM FOREIGN OWNERSHIP RATIO

50%

### TRANSACTIONS OF TREASURY SHARES

The current number of treasury shares is 0. There were no treasury share transactions during the year.

### OTHER SECURITIES

No share issuance was conducted during the year.

### CHANGES IN OWNER'S EQUITY INVESTMENT CAPITAL

Share Capital Increases Since Establishment

| No. | Year of Issuance | Annual Increase in Shares | Cumulative Number of Shares | Object                |
|-----|------------------|---------------------------|-----------------------------|-----------------------|
| 1   | 2004             | 10,263,000                | 10,263,000                  | Initial Issuance      |
| 2   | 2007             | 1,737,000                 | 12,000,000                  | Existing Shareholders |
| 3   | 2008             | 4,500,000                 | 16,500,000                  | Existing Shareholders |
| 4   | 2009             | 4,035,272                 | 20,535,272                  | Existing Shareholders |
| 5   | 2010             | 2,014,850                 | 22,550,122                  | Existing Shareholders |
| 6   | 2011             | 4,437,721                 | 26,987,843                  | Existing Shareholders |
| 7   | 2015             | 3,993,450                 | 30,981,293                  | Existing Shareholders |
| 8   | 2016             | 15,490,414                | 46,471,707                  | Existing Shareholders |



## 06 REPORT ON THE COMPANY'S ENVIRONMENTAL & SOCIAL IMPACT

### ENVIRONMENTAL IMPACT

- Currently, the global environment is under severe threat due to rapid global development. Factories and industrial projects release significant amounts of pollutants, including emissions, hazardous waste, and wastewater, leading to severe environmental pollution. As a result, environmental protection has become an urgent task. Additionally, the company's primary raw materials for production include lead, zinc, and plastic. Among them, lead is one of the most hazardous pollutants due to its high toxicity, while plastic is non-biodegradable and poses long-term environmental risks. Recognizing these challenges, the company has implemented various environmental management measures over the years. These include adopting and obtaining certification for the ISO 14001:2015 Environmental Management System, conducting environmental impact assessments, and obtaining approval from relevant regulatory authorities before initiating projects. Furthermore, the company has invested in state-of-the-art dust and gas treatment systems that comply with the National Technical Regulation on Industrial Emissions (QCVN 19:2024/BTNMT) and modern wastewater treatment systems that meet the National Technical Regulation on Industrial Wastewater (QCVN 40:2011/BTNMT).
- In compliance with Decree No. 08/2022/NĐ-CP, which details certain provisions of the Environmental Protection Law, and Decree No. 05/2025/NĐ-CP, which amends and supplements certain provisions of Decree No. 08/2022/NĐ-CP, PINACO has strictly adhered to regulations and collaborated with distributors to establish collection points for used batteries and accumulators in Hanoi, Da Nang, Dong Nai Province, Can Tho, and Ho Chi Minh City. In 2024, the company signed a cooperation agreement with a licensed entity to collect and recycle used accumulators from the market, with a total volume of nearly 4,000 tons.
- Additionally, the company has implemented waste segregation at the source and established separate centralized waste storage areas, including facilities for household waste, general solid waste, and hazardous waste. It has also signed contracts with licensed companies for waste transfer, treatment, and recycling.
- In 2024, the company's total CO<sub>2</sub> emissions amounted to 28,300 tons, including 3,000 tons of direct emissions and 25,300 tons of indirect emissions. PINACO has made significant efforts to promote green production to contribute to achieving the Net Zero target by 2050, in line with the commitment made by the Prime Minister at the COP26 Conference. The company has outlined several greenhouse gas reduction measures, including transitioning away from fossil fuel use, investing in clean energy systems such as rooftop solar power, and adopting energy-efficient production equipment. Moreover, the company is optimizing and controlling production processes to minimize waste generation during operations. With these comprehensive solutions, the company ensures sustainable development in its production and business activities while actively protecting the environment.

### ENERGY CONSUMPTION

#### a) Direct and Indirect Energy Consumption

| No. | Category    | Unit           | Total      |
|-----|-------------|----------------|------------|
| 1   | Electricity | kWh            | 41,659,426 |
| 2   | Gas         | Liter          | 1,654,644  |
| 3   | Water       | m <sup>3</sup> | 305,428    |

#### b) Energy Saved Through Energy Efficiency Initiatives

| Indicator   | Unit           | Percentage | Total     |
|-------------|----------------|------------|-----------|
| Electricity | kWh            | 4.8%       | 1,894,466 |
| Gas         | Liter          | 12.5%      | 206,078   |
| Water       | m <sup>3</sup> | 18.3%      | 52,894    |

Energy plays a crucial role in the era of industrialization and modernization. As economic and social development progresses, energy demand continues to rise. However, inefficient energy use has led to the depletion of fossil fuel resources, causing severe negative impacts on ecosystems. Additionally, the increasing scarcity of these resources has contributed to rising energy costs in recent years. Moreover, fossil fuel-based energy production has resulted in significant carbon emissions, exacerbating the greenhouse effect and climate change. These environmental challenges pose substantial risks to both domestic and global economic growth and sustainable development. Recognizing the profound impact of energy consumption on various aspects of national development, the Vietnamese government has implemented numerous policies aimed at maximizing energy conservation while ensuring its most efficient use.

As the leading company in the domestic battery and accumulator manufacturing industry, the company has implemented various solutions over the past year to optimize energy consumption in its production and business operations.

### MANAGEMENT OF RAW MATERIALS

#### a) Raw Materials Used

For any manufacturing enterprise, raw materials are a crucial factor in determining revenue and profit. Additionally, in today's highly competitive market, maintaining a strong position requires continuous product innovation and quality enhancement while keeping prices competitive. Therefore, efficiently managing and utilizing raw materials is essential. In 2024, the company implemented policies to optimize raw material usage in the production process to reduce product costs. The total amount of raw materials consumed by the company during the year was:

| No. | Category      | Unit | Total  |
|-----|---------------|------|--------|
| 1   | Lead          | tons | 29,377 |
| 2   | Sulfuric Acid | tons | 5,922  |
| 3   | Zinc          | tons | 1,045  |

#### b) Recycled Raw Materials Used in the Production Process

The recovery of lead and zinc scrap continued to be implemented across all company facilities in 2024. Scrap lead generated during the production process was collected and delivered to processing units for recycling and reintegration into production. Over the past year, the total volume of recycled raw materials used in manufacturing reached 1,920 tons, with specific details as follows:

| No.          | Manufacturing Facilities | Unit | Volume of Recovered Lead During the Year |
|--------------|--------------------------|------|--|
| 1            | Dong Nai Facility        | tons | 493                                      |
| 2            | Dong Nai 2 Facility      | tons | 978                                      |
| <b>Total</b> |                          |      | <b>1,470</b>                             |

## 06 REPORT ON THE COMPANY'S ENVIRONMENTAL & SOCIAL IMPACT

### Compliance with Environmental Protection Laws

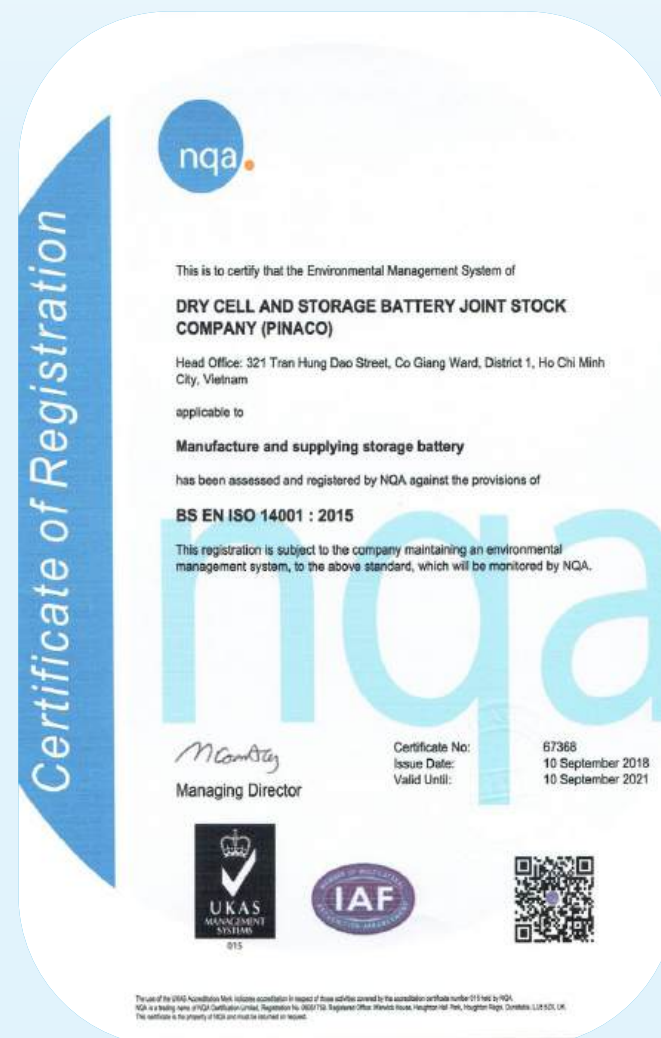
In 2024, the company fully and strictly complied with all environmental protection regulations. The company's headquarters and three accumulator manufacturing facilities were certified under the ISO 14001:2015 Environmental Management System by United Registrar of Systems (URS). Additionally, the company did not incur any penalties for violations of environmental protection laws.

#### Environmental Protection Policies and Commitments:

- Comply with environmental laws, regulations, and other related requirements.
- Establish, maintain, and continuously improve an appropriate environmental management system to prevent pollution and protect the environment.
- Communicate the environmental policy to all employees, contractors, and relevant stakeholders to ensure collective participation.

#### Environmental Indicators:

- **Wastewater Treatment:** All company facilities have invested in separate drainage systems for different types of wastewaters: rainwater, domestic wastewater, and industrial wastewater. Collected industrial and domestic wastewater is 100% treated in compliance with the National Technical Regulation on Industrial Wastewater (QCVN 40:2011/BTNMT) before being discharged into the external environment or into the centralized wastewater treatment system of the industrial zone.
- Additionally, all facilities have implemented wastewater reuse programs for RO filtration systems and wastewater treatment systems, contributing to water conservation, reducing environmental impact, and optimizing natural resource use. The total amount of recycled water used is approximately 22 m<sup>3</sup> per day.
- The company has invested in dust and gas emissions treatment systems at all facilities. These include: Acid vapor treatment systems at battery formation workshops, Dust and toxic gas treatment systems for lead and zinc smelting furnaces, plate cutting, assembly lines, etc. All emissions treatment systems comply with the National Technical Regulation on Industrial Emissions, QCVN 19:2009.
- **Solid and Hazardous Waste Management:** All company facilities have implemented waste segregation at the source and invested in temporary storage warehouses that comply with regulations set by the Ministry of Natural Resources and Environment. The company has signed contracts with licensed entities for the collection, recycling, and reintegration of materials such as zinc slag, lead slag, lead scrap, and damaged batteries back into production. For household waste, the company has contracted with authorized service providers for collection, transportation, and disposal. The company remains committed to environmental protection and sustainable development, actively implementing eco-friendly initiatives to minimize environmental impact.



### WATER CONSUMPTION

#### a) Water Supply and Consumption Volume

Water is an essential element for human life and plays a crucial role in the operation of the economy. However, water consumption in many areas remains inefficient, and untreated wastewater discharge into the environment is a growing concern for the government. Recognizing the importance of water conservation, the company is committed to using water efficiently and sustainably. To address this issue, the company has implemented various measures, including reusing treated wastewater for purposes such as plant irrigation and floor cleaning. Additionally, the company actively promotes awareness among employees, encouraging them to recognize the importance of water conservation and use it responsibly to protect both the environment and their own well-being. Over the past year, the total volume of municipal water consumed at the company's facilities was as follows:

| Manufacturing Facilities | Supply Source                              | Total          |                |
|--------------------------|--|----------------|----------------|
|                          |  | Year 2024      | Year 2023      |
| Dong Nai                 | Dong Nai Water Supply Company Limited      | 90,126         | 117,434        |
| Dong Nai 2               | Vinatex - Tan Tao Investment Corporation   | 210,940        | 189,401        |
| Pin Con O                | Cho Lon Water Supply Joint Stock Company   | 2,583          | 9,704          |
| VPCT                     | Ben Thanh Water Supply Joint Stock Company | 1,779          | 2,012          |
| <b>Total</b>             |  | <b>305,428</b> | <b>318,551</b> |

#### b) Total Volume of Recycled and Reused Water

Total Volume of Recycled and Reused Municipal Water During the Year

| Item   | Unit | Year 2024 | Year 2023 |
|--|------|-----------|-----------|
| Using Treated Tap Water for Floor Cleaning in the Chemical area floor              | m3   | 5,198     | 4,725     |
| Installing a Tap Water Recirculation System for Roller Shaft Plastering Irrigation | m3   | 100       | 800       |
| Using Wastewater from the RO Filtration System for Floor Cleaning                  | Zinc | 2,621     | 2,761     |



# 06 REPORT ON THE COMPANY’S ENVIRONMENTAL & SOCIAL IMPACT

## POLICIES RELATED TO EMPLOYEES

| Year  | 2021  | 2022  | 2023  | 2024  |
|---|-------|-------|-------|-------|
| Total Number of Employees at Year-End (persons) | 1,229 | 1,339 | 1,244 | 1,255 |

## HEALTH, SAFETY, AND EMPLOYEE WELFARE

The company implements workplace safety measures to improve working conditions and create a clean, safe, and well-maintained environment. It organizes periodic health check-ups, occupational disease screening and treatment, and awareness campaigns to enhance employees’ understanding of occupational disease prevention. The company has developed and strictly implemented the Collective Labor Agreement, which has been registered and approved by the Hochiminh City Department of Labors, Invalids and Social Affairs. This agreement includes many employee benefits, such as: Hazard pay and periodic health check-ups, Occupational disease screening, 24/7 accident insurance, health insurance, life insurance, and voluntary retirement insurance for employees. Additionally, the company organizes annual employee vacations to help workers recharge. The management

### EMPLOYEE TRAINING

Average Training Hours per Year by Employee Category

| Indicator                                    | Unit                | Quantity |
|--|---------------------|----------|
| <b>Indirect</b>                              |                     |          |
| Total number of indirect employees trained   | employee            | 1,358    |
| Total training hours                         | hours               | 5,306    |
| Average                                      | hours/employee/year | 3.9      |
| <b>Direct</b>                                |                     |          |
| Total number of direct employees trained     | employee            | 2,137    |
| Total training hours                         | hours               | 12,187   |
| Average                                      | hours/employee/year | 6        |
| <b>Management</b>                            |                     |          |
| Total number of management personnel trained | employee            | 200      |
| Total training hours                         | hours               | 1,134    |
| Average                                      | hours/employee/year | 6        |
| <b>Overall average</b>                       | hours/employee/year | 5.1      |

## CORPORATE SOCIAL RESPONSIBILITY (CSR) & LOCAL COMMUNITY ENGAGEMENT

Besides business operations, the company also pays attention to the well-being of its employees, retirees, and former workers. In 2024, the company allocated VND 2,530 million to provide support and allowances for employees and retirees in difficult circumstances. It also presented gifts to retired employees who had been awarded medals on Vietnam National Day and contributed to the expenses of units organizing reunions for retired workers during the Lunar New Year. Additionally, the company presented longevity gifts to the parents of employees who turned 80 and those aged 85 or older during the Lunar New Year. Financial support was also provided to employees suffering from prolonged hospitalizations due to illness and those facing hardship. The company gifted children on International Children’s Day and the Mid-Autumn Festival. Furthermore, it rewarded and awarded the “Nguyen Duc Canh” scholarships to employees’ children who achieved outstanding academic results and provided incentives for those who gained admission to universities. In addition to taking care of its employees, over the past year, the company has remained committed to its social and community responsibilities. It sponsored the “Xanh hóa Trường Sa” program by transferring VND 300 million to the Vietnam National Chemical Group. The company also contributed VND 671 million to support northern residents affected by Typhoon No. 3 (Yagi) and donated VND 150 million to the corporation’s social welfare fund. Furthermore, the company visited and provided gifts to those suffering from illnesses and offered financial assistance to individuals in difficult circumstances. The total expenditure on social and charitable activities for the year exceeded VND 2,618 billion.

## GREEN CAPITAL MARKET ACTIVITIES

Currently, the company has not yet engaged in green capital market activities. However, PAC closely monitors developments in this area and will actively participate once specific guidelines are provided by the State Securities Commission of Vietnam.





# 03

## REPORT AND ASSESSMENT OF THE BOARD OF MANAGEMENT

- Assessment of operating results
- Financial situation
- Improvements in organizational structure, policies, and management
- Development plans
- Explanation of the Board of Management regarding auditor's opinions



# 01 ASSESSMENT OF PRODUCTION & BUSINESS RESULTS IN 2024

## RESULTS

Business Performance in 2024:

| No. | Item              | Unit    | Actual 2024 | Plan 2024 | Change (%)     |         |
|-----|-------------------|---------|-------------|-----------|----------------|---------|
|     |                   |         |             |           | Vs.Same period | Vs.Plan |
| 1   | Revenue           | Mil.VND | 3,849       | 3,800     | 107            | 101     |
| 2   | Profit before tax | Mil.VND | 164         | 160       | 106            | 103     |
| 3   | Dividend (*)      | %       | -           | 15        | -              | -       |

**Note: (\*)** The company has made an interim cash dividend payment for 2024 equivalent to 5% on January 20, 2025.

Revenue in 2024 reached VND 3,849 billion, an increase of 7% compared to the same period in 2023 and 1% higher than the plan. Profit before tax for the year was VND 164 billion, up 6% compared to the same period in 2023 and 3% higher than the plan.

## MAIN MEASURES IMPLEMENTED

- Domestic Market:** The company proactively monitored market trends and flexibly implemented various sales programs to maintain market share and enhance competitiveness. Efforts were intensified to display and sell batteries in supermarket chains and bookstores while also expanding sales through e-commerce platforms such as Shopee, Tiki, Lazada, TikTok, the Pinaco website, and Zalo OA. Live-streaming events were organized on TikTok, Shopee, and Facebook to introduce and sell products. Additionally, the company launched product sales on the Oneshop purchasing website to improve public access to the PIN CON O brand. For the Key Account channel: participated in logistics exhibitions, collecting over 50 potential business contacts from the transportation sector and actively promoting battery products to transport companies. For the OEM channel, multiple contracts were signed with major clients. The company supplied a range of batteries for new vehicle models catering to both domestic and export markets. Notably, it provided the entire CMF DIN32R battery line for VinFast's VF5 and VF3, the two highest-production models, as well as the N220 battery for THACO sleeper buses. Training and maintenance support were provided to OEM dealers and distributors to ensure product quality reaches consumers, minimize warranty claims, and lower costs. The company implemented a centralized customer data platform (CDP), which enables comprehensive data collection, analytical reporting, and system management. This technology enhances sales operations, product promotion, and customer service while offering a comprehensive customer overview. To improve internal learning and external engagement, the "Pinaco Dictionary of Information" website was introduced. This platform serves as a hub for employee training, research, coaching, and knowledge sharing, while also facilitating interaction with users. Additionally, domestic and international tours were organized for distributors and retail partners to recognize their contributions to the business; these events also helped strengthen their relationship with PINACO, fostering the closer collaboration.
- Export Market:** Enhanced efforts to acquire new customers to expand the market and increase sales revenue. Launch a sales promotion program targeting the new Sudanese market and successfully negotiate with Yamaha Malaysia to increase their orders of motorcycle batteries to supply up to 95% of their total vehicle production. Intensified promotion and marketing campaigns for exported CMF batteries. Launched the CMF JP Phantom Black, CMF JP Blue, and CMF JP Platinum product lines, strategically positioned at three distinct quality levels—from premium to affordable—to meet diverse consumer needs and compete effectively against brands such as FB, Yuasa, GS, 3K (Japan), Solite, Dongah, Rocket (South Korea). Currently, the company has exported CMF JP Blue batteries to Thailand, Laos, and Cambodia; CMF JP Platinum batteries to the Philippines; and CMF JP Phantom Black batteries to Sudan and Iraq with ongoing discussions to introduce CMF batteries into markets including Russia, Saudi Arabia, China, the United States, and other countries. Product introduction events have been organized for over 300 battery dealers in Laos and more than 100 dealers in Manila, Philippines, successfully persuading numerous dealers previously selling GS, Motolite, and 3K batteries to distribute PINACO's products. Following these events, more than 7,000 units of CMF JP Blue and JP Platinum batteries were ordered by dealers.
- The strategic restructuring of electrode plate production across two battery manufacturing plants, shifting toward increased production of stamped grid and continuous casting (Concast) grids while reducing traditional grid casting, has significantly decreased lead consumption. Product improvements have extended the lifespan of the N15 battery by 25%, introduced the PTX6HL battery as a replacement for the 12N5 model supplied to Yamaha, and developed the CMF DIN90 battery specifically for Hyundai. Changes in the appearance of CMF batteries have positively impressed customers. Localization of the PT6A and PTZ4V battery casings and related components has effectively reduced material costs and maintenance expenses. Standardizing suitable raw material specifications has facilitated quality inspections and expanded the network of material suppliers. The company continued the comprehensive implementation of the Monozukuri system throughout its operations.
- Ensured timely execution of investment schedules, implementing supplementary investments in equipment such as lead oxide silo systems and battery separator stacking machines (PA), etc., to adequately meet production and business requirements. Submit for approval projects aimed at increasing battery production capacity, including investments in lead powder machines, mixers, battery testing equipment, a 3,600 m<sup>2</sup> factory (ADN2), and 10 IGBT charging machines to replace existing outdated SCR technology chargers (ADN). Continued with the construction project for a battery factory in An Phuoc Industrial Park, with an annual production scale of 1.3 million KWh, alongside the relocation of Dong Nai battery factory and construction of the company's office building.
- Successfully researched and developed manufacturing technologies for CMF 150-load, AGM, Q85, B24RS, and Din32R batteries. Currently researching, prototype assembling, and testing on carbon substitution technology for PA 12-14 batteries, and completing survey plans, design, and technical drawings for Tubular batteries.
- Actively engaged in discussions and negotiations with suppliers to stabilize input quality, reduce supplier costs, and enhance delivery schedules. As a result, the company successfully reduced prices for certain input materials during the past year, and lowered inventory levels of these materials significantly contributing to profitability.
- Digital transformation initiatives have been strongly and extensively implemented throughout the company, particularly in sales activities, automated data entry processes, and step-by-step standardization and digitalization of management workflows.
- Successfully collected and recycled 3,409 tons of used batteries, meeting the mandatory product take-back responsibility for 2024 as stipulated by regulations. Conducted greenhouse gas emissions reviewing and organized environmental monitoring activities across all production facilities. In alignment with green manufacturing and circular economy goals, the company actively pursued innovation and invested in various energy-saving solutions to reduce consumption of materials, electricity, water, etc.



# 02 FINANCIAL SITUTATION

## ASSETS

Unit: Bil VND

| Indicator         | 31/12/2023 |            | 31/12/2024 |            | Actual 2024/<br>Actual 2023 |
|-------------------|------------|------------|------------|------------|-----------------------------|
|                   | Value      | Percentage | Value      | Percentage |                             |
| Short-term assets | 1,726      | 70.93%     | 1,832      | 72.28%     | 106%                        |
| Long-term assets  | 707        | 29.07%     | 702        | 27.72%     | 99%                         |
| Total assets      | 2,433      | 100%       | 2,534      | 100%       | 104%                        |

The company maintains a strong asset quality, with stable asset conditions throughout the year and high asset utilization efficiency. Overdue receivables remain insignificant.

## LIABILITIES

Unit: Bil VND

| Indicator         | 31/12/2023 |            | 31/12/2024 |            | Actual 2024/<br>Actual 2023 |
|-------------------|------------|------------|------------|------------|-----------------------------|
|                   | Value      | Percentage | Value      | Percentage |                             |
| Short-term debts  | 1,467      | 98.55%     | 1,550      | 99.04%     | 106%                        |
| Long-term debts   | 21         | 1.45%      | 15         | 0.96%      | 70%                         |
| Total liabilities | 1,489      | 100%       | 1,565      | 100%       | 105%                        |

The company's current debt situation remains under control, with no significant fluctuations. Liabilities primarily consist of loans used for working capital and fixed asset investments.





# 03 IMPROVEMENTS IN ORGANIZATIONAL STRUCTURE, POLICIES, AND MANAGEMENT

Over the past year, the company has appointed several officers at subsidiaries, departments, and divisions to align with the actual situation and meet development needs for the upcoming period. It has reviewed and restructured the functions, duties, and organizational structure of departments and subsidiaries. Additionally, the company has adjusted several policies and management methods to adapt to the new context, with a particular focus on effectively implementing digital transformation to unlock new growth opportunities.



# 04 PRODUCTION & BUSINESS PLAN IN 2025

## INDICATORS

In 2025, the company plans to implement the following targets:

Unit: Bil VND

| No. | Content           | Plan 2025 |
|-----|-------------------|-----------|
| 1   | Total revenue     | 4,000     |
| 2   | Profit before tax | 165       |
| 3   | Planned dividends | 10%       |

## IMPLEMENTING SOLUTIONS

- Develop a scientific, detailed, and feasible production and business plan, integrating synchronized solutions related to policies, human resources, material resources, and specific measures aimed at achieving the revenue target of VND 4,000 billion and pre-tax profit of VND 165 billion.
- Strengthen sales through the OEM channel, increase market share, and expand to new products and customers. Proactively identify and develop Key Account Customers, etc.

- Identify new customers and expand into new markets in Africa, North America, and Russia. Enhance the export of CMF batteries to the Middle East and Southeast Asia regions. Actively promote efforts to increase battery export volumes.
- Continue reviewing and refining the corporate management system (organizational structure, functional roles, QTCV, MTCV, workforce planning, performance evaluations, etc), streamlining the organizational apparatus towards “Efficiency, Effectiveness, and Productivity” — meaning doing things right (efficiency), doing the right things (effectiveness), and delivering maximum value (productivity).
- Strengthen training so that employees understand their roles and responsibilities and ensure their capacity to meet increasingly high job requirements in order to streamline the workforce.
- Immediate adjustments must be made to the quality management system, training programs, and oversight mechanisms to ensure effective control over equipment, technology, and production processes. The system should possess the necessary capacity to promptly identify potential risks leading to malfunctions, enabling timely prevention and corrective actions.
- Further intensify cost reduction efforts across all phases, processes, departments, and units. Pay particular attention to developing negotiation strategies with suppliers, actively identifying new suppliers as alternatives to lower raw material prices and input costs, proactively driving localization initiatives to reduce dependence on imports and foreign currency. Simultaneously, implement solutions to minimize the rate of defective products during production, especially ensuring that no faulty products reach the market.
- Focus on product quality improvement and technological innovations to reduce costs and meet customer demands, including testing and implementing Punch Card technology for CMF batteries; researching solutions to consistently stabilize the quality of VRLA batteries, PA batteries, and other products; and developing new products such as CMF Heavy-load batteries, AGM Automotive batteries, CMF DIN110, EFB Q85, etc.
- Accelerate investment projects to promptly meet demand for CMF batteries from export customers and Vinfast, while facilitating new product development. These projects include the An Phuoc battery factory, the 3,600 m<sup>2</sup> factory at ADN2, the CMF battery finishing line, PA battery assembly line, and AGM COS machine, etc.
- Accelerate the implementation of digital transformation to enhance work quality and efficiency, reducing the processing time for daily tasks within and across all departments and units.
- Successfully implement the 3P compensation project, creating a performance-based working environment that accurately evaluates individual and team contributions to the company’s overall results, thereby establishing a foundation for fair and merit-based rewards and recognition.
- Closely monitor market developments, especially regarding imported products, to formulate appropriate sales strategies, swiftly identify positive market signals, and capitalize on opportunities to boost sales. Strengthen customer care activities for OEM clients and authorized distributors. Reassess the sales system and improve distribution network operations to enhance overall sales effectiveness. Actively seek new customers in the Middle East, Africa, and South America; increase market penetration in Southeast Asian countries such as Thailand, Indonesia, Malaysia, and others.

# 05 EXPLANATION OF THE BOARD OF MANAGEMENT REGARDING THE AUDITOR’S

None.





# 04

## ASSESSMENTS OF THE BOARD OF DIRECTORS ON THE COMPANY'S OPERATION

- Assessment of the Board of Directors on the Company's Operations, including the assessment related to Environmental and Social Responsibilities
- Assessment of the Board of Directors on the Board of Management's performance
- Plans and Orientations of the Board of Directors



# 01 ASSESSMENT OF THE COMPANY'S OPERATING PERFORMANCE IN 2024

## OVERALL ASSESSMENT

- Vietnam's economy experienced a turbulent and challenging year in 2024, with expectations of improvement compared to 2023. However, demand declined sharply, consumption remained sluggish, competition intensified, and material costs as well as exchange rates stayed at high levels. Globally, the situation evolved rapidly and unpredictably. Inflation remained high, geopolitical tensions between major economies escalated, and the prolonged conflict between Russia and Ukraine exacerbated risks related to financial markets, food security, and inflation. As a result, central banks worldwide were forced to maintain high interest rates.
- For PINACO, in addition to the aforementioned impacts, the company's business operations faced the following opportunities and challenges:

### Opportunities:

- Strong brand reputation with an extensive domestic distribution network and an expanding export market reaching new countries.
- The company's product quality remains stable and consistently high, reinforcing consumer trust and enhancing competitiveness. Additionally, the leadership team and workforce are highly experienced, skilled, and dedicated, fostering unity and serving as the most crucial driving force behind the company's stability and growth.

### Challenges:

- Market competition is becoming increasingly intense, not only in pricing but also in product quality, sales policies, and after-sales services.
- High exchange rates and input material costs have reduced price competitiveness, while a sharp decline in market demand has significantly impacted profitability.

| No. | Item                      | Unit    | Actual 2023 | Plan 2024 | Actual 2024 | Change (%)     |         |
|-----|---------------------------|---------|-------------|-----------|-------------|----------------|---------|
|     |                           |         |             |           |             | Vs.Same period | Vs.Plan |
| 1   | Total revenue             | Bil VND | 3,593       | 3,800     | 3,849       | 107            | 101     |
| 2   | Profit before tax         | Bil VND | 154         | 160       | 164         | 106            | 103     |
| 3   | Dividend Payout Ratio (*) | %       | 15          | 15        | -           | -              | -       |

**Note:** (\*) The company made an interim cash dividend payment for 2024, equivalent to 5%, on January 20, 2025.

## ASSESSMENT OF THE BOARD OF DIRECTORS' PERFORMANCE IN 2024

In 2024, the third year of the 5-year term (2022–2027), the Board of Directors (BoD) has fulfilled its functions, duties, and powers in accordance with the Enterprise Law, the Company's Charter, and other relevant legal regulations. Specifically:

- Regarding leadership, the BoD has identified key focal points in production and business activities and has issued appropriate, timely Resolutions and Decisions. Additionally, it has effectively coordinated with the Executive Board to handle and resolve issues within its authority as assigned by the General Meeting of Shareholders, in compliance with current regulations.
- As of 2024, the BoD consists of 5 members.

**Overall assessment:** The BoD and the Executive Board have worked in close coordination, making every effort to fulfill their responsibilities. Despite economic difficulties and a significant decline in market demand, revenue and profit indicators have exceeded the targets set by the 2024 Annual General Meeting of Shareholders.





## 02 ASSESSMENT OF THE BOARD OF MANAGEMENT'S PERFORMANCE IN 2024

In 2024, the Company's Executive Board consisted of four (04) members, all of whom possess high professional qualifications, strong political acumen, extensive experience in the battery industry, and a dedicated, enthusiastic work ethic.

The Executive Board has made significant efforts to overcome challenges in a complex economic environment, characterized by declining purchasing power, the prolonged Russia-Ukraine conflict, and persistently high interest rates and exchange rates. Demonstrating flexibility and responsiveness, the Board has implemented suitable policies to adapt to the new landscape, maintain market share, and ensure stable employment and income for employees. Thanks to these efforts, the company's business performance exceeded the targets set by the General Meeting of Shareholders and the Board of Directors. and ensure stable employment and income for employees. Thanks to these efforts, the company's business performance exceeded the targets set by the General Meeting of Shareholders and the Board of Directors.



## 03 OPERATIONAL PLANS FOR 2025

### GENERAL OUTLOOK

The global economic and political landscape is expected to remain volatile and unpredictable. The U.S. Federal Reserve (FED) is likely to maintain high interest rates to combat inflation, while the Russia-Ukraine war continues with no clear resolution. Leadership changes in the U.S. further complicate trade conflicts, significantly impacting global commerce by driving up transportation costs. Geopolitical competition among major economies poses additional threats to the recovery of the global economy. Some forecasts indicate a slowdown in economic growth, with increasing risks of economic recession and financial, monetary, public debt, energy security, food security, and information security challenges.

Domestically, the government has set GDP growth targets of 8%–10% and inflation control at 4%–4.5%. However, in 2025, the economy is still expected to face difficulties, with weak market demand and persistently high exchange rates, signaling a challenging year ahead.

### SPECIFIC OBJECTIVES

Based on the current situation, the Board of Directors will propose the following key business targets for 2025 to the General Meeting of Shareholders:

- Total revenue: 4,000 billion VND, equivalent to 104% of 2024 performance.
- Profit before tax: 165 billion VND, equivalent to 101% of 2024 performance.
- Dividend payout: Targeting 10%.

### BOARD OF DIRECTOR'S STRATEGIC DIRECTIONS

The Board of Directors (BoD) will direct and collaborate with the Executive Board in full compliance with legal regulations, the Company's Charter, and operational guidelines to achieve the goals and tasks assigned by the 2025 General Meeting of Shareholders. Specific initiatives include:

- Continuously reviewing, amending, and issuing management policies and regulations to align with the Enterprise Law, the Company's Charter, and relevant legal requirements.
- Proactively working with the Executive Board to develop operational strategies that swiftly adapt to market fluctuations. Ensuring the efficiency and effectiveness of the supply chain from sourcing raw materials, fuel, and components to production, distribution, domestic sales, and exports. Striving to achieve the highest possible business targets despite global and domestic economic challenges, turning challenges into opportunities for the Company.
- Accelerating the review and execution of both short-term and long-term investment plans. Key priorities include the relocation of the Dong Nai battery plant and the development of new product lines. Maximizing existing resources to enhance business efficiency and maintain a competitive edge.
- Strengthening cost control, optimizing expenses, and implementing savings initiatives. Encouraging innovation and process improvements across all company activities to boost productivity and profitability.
- Leading the transition to green production by reducing carbon emissions, minimizing fossil fuel consumption, and increasing solar energy usage. Promoting circular and green economy practices, including establishing collection and recycling systems for end-of-life products and wastewater treatment for reuse, ensuring environmental protection.

Continuously improving the organizational structure, streamlining operations for efficiency, effectiveness, and agility. Ensuring a workforce with strong professional skills, foreign language proficiency, and management capabilities to support the Company's development and global integration.



# 05

## CORPORATE GOVERNANCE

- Board of Directors
- Board of Supervisors





## 01 BOARD OF DIRECTORS

### MEMBERS AND STRUCTURE OF THE BOARD OF DIRECTORS

The Board of Directors (BoD) consists of five members, including a Chairman and four other members, as detailed below:

| No. | Full Name            | Position                       | Start date/End date as a Board Member |                | Shares held (including those authorized) |               |
|-----|----------------------|--------------------------------|---------------------------------------|----------------|--|---------------|
|     |                      |                                | Appointment date                      | Dismissal date | Number of shares                         | Ownership (%) |
| 1   | Mr. Le Hoang         | Chairman of the Board          | 27/06/2020                            |                | 9,840,483                                | 21.18         |
| 2   | Mr. Le Van Nam       | Board Member/ General Director | 20/04/2019                            |                | 9,375,437                                | 20.17         |
| 3   | Mr. Nguyen Van Chung | Board Member                   | 27/04/2017                            |                | 4,685,930                                | 10.08         |
| 4   | Mr. Nguyen Quoc Viet | Board Member                   | 23/04/2022                            |                | -  | -             |
| 5   | Mr. Shigeru Ezure    | Board Member                   | 22/04/2023                            |                | 4,899,708                                | 10.54         |

### THE COMMITTEES OF THE BOARD OF DIRECTORS

The company has made significant efforts to establish the board committees. However, suitable personnel for these committees have not yet been selected.

### BOARD OF DIRECTORS' ACTIVITIES

| No. | Full name            | Meetings attended | Attendance rate |
|-----|----------------------|-------------------|-----------------|
| 1   | Mr. Le Hoang         | 5/5               | 100%            |
| 2   | Mr. Le Van Nam       | 5/5               | 100%            |
| 3   | Mr. Nguyen Van Chung | 5/5               | 100%            |
| 4   | Mr. Nguyen Quoc Viet | 5/5               | 100%            |
| 5   | Mr. Shigeru Ezure    | 4/5               | 80%             |

All five BoD members hold at least a university degree and possess extensive management experience. The specific roles and responsibilities of each member are as follows:

- Mr. Le Hoang – Chairman of the Board: Oversees overall board activities, directly responsible for strategic planning and human resource organization.
- Mr. Le Van Nam – Board Member/ General Director: Manages the executive board's operations, oversees information disclosure, and performs other tasks assigned by the BoD.
- Mr. Nguyen Quoc Viet – Board Member: Supports the formulation of mid- and long-term development strategies and carries out other responsibilities assigned by the BoD.
- Mr. Nguyen Van Chung – Board Member: Oversees investment and construction projects, along with other duties assigned by the BoD.
- Mr. Shigeru Ezure – Board Member: Assists in developing the Japanese client base in Vietnam and other regional markets. Responsible for sustainability initiatives and environmental matters. Also handles other assignments from the BoD.

In 2024, the BoD held quarterly meetings, specifically: BoD held totaling five (05) sessions, and issued 45 resolutions to provide timely and appropriate governance decisions aligned with production, business, and investment demands. The BoD also reviewed and strengthened human resources management in accordance with regulations.

Shareholder relations and information disclosure: The BoD complies with governance regulations as per the Vietnam State Securities Commission (SSC) guidelines for listed companies. It ensures proper disclosure of periodic, annual, and extraordinary information to shareholders via the company's website, SSC, and Ho Chi Minh Stock Exchange (HOSE). However, like many Vietnamese enterprises, PINACO has not yet appointed an independent board member. The company will review and address this issue soon.

Profit distribution, allocation of funds, and dividend payments: The BoD has executed the profit distribution plan, reserve fund allocation, and dividend payment in strict accordance with the resolutions approved by the 2024 General Meeting of Shareholders (The BoD directed the Executive Board to advance a 2024 cash dividend payment of 5% to existing shareholders.)

Salary and remuneration payments for the Board of Directors, Supervisory Board, and Executive Board have been carried out in accordance with the resolutions of the General Meeting of Shareholders and the company's regulations, specifically detailed as follows:

| No.   | Full Name                 | Position                 | Amount (VND)         |
|---|---------------------------|--------------------------|----------------------|
| <b>BOARD OF DIRECTORS' REMUNERATION</b>   |                           |                          |                      |
| 1   | Mr. Le Hoang              | Chairman of the Board    | 108,000,000          |
| 2   | Mr. Le Van Nam            | Board Member             | 85,500,000           |
| 3   | Mr. Nguyen Van Chung      | Board Member             | 85,500,000           |
| 4   | Mr. Nguyen Quoc Viet      | Board Member             | 85,500,000           |
| <b>TOTAL</b>  |                           |                          | <b>364,500,000</b>   |
| <b>BOARD OF SUPERVISORS' REMUNERATION</b>   |                           |                          |                      |
| 1   | Mrs. Vu Thi Mai Nhung     | Supervisory Board Member | 66,000,000           |
| 2   | Mrs. Phan Thi Hoang Giang | Supervisory Board Member | 66,000,000           |
| <b>TOTAL</b>  |                           |                          | <b>132,000,000</b>   |
| <b>Salary and allowances for General Director</b>   |                           |                          | <b>893,910,000</b>   |
| <b>Salary and allowances for the Board of Directors, Supervisory Board, Executive Board, and Chief Accountant</b> |                           |                          | <b>3,426,560,549</b> |

#### Other activities:

The Board of Directors has effectively coordinated and promptly provided necessary documents, materials, information, and other relevant resources in accordance with legal regulations and the company's charter to enable the Supervisory Board to perform its monitoring and inspection duties in corporate management and operations.

Union and social activities: The Board of Directors has facilitated the activities of the Party Committee, Trade Union, and Youth Union, contributing positively to encouraging employees to enhance productivity, practice cost-saving measures in all areas, and uphold PINACO's corporate culture and traditions.

## 02 BOARD OF SUPERVISORS

### MEMBERS AND STRUCTURE OF THE BOARD

| No. | Full Name                 | Position                  | Notes   |
|-----|---------------------------|---------------------------|---|
| 1   | Mr. Ta Duy Linh           | Head of Supervisory Board | Start date as Head of Supervisory Board: 23/04/2022 |
| 2   | Mrs. Vu Thi Mai Nhung     | Supervisory Board Member  | Start date as Supervisory Board Member: 21/04/2018  |
| 3   | Mrs. Phan Thi Hoang Giang | Supervisory Board Member  | Start date as Supervisory Board Member: 23/04/2022  |

### ACTIVITIES OF THE SUPERVISORY BOARD IN 2024

| No. | Reference No.   | Date       | Content  | Attendance rate |
|-----|-----------------|------------|--|-----------------|
| 1   | 01/BBH/BKS-2024 | 12/01/2024 | Approval of the 2024 Supervisory Board activity plan   | 3/3             |
| 2   | 02/BBH/BKS-2024 | 01/02/2024 | Assignment of responsibilities within the Supervisory Board for reviewing the financial statements and other company activities in 2023                | 3/3             |
| 3   | 03/BBH/BKS-2024 | 05/3/2024  | Approval of the financial statement review content for 2023  | 3/3             |
| 4   | 04/BBH/BKS-2024 | 08/4/2024  | Approval of the Supervisory Board's report on 2023 performance and 2024 action plan to be presented at the 2024 Annual General Meeting of Shareholders | 3/3             |
| 5   | 05/BBH/BKS-2024 | 08/5/2024  | Approval of audit firm selection for 2024  | 3/3             |
| 6   | 06/BBH/BKS-2024 | 01/7/2024  | Assignment of responsibilities within the Supervisory Board for reviewing the semi-annual 2024 financial statements                                    | 3/3             |
| 7   | 07/BBH/BKS-2024 | 09/8/2024  | Approval of the semi-annual 2024 financial statement review content  | 3/3             |
| 8   | 08/BBH/BKS-2024 | 16/11/2024 | Review and assessment of investment projects for the first nine months of 2024   | 3/3             |

As the representative of shareholders, the Supervisory Board carries out inspection and supervision duties while recommending necessary changes to improve risk management and enhance corporate governance standards. In 2024, the activities of the Supervisory Board include:

- (i) Fully participating in the meetings of the Board of Directors and the General Director.
- (ii) Monitoring the implementation of the Company's business plans.
- (iii) Supervising the execution of resolutions passed by the General Meeting of Shareholders and the Board of Directors in 2024.
- (iv) Ensuring compliance with Legal Regulations, the Company's Charter, internal policies, and corporate governance procedures, as well as overseeing the rational allocation of resources to implement business strategies.
- (v) Overseeing transactions between the Company and its related parties in accordance with Legal Regulations and the Charter.
- (vi) Supervising the salary, bonus, remuneration, and benefits distribution for executives, ensuring alignment with the resolutions approved at the 2023 AGM and actual work performance.
- (vii) Monitoring the financial and accounting situation of the company, reviewing and evaluating the legality, completeness, and accuracy of quarterly, semi-annual, and annual financial reports.
- (viii) Assessing compliance with capital management and usage regulations, the issuance and implementation of financial policies, internal corporate governance regulations, profit distribution, and the establishment and utilization of funds.



# 06

## FINANCIAL STATEMENT 2024

- Audited Financial Statements



KPMG'S OFFICE

### Dry Cell and Storage Battery Joint Stock Company

Financial Statements for the year ended  
31 December 2024

### Dry Cell and Storage Battery Joint Stock Company Corporate Information

|  |  |   |
|--|--|---|
| <b>Business Registration Certificate No.</b> | 4103002690   | 23 September 2004   |
|  | The Business Registration Certificate has been amended several times and the most recent of which is by the Business Registration Certificate No. 0300405462 (18 <sup>th</sup> amendment) dated 12 April 2022. The Business Registration Certificate and its amendments were issued by Ho Chi Minh City Department of Planning and Investment. |   |
| <b>Board of Management</b>                   | Mr. Le Hoang<br>Mr. Le Van Nam<br>Mr. Nguyen Van Chung<br>Mr. Nguyen Quoc Viet<br>Mr. Shigeru Ezure  | Chairman<br>Member<br>Member<br>Member<br>Member  |
| <b>Board of Supervisors</b>                  | Mr. Ta Duy Linh<br>Ms. Pham Thi Hoang Giang<br>Ms. Vu Thi Mai Nhung  | Head of Supervisors<br>Member<br>Member   |
| <b>Board of Directors</b>                    | Mr. Le Van Nam<br>Mr. Nguyen Dien Phuoc Chan<br><br>Mr. Nguyen Duy Hung<br>Mr. Nguyen Hoang Thanh  | General Director<br>Deputy General Director of Production<br>Manufacturing<br>Deputy General Director of Finance<br>Deputy General Director of Business |
| <b>Registered Office</b>                     | 321 Tran Hung Dao Street<br>Co Giang Ward, District 1<br>Ho Chi Minh City<br>Vietnam   |   |
| <b>Auditor</b>                               | KPMG Limited<br>Vietnam  |   |



## Dry Cell and Storage Battery Joint Stock Company Statement of the Board of Directors

The Board of Directors of Dry Cell and Storage Battery Joint Stock Company ("the Company") presents this statement and the accompanying financial statements of the Company for the year ended 31 December 2024.

The Company's Board of Directors is responsible for the preparation of true and fair presentation of the financial statements in accordance with Vietnamese Accounting Standards, the Vietnamese Accounting System for enterprises and the relevant statutory requirements applicable to financial reporting. In the opinion of the Company's Board of Directors:

- (a) the financial statements set out on pages 5 to 45 give a true and fair view of the financial position of the Company as at 31 December 2024, and of the results of operations and the cash flows of the Company for the year then ended in accordance with the Vietnamese Accounting Standard, the Vietnamese Accounting System for enterprises and the relevant statutory requirements applicable to financial reporting; and
- (b) at the date of this statement, there are no reasons to believe that the Company will not be able to pay its debts as and when they fall due.

The Company's Board of Directors has, on the date of this statement, authorised these financial statements for issue.

On behalf of the Board of Directors



Nguyễn Văn Nam  
General Director

Ho Chi Minh City, 28 February 2025



KPMG Limited Branch  
10th Floor, Sun Wah Tower  
115 Nguyen Hue Street, Ben Nghe Ward  
District 1, Ho Chi Minh City, Vietnam  
+84 (28) 3821 9266 | kpmg.com.vn

## INDEPENDENT AUDITOR'S REPORT

### To the Shareholders Dry Cell and Storage Battery Joint Stock Company

We have audited the accompanying financial statements of Dry Cell and Storage Battery Joint Stock Company ("the Company"), which comprise the balance sheet as at 31 December 2024, the statements of income and cash flows for the year then ended and the explanatory notes thereto which were authorised for issue by the Company's Board of Directors on 28 February 2025, as set out on pages 5 to 45.

### Management's Responsibility

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

### Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Vietnamese Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Company's preparation and true and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Company's Board of Directors, as well as evaluating the overall presentation of the financial statements.

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





### Auditor's Opinion

In our opinion, the financial statements give a true and fair view, in all material respects, of the financial position of Dry Cell and Storage Battery Joint Stock Company as at 31 December 2024, its results of operations and its cash flows for the year then ended in accordance with Vietnamese Accounting Standards, the Vietnamese Accounting System for enterprises and the relevant statutory requirements applicable to financial reporting.

**KPMG Limited's Branch in Ho Chi Minh City**  
Vietnam  
Audit Report No.: 24-01-00455-25-1



Chang Hung Chun  
Practicing Auditor Registration  
Certificate No. 0863-2023-007-1  
Deputy General Director

Ho Chi Minh City, 28 February 2025

Ha Vu Dinh  
Practicing Auditor Registration  
Certificate No. 0414-2023-007-1

### Dry Cell and Storage Battery Joint Stock Company Balance sheet as at 31 December 2024

Form B 01 – DN  
(Issued under Circular No. 200/2014/TT-BTC  
dated 22 December 2014 of the Ministry of Finance)

|  | Code       | Note      | 31/12/2024<br>VND        | 1/1/2024<br>VND          |
|--|------------|-----------|--------------------------|--------------------------|
| <b>ASSETS</b>  |            |           |                          |                          |
| <b>Current assets</b><br>(100 = 110 + 120 + 130 + 140 + 150) | <b>100</b> |           | <b>1,832,261,785,850</b> | <b>1,726,186,325,353</b> |
| <b>Cash and cash equivalents</b>                             | <b>110</b> | <b>4</b>  | <b>200,617,830,195</b>   | <b>161,948,859,873</b>   |
| Cash   | 111        |           | 170,617,830,195          | 161,948,859,873          |
| Cash equivalents   | 112        |           | 30,000,000,000           | -                        |
| <b>Short-term financial investments</b>                      | <b>120</b> |           | <b>555,000,000,000</b>   | <b>505,870,000,000</b>   |
| Held-to-maturity investments                                 | 123        | 5         | 555,000,000,000          | 505,870,000,000          |
| <b>Accounts receivable – short-term</b>                      | <b>130</b> |           | <b>191,740,806,102</b>   | <b>298,207,985,116</b>   |
| Accounts receivable from customers                           | 131        | 6         | 154,936,408,793          | 226,235,961,600          |
| Prepayments to suppliers                                     | 132        | 7         | 25,979,920,439           | 37,367,915,388           |
| Other short-term receivables                                 | 136        | 8         | 11,720,885,063           | 35,793,437,090           |
| Allowance for doubtful debts                                 | 137        | 9         | (896,408,193)            | (1,189,519,776)          |
| Shortage of assets awaiting resolution                       | 139        |           | -                        | 190,814                  |
| <b>Inventories</b>   | <b>140</b> | <b>10</b> | <b>696,245,897,537</b>   | <b>643,252,164,220</b>   |
| Inventories  | 141        |           | 701,548,787,054          | 646,962,409,150          |
| Allowance for inventories                                    | 149        |           | (5,302,889,517)          | (3,710,244,930)          |
| <b>Other current assets</b>                                  | <b>150</b> |           | <b>188,657,252,016</b>   | <b>116,907,316,144</b>   |
| Short-term prepaid expenses                                  | 151        |           | 5,646,799,672            | 4,820,706,142            |
| Deductible value added tax                                   | 152        | 19(b)     | 183,010,452,344          | 112,086,610,002          |



**Dry Cell and Storage Battery Joint Stock Company**  
**Balance sheet as at 31 December 2024 (continued)**

**Form B 01 – DN**  
*(Issued under Circular No. 200/2014/TT-BTC  
dated 22 December 2014 of the Ministry of Finance)*

|   | Code       | Note | 31/12/2024<br>VND        | 1/1/2024<br>VND          |
|---|------------|------|--------------------------|--------------------------|
| <b>Long-term assets</b><br><b>(200 = 210 + 220 + 240 + 250 + 260)</b> | <b>200</b> |      | <b>702,519,485,529</b>   | <b>707,319,377,892</b>   |
| Accounts receivable – long-term                                       | 210        |      | 5,840,446,253            | 5,332,346,253            |
| Other long-term receivables   | 216        |      | 5,840,446,253            | 5,332,346,253            |
| <b>Fixed assets</b>   | <b>220</b> |      | <b>394,061,085,307</b>   | <b>332,029,868,951</b>   |
| Tangible fixed assets   | 221        | 11   | 353,610,702,820          | 274,686,605,679          |
| Cost  | 222        |      | 1,395,325,533,792        | 1,240,959,152,322        |
| Accumulated depreciation  | 223        |      | (1,041,714,830,972)      | (966,272,546,643)        |
| Finance lease tangible fixed assets                                   | 224        | 12   | 31,931,408,443           | 49,628,150,449           |
| Cost  | 225        |      | 47,125,644,645           | 66,298,132,171           |
| Accumulated depreciation  | 226        |      | (15,194,236,202)         | (16,669,981,722)         |
| Intangible fixed assets   | 227        | 13   | 8,518,974,044            | 7,715,112,823            |
| Cost  | 228        |      | 40,995,029,434           | 39,176,827,529           |
| Accumulated amortisation  | 229        |      | (32,476,055,390)         | (31,461,714,706)         |
| <b>Long-term work in progress</b>                                     | <b>240</b> |      | <b>20,570,467,953</b>    | <b>87,038,607,873</b>    |
| Construction in progress  | 242        | 14   | 20,570,467,953           | 87,038,607,873           |
| <b>Long-term financial investments</b>                                | <b>250</b> |      | <b>32,500,000,000</b>    | <b>32,500,000,000</b>    |
| Investment in an associate  | 252        | 15   | 32,500,000,000           | 32,500,000,000           |
| <b>Other long-term assets</b>   | <b>260</b> |      | <b>249,547,486,016</b>   | <b>250,418,554,815</b>   |
| Long-term prepaid expenses  | 261        | 16   | 210,856,810,468          | 209,297,352,549          |
| Deferred tax assets   | 262        | 17   | 3,585,532,416            | 3,430,945,794            |
| Long-term tools, supplies and spare parts                             | 263        | 10   | 35,105,143,132           | 37,690,256,472           |
| <b>TOTAL ASSETS (270 = 100 + 200)</b>                                 | <b>270</b> |      | <b>2,534,781,271,379</b> | <b>2,433,505,703,245</b> |

The accompanying notes are an integral part of these financial statements

**Dry Cell and Storage Battery Joint Stock Company**  
**Balance sheet as at 31 December 2024 (continued)**

**Form B 01 – DN**  
*(Issued under Circular No. 200/2014/TT-BTC  
dated 22 December 2014 of the Ministry of Finance)*

|   | Code       | Note      | 31/12/2024<br>VND        | 1/1/2024<br>VND          |
|---|------------|-----------|--------------------------|--------------------------|
| <b>RESOURCES</b>                                    |            |           |                          |                          |
| <b>LIABILITIES (300 = 310 + 330)</b>                | <b>300</b> |           | <b>1,565,895,833,608</b> | <b>1,489,037,435,221</b> |
| <b>Current liabilities</b>                          | <b>310</b> |           | <b>1,550,850,787,215</b> | <b>1,467,423,205,920</b> |
| Accounts payable to suppliers                       | 311        | 18        | 133,532,968,260          | 212,941,446,259          |
| Advances from customers                             | 312        |           | 37,088,697,615           | 12,145,154,517           |
| Taxes and other payables to State Treasury          | 313        | 19(a)     | 7,810,222,761            | 8,215,049,025            |
| Payables to employees                               | 314        |           | 80,487,268,855           | 94,504,823,120           |
| Accrued expenses                                    | 315        | 20        | 18,111,676,448           | 25,941,408,583           |
| Other short-term payables                           | 319        | 21        | 28,105,033,710           | 4,453,639,129            |
| Short-term borrowings and finance lease liabilities | 320        | 22(a)     | 1,206,974,054,267        | 1,071,746,855,052        |
| Short-term provision                                | 321        | 23        | 11,090,279,515           | 10,128,016,370           |
| Bonus and welfare fund                              | 322        | 24        | 27,650,585,784           | 27,346,813,865           |
| <b>Long-term liabilities</b>                        | <b>330</b> |           | <b>15,045,046,393</b>    | <b>21,614,229,301</b>    |
| Other long-term payables                            | 337        |           | 1,909,600,000            | 1,909,600,000            |
| Long-term borrowings and finance lease liabilities  | 338        | 22(b)     | 13,135,446,393           | 19,704,629,301           |
| <b>EQUITY (400 = 410)</b>                           | <b>400</b> |           | <b>968,885,437,771</b>   | <b>944,468,268,024</b>   |
| <b>Owners' equity</b>                               | <b>410</b> | <b>25</b> | <b>968,885,437,771</b>   | <b>944,468,268,024</b>   |
| Share capital                                       | 411        | 26        | 464,717,070,000          | 464,717,070,000          |
| - Ordinary shares with voting rights                | 411a       |           | 464,717,070,000          | 464,717,070,000          |
| Share premium                                       | 412        |           | 1,584,699,224            | 1,584,699,224            |
| Investment and development fund                     | 418        |           | 389,208,670,171          | 355,111,097,634          |
| Retained profits                                    | 421        |           | 113,374,998,376          | 123,055,401,166          |
| - Retained profits brought forward                  | 421a       |           | 9,983,882,119            | 7,853,056,978            |
| - Retained profit for the current year              | 421b       |           | 103,391,116,257          | 115,202,344,188          |
| <b>TOTAL RESOURCES (440 = 300 + 400)</b>            | <b>440</b> |           | <b>2,534,781,271,379</b> | <b>2,433,505,703,245</b> |

28 February 2025

Prepared by:



Ho Tuan Bao  
Accounting - Accountant

Approved by:



Nguyen Van Diep  
Accounting - Finance Manager



Le Van Nam  
General Director

The accompanying notes are an integral part of these financial statements



**Dry Cell and Storage Battery Joint Stock Company**  
**Statement of income for the year ended 31 December 2024**


Form B 02 – DN  
 (Issued under Circular No. 200/2014/TT-BTC  
 dated 22 December 2014 of the Ministry of Finance)


|   | Code | Note | 2024<br>VND       | 2023<br>VND       |
|---|------|------|-------------------|-------------------|
| Revenue from sales of goods                               | 01   | 29   | 3,849,053,470,231 | 3,593,413,239,932 |
| Revenue deductions  | 02   | 29   | 643,644,957,630   | 408,466,115,750   |
| Net revenue from sales of goods<br>(10 = 01 - 02)         | 10   | 29   | 3,205,408,512,601 | 3,184,947,124,182 |
| Cost of goods sold  | 11   | 30   | 2,789,371,367,492 | 2,751,194,753,012 |
| Gross profit (20 = 10 - 11)                               | 20   |      | 416,037,145,109   | 433,752,371,170   |
| Financial income  | 21   | 31   | 46,165,881,107    | 58,480,712,131    |
| Financial expenses  | 22   | 32   | 60,191,383,332    | 75,699,974,756    |
| In which: Interest expense                                | 23   |      | 41,936,668,219    | 59,363,089,266    |
| Selling expenses  | 25   | 33   | 173,368,170,905   | 202,036,520,285   |
| General and administration expenses                       | 26   | 34   | 64,911,356,999    | 60,686,917,845    |
| Net operating profit<br>(30 = 20 + (21 - 22) - (25 + 26)) | 30   |      | 163,732,114,980   | 153,809,670,415   |
| Other income  | 31   |      | 616,162,107       | 537,950,487       |
| Other expenses  | 32   |      | 35,921,050        | 22,726,668        |
| Results of other activities<br>(40 = 31 - 32)             | 40   |      | 580,241,057       | 515,223,819       |
| Accounting profit before tax<br>(50 = 30 + 40)            | 50   |      | 164,312,356,037   | 154,324,894,234   |
| Income tax expense – current                              | 51   | 36   | 37,839,972,902    | 39,286,471,023    |
| Income tax benefit – deferred                             | 52   | 36   | (154,586,622)     | (163,920,977)     |
| Net profit after tax (60 = 50 - 51 - 52)                  | 60   |      | 126,626,969,757   | 115,202,344,188   |
| Basic earnings per share                                  | 70   | 37   | 2,452             | 2,231             |

28 February 2025

Prepared by:

  
 Ho Tuan Bao  
 Accounting - Accountant

  
 Nguyen Van Diep  
 Accounting - Finance Manager

  
 Le Van Nam  
 General Director

The accompanying notes are an integral part of these financial statements

**Dry Cell and Storage Battery Joint Stock Company**  
**Statement of cash flows for the year ended 31 December 2024 (Indirect method)**

Form B 03 – DN  
 (Issued under Circular No. 200/2014/TT-BTC  
 dated 22 December 2014 of the Ministry of Finance)

|  | Code | Note | 2024<br>VND       | 2023<br>VND       |
|--|------|------|-------------------|-------------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>  |      |      |                   |                   |
| Accounting profit before tax   | 01   |      | 164,312,356,037   | 154,324,894,234   |
| Adjustments for  |      |      |                   |                   |
| Depreciation and amortisation  | 02   |      | 90,006,230,311    | 85,660,380,369    |
| Allowances and provisions  | 03   |      | 26,982,937,703    | 21,527,950,667    |
| Exchange loss/(gains) arising from<br>revaluation of monetary items<br>denominated in foreign currencies | 04   |      | 3,149,466,099     | (1,594,422,072)   |
| Profit from investing activities   | 05   |      | (35,513,283,906)  | (43,599,412,080)  |
| Interest expense   | 06   |      | 41,936,668,219    | 59,363,089,266    |
| Operating profit before changes in<br>working capital  | 08   |      | 290,874,374,463   | 275,682,480,384   |
| Change in receivables and other assets   | 09   |      | (2,369,049,284)   | (142,977,631,151) |
| Change in inventories  | 10   |      | (52,001,264,564)  | 111,014,020,216   |
| Change in payables and other liabilities   | 11   |      | (112,316,985,005) | 105,389,734,871   |
| Change in prepaid expenses   | 12   |      | (2,385,551,449)   | 2,158,383,882     |
|  |      |      | 121,801,524,161   | 351,266,988,202   |
| Interest paid  | 14   |      | (42,001,152,152)  | (60,112,126,265)  |
| Corporate income tax paid  | 15   |      | (39,544,399,989)  | (39,886,397,156)  |
| Other payments for operating activities  | 17   |      | (8,962,614,091)   | (19,543,885,268)  |
| Net cash flow from operating activities  | 20   |      | 31,293,357,929    | 231,724,579,513   |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>  |      |      |                   |                   |
| Payments for additions to fixed assets   | 21   |      | (58,219,920,952)  | (80,293,360,745)  |
| Proceeds from disposals of fixed assets  | 22   |      | 260,112,293       | 71,424,074        |
| Payments for term-deposit at banks   | 23   |      | (555,000,000,000) | (505,870,000,000) |
| Receipts from term-deposit at banks  | 24   |      | 505,870,000,000   | 542,000,000,000   |
| Receipts of interest   | 27   |      | 57,663,820,542    | 39,987,215,789    |
| Net cash flow from investing activities  | 30   |      | (49,425,988,117)  | (4,104,720,882)   |

The accompanying notes are an integral part of these financial statements



**Dry Cell and Storage Battery Joint Stock Company**  
**Statement of cash flows for the year ended 31 December 2024**  
**(Indirect method – continued)**

**Form B 03 – DN**  
*(Issued under Circular No. 200/2014/TT-BTC dated 22 December 2014 of the Ministry of Finance)*

|   | Code      | Note     | 2024<br>VND            | 2023<br>VND              |
|---|-----------|----------|------------------------|--------------------------|
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                                 |           |          |                        |                          |
| Proceeds from borrowings  | 33        |          | 2,721,837,438,558      | 2,287,850,478,395        |
| Payments to settle loan principals  | 34        |          | (2,587,966,579,735)    | (2,378,884,792,553)      |
| Payments to settle finance lease liabilities                                | 35        |          | (8,864,198,719)        | (10,920,855,498)         |
| Payments of dividends   | 36        |          | (69,698,961,559)       | (79,001,901,900)         |
| <b>Net cash flow from financing activities</b>                              | <b>40</b> |          | <b>55,307,698,545</b>  | <b>(180,957,071,556)</b> |
| <b>Net cash flows during the year (50 = 20 + 30 + 40)</b>                   | <b>50</b> |          | <b>37,175,068,357</b>  | <b>46,662,787,075</b>    |
| <b>Cash at the beginning of the year</b>                                    | <b>60</b> |          | <b>161,948,859,873</b> | <b>113,688,426,865</b>   |
| <b>Effect of exchange rate fluctuations</b>                                 | <b>61</b> |          | <b>1,493,901,965</b>   | <b>1,597,645,933</b>     |
| <b>Cash and cash equivalents at the end of the year (70 = 50 + 60 + 61)</b> | <b>70</b> | <b>4</b> | <b>200,617,830,195</b> | <b>161,948,859,873</b>   |

**Non-cash investing activities**

|  | 2024<br>VND    | 2023<br>VND    |
|--|----------------|----------------|
| Purchase of fixed assets and other long-term assets but not paid yet | 21,953,272,081 | 10,103,488,235 |

28 February 2025

Prepared by:



Ho Tuan Bao  
Accounting - Accountant

Approved by:





Nguyen Van Diep  
Accounting - Finance Manager

Le Van Nam  
General Director

The accompanying notes are an integral part of these financial statements

**Dry Cell and Storage Battery Joint Stock Company**  
**Notes to the financial statements for the year ended 31 December 2024**

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These notes form an integral part of and should be read in conjunction with the accompanying financial statements.

**1. Reporting entity**

**(a) Ownership structure**

Dry Cell and Storage Battery Joint Stock Company ("the Company") is a joint stock company incorporated in Vietnam.

The Company's shares are listed on the Ho Chi Minh City Stock Exchange in accordance with the Decision No. 69/UBCK-GPNY of the State Securities Commission dated 9 November 2006 under stock symbol of PAC.

**(b) Principal activities**

The principal activities of the Company are to manufacture and distribute cells and storage battery.

**(c) Normal operating cycle**

The normal operating cycle of the Company is generally within 12 months.

**(d) Company structure**

As at 31 December 2024 and 1 January 2024, the Company had its Head Office located in District 1, Ho Chi Minh City; 2 dependent branches in Hanoi City and Da Nang City; 2 storage battery plants in Dong Nai Province and 1 cells plant in Ho Chi Minh City.

As at 31 December 2024, the Company had 1,255 employees (1/1/2024: 1,244 employees).



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**2. Basis of preparation**

**(a) Statement of compliance**

The financial statements have been prepared in accordance with Vietnamese Accounting Standards, the Vietnamese Accounting System for enterprises and the relevant statutory requirements applicable to financial reporting.

**(b) Basis of measurement**

The financial statements, except for the statement of cash flows, are prepared on the accrual basis using the historical cost concept. The statement of cash flows is prepared using the indirect method.

**(c) Annual accounting period**

The annual accounting period of the Company is from 1 January to 31 December.

**(d) Accounting and presentation currency**

The Company's accounting currency is Vietnam Dong ("VND"), which is also the currency used for financial statement presentation purpose.

**3. Summary of significant accounting policies**

The following significant accounting policies have been adopted by the Company in the preparation of these financial statements.

**(a) Foreign currency transactions**

Transactions in currencies other than VND during the year have been translated into VND at actual rates of exchange ruling at the transaction dates.

Monetary assets and liabilities denominated in currencies other than VND are translated into VND at the account transfer buying rate the commercial bank where the Company most frequently conducts transactions.

All foreign exchange differences are recorded in the statement of income.

**(b) Cash and cash equivalents**

Cash comprises cash on hand and call deposits. Cash equivalents are short-term highly liquid investments that are readily convertible to known amounts of cash, are subject to an insignificant risk of changes in value, and are held for the purpose of meeting short-term cash commitments rather than for investment or other purposes.

**Dry Cell and Storage Battery Joint Stock Company**  
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**(c) Investments**

**(i) Held-to-maturity investments**

Held-to-maturity investments are those that the Company's Board of Directors has the intention and ability to hold until maturity. Held-to-maturity investments include term deposits at banks. These investments are stated at costs less allowance for doubtful debts.

**(ii) Investments in associates**

Investments in associates are initially recognised at cost which includes purchase price plus any directly attributable transaction costs. Subsequent to initial recognition, these investments are stated at cost less allowance for diminution in value. An allowance is made for diminution in investment value if the investee has suffered a loss which may cause the Company to lose its invested capital, unless there is evidence that the value of the investment has not been diminished. The allowance is reversed if the investee subsequently made a profit that offsets the previous loss for which the allowance had been made. An allowance is reversed only to the extent that the investment's carrying amount does not exceed the carrying amount that would have been determined if no allowance had been recognised.

**(d) Accounts receivable**

Trade and other receivables are stated at cost less allowance for doubtful debts.

Allowances for doubtful debts are made for receivables which are overdue for more than six months, or receivables whose debtors are unable to settle due to dissolution, bankrupt, or similar difficulties.

**(e) Inventories**

Inventories are stated at the lower of cost and net realisable value. Cost is determined on a weighted average basis and includes all costs incurred in bringing the inventories to their present location and condition. Cost in the case of finished goods and work in progress includes raw materials, direct labour and attributable manufacturing overheads. Net realisable value is the estimated selling price of inventory items, less the estimated costs of completion and estimate costs to sell.

The Company applies the perpetual method of accounting for inventories.

Allowances for devaluation of inventories of the Company is made in accordance with the prevailing accounting regulations. Consequently, the Company is allowed to make allowance for inventories which are sub-standard or for those which have costs higher than net realisable value as at the end of the accounting period.



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**(f) Tangible fixed assets**

**(i) Cost**

Tangible fixed assets are stated at cost less accumulated depreciation. The initial cost of a tangible fixed asset comprises its purchase price, including import duties, non-refundable purchase taxes and any directly attributable costs of bringing the asset to its working condition for its intended use. Expenditure incurred after tangible fixed assets have been put into operation, such as repair and maintenance and overhaul cost, is charged to the statement of income in the year in which the cost is incurred. In situations where it can be clearly demonstrated that the expenditure has resulted in an increase in the future economic benefits expected to be obtained from the use of tangible fixed assets beyond their originally assessed standard of performance, the expenditure is capitalised as an additional cost of tangible fixed assets.

**(ii) Depreciation**

Depreciation is computed on a straight-line basis over the estimated useful lives of tangible fixed assets. The estimated useful lives are as follows:

|                            |              |
|----------------------------|--------------|
| ▪ buildings and structures | 5 – 25 years |
| ▪ machinery and equipment  | 2 – 12 years |
| ▪ motor vehicles           | 6 – 10 years |
| ▪ office equipment         | 2 – 10 years |
| ▪ others                   | 4 – 8 years  |

**(g) Intangible fixed assets**

**(i) Land use rights**

Land use rights are stated at cost less accumulated amortisation. The initial cost of land use rights comprises its purchase price and any directly attributable costs incurred in conjunction with securing the land use rights. Amortisation is computed on a straight-line basis over 45 years.

**(ii) Software**

Cost of acquiring of new software, which is not an integral part of the related hardware, is capitalised and treated as an intangible asset. Software is amortised on a straight-line basis ranging from 3 to 5 years.

**(iii) Other intangible fixed assets**

Costs of other intangible assets comprise cost of acquiring of technology transfer fee and of consultant fee of human resources management capitalised and treated as intangible assets. Cost of other intangible assets is amortised on a straight-line basis ranging from 3 to 5 years.

**Dry Cell and Storage Battery Joint Stock Company**  
**Notes to the financial statements for the year ended 31 December 2024 (continued)**

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**(h) Construction in progress**

Construction in progress represents the costs of tangible and intangible fixed assets which have not been fully completed or installed. No depreciation is provided for construction in progress during the year of construction and installation.

**(i) Long-term prepaid expenses**

**(i) Prepaid land costs**

Prepaid land costs comprise prepaid land lease rentals, including those for which the Company obtained land use rights certificate but are not qualified as intangible fixed assets under prevailing laws and regulations, and other costs incurred in conjunction with securing the use of leased land. These costs are recognised in the statement of income on a straight-line basis over the term of the lease of 45 years.

**(ii) Tools and instruments**

Tools and instruments include assets held for use by the Company in the normal course of business whose costs of individual items are less than VND30 million and therefore not qualified for recognition as fixed assets under prevailing regulation. Costs of tools and instruments are amortised on a straight-line basis over a period ranging from 2 to 3 years.

**(iii) Other long-term prepaid expenses**

Other long-term prepaid expenses comprise advertising expenses and other costs incurred in conjunction with serving the selling activities of the Company. These costs are recognised in the statement of income on a straight-line basis over the period of 2 years.

**(j) Long-term tools, supplies and spare parts**

Long-term tools, supplies and spare parts are related to tools, supplies and spare parts not qualified for recognition of fixed assets used for production of the Company. Costs of long-term tools, supplies and spare parts when being used are recognised as cost of production in the period.

Allowances for devaluation of long-term tools, supplies and spare parts of the Company is made in accordance with the prevailing accounting regulations and is recorded to the cost of these long-term tools, supplies and spare parts. Accordingly, the Company is allowed to make allowance for long-term tools, supplies and spare parts which are outdated, obsolete, sub-standard or for those which have costs higher than net realisable values as at the balance sheet date.

**(k) Trade and other payables**

Trade and other payables are stated at their cost.



**Dry Cell and Storage Battery Joint Stock Company**  
**Notes to the financial statements for the year ended 31 December 2024 (continued)**

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**(l) Provisions**

A provision is recognised if, as a result of a past event, the Company has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability.

**(i) Warranties**

The provision for warranties of the Company relates mainly to goods sold during the accounting period. The provision is made based on estimates from historical statistical data on average rate of warranty products over the total quantity of goods sold over the years and average warranty costs for a unit.

**(m) Taxation**

Income tax on the profit or loss for the year comprises current and deferred tax. Income tax is recognised in the statement of income except to the extent that it relates to items recognised directly to equity, in which case it is recognised in equity.

Current tax is the expected tax payable on the taxable income for the year, using tax rates enacted at the balance sheet date, and any adjustment to tax payable in respect of previous years.

Deferred tax is provided using the balance sheet method, providing for temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. The amount of deferred tax provided is based on the expected manner of realisation or settlement of the carrying amount of assets and liabilities using tax rates enacted or substantively enacted at the balance sheet date.

A deferred tax asset is recognised only to the extent that it is probable that future taxable profits will be available against which the temporary difference can be utilised. Deferred tax assets are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

**(n) Bonus and welfare fund**

Bonus and welfare funds are appropriated from profits after tax of the previous year pursuant to General Meeting of Shareholders' resolution. These funds are used exclusively to pay bonuses and other welfare to the Company's employees.

**(o) Share capital**

**Ordinary shares**

Ordinary shares are recognised at par value. Costs directly attributable to the issue of shares, net of tax effects, are recognised as a deduction from share premium. Share premium is the difference between the issuance price and the par value.

**Dry Cell and Storage Battery Joint Stock Company**  
**Notes to the financial statements for the year ended 31 December 2024 (continued)**

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**(p) Investment and development fund**

Investment and development fund were appropriated from retained profits in accordance with the resolution of General Meeting of Shareholders. These funds were established for the purpose of future business expansion.

**(q) Segment reporting**

A segment is a distinguishable component of the Company that is engaged either in providing related products or services (business segment), or in providing products or services within a particular economic environment (geographical segment), which is subject to risks and rewards that are different from those of other segments. According to the Board of Directors, the Company operates in principally one business segment, which is the manufacture and sale of cells and storage battery.

**(r) Revenue and other income**

**(i) Goods sold**

Sales of goods are recognised in the statement of income when all five of the following conditions are satisfied:

- The Company transfers all significant risks and rewards of ownership of the goods to buyers;
- The Company retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over goods sold;
- The amount revenue can be measured reliably;
- The Company will obtain economic benefits from sales transactions; and
- Costs related to sales transactions can be determined.

No revenue is recognised if there are significant uncertainties regarding recovery of the consideration due or possible return of goods. Revenue on sales of goods is recognised at the net amount after deducting sales discounts stated on the invoice.

Sales deductions include sale discounts, sales returns and sales allowances. Sales deductions incurred in the year of related sales of products and goods are recognised as a deduction to revenue in this year. Sales deductions for products and goods which are sold in the year but are incurred after the balance sheet date but before the issuance of financial statements are recognised as a deduction to revenue in this year.

**(ii) Interest income**

Interest income is recognised on a time proportion basis with reference to the principal outstanding and the applicable interest rate.



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**(s) Leases**

**(i) Leased assets**

Leases in terms of which the Company, as lessee, assumes substantially all the risks and rewards of ownership are classified as finance leases. Tangible fixed assets acquired by way of finance leases are stated at an amount equal to the lower of fair value and the present value of the minimum lease payments at inception of the lease, less accumulated depreciation.

Depreciation on finance leased assets is computed on a straight-line basis over the shorter of the lease term and the estimated useful lives of the leased assets unless it is reasonably certain that the Company will obtain ownership by the end of the lease term. The estimated useful lives of finance leased assets are consistent with the useful lives of tangible fixed assets as described in Note 3(f).

Assets held under other leases are classified as operating leases and are not recognised in the Company's balance sheet.

**(ii) Lease payments**

Payments made under operating leases are recognised in the statement of income on a straight-line basis over the term of the lease. Lease incentives received are recognised in the statement of income as an integral part of the total lease expense, over the term of the lease.

Lease payments made under finance leases are apportioned between the finance expense and the reduction of the outstanding liability. The finance expense is allocated to each year during the lease term so as to produce a constant periodic rate of interest on the remaining balance of the liability.

**(t) Borrowing costs**

Borrowing costs are recognised as an expense in the year in which they are incurred, except where the borrowing costs relate to borrowings in respect of the construction of qualifying assets, in which case the borrowing costs incurred during the year of construction are capitalised as part of the cost of the assets concerned.

**(u) Earnings per share**

The Company presents basic earnings per share (EPS) for its ordinary shares. Basic EPS is calculated by dividing the profit or loss attributable to the ordinary shareholders of the Company by the weighted average number of ordinary shares outstanding during the year. The Company does not have any dilutive potential ordinary shares.

The profit or loss attributable to the ordinary shareholders of the Company is determined after deducting any amounts appropriated to bonus and welfare fund.

**Dry Cell and Storage Battery Joint Stock Company**  
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**(v) Related parties**

Parties are considered to be related to the Company if one party has the ability, directly or indirectly, to control the other party or exercise significant influence over the other party in making financial and operating decisions, or where the Company and the other party are subject to common control or significant influence. Related parties may be individuals or corporate entities and include close family members of any individual considered to be a related party.

**(w) Comparative information**

Comparative information in these financial statements is presented as corresponding figures. Under this method, comparative information for the prior year is included as an integral part of the current year financial statements and are intended to be read only in relation to the amounts and other disclosures relating to the current year. Accordingly, the comparative information included in these financial statements is not intended to present the Company's financial position, results of operation or cash flows for the prior year.

**4. Cash and cash equivalents**

|                  | 31/12/2024<br>VND     | 1/1/2024<br>VND       |
|------------------|-----------------------|-----------------------|
| Cash on hand     | 8,551,848,142         | 4,262,239,528         |
| Cash in banks    | 136,882,843,065       | 157,686,620,345       |
| Cash in transit  | 25,183,138,988        | -                     |
| Cash equivalents | 30,000,000,000        | -                     |
|                  | <hr/> 200,617,830,195 | <hr/> 161,948,859,873 |

**5. Held-to-maturity investments**

Held-to-maturity investments represented term deposits at banks with term to maturity of more than three months from their transaction dates but less than one year from the reporting date and earned interest at annual rates ranging from 4.3% to 6.1% as at 31 December 2024 (1/1/2024: 6.2% to 9.5% per annum).



## Dry Cell and Storage Battery Joint Stock Company

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## 6. Accounts receivable from customers

## Accounts receivable from customers detailed by significant customers

|  | 31/12/2024<br>VND | 1/1/2024<br>VND |
|--|-------------------|-----------------|
| Mr. Chea Se  | 18,667,560,785    | 20,346,905,790  |
| Romisa Trading Enterprises                                     | 14,480,791,661    | 8,192,755,379   |
| Vinfast Trading and Production Joint Stock Company             | 12,005,768,664    | 13,616,133,177  |
| Vinh Phuc Battery Company Limited                              | 8,288,593,920     | 7,849,128,960   |
| Honda Vietnam Company Ltd                                      | 6,671,303,575     | 551,579,771     |
| Thaco-Kia Motors Co., Ltd                                      | 6,447,926,092     | 3,192,989,760   |
| Yamaha Motor Vietnam Co., Ltd                                  | 6,241,740,236     | 3,443,640,967   |
| Thaco Lorry Assembly & Manufacturing Company Limited           | 6,178,654,188     | 2,935,204,560   |
| Faith Chemical Enterprises                                     | 3,317,153,342     | 4,718,324,266   |
| Hyundai Thanh Cong Vietnam Auto Manufacturing Corporation      | 3,117,042,000     | 2,375,178,120   |
| Binh Hiep Phat Trading Services Company Limited                | 1,411,981,043     | 7,035,484,476   |
| Toan Phat Trading and Investment Import Export Company Limited | 105,339,227       | 7,181,743,195   |
| Naseem Al Rafaidain Trading LLC                                | -                 | 8,209,340,330   |
| Thai Yen Battery Co., Ltd                                      | -                 | 1,903,332,881   |
| Other customers  | 68,002,554,060    | 134,684,219,968 |
|  | 154,936,408,793   | 226,235,961,600 |

## 7. Prepayments to suppliers

|  | 31/12/2024<br>VND | 1/1/2024<br>VND |
|--|-------------------|-----------------|
| Vimico - Thai Nguyen Non - Ferrous Metal Joint Stock Company | 7,065,315,793     | 6,110,462,121   |
| Wirtz Manufacturing Co, Inc                                  | 2,885,390,689     | 2,458,865,577   |
| Royal Mechanics Construction Co., Ltd                        | 2,805,228,160     | 1,390,752,000   |
| Better Technology Group Limited                              | 1,066,684,250     | 5,942,565,156   |
| Sorfin Yoshimura Tokyo, Ltd                                  | -                 | 9,681,067,550   |
| Other suppliers  | 12,157,301,547    | 11,784,202,984  |
|  | 25,979,920,439    | 37,367,915,388  |

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## 8. Other short-term receivables

|                               | 31/12/2024<br>VND | 1/1/2024<br>VND |
|-------------------------------|-------------------|-----------------|
| Interest receivables          | 8,402,246,577     | 30,812,895,506  |
| Prepayments for finance lease | 2,658,679,353     | 3,661,331,251   |
| Advances to employees         | 658,959,133       | 1,285,342,792   |
| Others                        | 1,000,000         | 33,867,541      |
|                               | 11,720,885,063    | 35,793,437,090  |

## 9. Allowance for doubtful debts

| 31 December 2024                                | Overdue                 | Cost<br>VND   | Allowance<br>VND | Recoverable<br>amount<br>VND |
|---|-------------------------|---------------|------------------|------------------------------|
| <i>Allowance for doubtful short-term debts:</i> |                         |               |                  |                              |
| Faith Chemical Enterprises                      | From 6 months to 1 year | 620,187,361   | (186,056,208)    | 434,131,153                  |
| Viet Nam Recycle Joint Stock Company            | More than 3 years       | 312,681,520   | (312,681,520)    | -                            |
| Other customers                                 | More than 6 months      | 441,795,437   | (155,799,477)    | 285,995,960                  |
|   |                         | 1,374,664,318 | (654,537,205)    | 720,127,113                  |

*Allowance for doubtful prepayments to suppliers:*

|                        |                   |               |               |             |
|------------------------|-------------------|---------------|---------------|-------------|
| Tin An Company Limited | More than 3 years | 12,600,000    | (12,600,000)  | -           |
| Emax Inc Co Ltd        | More than 3 years | 95,061,680    | (95,061,680)  | -           |
| Rocket Thai Co., Ltd   | More than 3 years | 134,209,308   | (134,209,308) | -           |
|                        |                   | 241,870,988   | (241,870,988) | -           |
|                        |                   | 1,616,535,306 | (896,408,193) | 720,127,113 |



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| 1 January 2024  | Overdue                    | Cost<br>VND   | Allowance<br>VND | Recoverable<br>amount<br>VND |
|---|----------------------------|---------------|------------------|------------------------------|
| <b>Allowance for doubtful short-term debts:</b>                     |                            |               |                  |                              |
|   | From 6 months<br>to 1 year |               |                  |                              |
| Faith Chemical Enterprises<br>Vietnam Motors Can Tho<br>Corporation |                            | 1,848,485,446 | (554,545,634)    | 1,293,939,812                |
| Other customers   | More than 3 years          | 114,952,000   | (114,952,000)    | -                            |
|   | More than 6 months         | 409,345,773   | (278,151,154)    | 131,194,619                  |
|   |                            | 2,372,783,219 | (947,648,788)    | 1,425,134,431                |
| <b>Allowance for doubtful prepayments to suppliers:</b>             |                            |               |                  |                              |
| Tin An Company Limited  | More than 3 years          | 12,600,000    | (12,600,000)     | -                            |
| Emax Inc Co Ltd   | More than 3 years          | 95,061,680    | (95,061,680)     | -                            |
| Rocket Thai Co., Ltd  | More than 3 years          | 134,209,308   | (134,209,308)    | -                            |
|   |                            | 241,870,988   | (241,870,988)    | -                            |
|   |                            | 2,614,654,207 | (1,189,519,776)  | 1,425,134,431                |

Movements of allowance for doubtful debts were as follows:

|                                    | 2024<br>VND   | 2023<br>VND   |
|------------------------------------|---------------|---------------|
| Opening balance                    | 1,189,519,776 | 1,385,348,860 |
| Allowance made during the year     | 312,681,520   | 241,870,988   |
| Allowance reversed during the year | (605,793,103) | (437,700,072) |
| Closing balance                    | 896,408,193   | 1,189,519,776 |

## Dry Cell and Storage Battery Joint Stock Company

Notes to the financial statements for the year ended 31 December 2024 (continued)

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## 10. Inventories and long-term tools, supplies and spare parts

|  | 31/12/2024<br>Cost<br>VND | Allowance<br>VND | 1/1/2024<br>Cost<br>VND | Allowance<br>VND |
|--|---------------------------|------------------|-------------------------|------------------|
| Goods in transit                             | 61,410,576,953            | -                | 143,010,086,763         | -                |
| Raw materials                                | 178,362,357,212           | -                | 157,937,335,874         | -                |
| Tools and supplies                           | 8,303,209,037             | -                | 8,504,070,966           | -                |
| Work in progress                             | 197,443,415,157           | -                | 148,916,680,298         | -                |
| Finished goods                               | 256,026,817,964           | (3,700,545,714)  | 188,591,824,518         | (3,710,244,930)  |
| Merchandise inventories                      | 2,410,731                 | -                | 2,410,731               | -                |
| Inventories                                  | 701,548,787,054           | (3,700,545,714)  | 646,962,409,150         | (3,710,244,930)  |
| Long-term tools,<br>supplies and spare parts | 35,105,143,132            | (1,602,343,803)  | 37,690,256,472          | -                |
|  | 736,653,930,186           | (5,302,889,517)  | 684,652,665,622         | (3,710,244,930)  |

Movements in the allowance for these assets during the year were as follows:

|                                | 2024<br>VND   | 2023<br>VND   |
|--------------------------------|---------------|---------------|
| Opening balance                | 3,710,244,930 | 2,438,073,116 |
| Allowance made during the year | 1,592,644,587 | 1,272,171,814 |
| Closing balance                | 5,302,889,517 | 3,710,244,930 |

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**11. Tangible fixed assets**

|  | Buildings and<br>structures<br>VND | Machinery and<br>equipment<br>VND | Motor<br>vehicles<br>VND | Office<br>equipment<br>VND | Others<br>VND | Total<br>VND      |
|--|------------------------------------|-----------------------------------|--------------------------|----------------------------|---------------|-------------------|
| <b>Cost</b>  |                                    |                                   |                          |                            |               |                   |
| Opening balance  | 211,864,270,602                    | 970,055,344,396                   | 40,081,269,522           | 14,110,948,192             | 4,847,319,610 | 1,240,959,152,322 |
| Additions  | -                                  | 1,964,017,466                     | 156,000,000              | 184,500,000                | -             | 2,304,517,466     |
| Transfers from finance lease tangible fixed assets (Note 12) | -                                  | 19,172,487,526                    | -                        | -                          | -             | 19,172,487,526    |
| Transfers from construction in progress (Note 14)            | 166,933,697                        | 147,520,482,099                   | -                        | 227,311,500                | -             | 147,914,727,296   |
| Disposals  | -                                  | (14,816,394,181)                  | (49,600,000)             | (159,356,637)              | -             | (15,025,350,818)  |
| Closing balance  | 212,031,204,299                    | 1,123,895,937,306                 | 40,187,669,522           | 14,363,403,055             | 4,847,319,610 | 1,395,325,533,792 |
| <b>Accumulated depreciation</b>                              |                                    |                                   |                          |                            |               |                   |
| Opening balance  | 143,128,340,368                    | 777,069,386,026                   | 30,453,475,173           | 12,431,710,260             | 3,189,634,816 | 966,272,546,643   |
| Charge for the year  | 10,897,164,062                     | 67,372,136,340                    | 2,470,418,969            | 666,849,073                | 389,673,723   | 81,796,244,167    |
| Transfers from finance lease tangible fixed assets (Note 12) | -                                  | 8,671,390,980                     | -                        | -                          | -             | 8,671,390,980     |
| Disposals  | -                                  | (14,816,394,181)                  | (49,600,000)             | (159,356,637)              | -             | (15,025,350,818)  |
| Closing balance  | 154,025,504,430                    | 838,296,519,165                   | 32,874,294,142           | 12,939,202,696             | 3,579,310,539 | 1,041,714,830,972 |
| <b>Net book value</b>  |                                    |                                   |                          |                            |               |                   |
| Opening balance  | 68,735,930,234                     | 192,985,958,370                   | 9,627,794,349            | 1,679,237,932              | 1,657,684,794 | 274,686,605,679   |
| Closing balance  | 58,005,699,869                     | 285,599,418,141                   | 7,313,375,380            | 1,424,200,359              | 1,268,009,071 | 353,610,702,820   |

Included in the cost of tangible fixed assets were assets costing VND606,578 million which were fully depreciated as at 31 December 2024 (1/1/2024: VND570,969 million), but which are still in active use.

As at 1 January 2024, tangible fixed assets with net book value of VND21,119 million were pledged with a bank as security for borrowings granted to the Company (Note 22).

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**Dry Cell and Storage Battery Joint Stock Company**  
Notes to the financial statements for the year ended 31 December 2024 (continued)

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**12. Finance lease tangible fixed assets**

|  | Machinery and<br>equipment<br>VND |
|--|-----------------------------------|
| <b>Cost</b>                                  |                                   |
| Opening balance                              | 66,298,132,171                    |
| Transfers to tangible fixed assets (Note 11) | (19,172,487,526)                  |
| Closing balance                              | 47,125,644,645                    |
| <b>Accumulated depreciation</b>              |                                   |
| Opening balance                              | 16,669,981,722                    |
| Charge for the year                          | 7,195,645,460                     |
| Transfers to tangible fixed assets (Note 11) | (8,671,390,980)                   |
| Closing balance                              | 15,194,236,202                    |
| <b>Net book value</b>                        |                                   |
| Opening balance                              | 49,628,150,449                    |
| Closing balance                              | 31,931,408,443                    |

The Company leases certain production items under different finance leases. At the end of the lease period of each lease contract, the Company has the option to acquire these items at a preferential price.



**Dry Cell and Storage Battery Joint Stock Company**  
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**13. Intangible fixed assets**

|  | Land use rights<br>VND | Software<br>VND | Other<br>intangible<br>fixed assets<br>VND | Total<br>VND   |
|--|------------------------|-----------------|--|----------------|
| <b>Cost</b>  |                        |                 |  |                |
| Opening balance                                      | 23,114,143,021         | 10,843,905,852  | 5,218,778,656                              | 39,176,827,529 |
| Transfers from construction in<br>progress (Note 14) | -                      | 1,818,201,905   | -  | 1,818,201,905  |
| Closing balance                                      | 23,114,143,021         | 12,662,107,757  | 5,218,778,656                              | 40,995,029,434 |
| <b>Accumulated amortisation</b>                      |                        |                 |  |                |
| Opening balance                                      | 15,979,774,662         | 10,263,161,388  | 5,218,778,656                              | 31,461,714,706 |
| Charge for the year                                  | 379,598,964            | 634,741,720     | -  | 1,014,340,684  |
| Closing balance                                      | 16,359,373,626         | 10,897,903,108  | 5,218,778,656                              | 32,476,055,390 |
| <b>Net book value</b>                                |                        |                 |  |                |
| Opening balance                                      | 7,134,368,359          | 580,744,464     | -  | 7,715,112,823  |
| Closing balance                                      | 6,754,769,395          | 1,764,204,649   | -  | 8,518,974,044  |

Included in the cost of intangible fixed assets were assets costing VND15,236 million which were fully amortised as at 31 December 2024 (1/1/2024: VND15,235 million), but which are still in active use.

**14. Construction in progress**

|  | 2024<br>VND       | 2023<br>VND      |
|--|-------------------|------------------|
| Opening balance                                | 87,038,607,873    | 85,392,592,894   |
| Additions                                      | 83,264,789,281    | 32,562,263,756   |
| Transfers to tangible fixed assets (Note 11)   | (147,914,727,296) | (30,824,248,777) |
| Transfers to intangible fixed assets (Note 13) | (1,818,201,905)   | (92,000,000)     |
| Closing balance                                | 20,570,467,953    | 87,038,607,873   |

**Dry Cell and Storage Battery Joint Stock Company**  
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Major constructions in progress were as follows:

|                         | 31/12/2024<br>VND | 1/1/2024<br>VND |
|-------------------------|-------------------|-----------------|
| Machinery and equipment | 17,396,943,366    | 85,457,942,043  |
| Other constructions     | 3,173,524,587     | 1,580,665,830   |
|                         | 20,570,467,953    | 87,038,607,873  |

**15. Investment in an associate**

|   | 31/12/2024        | 1/1/2024          |
|---|-------------------|-------------------|
|   | % equity<br>owned | % equity<br>owned |
|   | Cost<br>VND       | Cost<br>VND       |
| Thin Phat Real Estate<br>Investment Company Limited | 26.00%            | 26.00%            |
|   | 32,500,000,000    | 32,500,000,000    |

The Company has not determined the fair value of this investment for disclosure in the financial statements because information about its market price is not available and there is currently no guidance on determination of fair value using valuation techniques under the Vietnamese Accounting Standards or the Vietnamese Accounting System for enterprises. The fair value of this investment may differ from its carrying amount.

**16. Long-term prepaid expenses**

|                           | Prepaid<br>land costs<br>VND | Tools and<br>instruments<br>VND | Other long-term<br>prepaid expenses<br>VND | Total<br>VND     |
|---------------------------|------------------------------|---------------------------------|--|------------------|
| Opening balance           | 190,514,205,344              | 3,039,482,176                   | 15,743,665,029                             | 209,297,352,549  |
| Additions                 | -                            | 3,563,439,170                   | 15,933,182,469                             | 19,496,621,639   |
| Amortisation for the year | (5,192,385,617)              | (2,634,421,886)                 | (10,110,356,217)                           | (17,937,163,720) |
| Closing balance           | 185,321,819,727              | 3,968,499,460                   | 21,566,491,281                             | 210,856,810,468  |

As at 1 January 2024, prepaid land costs with net book value of VND15,712 million were pledged with a bank as security for borrowings granted to the Company (Note 22).

**Dry Cell and Storage Battery Joint Stock Company**
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**17. Deferred tax assets**

|                           | Tax rate | 31/12/2024<br>VND    | 1/1/2024<br>VND      |
|---------------------------|----------|----------------------|----------------------|
| Provision for warranties  | 20%      | 2,218,055,903        | 2,025,603,274        |
| Allowance for inventories | 20%      | 1,060,577,903        | 742,048,986          |
| Accrued expenses          | 20%      | 306,898,610          | 663,293,534          |
|                           |          | <u>3,585,532,416</u> | <u>3,430,945,794</u> |

**18. Accounts payable to suppliers**
**(a) Accounts payable detailed by significant suppliers**

|   | 31/12/2024<br>Cost/amount<br>within payment<br>capacity<br>VND | 1/1/2024<br>Cost/amount<br>within payment<br>capacity<br>VND |
|---|--|--|
| Trafigura Pte Ltd   | 27,291,325,954   | 67,477,496,877   |
| Tan Phu Viet Nam Joint Stock Company                        | 16,105,542,087   | 13,740,209,748   |
| Mien Dong Environment Joint Stock Company                   | 11,030,008,412   | 97,464,900   |
| Baoding Golden Sunlight Power Equipment Technology Co., Ltd | 6,585,386,985  | 6,293,888,700  |
| Thye Ming (Vietnam) Industrial Co., Ltd                     | 4,679,758,611  | 3,263,659,014  |
| Thai United Industry Company Limited                        | 3,132,332,606  | 14,487,055,843   |
| Guangxi Guiliu New Material Co., Ltd.                       | -  | 6,695,036,000  |
| Other suppliers   | 64,708,613,605   | 100,886,635,177  |
|   | <u>133,532,968,260</u>   | <u>212,941,446,259</u>                                       |

**(b) Accounts payable who are related parties**

|  | 31/12/2024<br>Cost/amount<br>within payment<br>capacity<br>VND | 1/1/2024<br>Cost/amount<br>within payment<br>capacity<br>VND |
|--|--|--|
| South Basic Chemicals Joint Stock Company                | 956,027,880  | 937,293,120  |
| The Southern Fertilizer Joint Stock Company              | 403,382,100  | 590,388,700  |
| Chemical Industry Engineering Joint Stock Company        | 38,500,000   | 38,500,000   |
| Industrial Gas and Welding Electrode Joint Stock Company | 23,457,600   | 13,910,400   |

The trade related amounts due to the related parties were unsecured, interest free and repayable within 45 days from the invoice date.

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**19. Taxes**
**(a) Taxes and other payables to State Treasury**

|                                  | 1/1/2024<br>VND      | Incurred<br>VND        | Net-off<br>VND           | Paid<br>VND              | 31/12/2024<br>VND    |
|----------------------------------|----------------------|------------------------|--------------------------|--------------------------|----------------------|
| Value added tax                  | -                    | 643,163,214,700        | (495,267,856,450)        | (147,148,694,781)        | 746,663,469          |
| Corporate income tax             | 10,526,976,017       | 37,839,972,902         | -                        | (39,544,399,989)         | 8,822,548,930        |
| Personal income tax              | (807,285,757)        | 6,670,847,095          | -                        | (5,240,877,006)          | 622,684,332          |
| Land rental fees and other taxes | (1,504,641,235)      | 14,017,003,097         | -                        | (14,894,035,832)         | (2,381,673,970)      |
|                                  | <u>8,215,049,025</u> | <u>701,691,037,794</u> | <u>(495,267,856,450)</u> | <u>(206,828,007,608)</u> | <u>7,810,222,761</u> |

**(b) Deductible value added tax**

|                            | 1/1/2024<br>VND | Incurred<br>VND | Net-off<br>VND    | 31/12/2024<br>VND |
|----------------------------|-----------------|-----------------|-------------------|-------------------|
| Deductible value added tax | 112,086,610,002 | 566,191,698,792 | (495,267,856,450) | 183,010,452,344   |



# Dry Cell and Storage Battery Joint Stock Company

## Notes to the financial statements for the year ended 31 December 2024 (continued)

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### 20. Accrued expenses

|                         | 31/12/2024<br>VND | 1/1/2024<br>VND |
|-------------------------|-------------------|-----------------|
| Insurance expenses      | 11,968,780,640    | 9,447,925,240   |
| Selling expenses        | 3,116,750,326     | 10,397,805,834  |
| Interest expense        | 1,329,808,021     | 1,394,291,954   |
| Transportation expenses | 59,685,029        | 2,318,519,338   |
| Others                  | 1,636,652,432     | 2,382,866,217   |
|                         | 18,111,676,448    | 25,941,408,583  |

### 21. Other short-term payables

|                                       | 31/12/2024<br>VND | 1/1/2024<br>VND |
|---------------------------------------|-------------------|-----------------|
| Dividends                             | 23,268,649,224    | 24,196,783      |
| Deposits received                     | 3,000,000,000     | 3,000,000,000   |
| Trade union fees and social insurance | 1,299,667,093     | 369,286,380     |
| Others                                | 536,717,393       | 1,060,155,966   |
|                                       | 28,105,033,710    | 4,453,639,129   |

# Dry Cell and Storage Battery Joint Stock Company

## Notes to the financial statements for the year ended 31 December 2024 (continued)

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### 22. Borrowings and finance lease liabilities

#### (a) Short-term borrowings and finance lease liabilities

|  | Movements during the year |                        |                   |                     | 31/12/2024      |                     |
|--|---------------------------|------------------------|-------------------|---------------------|-----------------|---------------------|
|  | 1/1/2024                  |                        | Amount within     |                     | Amount within   |                     |
|  | Carrying amount VND       | repayment capacity VND | Additions VND     | Repayments VND      | Revaluation VND | Carrying amount VND |
| Borrowings from a third party (i)  | 32,500,000,000            | 32,500,000,000         | -                 | -                   | -               | 32,500,000,000      |
| Borrowings from banks (ii)   | 1,014,877,656,333         | 1,014,877,656,333      | 2,721,837,438,558 | (2,572,461,579,735) | 3,651,356,203   | 1,167,504,871,359   |
| Current portion of long-term borrowings and finance lease liabilities (Note 22(b)) | 24,369,198,719            | 24,369,198,719         | 6,569,182,908     | (24,369,198,719)    | -               | 6,569,182,908       |
|  | 1,071,746,855,052         | 1,071,746,855,052      | 2,728,406,621,466 | (2,596,830,778,454) | 3,651,356,203   | 1,206,974,054,267   |

(i) Borrowings from a third party represented the short-term, unsecured and interest free loan from Vietcom Real Joint Stock Company for the purpose of capital contribution in Thinh Phat Real Estate Investment Company Limited, an associate, pursuant to Loan Facility Contract No. 01/HDVT/VCR-PNC dated 3 November 2016 and Appendix No. 01/2019/PLHD/VCR-PNC dated 29 April 2019. According to the Appendix to the Contract, the loan was due on 2 May 2020. At the date of these financial statements, the Company's Board of Directors has yet completed an agreement to extend the due date.

**Dry Cell and Storage Battery Joint Stock Company**  
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(ii) Terms and conditions of short-term borrowings from banks were as follows:

|   | Currency | Interest rate | 31/12/2024        | 1/1/2024          |
|---|----------|---------------|-------------------|-------------------|
|   |          | 2024          | VND               | VND               |
| <b>Unsecured borrowings</b>   |          |               |                   |                   |
| Joint Stock Commercial Bank for Foreign Trade of Vietnam              | VND      | 2.9%-4.5%     | 485,200,802,111   | 602,718,281,975   |
| Joint Stock Commercial Bank for Foreign Trade of Vietnam              | USD      | 3.6%-3.7%     | 116,534,282,950   | 54,345,394,983    |
| Joint Stock Commercial Bank for Investment and Development of Vietnam | VND      | 2.9%-3.7%     | 144,150,839,334   | 84,466,231,999    |
| Asia Commercial Joint Stock Bank                                      | USD      | 3.5%-3.6%     | 182,675,349,360   | -                 |
| Shinhan Bank Vietnam Ltd  | VND      | 3.55%         | 125,173,617,841   | -                 |
| The Siam Commercial Bank Public Company Limited                       | VND      | 3.57% - 3.6%  | 92,397,168,829    | 102,838,306,984   |
| Malayan Banking Berhad  | USD      | 3.7%          | 21,772,810,934    | 22,912,359,878    |
| HSBC Bank (Vietnam) Ltd.  | VND      | -             | -                 | 75,929,104,950    |
| Asia Commercial Joint Stock Bank                                      | VND      | -             | -                 | 44,825,244,422    |
| Military Commercial Joint Stock Bank                                  | VND      | -             | -                 | 26,842,731,142    |
|   |          |               | 1,167,904,871,359 | 1,014,877,656,333 |

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**Dry Cell and Storage Battery Joint Stock Company**  
**Notes to the financial statements for the year ended 31 December 2024 (continued)**

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**(b) Long-term borrowings and finance lease liabilities**

|  | 31/12/2024      | 1/1/2024         |
|--|-----------------|------------------|
|  | VND             | VND              |
| Long-term borrowings and finance lease liabilities                                   |                 |                  |
| Borrowings and finance lease liabilities repayable within twelve months (Note 22(a)) | 19,704,629,301  | 44,073,828,020   |
|  | (6,569,182,908) | (24,369,198,719) |
| Borrowings and finance lease liabilities repayable after twelve months               | 13,135,446,393  | 19,704,629,301   |

Terms and conditions of long-term borrowings and finance lease liabilities were as follows:

|  | Currency | Interest rate | 31/12/2024     | 1/1/2024       |
|--|----------|---------------|----------------|----------------|
|  |          | 2024          | VND            | VND            |
| Joint Stock Commercial Bank for Foreign Trade of Vietnam (i) | VND      | 7.5%          | -              | 15,505,000,000 |
| Vietcombank Leasing Co., Ltd (ii)                            | VND      | 7.2%-8.2%     | 19,704,629,301 | 28,568,828,020 |
|  |          | 7.4%-9.4%     | 19,704,629,301 | 44,073,828,020 |

(i) As at 1 January 2024, the long-term borrowing from Joint Stock Commercial Bank for Foreign Trade of Vietnam are secured over land use rights and assets attached to the land at the land plot No. 21, map 67, Hiep Phuoc Commune, Nhon Trach District, Dong Nai Province. As at 1 January 2024, these assets are recognised as tangible fixed assets and long-term prepaid expenses with carrying amount of VND21,119 million and VND15,712 million, respectively (Note 11 and Note 16).

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(ii) Finance lease liabilities from Vietcombank Leasing Co., Ltd are unsecured. Principal and interest of these finance lease liabilities will be paid on a monthly basis according to the repayment schedule. The minimum lease payments for non-cancellable financial lease contract were as follows:

|                          | 31/12/2024   |                 | 1/1/2024   |                  |
|--------------------------|--|-----------------|--|------------------|
|                          | Total amount<br>financial lease<br>payments<br>VND | Interest<br>VND | Total amount<br>financial lease<br>payments<br>VND | Principal<br>VND |
| Within one year          | 7,681,069,425                                      | 1,111,886,517   | 10,871,433,942                                     | 8,864,198,719    |
| Within two to five years | 13,223,788,339                                     | 88,341,946      | 22,320,339,303                                     | 19,704,629,301   |
|                          | 20,904,857,764                                     | 1,200,228,463   | 33,191,773,245                                     | 28,568,828,020   |

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**Dry Cell and Storage Battery Joint Stock Company**  
**Notes to the financial statements for the year ended 31 December 2024 (continued)**

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**23. Short-term provision**

Movements of provision for warranties during the year were as follows:

|                                    | 2024<br>VND      | 2023<br>VND      |
|------------------------------------|------------------|------------------|
| Opening balance                    | 10,128,016,370   | 9,220,293,701    |
| Provision made during the year     | 25,683,404,659   | 20,451,607,937   |
| Provision utilised during the year | (24,721,141,554) | (19,543,885,268) |
| Closing balance                    | 11,090,279,515   | 10,128,016,370   |

**24. Bonus and welfare funds**

Movements in the bonus and welfare funds during the year were as follows:

|                                   | 2024<br>VND     | 2023<br>VND      |
|-----------------------------------|-----------------|------------------|
| Opening balance                   | 27,346,813,865  | 25,385,982,007   |
| Fund appropriated during the year | 9,266,386,010   | 14,792,007,527   |
| Fund utilised during the year     | (8,962,614,091) | (12,831,175,669) |
| Closing balance                   | 27,650,585,784  | 27,346,813,865   |

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**Dry Cell and Storage Battery Joint Stock Company**  
Notes to the financial statements for the year ended 31 December 2024 (continued)

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**25. Changes in owners' equity**

|  | Share capital<br>VND | Share premium<br>VND | Investment and development fund<br>VND | Retained profits<br>VND | Total<br>VND     |
|--|----------------------|----------------------|--|-------------------------|------------------|
| <b>Balance as at 1 January 2023 – as restated</b>    | 464,717,070,000      | 1,584,699,224        | 311,688,100,054                        | 145,069,963,985         | 923,059,833,263  |
| Net profit for the year                              | -                    | -                    | -                                      | 115,202,344,188         | 115,202,344,188  |
| Appropriation to investment and development fund     | -                    | -                    | 43,422,997,580                         | (43,422,997,580)        | -                |
| Appropriation to bonus and welfare funds             | -                    | -                    | -                                      | (14,792,007,527)        | (14,792,007,527) |
| Cash dividends (ii)                                  | -                    | -                    | -                                      | (79,001,901,900)        | (79,001,901,900) |
| <b>Balance as at 1 January 2024</b>                  | 464,717,070,000      | 1,584,699,224        | 355,111,097,634                        | 123,055,401,166         | 944,468,268,024  |
| Net profit for the year                              | -                    | -                    | -                                      | 126,626,969,757         | 126,626,969,757  |
| Appropriation to investment and development fund (i) | -                    | -                    | 34,097,572,537                         | (34,097,572,537)        | -                |
| Appropriation to bonus and welfare funds (i)         | -                    | -                    | -                                      | (9,266,386,010)         | (9,266,386,010)  |
| Cash dividends (ii)                                  | -                    | -                    | -                                      | (92,943,414,000)        | (92,943,414,000) |
| <b>Balance at 31 December 2024</b>                   | 464,717,070,000      | 1,584,699,224        | 389,208,670,171                        | 113,374,998,376         | 968,885,437,771  |

(i) During the year, investment and development fund and bonus and welfare funds were appropriated from retained profits for the year 2023 pursuant to the Resolution No. 165/PA-HDQT dated 20 April 2024 of the General Meeting of Shareholders.

(ii) At the Annual General Meeting of Shareholders on 20 April 2024, the General Meeting of Shareholders resolved to distribute dividends amounting to VND69,708 million to shareholders from retained profits of 2023 (2023: VND79,002 million). In addition, the Board of Management approved to advance interim dividends for the year 2024, amounting to VND23,236 million, pursuant to the Resolution No. 524/NQ-HDQT dated 9 December 2024.

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**Dry Cell and Storage Battery Joint Stock Company**  
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**26. Share capital**

The Company's authorised and issued share capital are:

|                                 | 31/12/2024       |                 | 1/1/2024         |                 |
|---------------------------------|------------------|-----------------|------------------|-----------------|
|                                 | Number of shares | VND             | Number of shares | VND             |
| <b>Authorised share capital</b> | 46,471,707       | 464,717,070,000 | 46,471,707       | 464,717,070,000 |
| <b>Issued share capital</b>     |                  |                 |                  |                 |
| Ordinary shares                 | 46,471,707       | 464,717,070,000 | 46,471,707       | 464,717,070,000 |
| <b>Shares in circulation</b>    |                  |                 |                  |                 |
| Ordinary shares                 | 46,471,707       | 464,717,070,000 | 46,471,707       | 464,717,070,000 |

All ordinary shares have a par value of VND10,000. Each share is entitled to one vote at meetings of the Company. Shareholders are entitled to receive dividend as declared from time to time. All ordinary shares are ranked equally with regard to the Company's residual assets.

As at the reporting date, the list of major shareholders of the Company were as follows:

|   | 31/12/2024       |         | 1/1/2024         |         |
|---|------------------|---------|------------------|---------|
|   | Number of shares | %       | Number of shares | %       |
| Vietnam National Chemical Group                                 | 23,898,273       | 51.43%  | 23,898,273       | 51.43%  |
| The Furukawa Battery Co Ltd                                     | 4,899,708        | 10.54%  | 4,899,708        | 10.54%  |
| Trade Union of Dry Cell and Storage Battery Joint Stock Company | 1,888,234        | 4.06%   | 2,236,534        | 4.81%   |
| Other shareholders  | 15,785,492       | 33.97%  | 15,437,192       | 33.22%  |
|   | 46,471,707       | 100.00% | 46,471,707       | 100.00% |



**Dry Cell and Storage Battery Joint Stock Company**

Notes to the financial statements for the year ended 31 December 2024 (continued)

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**27. Off balance sheet items**

**(a) Lease**

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

|                          | 31/12/2024<br>VND    | 1/1/2024<br>VND       |
|--------------------------|----------------------|-----------------------|
| Within one year          | 4,886,415,412        | 4,423,565,652         |
| Within two to five years | 2,611,845,101        | 7,363,606,819         |
|                          | <u>7,498,260,513</u> | <u>11,787,172,471</u> |

**(b) Capital expenditure commitments**

As at the reporting date, the Company had the following outstanding capital commitments approved but not provided for in the balance sheet:

|                         | 31/12/2024<br>VND | 1/1/2024<br>VND |
|-------------------------|-------------------|-----------------|
| Approved and contracted | 19,894,373,203    | 20,695,129,201  |

**(c) Foreign currencies**

|     | 31/12/2024           |                       | 1/1/2024             |                       |
|-----|----------------------|-----------------------|----------------------|-----------------------|
|     | Original<br>currency | VND<br>equivalent     | Original<br>currency | VND<br>equivalent     |
| USD | 1,976,902            | 49,918,761,997        | 1,621,791            | 39,052,710,424        |
| EUR | 12                   | 323,022               | 249                  | 6,553,510             |
|     |                      | <u>49,919,085,019</u> |                      | <u>39,059,263,934</u> |

**Dry Cell and Storage Battery Joint Stock Company**  
Notes to the financial statements for the year ended 31 December 2024 (continued)

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**Segment reporting**

The Company chooses geographical area as the main reporting segment because the risks and economic benefits of the Company are quite different from each geographical location.

When presenting segment information by geographic area, segment revenue is based on the geographical location of the customers in Vietnam ("Domestic") or in countries other than Vietnam ("Export"). The Company does not present geographical segment for items in the Balance sheet because the Company's fixed assets are all located in Vietnam.

|                    | Domestic               |                        | Export                |                       | Total                  |                        |
|--------------------|------------------------|------------------------|-----------------------|-----------------------|------------------------|------------------------|
|                    | 2024<br>VND            | 2023<br>VND            | 2024<br>VND           | 2023<br>VND           | 2024<br>VND            | 2023<br>VND            |
| Net revenue        | 2,495,000,677,846      | 2,534,571,665,852      | 710,407,834,755       | 650,375,458,330       | 3,205,408,512,601      | 3,184,947,124,182      |
| Cost of goods sold | 2,124,426,742,966      | 2,149,145,793,805      | 664,944,624,526       | 602,048,959,207       | 2,789,371,367,492      | 2,751,194,753,012      |
|                    | <u>370,573,934,880</u> | <u>385,425,872,047</u> | <u>45,463,210,229</u> | <u>48,326,499,123</u> | <u>416,037,145,109</u> | <u>433,752,371,170</u> |

**Dry Cell and Storage Battery Joint Stock Company**  
**Notes to the financial statements for the year ended 31 December 2024 (continued)**

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**29. Revenue from sales of goods**

Total revenue represents the gross value of goods sold exclusive of value added tax.

Net revenue comprised:

|  | 2024<br>VND       | 2023<br>VND       |
|--|-------------------|-------------------|
| Total revenue                              |                   |                   |
| ▪ Sales of dry cells and storage batteries | 3,849,053,470,231 | 3,593,413,239,932 |
| Less revenue deductions                    |                   |                   |
| ▪ Sales discounts                          | 606,337,851,163   | 399,102,843,899   |
| ▪ Sales returns                            | 37,307,106,467    | 9,363,271,851     |
|  | 643,644,957,630   | 408,466,115,750   |
| Net revenue                                | 3,205,408,512,601 | 3,184,947,124,182 |

**30. Cost of goods sold**

|                                      | 2024<br>VND       | 2023<br>VND       |
|--------------------------------------|-------------------|-------------------|
| Dry cells and storage batteries sold | 2,782,219,575,750 | 2,639,692,319,803 |
| Cost of goods used for promotion     | 5,559,147,155     | 110,230,261,395   |
| Allowance for inventories            | 1,592,644,587     | 1,272,171,814     |
|                                      | 2,789,371,367,492 | 2,751,194,753,012 |

**31. Financial income**

|                                   | 2024<br>VND    | 2023<br>VND    |
|-----------------------------------|----------------|----------------|
| Interest income                   | 35,253,171,613 | 43,527,988,006 |
| Realised foreign exchange gains   | 10,551,550,481 | 13,358,302,053 |
| Payment discounts                 | 361,159,013    | -              |
| Unrealised foreign exchange gains | -              | 1,594,422,072  |
|                                   | 46,165,881,107 | 58,480,712,131 |

**Dry Cell and Storage Battery Joint Stock Company**  
**Notes to the financial statements for the year ended 31 December 2024 (continued)**

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**32. Financial expenses**

|                                    | 2024<br>VND    | 2023<br>VND    |
|------------------------------------|----------------|----------------|
| Interest expense                   | 41,936,668,219 | 59,363,089,266 |
| Realised foreign exchange losses   | 15,105,249,014 | 16,336,885,490 |
| Unrealised foreign exchange losses | 3,149,466,099  | -              |
|                                    | 60,191,383,332 | 75,699,974,756 |

**33. Selling expenses**

|                               | 2024<br>VND     | 2023<br>VND     |
|-------------------------------|-----------------|-----------------|
| Staff cost                    | 45,260,094,798  | 43,007,695,542  |
| Transportation cost           | 34,992,689,436  | 32,933,450,306  |
| Warranties                    | 25,683,404,699  | 20,451,607,937  |
| Outside services              | 17,741,551,554  | 25,185,994,060  |
| Advertising expenses          | 16,965,910,997  | 28,664,144,104  |
| Packaging expenses            | 4,524,100,535   | 3,324,091,624   |
| Depreciation and amortisation | 907,369,873     | 892,254,717     |
| Marketing expenses            | 746,869,687     | 26,235,769,469  |
| Tools and supplies            | 353,538,769     | 106,290,736     |
| Others                        | 26,192,640,557  | 21,235,221,790  |
|                               | 173,368,170,905 | 202,036,520,285 |

**34. General and administration expenses**

|                               | 2024<br>VND    | 2023<br>VND    |
|-------------------------------|----------------|----------------|
| Staff cost                    | 32,212,277,198 | 30,111,866,337 |
| Outside services              | 13,827,167,900 | 11,508,253,496 |
| Depreciation and amortisation | 867,630,084    | 728,137,050    |
| Tools and supplies            | 376,433,071    | 385,557,301    |
| Allowance for bad debts       | (293,111,583)  | (195,829,084)  |
| Others                        | 17,920,960,329 | 18,148,932,745 |
|                               | 64,911,356,999 | 60,686,917,845 |



**Dry Cell and Storage Battery Joint Stock Company**
**Notes to the financial statements for the year ended 31 December 2024 (continued)**
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**35. Production and business costs by elements**

|                                     | 2024<br>VND       | 2023<br>VND       |
|-------------------------------------|-------------------|-------------------|
| Cost of materials in the production | 2,373,390,872,486 | 2,164,661,465,167 |
| Labour and staff costs              | 298,190,989,388   | 282,063,569,249   |
| Depreciation and amortisation       | 90,006,230,311    | 85,660,380,369    |
| Outside services                    | 148,061,938,271   | 124,900,406,371   |
| Other production and business costs | 211,389,024,550   | 233,106,465,028   |

**36. Income tax**
**(a) Recognised in the statement of income**

|                                   | 2024<br>VND    | 2023<br>VND    |
|-----------------------------------|----------------|----------------|
| <b>Current tax expense</b>        |                |                |
| Current year                      | 33,336,280,142 | 31,662,541,749 |
| Under provision in prior years    | 4,503,692,760  | 7,623,929,274  |
|                                   | 37,839,972,902 | 39,286,471,023 |
| <b>Deferred tax benefit</b>       |                |                |
| Reversal of temporary differences | (154,586,622)  | (163,920,977)  |
| Income tax expense                | 37,685,386,280 | 39,122,550,046 |

**Dry Cell and Storage Battery Joint Stock Company**
**Notes to the financial statements for the year ended 31 December 2024 (continued)**
**Form B 09 – DN**
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**(b) Reconciliation of effective tax rate**

|                                | 2024<br>VND     | 2023<br>VND     |
|--------------------------------|-----------------|-----------------|
| Accounting profit before tax   | 164,312,356,037 | 154,324,894,234 |
| Tax at the Company's tax rate  | 32,862,471,207  | 30,864,978,847  |
| Non-deductible expenses        | 319,222,313     | 633,641,925     |
| Under provision in prior years | 4,503,692,760   | 7,623,929,274   |
|                                | 37,685,386,280  | 39,122,550,046  |

**(c) Applicable tax rate**

Under the terms of Income Tax Law, the Company has an obligation to pay the Government income tax at the rate of 20% of taxable profits.

**37. Basic earnings per share**

The calculation of basic earnings per share for the years ended 31 December 2024 and 31 December 2023 was based on the profit attributable to ordinary shareholders after deducting the amounts appropriated to bonus and welfare fund for the annual accounting period and a weighted average number of ordinary shares, calculated as follows:

|  | 2024             | 2023             |
|--|------------------|------------------|
| Net profit for the year (VND)                          | 126,626,969,757  | 115,202,344,188  |
| Appropriation to bonus and welfare funds (*) (VND)     | (12,662,696,976) | (11,520,234,419) |
| Net profit attributable to ordinary shareholders (VND) | 113,964,272,781  | 103,682,109,769  |
| Weighted average number of ordinary shares             | 46,471,707       | 46,471,707       |
| Basic earnings per share (VND)                         | 2,452            | 2,231            |

(\*) Appropriation to bonus and welfare funds in 2024 and 2023 were calculated based on 10% net profit after tax.

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### 38. Significant transactions with related parties

In addition to the related party balances disclosed in other notes to the financial statements, the Company had the following significant transactions with related parties during the year:

|   | Transaction value |                |
|---|-------------------|----------------|
|   | 2024<br>VND       | 2023<br>VND    |
| <b>The parent company</b>                                       |                   |                |
| <i>Vietnam National Chemical Group</i>                          |                   |                |
| Dividends   | 47,796,546,000    | 40,627,064,100 |
| <b>Major shareholders</b>                                       |                   |                |
| <i>The Furukawa Battery Co., Ltd</i>                            |                   |                |
| Royalty   | 2,303,078,110     | 2,682,428,609  |
| Dividends   | 9,799,416,000     | 8,329,503,600  |
| <b>Entities controlled by the parent company</b>                |                   |                |
| <i>South Basic Chemicals Joint Stock Company</i>                |                   |                |
| Purchases of goods  | 7,636,499,100     | 5,870,295,260  |
| <i>The Southern Fertilizer Joint Stock Company</i>              |                   |                |
| Purchases of goods  | 6,868,114,550     | 6,302,087,000  |
| <i>Chemical Industry Engineering Joint Stock Company</i>        |                   |                |
| Purchases of goods  | 1,450,898,999     | -              |
| <i>Centre for Chemical Science and Technology Information</i>   |                   |                |
| Purchases of goods  | 345,854,694       | 345,084,902    |
| <i>Industrial Gas and Welding Electrode Joint Stock Company</i> |                   |                |
| Purchases of goods  | 333,169,200       | 326,935,800    |
| <i>Net Detergent Joint Stock Company</i>                        |                   |                |
| Purchases of goods  | 5,273,997         | 5,427,994      |
| <i>Hanoi Battery Joint Stock Company</i>                        |                   |                |
| Purchases of goods  | -                 | 459,847,080    |
| <i>Lix Detergent Joint Stock Company</i>                        |                   |                |
| Purchases of goods  | -                 | 14,076,480     |

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|                                     | Transaction value |               |
|-------------------------------------|-------------------|---------------|
|                                     | 2024              | 2023          |
|                                     | VND               | VND           |
| <b>Board of Management</b>          |                   |               |
| <i>Remuneration and allowances</i>  |                   |               |
| Mr. Le Hoang                        | 240,000,000       | 240,000,000   |
| Mr. Le Van Nam                      | 85,500,000        | 72,000,000    |
| Mr. Nguyen Van Chung                | 173,100,000       | 159,600,000   |
| Mr. Nguyen Quoc Viet                | 173,100,000       | 159,600,000   |
| <b>Board of Supervisors</b>         |                   |               |
| <i>Remuneration and allowances</i>  |                   |               |
| Ms. Phan Thi Hoang Giang            | 96,000,000        | 78,000,000    |
| Ms. Vu Thi Mai Nhung                | 96,000,000        | 78,000,000    |
| <i>Salary, bonus and allowance</i>  |                   |               |
| Mr. Ta Duy Linh                     | 744,950,549       | 705,032,920   |
| <b>Key management personnel</b>     |                   |               |
| <i>Salary, bonus and allowance</i>  |                   |               |
| General Director                    | 893,910,000       | 816,690,000   |
| Other members of Board of Directors | 1,249,500,000     | 1,062,420,000 |

### 39. Fees paid and payable to the auditors

|  | 2024<br>VND | 2023<br>VND |
|--|-------------|-------------|
| Fees for financial statement audit       | 290,000,000 | 275,000,000 |
| Fees for review of financial information | 140,690,000 | 135,000,000 |

#### 40. Comparative information

The comparative information as at 1 January 2024 was derived from the balances and amounts reported in the Company's financial statements as at and for the year ended 31 December 2023.

28 February 2025

Prepared by:

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Ho Tuan Bao  
Accounting - Accountant

Approved by

*[Handwritten signature]*

Nguyen Van Diep      Le Van Nam  
*Accounting - Finance Manager*      *General Director*





2024



DRY CELL AND STORAGE BATTERY JOINTSTOCK COMPANY

DRY CELL AND STORAGE BATTERY JOINTSTOCK COMPANY

*Ho Chi Minh City, day 26 month 03 year 2025*

**SIGNATURE OF THE LEGAL REPRESENTATIVE**

**GENERAL DIRECTOR**



**Le Van Nam**



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