

**REPORT ON BUSINESS RESULTS IN 2023,
BUSINESS PLAN IN 2024 OF DIC GROUP**

**Part I:
BUSINESS RESULTS IN 2023**

I. ADVANTAGES AND DISADVANTAGES:

1. Advantages:

The world economy experienced a year of 2023 full of turmoil and challenges. However, the global economy avoided a new recession spiral. 2023 was a special year when the Government issued a series of Decrees, Resolutions, Decisions, and Official dispatches,... to support solving difficulties in the real estate market. With the goal of removing difficulties and promoting the real estate market to develop safely, healthily, and sustainably, the Prime Minister chaired two symposiums on real estate and social housing; issued many legal documents, and dispatches in implementing land management, land use, land allocation, and land valuation; Solutions to enhance access to credit capital and remove difficulties for business activities; Official dispatch No. 993/CĐ-TTg dated 24/10/2023 “Continue to drastically implement solutions to develop the real estate market safely, healthily, and sustainably, contributing to promoting socio-economic development”; Official dispatch No. 1376/CĐ-TTg dated 17/12/2023 of the Prime Minister regarding continue to drastically implement solutions to develop the real estate market safely, healthily, and sustainably. Decree No. 08/2023/NĐ-CP, 10/2023/NĐ-CP, 35/2023/NĐ-CP; Resolution No. 33/NQ-CP) to find solutions to develop the real estate market safely, healthily, and sustainably. In particular, the Prime Minister approved an investment project to build at least 1 million social housing apartments for low-income people and industrial park workers in 2021-2030.

The Government assigned the State Bank to direct commercial banks to continue promoting credit lending to the real estate sector; have appropriate solutions to reduce costs to reduce interest rates. In fact, after many drastic instructions from the Government and the State Bank, home loan interest rates have cooled significantly in recent times. By the end of 2023, home loan interest rates of many banks have dropped below 10%. Besides that, the State Bank conducted 02 conferences on credit for real estate and social housing in 2023. Implementing a VND 120,000 billion credit program to serve the Program to develop 01 million social housing units, renovate and rebuild apartment buildings in the period 2021-2030 with interest rates lower than 1.5-2%. compared to commercial interest rates.

The State Bank issued Circular No. 02/2023/TT-NHNN “Providing instructions for credit institutions and foreign branch banks on debt rescheduling and retention of debt category to assist borrowers in difficulties”; Circular No. 10/2023/TT-NHNN suspends implementation of some contents of Circular No. 39/2016/TT-NHNN regarding lending transactions of credit institutions, foreign bank branches with customers.

The Ministry of Construction submitted to the Government to promulgate Decree No. 35/2023/NĐ-CP amending and supplementing a number of articles of Decrees in the field of state management of the Ministry of Construction. The Ministry of Construction proactively coordinates with Ministries, branches, localities, and directly with many enterprises to remove obstacles and difficulties of a number of real estate and commercial housing projects; Resolution No. 105/NQ-CP dated July 15, 2023 of Government regarding tasks and solutions for resolving difficulties in business and production, further administrative procedure reform, and enforcement of discipline and order. Decision No. 25/2023/QĐ-TTg dated 03/10/2023 of the Prime Minister on reduction in land rents of 2023.

In addition, with the upgrading of Vietnam - United States - Japan relations to a comprehensive strategic partnership, up to now, Vietnam has had comprehensive strategic partnerships and strategic partnerships with all permanent countries of the United Nations Security Council and the most developed countries in the world (G20).

In 2023, the Government continues the Recovery Program and national target programs, controlling macroeconomic stability and high growth of the domestic market, maintaining major balances of the economy, safely controlling inflation, public debt, Government debt, foreign debt, and state budget deficit.

DIC Group has a team of leaders and qualified human resources, with experience in responding to many crises, with a spirit of solidarity, enthusiasm, and proactive creativity in carrying out assigned tasks.

Some urban and housing investment projects have qualified and are allowed to transfer products and divest financial investments that are eligible for divestment, debt collection from customers signing transfer contracts in previous years, capital contribution, and transfer contracts have improved,... helping DIC Group's cash flow rotate faster and have higher liquidity.

2. Disadvantages:

2023 continues to be a difficult year for the world economy as it faces challenges, from decline in gross domestic product growth, increase in bad debt, gloomy trade – investment turnover, to the unexpected consequences of geopolitical instability and non-traditional security challenges,... Too many “headwinds” have pushed the global economy in 2023 into one of the bleakest periods since the world financial crisis of 2007 – 2008.

In 2023, the world economy continues to struggle with the fight against inflation. Economies that rely heavily on energy imports have experienced sharp price increases, especially since oil and gas imports from Russia broke down. According to the IMF, high energy prices and reduced supply play a large role in pushing core inflation up in many countries. Food prices are also high and face the constant risk of supply disruptions, causing difficulties for many low-income countries and developing economies. This reality causes many countries to buckle under the pressure of fighting inflation and the economic recovery process always faces obstacles.

The impact of prolonged Covid-19 epidemic, followed by the escalating Russia – Ukraine conflict leading to disruption of energy and food markets. The comprehensive crisis in the Gaza Strip involving the conflict between Israel and the Islamist movement Hamas, unrest in the Red Sea, and tensions between China and the US over the Taiwan issue have led to a series of



challenges for the world economy. Strategic competition between major countries is increasingly fierce; high inflation, tightened monetary policy, and prolonged interest rate increases lead to a decline in growth and consumer demand in many countries and major partners such as the US, EU, Japan, Korea,...; Low global investment and trade growth, increased protection barriers; risks in international financial, currency and real estate markets.

The economy is subject to a “double impact” from negative external factors, and internal limitations and shortcomings lasted for many years, revealed more clearly in difficulties such as weak commercial banks, corporate bond and real estate markets,... need to focus time and resources to resolve.

2023 had many more complicated fluctuations than 2022. Enterprises continue to face fierce pressures, having to restructure businesses and restructure investments to survive. Many enterprises suspend operations, go bankrupt,... The lives of employees face many difficulties; Income and benefits decline. Therefore, enterprises must restructure themselves, adjust their competitive strategies, overcome difficulties to survive and adapt to new contexts and new requirements for development. With the efforts and responsibility of all real estate businesses to drastically restructure housing products towards real needs and reduce house prices to reasonable levels, the real estate market has the prospect of recovery and growth again from the second half of 2024 onwards.

DIC Group deploys business activities in 2023 under difficult conditions, the real estate market hasn't shown signs of recovery, the Vietnamese stock market has experienced many fluctuations and is under great pressure from the complex developments of the international stock market.

Regarding development investment: Some DIC Group's projects are adjusting 1/500 planning to suit the general economic development conditions of the locality, so construction can't yet be carried out, only the preparation and submission for approval of adjusted planning, while the process of implementing legal procedures according to state regulations must go through many steps, asking for opinions from many levels, departments and branches, leading to prolonged implementation time, affecting project progress.

Legal procedures for projects take a lot of time, affecting the Group's investment and business plans. Compensation and site clearance at projects still faces many obstacles.

Construction sector, Materials sector: due to the influence of the frozen real estate market, the construction sector also faces many difficulties, with few newly awarded projects in 2023. Slow implementation of public investment projects in infrastructure construction and capital difficulties of enterprises have caused output bottlenecks for the production and supply chain of construction materials. This caused many construction material manufacturing enterprises to temporarily suspend some production lines, workers lost their jobs,...

Real estate, Trade, and Services sector: Similar to the Construction sector, the real estate, trade, and services sector faced many difficulties, and real estate transactions decreased. People tighten their spending, and demand for resort tourism declines,...

II. INDICATORS OF PLAN – BUSINESS RESULTS IN 2023

1. Indicators of DIC Group's business plan and performance results in 2023



No.	Indicator	Plan of 2023		Performance of 2023			
		Parent Company	Consolidated	Parent Company	% Performance /Plan	Consolidated	% Performance /Plan
1	Total revenue and other income	3,600	4,000	856.0	23.8%	1336.8	33.4%
2	Profit before tax	1,430	1,400	233.1	16.3%	165.9	11.9%
3	Total investment and development capital	4,138	-	1,124.3	27.2%		
4	Dividend	8-15%	-	5%	62.5%		
5	Charter capital	6,500 – 7,000		6,098.5	-		

III. RESULTS OF IMPLEMENTATION DIRECTIONS:

1. Corporate restructuring:

1.1 DIC Group restructuring:

- Innovate the way of working, conduct monthly/weekly meetings in the Board of Management (BOM) and Departments to promptly carry out periodic work; Correct the implementation of work regulations, ensuring serious responsibility among all employees.
- Carry out labor quality assessment, arrange, and propose plans for using human resources, assigning the right people to the right job.
- Focus on the main operation areas of DIC Group. Carry out labor quality assessment, arrange, and propose plans for using human resources. In 2023, DIC Group has drastically implemented restructuring work, specifically:
 - **Appointment/reappointment/dismissal of Directors in the BOM:**
 - + Dismiss of General Director: Mr. Hoang Van Tang from June 01, 2023 (Decision No. 38/QĐ-DIC Group-HĐQT dated May 31, 2023).
 - + Appoint Mr. Nguyen Quang Tin to General Director of DIC Group from June 01, 2023 (Decision No. 39/QĐ-DIC Group-HĐQT dated May 31, 2023).
 - + Reappoint 03 Deputy General Directors and 01 Chief Accountant: Mr. Nguyen Van Tung – Deputy General Director (Decision No. 07/QĐ-DIC Group-HĐQT dated February 02, 2023); Mr. Tran Van Dat – Deputy General Director (Decision No. 65/QĐ-DIC Group-HĐQT dated August 22, 2023); Mr. Nguyen Tuan Liem – Deputy General Director (Decision No. 102/QĐ-DIC Group-HĐQT dated December 04, 2023); Mr. Bui Van Su – Chief Accountant (Decision No. 77A/QĐ-DIC Group-HĐQT dated October 02, 2023).
 - + After the change in personnel of the BOM, on June 19, 2023, DIC Group issued the BOM Tasks Assignment (No. 156/PCNV-DIC Group-BĐH).
 - **Appointment/reappointment/dismissal of other positions:**



- + **Appointment:** 02 Committee Chairman, 05 Department Directors, 01 Chief of Office, 01 Branch Director, 01 Acting Director of Project Development Department, 02 Deputy Department Directors, 01 Deputy Branch Director, 03 Managers, 01 Deputy Manager, 01 Chief Supervisor.
 - + **Reappointment:** 02 Department Directors, 11 Department Deputy Directors, 01 Deputy Chief of Office, 06 Managers.
 - + **Dismissal/Adjustment of title:** 02 Committee Chairmen, 06 Department Directors (including 03 positions that were discontinued concurrently), 01 Chief of Office, 02 Deputy Directors of the Department, 06 Department Heads, 01 Department Head, 01 in charge of the Investment Preparation Department, 02 Chief Supervisors; 01 Team leader.
- 1.2 New establishment:** According to orientation, DIC Group strives to be in the Top 5 leading real estate enterprises in Vietnam, DIC Group focuses on investing in real estate projects: urban areas, residential areas, industrial parks, and large-scale tourist areas nationwide, so it is necessary to establish committees under the BOD. In 2023, DIC Group established Committees, Departments:
- + Establish 04 Committees under the BOD: Investment Committee, Sustainable Development Committee, Strategy and Sustainable Development Committee, Personnel and Compensation Committee.
 - + Establish 02 Project Management Departments: Construction Investment Project Management Department of ecological industrial parks, logistics, renewable energy, and implements ESG practices; Construction Investment Project Management Department in services, tourism, commerce, social housing...
 - In order to streamline the management apparatus and combine available human resources from Departments, in 2023, DIC Group reviewed and rearranged Departments as follows:
 - + Merge the Long Khanh Industrial Park Project Preparation Department and the Southern Investment Project Preparation Department into the Project Development Department (including functions, tasks, personnel) – Decision No. 05/QĐ-DIC Group-HĐQT and Decision No. 04/QĐ-DIC Group-HĐQT dated February 02, 2023.
 - + Merge the Northern Investment Project Preparation Department into DIC Northern Project Management Department (including functions, tasks) – Decision No. 03/QĐ-DIC Group-HĐQT dated February 02, 2023.
 - + Merge the DIC Tourism Real Estate Project Management Department into the DIC Ba Ria – Vung Tau Project Management Department (including functions, tasks, personnel, assets,...) – Decision No. 06/QĐ-DIC Group-HĐQT dated February 02, 2023.
 - + Add functions and tasks for the Audit Committee; Convert the Internal Audit part to the Internal Audit Department under the Audit Committee.
 - + Add functions and tasks, take over CSJ project management for the Tourism and Trade Services Investment Project Management Department.
- 1.3 Branch reoperation:** Vinh Phuc Branch: reopened from August 08, 2023 (Decision No. 56/QĐ-DIC Group-HĐQT dated August 03, 2023)
- 1.4 Continue to suspend operation:** DIC Him Lam Branch: continue to suspend operation from September 21, 2023 to September 20, 2024 (2nd time) – Resolution No. 16/NQ-DIC Group-HĐQT dated September 18, 2023.
- 1.5 Establishment of subsidiaries:**



Establish Vung Tau Center Point Company Limited, charter capital: VND 300 billion, DIC Group contributed 100% of charter capital (Decision No.: 46/QĐ-DIC Group-HĐQT dated June 26, 2023). In 2023, DIC Group has not yet made capital contributions.

1.6 Merger of subsidiaries:

Merge DIC Commerce Development Investment JSC (DIC Commerce) into DIC Vision Development Investment JSC (DIC Vision). DIC Group's capital contribution ratio: 98.67% (Resolution No. 253/NQ-DIC Group-HĐQT dated April 13, 2023). In October 2023, DIC Vision completed the change of Business Registration Certificate after the merger. On January 03, 2024, the Department of Planning and Investment issued an official Announcement of the dissolution of DIC Commerce.

2. Divestment/dissolution:

- In 2023, DIC Group completed the divestment procedures at the following units:
- + DIG Aquarium JSC: On February 17, 2023, the Department of Planning and Investment issued an Announcement of dissolution/cessation of existence.
- + DIC Intraco: Divestment of all DIC Group's capital contribution at DIC Intraco, number of shares transferred: 3,922,577 shares (Resolution No. 06/NQ-DIC Group-HĐQT dated July 31, 2023). Matching and agreement transaction method (August 2023), proceeds: VND 6.5 billion.
- + DIC Ha Nam: On December 21, 2023, the Department of Planning and Investment issued an official Announcement of the dissolution of DIC Ha Nam, completing the merger of DIC Ha Nam into DIC Group.

3. Termination of capital contribution transaction:

- + DIC Group's BOD has approved the policy of terminating capital contribution transactions to Dai Phuoc Thien An Co., Ltd in Resolution No. 32A/NQ-DIC Group-HĐQT dated December 28, 2023.
- + DIC Group's BOD has approved the policy of terminating capital contribution transactions to Dai Phuoc Thien Minh Co., Ltd in Resolution No. 33A/NQ-DIC Group-HĐQT dated December 28, 2023.

4. Termination of investment cooperation contract:

In 2023, DIC Group has terminated/liquidated the investment cooperation contract for Tan Thanh port logistics service area project with Cai Mep Logistics JSC (Resolution No. 247A/NQ-DIC Group-HĐQT dated March 10, 2023).

5. Bond redemption before maturity:

- On April 6, 2023, in document No. 42/DIC Group-HĐQT, DIC Group announced information about the results of bond redemption before maturity, bond code: DIGH2124001, redemption volume: VND 1,000 billion.
- Total volume of DIG bonds redeemed before maturity: VND 2,600/3,500 billion. Thus, DIC Group's remaining bond debt balance is VND 900 billion.

6. The progress of using capital from the private placement in 2021:



Capital use purposes according to the issuance plan: invest in Northern Vung Tau New Urban Area Project, Ward 12, Ba Ria – Vung Tau Province, and pay for Tan Long Investment and Development Company. Offering volume: 75,000,000 shares, total net proceeds from the offering: VND 1,499.85 billion. Beginning date: September 16, 2021, closing date: October 07, 2021. Accumulated disbursed amount until December 31, 2023: VND 1,338.8 billion. The remaining amount as of December 31, 2023: VND 161.05 billion.

7. Investment:

According to the project investment plan approved by the General Meeting of Shareholders in Resolution No. 01/NQ-DIC Corp-HĐQT dated July 21, 2023, as a result, in 2023, DIC Group implemented VND 1,124.27/4,138 billion, only disbursement for project investment, no financial investment incurred: 0/30 billion. In the total project investment capital plan, the Southern area projects: VND 974.19 billion, the Northern area projects: VND 149.86 billion, the investment research projects: VND 0.22 billion.

The progress of disbursement in project, detailed as follows:

- 7.1 Chi Linh Center Area:** disbursement in 2023: VND 5.67/316.71 billion, reaching 1.8% of the year plan. The plan wasn't completed due to difficulties in compensation and site clearance, construction hasn't started yet due to lack of premises, the land use fee hasn't been agreed upon with the authorities, so the land use fee hasn't been paid.
- 7.2 North Vung Tau New Urban Area:** disbursement in 2023: VND 199.95/595.3 billion, completing 33.6% of the plan. Difficulties and obstacles in compensation and site clearance at the project.
- 7.3 Long Tan Tourism Urban Area:** disbursement in 2023: VND 150.48/692.55 billion, reaching 21.7% of the year plan. The plan wasn't completed due to difficulties and obstacles in compensation and site clearance at the project.
- 7.4 CSJ Complex:** disbursement in 2023: VND 44.46/108.81 billion, reaching 40.9% of the year plan. Including: Block C1 – Phase 1: VND 3.72 billion; Block C3 – Phase 2: VND 11.93 billion; Block C4: VND 28.81 billion.
- 7.5 Hiep Phuoc Residential Area:** disbursement in 2023: VND 16.14/142.29 billion, reaching 11.3% of the year plan. Customers had financial difficulties so the signing Contract Addendum was late (rough construction of the remaining 17 apartments). The remaining area that hasn't been compensated is mainly the land of Mr. Binh's household, however, the family is having an internal dispute, waiting for the Court to hear it, so compensation can't be negotiated in 2023. Therefore, the construction can't begin.
- 7.6 Dai Phuoc Eco-Tourism Urban Area:** disbursement in 2023: VND 35.88/81.59 billion dong, reaching 44% of the year plan.
- 7.7 Nam Vinh Yen New Urban Area:** disbursement in 2023: VND 130.94/435.48 billion, reaching 30.1% of the year plan. The plan wasn't completed due to waiting for approval of Zone A4 and planning adjustment, construction work is slow due to lack of premises, the land use fee hasn't been paid because the procedures haven't been completed.
- 7.8 Lam Ha Center Point Residential Area, Phu Ly City, Ha Nam Province:** disbursement in 2023: VND 18.66/918.75 billion, reaching 2% of the year plan.



- 7.9 Vi Thanh Commercial Residential Area – Hau Giang:** disbursement in 2023: VND 293.04/714.34 billion, reaching 41% of the year plan.
- 7.10 A2 Apartment – Chi Linh Center Area:** disbursement in 2023: VND 209.89 billion, not in the 2023 plan. On December 28, 2023, in Resolution No. 31A/NQ-DIC Group-HĐQT, DIC Group approved the policy on signing the contract to transfer A2-1 apartment project's products – Chi Linh Center Area, Vung Tau City, accordingly, DIC Group and DICCons signed a Transfer Contract.
- 7.11 Other projects:** (A5, Quang Binh, Ba Hang, Gateway, DIC Phoenix, Office,...): VND 19.14 billion.

8. Financial work:

- Create better cash flow than 2022, aggressively collects debt from projects transferring products.
- Continue to supplement capital sources to implement main projects, complete the arrangement of a loan limit of VND 2,000 billion with the Bank for Investment and Development of Vietnam (BIDV) - December 2023 (Resolution No. 25/NQ-DIC Group-HĐQT dated December 14, 2023); Approval of mobilizing capital by bond issuance, issuing bond payment guarantees and using collateral for obligations of bond issuance and payment guarantees; issuance method: non-convertible and non-warrant bonds; total issuance value: VND 2,100 billion; usage purpose: supplement capital to invest in Long Tan Tourism Urban Area, A5 Apartment – Chi Linh Center Area, Phase 2 & 3 of CSJ Complex. Issuance date: Expected in Quarter IV/2023-2024 (Resolution No. 28/NQ-DIC Group-HĐQT dated December 26, 2023; Resolution No. 29/NQ-DIC Group-HĐQT dated December 26, 2023 approval on bond private placement plan in 2023 of DIC Group). On December 29, 2023, DIC Group issued a batch of bond code DIGH2326001, including 6,000 bonds with a par value of VND 100 million/bond, equivalent to a mobilized value of VND 600 billion (three-year term, maturity date: December 29, 2026). Closing date: January 30, 2024. The depository institution is HD Securities JSC.
- Arrange finance, complete the redemption of bonds worth VND 1,000 billion before maturity (April 2023).
- DIC Group has conducted the first credit rating for the issuer, FiiinRatings has announced the results of the long-term credit rating for the first-time issuer at BB+ score with a "Stable" rating. In the context of many difficulties in the real estate market, the average rating of the real estate industry in 2023 is estimated to be BB, DIC Group achieved a BB+ credit rating, which is considered positive compared to other enterprises in the same industry.

9. Adjust the ESOP issuance plan:

According to Clause 2 – Article 12 – Resolution No. 01/2021/NQ-ĐHĐCĐ dated April 22, 2021, conditions for transferring shares issued to employees under the Employment Stock Ownership Plan are restricted from transfer for **3 years** from the date of completion the issuance. Resolution No. 01/2023/NQ-DIC Group-ĐHĐCĐ dated July 21, 2023, Clause 7.1 – Article 7, approving the adjustment of the ESOP issuance plan in 2021, approving the adjusted content: conditions for transferring shares issued to employees under the Employment Stock



Ownership Plan are restricted from transfer for **2 years** from the date of completion the issuance.

10. Promulgation of Regulations in 2023:

- Internal Spending Regulations of DIC Group Trade Union (Decision No. 09/QĐ-CĐCS VP DIC Group dated April 21, 2023).
- Working Regulations of the Investment Committee (Decision No. 48/QĐ-DIC Group-HĐQT dated June 27, 2023).
- Internal Regulations on Corporate Governance (Resolution of the General Meeting of Shareholders No. 01/NQ-DIC Group-ĐHĐCĐ dated July 21, 2023).

11. Awards and certificates in 2023:

11.1. Top 10 real estate enterprises in Vietnam in 2023: On April 07, 2023, Vietnam Report JSC (Vietnam Report) announced Top 10 real estate enterprises in 2023. This is the result of independent research by Vietnam Report, built on scientific and objective principles to recognize and honor the pillar enterprises of the Real Estate industry that have been trying their best to achieve many achievements in production and business activities, brand building, demonstrating a strong character with stable financial capacity and good resilience in the volatile global economic context in the past year. Enterprises are filtered from the database of Vietnamese enterprises in Vietnam Report's ranking studies in the Real Estate industry with financial data updated as of December 31, 2022, combining the use of Media Coding method (encoding press data in the media) and surveying research subjects to provide the most complete and objective assessment of the business and some typical names.

11.2. Top 500 most profitable enterprises (PROFIT500) in Vietnam in 2023: On October 26, 2023, in Ha Noi, Vietnam Report with Vietnamnet newspaper organized a ceremony to announce the Top 500 most profitable enterprises in Vietnam in 2023 (PROFIT500 Ranking). This is the 6th consecutive year that DIC Group appears in this ranking. In the PROFIT500 ranking in 2023, DIC Group ranked 435/500 (ranking of 500 most profitable enterprises in Vietnam); ranked 246/500 (ranking of 500 most profitable private enterprises in Vietnam); ranked 37/56 (Private Enterprise Ranking of Real Estate Sector).

11.3. Top 500 largest enterprises in Vietnam in 2023: On January 18, 2024, at Gem Center Conference Center - Ho Chi Minh City, Vietnam Report officially held a ceremony to announce the VNR500 Ranking - Top 500 Largest Enterprises in Vietnam in 2023. According to the results published by Vietnam Report, DIC Group ranked 330/500 in the Top 500 largest private enterprises in Vietnam and Top 20 largest private real estate enterprises in Vietnam. DIC Group has been in this prestigious ranking for 6 consecutive years.

12. Dividend collection situation of units in which DIC Group has capital contributions:

In 2023, DIC Group received 04 dividends: in cash: VND 1,067 million and 820,220 dividends in shares (of which: DIC No. 1: 15% (5% in cash (VND 1,058 million), 10% in shares (211,602), DIC No. 2: 5% in shares (180,398), DIC Resco: 10% in shares (428,220) and DIC Hoi An: 6% in cash.



13. Other activities:

14. Evaluation of results achieved in 2023:

The general situation of the real estate business sector in the 2 years 2022-2023: the majority of businesses fall into a spiral of loss of liquidity, a comprehensive deadlock in all aspects of operations, project legal freeze, loss of output,... risk of bankruptcy, acquisition, pessimism covers the entire market. DIC Group also fell into a difficult position, there were times when it had to delay payments, adjust production and business plans...

With the targets achieved by the end of 2023 according to the "Startup" launch of the Chairman of the BOD, DIC Group has achieved a state of balance, no longer has overdue payments and has a source of trillions of VND in deposits, arranging trillions of capital for project development and opening up opportunities to proactively mobilize for large-scale projects. DIC Group has gradually overcome the bottom of the crisis safely and is one of the first units to escape the payment crisis.

With proactive cash flow and legal improvements, DIC Group's projects have shown positive signs by the end of 2023 and early 2024, real estate market confidence is being restored; corporate governance with many changes, innovations, and information transparency towards sustainable development; employees have improved income and timely salary payments, and are provided with a healthy and dynamic working environment. With the above favorable macro, micro and improvement factors, DIC Group has a complete basis to set breakthrough development goals and aim for long-term sustainable growth.

Part II: BUSINESS PLAN IN 2024 SOLUTIONS FOR DIRECTING IMPLEMENTATION

I. FORECAST OF THE 2024 SITUATION:

The world economic situation in 2024 is forecast to have many challenges to face, mostly coming from inflation, geopolitical conflicts and climate change. Developments and consequences of the conflict in Ukraine, the risk of conflict between Israel and Hamas spreading in the Middle East as well as instability in the Red Sea, tensions between China and the US over the Taiwan issue and a series of major elections will affect the global economy.

War, conflict as well as disasters from climate change are causing people's lives in many areas to struggle and the country's economy to stagnate. The global economy has avoided a new recession, along with optimistic signals such as: rising consumer spending, the recovery of production, unemployment rates continue to decline and inflation is on the decline,... are boosting confidence in a bright global economic outlook in 2024.

Resolution No. 18-NQ/TW dated June 16, 2022 of the Central Executive Committee directing the completion of amendments to the Land Law and related laws to ensure synchronization and consistency, and state agencies are trying to remove "legal problems". Up to now, the National Assembly has approved Housing Law (amended) No.: 27/2023/QH15 dated November 27, 2023, Real Estate Business Law (amended) No.: 29/2023/QH15 dated November 28 /2023, Land Law (amended) No.: 31/2024/QH15 dated January 18, 2024, Law on Credit Institutions (amended) No.: 32/2024/QH15 dated January 18, 2024. Promulgated Laws



ensure uniformity, consistency, feasibility, and closeness to reality, which will remove obstacles for the market.

Currently, interest rates have decreased compared to before, however, accessing real estate credit for customers buying products also faces many difficulties due to new regulations of the State Bank.

DIC Group has arranged and has abundant financial resources to meet the development investment capital needs of 2024 and the following years.

Projects with products ready for commercial exploitation according to plan. Newly started projects are fully legally prepared.

II. BUSINESS PLAN IN 2024:

Based on the business results in 2023, DIC Group sets the business plan in 2024 as follows:

- Revenue + other income of the Parent company: VND 2,186 billion, increasing 155.4% compared to 2023 performance. Consolidated revenue + other income: VND 2,300 billion, up 72% compared to 2023 performance.
- Profit before tax of the Parent company: VND 1,000 billion, growth up 329% compared to 2023 performance. Consolidated profit before tax: VND 1,010 billion, increasing 508.9% compared to 2023 performance.
- Development investment capital: VND 7,211.8 billion, including investment in projects: VND 6,400.7 billion, financial investment: VND 811.08 billion, increasing 541% compared to 2023 performance.
- Dividend: 8-15%
- Charter capital: VND 10,000 billion

III. SOLUTIONS FOR DIRECTING IMPLEMENTATION:

1. Restructuring:

In 2023, DIC Group has implemented quite strong corporate restructuring. Up to now, DIC Group's organizational and operational apparatus has been stable and appropriate. According to the BOM's policy in 2024, DIC Group will stabilize the organizational structure in each department, focusing on developing production and business activities. The organizational structure must be effective, dynamic, and dedicated to DIC; Master plan for key staff resources.

Complete Regulations in accordance with DIC Group's production and business situation:

In 2024, complete and promulgate a number of Regulations according to DIC Group's fields: Project management regulations, Human resource management regulations, Financial management regulations, Real estate exploitation business management regulations,...

2. Investment:

- Arrange and select investment priority projects, and appropriately phasing investment; All investment projects must be organized and implemented in accordance with current regulations and closely monitored to ensure investment efficiency.



- 1) Quickly complete investment preparation procedures for the Long Tan Tourism Urban Area project – Dong Nai, 2) Approve adjustments to investment policy of Chi Linh Center Area project, 3) Complete adjustments to the implementation progress of the North Vung Tau New Urban Area project, 4) Complete adjustments to the implementation progress of Dai Phuoc Eco-Tourism Urban Area project, 5) Adjust the investment policy of Hiep Phuoc Residential Area project, 6) Complete adjustment of detailed planning at 1/500 scale of Nam Vinh Yen New Urban Area project, 7) Complete legal procedures of Lam Ha Center Point Residential Area project,...
- Accelerate construction progress for transitional projects (*Dai Phuoc Eco-Tourism Urban Area, Nam Vinh Yen New Urban Area, Chi Linh Center Area, Vi Thanh Commercial Residential Area,...*) and projects under construction, requiring functional departments to coordinate closely with contractors to accelerate construction progress, accept and disburse capital, and finalize completed projects, especially Projects and works have been allocated capital.
- Continue to coordinate with functional branches and People's Committees of provinces and cities to actively carry out site clearance compensation at projects, ensure construction sites are available, technical infrastructure is completed, and products are transferred to the market.
- Total investment capital plan in 2024: VND 7,211.8 billion, including: investment in projects: VND 6,400.7 billion, financial investment: VND 811.08 billion, summary of investment data for each project is as follows:

Unit: Billion dong.

No.	Project	Investment plan in 2024
1	Chi Linh Center Area	514.76
2	A5 Apartment – Chi Linh Center Area	66.38
3	The North Vung Tau New Urban Area	933.22
4	Cap Saint Jacques Complex	431.67
5	Dai Phuoc Eco-Tourism Urban Area	63.28
6	Hiep Phuoc Residential Area – Dong Nai	158.8
7	Long Tan Tourism Urban Area – Dong Nai	1,079.14
8	Vi Thanh Commercial Residential Area	830.92
9	Lam Ha Center Point Residential Area	1,000.96
10	Nam Vinh Yen New Urban Area	1,313.84
11	Investment research projects	7.76
12	Financial investment	811.08

3. Solutions for production management:

- Strengthen corporate governance, improve competitiveness, publicity, transparency, and cost savings at all stages of production to increase production and business efficiency and increase income.
- Promote scientific research, improvement, and promotion of initiatives in production and application of information technology in unified management and administration in DIC Group.
- Enterprise credit rating.
- Research and implement the application of Building Information Modeling (BIM) in DIC Group.
- Implement ESG.
- Apply IFRS.

4. Solutions for Business – Marketing:

Based on assessment of the economic situation and forecast of possible scenarios in 2024. In order to have a suitable business plan and bring the best revenue and profits, it is necessary to immediately deploy solutions to suit the current actual situation, specifically:

- For each project, the Market Development & Sales Department organizes sociological and market assessments to present articles on products suitable to customer tastes (according to customs and culture in each locality where the project is located) for the next departments to conduct design, construction, and investment to meet market needs and facilitate the sales process.
- Accelerate the process of establishing a set of DIC product criteria to apply to the Group's projects and soon complete the digitalization of business.
- Transfer sales, advertising, and marketing work to professional distribution networks (DIC Resco and major real estate trading floors) to be proactive in promoting and selling, creating competition to speed up progress and create source of revenue for DIC Group.
- DIC Group's Market Development & Sales Department specializes in proposing business plans, monitoring and managing sales, customer care, debt collection,...
- Conduct market surveys, calculate investment rates, product costs and project efficiency to build appropriate product selling prices.
- Prepare advertising and marketing plans and organize product announcements as soon as conditions are met, ensuring output, revenue and revenue targets as planned.
- Implement product transfer plans with flexible payment terms to increase successful sales and improve project cash flow.
- Focus on identifying and researching target markets. The Market Development & Sales Department needs to coordinate with the Functional Department and Project Management Department to determine the appropriate target market for the real estate project being implemented at DIC Group. This helps show what needs to be done to reach target customers; Have a plan to deal with market risks, come up with appropriate plans for competitors in the short and long term.
- Diverse forms of DIC Group's marketing products.
- Build and develop a separate website for DIC Group's projects, and concurrently carry out digital marketing advertising. In particular, regularly update implementation progress, forecast when products will be available, when investment legalities will be completed,...



- Attention to customer care, and after-sales services.
- Focus on building the image and brand of DIC Group with customers.

5. Financial work:

- Focus on recovering investment capital in projects: Dai Phuoc Eco-tourism Urban Area – Dong Nai province, Nam Vinh Yen New Urban Area – Vinh Phuc province, Vi Thanh Commercial Residential Area – Hau Giang and other projects.
- Focus on arranging capital sources to ensure sufficient capital to serve production and business activities, especially meeting capital needs for construction implementation at key projects in 2024.
- Focus on synchronously implementing solutions to remove difficulties, promote production, business and investment development: minimize input costs, lower product prices; handle outstanding debts, bad debts, recover capital for reproduction and development investment.
- Develop and strictly control DIC Group's expense plan to improve capital use efficiency.
- Arrange payment sources for corporate bonds due.
- Use the issued corporate bonds according to plan, ensuring the highest efficiency of mobilized bond capital.
- Strengthen inspection activities, deeply participate in operating activities, and closely supervise units with capital contributions from DIC Group to improve business efficiency and preserve capital invested outside DIC Group; Periodically organize evaluation of the effectiveness of DIC Group's investment capital management in other enterprises for officials appointed as Capital Representatives.
- Implement the transformation roadmap and apply International Financial Reporting Standards (IFRS) from 2024.
- Plan to increase capital and divest capital in 2024 at units with capital contribution of DIC Group:
 - + Invest: In 2024, DIC Group will contribute capital through purchasing shares issued to increase charter capital and/or buying shares to increase ownership ratio at DIC No. 2, DICcons, DIC Hospitality, DIC Vision, DIC Phuong Nam; Contribute capital to a new unit (Thien Quang Trade Development JSC).
 - + Divest: In 2024, DIC Group will divest all capital contribution/reduce capital contribution ratio in units: DIC Anh Em, Dai Phuoc Thien An Co., Ltd., DIC Hoi An, Cao Su Phu Rieng Kratie JSC.

6. Solutions for site clearance compensation:

Each project will have specific solutions for compensation and site clearance, determined to recover the largest clean land fund ever by 2024.

- Investment legal: regularly review, inspect, and promptly adjust investment legalities such as adjusting project implementation progress..., avoiding interruptions in land recovery and site clearance compensation.
- Monitor and register projects in the List of projects requiring land recovery and the district's annual land use plan as a basis for implementing land recovery, and site clearance compensation.



- Capital resources are always balanced to arrange compensation payments and timely support for land users.
- Flexibly apply steps in site clearance compensation, carry out several procedures in parallel, not mechanically sequentially to shorten land clearance compensation time, but still ensure legal regulations.
- Closely coordinate with the Organization in charge of site clearance compensation, localities, relevant agencies, units, and land users in land recovery and site clearance compensation; research and propose solutions when encountering difficulties and problems related to site clearance compensation.
- Fully implement the process of publicity, transparency and dissemination of legal policies on compensation, dialogue with users whose land is recovered to convince and overcome shortcomings to minimize the questions and complaints from land users whose land is recovered. When following the correct process but the land user does not comply, there will be grounds to apply administrative measures to recover land.
- Resettlement land fund: research legal regulations on land, housing,... to arrange resettlement land fund to serve the accommodation needs of land users, before the competent authority decides to recover land, it will receive high consensus from land users, limiting complaints.
- Compensation staff: regularly update land laws related to land recovery, compensation, support and resettlement, constantly practice advocacy and persuasion skills, negotiate with land users; cultivate and foster professional expertise, especially legal knowledge to improve the quality and effectiveness of site clearance compensation work.
- Proactively follow up and urge the organization in charge of compensation and relevant agencies during the process of carrying out tasks such as counting, collecting legal documents of people, verifying documents, prepare compensation plans,...
- Land management and planning: closely coordinate with the People's Committee of wards, communes and relevant agencies and departments to manage land according to approved planning and land use plans, prevent encroachment, illegal construction and limit disputes, ensure the basis for determining the correct status, origin and duration of land use, serve well in verifying documents and preparing compensation and support plans accurately and according to regulations.

7. Construction:

Actively seek to participate in bidding for external projects, gradually reducing dependence on the Parent Company's projects. Pay attention to carefully understanding the investor's financial capacity, and avoid misappropriating capital due to the investor's difficulty in capital. For projects awarded bids, the Investor has to fully carry out procedures to ensure the ability to pay for the construction unit.

Focus on thoroughly handling the final settlement of completed projects, quickly recover capital, and ensure business efficiency.

DIC internal projects: units concentrate human resources, equipment,... construction on schedule, ensuring quality.

8. Construction materials manufacturing sector:



Focus on main areas; improve competitiveness, innovate technology, diversify products, reduce production expenses.

Make marketing, sales and after-sales plans to limit inventory; continue to develop more agents,...

9. Tourism, Trade, Real estate:

Tourism: fully exploit invested assets, minimize expenses.

Pullman Hotel: strengthen the investor's supervision of hotel business activities; Strengthen cooperation with commercial companies, travel agencies, and HCM City event organizers, international schools... establish new relationships, create a diverse and stable source of guests, and maximize room capacity; Improve the quality of service, menu diversity, buffet...; Review business organizational structure to minimize expenses.

DIC Hospitality: Fully exploit invested assets, manage strictly and effectively, expand the market of tourists, experts,...

Set forth above are the business results in 2023 and the business plan in 2024 of Development Investment Construction JSC, respectfully submitted to the AGM for consideration, discussion, and decision.

CONCLUSIONS AND RECOMMENDATIONS:

To facilitate the organization and implementation to successfully complete the targets of the Business Plan in 2024, the AGM is requested to approve the following contents:

Consideration and approval: The business results in 2023 and the business plan in 2024.

Assign to the BOD, BOM: implement the business tasks in 2024.

Authorize to the BOD: decide to approve construction investment projects and decide on issues related to the implementation of business tasks in 2024.

On behalf of DIC Group's BOM, I'm sincerely thankful and best wishes to valued Shareholders for health, happiness and success./.

Sincerely!

Recipients:

- BOD (report);
- BOM;
- Valued shareholders;
- Archived: AD., PD

GENERAL DIRECTOR

(signed and sealed)

Nguyen Quang Tin

(NOTICE: This Proposal is a translation of the Vietnamese language original for convenience purposes only, and in the event of any discrepancy, the Vietnamese language original shall prevail.)

