

**April 4<sup>th</sup>, 2025**



**CTY TNHH KHAI THÁC CHẾ BIẾN KHOÁNG SẢN NÚI PHÁO  
NUI PHAO MINING COMPANY LTD**

**ANNUAL REPORT OF  
NUI PHAO MINING COMPANY LIMITED  
2024**

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## I. General information

### 1. Overview

- Trading name: Nui Phao Mining Company Limited
- Certificate of Business Registration No.: 4600864513
- Charter capital: VND 10,792,915,155,000 (*Ten thousand seven hundred ninety-two billion nine hundred fifteen million one hundred fifty-five thousand Vietnamese dong*)
- Owners' capital: VND 10,792,915,155,000 (*Ten thousand seven hundred ninety-two billion nine hundred fifteen million one hundred fifty-five thousand Vietnamese dong*)
- Address: Suoi Cat Hamlet, Ha Thuong Commune, Dai Tu District, Thai Nguyen Province, Viet Nam
- Telephone: + 84 28 0382 4063
- Fax: + 84 28 0382 4063
- Website: <https://masanhightechmaterials.com/vi/subsidiary/nui-phao-mining-company/>
- The stock code of the bond listed on the Hanoi Stock Exchange: NPM123021 (Bond name: NPMPO2328003); NPM123022 (Bond name: NPMPO2328004); NPM123023 (Bond name: NPMPO2328005); NPM123024 (Bond name: NPMPO2328006).

### 2. History of establishment and development

Nui Phao Mining Company Limited (“**Nui Phao Mining**” or “**Company**”, or “**NPM**”) was established on July 05th 2010 as a multi-member limited liability company with an initial charter capital of VND 837,900,000,000. As of now, the company’s charter capital is VND 10,792,915,155,000 and its capital contributing members consisting of Thai Nguyen Trading and Investment Co., Ltd (“**TNTI**”) and Thai Nguyen Masan Resources Company Limited (“**MRTN**”) own the company’s charter capital percentage of 20% and 80% respectively.

Nui Phao Company directly operates Nui Phao mining and processing project at Ha Thuong Commune, Dai Tu District, Thai Nguyen province in line with the Investment Certificate No. 17121000026 dated 21 July 2010 issued by Thai Nguyen Provincial People's Committee (“**Nui Phao Project**”). The important events during operation of Nui Phao Mining and Nui Phao Project are described below:

February 2004	Nui Phao Mining Joint Venture Company Ltd (Nuiphaovica), a company was founded by formerly investors of Nui Phao Mining and in accordance with the investment License No. 2377/GP by Ministry of Planning and Investment for implementation of the project.
February 2005	The project EIA was approved by Ministry of Natural Resources and Environment (“ <b>MONRE</b> ”).
March 2008	The project additional EIA was approved by MONRE.
April 2010	Masan Group signed official agreements with investment funds owed and managed by Dragon Capital to acquire controlling interest in Nuiphaovica.
July 2010	Nui Phao Mining was established with the purpose of owning and operating the Nui Phao Project.





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	On July 21st 2010, Thai Nguyen Provincial People's Committee ("TNPPC") granted the investment Registration Certificate for Nui Phao Mining to execute the Nui Phao Project, thereto Nui Phao Mining inherited all rights and duties from Nuiphaovica as provided in the Investment Certificate No. 2377/GP.
September 2010	On September 21st 2010, Nui Phao Mining received Mining License No. 1710/GP-BTNMT, issued by MONRE.  Masan Group completed the acquisition of a controlling interest in Nui Phao Mining.
December 2011	The National Mineral Reserves Assessment Council acknowledged the result of the Nui Phao's resources and reserve grade conversion.
February 2012	Nui Phao Mining obtained MOIT's official approval of the Nui Phao Project's basic mine design.
July 2013	Nui Phao Mining and H.C. Starck GmbH, a world leading hi-tech metal producer, signed JV agreements to establish a value added tungsten chemicals manufacturing joint venture in Vietnam.
January 2014	Nui Phao - H.C. Starck Tungsten Chemicals Manufacturing LLC ("NHTCM") received the investment Registration Certificate for the JV APT plant, issued by TNPPC.
March 2014	The Nui Phao Project started commercial production for Tungsten Oxide and Copper concentrate.
June 2014	The Nui Phao Project started commercial production for Flourspar Acid Grade.
September 2014	The Nui Phao Project started commercial production for Bismuth concentrate;
	The Nui Phao Project achieved record production for all four commodities.
2015	NHTCM's APT plant was successfully commissioned and put into production.  NHTCM obtained the Certificate of High Tech issued by Ministry of Science and Technology.
2016	The Nui Phao Project started commercial production for Bismuth cement on July 1;  Continued innovating and investing in upgrading with new processes and technology, cost saving, change in business process, developed new way of engagement; The Joint Venture has significantly advanced the production volume and revenue of the value added tungsten chemical products.
2017	Upgrades undertaken on the tungsten circuit have resulted in tungsten recovery increase to 67% with room for further improvement through optimization measures;  A significant price increase across all commodities coupled with an increased operational efficiency allowed the Company to achieve record results in all aspects of production, revenue and net profit;



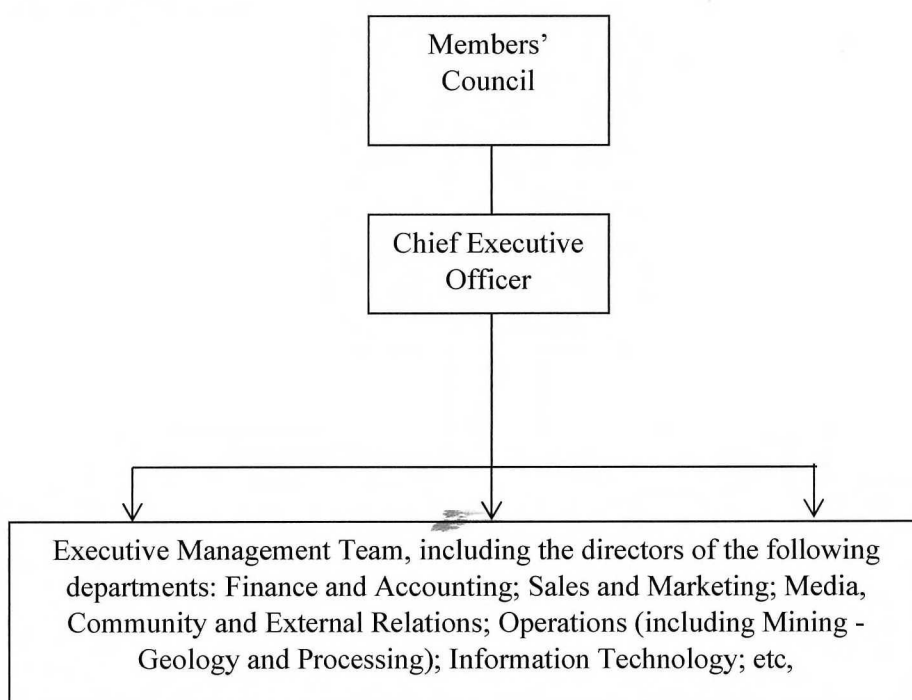
- August 2018 Nui Phao Mining acquired H.C.Starck GmbH's 49% in NHTCM to wholly own NHTCM and then transfer partly such its stake to TNTI. The name of NHTCM has been changed to Masan Tungsten Limited Liability Company - a subsidiary of the Company ("MTC").
- 2019 MTC signed an agreement on the acquisition of tungsten business from H.C. Starck Group GmbH - a world-leading manufacturer of high-tech tungsten products, including tungsten metal powder and tungsten carbides.
- December 2019 MTC received a decision from TNPPC regarding the adjustment of the Investment Certificate for the project, which increased the annual production capacity of the project from 7,000 tons of APT to 9,345 tons of products containing WO<sub>3</sub>. In the same month, the Ministry of Science and Technology issued a High-Tech Enterprise Certificate to MTC under Certificate No. 70/DNCNC dated December 27, 2019.
- June 2020 MTC completed the acquisition of H.C. Starck Group GmbH's global tungsten business.
- 2021 On a consolidated basis, including the H.C. Starck Group GmbH's business, the tungsten production of Nui Phao Company and its subsidiaries increased by 97% in 2021 compared to 2020.
- 2022 The Company began the procedures to apply for a mining license for Phase 2 of the 28,028,000 tons of underground reserves at the Nui Phao mine in accordance with the regulations in Mining License No. 1710/GP-BTNMT and sought exploration planning approval for the Nui Chiem area, covering 11.79 km<sup>2</sup>.
- 2023 The Company prepared necessary procedures for underground mining of 28 million tonnes of ore reserve out of the total reserves of 83 million tonnes at Nui Phao mine, and exploration of the Nui Chiem tungsten-polymetallic mineral area.
- MTC prepared necessary procedures for construction of the largest Tungsten scrap recycling plant in Southeast Asia.
- 2024 The Company has completed the adjustment of the investment license of the Nui Phao Mining Project to increase the total investment capital for project implementation and extend the project's operation period to 2044.
- MTC continues to be granted the High-Tech Enterprise Certificate by the Ministry of Science and Technology, valid until December 2029.

### **3. Major business sectors and localities**

- Major business sectors:

- Exploitation of rare and precious metal ores (mine, process tungsten, fluorspar, copper, bismuth and gold);
- Extraction of other non-ferrous containing ores;
- Architectural activities and related technical consultancy (geological and water resources investigation (mineral exploration);

- Other mining support services;
- Whole sale of metals and metallic ores (not including purchasing and sale of gold bars);
- Manufacturing non-ferrous metals and precious metals;
- Other business support services and activities which are not yet classified (Import and export of the products traded by the Company);
- (For the conditional business lines, the enterprise is permitted to trade only when meeting requirements as provided in laws).
- Business localities:
  - Tungsten (WO<sub>3</sub>): Currently, NPM and MTC have been exporting their downstream tungsten products to Germany, Japan, Singapore, America, India, etc.
  - Flourspar Acid Grade: NPM has been exporting this product to India, Netherlands, UAE, Japan, Canada, etc.
  - Bismuth cement: Currently, NPM has been exporting this product to China.
  - Copper: This product of NPM is now sold in the domestic market.
- 4. **Information about corporate model, business organization and managerial apparatus**
  - **Corporate model:** Two-member limited liability company
  - **Managerial apparatus:**



The rights and obligations of the Members' Council, the Chairman and the General Director are regulated by the charter of the Company. According to the charter of the Company, the

Members' Council is the highest decision-making body of the Company.

#### Members' Council

The Members' Council is responsible for the management of the businesses and the appointment of principal senior management of Nui Phao Company. Chairman of the Members' Council is elected by the Members' Council. The term of office of the Chairman of the Members' Council is five years, and can be elected without any limit.

#### Chief Executive Officer and Management team

The Chief Executive Officer of the Company is appointed by the Members' Council. The Chief Executive Officer is responsible for managing the Company's daily business operations and is accountable to the Members' Council for the execution of his/her rights and obligations.

#### - **Subsidiaries:**

- Company name : Masan Tungsten Limited Liability Company
- Address : Suoi Cat Hamlet, Ha Thuong Commune, Dai Tu District, Thai Nguyen Province, Vietnam
- Enterprise Registration Certificate : No. 4601163743 issued by TNPPC on January 15, 2014, amended from time to time.
- Telephone : 84-24 7307 5588
- Fax : 84-24 3718 2491
- Registered charter capital : VND 3,238,491,280,000
- Contributed charter capital : VND 3,238,491,280,000
- Actual capital contribution of Nui Phao Company : VND 3,238,489,000,000
- Capital contribution ratio of Nui Phao Company : 99.99998% of charter capital
- Major business sectors : Manufacturing non-ferrous metals and precious metals (processing tungsten for export or domestic consumption; processing alloys containing tungsten and tungsten powders)

#### 5. **Development Orientations**

##### - **Key objectives of the Company**

- The Company aims to provide superior quality tungsten, fluorite, and bismuth products to customers across all key industries worldwide.



- The Company strives to become a global leader and a trusted partner as the high-tech materials industry continues to shape the future of the world.

- **Mid-term and Long-term Strategies**

- Local knowledge with global considerations and understanding to facilitate project execution and asset optimization.
- Use our ability to access and optimize capital and cash flows to acquire and develop quality assets.
- Masan High-Tech Materials remains hedged against commodity price fluctuations through the diversification of its portfolio of metals, minerals and revenue currencies.

- **Sustainable development goals (environment, social and community) and key programs related to the short and long terms of the Company**

- Ensure our products remain the leading products in the eyes of our customers; ensure strong cost effectiveness in the market; continuous work to enhance our people, processes and systems, to support the changing needs of industrial customers;
- Promote the circular economy through the adoption of “Reduce, Reuse & Recycle” philosophy;
- Safeguard the ecosystems of our people, our environment, our stakeholders; and
- Ensure superior financial results on a long-term sustainable basis;

**6. Risks**

**a) Economic and policy risks**

**i. Changes in economic, political, legal, and policy conditions in Vietnam**

The Company’s main business activities depend on economic, political, legal, and policy conditions in Vietnam, which differ from those in countries with more developed economies in several important aspects, including government intervention levels, development progress, growth rates, foreign exchange management, wage and price controls, and import restrictions.

Although Vietnam’s economy has grown significantly over the past decades, growth rates have been uneven, both geographically and across different sectors of the economy. The Government has implemented various measures to encourage economic growth and guide resource allocation. Some of these measures may benefit the overall Vietnamese economy but could potentially have a negative impact on the Company.

The State may intervene in Vietnam’s economy and at times introduce significant policy changes, including adjustments to wage and price control mechanisms, capital and foreign exchange management, and restrictions on exports and/or imports. These policy changes may adversely affect the business operations, financial condition, performance results, and future prospects of the Company.

**ii. Risks related to economic growth rate**

Economic reforms since 1986, coupled with favorable global trends, have rapidly transformed Vietnam from one of the poorest countries in the world to a lower-middle-

income country within a single generation.

GDP at current prices in 2024 is estimated at VND 11,511.9 trillion, equivalent to USD 476.3 billion[12]. GDP per capita in 2024 at current prices is estimated at VND 114 million/person, equivalent to USD 4,700, an increase of USD 377 compared to 2023.

Although Vietnam has achieved significant achievements in GDP growth, the growth rate is showing signs of slowing down due to the impact of global trade decline, climate change, geopolitical tensions and the prolonged consequences of the COVID-19 pandemic. GDP per capita in 2023 is estimated at about USD 4,300, but challenges in labor productivity, industrialization and sustainable development are posing the risk of falling into the "Middle-income trap", hindering the goal of becoming a high-income country by 2045..

iii. Developments in other economies

Vietnam's economy is affected by the downward trend of major economies such as China, the US, and the European Union. The US-China trade tension continues to impact the global supply chain, while the tightening monetary policies of the US Federal Reserve (FED) and the European Central Bank (ECB) put pressure on exchange rates and capital flows in Vietnam. Adjustments in interest rates and monetary policies in these countries may cause investment capital to withdraw from emerging markets, including Vietnam..

b) Legal risks

i. *Basic changes in legal regulations may have a negative impact on business operations.*

The core business activities of the Company involve the mining and processing of minerals, which fall under the strict management of the State.

The licensing of mining activities and the payment of mining rights fees are subject to the legal framework and the authority of the Ministry of Natural Resources and Environment, local Provincial People's Committees, and the Government. These regulations are implemented to ensure revenue contributions to the state budget. Mineral mining and processing activities are also subject to Vietnam's environmental protection regulations. These laws and regulations aim to limit adverse environmental impacts, control environmental degradation and pollution, and encourage the effective use of natural resources. Individuals and organizations that violate these laws and regulations will be fined and/or subject to other legal sanctions. Additionally, for the mineral mining and processing activities, the Company's operations involve the use of water, the transportation of soil and rock, the construction of tailing storage facilities, the storage of overburden, and the discharge of effluents from ore crushing and filtering plants. These activities may adversely affect the environment, the health of workers, and the surrounding communities. Therefore, in addition to the environmental protection laws and regulations, the Company must also comply with health, safety, labor, forestry protection laws, and other regulations related to mining activities. Moreover, tax and trade regulations related to mineral mining and export also impact the Company's business operations.

Legal regulations relating to mineral exploitation and processing in Vietnam are increasingly tightened to ensure sustainable exploitation and environmental protection. Amendments to the Mineral Law and accompanying guiding documents may result in changes in licensing mechanisms, financial obligations for enterprises, or tightening of



control over mining activities. The Company needs to continuously monitor these changes to ensure compliance and maintain stable operations.

**ii. *The Company's business operations depend on its ability to obtain, maintain, and renew or extend various licenses and approvals granted by the Government.***

The Company's business activities require different licenses and approvals from relevant government agencies, such as mining licenses and environmental approvals issued by the Ministry of Natural Resources and Environment (MONRE), approvals from the Ministry of Industry and Trade (MOIT) for plant designs, and other necessary licenses for mining and mineral production activities. These licenses must be applied for, modified, renewed, or extended, depending on the specific circumstances. The Company cannot guarantee to potential investors that the relevant government authorities will issue new licenses, amend or renew existing licenses, or issue the required licenses within the timeframe anticipated by the Company. Failure to amend, obtain, or renew any essential licenses or approvals required for the Company's business operations could significantly adversely affect the Company's business, financial condition, operation performance, and prospects.

The most important license required for the Company's mining activities is the mining license issued by MONRE, and the Company's rights to mine and develop the Nui Phao Project depend on its ability to meet the terms of that license, including paying the government the fees and taxes stipulated in the license, as well as fulfilling other licensing conditions related to environmental, health, safety, and labor requirements. If the Company is unable to meet the licensing conditions, its mining rights for the Nui Phao Project could be restricted or altered, and such restrictions or alterations could adversely affect the Company's business, financial condition, operation performance, and prospects.

**iii. *Changes in Vietnamese Tax Laws***

The Company's mineral mining activities are subject to various taxes, including key taxes such as resource tax, corporate income tax, and export tax. These tax laws continue to be supplemented and clarified to meet practical requirements as issues arise during the collection and payment of taxes. Changes in the Company's tax status or tax laws, or varying interpretations of the tax laws and policies in Vietnam, could generally have an adverse impact on the Company's operations and business performance and increase the tax obligations the Company must bear.

Regarding legal risks, the Company always ensures monitoring and updates the status of related licenses and legal regulations while preparing timely measures to mitigate the above risks.

**(c) Risks related to the Company's business activities**

**i. *Operational risks***

Although the Company's management team and workforce have experience and expertise in the mining and resources sector, we cannot guarantee the successful growth and future operations of the Company. The Company cannot guarantee that it will generate revenues exceeding costs in the future to achieve profitability from mining operations, which could adversely affect the Company's financial position and business results.



ii. *Risks of concentration business activities and dependency on the Nui Phao Project*

The Company is the direct operator of the Nui Phao Project, and therefore, the Company's revenue has been, and will continue to be, primarily generated from this project. Any significant difficulties in the operational activities, challenges in the mining, processing, transportation of products, or damage to the plant, infrastructure, machinery, equipment, raw materials, labor, or any other assets or property related to the Nui Phao Project may adversely affect the Company's business, financial position, operation performance, and prospects.

**The mineral reserve estimates of the Nui Phao Project are merely estimates of the actual mineral resource reserves, based on various key assumptions, and may change in the future.** The potential mineral reserves have been demonstrated based on judgments derived from knowledge, experience, and industry practices, and any changes to the estimated proven potential mineral reserves may adversely affect the Company's development plans and mining operations, thereby impacting the value of the Company's investment. The mineral reserves of the Nui Phao mine stated in this Information Disclosure are only estimates of the scale of the mineral veins within the mining area of the Nui Phao Project. The nature of the ore body, the distribution and grade of the ore, as well as the characteristics of the ore during the mining and processing phases, are factors that can never be fully predicted. The reserve estimates cannot be made without fluctuation, as they depend on many different assumptions, such as assumptions related to geological conditions, the historical production of mines in the surrounding area of the Company's mining site, the impact of regulatory requirements, and operational costs. These assumptions may need to be revised, for example, based on actual production experience, when new information alters the underlying assumptions or changes the classification of reserves into "proven" or "potential" categories. Moreover, the quality and characteristics of the actual minerals extracted from the Nui Phao Project may vary significantly from the Company's estimates or may not meet customer requirements.

Since the estimates of the volume, grade, and overall metal content of a mineral vein are not always calculated accurately, the demonstrated potential mineral reserves may need to be adjusted. Any such adjustment may affect the mining development and operations plan, and any significant decline in the volume and grade of the Nui Phao mine reserves could have a significant adverse impact on the Company's business, financial position, operating results, and business prospects. However, the Nui Phao mine has a long history of exploration and mineral mining operations. The National Mineral Reserve Assessment Council has confirmed the total ore reserves of the Nui Phao mine, which is a reliable source.

**The operating costs at the Nui Phao Project have increased significantly, which may impact the expected economic benefits from the Company's mining operations.** The Company's operating costs are a type of variable cost, dependent on the mining adjustment plans based on geotechnical data obtained as the mine develops, as well as information related to input materials such as electricity, chemicals, explosives, steel, etc. Price fluctuations of commodities are subject to changes in the legal framework, demand for use, and transportation distances. Increased capital expenditure makes the business operations less profitable and may even result in the Company's profits not reaching the breakeven point. Commodity price fluctuations are

factors beyond the Company's control; however, the Company strives to monitor these fluctuations to proactively develop response strategies and controls.

**Adverse weather conditions and natural disasters may impact the operation of the Nui Phao Project.** The Nui Phao Project is located in Thai Nguyen Province, characterized by low mountainous terrain and a tropical monsoon climate, with an average rainfall ranging from 1,500-2,250 mm. Heavy rainfall, coupled with the mountainous terrain, can lead to flooding, mudslides, landslides, and unstable foundations. These potential risks may result in prolonged repair and mitigation times, negatively affecting mining schedules and plans. All of these factors may lead to business disruption, financial stagnation, and adversely impact the Company's prospects. To mitigate this risk, the Nui Phao Project's management team, in addition to purchasing insurance, will ensure regular field inspections of machinery, equipment, and production lines, and adhere to technical standards to minimize this risk to the greatest extent possible.

**The mining and hauling process at the Nui Phao Project may face obstacles due to workplace accidents, production line faults, and equipment breakdowns.** Mining operations heavily rely on the functioning of machinery, equipment, and production lines operated by workers and technical staff. The risk of workplace accidents could result in human and asset losses for the Nui Phao Project, such as injuries, fatalities, or damage to machinery and equipment. The potential consequences include production delays to investigate the cause, rectify the damage, respond to regulatory authorities or the media, and, in the worst-case scenario, a temporary suspension of mining operations at the Nui Phao Project. In addition to the costs incurred during the recovery process, further expenses may arise from overseeing investigations, communication efforts, etc. The Company remains committed to ensuring that operations follow proper procedures, frequently promoting workplace safety, managing operations carefully, and strictly complying with legal regulations to minimize such adverse events.

## II. Business operations in the year

### 1. Overall business operations

- Business and production performance in 2024:

Thanks to a significant increase in copper sales, especially in the second half of 2024, NPM's net revenue for the fiscal year 2024 reached VND 14,336 billion, an increase of VND 243 billion compared to the previous year. Other key highlights of fiscal year 2024 compared to fiscal year 2023 include:

- Revenue from tungsten sales to third-party customers remained stable compared to fiscal year 2023, primarily due to higher realized selling prices. This was particularly evident in Q2 and Q3 2024 when market prices rose to \$325-\$335 per mtu, offsetting the impact of weaker market demand.
- Copper revenue saw a significant improvement, reaching VND 1,484 billion in fiscal year 2024. Increased domestic customer sales played a crucial role in strengthening the Company's free cash flow.
- Revenue from fluorspar and bismuth reached VND 1,332 billion and VND 92 billion, respectively, marking a decline from fiscal year 2023. The decrease was mainly due to



lower production volumes caused by extended maintenance shutdowns and the impact of Super Typhoon Yagi in September 2024.

In fiscal year 2024, HCS faced significant economic challenges in its midstream tungsten products, including tungsten carbide and tungsten powder. Demand in the North American Free Trade Area (NAFTA) was weak due to slowing economic growth, as customers closely monitored potential interest rate cuts by the U.S. Federal Reserve (FED). Similarly, the European, Middle Eastern, and African (EMEA) markets remained sluggish amid ongoing industrial production declines, rising cost pressures, and weak investment. In the Asia-Pacific (APAC) region, although there was strong growth in the first half of 2024, the Chinese end-market weakened in the second half, with low order volumes becoming a major concern for HCS customers.

On December 18, 2024, MHT (NPM's parent company) announced the completion of the sale of 100% of HCS's shares to Mitsubishi Materials Corporation ("MMC") for \$134.5 million. As part of the transaction, MHT and HCS signed an APT and tungsten oxide sales agreement, ensuring long-term benefits for both parties while providing MHT with a solid foundation to maximize order volumes.

#### Operational Performance in Q4 2024

- The business performance of Núi Pháo Mining and Processing Co., Ltd. ("NPMC") and Masan Tungsten Co., Ltd. ("MTC") in Vietnam improved in Q4 2024, following the negative impacts of Super Typhoon Yagi and the two-week maintenance shutdown at the Núi Pháo plant in Q3 2024.
- The total milled ore volume in Q4 2024 reached 903,000 tons, the highest quarterly output of the year.
- Production volumes of all products improved compared to Q3 2024.
- Under the "Adapt to Change" program, the Company signed a contract with a new mining and blasting contractor, reducing mining costs by 10% compared to previous contracts. The transition to the new contractor was completed in Q4 2024, and ongoing collaboration is ensuring further optimization of mining operations at Núi Pháo.
- The Company continued to sell copper inventory, achieving total copper revenue of VND 1,484 billion in fiscal year 2024 (compared to VND 1,044 billion in fiscal year 2023). Higher copper revenue is expected in fiscal year 2025.

As of December 31, 2024, the market value of NPMC's copper inventory was nearly \$50 million.

#### Tungsten

The global economic landscape in FY2024, particularly during the 4Q2024, revealed a complex interplay of geopolitical, macroeconomic, and sector-specific challenges, each exerting influence over the tungsten market. Despite an industrial downturn in many of the key consuming economies, and economic challenges in China the largest market by end-use, the prices remained relatively stable with an average price of \$318/MTU WO<sub>3</sub> across the year (up 0.5% YOY) holding at \$325/MTU WO<sub>3</sub> in 4Q2024. As we move into 1Q2025 and the start of a Trump presidency the market is less likely to be driven by fundamentals and more likely to follow sentiment, especially given the risk of escalation in the ongoing US-China trade war. Breaking news as of February 3rd 2025 was the announcement of export controls on a series of





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HS Codes including tungsten products, in particular the Tungsten intermediate chemicals; APT & Oxides that MHT is the largest ex. China producer of. MHT management is bullish about the tungsten prices in future given how sensitive ex. China supply chains are to a supply shock after ~ 12 months of destocking.

The demand outlook globally remained depressed throughout 4Q24 with many consumers focusing on year end de-stocking, and sector-specific trends gave a mixed picture. The automotive sector, one of the largest consuming segments finally saw a return to growth in sales across the four major markets—China, the U.S., the EU, and India, with a sharp 4% increase. The consumer electronics market showed signs of recovery. In 4Q2024, smartphone shipments grew by 2.4%, while PC shipments recorded a modest 1.4% YoY increase.

Civil aircraft deliveries in 4Q2024 saw a significant 17% decline, with Boeing struggling with labor strikes and internal supply chain issues. The oil and gas sector underperformed as rising production and inventories put downward pressure on crude prices. This was partially offset by OPEC+ production cuts, though overall oil prices remained muted at \$72 per barrel in 4Q2024 and hence the active rig count fell 3.3% YoY, with the most significant reductions occurring in the U.S. and Latin America.

At the Macro level there are positive signs for demand growth in FY25; In December 24 the People's Bank of China (PBOC) announced its first monetary policy easing since 2010, which included a reduction in interest rates and the introduction of asset buying programs to inject liquidity into the economy. In addition, the Chinese government unveiled plans to issue \$400bio in special treasury bonds for FY25, the highest annual amount on record with the aim of supporting infrastructure projects and stimulating consumption. Despite continued stress in the property sector and lackluster domestic consumption there is real growth in high technology manufacturing and industries associated with the energy transition; New Energy Vehicle (NEV) Sales grew by 35.5% YOY in FY24 and are forecast to grow by a further 30% in FY25, and the clean energy sector is forecast to grow at double digits accounting for over 10% of China's GDP in FY24. In the U.S. the economy remains resilient with GDP growth at 2.3% in FY24 and forecast to grow at between 1.5-2.7% in FY25. Despite a contracting manufacturing sector, consumer confidence remains robust supported by increased after-tax income, wage growth, and a robust retail performance particularly during the 4Q24 holiday season. The Trump administration is expected to be positive for growth with a focus on deregulation and a reduced tax burden for business, as well as a targeted investment to encourage reshoring. Across the EU the economic outlook is less positive with EU manufacturing PMI data in FY2024 showing sharp declines across the major industrial economies; Germany, France, and Italy which are currently stuck in an industrial recession due to the structural effects of high energy costs, underinvestment, and increased competition from China and APAC in key industries such as Automotive. In a positive move the ECB is expected to extend back-to-back interest rate cuts at least until July 2025. These cuts aim to shield the region from the imminent threat posed by external factors, such as potential U.S. tariffs. The top two economies in the bloc—Germany and France—are also grappling with political instability, contributing to a sluggish pace of recovery.

### **Cobalt**

In 4Q2024, Cobalt prices experienced a 5% quarter-on-quarter decline, due to a substantial oversupply in the market and subdued demand growth. Production in the two dominant regions of the Democratic Republic of Congo (DRC) and Indonesia exceeded earlier forecasts, with CMOG nearly doubling its production in the DRC and the Cobalt in HPAL production in



Indonesia rising by 22% YOY. Demand growth from the EV sector (a primary driver of cobalt consumption in tertiary batteries) lagged forecast both from an organic sales growth perspective, and a shift in use from NCM chemistries to the more cost effective LFP chemistry which excludes Cobalt. There was also a sharp reduction in the performance of commercial aircraft deliveries (down 10% YOY) which impacted metal demand for superalloy production. Looking ahead to FY2025, the Cobalt price is likely to remain under pressure with analysts forecasting an oversupplied market out to 2027. With the divestiture of H.C.Starck in December 2024 MHT has exited its exposure to the Cobalt price and will cease to report on the market going forward.

### **Fluorspar**

Fluorspar prices remained largely stable and rangebound throughout 4Q2024, fluctuating between \$490 and \$510 per dmt, as the slowdown in downstream industry mitigated any potential impact from reduced primary material supply from China. In China, prices saw consecutive increases in October and November, driven by tight market conditions as the winter season took hold; mine production typically drops throughout 4Q/1Q as the ground conditions in Inner Mongolia and Mongolia restrict operations. The outlook for FY25 is of stability across the market; whilst manufacturers will likely continue to face weak demand across the traditional segments of refrigerants and fluoropolymers, the demand for Fluorine molecules such as LiPF<sub>6</sub> from the NEV segment continues to grow at an aggressive rate. On the supply side there are no new projects in the pipeline forecast to come on in the near term, and the production from a possible restart of the St. Lawrence mine in Canada would not materially change the supply demand balance at this point, as China continues to step back from the export market.

The MHT Management team expects ongoing demand for the high-quality Nui Phao Acidspar throughout FY2025 and initial negotiations point to the book being fully sold once again.

### **Bismuth**

Chinese bismuth prices declined in 4Q2024, settling at \$5.9/lb after peaking at \$6.2/lb in September 2024. Further volatility in price is forecast after the Chinese government announced export controls for Bismuth under the 'dual-use' regulations in November 2024. China's bismuth exports surged by 44% in FY24, as consumers and traders stocked up on inventory in response to supply shortages and ongoing supply chain disruptions. However, China's December bismuth production was recorded at just half of the 2023 levels and is expected to remain low in Q1 2025, primarily due to the Lunar New Year holiday season and planned maintenance, which may signal a recovery in price to come. Bismuth is also one of the metals that China has put export controls effective 4th February, 2025.

### **Copper**

Copper prices experienced a decline in 4Q2024, driven by robust mine production and slow but firm global demand, which placed significant downward pressure on the market. Despite a temporary price surge following China's September stimulus, the rebound proved short-lived, constrained by a lack of follow-through on policy measures and a strengthening US dollar, which further eroded market momentum.

Mined copper production saw substantial gains in 4Q2024. Antofagasta reported a 12% QoQ increase, while Rio Tinto's output rose 26%, reaching 202,000 metric tons, contributing to a 13% YoY increase in full-year production, totaling 697,000 metric tons. First Quantum also posted a 14% YoY increase in Q4, though a slight quarterly decline of 4,000 tons was noted. China's copper imports for the full year totaled 5.7 million tons, up 3.27% from the previous

year. In December, imports surged to 2.5 million metric tons, marking a 12.3% MoM increase and a 1.7% YoY rise. However, despite these inflows, the broader market faced challenges. The Chinese stimulus rollout in September 2024 temporarily buoyed prices but failed to maintain momentum due to a lack of sustained policy support.

Fastmarket forecasts a low annual average spot TCs of \$10.7/t for FY2025, signaling continued tightness in the concentrate market. This is expected to result from expanding smelter capacity and a limited ramp-up in new mine production, further tightening supply conditions. Though, the long-term outlook for copper remains favorable, fueled by global shifts towards renewable energy, electric vehicles, and AI technologies, all of which are expected to fuel copper demand in FY2025 and beyond. Analysts anticipate China will accelerate its stimulus efforts in FY2025, potentially including expanded consumer trade-in schemes and further rate cuts to bolster economic activity. However, geopolitical uncertainties, particularly surrounding the new U.S. administration under Donald Trump, are expected to influence copper demand dynamics. In conclusion, while copper prices in 4Q2024 were dampened by excess supply and lackluster demand, the broader market remains optimistic for FY2025, with strong industrial drivers and continued supply constraints expected to shape the market outlook in the year ahead.

AVERAGE COMMODITY PRICES	Unit	Average FY2024	Average FY2023	% change	At 31.12.2024	At 31.12.2023
APT European Low*	US\$/mt u	318	316	0%	320	300
Bismuth Low*	US\$/lb	5.2	3.9	32%	5.7	3.7
Copper*	US\$/t	9,143	8,482	8%	8,705	8,475
Fluorspar Acid Grade**	US\$/t	484	467	4%	497	507
Cobalt*	US\$/lb	11.3	15.1	-25%	10.0	13.0

\* Metals Bulletin, \*\* Industrial Minerals

#### Net Revenue Increased by 2%

NPM recorded net revenue of VND 14,336 billion in fiscal year 2024, a 2% increase compared to VND 14,093 billion in fiscal year 2023.

Tungsten revenue reached VND 11,428 billion, down 0.02% from fiscal year 2023, as weak market demand was partially offset by a sharp market price increase in Q2 and Q3 2024.

Fluorspar revenue declined by 6% to VND 1,332 billion due to lower sales volume, despite higher realized selling prices.

Bismuth revenue dropped 54% to VND 92 billion, compared to VND 201 billion in fiscal year 2023, primarily due to lower sales volumes.

Copper revenue reached VND 1,484 billion, supported by continued domestic copper sales. Management expects the Company to continue benefiting from domestic copper sales in fiscal year 2025.

#### EBITDA Growth:



EBITDA reached VND 1,800 billion, up 12% year-over-year – Fiscal year 2024 EBITDA was VND 1,800 billion, marking a 12% increase from fiscal year 2023.

The EBITDA margin improved to 12.6%, compared to 11.4% in the previous year.

This increase was mainly driven by lower unit production costs for NPMC products due to the management team's cost optimization efforts, as well as higher sales of high-margin copper products.

#### Net Loss Attributable to Shareholders:

Net loss of VND 1,588 billion – The Company reported a net loss attributable to its shareholders of VND 1,588 billion in fiscal year 2024, an improvement of VND 133 billion compared to the previous year.

Two key factors impacted net profit in fiscal year 2024:

In Q4 2024, the Company recorded a one-time profit of approximately VND 1,000 billion from the sale of HCS.

MHT is undergoing a strategic transition, prioritizing cost-saving initiatives, cautious cash flow management, and minimizing exposure to unprofitable businesses in the medium term. As part of this transition, the Company recorded non-cash one-time costs in Q4 2024, which offset the positive impact of the HCS sale profit mentioned above.

VND Billion	FY2024	FY2023	Growth
<b>Nui Phao Mining Consolidated Financial Results</b>			
Net Revenue <sup>(1)</sup>	14,336	14,093	2%
EBITDA <sup>(2)</sup>	1,800	1,603	12%
NPAT Pre-MI	(1536)	(1409)	9%
NPAT Post-MI	(1588)	(1455)	9%

<sup>(1)</sup> Financial numbers are based on management figures.

<sup>(2)</sup> Earnings before interest, taxation, depreciation, and amortization (EBITDA) excludes other income and other expenses.

## 2. Organization and Personnel

### 2.1. Board of Management and other managers of the Company

- The Members' Council of the Company, as of December 31, 2021, consists of four members as follows:
  - Mr. Nguyen Thieu Nam – Chairman of the Members' Council;
  - Mr. Nguyen Van Thang – Deputy Chairman of the Members' Council;
  - Mr. Danny Le – Member of the Members' Council;
  - Mr. Craig Richard Bradshaw – Member of the Members' Council (resigned from 1/1/2025)

➤ Mr. Ashley James McAleese - Member of the Board of Members (appointed from 1/1/2025)

- Board of Management:

Full name	Personal Information	ID/Citizen Identification/Passport No.	Title
Mr. Craig Richard Bradshaw	<ul style="list-style-type: none"> <li>Gender: Male</li> <li>D.O.B: 29/09/1971</li> <li>Nationality: Australian</li> <li>Qualification: Bachelor of Business, University of Southern Queensland, Australia</li> <li>Employment history: Mr. Craig has over 30 years of experience, including 25 years in the mining business, spanning mining and processing operations, logistics, and sales and marketing in Australia, Thailand and Lao PDR. Mr. Bradshaw was previously Senior Commercial Manager for Lang Xang Minerals Ltd Sepon Mine. He has also previously served as the Country General Manager for Thailand for Toll, Australia's largest fully integrated logistics service provider.</li> <li>Share ownership percentage in the Company: None</li> </ul>	RA3455757	General Director (dismissed from January 1, 2025)
Ashley James McAleese	<ul style="list-style-type: none"> <li>Gender: Male</li> <li>D.O.B: 01/02/1980</li> <li>Nationality: Australian</li> <li>Qualification: Minerals Processing Engineer</li> <li>Employment history: Mr. Ashley has more than 20 years of operational experience across a range of commodities that include Copper, Gold, Silver, Zinc and Lead on both operating and greenfield projects working in Australia, Indonesia, Papua New Guinea and now Vietnam. Prior to joining NPM, he was the Operations</li> </ul>	PA9115533	Chief Operations Officer (dismissed from January 1, 2025 and appointed to the position of General Director from January 1, 2025)



	<p>Manager for PT Batutua Tembaga Raya which owns the Wetar Copper Project on Wetar island, Indonesia and prior to that was Operations Manager for PT Natarang Mining in Indonesia. He is a member of Australasian Institute of Mining and Metallurgy...</p> <ul style="list-style-type: none"> <li>Share ownership percentage in the Company: None</li> </ul>		
Michael Glover	<ul style="list-style-type: none"> <li>Gender: Male</li> <li>D.O.B: 21/05/1965</li> <li>Nationality: Australian</li> <li>Qualification: Bachelor's degree in Chemical Engineering (1986) and Master of Science in Engineering (1989) from the University of the Witwatersrand</li> <li>Employment history: With over 30 years of experience in the mining and metallurgical industries, he has held key management positions at mining and mineral processing companies in Vietnam, Australia, the Democratic Republic of the Congo, and South Africa. He has extensive expertise in process optimization, continuous improvement, mine planning, wastewater treatment, environmental compliance, and metallurgical plant operations</li> <li>Share ownership percentage in the Company: None</li> </ul>	PA9577843	Chief Operations Officer (appointed from January 1, 2025)
Aditya Aggarwal	<ul style="list-style-type: none"> <li>Gender: Male</li> <li>D.O.B: 26/06/1984</li> <li>Nationality: Indian</li> <li>Qualification: Master of Business Administration (MBA) in Finance &amp; Marketing and a Bachelor's degree in Electronics &amp; Communications Engineering</li> <li>Employment history: Over 12 years of comprehensive experience in M&amp;A,</li> </ul>	Z7581937	Chief Commercial Officer (appointed from January 1, 2025)

	<p>corporate finance, and risk management, having been involved in transactions totaling more than USD 1.5 billion. Previously, he served as the Strategy &amp; Business Development Manager at Jindal Steel &amp; Power Limited, India. Additionally, he spent three years at the Indian Telecom Development Center as a research engineer, developing telecommunications applications for mobile services.</p> <ul style="list-style-type: none"> <li>Share ownership percentage in the Company: None</li> </ul>		
Mr. Nguyen Huy Tuan	<ul style="list-style-type: none"> <li>Gender: Male</li> <li>D.O.B: 18/08/1991</li> <li>Nationality: Vietnamese</li> <li>Qualification: Bachelor of International Business Economics - Foreign Trade University</li> <li>Employment history: he holds a Bachelor in International Business Economics from Hanoi Foreign Trade University, and is a member of the Association of Chartered Certified Accountants (ACCA). He has had more than 10 years of experience in the field of finance, accounting and auditing. Prior to joining the Company, Mr. Tuan had more than 05 years working at PwC Vietnam Co., Ltd.</li> <li>Share ownership percentage in the Company: None</li> </ul>	001091033978	Chief Financial Officer
Mr. Phan Chien Thang	<ul style="list-style-type: none"> <li>Gender: Male</li> <li>D.O.B: 24/09/1976</li> <li>Nationality: Vietnamese</li> <li>Qualification: Bachelor of Laws - Hanoi Law University and a BA in English - Hanoi University of Foreign Languages (now Hanoi University)</li> <li>Employment history: Mr. Phan Chien Thang holds the position of Director of</li> </ul>	001076020212	Director of Media, Community and External Relations



	<p>Media, Community and External Relations at Masan High-Tech Materials. He has 22 years of experience in the field of journalism, communication and corporate affairs. He also holds the position of Vice Chairman of Vietnam Association of Geological and Mineral Enterprises (VAGME).</p> <ul style="list-style-type: none"> <li>Share ownership percentage in the Company: None</li> </ul>		
Ms. Nguyen Thi Thanh Mai	<ul style="list-style-type: none"> <li>Gender: Female</li> <li>D.O.B: 21/01/1974</li> <li>Nationality: Vietnamese</li> <li>Qualification: Bachelor of Accounting at National Economics University; Auditor Certificate issued by the Ministry of Finance.</li> <li>Employment history: She has more than 10 years of experience in auditing at Arthur Andersen Vietnam Limited Company and KPMG Limited. Prior to joining the Company, she was the Chief Accountant at Ban Phuc Nickel Mines Limited Liability Company for 12 years.</li> <li>Share ownership percentage in the Company: None</li> </ul>	001174022785	Chief Accountant
Ms. Dinh Le Hang	<ul style="list-style-type: none"> <li>Gender: Female</li> <li>D.O.B: 03/05/1972</li> <li>Nationality: Vietnamese</li> <li>Qualification: Master in International Accounting from Swinburne University of Technology in Australia, an Auditor Certificate issued by the Ministry of Finance, and a Certified Practicing Accountant (CPA) Australia</li> <li>Employment history: she holds a Master in International Accounting from Swinburne University of Technology in Australia, an Auditor Certificate issued by the Ministry of</li> </ul>	001172020418	Deputy General Director (dismissed from February 1, 2025)

	<p>Finance, and a Certified Practicing Accountant (CPA) Australia. She has more than 25 years of experience in the field of finance and accounting and auditing. Prior to joining the Company, Ms. Hang had many years of experience as a senior financial expert and held management positions at many large companies such as Insight Group (Australia), Ernst &amp; Young Vietnam Co., Ltd., HSBC Vietnam Bank, Standard Chartered Bank.</p> <ul style="list-style-type: none"> <li>• Share ownership percentage in the Company: None</li> </ul>		
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- Changes of the Board of Management and managers of the Company in 2024
- 18/01/2024: Mr. Nguyen Huy Tuan was appointed as Chief Financial Officer
- 31/12/2024: Mr. Craig Richard Bradshaw resigned from the position of General Director from 1/1/2025.
- 31/12/2024: Mr. Ashley James McAleese resigned from the position of Executive Director of Manufacturing and was appointed as General Director from 1/1/2025.
- 31/12/2024: Mr. Michael Glover was appointed as Executive Director of Manufacturing from 1/1/2025
- 31/12/2024: Mr. Aditya Aggarwal was appointed as Chief Commercial Officer from 1/1/2025

## **2.2. Employees and Policy for employees**

### **a) Number of Nui Phao Company's employees**

As of December 31, 2024, the total number of employees at Nui Phao Company is 1,197.

The table below shows the total number of employees (excluding casual labor) and average income as of December 31, 2024:

<b>Year</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Total employees, in which	1,219	1,199	1,197
- Vietnamese	1,160	1,163	1,174
- Expat	60	36	23
Average income (VND million per month) for Vietnamese employees	13,2	13,5	13,6

### **b) Policy for employees**

#### **➤ Working hours, rest time and working shift**

Working hours are the duration that an Employee must be present at the workplace, work and perform assigned tasks in accordance with the Company's Regulations.



- a. For the normal regime, employees are arranged to work 40 hours/week or 48 hours/week, based on Article 105 of the Labor Code 2019. Working from 8 a.m to 12 p.m and from 1 p.m to 5 p.m on a daily basis; Lunch break from 12:00 p.m to 1:00 p.m.
- b. The special work in the areas of road, rail, water or air transportation; oil and gas exploration and extraction at sea; offshore work; in the fields of arts; use of radiation and nuclear engineering; application of high-frequency waves; information technology; research and application of technology; industrial design; diver's work, work in mines; seasonal production work and processing of goods by order; and work that requires for 24/24 hours on duty shall be arranged to work according to the international practices of the mining industry, specified in the labor Contract and not contrary to the provisions of the Labor Code; ensure compliance with the provisions of article 109 of the Labor Code 2019.

In order to ensure continuous operation and production plan 24/24 hours per day, 365 days per year, the Company can work with the internal Trade Union to arrange its employees to work and take compensatory days off in a appropriate manner providing that total working hours per day or week are not contrary to the law.

➤ **Annual leave, benefits/allowances**

Years of official service	Annual leave entitlement based on working conditions (in days).		
	Normal	Arduous and hazardous	Extremely arduous and hazardous
1-5	12	14	16
6-10	13	15	17
11-15	14	16	18
16-20	15	17	19
20-25	16	18	20
25-30	17	19	21

If the period of service is less than 12 months, his/her annual leave will be calculated on a pro rata basis in proportion to the number of months worked.

The formula is used to convert the annual leave accrual per month as follows:

$$\frac{(\text{Total annual leave entitlement})/12 \text{ months}}{\text{Number of working months}} = \text{Accrued annual leave}$$

➤ **Occupational Health and Safety Measures**

**I. Occupational Health**

In 2024, the Company has improved and optimized its occupational health care and protection programs to better support employees. Key initiatives include:

The Health Department partnered with hospitals to conduct pre-screening and sample collection at the Company, including the Hanoi office, before in-depth medical examinations at hospitals.

This approach saves time and costs for periodic health check-ups and occupational disease screenings while ensuring timely health consultations for employees.

Beyond caring for its own workforce, the Health Department also advises and supports contractors in organizing health check-ups for employees working at Núi Pháo Mine. These check-ups follow the Company's recommended list to ensure compliance and suitability with the working environment.

Mandatory occupational disease prevention training is provided to employees before starting work, along with additional occupational health training.

The Company continues to issue, promote, and remind employees about key health topics such as monkeypox prevention, common post-flood diseases, diphtheria prevention, seasonal flu prevention, and heat stroke awareness.

Safety and first-aid topics were shared with students and teachers at Phúc Linh and Hà Thượng primary and secondary schools, benefiting over 3,000 participants.

In 2024, the Company conducted health check-ups and post-exam consultations for 824 employees in the first round and 1,395 in the second round. Additionally, 4,431 internal consultations were provided, covering nutrition, exercise regimes, and chronic disease monitoring.

## ***II. Occupational Safety***

In 2024, with strong commitments and efforts from the Company's leadership and improvements in safety and health management approaches, workplace accident prevention has improved. The key safety performance indicators—Loss Time Injury Frequency Rate (LTIFR) and Total Recordable Injury Frequency Rate (TRIFR)—achieved 0.64 and 2.12, respectively, surpassing the 2024 targets (LTIFR 1.5 and TRIFR 2.7) and showing significant improvement compared to 2022 and 2023. This demonstrates that enhancements in the occupational health and safety management system are effective and should continue to be improved.

Key highlights of occupational safety management in 2024 include:

- MHT developed and implemented the NPSafe application, integrating an Incident Management module and a Management of Change (MOC) module. The Hazard Report app on Power Apps now includes two features: hazard reporting and task observation.
- Over 100 supervisors and engineers received in-depth training on root cause analysis and incident investigation to enhance their knowledge and skills, improving the quality of incident investigations and prevention measures.
- The Company organized activities to promote a positive safety culture among employees and contractors at Núi Pháo Mine, including:
  - The "2024 Safety Day" event, featuring safety management and fire prevention documentaries, essay and drawing competitions on safety culture, and recognition programs for individuals contributing to workplace safety.
- Regular testing of drinking water at the Company to ensure compliance with safety standards and readiness for emergencies.
- Dust control measures, including water spraying on mine roads twice daily during dry weather.
- Discussions on critical safety topics involving the CEO, plant managers, and department heads to improve risk awareness and incident prevention.



- Workplace environment monitoring and ongoing assessment of working conditions to classify and register additional hazardous job roles.
- Collaboration with relevant departments to assess contractors' compliance with occupational safety regulations twice a year.
- Improvements to the "New Safe Day – Rank Your Day (R.Y.D)" program across departments to promote a proactive safety mindset.
- Strengthened workplace safety inspections with participation from Company leadership, the Health & Safety Department, and relevant departments, generating safety observation reports with recommended corrective actions.
- In 2024, the total number of recordable incidents (TRI) was 10, including 3 lost-time incidents (LTI).

### ***III. Fire Prevention, Firefighting & Emergency Rescue***

In 2024, the Fire Prevention and Rescue Team continued to implement plans to enhance emergency response capabilities at NPMC:

- Regular internal fire safety inspections and collaboration with relevant departments to replace and maintain fire-fighting equipment.
- Fire safety training and practical fire extinguisher drills for 298 employees and 75 contractor staff.
- Organization of 18 emergency response drills, including:
  - 7 fire and rescue drills
  - 6 chemical spill response drills
  - 1 high-altitude rescue drill
  - 2 heat stroke response drills
  - 2 radiation exposure drills
- Participation in two Fire Safety Competitions in Thái Nguyên Province.
- Participation in a Ministry-level Firefighting and Rescue Drill at Yên Bình Industrial Park, Thái Nguyên Province.
- Support for extinguishing two large community fires.

### **3. Investment activities, projects implementation**

#### **a) Big investments**

None

#### **b) Subsidiaries and Associates**

- *Masan Tungsten Limited Liability Company*

Masan Tungsten Limited Liability Company, a subsidiary of Nui Phao Company, was established in 2014 as a Joint Venture with H.C. Starck GmbH, a leading worldwide manufacturer of technological metals and one of the biggest companies in the global tungsten industry. MTC connects the business operations of Nui Phao Company with the global tungsten market and refines the Company's tungsten concentrate into higher-value tungsten products, thereby enhancing the value of Vietnam's natural resources. The design and construction phase of MTC was completed in early 2015, and MTC officially commenced operations in 3Q2015 under Investment License No. 171022000001 (first issued on January 15, 2014). Since its establishment, MTC has continuously strived to maximize the utilization of available

infrastructure, achieving 94% of its design capacity in 2016 and reaching full design capacity in 2017.

The four main products of MTC used in production of Tungsten and Tungsten Carbides are: Tungsten compounds (as Sodium Tungsten or Calcium Tungsten); APT (Ammonium Paratungstate); BTO (Blue Tungsten Oxide); YTO (Yellow Tungsten Oxide). MTC produces high purity, world-competitive products while operating in Vietnam. This places MTC among the few new tungsten suppliers outside of China who are directly connected to a resource base.

Advantages of MTC:

- Tungsten Chemical Plant further processes tungsten concentrate into tungsten products with higher added value;
- Secured long term supply source from Nui Phao Company, with modern production facilities able to produce high quality products tailored to specific requirements of individual customers;
- Low conversion costs and preferential tax policies;
- Positive market reputation by affiliation with a high technology

Some key indicators from MTC's Consolidated Financial Statement are below:

*Unit: VND billion*

Indicator	31/12/2024
Total assets	5.746
Equity	3.645
Net revenue	11.439
Gross profit	738
Loss before tax	800
Loss after tax	60

*(Source: MTC's Audited Consolidated Financial Statement 2024)*



#### 4. Financial situation

##### a) Financial situation

Indicator	2023 VND Billion	2024 VND Billion	Increase /Decrease (%)
Total assets	37,159	23,873	-36%
Net Revenue	14,093	14,336	2%
Net operating profit	(1,653)	(145)	91%
Other profit	139	(675)	-586%
Profit before tax	(1,514)	(821)	46%
Profit after tax	(1,409)	(1,536)	9%

##### b) Key financial indicators

Indicator	2023	2024	Note
<i>1. Liquidity</i>			
+ Current ratio: Current assets/Current liabilities	1.11	1.34	
+ Quick ratio: <u>Current assets - Inventories</u> Short-term debt	0.49	0.78	
<i>2. Capital structure</i>			
+ Liabilities/Total assets ratio	0.71	0.60	
+ Liabilities/Equity ratio	2.41	1.52	
<i>3. Operating efficiency</i>			
+ Inventory turnover: Costs of sales/Average inventories	2.07	3,00	
+ Total asset turnover Net revenue/Total average asset	0.37	0.47	
<i>4. Profitability</i>			
+ Profit after tax/Net revenue	-10%	-11%	
+ Profit after tax/Equity	-13%	-16%	
+ Profit after tax/Total assets	-4%	-6%	
+ Operating profit/Net revenue	-12%	-1%	

For credit institutions and non-bank financial institutions: **Not applicable.**

#### 5. Shareholders' structure, change in the owners' equity

As of December 31, 2024, the list of capital contributors holding at least 5% of the equity interest in Nui Phao Company is as follows:

Name	Business Registration Certificate No.	Address	Total value of contributing capital (VND)	Rate of contributing capital
Masan Thai Nguyen Resources Company Limited ("MRTN")	0309960069	23 Le Duan Street, District 1, Ho Chi Minh City	8,634,332,124,000	80%
Thai Nguyen Trading and Investment Company Limited ("TNTI")	0310352925	23 Le Duan Street, District 1, Ho Chi Minh City	2158583031000	20%
<b>Total</b>			<b>10,792,915,155,000</b>	<b>100%</b>

(Source: the Company)

As of December 31, 2024, the capital structure of Nui Phao Company is as follows:

No.	Capital contributing member	Number of member	Total value of contributing capital (VND)	% contributed capital
<b>I</b>	<b>Domestic</b>	<b>2</b>	<b>10,792,915,155,000</b>	<b>100%</b>
1	Organization	2	10,792,915,155,000	100%
2	Individual	-	-	-
<b>II</b>	<b>Foreign</b>	<b>-</b>	<b>-</b>	<b>-</b>
1	Organization	-	-	-
2	Individual	-	-	-
	<b>Total</b>	<b>2</b>	<b>10,792,915,155,000</b>	<b>100%</b>

(Source: the Company)

#### a) Change in the owners' equity

In 2024, Nui Phao Company did not undergo any capital increase.

#### b) Transactions in treasury shares: None.

#### c) Other securities

In 2024, the Company did not issue bond

#### 6. Report related impact of the Company on the environment and society



#### 6.1. Environmental impacts:

##### - Greenhouse gas emissions:

In 2024, the total greenhouse gas emissions amounted to 104,000 tons of CO<sub>2</sub> equivalent; of which, direct greenhouse gas emissions (Scope 1) were 2,485 tons of CO<sub>2</sub> equivalent, and indirect greenhouse gas emissions (Scope 2) were 101,515 tons of CO<sub>2</sub> equivalent.

##### - Initiatives and measures to mitigate greenhouse gas emissions:

To mitigate greenhouse gas emissions, the Company continues to implement energy-saving solutions, particularly focusing on electricity-saving measures aimed at improving the performance of equipment such as pumps and crushers; regularly maintaining and servicing machinery and equipment. The Company is also researching and developing projects that utilize green energy and renewable energy in the future.

#### 6.2. Management of raw materials

##### a) *The total amount of raw materials used for the manufacture and packaging of the main products and services of the organization during the year.*

In 2024, the Company primarily used lean ore from the mining process as its main feed material.

Total volume of ROM ore in the reporting period (newly taken out of the natural state, before being transported to ROM pad or to the ore separation / extraction / enrichment area): 3,238,939.84 tonnes.

The main chemicals the Company used for processing in 2024 are:

- Sulfuric Acid (H<sub>2</sub>SO<sub>4</sub> 94%-98%): 2,845.27 tonnes
- Hydrogen Peroxide (H<sub>2</sub>O<sub>2</sub> 50%): 285.2 tonnes
- Lime powder (90%): 1,148.1 tonnes
- Sodium Carbonate (99.5%): 15,485 tonnes
- Sodium Chloride (99%): 688 tonnes
- Iron powder (100%): 689 tonnes

##### b) *The percentage of materials recycled to produce main products and services of the organization.*

##### *Recycle of water*

Most of wastewater from Oxide Tailings Cell (OTC) and Sulphide Tailings Cell (STC) will be recirculated to the processing plant for reuse, part of it is pumped into the Wastewater Treatment Plant for treatment to meet the discharge standards as per the discharge permit before discharging into Thuy Tinh Stream. Water from mining operations is partially recirculated for the processing plant, while a portion is pumped to the wastewater treatment plant for treatment. In 2024, a total of 8,820,000 m<sup>3</sup> of water was recirculated from the ponds for production purposes, accounting for 81% of the Company's total water usage.

##### *Waste reuse*

In 2024, the total volume of waste generated was 2,469.5 tons, of which recycled waste (scrap materials) accounted for 35% of the total waste generated.

##### *Utilization of waste rocks as building materials*

In 2024, the Company reused 590,273 m<sup>3</sup> of clean waste soil and rock for construction of TSF wall-dam and other mine facilities.

### 6.3. Energy consumption

- a) Energy consumption - direct and indirect.

The energy consumption of the Company in 2024 is as follows:

Fuel type	Quantity		Purpose of use
Diesel oil	780,674	liter	To operate processing equipment, generators and used for transportation.
Gasoline	41,574	liter	To be used for transportation
Outsourced power supply	153,991,001	kWh	To operate processing equipment and used for the office buildings.

- b) Energy savings through initiatives of efficient use of energy.

In 2024, the Company implemented electricity-saving solutions in several production processes. The amount of electricity saved from these solutions was approximately 776 thousand kWh, with specific solutions outlined in section c below.

- c) Report on energy saving initiatives (providing products and services to save energy or using renewable energy); report on the results of these initiatives.

Energy saving initiatives and its outcomes on saving targets, efficient use of energy in 2024:

- Improve the efficiency of the OTC tailings pond water return pump to Nui Phao plant.
- Optimize the charging and discharging of the Atlas Copco NPMC 6 air compressor, control the idle time to minimize energy waste.
- Optimize the settings of the CP501 air compressor to reduce power consumption, while still providing air to the neutralization area and Bismuth Cement production.

### 6.4. Water consumption

- a) Water supply and amount of water used.

Water supply for the company's processing activities are: (1) Recycled water (OTC & STC, PTP, COT and V-notch); (2) Surface water from Cong river.

Amount of water used and percentage:

Year	2024	Percentage (%)
<b>Total volume of water use (thousand m<sup>3</sup>)</b>	<b>10,892</b>	<b>100</b>
Surface water (Cong River water)	2,072	19
Recycled water	8,820	81
- Water from OTC	3,586	
- Water from STC	2,783	
- Pit Transfer Pond (PTP)	995	



- Recycled water from Cut-off Trench (COT)	679	
- Recycled water from V-notch	777	

- b) Percentage and total volume of water recycled and reused.

Total volume of water recycled and reused in 2024 is 8,820,000 m<sup>3</sup>, accounting for 81% of water consumption of the Company.

#### 6.5. Compliance with the law on environmental protection

- a) *Number of times the Company was fined for failing to comply with laws and regulations on environment in 2024:* None
- b) *The total amount of fines for failing to comply with laws and regulations on the environment:* None.

#### 6.6. Policies related to employees

- a) Number of employees, average wages of employees  
As of December 31, 2024, the Company employed 1,197 official employees, including 23 expatriates and 1,174 Vietnamese. The average income of Vietnamese employees reached 13,500,000 VND, with the minimum wage for employees in the Company set at 4,800,000 VND.
- b) Labor policies to ensure health, safety and welfare of workers  
Ensuring the health of employees is not only a responsibility but also a key goal in building a sustainable ecosystem at MHT. This is achieved by complying with legal regulations regarding working hours, rest periods, and other labor laws, as well as providing a safe, healthy, and positive working environment. Furthermore, the Company has a Clinic with competent healthcare personnel and built a new well-equipped medical center to support in examine and treat normal diseases at mild level and urgent management when any accident occurs in or near the project.  
In 2024, Employee Value Proposition (EVP) is rapidly becoming an important factor in organizations because of its key role in attracting, engaging and retaining top talent, while enhancing the employer brand. These are the values that the Company is committed to bringing to employees in order to attract, retain and develop talent.  
We enhance employee value proposition by constantly innovating and being flexible in organizational design through actions aimed at optimizing performance, costs, enhancing interaction and communication as well as developing strong human resources, thereby maintaining a stable workforce through stages, restructuring, building a streamlined and efficient organizational structure. In 2024, MHT will not have any employees losing their jobs due to the impact of economic crisis, natural disasters, and epidemics.  
In addition, we also focus on improving operational efficiency and optimizing human resource management through improving the policy system. In 2024, we issued and updated 5 important guidelines and policies on Human Resources, including: Timekeeping guidelines, guaranteed bonus guidelines for MTC's production department, flight booking guidelines, reimbursement guidelines for employees, recruitment policies and procedures. These improvements are not only aimed at improving the employee experience but also towards increasing transparency, fairness and efficiency in operational processes and continuing to develop a comprehensive total compensation system for employees at the Company as follows:

1. **Diverse bonus policies** for different groups of employee:
  - 13th-month salary and KPIs performance bonus: applicable to all employees, based on the operation and business performance.
  - Attendance bonus: applicable to employees at Rank 6 within the Company, with a monthly amount of 200,000 VND, upon meeting the internal policy conditions.
  - Talent retention bonus: applicable to employees in key roles within the organization.
  - Area bonus: Applicable to security staff working in specialized areas within the Company.
  - Area bonus for Metallurgy Team
  - Tradesman skill bonus: applicable to employees at Rank 6 in specialized positions in the Maintenance Department.
  - Monthly Star and Annual Star Awards: recognizing timely efforts and outstanding contributions from employees either in the month or throughout the year.
  - Other programs and awards: acknowledge special initiatives and individual or collective achievements, as well as active participation in learning and building the organizational culture.
2. **Healthcare insurance:** The Company provides a comprehensive healthcare insurance program not only for employees but also for their family members, in order to support and protect their health, reduce the financial burden on employees' families, and allow employees to work with peace of mind.
3. **Meal support:** The Company provides at least one main meal per day for all employees. For employees from outside Thai Nguyen province, the Company enhances the standard by offering three meals a day to attract candidates for specific positions requiring employees from other provinces. Specifically, the meal allowance is 45,000 VND per meal when working at the plant and 60,000 VND per meal when working at the Hanoi Office.
4. **Accommodation:** Expats and employees outside Thai Nguyen province, who must travel far to work at the plant, are provided with accommodation when working at the mine.
5. **Sick leave benefits:** Employees on sick leave receive 100% of their salary for up to 7 days per year.
6. **Travel support benefits:**
  - The Company provides a fixed shuttle bus route for daily transportation, ensuring convenient and safe travel for employees.
  - The Company offers free motorcycle parking services at the Hanoi Office and several designated motorcycle parking points in Thai Nguyen, where the Company has contracted services.



- The Company covers travel expenses for expats and employees outside Thai Nguyen province commuting from point of hire to the workplace and vice versa.
  - Travel support is provided for employees traveling daily from a distance of 10 km or more for one way to the workplace or the nearest Company bus stop.
  - Travel support is also available for specific positions to meet work requirements.
7. **Allowance in kind:** Employees receive in-kind benefits when performing heavy, hazardous tasks as per legal regulations and decision of the General Director.
  8. **Health check-ups:** Employees are entitled to periodic health check-ups with a broader range of tests than legally required, including breast cancer screening for female employees, helping to prevent and detect health issues early.
  9. **Cultural and engagement activities, and M-Points program:** the Company encourages employees to actively participate in programs and events, either internal or external, related to their work, personal development plans, and the Company's business goals.
  10. **Learning policies and Career paths:** The Company supports employees in their learning and personal development journey. This journey is unlimited; with tools and support provided by trainers and internal instructors, fostering self-learning, peer-to-peer learning, and spreading the culture of self-directed learning across the organization. This is a key policy and sustainable development direction for the Company. At the Company, opportunities for career advancement, professional development, soft skills training, and leadership capabilities are always available to employees at all levels, where they are encouraged to listen, engage in open dialogues, and actively participate in designing their own career paths.
  11. **Visiting policies:** The Company and its Trade Union show the attention and share to the Employees and their family members in the event of funeral, wedding or sickness.
  12. **Mobile phone provision and mobile charge support:** Employees are provided with mobile phones and receive monthly mobile charge allowances to promote efficient and cost-effective usage for work purposes, based on job requirements and the request of Department Manager.
  13. **Building, Maintaining, and Developing the Masaners care for Masaners Fund:** The goal of the Masaners Fund is to care for employees and their families through annual activities, strengthening connections with their families, such as providing educational support, awarding scholarships for children with outstanding academic achievements, and offering assistance to employees' parents and relatives.

With the efforts of a dedicated staff, the commitment of the Board of Directors in human resource management, along with promoting emulation movements in production and business and developing outstanding compensation policies, in 2024 the Company continued to be honored as "Enterprise for Employees" and continued to be trusted and accompanied by employees, as demonstrated by the fact that for two consecutive years the Company was honored as "Great Place to Work" by the global organization on workplace culture Great Place To Work® with the rate of employees agreeing that we are a great place to work up to 90%..

c) Employee training

At NPMC, we place people at the heart of our sustainable development strategy. In 2024, we launched a series of training and development programs to foster a culture of lifelong learning, cultivate young leadership, and enhance employee value through our Employee Value Proposition (EVP) strategy. These initiatives reflect our commitment to our core values—Respect, Innovation, and Results—while aligning with our ESG (Environmental, Social, and Governance), DEIB (Diversity, Equity, Inclusion, and Belonging), and EVP/PVP (Employee/People Value Proposition) strategies.

- Leadership Development Program: We have designed leadership training programs for managers and high-potential employees to build a future-ready leadership team. Our goal is to equip them with the skills needed to lead in a globalized environment and adapt to change. This year, we introduced regular leadership discussions and coaching sessions to foster innovation and sustainable growth within the company.
- Advanced Training & Reskilling : To enhance expertise across functional departments, particularly in Production, Mineral Processing, and Maintenance, we have focused on upskilling employees to keep pace with industry advancements. This initiative aims to improve job performance and boost productivity, ultimately contributing to the company's long-term success.
- Succession Planning & Talent Management : We have reviewed and refined our succession planning and talent management programs to ensure leadership continuity and workforce stability. By identifying and developing high-potential employees, we are preparing them for key roles in the future.
- Technical Skills Competition : Our annual Maintenance Skills Competition included both theoretical and practical assessments to evaluate and enhance employees' technical capabilities. This program not only recognizes outstanding talent but also helps employees develop personalized growth plans based on their skills and potential.
- Compliance Training : Alongside professional development, we have implemented mandatory training programs on Occupational Health & Safety (OHS), Chemical Safety, Fire Prevention & Rescue, and Equipment Operation. These initiatives ensure regulatory compliance and create a safe working environment. In addition to external partnerships, we emphasize internal training programs to improve awareness, expand skill sets, and optimize costs.

In 2024, NPMC reaffirmed its dedication to investing in human capital through comprehensive training and development initiatives. These efforts not only empower individuals but also strengthen our culture of lifelong learning, nurture young leaders, and drive strategic priorities such as ESG, DEIB, and EVP/PVP.

With 56,327 training hours and 35,087 participant engagements, we are proud of our progress in creating a workplace culture centered on respect, innovation, and results. These achievements address current needs while laying the groundwork for a sustainable future.

Moving forward, we will continue to invest in our people, recognizing them as the foundation of sustainable growth and shared prosperity.

## **6.7. Report on responsibility for local community**

### **Economic Recovery Fund**

- In 2024, the Company worked with the Dai Tu district Social Policy Bank, trust associations of Ha Thuong commune, Hung Son town, Phuc Linh commune, and Tan Linh commune to verify and disburse for 24 households eligible to access the loan



capital with an amount of VND 1.2 billion to implement the household economic development models, of which: 21 households producing tea, 1 households planting trees, 2 households raising chickens.

- By the end of 2024, 478 households were benefiting from this program, with a total revolving capital of VND 17,349 million. 100% of households improved their income and economic conditions.

#### **Economic development model**

- Support the establishment of the Hung Son town honey beekeeping cooperative with 15 households and more than 500 beehives.
- Support the establishment of the Khuan Ga tea cooperative in Hung Son town with 8 households, an area of 5 hectares.
- Accompany the Nhat Thuc tea cooperative to promote brand development through the construction of a new website at [www.nhatthuctea.com](http://www.nhatthuctea.com) and support the printing of packaging for the OCOP tea product "Bach Long Huong".
- Accompany the Hung Son town safe vegetable cooperative to manage waste classification in agricultural production: Training on waste classification, establishing an environmental protection team and donating 10 waste collection tanks located at Xuan Dai vegetable field.

#### **Social security and community development**

- Organized 19 propaganda and training sessions for more than 3,000 people on the following topics: Electrical safety; drowning prevention; proper use of phones; environmental protection; life skills education, etc.
- Presented many meaningful gifts on the occasion of the new school year opening; supported facilities for Doi Can High School, Tan Linh Primary School, Phuc Linh Kindergarten.
- Presented many scholarships to students in difficult circumstances who strive to study well in the program "Lighting up the faith, helping children go to school - Because children are studious" for the 11th time, the program "Godmother".
- Presented 40 gifts to people with meritorious services and families with preferential policies on the occasion of War Invalids and Martyrs Day, July 27.
- Presented 140 Tet gifts to poor households and households in especially difficult circumstances on the occasion of Lunar New Year, worth 70 million VND.
- Supported the construction and repair of 3 solidarity houses for poor households, with a total cost of 40 million VND. - Donated 1,000 gifts worth more than 300 million VND including essential products of Masan Group, providing timely support to people who suffered heavy losses due to Typhoon Yagi and the historic flood in Thai Nguyen province

#### **Health, Water and Sanitation**

- Organized a team of doctors and medical staff from the Company to examine, provide health consultation and give free medicine to 225 policy beneficiaries and meritorious people in Tan Linh and Khoi Ky communes.



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- Coordinated with the Hematology - Blood Transfusion Center (Thai Nguyen Central Hospital) to successfully organize a humanitarian blood donation program with the theme "A drop of blood given - A life left behind". The program attracted 229 employees to register to donate blood, collecting 226 units of blood.
- Donated 150 trash cans worth 30 million VND for a green - clean - beautiful environment in Tan Linh commune.
- Donated 12 new sets of sanitary equipment to Phuc Linh Kindergarten, contributing to improving living conditions for children, with a total support budget of 20 million VND.
- Support 20 million VND to buy equipment to install in the restroom (toilet, sink) for the classroom at Vai Thai ethnic minority school, Yen Son commune, Ha Quang district, Cao Bang province.

### **ECONOMIC DEVELOPMENT**

#### **Agriculture – Agricultural Promotion**

##### **Supporting Nhat Thuc Tea Cooperative**

In 2024, the company continues to collaborate with Nhat Thuc Tea Cooperative to develop a new website at [www.nhatthuctea.com](http://www.nhatthuctea.com), aiming to enhance brand recognition, boost online business on digital platforms, and effectively promote products. The new website, featuring a modern design, an attractive and intelligent interface, represents a technological upgrade to enhance customer experience.

Additionally, in 2024, the company actively supports the cooperative by providing consultancy on product packaging design and funding for the packaging of Bach Long Huong Tea. The company also creates opportunities for the cooperative to showcase its products at company events, trade promotion programs, and the OCOP fair in Thai Nguyen province. Notably, with the support of Nui Phao, multiple documentaries about Nhat Thuc Tea have been produced and broadcasted on local and national television channels.

##### **Collaboration in Beekeeping**

A major milestone in 2024 was the successful transition of the Beekeeping Cooperative Group into Tan Linh Agricultural Cooperative. From 170 beehives at its inception, by the end of 2024, the cooperative expanded to nearly 900 beehives, yielding over 17 tons of honey annually. Before harvesting or selling, the cooperative conducts thorough quality checks, ensuring significant improvements in product quality to meet customer demands. The cooperative's honey is 100% pure, free of chemicals or additives, and is distributed in various localities such as Thai Nguyen, Hanoi, Hung Yen, Bac Giang, and Vinh Phuc. Prices range from 160,000 VND to 200,000 VND per liter, depending on the type of floral nectar.

Throughout the year, the company has continued supporting the cooperative by funding the design and printing of packaging and labels worth 29 million VND. Furthermore, the company purchased 100 liters of honey from the cooperative to use as gifts for employees and partners.

### **CORPORATE SOCIAL RESPONSIBILITY ACTIVITIES**

#### **Environmental Protection**



World Water Day & Earth Hour (March 2024): The company organized awareness campaigns at local schools under the theme "Water for Peace."

World Environment Day (June 2024): The company partnered with the Farmers' Association of Hung Son Town to conduct training on waste classification, establish an environmental protection team, and donate 10 waste collection bins to the Xuan Dai vegetable fields.

"Clean Up the World" Campaign (September 2024): Collaborating with the Women's Union of Tan Linh Commune, the company promoted solid waste classification and donated 150 waste bins (60-liter capacity) worth 30 million VND to households along inter-commune roads. This initiative not only encouraged green living but also helped Tan Linh achieve environmental standards for the advanced new rural development program.

#### **Mid-Autumn Festival Celebration for Children**

In September 2024, the company's leadership, alongside the People's Committee of Dai Tu District, visited and donated gifts to 40 children receiving treatment at Dai Tu District General Hospital. Company representatives personally visited each child, inquiring about their health and well-being, and wished them a speedy recovery.

Additionally, the company supported four communes and towns in the Nui Phao project area with 5 million VND each for Mid-Autumn Festival gifts for children. The total value of gifts provided was nearly 40 million VND.

#### **Honoring Families of War Veterans and Revolutionaries**

On War Invalids and Martyrs' Day (July 27), the company, in collaboration with the People's Committees of Khoi Ky and Tan Linh communes, the Dai Tu District Medical Center, and Thai Ha Eye Hospital, organized free medical examinations, consultations, and medication distribution for 225 war veterans. Additionally, a delegation paid tribute at the National Historical Site of July 27 and presented 40 gifts to veteran revolutionaries in Dai Tu District as a gesture of deep gratitude.

Beyond material support, the 27/7 tribute program served as an opportunity for MHT employees to express care and compassion for war veterans and the community.

#### **Community Education and Training Support**

Organized 19 training sessions for 3,000 students and community members on topics such as electrical safety, drowning prevention, responsible smartphone use, environmental protection, and life skills.

Provided 40 scholarships to underprivileged students through the "Lighting Up Hope – Supporting Young Scholars" program (September 2024) with a total value of 40 million VND.

Sponsored 20 million VND for a swimming course at Tan Linh Primary & Secondary School, where 60 students completed training, with 12 competing in district-level swimming competitions and 3 winning prizes (1st and 3rd place).

Donated essential equipment for the new school year, valued at nearly 100 million VND, including stage decorations for Doi Can High School, 16 sets of desks and chairs for Tân Linh Primary School's English room, and new sanitation facilities for Phuc Linh Kindergarten.

Provided 20 million VND for installing toilets and washbasins at Vai Thai Ethnic Minority School, Yen Son Commune, Ha Quang District, Cao Bang Province.

#### **Infrastructure development support**

Constructed and renovated three solidarity houses for impoverished families in Phuc Linh, Ha Thuong, and Hung Son Town, with a total cost of 40 million VND.

Provided outdoor sports equipment for the Phuc Linh Commune cultural center.

Expanded rural lighting systems in Ha Thuong, Tan Linh, and Phuc Linh communes.

Provided stage decorations for An Long neighborhood cultural house, Hung Son Town.

The total support for these projects exceeded 500 million VND, contributing to enhanced public health, security, and rural development.

### **Cultural and Social Contributions**

Donated 70 million VND (~140 gifts) to underprivileged families during the 2024 "Tet for the Poor" campaign in Thai Nguyen Province.

Participated in local cultural events, including the recognition ceremony for Dai Tu District's New Rural Development achievement, the 2024 Giap Thin Tea Festival, and the establishment of the Cao Lan Ethnic Culture Club.

Engaged in national solidarity celebrations, supported political and social organizations, and provided gifts to disadvantaged parishioners.

Total contributions to these activities amounted to approximately 500 million VND.

### **ACHIEVEMENTS IN 2024**

#### **Supporting Advanced New Rural Development**

- Completed five infrastructure projects to help Tân Linh and Phuc Linh communes meet advanced new rural standards.
- Donated 150 waste bins worth over 30 million VND, supporting Tan Linh in achieving environmental goals.
- Renovated three solidarity houses for impoverished families, with a total cost of 40 million VND.

#### **Empowering Ethnic Minority Communities**

- Established the Cao Lan Ethnic Culture and Arts Club in Ha Thuong.
- Provided 20 million VND for sanitation facilities at an ethnic minority school in Cao Bang Province.
- Supported four economic development models for disadvantaged ethnic minority women, including egg-laying chickens, goats, and cattle farming.
- Finalize the ethnic minority support report for the period 2010-2024 and plan to address areas for improvement in the environmental and social appraisal report (ESDD).

#### **Sustainable Community Development**

- Implemented a sustainable clean water project in Ha Thuong, saving an estimated 200 million VND in 2024 and over 600 million VND annually from 2025.
- Developed a new website for Nhat Thuc Tea Cooperative to enhance branding and online sales.
- Established a new tea cooperative (Khuan Ga Tea Cooperative) and a beekeeping cooperative group in Hung Son Town.
- Installed 3 km of rural lighting systems.



- Disbursed 1.2 billion VND in economic recovery loans to 24 households.

#### **Caring for the poor, women and children**

- Giving 140 Tet gifts to poor households and households in especially difficult circumstances on the occasion of Lunar New Year, worth 70 million VND.
- Organizing 19 training programs for 3,000 students and people on the following contents: Safety, environmental protection, soft skills, etc.
- 5 scholarships to support orphans under the "Godmother" program.
- 40 scholarships for students in difficult circumstances to excel in their studies under the program "Lighting up the faith, helping children go to school - Because children love to study".

**Emergency Relief:** Provided 1,000 essential gift packages to families affected by Typhoon No. 3 and historic floods, with total aid exceeding 300 million VND.

#### **6.8. Green capital market activities under the guidance of the State Securities Commission (SSC)**

Not applicable.

### **III. Report and assessment of the Board of Management**

#### **1. Business performance assessment**

In fiscal year 2024, HCS faced significant economic challenges in its midstream tungsten products, including tungsten carbide and tungsten powder. Demand in the North American Free Trade Area (NAFTA) was weak due to slowing economic growth, as customers closely monitored potential interest rate cuts by the U.S. Federal Reserve (FED). Similarly, the European, Middle Eastern, and African (EMEA) markets remained sluggish amid ongoing industrial production declines, rising cost pressures, and weak investment. In the Asia-Pacific (APAC) region, although there was strong growth in the first half of 2024, the Chinese end-market weakened in the second half, with low order volumes becoming a major concern for HCS customers.

On December 18, 2024, MHT announced the completion of the sale of 100% of HCS's shares to Mitsubishi Materials Corporation ("MMC") for \$134.5 million. As part of the transaction, MHT and HCS signed an APT and tungsten oxide sales agreement, ensuring long-term benefits for both parties while providing MHT with a solid foundation to maximize order volumes. The proceeds from this sale will be used to reduce MHT's debt from approximately \$670 million to \$490 million. Additionally, in Q4 2024, MHT will record a one-time net gain of approximately VND 1,000 billion (after deducting transaction costs and other one-time expenses related to the deal).

#### **Operational Performance in Q4 2024:**

The business performance of Núi Pháo Mining and Processing Co., Ltd. ("NPMC") and Masan Tungsten Co., Ltd. ("MTC") in Vietnam improved in Q4 2024, following the negative impacts of Super Typhoon Yagi and the two-week maintenance shutdown at the Núi Pháo plant in Q3 2024.

The total milled ore volume in Q4 2024 reached 903,000 tons, the highest quarterly output of the year.

Production volumes of all products improved compared to Q3 2024.

Under the "Adapt to Change" program, the Company signed a contract with a new mining and blasting contractor, reducing mining costs by 10% compared to previous contracts. The transition to the new contractor was completed in Q4 2024, and ongoing collaboration is ensuring further optimization of mining operations at Núi Pháo.

The Company continued to sell copper inventory, achieving total copper revenue of VND 1,442 billion in fiscal year 2024 (compared to VND 1,044 billion in fiscal year 2023). Higher copper revenue is expected in fiscal year 2025.

As of December 31, 2024, the market value of NPMC's copper inventory was nearly \$50 million.

## 2. Financial situation

### a) Assets

Changes in assets	2023 VND Billion	2024 VND Billion	Increase /Decrease (%)
Current assets	10,589	6,966	-34%
Of which:			
Accounts receivable	1,668	790	-53%
Inventories	5,948	2,928	-51%
Long-term assets	26,570	16,907	-36%
Of which:			
Fixed assets	16,958	11,231	-34%
Construction in progress	2,472	1,209	-51%
Total assets	37,159	23,873	-36%

### b) Liabilities

Major changes of debts	2023 VND Billion	2024 VND Billion	Increase /Decrease (%)
Short-term debt	9,527	5,180	-46%
Of which:			
Accounts payable to suppliers	1,082	463	-57%
Other short-term payables	296	45	-85%



Short-term borrowings and financial lease liabilities	6,405	3,662	-43%
Long-term debt	16,737	9,209	-45%
Of which:			
Long-term payables	3,001	-	-100%
Long-term borrowings, bonds and financial lease liabilities	7,261	8,567	18%

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

The Company is continuously improving the work environment to enhance organizational cohesion through the HRBP Team and engagement programs; we committed to listening to employees through various means including regular surveys and gathering feedback on strategies and their implementation, as well as employee suggestions for improvements, etc.

We are refreshing and streamlining the team to increase labor productivity through restructuring departments, selecting, retaining, and developing visionary leaders, and providing employees with job opportunities that allow them to feel secure in their roles.

### 4. Developmental plans for the future

To achieve medium- and long-term goals, the Company and its subsidiaries are focusing on the following areas:

- Ensure our industrial products remain the leading products in the eyes of our customers; ensure strong cost effectiveness in the market; continuous work to enhance our people, processes and systems, to support the changing needs of industrial customers;
- Promote the circular economy through the adoption of “Reduce, Reuse & Recycle” philosophy;
- Safeguard the ecosystems of our people, our environment, our stakeholders; and
- Ensure superior financial results on a long-term sustainable basis.

### 5. Explanation of the Management Team on auditor’s opinions (if any)

Not applicable.

### 6. Assessment Report related to environmental and social responsibility of the Company

#### a. Review concerning the environmental indicators (water consumption, energy, emissions etc.)

The Energy Management Committee of the Company was established in 2019 to implement and monitor energy management activities, economical and efficient use of energy. In 2024, the Energy Management Committee continued to implement the highly efficient energy projects and savings solutions. The total amount of energy saved in 2024 is estimated to exceed 776 thousand kWh.

Regarding waste management, the Company adheres to the principle of minimizing waste generation from the outset. The employees who are working in themselves places, will equipped with basic and advance knowledge included regular awareness waste classification and 5S course for effective waste

management, waste minimization. Reuse, recycle and recovery are more sustainable than transport off-site for disposal and conventional landfill. In 2024, the recycling rate of waste accounted for approximately 35% of the total solid waste generated at the Nui Phao mine.

Additionally, mineral mining activities produced a large volume of waste rock, which includes: Clean non-acid generating rock; Potentially acid generating rock; High arsenic waste rock. These types of waste rock are classified by the Company, and specific management measures have been developed to enhance reuse efficiency and reduce the burden on waste dumping sites. Some waste soil and rock is used as building materials for internal mine works (TSF wall-dam construction, road repairs, leveling, etc.) Clean remaining material is disposed into two designated waste dumps located in the North and South of the mining pit. In 2024, the Company reused 590,273 m<sup>3</sup> of clean waste soil and rock for construction of TSF and mine facilities.

For water management, our goal is the recycle of water wherever possible. At our operations, in 2024, we re-used water 81% of water consumption for processing plant. The generated wastewater is effectively treated at the Company's centralized wastewater treatment plant, ensuring that it meets the discharge standards set forth in the Wastewater Discharge Permit No. 3172/GP-BTNMT dated December 12, 2019, by the Ministry of Natural Resources and Environment, before being discharged into the environment.

b. *Review concerning the problems of workers*

The Company is always focused on developing its workforce through internal training courses and external professional training to enhance the necessary skills and capabilities of its employees. In 2024, the Company employed 1,199 official employees, including 36 expatriates and 1,163 Vietnamese. The Company conducted training for 21,601 individuals, equivalent to 36,746.2 man-hours. The Company also realized the goal of designing "Total Rewards" to create competitive advantage on the basis of optimizing organizational resources and understanding the needs of employees.

With the efforts of the dedicated staff, the commitment of the Management Team in human resource management along with promoting production and business emulation movements and developing outstanding benefit policies, Masan High-Tech Materials continues to be honored as "Enterprise for Employees" and is Vietnam's first manufacturing company to be recognized as "Great Place to Work in 2024".

c. *Review concerning corporate responsibility towards the local community*

Alongside its business operations, the Company remains fully committed to sustainable development in partnership with the community. It carries out various community support and development initiatives through the Economic Recovery Loan Fund, local economic development models, social welfare & community development programs, as well as healthcare, clean water, and environmental sanitation projects.

In 2024, the Company continues its annual support activities while implementing various new community support projects with a total investment of 3.3 billion VND, benefiting over 3,500 households directly, including more than 500 ethnic minority households and over 100 vulnerable households. The Company has completed five infrastructure projects to support Tân Linh and Phúc Linh communes in achieving advanced new rural standards. Additionally, it has donated 140 Tet gift packages to impoverished households and those facing special difficulties during the Lunar New Year.





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The Company has also supported the construction and renovation of three Great Solidarity Houses for disadvantaged households and awarded 40 scholarships to students overcoming hardships through the “Lighting Up Hope, Supporting Students to School – Because They Are Studious” program, along with five scholarships for orphans under the “Adoptive Mother” program. Furthermore, it provided emergency relief and 1,000 essential gift packages from Masan Group to families severely affected by Typhoon No. 3 and historic floods. The total value of support for residents in Đại Từ district and Thái Nguyên province exceeded 300 million VND.

Throughout the year, the Company organized 19 training and awareness sessions for 3,000 students and local residents on topics such as electrical safety, drowning prevention, responsible phone usage, environmental protection, and life skills education.

The Company remains committed to transparency in community information through public consultations and information disclosure across multiple channels to ensure timely and comprehensive updates for the community and stakeholders. In 2024, a total of 91 meetings, surveys, and community consultations were conducted with 875 participants. Additionally, 69 topics with 335 official documents were disclosed, and hundreds of calls to the Company’s Information Center were received and processed.

In 2024, the Company continues to reaffirm its role as the top Vietnamese enterprise contributing to the local budget in Thái Nguyên province, with a tax contribution of 860 billion VND, driving sustainable local development.

**IV. BOD assessment of the Company performance (for joint-stock company)**

Not applicable.

**V. Corporate governance: Not applicable.**

**VI. Financial statements (Published)**



**NUI PHAO MINING  
COMPANY LIMITED**  
**Chairman of the Members’ Council**



**NGUYỄN THIỀU NAM**