

Ho Chi Minh City, June 29, 2026

RESOLUTION

On Approving certain contents at the 2026 Annual General Meeting of Shareholders

2026 ANNUAL GENERAL MEETING OF SHAREHOLDERS

*Pursuant to the Law on Enterprises No. 59/2020/QH14 dated June 17, 2020
(as amended and supplemented in 2025) and its implementing guidelines;*

Pursuant to the Charter of Ba Ria Rubber Joint Stock Company;

*Pursuant to Minutes No. 656/BB-ĐHĐCĐCSBR dated 29/06/2026 regarding
the 2026 Annual General Meeting of Shareholders of Ba Ria Rubber Joint Stock
Company.*

RESOLVES:

Article 1. To approve the Reports submitted to the General Meeting:

1. Report No. 645/BC-CSBR dated 26/6/2026 of the Board of Management on the 2025 business performance and the 2026 business plan with the following key targets:

- 2025 Business Performance:

+ Total revenue : VND 635.839 billion

+ Profit before tax : VND 168.591 billion

+ Profit after tax : VND 150.157 billion

+ State budget contribution: VND 77.709 billion

- 2026 Plan:

+ Total revenue : VND 757.985 billion.

+ Profit before tax: VND 263.07 billion.

+ Profit after tax: VND 229.205 billion

+ Plan for development investment: VND 117.291 billion.

2. Report No.646/BC-CSBR dated 26/6/2026 of the Board of Management on the Summary of the 2025 Audited Financial Statements.

3. Report No.644/BC-HĐQTCSBR dated 26/6/2026 of the Board of Directors on the Board of Directors' 2025 performance and 2026 action plan.

4. Report of the Independent Directors of the Board on the evaluation of the Board of Directors' 2025 performance.

5. Report No. 07/BC-BKSCSBR dated 20/6/2026 of the Board of Supervisors on the 2025 performance and 2026 orientation and tasks of the Board of Supervisors.

Article 2. To approve the following Proposals:

1. Proposal No.: 647/TTr-HĐQTCSBR dated June 26, 2026 on the 2025 profit distribution; and the 2025 payment and 2026 plan for salaries and remuneration of the Board of Directors and the Board of Supervisors, specifically:

1.1 Proposal on the 2025 Profit distribution:

- Profit after tax to be distributed : VND 150,157 million;

+ Appropriation to Investment and Development Fund (23.15% of PAT): VND 34,764 million;

+ Appropriation to Bonus and Welfare Fund: VND 25,393 million;

In which:

- Bonus and Welfare Fund for employees: VND 24,925 million;

- Bonus and Welfare Fund for the Management, members of the BOD, and Supervisors: VND 468 million;

+ Cash dividend payment (8%/charter capital): VND 90,000 million;

+ Retained profit: VND 0 million.

1.2. 2026 Profit distribution plan:

Based on the business performance in 2026, upon availability of the audited financial statements, the Board of Directors shall submit to the 2027 Annual General Meeting of Shareholders for decision on the 2026 profit distribution.

1.3. Salaries and remuneration of the Board of Directors and the Board of Supervisors:

2025 actual payment: VND 3.924 billion, including: VND 3,744,000,000 for salaries; VND 180,000,000 for remuneration. The aforementioned figures were recognized in the 2025 operating expenses.

2026 payment plan (provisional payment):

- Chairman of the BOD: VND 8 million/month;

- Member of the BOD: VND 7 million/person/month;
- Independent Member of the BOD: VND 6 million/person/month;
- Non-executive Member of the Board of Supervisors: VND 5 million/person/month.

2. Proposal No.: 08/TTr-BKSCSBR dated June 26, 2026 on the selection of an independent audit firm for the 2026 financial statements. The General Meeting of Shareholders authorizes the Board of Directors to select one of the following audit firms to review the semi-annual financial statements and audit the 2026 financial statements of the Company:

- UHY Auditing and Consulting Company Limited;
- NVA Auditing Company Limited;
- International Auditing and Valuation Company Limited (IAV);
- VACO Auditing Company Limited.

3. Proposal No.:648/TTr-HĐQTCSBR dated June 26, 2026 on the adjustment, amendment, and supplement of business lines and the Charter on Organization and Operation of the Company.

4. Proposal No.: 649/TTr-HĐQTCSBR dated June 26, 2026 on the dismissal of members of the Board of Directors and the Board of Supervisors for the 2021 – 2026 term, and the nomination of candidates for election to the Board of Directors and the Board of Supervisors for the 2026 – 2031 term, specifically:

- Dismissal of members of the Board of Directors and the Board of Supervisors for the 2021 – 2026 term;

- Nomination of candidates for the General Meeting to elect the Board of Directors for the 2026 – 2031 term consisting of 04 members, and the Board of Supervisors consisting of 03 members.

Article 3. To approve the election results of members of the Board of Directors and the Board of Supervisors for the 2026 – 2031 term (Election Minutes attached).

Article 4. This Resolution was approved by the General Meeting of Shareholders of Ba Ria Rubber Joint Stock Company at the Annual General Meeting of Shareholders held on June 29, 2026. The Board of Directors of the Company is assigned to organize and implement the contents of this Resolution.

Article 5. Members of the Board of Directors, the Board of Supervisors, the General Director, valued shareholders, and relevant organizations and individuals are responsible for the execution of this Resolution./.

Recipients:

- *As per article 5*
- State Securities Commission;
- Hanoi Stock Exchange;
- Vietnam Rubber Group;
- BOD, BOS, BOM of the Company;
- Archive: AD, Secretary of the BOD.

**ON BEHALF OF THE GENERAL
MEETING OF SHAREHOLDERS
CHAIRPERSON**

(signed)

Pham Hai Duong

MINUTES
OF THE ANNUAL GENERAL MEETING OF SHAREHOLDERS
BA RIA RUBBER JOINT STOCK COMPANY IN 2026

I. GENERAL INFORMATION

Entity name: **BA RIA RUBBER JOINT STOCK COMPANY** (the Company).

Enterprise ID: **3500103432**.

Head office address: Duc Trung Hamlet, Ngai Giao Commune, Ho Chi Minh City.

Meeting time: 08:20 A.M., June 29, 2026.

Meeting format: In-person meeting.

Location: Company Office Hall, Duc Trung Hamlet, Ngai Giao Commune, Ho Chi Minh City.

The composition of the General Meeting of Shareholders includes:

- The Group's capital representative at the Company and members of the Board of Directors;

- Ms. Pham Thi Kim Loan – Head of the Board of Supervisors and members of the Supervisory Board attending to perform supervisory functions as prescribed;

- The Company's Board of Management and leaders of units within the Company;

- Delegates who are shareholders/authorized representatives of shareholders.

Shareholder registration reception department:

- Ms. Huynh Thi Tu Ai – Chief Accountant of the Company.

II. MEETING CONTENT

1. Meeting procedures

After the flag-saluting ceremony, statement of purpose, and introduction of delegates attending the Meeting, Ms. Huynh Thi Tu Ai reported the results of shareholder registration as follows:

Total number of shareholders attending: 33 shareholders (including owning shareholders and authorized representatives), corresponding to 110,688,200 shares,

accounting for 98.39% of the total voting shares of the Company (attached is the Report on shareholder eligibility verification results).

In accordance with the Law on Enterprises and the Company's Charter, the 2026 Annual General Meeting of Shareholders of Ba Ria Rubber Joint Stock Company is eligible to proceed.

2. Introduction of Chairperson, Secretary; election of Vote Counting Committee

a) Mr. Pham Hai Duong – Chairman of the Board of Directors, Chairperson of the Meeting, introduced 01 additional member to join the Presidium: Mr. Nguyen Thai Binh – Member of the BOD, General Director of the Company.

Thus, the Presidium of the Meeting consists of 02 people: (1) Mr. Pham Hai Duong; (2) Mr. Nguyen Thai Binh.

b) Mr. Pham Hai Duong appointed 02 people as Secretaries of the Meeting:

- Ms. Nguyen Thi Loan – Secretary of the BOD, Deputy Head of Investment and Business Department;

- Mr. Ta Duc Canh – Vice Chairman of the Company's Trade Union.

c) Mr. Pham Hai Duong nominated a Vote Counting Committee consisting of 05 people for the Meeting to elect by direct voting:

- Mr. Nguyen Huu Nghia – Administration and Information Disclosure Team – Head of Committee;

- Mr. Mai Duy Long – Deputy Head of Human Resources Management Department – Member;

- Mr. Nguyen Thanh Long – Staff of Human Resources Management Department – Member;

- Ms. Doan Thi Xuan Phuong – In charge of union activities – Member;

- Ms. Nguyen Thi Thanh Nha – Staff of Financial Management Department – Member.

3. Meeting proceedings

3.1. Ms. Nguyen Thi Thuy Hang – Member of the BOD presented the Meeting program and the Meeting's Regulations and Rules.

3.2. Mr. Nguyen Thai Binh sought voting opinions on the Vote Counting Committee, the Meeting Program, and the Meeting's Regulations and Rules. The

Meeting voted to approve the Vote Counting Committee consisting of 05 members nominated by the Chairperson; and approved the Program and the Meeting's Regulations and Rules.

Voting results:

- Votes in favor: 110,688,200 votes, accounting for 100%;
- Votes against: 0 votes, accounting for 0%;
- Abstentions: 0 votes, accounting for 0%.

Thus, the Meeting approved the Vote Counting Committee, the Program, and the Meeting's Regulations and Rules with 100% in favor.

3.3.Mr. Nguyen Thai Binh delivered the opening speech of the Meeting.

3.4.The 2026 Annual General Meeting of Shareholders of Ba Ria Rubber Joint Stock Company heard the following Reports and Proposals:

a) Mr. Nguyen Cong Nhut – Deputy General Director of the Company reported the business results for 2025 and the business plan for 2026 (Report No. 645/BC-CSBR dated June 26, 2026);

b) Mr. Pham Nguyen Khang – Deputy General Director of the Company presented a summary of the audited financial statements for 2025 (Report No. 646/BC-CSBR dated June 26, 2026);

c) Mr. Nguyen Thai Binh – Member of the BOD, General Director of the Company reported on the activities of the Board of Directors in 2025 and the activity plan for 2026 (Report No. 644/BC-HĐQTCSBR dated June 26, 2026);

d) Mr. Phung The Minh – Independent Member of the BOD reported the assessment of the Board of Directors' activities in 2025 (Report dated June 26, 2026);

e) Ms. Pham Thi Kim Loan – Head of the Supervisory Board reported on the activities of the Supervisory Board in 2025 and the direction and tasks for 2026 (Report No. 07/BC-BKSCSBR dated June 20, 2026);

f) Ms. Nguyen Thi Thuy Hang – Member of the BOD presented Proposals on: profit distribution; salary and remuneration for the Board of Directors and Supervisory Board; amendment and supplementation of business lines and the Company's Charter; dismissal of members of the BOD and Supervisory Board for the 2021 – 2026 term and introduction of personnel for election to the BOD and Supervisory Board for the 2026 – 2031 term (Proposals No. 647, 648, 649/TTr-HĐQTCSBR dated June 26, 2026);

g) Ms. Pham Thi Kim Loan – Head of the Supervisory Board presented the Proposal on selecting an audit firm for the 2026 financial statements (Proposal No. 08/TTr-BKSCSBR dated June 26, 2026).

3.5. Discussion section:

At the General meeting, there were 04 comments from shareholders related to the current rubber price, dividend payments, the Company's plan to implement investment projects in the near future and its status as a public company. The above comments were received, explained and responded to directly at the General meeting by the Presidium

The delegates attending the Meeting agreed with the contents of the Reports and Proposals presented at the Meeting and had no further comments.

3.6. Mr. Nguyen Huu Nghia – Head of the Vote Counting Committee provided guidance on several contents in the Regulations on voting and election of members of the BOD and Supervisory Board for the 2026 – 2031 term.

3.7. Before proceeding to vote, Ms. Huynh Thi Tu Ai reported the number of shareholders and voting shares at the time of polling: 35 shareholders attended, representing 110,724,550 shares, accounting for 98.42% of the total voting shares of the Company.

3.8. Mr. Pham Hai Duong – Chairperson of the Meeting directed the voting on the contents presented at the Meeting.

3.9. Mr. Nguyen Huu Nghia, on behalf of the Vote Counting Committee, announced the voting results for the contents presented to the Meeting.

The total number of voting shares of the delegates attending the meeting was 35 votes, corresponding to 110,724,550 voting shares, accounting for 98.42% of the total voting shares of the Company.

No.	Voting content	Total voting shares of delegates attending the meeting	Number of voting shares and corresponding percentage of total voting shares of delegates attending the meeting				
			Valid	Invalid	In favor	Against	Abstentions
1	Unanimously approve the business results for 2025 and the business plan for 2026	110,724,550	110,724,550 (100%)	0 (0%)	110,724,550 (100%)	0 (0%)	0 (0%)
2	Unanimously approve the audited financial statements for 2025	110,724,550	110,724,550 (100%)	0 (0%)	110,724,550 (100%)	0 (0%)	0 (0%)
3	Unanimously approve the report on the Board of Directors' activities in 2025 and the activity plan for 2026	110,724,550	110,724,550 (100%)	0 (0%)	110,724,550 (100%)	0 (0%)	0 (0%)
4	Unanimously approve the report of the Independent Member of the Board of Directors	110,724,550	110,724,550 (100%)	0 (0%)	110,724,550 (100%)	0 (0%)	0 (0%)
5	Unanimously approve the report on the Supervisory Board's activities in 2025 and the direction and tasks for 2026	110,724,550	110,724,550 (100%)	0 (0%)	110,724,550 (100%)	0 (0%)	0 (0%)
6	Unanimously approve the profit	110,724,550	110,724,550 (100%)	0 (0%)	110,724,550 (100%)	0 (0%)	0 (0%)

No.	Voting content	Total voting shares of delegates attending the meeting	Number of voting shares and corresponding percentage of total voting shares of delegates attending the meeting				
			Valid	Invalid	In favor	Against	Abstentions
	distribution for 2025, the profit distribution plan for 2026; payment of salaries and remuneration for the BOD and Supervisory Board in 2025, and the plan for payment of remuneration for the BOD and Supervisory Board in 2026						
7	Unanimously authorize the Company's BOD to select one of four audit firms to review the semi-annual financial statements and audit the Company's 2026 financial statements	110,724,550	110,724,550 (100%)	0 (0%)	110,724,550 (100%)	0 (0%)	0 (0%)
8	Unanimously approve the amendment and supplementation of business lines and the Company's Charter	110,724,550	110,724,550 (100%)	0 (0%)	110,724,550 (100%)	0 (0%)	0 (0%)

No.	Voting content	Total voting shares of delegates attending the meeting	Number of voting shares and corresponding percentage of total voting shares of delegates attending the meeting				
			Valid	Invalid	In favor	Against	Abstentions
9	Unanimously approve the dismissal of members of the BOD and Supervisory Board for the 2021-2026 term and nominate personnel for election to the Board of Directors and Supervisory Board for the 2026-2031 term	110,724,550	110,724,550 (100%)	0 (0%)	110,724,550 (100%)	0 (0%)	0 (0%)

Thus, the Meeting approved and the voting percentages corresponding to the following contents are:

No.	Voting content	Percentage
1	Unanimously approve the business results for 2025 and the business plan for 2026	100%
2	Unanimously approve the audited financial statements for 2025	100%
3	Unanimously approve the report on the Board of Directors' activities in 2025 and the activity plan for 2026	100%
4	Unanimously approve the report of the Independent Member of the Board of Directors	100%
5	Approved the Report on the Supervisory Board's activities in 2025 and the 2026 operational plan	100%
6	Approved the 2025 profit distribution, the 2026 profit distribution plan, and the payment of 2025 salaries and remuneration for the BOD and Supervisory Board, as well as the 2026 remuneration plan for the BOD and Supervisory Board	100%

No.	Voting content	Percentage
7	Approved the authorization of the Company's BOD to select one of the four auditing firms to review the semi-annual financial statements and audit the Company's 2026 financial statements	100%
8	Approved the amendments and supplements to the business lines and the Company's Charter	100%
9	Approved the dismissal of members of the BOD and Supervisory Board for the 2021–2026 term and the nomination of candidates for the election of the BOD and Supervisory Board for the 2026–2031 term	100%

3.10. Mr. Nguyen Huu Nghia, on behalf of the Vote Counting Committee, announced the Minutes and results of the election of members of the Board of Directors and Board of Supervisors for the 2026 – 2031 term (attached are the vote counting minutes).

3.11. The Meeting heard the directive speech from Mr. Pham Hai Duong – Deputy General Director of the Vietnam Rubber Group, representing the State capital portion in the Company.

Mr. Nguyen Thai Binh – Member of the Presidium, on behalf of the Board of Directors, acknowledged the directive opinions and will implement them in 2026 to successfully complete the tasks assigned by the General Meeting of Shareholders and the Group.

III. MEETING CLOSING PROCEDURES

1. The Meeting heard Mr. Ta Duc Canh, on behalf of the Secretariat, read the draft Minutes and Resolution of the 2026 Annual General Meeting of Shareholders.

2. The Meeting voted to approve the draft Minutes and Resolution of the 2026 Annual General Meeting of Shareholders:

- Votes in favor: 110,724,550 votes, accounting for 100%;
- Votes against: 0 votes, accounting for 0%;
- Abstentions: 0 votes, accounting for 0%.

Thus, the Meeting unanimously approved the Minutes and Resolution of the 2026 Annual General Meeting of Shareholders with 100% in favor.

3. Mr. Pham Hai Duong, on behalf of the Presidium, delivered the closing speech of the Meeting.

The minutes were completed at 11:45 A.M. on the same day and were made into 03 copies of equal validity. These minutes, together with the Report on the results of shareholder registration for the Meeting, the Vote Counting Minutes, and related documents, are stored at the head office of Ba Ria Rubber Joint Stock Company in accordance with regulations./.

MEETING SECRETARY

**ON BEHALF OF THE CHAIR
CHAIRMAN OF THE BOARD OF DIRECTORS**



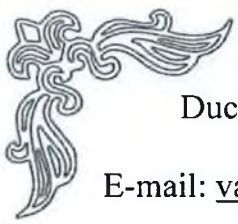
Nguyễn Thị Loan

(Signed)

Pham Hai Duong

Recipients:

- State Securities Commission;
- Stock Exchange;
- Vietnam Rubber Group;
- Company Party Committee;
- BOD, BOM, BOS of the Company;
- Affiliated units;
- Company website;
- Company shareholders (received via website);
- Archived: Admin, Secretary-BOD.



BA RIA RUBBER JOINT STOCK COMPANY
Duc Trung Hamlet, Ngai Giao Commune, Ho Chi Minh City
Tel: (02543) 881964
E-mail: vanphong@baruco.com.vn - Website: <http://www.baruco.com.vn>

**DOCUMENTS
2026 ANNUAL
GENERAL MEETING OF
SHAREHOLDERS**



June 29, 2026

TABLE OF CONTENTS
DOCUMENTS FOR THE 2026 ANNUAL GENERAL MEETING
OF SHAREHOLDERS

No.	Content
1	Notice of Invitation to the 2026 Annual General Meeting of Shareholders
2	Confirmation of Attendance / Proxy Form for the Meeting
3	Meeting Agenda
4	Working Regulations of the 2026 Annual General Meeting of Shareholders
5	Voting Regulations of the 2026 Annual General Meeting of Shareholders
6	Regulations on Nomination, Candidacy, and Election of Board of Directors Members, Board of Supervisors for the Term 2026-2031
7	Report on 2025 Business Performance and 2026 Business Plan
8	2025 Audited Financial Statements
9	Report on the Board of Directors' 2025 Performance and 2026 Action Plan
10	Report of Independent member of the Board of Directors on the Evaluation of the Board of Directors' 2025 Performance
11	Report on the Board of Supervisors' 2025 Performance
12	Proposal on 2025 profit distribution; 2025 remuneration and salary payouts for the Board of Directors and the Board of Supervisors, and the 2026 plan
13	Proposal on the selection of the independent auditing firm for the 2026 Financial Statements
14	Proposal on the amendment and addition of business lines
15	Proposal on the amendments and supplements to the Company's Charter
16	Proposal on approving the dismissal of members of the Board of Directors and the Board of Supervisors for the 2021–2026 term, and the nominees for election to the Board of Directors and the Board of Supervisors for the 2026–2031 term
17	Draft of AGM Voting Ballot
18	Draft Resolution of the 2026 Annual General Meeting of Shareholders
19	Application Form for Candidacy to the Board of Directors and the Board of Supervisors, and Sample Curriculum Vitae

Ho Chi Minh City,, 2026

AGENDA
ANNUAL GENERAL MEETING OF SHAREHOLDERS 2026
(Expected)

Time	Content
7:00	Procedure for verifying the list of shareholders attending the Meeting
8:00	1. Meeting Protocol (Flag salute, National Anthem)
8:10	2. Statement of reason – Introduction of delegates and attendees of the Meeting
8:20	3. Report on the results of shareholder registration for the General Meeting of Shareholders.
8:25	4. Introduction of the Chairperson, Meeting Secretary and election of the Vote Counting Committee.
8:30	5. Approval of the agenda, Working Regulations, and Voting Regulations of the Meeting (vote)
8:35	6. Opening of the Meeting
8:40	7. 2025 Business Performance & 2026 Business Plan
8:50	8. 2025 Audited Financial Statements
9:00	9. Report on the Board of Directors' 2025 Performance and 2026 Action Plan
9:10	10. Report of the Independent Directors of the Board for 2025
9:20	11. Report of the Board of Supervisors for 2025
9:25	12. Approval of the Proposals: - Proposal on 2025 profit distribution; 2025 remuneration and salary payouts for the Board of Directors and the Board of Supervisors, and the 2026 plan. - Proposal on the selection of the independent auditing firm for 2026. - Proposal on the amendment and addition of business lines. - Proposal on the amendments and supplements to the Company's Charter. - Proposal on approving the dismissal of members of the Board of Directors and the Board of Supervisors for the 2021–2026 term, and the nominees for election to the Board of Directors and the Board of Supervisors for the 2026–2031 term.
9:50	13. Discussion
10:05	14. Approval of the Voting Regulations and the Rules for additional election
10:20	15. Voting on the contents of the Reports and Proposals submitted for General Meeting approval, and electing members of the Board of Directors and the Board of Supervisors.
10:40	16. Speech by Senior Leadership
11:00	17. Receiving feedback
11:15	18. Announcement of voting results, election of Board of Directors members
11:15	19. Approval of the Minutes – Resolution of the Meeting (vote)
11:30	20. Closing of the Meeting.

Ho Chi Minh City, June 29, 2026

VOTING REGULATIONS
AT THE 2026 ANNUAL GENERAL MEETING OF SHAREHOLDERS
OF BA RIA RUBBER JOINT STOCK COMPANY

Pursuant to the Law on Enterprises 2020 and its implementing documents;

Pursuant to the Law on Securities 2019 and its implementing documents;

Pursuant to the Charter on Organization and Operation of Ba Ria Rubber Joint Stock Company approved by the General Meeting of Shareholders.

The Meeting Organizing Committee disseminates the Voting Regulations at the 2026 Annual General Meeting of Shareholders as follows:

1. Purpose, Scope of Application

- Purpose: These Regulations are established to specifically stipulate the principles and methods of voting in accordance with the provisions of law, the Charter, and the internal regulations on corporate governance.

- Scope of Application: These Regulations apply to voting at the 2026 Annual General Meeting of Shareholders with the record date for exercising rights being 25/05/2026.

2. Interpretation of Terms / Abbreviations

- Voting: Is the act of shareholders exercising their right to express opinions on specific contents and issues to determine whether such contents and issues are eligible for approval by the Meeting.

- The Meeting: The 2026 Annual General Meeting of Shareholders.

- The Company: Ba Ria Rubber Joint Stock Company.

- GMS: General Meeting of Shareholders.

- Shareholders attending the Meeting are included in the list as of the record date 25/05/2026 for exercising the right to attend the 2026 Annual General Meeting of Shareholders, who attend in person or authorize another person to attend on their behalf (with a valid power of attorney).

3. Principles and Subjects of Voting

a) Voting Principles:

- Ensure compliance with the provisions of Law and the Company's Charter.
- Ensure the principles of openness, democracy, and the legitimate rights of all shareholders.
- Ensure the centralized and stable organizational nature of the Meeting.

b) Subjects entitled to vote:

- Are shareholders holding common shares with voting rights or authorized representatives attending the meeting with voting rights (according to the list of shareholders as of the record date for exercising the right to attend and vote at the 2026 Annual GMS provided by the Vietnam Securities Depository and Clearing Corporation with the record date for exercising rights being 25/05/2026) who are present at the Meeting and have validly registered their attendance according to the regulations announced by the Company.

- Yellow ballot papers are distributed to shareholders at the registration desk.

4. Voting Method

- Shareholders are entitled to participate in voting immediately after registration. In case a shareholder arrives late, the validity of the already voted contents will not be affected.

- The subjects entitled to participate in voting are all shareholders (or their validly authorized representatives) of Ba Ria Rubber Joint Stock Company.

- Shareholders may submit their Ballots directly to the Meeting Organizing Committee or send them by post, fax, or email to the Company before the end of the Meeting. The Ballot can be downloaded from the Company's website.

5. Voting Principles

- Voting rights shall be exercised based on shareholder capital. Shareholders shall vote according to the number of shares they hold and/or are authorized to represent.

- Voting on issues at the Meeting shall be conducted by open, direct voting.

- Ballots shall be issued by the Organizing Committee. The content of the ballot shall include issues to be voted on, the name of the shareholder or authorized person, and the total number of voting shares. The ballot shall include the contents to be approved at the Meeting according to the approved agenda.

- Upon receiving the ballot, the shareholder/shareholder representative must check the information on the ballot received and immediately report any errors at the

time of receipt. A ballot shall be considered valid when it contains all required information fully and accurately.

- When casting a vote, the shareholder/shareholder representative has the right to decide "Approve" or "Disapprove" or "abstain" by marking (☒) or (☑) in the box corresponding to their choice for each issue to be voted on the ballot.

6. Regulations on Ballots

a) Valid Ballots: A valid ballot is one that meets all the following criteria:

- Issued by the Meeting Organizing Committee and affixed with the Company's seal.

- The ballot concerns contents in the Meeting agenda that have been approved by the Meeting.

- Not torn, crossed out, erased, or amended.

b. Invalid Ballots: An invalid ballot is one that violates any of the following conditions:

- Not issued by the organizing committee, not affixed with the Company's seal.

- Is torn, crossed out, erased, amended, or has contents added that are not part of the agenda approved by the General Meeting of Shareholders before voting proceeds.

- The ballot has marking symbols other than (☒) or (☑) added in the voting boxes; other information or symbols are added.

- The ballot does not have any box marked for a choice.

- The ballot has more than 1 box marked for a choice for a single issue to be voted on.

- Submitted to the Vote Counting Committee after voting has ended and the ballot box has been sealed.

- Invalid ballots shall not be counted in the voting results of the Meeting.

7. Approved Voting Contents

Issues voted on at the Meeting shall be approved when the approval rate reaches over **50%** of the total voting shares of all attending shareholders, except for cases stipulated in Clauses 3, 4, and 6 of Article 148 of the Law on Enterprises, which require a rate of at least **65%** (share class and total number of shares of each class, change in business lines, organizational structure, investment projects valued at 35% of total asset value or more, reorganization, dissolution of the company).

8. Vote Counting Committee, Principles of Casting Votes and Counting Votes

a) **Vote Counting Committee:** Vote counting shall be carried out through the Vote Counting Committee. The Meeting Organizing Committee shall prepare and propose to the General Meeting of Shareholders a Vote Counting Committee to be responsible for:

- Checking the registration results of shareholders attending the General Meeting of Shareholders.

- Introducing and distributing ballots, guiding, and answering questions during the voting process.

- Proceed with vote counting.

- Announce the voting results before the Meeting.

This Vote Counting Committee will be approved by the shareholders attending the Meeting at the Meeting through open voting.

b) **Method of casting votes and voting:**

When voting on matters requested by the Meeting Chairman, shareholders holding their shareholder card (pink - distributed beforehand) shall raise it high for the Vote Counting Committee to perform its duty.

After the representative / shareholder marks their choice on the yellow Voting Ballot, signs, and clearly writes their name, the Vote Counting Committee will proceed to collect the Voting Ballots from the attending shareholders. The Vote Counting Committee will check to ensure sufficient information (signature, full name) and the validity of the ballot, request the shareholder to make adjustments if necessary for validity, and then collect it.

c) **Regulations on vote counting:**

The Vote Counting Committee shall conduct vote counting according to the following regulations:

- The Vote Counting Committee shall work in 01 separate working room/area.

- The Vote Counting Committee may use electronic technical means and technical specialists to assist in vote counting.

- Check the validity of the voting ballots.

- Check each voting ballot in turn and record the vote counting results.

- Seal all voting ballots and hand them over to the Chairman.

9. Preparation and announcement of the vote counting minutes:

After completing the vote counting, the Vote Counting Committee is responsible for compiling the voting results and preparing the Vote Counting Minutes. The Vote Counting Minutes shall be signed by the members of the Vote Counting Committee to confirm the accuracy, transparency, and adherence to the principles and procedures of vote counting.

The content of the Vote Counting Minutes must clearly state the following: Composition of the Vote Counting Committee; time and location of vote counting; total number of shareholders participating in voting; total number of voting shares present at the Meeting; total number of ballots issued; total number of ballots collected; total number of invalid ballots; total number of valid ballots; total number of votes for, against, or abstaining and the corresponding voting percentage for each voting item; signatures of the members of the Vote Counting Committee.

The content of the Vote Counting Minutes must be announced before the Meeting. The Head or a representative of the Vote Counting Committee may announce the voting results on behalf of the Chairman.

10. Complaints:

Any complaints regarding the voting results shall be considered immediately at the Meeting. In case of disagreement on the voting procedure or results, the Vote Counting Committee shall re-examine and seek the Meeting's decision.

11. Effective Date:

These voting regulations shall take effect immediately upon approval by the Company's 2026 Annual General Meeting of Shareholders./.

ON BEHALF OF THE BOARD OF DIRECTORS

CHAIRMAN

(signed)

Pham Hai Duong

Ho Chi Minh, June 29, 2026

**WORKING REGULATIONS
OF THE 2026 ANNUAL GENERAL MEETING OF SHAREHOLDERS**

Article 1: General Provisions

1. These Working Regulations apply to the organization of the 2026 Annual General Meeting of Shareholders (hereinafter referred to as the Meeting) of Ba Ria Rubber Joint Stock Company.

2. These Regulations specifically stipulate the rights and obligations of the parties participating in the Meeting, and the conditions and procedures for conducting the Meeting.

3. Shareholders and participating parties are responsible for complying with the provisions of these Regulations.

Article 2. Legal Basis

Law on Enterprises 2020 and guiding documents for implementation;

Law on Securities 2019 and guiding documents for implementation;

Charter on organization and operation of Ba Ria Rubber Joint Stock Company approved by the General Meeting of Shareholders.

Article 3. Presiding Committee

1. The Presiding Committee shall consist of a maximum of 03 members, with the Chairman of the Board of Directors of the Company serving as the Chairperson and 1 to 2 other members appointed by the Chairman of the Board of Directors. The Chairman of the Board of Directors, on behalf of the Chairperson, shall sign the Meeting Minutes and other documents and materials serving the Meeting.

2. The Chairperson shall work based on the principle of democratic centralism and decide by majority. The Meeting shall be conducted in a valid and orderly manner and reflect the wishes of the majority of attending shareholders and shareholder representatives.

4. The Chairperson has the right to postpone a General Meeting of Shareholders for which a sufficient number of attendees have registered according to regulations to

another time or change the meeting location in the following cases:

- a) Venue does not have enough convenient seating for all attendees;
- b) The communication facilities at the meeting location do not ensure that attending shareholders can participate, discuss, and vote;
- c) An attendee obstructs or disrupts order, posing a risk that the meeting cannot be conducted fairly and legally.

The maximum postponement period shall not exceed three (03) days from the date the meeting commences.

5. The Chairperson has the following duties:

- a) Direct activities according to the Agenda approved by the General Meeting of Shareholders.
- b) Appoint the Meeting Secretary, the Vote Counting Committee for the Meeting to elect.
- c) Guide shareholders and the Meeting in discussions.
- d) Present drafts and conclude necessary matters for the Meeting to vote on.
- e) Answer questions requested by the Meeting.
- f) The Chairperson, on behalf of the General Meeting of Shareholders, shall sign the Meeting Minutes and Resolution.

Article 4. Rights and Obligations of the Meeting Secretary

1. The Presidium shall nominate 01 to 02 members as the Meeting Secretary. The Meeting Secretary shall be responsible to the Chairperson and the Meeting for their duties.

2. Duties of the Secretary:

- a) Record fully and truthfully the contents of the Meeting.
- b) Assist the Chairperson in announcing draft documents, conclusions, Resolutions of the Meeting, and notifications from the Chairperson sent to shareholders upon request.
- c) Receive registration forms for shareholders wishing to speak.

Article 5. Rights and Obligations of the Vote Counting Committee

1. The Vote Counting Committee shall be nominated by the Chairperson with a maximum of 05 members and elected by the Meeting.

2. The Vote Counting Committee has the following duties:

a) Inspect and supervise the voting by shareholders and shareholder representatives.

b) Organize vote counting.

c) Prepare the Vote Counting Minutes and announce them before the Meeting, including the Voting Results Report for each item and notify the results to the Chairperson and the Secretariat.

d) Review and report to the Meeting on cases of complaints regarding vote counting results.

e) Hand over the Minutes and all voting ballots to the Chairperson.

Article 6. Rights and Obligations of the Shareholder Registration Desk

The Shareholder Registration Desk shall be appointed by the Meeting Organizing Committee, with a maximum of 03 members, to perform the following functions and duties:

- Check the validity and legality of the shareholder's Confirmation/ authorization letter.

- Report to the Meeting on the shareholder registration results: number of attendees, number of shares owned / represented, percentage compared to the total number of outstanding shares.

Article 7. Rights and Obligations of Shareholders Attending the Meeting

1. Conditions for attendance: Shareholders who are legal entities, individuals, or representatives of shareholders, a group of shareholders owning voting shares of the Company on the shareholder list closing date (record date 25/05/2026) are entitled to attend the Meeting.

2. Rights and Obligations of Eligible Shareholders Attending the Meeting

a) Each shareholder or shareholder representative attending the Meeting must bring personal identification documents (Citizen ID card, Passport, etc.) and the Meeting Invitation to verify the shareholder's eligibility and receive a voting card indicating the total number of shares equal to the number of voting shares of the shareholder (including the number of shares owned and/or the number of shares authorized).

b) During the Meeting, if a shareholder leaves the hall, they must inform the Organizing Committee.

c) An authorized person attending the Meeting is not allowed to re-authorize another person to attend the Meeting.

d) During the Meeting, shareholders must comply with the instructions of the Chairperson, behave in a civilized and polite manner, and not cause disruption.

e) Shareholders must maintain confidentiality, adhere to speaking discipline, properly use and preserve documents, and not copy, record, or provide them to persons outside the Meeting without the permission of the Chairperson.

f) Shareholders and authorized representatives attending the Meeting must strictly comply with the Meeting's Working Regulations.

g) Shareholders arriving late to the Meeting have the right to register immediately, then have the right to participate and vote immediately at the Meeting, but the Chairperson is not responsible for pausing the Meeting to wait for these shareholders to register, and the validity of the voting rounds already conducted will not be affected.

Article 8. Conduct of the Meeting

The General Meeting of Shareholders shall be convened when the number of attending shareholders represents at least **50%** of the total voting shares according to the shareholder list on the record date 25/05/2026 (pursuant to Clause 1 - Article 145 of the Law on Enterprises and Clause 1 - Article 19 of the Company Charter).

Article 9. Case where the General Meeting is unsuccessful

If the first meeting does not meet the conditions for convening as stipulated in Article 8 of this Regulation, the second meeting must be convened within a period not exceeding 30 days from the date the first meeting was scheduled (pursuant to Clause 2 - Article 145 - Law on Enterprises and Clause 2 - Article 19 - Company Charter)

The second General Meeting shall be convened when there are shareholders or shareholder representatives attending representing at least **33%** of the total voting shares.

If the second meeting does not meet the conditions for convening as stipulated in this Article, the third meeting shall be convened within 20 days from the date the second meeting was scheduled. In this case, the General Meeting shall be convened regardless of the number of attending shareholders.

Article 10. Expressing Opinions at the General Meeting

Shareholders shall register the content of their speech with the Chairperson of the General Meeting. When speaking or needing to debate, raise your hand, and only speak when agreed upon by the Chairperson of the General Meeting; the content of the speech should be concise and avoid repetition.

Article 11. Minutes, Resolution of the General Meeting

All contents at the General Meeting must be recorded in the Minutes by the Secretary of the General Meeting. The Minutes and Resolution of the General Meeting must be read and approved before the closing of the General Meeting.

Article 12: Effective Provisions

This is the working regulation of the 2026 Annual General Meeting of Shareholders of Ba Ria Rubber Joint Stock Company. This Regulation consists of 12 articles and shall take effect immediately after being approved by the General Meeting.

Submitted to the General Meeting for consideration to ensure the successful organization of the General Meeting of Shareholders and compliance with the provisions of law and the Company's Charter./.

ON BEHALF OF THE BOARD OF DIRECTORS

CHAIRMAN

(signed)

Pham Hai Duong

REGULATION

Regarding the nomination - candidacy - election of additional members of the Board of Directors, members of the Board of Supervisors for the term 2026-2031 of Ba Ria Rubber Joint Stock Company at the 2026 Annual General Meeting of Shareholders

The election of additional members of the Board of Directors (BOD), members of the Board of Supervisors for the term 2026-2031 at the 2026 Annual General Meeting of Shareholders is regulated as follows:

I. Responsibilities of the Meeting Chairperson:

- The Meeting Chairperson is responsible for presiding over the election.
- Introduce the list of nominated and candidate members of the BOD, BOS
- Supervise voting and vote counting.
- Resolve election complaints (if any).

II. Regulations on nomination and candidacy for members of the Board of Directors and Board of Supervisors:

- Number of additional BOD members to be elected: 03- 05 person.
- Number of additional BOS members to be elected: 03 person.
- Term: 2026 - 2031
- Number of candidates: Unlimited according to the provisions of the Company Charter

1. Right to nominate, right to be a candidate:

Candidacy and nomination of BOD members shall be carried out in accordance with Article 25 – Company Charter

Candidacy and nomination of BOS members shall be carried out in accordance with Article 25 – Company Charter

Shareholders holding common shares have the right to aggregate their voting rights from 5% or more to nominate BOD, BOS candidates.

2. Standards for BOD, BOS member candidates:

2.1 Standards for BOD member candidates:

Candidates for the company's BOD must meet all standards and conditions according to Article 155 - Law on Enterprises 2020:

- a) Not subject to the provisions of Clause 2, Article 17 of Law on Enterprises;

b) Having professional qualifications and experience in business management or in the business lines or sectors of the Company, and not necessarily being a shareholder of the Company, unless otherwise provided for in the Company's Charter;

c) A member of the Company's Board of Directors may concurrently be a member of the Board of Directors of another company;

d) For state-owned enterprises as prescribed at Point b Clause 1 Article 88 of this Law and subsidiaries of state-owned enterprises as prescribed in Clause 1 Article 88 of the Law on Enterprises, a member of the Board of Directors must not be a person having a family relationship with the Director, General Director, or other managers of the Company; or with the managers or persons having the authority to appoint managers of the parent company;

d) Other standards and conditions as prescribed by other relevant laws and the Company's Charter.

In addition to the above standards, a member of the Company's Board of Directors must not be a person having a family relationship with the managers of the Company and of the Vietnam Rubber Industry Group (the "Group"); with the enterprise capital representatives or the state capital representatives at the Group and at the Company.

2.2 Standards for BOS member candidates:

Satisfying all criteria and conditions specified in Article 169 of the Law on Enterprises 2020 and the Company's Charter:

a) Not falling under the categories of prohibited subjects as specified in Clause 2, Article 17 of the Law on Enterprises 2020;

b) Having professional training in one of the majors in economics, finance, accounting, auditing, law, business administration, or a major suitable for the business activities of the enterprise;

c) Not being a family member of any member of the Board of Directors, the General Director, or other managers of the Company;

d) Not holding any managerial position in the Company; not being required to be a shareholder or an employee of the Company;

e) Not working in the accounting or finance department of the Company; not being a member or an employee of the independent auditing firm that audited the Company's financial statements for the 03 consecutive preceding years.

III. Voting method:

- Election ballots for BOD, BOS members will be distributed by the Meeting Organizing Committee to shareholders attending the Meeting.

1. Cumulative Voting Principle:

The election of members to the Board of Directors and the Board of Supervisors shall be conducted via the cumulative voting method as specified in Clause 3, Article 148 of the Law on Enterprises 2020.

- Total number of votes per shareholder = (Total shares owned and authorized) x (Number of members to be elected).

+ For the Board of Directors: Total number of votes = Total shares x (3 to 5).

+ For the Board of Supervisors: Total number of votes = Total shares x 3.

- Shareholders have the right to accumulate all of their total votes for one candidate or distribute such votes among several candidates on the list.

2. How to Fill in the Voting Ballot:

- Shareholders shall not cross out the names of the candidates. Shareholders must write the specific number of votes they wish to allocate to a candidate in the "Number of Votes" column corresponding to that candidate's name.

- If not voting for any candidate, shareholders shall leave the field blank or write "0" in the corresponding column for that candidate.

3. Regulations on the Validity of the Voting Ballot:

a) Valid Ballots:

- Must be the pre-printed form issued by the Organizing Committee, bearing the Company's corporate stamp, and clearly stating the shareholder code and the total number of votes eligible for use.

- The total number of votes cast for all candidates must be less than or equal to the total number of votes eligible for use printed on the ballot.

b) Invalid Ballots:

- Ballots not issued by the Organizing Committee, or not bearing the Company's corporate stamp;

- Ballots that are torn, erased, corrected, modified, or contain names of individuals outside the candidate list approved by the General Meeting;

- The total number of votes allocated to the candidates exceeds the total number of votes eligible for use printed on the ballot;

- Ballots that vote for a number of candidates exceeding the number of members to be elected (voting for more than the designated number of seats on the ballot for the Board of Directors, or more than 03 people for the Board of Supervisors).

4. Vote Counting Procedure:

- The Vote Counting Committee shall conduct the vote counting in a separate room/area under the witness and supervision of shareholders or members of the Board of Supervisors who are not running for election in the new term.

- The vote counting results shall be recorded in separate Vote Counting Minutes for the Board of Directors and the Board of Supervisors, fully signed by all members of the Vote Counting Committee.

IV. Election Principles:

1. Elected members of the Board of Directors and the Board of Supervisors shall be determined based on the total number of cumulative votes received, ranked from highest to lowest, starting from the candidate with the highest number of votes until the required number of members is reached (03-04 people for the Board of Directors and 03 people for the Board of Supervisors).

2. If two or more candidates receive an equal number of votes for the last remaining seat to be elected, the General Meeting shall conduct an additional election among the candidates with equal votes or select the candidate in accordance with the criteria specified in the Company's Charter.

V. Documents for nomination and candidacy for Board of Directors, Board of Supervisors members:

Documents for nomination and candidacy for Board of Directors, Board of Supervisors include:

- Application for Board of Directors, Board of Supervisors
- Curriculum Vitae certified by the competent authority.
- Nomination form (if an organization or group of shareholders nominates a candidate)
- Confirmation letter from the Securities Company stating that the shareholder/group of shareholders holds at least 5% of the company's shares (if an organization or group of shareholders nominates a candidate).

- *Notarized and certified copies of the following documents:*

- + ID Card/Citizen Identity Card (or passport if an Overseas Vietnamese or foreigner).
- + Certificates of cultural and professional qualifications.

- **Nomination and candidacy documents should be sent to the address: BA RIA RUBBER JOINT STOCK COMPANY - National Highway 56, Duc Trung Hamlet, Ngai Giao Commune, Ho Chi Minh City**

Tel: (0254) 3881964, E-mail : vanphong@baruco.com.vn

Contact person: Nguyen Huu Nghia (0919.969.087), email: nhnghia@baruco.com.vn.

- Deadline for submitting nomination and candidacy documents: at least 03 (three) days before the General Meeting.

Ho Chi Minh City, June 29, 2026

**ON BEHALF OF THE BOARD OF DIRECTORS
CHAIRMAN**

(signed)

Pham Hai Duong

No.: 645/BC-CSBR

Ho Chi Minh City, June 26, 2026

REPORT
2025 Business Performance Results
and 2026 Operational Directions

To: 2026 Annual General Meeting of Shareholders

Part I

2025 BUSINESS PERFORMANCE RESULTS

I. SITUATIONAL OVERVIEW

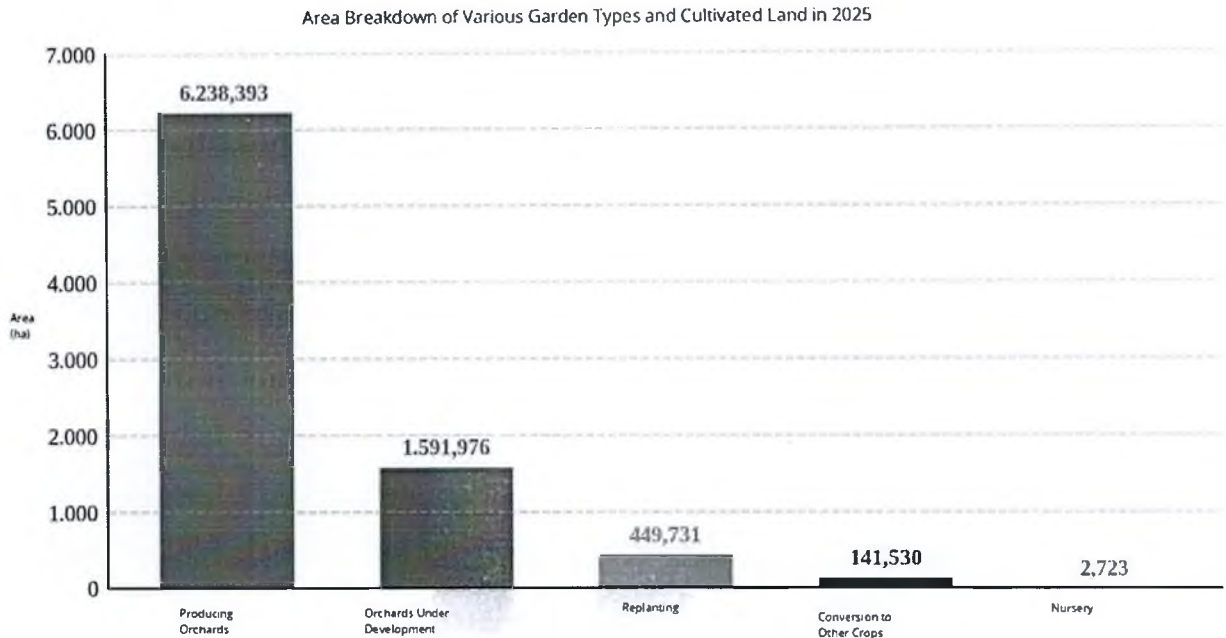
In 2025, the Company's business operations took place against a backdrop of global economic uncertainty, with international trade and investment impacted by strategic competition among major economies and the requirement for supply chain restructuring. Fluctuations in energy prices, ocean freight rates, and input material costs exerted pressure on production expenses.

For the rubber industry, adverse weather conditions – unseasonal rain, thunderstorms, and typhoons with increasing frequency – directly affected tree growth, seasonal timing, and harvesting yields. Market demand was at times lower than expected, while requirements from importing markets regarding traceability, sustainable forest management, and environmental standards (especially the European Union Deforestation Regulation - EUDR) became increasingly stringent, forcing businesses to adjust their production, processing, and consumption organizational methods.

Domestically, the legal framework for managing state capital in enterprises continued to be refined, setting higher requirements for capital efficiency, transparency, and accountability. Based on the guidance of the Vietnam Rubber Group and the Resolution of the 2025 Annual General Meeting of Shareholders, the Company proactively developed operational scenarios and implemented synchronized solutions regarding technology, cost management, labor organization, and market development to minimize adverse impacts and basically fulfill the year's plan targets.

II. 2025 BUSINESS PERFORMANCE RESULTS

1. Regarding production activities



a) Managed land area: total area of 8,510.675 ha, of which 8,425.542 ha is agricultural land and 85.133 ha is non-agricultural land. The agricultural land structure includes mature rubber plantations, immature plantations, replanting/new planting areas, nurseries, and areas converted to other crops.

b) Harvesting output and yield: actual harvesting output reached 9,426.405 tons against a plan of 8,800 tons, achieving 107.12% of the plan and an increase of 30.9% compared to 2024; average yield was 1.559 tons/ha, an increase of 31.9% compared to 2024. Harvesting results reflect the effectiveness of labor allocation, latex tapping technical management, and product protection in the plantations.

c) Replanting: The Company organized replanting on schedule, completing new planting on the entire planned area, using 100% leaf-stage containerized seedlings. By the end of the year, the plantations were relatively uniform and met technical requirements.

d) Purchasing: purchasing output reached 1,500.037 tons, achieving 150% of the plan, an increase of 106% compared to 2024. The Company closely monitored market developments, flexibly adjusted purchasing prices, and controlled the quality of submitted latex, ensuring raw material sources for processing and fairness among parties.

e) Processing: processing output reached 11,182.973 tons against a plan of 11,800 tons, achieving 94.77% of the plan and an increase of 27.5% compared to 2024. The Company adjusted its product structure to suit market demand; maintained the ISO 9001:2015 quality management system and Chain of Custody (CoC); and ensured that wastewater and emission treatment at the factory met environmental standards as regulated.

f) High-tech agriculture: developing high-tech agriculture along the value chain is a key strategic direction for the 2026–2030 period, in which production-consumption linkage is the primary implementation method in the short term. In 2025, the Company implemented a pilot specialized tissue-culture banana planting model on a scale of 17.5 ha to standardize technical processes, manage costs, and evaluate effectiveness before scaling up.

Initial results show that the model is controllable in terms of technology and costs: the proportion of export-standard bunches reached 97%; first-crop yield was approximately 45.09 tons/ha, with production costs controlled at below VND 7,000/kg. Compared to some other crops on the same area, tissue-culture bananas have a short cycle, fast capital turnover, and higher land-use efficiency. On this basis, the Company plans to expand by approximately 552.56 ha in the Xa Bang area during the 2026–2028 period.

g) Sustainable enterprise development: The Company is gradually approaching and applying ESG governance requirements, linking all stages from cultivation and processing to consumption. International certificates for sustainable forest management (PEFC, FM) and Chain of Custody (CoC) continue to be maintained and expanded. During the year, the Company completed a review of raw material sources, traceability systems, and production processes to meet EUDR regulations, while successfully selling the first EUDR-compliant shipments – an important preparatory step to expand the sustainable export market. The Company was honored by the Vietnam Business Council for Sustainable Development (VBCSD – VCCI) as one of the rubber industry enterprises achieving the sustainable development title in 2025.

2. Regarding revenue, profit, and budget contributions

Output, revenue, and profit targets were met and exceeded the plan assigned by the General Meeting of Shareholders, demonstrating that business management

efficiency was maintained stably, preserving and developing state capital and shareholder equity.

The results of key financial indicators for 2025 are as follows:

Indicator	Plan	Actual	Actual/Plan (%)	Compared to 2024 (+/-)
Total revenue (VND billion)	544.173	635.839	116.8	+27.9%
Profit before tax (VND billion)	148.35	168.591	113.6	+9.2%
Profit after tax (VND billion)	135.89	150.157	110.5	+10.8%
Budget contribution (VND billion)	79.72	77.709	97.5	-11%
ROA (%)	8.8	9.03	102.6	+14.3
ROE (%)	10.02	10.19	101.7	+14.5
Dividend (%/charter capital)	8%	8%	100	-

3. Regarding organizational structure, labor, wages, and policies

a) Organizational structure, personnel, and training:

During the year, the Company completed the reorganization of its two-level management model towards a lean and efficient structure. Regarding the structure of advisory departments, the Company merged the Office and the Department of Personnel – Labor and Wages into the Human Resources Department; renamed the Finance – Accounting Department to the Financial Management Department; renamed the Business Planning – Capital Construction Department to the Investment and Business Department; and established the Governance and Information Disclosure Team to standardize corporate governance and fully fulfill the information disclosure obligations of a listed company, ensuring clear functions and tasks suitable for the new operating model.

Regarding production organization, the Company transitioned from the farm level to a production team model, establishing the Cu Bi, Binh Ba, and Xa Bang Rubber Teams; simultaneously, it established the High-Tech Agriculture Team to implement high-tech agricultural projects according to the Company's strategic direction. The Company has issued synchronized regulations and rules suitable for the new model and assigned personnel to areas and production teams.

The Company perfected its senior leadership personnel in accordance with proper procedures, including the dismissal and supplementary election of the Head of the Board of Supervisors, and the dismissal and appointment of the General Director, ensuring the executive apparatus operates continuously. Training and fostering of professional expertise, management skills, and occupational safety continued to be emphasized.

b) Labor: the average number of employees in 2025 was 1,519, of which 1,106 were harvesting workers; 198 employees were from ethnic minority groups, accounting for approximately 18% of total harvesting workers. Facing a shortage of latex tapping labor, the Company proactively recruited from other localities and applied a contract-based mechanism for plantation care to optimize costs and ensure production progress; at the same time, it focused on creating jobs and stabilizing the lives of ethnic minority workers in the area.

c) Wages and income: average wages reached VND 11,778,000/person/month (an increase of 25.70% compared to 2024); average income reached VND 14,008,000/person/month (an increase of 33% compared to 2024), contributing to improving the lives of and creating motivation for employees.

d) Policies: The Company fully implemented welfare, insurance, and occupational health and safety policies; ensuring safe working conditions for employees. Social security activities were maintained with a total support budget of VND 552,000,000.

4. Investment outside the enterprise

In 2025, the Company did not contribute additional capital to domestic and foreign investment projects. The total cumulative investment in associate companies by the end of 2025 was VND 686.4 billion. In which, some joint ventures and associates have maintained stable efficiency for many years and contributed dividends regularly; the remaining units are gradually overcoming difficulties,

operating more stably, and creating a premise for improving efficiency in the following years. Details of the capital contribution structure and cumulative dividends are presented in the Financial Statements.

5. Capital construction

Total capital construction investment in 2025 was VND 33.247 billion, achieving 85.66% of the plan. The Company prioritized essential items directly serving production (replanting, immature plantation care, latex transport road repairs, processing plant maintenance), limiting the implementation of non-urgent projects to ensure capital use efficiency.

6. Other activities

Emulation and reward work was carried out in a timely manner, creating motivation to increase labor productivity and contributing to exceeding assigned targets. Internal inspection and auditing were implemented regularly, focusing on areas prone to errors (processing, asset management, materials, finance, labor, occupational health and safety), promptly detecting and correcting shortcomings, and strengthening discipline in management and administration. The Company also promoted digital transformation, digitizing plantation data to serve the monitoring of area, yield, and harvesting and replanting plans in a scientific and timely manner.

Part II

KEY INDICATORS AND SOLUTIONS FOR 2026

I. KEY INDICATORS FOR 2026

1. Volume indicators

No.	Indicator	2026 Plan
1	Harvesting output (tons)	8,800
2	Processing (tons)	11,100
3	Consumption – including purchasing (tons)	10,800

2. Value indicators

No.	Indicator	2026 Plan
1	Total revenue (VND billion)	757.985
2	Total expenses (VND billion)	494.915

No.	Indicator	2026 Plan
3	Profit before tax (VND billion)	263.07
4	Profit after tax (VND billion)	229.205
5	Expected dividend (%/charter capital)	7.7
6	Return on Assets (ROA) (%)	12.57
7	Return on Equity (ROE) (%)	14.53

3. Investment indicators

No.	Indicator	2026 Plan
1	Total investment capital demand (VND billion)	117.291
2	Owner's equity (VND billion)	117.291

II. ORIENTATIONS AND SOLUTIONS FOR 2026

In the context of continued international and domestic volatility, the implementation of 2026 tasks is carried out within the framework of the Law on Management and Investment of State Capital in Enterprises (Law No. 68/2025/QH15) and guiding documents, setting requirements for improving capital use efficiency, strengthening transparency, accountability, and competitiveness. The Company focuses on implementing the following key groups of solutions:

1. Organize business production flexibly according to the plan assigned by the Group; strictly manage costs and prices; restructure investment towards focus and key areas; manage and use state capital in accordance with regulations, ensuring the preservation and development of capital associated with the specific responsibilities of the Board of Directors, the Executive Board, and the representative of state capital.

2. Perfect the governance model according to good practices of listed companies: separate the strategic orientation function of the Board of Directors from the executive function of the Executive Board; perfect specialized sub-committees; gradually apply a system of Key Performance Indicators (KPIs) linked to wage and bonus mechanisms based on productivity and efficiency.

3. Streamline the organizational structure; standardize the staff towards professionalism; innovate recruitment, training, appointment, and evaluation of personnel based on performance results.

4. Ensure human resources for harvesting and processing through coordination in local recruitment; promote the proactivity of employees; link individual responsibility with business performance results.

5. Strengthen the management and effective exploitation of land and assets: organize measurement, review the status of land funds, and build land-use plans to submit to competent authorities for approval as a legal basis for stable business operations and project implementation; use leased land for the right purposes and in accordance with planning; complete legal procedures regarding land. Based on the approved land-use plan, concentrate resources on developing priority areas: high-tech agriculture, renewable energy, industrial zones – industrial clusters, and rubber trees; proactively convert inefficient areas to models with higher added value, meeting sustainable development requirements.

6. Expand purchasing and processing, making maximum use of processing plant capacity; proactively forecast the market, flexibly manage consumption, inventory, customer structure, and selling prices, ensuring profit and cash flow plans.

7. Maintain and improve product quality and sustainable rubber forest management systems; meet the requirements of target markets linked to green growth, ESG, and EUDR orientations.

The above is the Report on 2025 business performance results and the 2026 business plan, respectfully submitted to the 2026 Annual General Meeting of Shareholders for consideration and approval./.

Recipient:

- As above;
- BOD, BOS;
- Archived: AD, HR Management

GENERAL DIRECTOR

REPORT

Re: Summary of the Audited Financial Statements for 2025

To: The 2026 Annual General Meeting of Shareholders.

The Company prepares periodic financial statements and discloses information in accordance with regulations. The semi-annual and 2025 annual financial statements were reviewed and audited by the independent auditor, International Auditing and Valuation Company Ltd., pursuant to Resolution No. 13/NQ-GMS dated June 27, 2025, of the General Meeting of Shareholders of Ba Ria Rubber JSC and Resolution No. 171/NQ-BODCSBR dated June 30, 2025, of the Board of Directors regarding the selection of an independent auditor for 2025. The results are as follows:

I. SELECTED INDICATORS ON 2025 PRODUCTION AND BUSINESS RESULTS

No.	Indicator	Unit	2025		
			Plan	Actual	%
I	Output				
1	Exploited rubber output	Tons	8,800	9,426.405	107.1
2	Purchased rubber output	Tons	1,000	1,500.037	150
3	Processed rubber output	Tons	11,800	11,182.973	94.77
	in which processing output	Tons	1,000	1,003.610	100.3
4	Consumed rubber output	Tons	9,800	10,059.840	102.7
5	Average rubber selling price	VND million/ton	44.5	49.6	111.5
II	Revenue and profit				
1	Total revenue, in which:	VND billion	544.173	635.839	116.8
	- Production and business	VND billion	445.100	506.699	113.8
	+ Rubber business	VND billion	435.600	499.014	115
	+ Other products	VND billion	9.500	7.685	81

No.	Indicator	Unit	2025		
			Plan	Actual	%
	- Financial activities	VND billion	58.147	63.959	110
	- Other activities (Processing, plantation liquidation, compensation)	VND billion	40.926	65.181	159
2	Profit before tax	VND billion	148.35	168.591	114
3	Profit after tax	VND billion	135.890	150.157	110.5
III	State budget contribution	VND billion	79.720	77.709	97.5
IV	Dividend payout ratio for 2025	%	8	8	100

(Note: Other operating revenue from asset liquidation has excluded the corresponding revenue and expenses as per the Accounting Law, amounting to VND 9.875 billion)

II. CAPITAL CONSTRUCTION INVESTMENT AND LONG-TERM FINANCIAL INVESTMENT

1. Capital construction investment in 2025: VND 33.247 billion.

In which:

- + Agricultural construction : VND 19.765 billion
- + Equipment, projects/economic-technical reports: VND 6.974 billion
- + Other capital construction: VND 6.508 billion

2. Long-term financial investment outside the enterprise:

In 2025, the Company did not contribute additional capital to domestic and foreign investment projects; the total cumulative investment in associates as of the end of 2025 was VND 667.387 million, specifically as follows:

Company Name	Contributed capital (VND billion)
Ba Ria – Kampong Thom Rubber Joint Stock Company (Cambodia)	342.886
Viet Lao Rubber JSC	102.998
Lai Chau Rubber JSC	111.014
Yen Bai Rubber JSC	35.958
Lai Chau II Rubber JSC	59.198
Long Khanh Industrial Zone JSC	15.333

Company Name	Contributed capital (VND billion)
Total	667.387

III. ASSETS AND CAPITAL SOURCES OF THE COMPANY AS OF DECEMBER 31, 2025

- Total assets: VND 1,706 billion, an increase of 5.15% compared to the beginning of the year. In which: current assets: VND 436 billion (accounting for 25.5% of total assets), long-term assets: VND 1,271 billion (accounting for 74.5% of total assets);

- Total capital sources: VND 1,706 billion, an increase of 5.15% compared to the beginning of the year. In which: liabilities: VND 207 billion (accounting for 12.1% of total capital sources), owner's equity: VND 1,449.9 billion (accounting for 87.9% of total capital sources).

IV. PERFORMANCE EVALUATION INDICATORS FOR 2025

- Net profit after tax to total revenue ratio: 23.6%;
- Net profit after tax to total assets ratio (ROA): 9.03%
- Net profit after tax to average owner's equity ratio (ROE): 10.19%
- Earnings per share (EPS): VND 1,335/share.

V. AUDIT OF 2025 FINANCIAL STATEMENTS

The audited financial statements include: Balance Sheet as of December 31, 2025, Income Statement, Cash Flow Statement, and Notes to the Financial Statements for the fiscal year ending on the same date.

The Company's 2025 audited financial statements have been disclosed in accordance with regulations.

Opinion of International Auditing and Valuation Company Ltd. - Independent Auditor as follows:

“In our opinion, the financial statements present fairly, in all material respects, the financial position of Ba Ria Rubber Joint Stock Company as of December 31, 2025, as well as its consolidated results of operations and its consolidated cash flows for the fiscal year then ended, in accordance with Vietnamese Accounting Standards, the Vietnamese Enterprise Accounting System, and relevant legal regulations on the preparation and presentation of financial statements.”

Respectfully submitted to the 2026 Annual General Meeting of Shareholders for consideration and approval./.

Recipients:

- As above;
- BOD, BOS
- Archived: AD, Finance Department

GENERAL DIRECTOR

(signed)

Nguyen Thai Binh

No.: 644/BC-HĐQTCSBR

Ho Chi Minh City, June 26, 2026

REPORT
Activities of the Board of Directors in 2025
and 2026 Operational Plan

To: The 2026 Annual General Meeting of Shareholders.

Pursuant to the Law on Enterprises No. 59/2020/QH14 dated June 17, 2020 (amended and supplemented in 2025) and guiding documents; the Law on Securities; the Charter of Organization and Operation, the Internal Regulations on Corporate Governance, and the Operational Regulations of the Board of Directors of Ba Ria Rubber Joint Stock Company, the Board of Directors (BOD) of the Company hereby reports to the General Meeting of Shareholders on the performance results in 2025 and the operational plan orientation for 2026 as follows:

I. INFORMATION ON THE BOARD OF DIRECTORS

1. Structure and Members of the Board of Directors

The Company's BOD for the 2021 – 2026 term consists of executive members, non-executive members, and independent members, ensuring the structure complies with regulations for public companies. In 2025 and up to the reporting date, the structure and members of the BOD have undergone personnel changes, specifically as follows:

No.	BOD Member	Position / Member Classification	Start/End Date as BOD Member	
			Appointment Date	Dismissal Date
1	Mr. Pham Hai Duong	Chairman of the BOD, non-executive	September 17, 2024	
2	Mr. Tran Khac Chung	BOD Member, General Director (executive)	September 17, 2024	February 26, 2026
3	Mr. Nguyen Thai Binh	BOD Member,	February 26,	

No.	BOD Member	Position / Member Classification	Start/End Date as BOD Member	
			Appointment Date	Dismissal Date
		General Director (executive)	2026	
4	Mr. Pham Van Khien	BOD Member, non-executive	June 28, 2021	June 24, 2026
5	Ms. Nguyen Thi Thuy Hang	BOD Member, non-executive	June 28, 2021	
6	Mr. Phung The Minh	Independent BOD Member	June 28, 2021	

Note:

- Mr. Nguyen Thai Binh was elected by the 2026 Extraordinary General Meeting of Shareholders as an additional member of the BOD, replacing Mr. Tran Khac Chung.

- Mr. Pham Van Khien passed away on June 24, 2026; according to the Law on Enterprises, the dismissal of a BOD member in this case does not require approval from the General Meeting of Shareholders.

In 2025, the Company experienced changes in the leadership of the Executive Board: Mr. Tran Khac Chung – Member of the BOD and General Director, submitted his resignation from the position of General Director effective August 20, 2025; the 2026 Extraordinary General Meeting of Shareholders dismissed Mr. Tran Khac Chung from his position as a member of the BOD and elected Mr. Nguyen Thai Binh as an additional member of the BOD and General Director effective February 26, 2026. The BOD has timely consolidated personnel in accordance with proper procedures, ensuring that the Company's executive operations are maintained consistently and stably.

2. Corporate Governance and Information Disclosure

In 2025, the Company fully fulfilled its periodic and extraordinary information disclosure obligations in accordance with the Law on Securities, guiding documents, and regulations of the Stock Exchange, ensuring timeliness, completeness, and transparency. To continue standardizing corporate governance in line with listed

company practices, at the beginning of 2026, the Company established the Governance and Information Disclosure Team to specialize in corporate governance and fulfill information disclosure obligations, supporting the BOD in compliance monitoring and enhancing the quality of relationships with shareholders and investors.

II. PERFORMANCE RESULTS OF THE BOARD OF DIRECTORS IN 2025

1. Meetings of the Board of Directors

The BOD operates on the principle of collective decision-making by majority, in compliance with the law and the Company's Charter. In 2025, the BOD held 04 periodic meetings, 03 extraordinary meetings, and conducted 45 written consultations; issued 62 Resolutions, 76 Decisions, and various documents directing the Company's production and business activities.

At the meetings, each BOD member reported and contributed opinions according to their assigned areas and general duties in leading production and business activities; frankly assessed strengths and limitations, and proposed appropriate directions for management and operation. The attendance rate of BOD members in 2025 is as follows:

No.	BOD Member	Number of Meetings Attended	Attendance Rate	Reason for Absence
1	Mr. Pham Hai Duong	7/7	100%	
2	Mr. Tran Khac Chung	5/7	71%	Busy with business trip
3	Mr. Pham Van Khien	7/7	100%	
4	Ms. Nguyen Thi Thuy Hang	7/7	100%	
5	Mr. Phung The Minh	6/7	86%	Busy with business trip

Note: The attendance table reflects the BOD structure during the 2025 fiscal year (Mr. Nguyen Thai Binh was elected as an additional member effective February 26, 2026, and therefore did not participate in the 2025 meetings).

2. BOD's Supervision of the General Director and Board of Management

The Chairman and members of the BOD participated in periodic/extraordinary meetings organized by the General Director; through these, they provided feedback and guidance on production and business management, land management, and the Company's planning.

The BOD directed and supervised the Board of Management in implementing key tasks: output extraction, replanting, rubber tree care, latex processing, product consumption, labor allocation for latex tapping, and product protection at plantations; strictly implemented quarterly financial reporting, semi-annual financial review, annual financial audit, and internal audit as required; and disclosed information in a timely and complete manner.

The General Director and the Board of Management made efforts to perform their assigned tasks well, complying with the law and Internal Governance Regulations; they urgently and seriously developed and implemented the 2025 production and business plan for each member of the General Director's office, specialized departments, production areas, and processing enterprises. Basic production and business targets were achieved and exceeded the commitments set by the 2025 General Meeting of Shareholders; employees' wages and income were improved compared to the previous year.

3. Activities of the Board of Directors' Sub-committees

In 2025, the Company established the Personnel – Remuneration Sub-committee and developed a plan to establish the Company Development Sub-committee and the Internal Audit Sub-committee to meet governance requirements and achieve medium- and long-term development goals and plans. At the periodic BOD meetings, members reported on the status of their assigned tasks, including: timely payment of wages and bonuses; staffing and labor reorganization; internal audit implementation; and the development and implementation of the Sustainable Forest Management Plan, applying for forest certification (FM/PEFC) and Chain of Custody (CoC) certification.

4. Summary of 2025 Production and Business Results

In 2025, the Company operated in a context of global economic uncertainty, adverse weather conditions (unseasonal rain, storms, and typhoons with increasing frequency), and significant changes in leadership. The BOD proactively assessed

opportunities and challenges, timely consolidated personnel, and proposed appropriate directions and solutions; with the consensus of all staff and employees, the Company completed and exceeded the key targets assigned by the General Meeting of Shareholders, preserved and developed state and shareholder capital, and maintained employment and income for employees.

Key financial indicators in 2025 (according to the Production and Business Results Report presented to the General Meeting):

No.	Indicator	Plan	Actual	Actual/Plan (%)
1	Total Revenue (VND billion)	544.173	635.839	116.8
2	Profit Before Tax (VND billion)	148.35	168.591	113.6
3	Net Profit After Tax (VND billion)	135.89	150.157	110.5
4	Budget Contribution (VND billion)	79.72	77.709	97.5
5	Exploitation Output (tons)	8,800	9,426.405	107.12
6	Dividend (%/Charter Capital)	8%	8%	100

Chart 1: 2025 Financial Target Plan and Performance

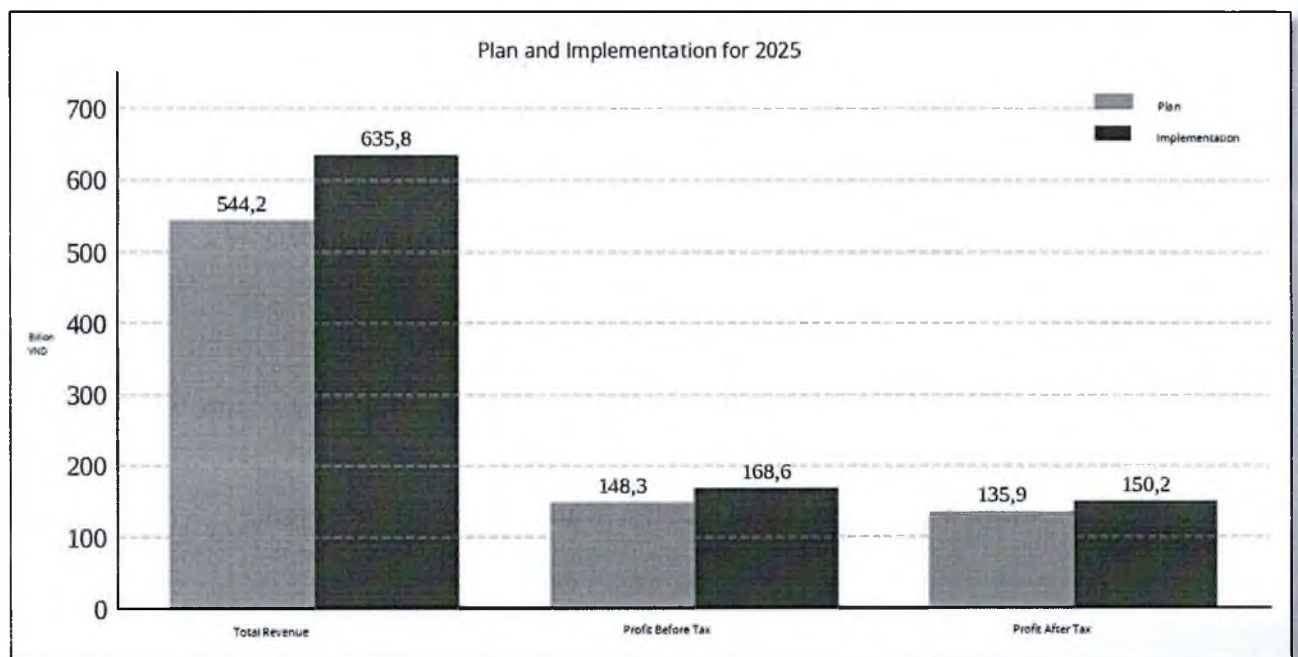
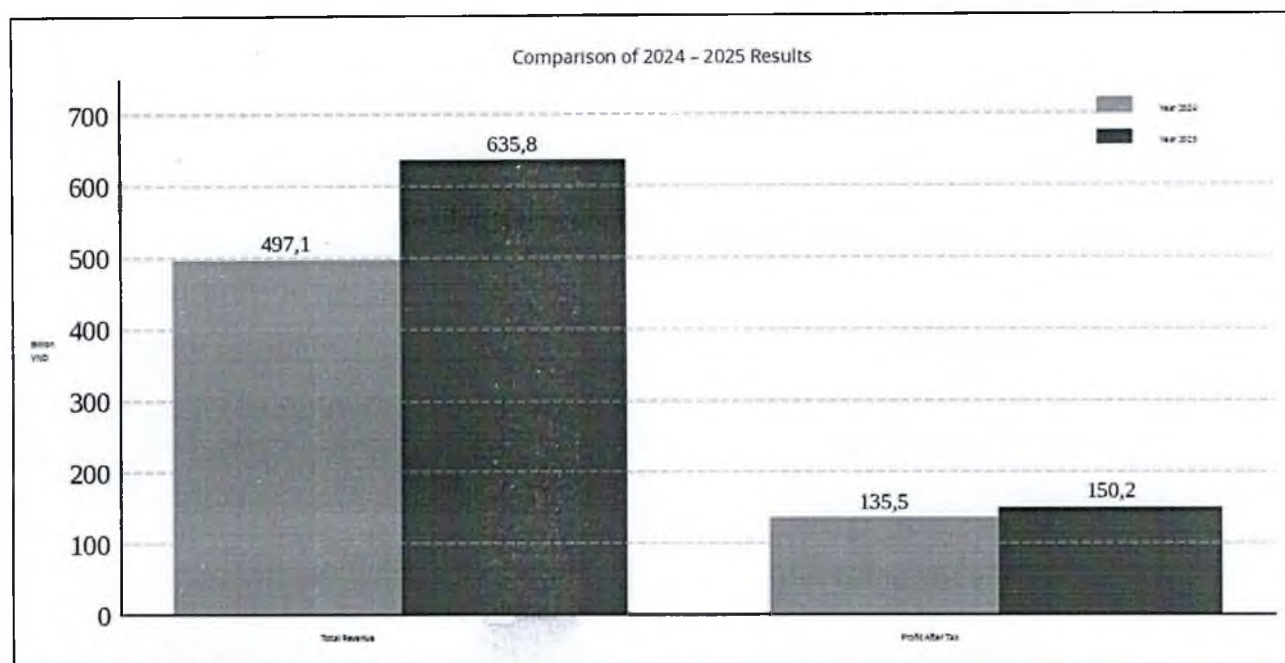


Chart 2: Comparison of Revenue and Net Profit After Tax 2024 – 2025

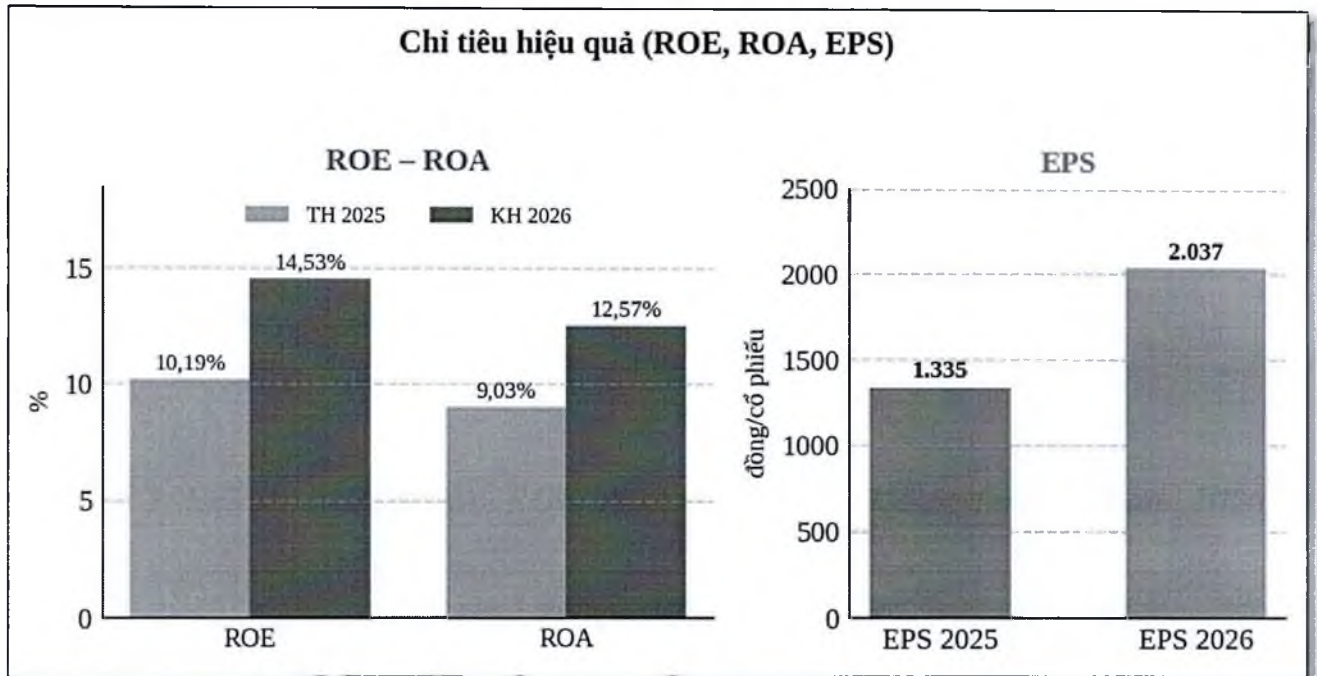


5. Financial Efficiency Indicators (ROE, ROA, EPS)

In addition to scale indicators, the BOD monitors a group of efficiency indicators to evaluate the profitability of capital and assets, serving as a basis for governance and comparison with the 2026 plan. Some efficiency indicators are as follows:

No.	Indicator	2025 Performance	2026 Plan
1	Net Profit After Tax (VND billion)	150.157	229.205
2	Return on Equity (ROE) (%)	10.19	14.53
3	Return on Assets (ROA) (%)	9.03	12.57
4	Basic Earnings Per Share (EPS) (VND/share)	1,335	2,037

Chart 3: Efficiency Indicators ROE, ROA, and EPS (2025 performance and 2026 plan)



III. LAND MANAGEMENT AND DEVELOPMENT INVESTMENT ORIENTATION

Effective management and use of land funds is a key task, aligned with the Vietnam Rubber Group's orientation on improving land use efficiency and developing new growth pillars. In 2025, the BOD directed the Board of Management to focus on the following:

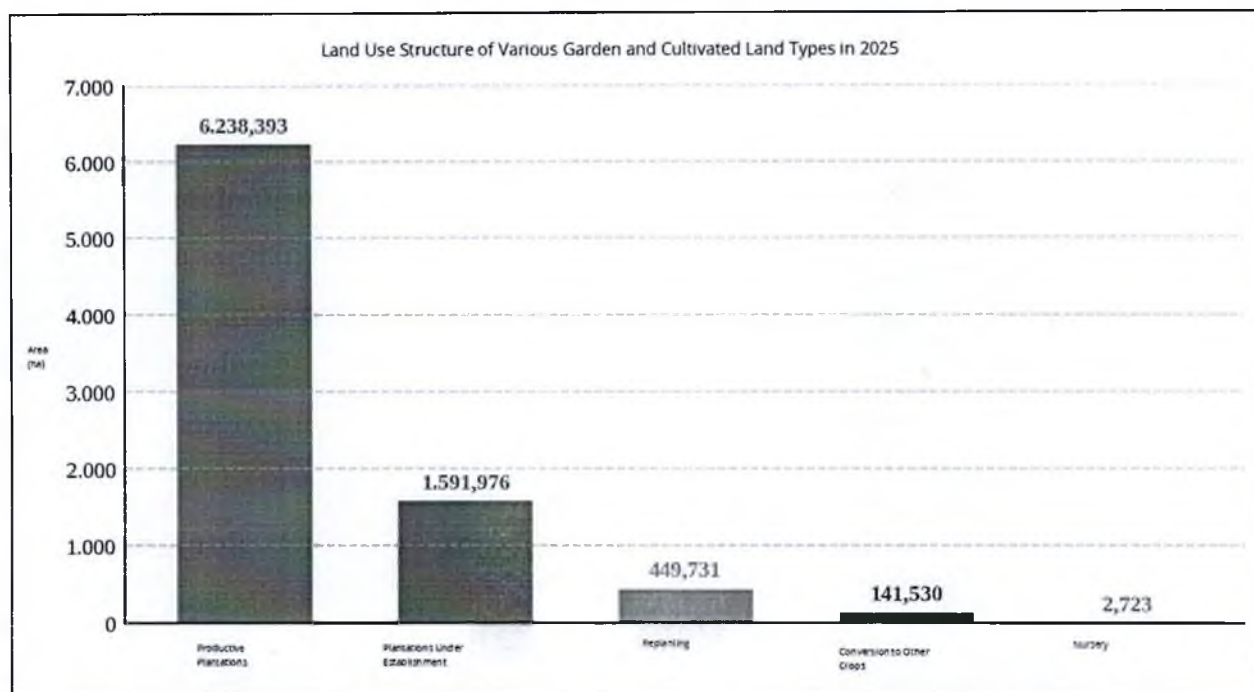
1. Review the current status, organize surveys, and develop land use plans for the entire land fund managed by the Company (total area of 8,510.675 ha, including 8,425.542 ha of agricultural land and 85.133 ha of non-agricultural land) to submit to competent authorities for approval, creating a stable legal basis for production, business, and project implementation.

2. Propose additions to local land use planning and plans until 2030, with a vision to 2050; ensure leased land is used for the correct purpose and in accordance with the plan; and complete legal land procedures in areas still facing obstacles.

3. Based on the approved land use plan, prioritize allocating land funds to develop high-efficiency and high-value-added sectors: high-tech agriculture, renewable energy, industrial parks – industrial clusters, and rubber trees; proactively convert inefficient areas to higher-value models.

4. The area structure of garden types and cultivated land in 2025 is shown in the chart below:

Chart 4: Structure of garden types and cultivated land area in 2025



High-tech agriculture: In 2025, the Company piloted a specialized tissue-culture banana planting model on a scale of 17.5 ha; the export-standard bunch rate reached 97%, the first-crop yield was approximately 45.09 tons/ha, and the cost was controlled under VND 7,000/kg. Based on initial results, the Company plans to expand by approximately 552.56 ha in the Xa Bang area during the 2026 – 2028 period, linked to production-consumption cooperation according to the value chain.

Renewable Energy: Adhering to Power Development Plan VIII and the Group's orientation on developing the renewable energy pillar, the Company proactively researches and proposes plans to develop renewable energy projects (solar power, combined models on converted rubber land) in accordance with the plan, serving as a basis for diversifying revenue sources in the medium and long term.

Industrial Parks – Industrial Clusters: Continue to closely follow Departments, agencies, and the Group to request investment policies for industrial park and industrial cluster projects on converted rubber land in the direction of green, smart, and circular industrial parks; prepare legal conditions and resources for implementation once approved.

IV. REPORT OF THE INDEPENDENT BOD MEMBER EVALUATING THE BOD'S ACTIVITIES IN 2025

The independent BOD member has fully performed their functions, duties, and powers in accordance with the Charter, Internal Regulations on Corporate Governance, and BOD Operational Regulations; attended all BOD meetings; and promoted an independent and objective critical role regarding important contents submitted to the BOD, especially in areas: strategic orientation, production and business planning and investment, financial management, project efficiency evaluation (industrial parks, high-tech agriculture, renewable energy), and sustainable development orientation – ESG.

The independent member monitors compliance with internal regulations, risk management, and internal control through periodic reports and opinions of the Supervisory Board; based on this, they provide recommendations to enhance transparency, implementation discipline, and the quality of the Company's information disclosure. (Detailed evaluation content of the independent BOD member is presented in the attached Report.)

V. TRANSACTIONS OF INSIDERS AND TRANSACTIONS WITH RELATED PARTIES

1. Stock transactions of insiders and related persons

In 2025, there were no stock transactions by insiders and related persons.

2. Transactions with related parties

Transactions with related parties arising during the Company's normal production and business activities were conducted transparently, in compliance with the law, the Charter, and internal governance regulations; they are fully presented in the Notes to the 2025 Audited Financial Statements and disclosed in accordance with regulations, specifically as follows:

No.	Organization/Individual	Related party relationship	Transaction date	BOD Resolution/Decision approval	Content, transaction value
1	Vietnam Rubber Group	Parent company	January – December 2025	Resolution No. 174/NQ-HĐQTCSBR dated July 14, 2025	Contract No. 09/HĐĐG.25-BR: packaging services, VND 13,305,600; Contract No. 86/HĐĐG.25-BR: rubber

No.	Organization/Individual	Related party relationship	Transaction date	BOD Resolution/Decision approval	Content, transaction value
					latex sales, VND 23,615,424,000
2	Hoa Binh Rubber JSC	Subsidiary of the Parent Group	January – December 2025	Resolution No. 174/NQ-HĐQTCSBR dated July 14, 2025	Contract No. 16/HĐGCCB.24-BR: latex processing, VND 289,072,000; Contract No. 17/HĐGCCB.25-BR: latex processing, VND 1,228,864,000
3	Vietnam Rubber Research Institute	Unit under the Group	January – December 2025	Resolution No. 174/NQ-HĐQTCSBR dated July 14, 2025	Contract No. 67 dated June 10, 2025: plantation chemicals, VND 101,178,000; Contract No. 38B/2025/HĐTV-NCC: technical consulting, VND 286,666,400
4	Rubber Industry Medical Center	Unit under the Group	January – December 2025	Resolution No. 174/NQ-HĐQTCSBR dated July 14, 2025	Contract No. 08/HD-YTCS: health check services, VND 337,235,000
5	Ben Thanh Rubber JSC	Subsidiary of the Parent Group	January – December 2025	Resolution No. 174/NQ-HĐQTCSBR dated July 14, 2025	Contract No. 126/HĐMB-CSBT: tire purchase, VND 50,778,000

VI. 2026 OPERATIONAL PLAN ORIENTATION

2026 is the first year of the 2026 – 2030 medium-term plan. The global economy still harbors many risks and challenges; international trade activities are affected by geopolitical tensions. Domestically, the legal framework for state capital management and investment in enterprises (Law No. 68/2025/QH15) continues to be perfected, setting higher requirements for capital use efficiency, transparency, and accountability. The shortage of latex tapping labor, plantation productivity, and complex weather developments are factors affecting output, revenue, and profit. Adhering to the Group's orientation, the BOD directs the 2026 operational plan as follows:

1. Key tasks

- Develop plans and solutions to overcome the shortcomings and limitations of 2025; adhere to the General Meeting of Shareholders' Resolution and the Group's orientation to direct the implementation of 2026 production and business tasks; proactively and decisively direct the Executive Board to complete plan targets.

- Focus on completing land use plans, reviewing planning and land legal documents as a basis for project implementation; promote land potential, and actively seek investment cooperation partners to improve land use efficiency.

- Continue to implement projects and closely follow Departments, agencies, and the Group to request policies for implementing industrial park, high-tech agriculture, and renewable energy projects on converted rubber land.

- Perfect corporate governance according to best practices; consolidate sub-committees; improve quality and reduce product costs; promote digital transformation and sustainable development (ESG, EUDR).

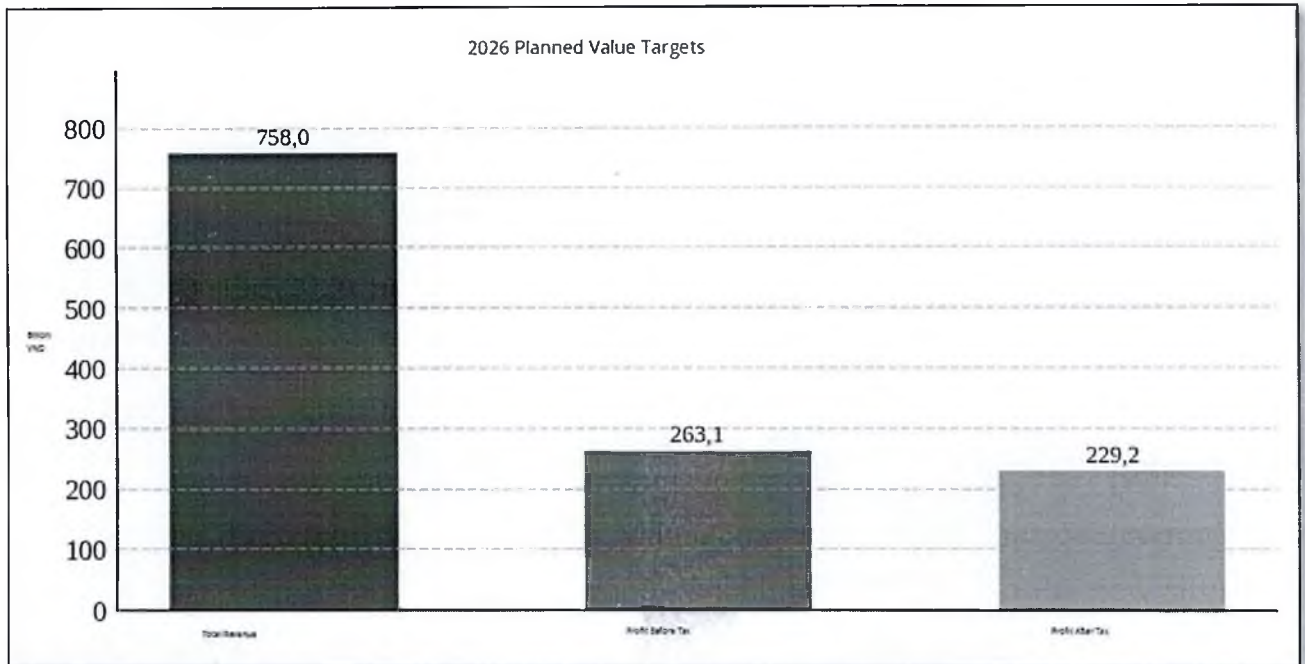
- Continue to resolve outstanding issues and obstacles regarding finance, land, and cooperation projects.

2. Key 2026 plan targets

Based on plantation capacity and the orientation of the Vietnam Rubber Group, the BOD develops the 2026 plan with several key targets as follows:

No.	Indicator	2026 Plan
1	Exploitation output (tons)	8,800
2	Total revenue (VND billion)	757.985
3	Profit before tax (VND billion)	263.07
4	Net profit after tax (VND billion)	229.205
5	Return on Assets (ROA) (%)	12.57
6	Return on Equity (ROE) (%)	14.53
7	Expected dividend payout (% of charter capital)	7.7

Chart 5: 2026 Value Plan Targets



The appropriation of the Development Investment Fund and the Reward – Welfare Fund will be carried out in accordance with the law and the Company's Charter after the 2026 production and business results are audited and approved by the General Meeting of Shareholders.

3. Some key solutions

To implement the 2026 production and business plan, the BOD issues Resolutions directing the Board of Management to focus on overcoming the shortcomings of previous years and proposes solutions suitable to the new situation, specifically:

3.1.Planning and business management

- Focus resources on implementing solutions to increase output, revenue, and business efficiency; rationalize production organization, ensuring progress and product quality.

- Manage product quality well; consolidate image and brand; seek partners and expand consumption markets; expand purchasing and processing, and maximize the capacity of processing plants.

- Strengthen the application of new technology to increase output and product quality; flexibly manage consumption plans, inventory, customer structure, and selling prices.

3.2.Land and development investment

- Accelerate surveying, status review, preparation, and submission for approval of land use plans; supplement land use planning and plans as a legal basis for project implementation.

- Prioritize allocating resources to develop high-tech agriculture (expanding the tissue-culture banana area in Xa Bang), renewable energy, industrial parks/clusters on converted rubber land, and rubber trees; convert inefficient areas to higher-value models.

- Actively coordinate with authorities at all levels and the Group to request policies and complete legal documents and procedures for projects in accordance with regulations.

3.3.Financial work

- Strengthen financial management, use capital sources effectively, ensure profitable business, preserve and develop equity; improve efficiency indicators (ROE, ROA).

- Control production and business costs, aggregate costs, and calculate product costs; practice thrift, combat waste, and improve competitiveness.

- Focus on inventory management; analyze and evaluate quality, timely handle degraded goods, and recover capital for production and business.

3.4.Corporate governance

- Continue to streamline labor, build a lean and effective apparatus; review labor staffing by job position in the direction of reducing indirect labor and increasing labor productivity.

- Develop and implement human resource training and fostering plans; focus on recruitment, skill improvement, stabilizing employment and income, and attracting highly skilled direct labor.

- Promote the role of the Governance and Information Disclosure Team; review and perfect the internal governance regulation system; separate the BOD's strategic

orientation function from the Executive Board's executive function; gradually apply a KPI evaluation system linked to wages and bonuses based on performance.

- Promote digital transformation and software application in governance; digitize plantation data to serve the monitoring of area, yield, and exploitation and replanting plans; maintain and improve the sustainable forest management system, meeting market requirements linked to green growth, ESG, and EUDR Regulations.

The above is the Report on the activities of the Company's Board of Directors in 2025 and the 2026 plan orientation. Respectfully submitted to the General Meeting of Shareholders for consideration and approval./.

Recipients:

- As above;
- BOD, BOS of the Company;
- Company shareholders;
- Archived: AD, BOD Secretariat.

**ON BEHALF OF THE BOARD OF DIRECTORS
CHAIRMAN**

(signed)

Pham Hai Duong

Ho Chi Minh City, June 04, 2026

REPORT
BY THE INDEPENDENT MEMBER OF THE BOARD OF DIRECTORS
EVALUATION OF THE BOARD OF DIRECTORS' PERFORMANCE IN
2025

To:

- The 2026 Annual General Meeting of Shareholders;
- The Board of Directors.

In evaluating the performance of the Company's Board of Directors in 2025, the independent member of the Board of Directors provides the following general assessment:

- The Company's Board of Directors has worked with a spirit of responsibility and transparency in governance, strictly complying with regulations applicable to public companies.

- Issues related to business strategy, cash flow, investment projects, and management regulations were regularly reviewed and evaluated by the Board of Directors during periodic meetings.

- Decisions of the Board of Directors at meetings or via written consultation were passed by majority rule; meeting minutes or consolidated minutes of opinion ballots were fully prepared and signed by members of the Board of Directors on voting ballots and opinion ballots.

1. Organizational structure:

The Board of Directors consists of 05 members for the 2021-2026 term, including 01 independent member. Mr. Tran Khac Chung - Member of the Board of Directors (submitted a resignation letter effective from August 20, 2025, and was dismissed from February 26, 2026). All members of the Board of Directors fully participated in meetings as per the convocation notices from the Chairman of the Board of Directors and actively engaged in planning, compliance control, and strategic critique, ensuring high standards of corporate governance practices.

2. Activities of the Board of Directors

- In 2025, the Board of Directors held 04 periodic meetings, 03 extraordinary meetings, and conducted written consultations. The Board of Directors' meetings were convened and conducted according to a specific schedule, with documents fully prepared in compliance with the Company's Charter and legal regulations. Meeting contents were discussed, critiqued, and evaluated fully and carefully by members of the Board of Directors. The content for consultation was fully conveyed, including supporting bases and attached documents, enabling the Board of Directors to identify issues and reach consensus on the matters consulted.

- Issues related to strategy, business plans, finance, and the development of management systems within the Company were discussed and strictly controlled between the Board of Directors and the Board of Management.

- Changes to investment plans and new strategies were independently researched, based on scientific grounds, and critiqued between the Board of Directors and the Board of Management.

3. Governance and supervision:

- Overall, the Board of Directors performed well in supervising the Board of Management, ensuring the company's operations were strictly controlled to remain aligned with strategic directions and to adjust decisions in a timely manner.

- Decisions of the Board of Management were analyzed, critiqued, and consulted by the Board of Directors to ensure the company's interests. Thereby, the Board of Directors remained well-informed of the company's operational status and updated promptly on practical requirements.

- The Board of Directors paid special attention to risk management solutions to support the executive board in identifying issues early and helping the company maintain sustainability and operational stability, protecting the interests of investors.

- The Board of Directors complied with corporate governance regulations, convening meetings or conducting periodic and extraordinary consultations to provide timely direction and issue decisions suitable to practical circumstances.

- The Board of Directors fulfilled its role and responsibilities in directing, supporting, and supervising the Board of Management in implementing tasks approved by the General Meeting of Shareholders and the Board of Directors, ensuring compliance with legal regulations while balancing the interests of the Company and shareholders.

- Members of the Board of Directors proactively identified their roles and responsibilities in supporting the Board of Management and shared experiences,

interacted, and exchanged views with the Board of Management regarding corporate governance practices.

4. Results of supervision regarding financial statements, operational status, and financial situation of the company:

- Financial statements were prepared and disclosed in accordance with accounting standards and current legal regulations.

- The selected auditing firm ensured reliability, integrity, compliance with audit deadlines, adherence to professional regulations, and maintained independence and objectivity when issuing audit opinions.

- Business performance results in 2025 showed net revenue reaching VND **506.699** billion and net profit after tax reaching VND **150.157** billion. The Company exceeded its revenue and profit targets as planned; the Board of Directors highly appreciates the efforts of the Board of Management and all company employees.

5. Recommendations:

- The Board of Management should have plans to attract and retain employees to exceed the production output target assigned in 2026. Strengthen the priority of fully resolving benefits and policies for employees in all positions within the Company. Implement measures to protect and prevent the loss of latex from harvesting workers; this is a solution to increase business efficiency.

- It is recommended that the Board of Management find appropriate and compliant solutions to convert land use purposes and implement large-scale agricultural zones applying scientific and technical advances to increase land use efficiency and business performance.

- Fully implement contents related to corporate governance and disclose information on the stock market in accordance with the law.

6. Conclusion:

- The Board of Directors fully performed its representative function for owners in supervising the Company's executive operations, providing appropriate orientation and timely direction to ensure the effective use of resources to achieve targets assigned by the General Meeting of Shareholders, based on compliance with the law and the Company's Charter.

- In addition to performing the management and supervision function of the Board of Management's operations, the Board of Directors coordinated closely with the Board of Management to find solutions to overcome difficulties in production and business in 2025.

- In general, although 2025 faced many difficulties in production, major fluctuations in top-level personnel organization, and impacts from labor shortages, with a high sense of responsibility, solidarity, and cooperation in performing tasks honestly and carefully, the Board of Directors implemented decisive solutions in supervision and directed the Board of Management to execute the Resolutions assigned by the General Meeting of Shareholders and the Board of Directors, thereby exceeding the production and business plan for the year and ensuring the interests of the Company and shareholders./.

Recipient:

- As above;
- BOM, BOS;
- Company Shareholders;
- Archived: AD, BOD Secretary.

Independent Member of the BOD

(signed)

Phung The Minh

REPORT

2025 Activities and 2026 Tasks of the Board of Supervisors

To: The 2026 Annual General Meeting of Shareholders.

Pursuant to the 2020 Law on Enterprises and the 2025 Law amending and supplementing a number of articles of the Law on Enterprises, and guiding documents;

Pursuant to the 2019 Law on Securities and the 2024 Law amending and supplementing a number of articles of the Law on Securities, and guiding documents;

Pursuant to the Charter of Ba Ria Rubber Joint Stock Company;

Pursuant to Decision No. 931/QD-BKS.CSBR dated June 29, 2021 of the Board of Supervisors on the issuance of the Operating Regulations of the Board of Supervisors of Ba Ria Rubber Joint Stock Company;

Pursuant to Plan No. 33/KH-CSBR.BKS dated April 9, 2025 on the 2025 activity plan of the Board of Supervisors of Ba Ria Rubber Joint Stock Company;

The Board of Supervisors of Ba Ria Rubber Joint Stock Company reports on the 2025 activities and 2026 tasks as follows:

I. GENERAL INFORMATION ABOUT THE ENTERPRISE

- Enterprise name: BA RIA RUBBER JOINT STOCK COMPANY
- Business Registration Certificate No.: 3500103432
- Charter capital: VND 1,125 billion
- Owner's investment capital: VND 1,096.524 billion, accounting for 97.47% of the charter capital.
- Address: National Highway 56, Duc Trung Hamlet, Ngai Giao Commune, Ho Chi Minh City.
- Phone number: 0254.3881964; Fax: 0254.3881169

II. IMPLEMENTATION OF 2025 TASKS

1. Organization and personnel

The Annual General Meeting of Shareholders of Ba Ria Rubber Joint Stock Company on June 27, 2025, approved the dismissal of the Head of the Supervisory Board, Ms. Huynh Thi Hoa (due to retirement in accordance with regulations), and elected Ms. Pham Thi Kim Loan - Head of the Organization, Personnel and Salary Department - to the position of Head of the Supervisory Board for the 2021-2026 term.

Currently, the Supervisory Board for the 2021-2026 term consists of 03 members:

No.	Member name	Working unit	Position
01	Pham Thi Kim Loan	Ba Ria Rubber Joint Stock Company	Head of the Board (full-time)
02	Hoang Quoc Hung	Vietnam Rubber Group	Member (concurrent)
03	Nguyen Thi Hai	Ba Ria Rubber Joint Stock Company	Member (concurrent)

2. Activities of the Board of Supervisors

2.1. General tasks

- Inspect and supervise the implementation of the Annual General Meeting of Shareholders' Resolutions.

- Regularly supervise the issuance and organization of the implementation of Resolutions, Decisions, and Regulations of the Company's Board of Directors.

- Supervise the effectiveness of financial investments in associates and other short-term and long-term investments.

- Supervise the effectiveness of investments in other enterprises and business cooperation projects with partners.

- Appraise quarterly, semi-annual, and periodic financial statements and supervise the disclosure of information to the State Securities Commission in accordance with regulations.

- Perform ad-hoc inspections and supervision as requested by the Company, the Group, and in areas that the Board of Supervisors deems necessary and appropriate to the actual situation at the Company.

2.2. Planned inspection and supervision

- Supervise the asset inventory at 12:00 A.M. on January 1, 2025.

- Appraise the Q4/2024 financial statements.

- Appraise the 2024 financial statements submitted to the 2025 General Meeting of Shareholders.

- Appraise the Q1/2025 financial statements.

- Inspect capital construction investment and procurement of goods in 2024.

- Supervise the area affected by the high-voltage power line passing through the rubber plantation.

- Appraise the 2025 semi-annual financial statements.

- Appraise the 9-month 2025 financial statements.

- Inspect the implementation of intercropping in 2023, 2024, and 2025.

III. RESULTS OF INSPECTION AND SUPERVISION IN 2025

1. Evaluation of the Board of Directors' performance

In 2025, the Board of Directors held 04 regular meetings, 03 extraordinary meetings, and conducted 45 written consultations; issued 62 Resolutions and 76 Decisions related to personnel work, plans for streamlining the organizational structure, operating models, and the Company's production and business tasks.

The Board of Directors performed well its role of managing, directing, and supervising the Board of Management in organizing the implementation of the General Meeting of Shareholders' Resolutions, and the Board of Directors' resolutions and decisions. At the same time, the Board of Directors timely issued guidelines, orientations, and solutions to serve production and business activities, ensuring the Company operates in accordance with the law and the Company's Charter.

Implementing the 2025 Annual General Meeting of Shareholders' Resolution, the Company's BOD issued Resolution No. 13/NQ-DHDCD dated June 27, 2025, on the 2024 profit distribution, which the Board of Management has implemented.

2. Evaluation of the Board of Management performance

The Company's Board of Management has implemented tasks according to the General Meeting of Shareholders' Resolutions and the Board of Directors' resolutions and decisions; organized and managed production and business activities closely following the Company's plan and actual situation.

In 2025, the Board of Management focused on directing the implementation of key tasks such as: rubber latex exploitation, replanting, plantation care, processing, and product consumption; ensuring the stability of production and business activities and improving the Company's operational efficiency.

The Company strictly follows internal regulations and policies; maintains product quality according to ISO standards and the CoC chain of custody; fully implements financial reporting, internal audit, and information disclosure regimes as prescribed.

Quarterly, the Board of Management reports to the Board of Directors on production and business results, the progress of implementing resolutions, and proposes solutions to resolve difficulties and obstacles arising during the implementation of tasks.

The Board of Management and the team of managers at all levels have promoted a sense of responsibility, proactively managed flexibly, contributing to the successful completion of the 2025 production and business targets and tasks.

3. Regarding the implementation of the business plan

3.1. Implementation of area targets (as of December 31, 2025)

No.	Indicator	Unit	Company
I.	Agricultural land	ha	8,425.5416

No.	Indicator	Unit	Company
1.	Rubber area	ha	8,012.9043
1.1	Exploited rubber area	ha	6,048.0829
1.2	Replanting, newly planted area	ha	450.9180
1.3	Capital construction garden area	ha	1,513.9034
2.	Area waiting for handover to locality	ha	268.3836
3.	Nursery, seedling garden area	ha	2.7233
4.	Area converted to other crops	ha	141.5304
	Planting hybrid acacia	ha	17.1845
-	Other crops (jackfruit + banana)	ha	83.8149
-	Planting bananas	ha	23.9010
-	Land (IVb) awaiting conversion to other crops	ha	16.6300
II.	Non-agricultural land	ha	85.1330
	Total	ha	8,510.6746

3.2. Regarding production

- The annual exploitation output was 9,426.405 tons/8,800 tons, reaching 107.12% of the annual plan.

- Purchasing output: 1,500.037 tons/1,000 tons, reaching 150% of the plan.

- Processing output: 11,182.973 tons/11,800 tons, reaching 94.77% of the annual plan. In which, processing output was 1,003.61 tons, accounting for 8.97% of the processing output.

- Consumption output: 10,059.84 tons/9,800 tons, reaching 102.65% of the annual plan, in which exports: 2,258.88 tons, domestic consumption 7,800.96 tons.

3.3. Land management

In 2025, the Company completed the name change from "Ba Ria Rubber One Member Limited Liability Company" to "Ba Ria Rubber Joint Stock Company" for 3 land lease decisions No. 1131/QD-UBND dated March 29, 2007, No. 1132/QD-UBND dated March 29, 2007, and No. 5221/QD-UBND dated December 28, 2006, of the People's Committee of Ba Ria - Vung Tau province with an area of 4,771 ha (re-signing land lease contracts, adjusting the Certificate of Land Use Rights, and carrying out procedures for land rent exemption and reduction with the Tax authority). Upon completing this name change, the Company was approved by the tax authority for land rent exemption and reduction for 2024: VND 16.230 billion (Decree No. 87/2025/ND-CP dated April 11, 2025); and for 2025: VND 18.265 billion (Decree No. 230/2025/ND-CP dated August 19, 2025).

The Company continues to address outstanding issues in land management such as: handing over land to the locality; encroachment and land disputes of the Company, etc.

4. Indicators on financial statements

4.1. Financial indicators

Description	Plan (VND)	Objective factors not yet implemented	Actual performance (VND)	Implementation rate (%)
1. Total revenue	593,665,000,000	49,492,000,000	635,839,599,433	116.8 %
a) Revenue from sales and service provision	445,100,000,000		506,699,178,238	113.84%
- Revenue from harvested rubber latex sales	435,600,000,000		499,013,954,256	114.6 %
- Other services (processing, pallet sales, inspection...)	9,500,000,000		7,685,223,982	80.90%
b) Financial activity revenue	58,147,000,000		63,959,202,186	110.0 %
c) Other income	90,418,000,000	49,492,000,000	65,181,219,009	159.3 %
2. Total accounting profit before tax	180,992,000,000	32,642,000,000	168,591,262,420	113.6 %
3. Total profit after tax	162,004,000,000	26,113,600,000	150,157,461,524	110.5%
4. Budget contribution (amount paid)	86,248,339,000	6,528,400,000	77,708,670,791	97.5%

The objective factor is the failure to hand over to the locality and liquidate assets on land including 276 ha in Xuan Son.

- The paid land rent includes the amount the Company actually paid in cash of VND 37,707,495,369 and the offset of land rent exempted and reduced in 2024 of VND 16,230,236,016.

4.2. Investment in other entities

- In 2025, the Company did not make capital contributions to other units. Long-term financial investment as of December 31, 2025, is: VND 667,387,945,955, in which:

+ Ba Ria - Kampong Thom Rubber Joint Stock Company in the Kingdom of Cambodia: VND 342,886,600,625;

+ Long Khanh Industrial Zone Joint Stock Company: VND 15,333,210,771;

+ Vietnam - Laos Rubber Joint Stock Company: VND 102,998,268,753;

+ Lai Chau Rubber Joint Stock Company: VND 111,014,120,866;

+ Lai Chau 2 Joint Stock Company: VND 59,198,139,940;

+ Yen Bai Rubber Joint Stock Company: VND 35,957,605,000.

- Provision for long-term investment losses as of December 31, 2025: VND 2,689,581,824 (in which, provision for investment in Yen Bai Rubber Joint Stock Company: VND 1,333,569,796, an increase of VND 1,107,721,204; Lai Chau II Rubber Joint Stock Company: VND 1,356,012,028, an increase of VND 661,545,974). The Company reversed the provision for investment in Vietnam - Laos Rubber JSC with an amount of: VND 1,853,906,849.

- In 2025, dividends received from capital contributions were: VND 53,582,859,779, in which:

+ Long Khanh Industrial Zone Joint Stock Company: VND 6,840,000,000;

+ Vietnam - Laos Rubber Joint Stock Company: VND 12,349,527,315;

+ Ba Ria - Kampong Thom Rubber Joint Stock Company: VND 34,393,332,464.

4.3. Situation of receivables and payables as of December 31, 2025

a) Receivables

Receivables at the end of the period were VND 42.055 billion, in which receivables from:

- Customers buying rubber latex were VND 24.745 billion.

- Customers receiving latex tapping contracts were VND 13.529 billion.

- Other receivables: VND 10.545 billion

- Overdue debts over 12 months from customers with output contract contracts amounting to: VND 13.529 billion. The Company made a provision of VND 6.764 billion for this household contract receivable.

b) Payables

Payables at the end of the period were VND 206.553 billion. In which: Payables to employees VND 48.445 billion, Reward and welfare fund VND 44.022 billion, payables to customers VND 7.908 billion, advances from customers VND 2.327 billion, taxes and other payables to the state: VND 8.430 billion, short-term accrued expenses: VND 0.456 billion, other short-term payables: VND 53.8 billion, Science and technology development fund: VND 41.070 billion. There are no overdue payables.

Over the past years, the Company has not borrowed from banks or raised capital.

Remark: To ensure short-term payables, the Company has a monthly cash flow plan, specifically to settle short-term receivables on time (collecting money from selling finished products, liquidating rubber trees, dividends, etc.) to ensure the source for paying short-term debts such as: paying salaries to employees, purchasing materials, fulfilling obligations to the state budget, and depositing idle money in banks with terms to increase income from interest.

4.4. Implementation of profit distribution in 2025

During the period, the Company implemented profit distribution according to the 2025 Annual General Meeting of Shareholders' Resolution (No. 13/NQ-DHDCD dated June 27, 2025), details:

No.	Profit distribution for 2024	Value (VND)
1	Total profit after tax as of January 01, 2025	127,532,729,340
2	Profit after tax generated in 2025	150,157,461,524
3	Profit distribution in 2025	127,532,729,340
	- Allocation to Development Investment Fund	31,294,729,340
	- Allocation to Welfare and Reward Fund (2 months of average salary)	17,091,000,000
	- Allocation to Management Reward Fund (01 month of salary)	397,000,000
	- 2024 dividend payment per BOD Resolution (7%)	78,750,000,000
4	Profit after tax as of December 31, 2025	150,157,461,524

4.5. Indicators for evaluating 2025 operational efficiency

- General solvency ratio: 8.26 times
- Short-term solvency ratio: 2.63 times
- Quick solvency ratio: 2.11 times
- Profit before tax/Total revenue ratio: 26.5%
- Profit after tax/Total revenue ratio: 23.6%
- Profit before tax/Total assets ratio (ROA before tax): 9.87%
- Profit after tax/Total assets ratio (ROA): 8.8%
- Profit after tax/Owner's equity ratio (ROE): 10.01%

The Company's general and short-term solvency ratios are both >1.00, indicating that the Company has a good financial position at the end of the period and still ensures debt repayment obligations when due.

The Company's net cash flow in 2025 was: (VND 64.373 billion), meaning more was spent than received. The cash balance at the end of the period was VND 87.755 billion, a decrease of VND 64.197 billion compared to the beginning of the period (VND 151.952 billion).

The main reason is that the Company increased short-term term deposits (<12 months) during the period by VND 186.2 billion (code 23 – Cash Flow Statement).

The Company still maintains cash and cash equivalents: VND 87.755 billion and short-term financial investments (term deposits <12 months): VND 207.7 billion. Total cash increased by VND 120.7 billion compared to the beginning of the period. This shows that the Company has well balanced long-term term deposits to generate higher interest, and the financial situation ensures production activities.

In the coming time, the Company needs to continue to improve the quality of forecasting and cash flow planning, determine capital needs for production, business, investment, procurement, and payment activities in each period. On that basis, reasonably balance short-term and long-term deposits to optimize capital usage efficiency, increase financial income, and ensure solvency when necessary.

IV. RECOMMENDATIONS

The Company's report has analyzed the advantages, difficulties, and fully evaluated the results achieved in production and business activities in 2025. On that basis, the Company has proposed solutions to complete the 2026 production and business plan.

Besides that, the report also identified solutions to restructure investment activities, improve operational efficiency and resource utilization, as a basis for the Company's stable and sustainable development in the coming time.

In addition to the above contents, the Supervisory Board recommends the Company's Leadership on some of the following contents:

- Regarding debt management and recovery

As of December 31, 2025, the Company has receivables from customers under output contracts with a total value of VND 13,529,016,391, including overdue debts over 12 months from customers: Dang Thanh Binh Business Household, Van Linh Agricultural Services, Thien Tai Agricultural Services, Phat Dat Quan, and Quan Tham Rubber Joint Stock Company.

For these debts, the Company has made a provision for bad debts of VND 6.764 billion in accordance with regulations.

The Supervisory Board requests the Company to continue to implement debt recovery measures in accordance with the terms committed in the contract; strengthen the reconciliation and confirmation of debts to limit the risk of capital loss and improve debt management efficiency. In case of objective reasons affecting the payment schedule, the Company is requested to work with relevant parties to sign contract appendices, payment commitments, or minutes of meetings as a legal basis for monitoring and recovering debts.

- Regarding land management and usage

The Company is a state-controlled enterprise, assigned and leased land by the State to serve production and business activities in the agricultural sector. Therefore, the Company is responsible for managing and using land and assets attached to land for the correct purpose approved by competent state agencies and complying with land law regulations.

The Supervisory Board requests the Company to continue to strengthen land management; not to allow disputes, encroachment, or misuse of land; implement investment, management, and use of capital in accordance with the law.

For investment cooperation projects, the Company needs to regularly evaluate implementation efficiency, ensure the efficiency of using capital and assets assigned for management; fully implement the reporting regime, and at the same time build a suitable land management and usage plan after the project or cooperation contract ends.

Continue to seriously implement the conclusions and recommendations of inspection and examination agencies related to land management and usage.

V. 2026 TASKS

1. Supervise the implementation of legal policies; the implementation of the Company's Charter, Resolutions of the General Meeting of Shareholders, Resolutions of the Board of Directors, regulations, and decisions of the Board of Directors and the General Director in managing the Company's production and business (*regular supervision*).

2. Inspect and supervise according to the Board of Supervisors 2026 Plan.

3. Implement reports as prescribed by the Board of Supervisors in 2026 to be sent to the Company's BOD and the Owner as prescribed.

Above is the report of the Board of Supervisors of Ba Ria Rubber Joint Stock Company on the 2025 operational situation and 2026 tasks. The report has been approved by the members of the Board of Supervisors.

The Supervisory Board respectfully submits to the General Meeting of Shareholders, the Group's Board of Directors, and the Group's Board of Supervisors for consideration and evaluation./.

Recipient:

- As above;
- Vietnam Rubber Group;
- Board of Directors "report"
- Board of Management;
- Board of Supervisors of Members;
- Archived: AD, Board of Supervisors

**ON BEHALF OF THE BOARD OF SUPERVISORS
HEAD OF THE BOARD**

(Signed)

Phạm Thị Kim Loan

No.: 647 /TTr-HĐQTCSBR

Ho Chi Minh City, June 26, 2026

PROPOSAL

Re: 2025 profit distribution; 2025 remuneration and salary payouts for the Board of Directors and the Board of Supervisors, and the 2026 plan

To: The 2026 Annual General Meeting of Shareholders.

Pursuant to Circular No. 200/2015/TT-BTC dated 15/12/2015 of the Ministry of Finance guiding the supervision of state capital investment in enterprises, performance evaluation, and financial disclosure of state-owned enterprises and enterprises with state capital;

Based on Decree No. 248/2025/NĐ-CP dated September 15, 2025 of the Government on regulations on salary, remuneration, and bonus policies for Direct Owners' Representatives, State Capital Representatives, and Supervisors in State-Owned Enterprises;

Pursuant to the Charter on Organization and Operation of Ba Ria Rubber Joint Stock Company approved by the General Meeting of Shareholders;

Pursuant to the Resolution of the 2025 Annual General Meeting of Shareholders of Ba Ria Rubber Joint Stock Company;

Pursuant to Document No. 444/HĐQTCSVN-TCKT dated May 26, 2026 of the Board of Directors of Vietnam Rubber Group regarding the agreement on certain contents to provide opinions and cast votes at the 2026 Annual General Meeting of Shareholders of Ba Ria Rubber Joint Stock Company.

Pursuant to Resolution No. 260/NQ-HĐQTCSBR dated June 26, 2026 of the Board of Directors of Ba Ria Rubber Joint Stock Company on approving certain contents for opinion contribution and voting at the 2025 Annual General Meeting of Shareholders of Ba Ria Rubber Joint Stock Company.

The Board of Directors of the Company respectfully submits to the General Meeting of Shareholders for approval the contents regarding profit distribution; and the remuneration and salary payouts for the Board of Directors, the Board of Management, and the Board of Supervisors for the year 2025 and the payout plan for 2026 as follows:

I. Profit Distribution

1. Approval of the 2025 Profit Distribution

Total profit after tax in 2025: VND 150,157 million.

Distribution:

- Investment and Development Fund (23.15% of PAT): VND 34,764 million.

To invest in capital construction items in 2026 and invest in projects for the following years.

- Bonus and Welfare Fund: VND 25,393 million.

In which:

+ Bonus and Welfare Fund for Employees: VND 24,925 million;

+ Bonus and Welfare Fund for the Board of Management, Board Members, and Supervisors: VND 468 million.

- Dividend payout (8% of Charter Capital): VND 90,000 million.

2. 2026 Profit Distribution Plan

Based on the business performance in 2026, after the audited financial statements are available, the Board of Directors will submit to the 2027 Annual General Meeting of Shareholders to decide on the 2026 profit distribution.

II. Salary and Remuneration for the Board of Directors and the Board of Supervisors

1. Actual Payout Results for 2025: VND 3.924 billion, in which:

- Salary: VND 3,744,000,000

- Remuneration: VND 180,000,000.

The above figures are recognized into the operating expenses of 2025. Regarding the individual salary and remuneration figures of each member in the 2025 audited financial statements, a portion includes outstanding salary and remuneration from 2024 that was not fully paid and was additionally settled in 2025.

2. 2026 Payout Plan (Provisional Payouts):

- Chairman of the Board of Directors: VND 8,000,000/month.

- Board Member: VND 7,000,000/person/month.

- Independent Board Member: VND 6,000,000/person/month.

- Part-time Member of the Board of Supervisors: VND 5,000,000/person/month.

The Board of Directors, the full-time Head of the Board of Supervisors, and the Board of Management: salaries shall be paid in accordance with State regulations guiding labor, salary, remuneration, and bonuses for joint-stock companies with dominant State capital contribution; regulations of Vietnam Rubber Group, and the actual business performance of the Company.

Respectfully submitted to the General Meeting of Shareholders for consideration and approval./.

Recipient:

- As above;
- Archive: AD,
Corporate Governance Officer

**ON BEHALF OF THE BOARD OF DIRECTORS
CHAIRMAN**

(signed)

Pham Hai Duong

PROPOSAL

Regarding the selection of an audit firm for the 2026 Financial Statements

To: The Annual General Meeting of Shareholders 2026.

Pursuant to the Law on Enterprises 2020;

Pursuant to the Law on Independent Audit 2011;

Pursuant to the Charter on Organization and Operation of Ba Ria Rubber Joint Stock Company approved by the General Meeting of Shareholders;

Pursuant to Document No. 444/HĐQTCSVN-TCKT dated May 26, 2026 of the Board of Directors of Vietnam Rubber Group regarding the agreement on certain contents to participate in opinions and voting at the 2026 Annual General Meeting of Shareholders of Ba Ria Rubber Joint Stock Company.

The Board of Supervisors respectfully submits to the General Meeting of Shareholders the selection of an independent audit firm to review the semi-annual Financial Statements and audit the Financial Statements for the fiscal year ending 2026 with the following specific contents:

1. Proposed criteria for selecting an independent audit firm:

- Select a reputable independent audit firm approved by the Ministry of Finance to perform audits for public interest entities;

- Is a firm with a team of highly qualified and professional auditors, accumulating extensive experience in auditing Financial Statements in accordance with current legal regulations;

- No conflict of interest when performing the audit of Financial Statements (the audit must be performed independently from consulting);

- Has a reasonable audit fee suitable for the content, scope, and progress of the audit required by the Company.

2. Based on the aforementioned selection criteria, the Board of Supervisors proposes selecting one of the following three professional audit firms:

- UHY Auditing and Consulting Company Limited
- NVA Auditing Company Limited
- International Auditing and Valuation Company Limited (IAV)
- VACO Auditing Company Limited

In case the above 04 firms do not participate due to objective factors, the Board of Directors and the Company's Board of Supervisors shall be authorized to select an eligible audit firm to perform the review of the semi-annual Financial Statements and the audit of the Financial Statements for the fiscal year ending 2026 in accordance with regulations.

3. Through competitive quotation, it is proposed that the General Meeting of Shareholders authorize the Board of Directors to select the audit firm, and authorize the General Director to negotiate and sign the implementation contract.

Respectfully submitted to the General Meeting of Shareholders for consideration and decision

Recipient:

- As above;
- BOD, BOD, BOM;
- Company Shareholders;
- Archive: AD, BOS.

**ON BEHALF OF THE BOARD OF SUPERVISORS
HEAD OF THE BOARD**

(signed)

Pham Thi Kim Loan

No.: 648/TTr-HĐQTCSBR

Ho Chi Minh City, June 26, 2026

PROPOSAL
Regarding the amendment and supplementation of business lines
and the Company Charter

To: The 2026 Annual General Meeting of Shareholders.

Pursuant to the Law on Enterprises dated June 17, 2020, as amended and supplemented by the Law on Enterprises dated June 17, 2025, and guiding documents;

Pursuant to the Law on Securities dated November 26, 2019, as amended and supplemented by the Law dated November 29, 2024, and guiding documents;

Pursuant to Circular 116/2020/TT-BTC dated December 31, 2020, of the Ministry of Finance guiding several articles on corporate governance applicable to public companies under Decree 155/2020/NĐ-CP dated December 31, 2020, of the Government detailing the implementation of several articles of the Law on Securities;

Pursuant to Decision 36/QĐ-TTg dated February 29, 2025, of the Prime Minister issuing the Vietnam Standard Industrial Classification;

Pursuant to Official Dispatch 558/HĐQTCSVN-PCTT dated June 25, 2026, of the Board of Directors of Vietnam Rubber Group (the Group) regarding the agreement on the content of amendments and supplements to the Charter of Ba Ria Rubber Joint Stock Company;

Pursuant to Resolution 258/NQ-HĐQTCSBR dated June 25, 2026, of the Board of Directors of Ba Ria Rubber Joint Stock Company regarding the amendment and supplementation of the Company Charter.

Based on the actual operational situation and the Company's strategic development orientation for the coming period, while simultaneously updating and adjusting the Company Charter to ensure compliance with current legal regulations on enterprises, securities, corporate governance, and state capital management in enterprises, the Company hereby submits to the Annual General Meeting of Shareholders for approval the adjustment and supplementation of the Company's business lines and Charter (details are provided in the attached draft and appendix).

Respectfully submitted./.

Recipient:

- As above;
- BOM, BOS “for information”;
- BOD Secretariat “for procedural implementation”;
- Archived: AD., International Relations Dept.

**ON BEHALF OF THE BOARD OF DIRECTORS
CHAIRMAN**

(Signed)

Pham Hai Duong

**APPENDIX: AMENDMENT AND SUPPLEMENTATION OF THE CHARTER
 BA RIA RUBBER JOINT STOCK COMPANY**

(Attached to Proposal 648/TTr-HĐQTCSBR dated June 26, 2026, of the Company's Board of Directors)

Current Charter	Proposed Amendment and Supplementation	Reason for Amendment
<p>Article 1. Definitions 1. In this Charter, the following terms shall be understood as follows: c) Law on Enterprises refers to the Law on Enterprises No. 59/2020/QH14 passed by the National Assembly of the Socialist Republic of Vietnam on June 17, 2020; d) Law on Securities refers to the Law on Securities No. 54/2019/QH14 passed by the National Assembly of the Socialist Republic of Vietnam on November 26, 2019; m) “Vietnam Rubber Group” is the Parent Company, the entity holding controlling shares in Ba Ria Rubber JSC. h) Related person refers to an individual or</p>	<p>Article 1. Definitions 1. In this Charter, the following terms shall be understood as follows: c) Law on Enterprises refers to the Law on Enterprises No. 59/2020/QH14 passed by the National Assembly of the Socialist Republic of Vietnam on June 17, 2020, <i>as amended and supplemented by Law No. 76/2025/QH15 dated June 17, 2025.</i> d) Law on Securities refers to the Law on Securities No. 54/2019/QH14 passed by the National Assembly of the Socialist Republic of Vietnam on November 26, 2019, <i>as amended and supplemented by Law No. 56/2024/QH15 dated November 29, 2024.</i> m) The Group: refers to the Vietnam Rubber Group, the Parent Company, the entity holding controlling shares in Ba Ria Rubber JSC. h) Related person refers to an individual or organization as defined in Clause 46, Article 4 of the Law on Securities; and Clause 23, Article 4 of the Law on Enterprises.</p>	<p>Updated in accordance with current legal regulations and amendments/supplements at each time; limiting the need to amend the Charter when laws change.</p> <p>Simplify the definition of Vietnam Rubber Group. Adjust all clauses and items in the Charter mentioning</p>

organization as defined in Clause 46, Article 4 of the Law on Securities; and Clause 23, Article 4 of the 2020 Law on Enterprises.

Vietnam Rubber Group to "the Group".

Remove the phrase "2020" to unify the referencing technique throughout the Charter by only stating the name of the law without the year of issuance, ensuring consistent application to the current document and any amendments, supplements, or replacements (if any).

Article 4. Company's Operational Objectives

1. Company's business lines:

Industry Name	Industry Code
Growing other perennial crops, Detail: Growing other remaining perennial crops: cajeput, agarwood, bàu, mahogany, xoan đào, hybrid acacia;	0119

.....

No provision in the old Charter

Article 4. Company's Operational Objectives

1. Company's business lines:

Industry Name	Industry Code
Growing other perennial crops.	0129

.....

Addition of 30 new business lines

No.	Industry Name	Industry Code	Note
1	Growing other annual crops	0119	
2	Growing perennial spice, medicinal, and aromatic crops	0128	
3	Propagation and care of agricultural seedlings	0130	

Adjusted to be general, without listing specific types of crops to ensure flexibility in the Company's production and business activities; avoiding the need to perform procedures for amending the Charter/Enterprise

Registration Certificate when there are changes or additions to the crop structure in actual production.

Supplemented to align with the Company's development orientation for the coming period.

	4	Buffalo and cattle farming and production of buffalo and cattle breeds	0141	
	5	Goat, sheep, deer, and antelope farming and production of goat, sheep, deer, and antelope breeds	0144	
	6	Pig farming and production of pig breeds	0145	
	7	Other farming	0149	
	8	Forestry, forest care, and forestry seedling nursery	0210	
	9	Exploitation and collection of non-timber forest products	0230	
	10	Exploitation of stone, sand, gravel, and clay	0810	
	11	Processing and preservation of fruits and vegetables	1030	
	12	Manufacturing of other wood products; manufacturing of products from bamboo, rattan, straw, and reed	1629	
	13	Manufacturing of fertilizers and nitrogen compounds	2012	
	14	Manufacturing of wooden beds, cabinets, tables, and chairs	3101	

	15	Manufacturing of metal beds, cabinets, tables, and chairs	3102	
	16	Other manufacturing not elsewhere classified	3290	
	17	Electricity generation from non-renewable energy sources	3511	
	18	Electricity transmission and distribution	3513	
	19	Wholesale of raw agricultural and forestry products (excluding wood, bamboo, and rattan) and live animals	4620	
	20	Other short-term accommodation services	5520	
	21	Architectural activities and related technical consultancy	7110	
	22	Other professional, scientific, and technical activities not elsewhere classified	7499	
	23	Temporary labor supply	7821	
	24	Other human resource supply	7822	
	25	Trade promotion and introduction organization	8230	
	26	Payment and credit support	8291	

			service activities			
		27	Hospital and health station activities	8610		
		28	General and specialized clinic activities	8620		
		29	Health care activities for contributors to the revolution, the elderly, and disabled persons unable to care for themselves	8730		
		30	Non-residential social assistance activities for contributors to the revolution, wounded soldiers, the elderly, and disabled persons	8810		
<p>Article 8. Other Securities Certificates Bond certificates or other securities certificates of the Company issued shall bear the signature of the legal representative and the seal of the Company.</p>	<p>Article 8. Other Securities Certificates 1. Bond certificates or other securities certificates of the Company shall be issued in the form of physical certificates (documents) or electronic data in accordance with securities law regulations. 2. For the document form, the certificate must bear the signature of the Company's legal representative and be affixed with the physical seal of the Company. 3. For the electronic data form, securities certificates shall be authenticated by the digital signature of the legal representative and the legal electronic seal of the Company in accordance with the law on electronic transactions.</p>					<p>The addition of regulations on digital signatures and electronic seals aims to ensure the legal basis for issuing and managing securities in the form of electronic data in accordance with the law on securities and electronic transactions. At the same time, it is consistent with Article 43 of the Law on Enterprises regarding the enterprise's use of seals in the form of</p>

		physical or electronic seals as prescribed by law.
<p style="text-align: center;">Chapter V COMPANY MANAGEMENT ORGANIZATIONAL STRUCTURE</p> <p>Article 11. Management Organizational Structure The Company's management organizational structure follows the model: 1. General Meeting of Shareholders. 2. Board of Directors, Supervisory Board. 3. General Director.</p>	<p style="text-align: center;">Chapter V ORGANIZATIONAL STRUCTURE, MANAGEMENT, ADMINISTRATION, AND CONTROL</p> <p>Article 11. Organizational structure, management, administration, and control <i>1. The Company's organizational structure for management, administration, and control consists of: the General Meeting of Shareholders, the Board of Directors, the Supervisory Board, the General Director, Deputy General Directors, and the Chief Accountant.</i> <i>2. Assisting apparatus: professional departments and divisions. During operation, the organizational structure of the administration, control, and assisting apparatus of the Company may be changed to suit the requirements of production and business activities.</i></p>	<p>To complete and specify the Company's model of organization, management, administration, and control in accordance with actual operations and the current governance structure; while ensuring consistency with the management and administrative titles currently assigned at the Company..</p>
<p>Article 15. Rights and Obligations of the General Meeting of Shareholders ... 2. The General Meeting of Shareholders shall discuss and approve the following issues: ... k) Types of shares and the number of new shares to be issued for each type of share and the transfer of shares by founding members within the first 03 years from the date of establishment; q) Approval of transactions specified in Clause 4, Article 293 of Decree 155/2020/NĐ-CP dated December 31, 2020, of the Government detailing the implementation of several articles of the Law on Securities;</p>	<p>Article 15. Rights and Obligations of the General Meeting of Shareholders 2. The General Meeting of Shareholders shall discuss and approve the following issues: k) Types of shares and the number of new shares to be issued for each type of share. q) Approval of transactions specified in Clause 4, Article 293 of Decree 155/2020/NĐ-CP dated December 31, 2020, of the Government detailing the implementation of several articles of the Law on Securities, as amended and supplemented by Clause 84, Article 1 of Decree 245/2025/NĐ-CP and other amending,</p>	<p>The content regarding “the transfer of shares by founding members within the first 03 years from the date of establishment” is no longer consistent with the Company's legal reality. Clause 5, Article 6 of the Charter has determined that the Company was converted from a Single-Member Limited Liability Company, so there are no founding</p>

	supplementing, or replacing documents (if any)	shareholders. Update new legal documents
<p>Article 21. Conditions for approval of Resolutions of the General Meeting of Shareholders</p> <p>1. Resolutions on the following contents shall be approved if they are approved by shareholders representing 65% or more of the total voting shares of all shareholders attending the meeting, except for cases specified in Clauses 3, 4, and 6, Article 148 of the Law on Enterprises:</p> <p>....</p> <p>2. Resolutions shall be approved when they are approved by shareholders owning over 50% of the total voting shares of all shareholders attending the meeting, except for cases specified in Clause 1 of this Article and Clauses 3, 4, and 6, Article 148 of the Law on Enterprises.</p>	<p>Article 21. Conditions for approval of Resolutions of the General Meeting of Shareholders</p> <p>1. Resolutions on the following contents shall be approved if they are approved by shareholders representing 65% or more of the total voting shares of all shareholders attending and voting at the meeting, except for cases specified in Clauses 3, 4, and 6, Article 148 of the Law on Enterprises:</p> <p>.....</p> <p>2. Resolutions shall be approved when they are approved by shareholders owning over 50% of the total voting shares of all shareholders attending and voting at the meeting, except for cases specified in Clause 1 of this Article and Clauses 3, 4, and 6, Article 148 of the Law on Enterprises.</p>	Amended to comply with Clause 5, Article 7 of Law No. 03/2022/QH15 dated January 11, 2022 of the National Assembly.
<p>Article 22. Authority and procedures for collecting shareholders' written opinions to pass decisions of the General Meeting of Shareholders</p> <p>4. Shareholders may send their completed opinion forms to the Company by mail, fax, or email in accordance with the following provisions:</p>	<p>Article 22. Authority and procedures for collecting shareholders' written opinions to pass decisions of the General Meeting of Shareholders</p> <p>Newly added Point d to Clause 4</p> <p>4. Shareholders may send their completed opinion forms to the Company by mail, fax, email, or by voting online via the electronic voting system in accordance with the following provisions:</p> <p>.....</p> <p><i>d) In case of voting via the electronic voting system, the completed opinion form shall be authenticated by the shareholder's identification code, password, OTP code, or digital signature and must be securely stored by the system until the time of opening the</i></p>	Added the electronic voting method to align with digital transformation.

<p>Article 27. Powers and obligations of the Board of Directors</p> <p>....</p> <p>3. The Board of Directors shall report to the General Meeting of Shareholders on the results of its activities in accordance with Article 280 of Decree No. 155/2020/ND-CP dated December 31, 2020 of the Government detailing the implementation of a number of articles of the Law on Securities.</p>	<p><i>vote counting portal.</i></p> <p>Article 27. Powers and obligations of the Board of Directors</p> <p>.....</p> <p>3. The Board of Directors shall report to the General Meeting of Shareholders on the results of its activities in accordance with the Law on Enterprises, the Law on Securities, and other relevant legal regulations.</p>	<p>To ensure generality, flexibility, and consistency with the current legal system.</p>
<p>Article 47. Profit distribution</p> <p>.....</p> <p>6. Other matters related to profit distribution shall be implemented in accordance with the provisions of law and the parent company, Vietnam Rubber Group, in the following order:</p> <p>.....</p> <p>c. Allocate a maximum of 30% to the enterprise development investment fund.</p> <p>d) Allocate to the reward and welfare funds for employees in the enterprise, and the reward fund for enterprise managers in accordance with the Government's regulations on labor, wages, remuneration, and bonuses for companies with state-controlled shares or capital contributions.</p>	<p>Article 47. Profit distribution</p> <p>.....</p> <p>6. Other matters related to profit distribution shall be implemented in accordance with the provisions of law, in the following order:</p> <p>.....</p> <p>c) Allocation to the Enterprise Development Investment Fund: The annual allocation to the Development Investment Fund shall be decided by the General Meeting of Shareholders based on the enterprise's development investment needs, long-term strategy, and annual investment plans approved by competent authorities; the allocation ratio shall not exceed the maximum level prescribed by law;</p> <p>d) Allocation to the reward and welfare funds for employees in the enterprise, and the reward fund for enterprise managers in accordance with the provisions of law.</p>	<p>Implemented in accordance with Article 25 of Law No. 68/2025/QH15, Article 29 of Decree No. 366/2025/ND-CP, and Document No. 1336/CSVN-PCTT dated May 21, 2026 of the Group. Under the new regulations, the maximum allocation to the Development Investment Fund has been increased from 30% to 50%; however, to ensure operational flexibility, alignment with development investment needs, and legal compliance at each given time, it is proposed not to specify the allocation ratio in the Company's Charter.</p>

		Amending to the general provision "in accordance with the provisions of law" helps ensure comprehensiveness, consistency, and convenience during implementation.
<p>Article 60. Effective date 1. This Charter, consisting of 21 chapters and 60 articles, was unanimously supplemented and approved by the 2026 Extraordinary General Meeting of Shareholders of Ba Ria Rubber Joint Stock Company on February 26, 2026 at Ba Ria Rubber Joint Stock Company (Binh Ba Commune, Chau Duc District, Ba Ria – Vung Tau Province) and all parties agreed to the full validity of this Charter.</p>	<p>Article 60. Effective date 1. This Charter, consisting of 21 chapters and 60 articles, was unanimously supplemented and approved by the 2026 Annual General Meeting of Shareholders of Ba Ria Rubber Joint Stock Company on June 29, 2026 at Ba Ria Rubber Joint Stock Company (Ngai Giao Commune, Ho Chi Minh City) and all parties agreed to the full validity of this Charter. 2. The Charter is made into 10 original copies in Vietnamese with equal legal validity, to be stored and submitted to competent state agencies as prescribed by law. In case the Charter is notarized and translated into a foreign language, the Vietnamese version and the foreign language version shall have equal legal value and effect. In the event of any inconsistency between the Vietnamese and foreign language versions, the Vietnamese version shall prevail.</p>	<p>Changed the effective date to the date of the 2026 Annual General Meeting of Shareholders.</p> <p>Amended to comply with Clause 1, Article 5 of Circular No. 96/2020/TT-BTC, as amended and supplemented by Clause 1, Article 4 of Circular No. 68/2024/TT-BTC regarding information disclosure by public companies.</p>

No.: 649/TTr-HĐQTCSBR

Ho Chi Minh City, June 26, 2026

PROPOSAL

Regarding the dismissal of members of the Board of Directors and the Board of Supervisors for the 2021-2026 term; and the nomination of candidates for the Board of Directors and the Board of Supervisors of Ba Ria Rubber Joint Stock Company for the 2026-2031 term

To: The Annual General Meeting of Shareholders of 2026.

Pursuant to the Law on Enterprises of 2020 and the Law amending and supplementing a number of articles of the Law on Enterprises of 2025 and guiding documents;

Pursuant to the Law on Securities of 2019 and the Law amending and supplementing a number of articles of the Law on Securities of 2024 and guiding documents;

Pursuant to the Charter of Organization and Operation of Ba Ria Rubber Joint Stock Company;

Pursuant to Resolution No. 236/NQ-HĐQTCSBR dated April 17, 2026 of the Company's Board of Directors regarding the agreement to organize the 2026 Annual General Meeting of Shareholders;

Pursuant to Official Dispatch No. 534/HĐQTCSVN-TCCB dated June 19, 2026 of the Board of Directors of Vietnam Rubber Group (the Group) regarding the appointment and reappointment of capital representatives and the personnel structure of the Board of Directors and the Supervisory Board of Ba Ria Rubber Joint Stock Company for the 2026-2031 term;

Pursuant to Resolution No. 259/NQ-HĐQTCSBR dated June 25, 2026 of the Company's Board of Directors regarding the dismissal of members of the Board of Directors and the Supervisory Board for the 2021-2026 term; and the nomination of candidates for the Board of Directors and the Supervisory Board of Ba Ria Rubber Joint Stock Company for the 2026-2031 term.

The Board of Directors of Ba Ria Rubber Joint Stock Company hereby submits to the 2026 Annual General Meeting of Shareholders for approval the dismissal of members of the Board of Directors and the Supervisory Board for the 2021-2026 term; and the nomination of candidates for the Board of Directors and the Board of

Supervisors for the 2026-2031 term, to be presented to the 2026 Annual General Meeting of Shareholders for approval and election in accordance with regulations, specifically as follows:

I. Dismissal of members of the Board of Directors and the Board of Supervisors for the 2021-2026 term

1. Dismissal of the Board of Directors of Ba Ria Rubber Joint Stock Company for the 2021-2026 term:

- Dismissal of Mr. Pham Hai Duong from the position of Chairman of the Board of Directors and member of the Board of Directors – Deputy General Director of Vietnam Rubber Group, Chairman of the Board of Directors of the Company for the 2021-2026 term.

- Dismissal of Mr. Nguyen Thai Binh from the position of member of the Board of Directors – member of the Board of Directors of the Company for the 2021-2026 term, General Director of the Company.

- Dismissal of Ms. Nguyen Thi Thuy Hang from the position of member of the Board of Directors – member of the Board of Directors of the Company for the 2021-2026 term.

- Dismissal of Mr. Pham Van Khien from the position of member of the Board of Directors – member of the Board of Directors of the Company for the 2021-2026 term.

- Dismissal of Mr. Phung The Minh from the position of independent member of the Board of Directors – independent member of the Board of Directors of the Company for the 2021-2026 term.

2. Dismissal of the Supervisory Board for the 2021-2026 term:

- Dismissal of Ms. Pham Thi Kim Loan from the position of Head of the Board of Supervisors and supervisor – Head of the Board of Supervisors of the Company for the 2021-2026 term.

- Dismissal of Ms. **Nguyen Thi Hai** from the position of concurrent supervisor – concurrent supervisor of the Company for the 2021-2026 term.

- Dismissal of Mr. **Hoang Quoc Hung** from the position of concurrent supervisor – concurrent supervisor of the Company for the 2021-2026 term.

II. Nomination of members of the Board of Directors and the Supervisory Board for the 2026-2031 term

1. Personnel for the Board of Directors for the 2026-2031 term

- Pursuant to Clause 2, Article 25 of the Company's Charter: Shareholders or groups of shareholders holding 10% or more of the total common shares have the right to nominate candidates for the Board of Directors.

- Pursuant to the above regulations, the representatives of state capital at Ba Ria Rubber JSC (holding 97.47% of voting shares) nominate: 04 persons to the Board of Directors for the 2026-2031 term, specifically as follows:

No.	Full name	Year of birth	Position	Note
1	Pham Hai Duong	1966	Deputy General Director of Vietnam Rubber Group	
2	Nguyen Thai Binh	1983	General Director of Ba Ria Rubber JSC	Chairman of the Board of Directors of Ba Ria Rubber Kam Pong Thom JSC
3	Nguyen Thi Thuy Hang	1978	Chairwoman of the Trade Union of Ba Ria Rubber JSC	
4	Vo Thai Dan	1972	Head of Training Management Department, Nong Lam University, Ho Chi Minh City	Independent member

2. Personnel for the Supervisory Board for the 2026-2031 term

- Pursuant to Clause 1, Article 38 of the Company's Charter: The number of members of the Supervisory Board is 03 (three) members.

- Pursuant to Clause 2, Article 25 of the Company's Charter: Shareholders or groups of shareholders holding 10% or more of the total common shares have the right to nominate candidates for the Supervisory Board.

- Pursuant to the above regulations, the representatives of state capital at Ba Ria Rubber JSC (holding 97.47% of voting shares) nominate: 03 persons to the Supervisory Board for the 2026-2031 term, specifically as follows:

No.	Full name	Year of birth	Position	Note
1	Pham Thi Kim Loan	1978	Head of the Company's Board of Supervisors for the 2021-2026 term	
2	Nguyen Thi Hai	1979	Member of the Company's Board of Supervisors for the 2021-2026 term	
3	Tran Thi Tuyet Hang	1978	Deputy Manager of Processing Enterprise - Ba Ria Rubber JSC.	

(Note: For personal resumes, shareholders please refer to the Company's website at: <http://www.baruco.com.vn>)

Respectfully submitted./.

Recipient:

- As above;

- Archive: AD,

Corporate Governance
Officer

ON BEHALF OF THE BOARD OF DIRECTORS

CHAIRMAN

(signed)

Pham Hai Duong