

APPENDIX V

(Issued in conjunction with Circular No. 96/2020/TT-BTC
dated November 16, 2020 of the Minister of Finance)

VIETNAM RUBBER GROUP
BA RIA RUBBER
JOINT STOCK COMPANY

SOCIALIST REPUBLIC OF VIETNAM
Independence - Freedom - Happiness

No.: 763/BC-HĐQTCSBR

Ho Chi Minh City, July 30, 2026

REPORT ON CORPORATE GOVERNANCE

(6 months)

To:

- The State Securities Commission;
- The Stock Exchange.

Name of Public Company: BA RIA RUBBER JOINT STOCK COMPANY

Address: National Highway 56, Ngai Giao Commune, Ho Chi Minh City.

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Charter Capital: VND 1,125,000,000,000 (One thousand one hundred twenty-five billion Vietnamese Dong)

Stock code: BRR (Upcom HNX)

- Corporate Governance Model:

+ General Meeting of Shareholders, Board of Directors, Board of Supervisors, and General Director.

- Regarding the implementation of internal audit function: Performing internal audit tasks for 2025 with the following contents: Procedures for the liquidation of rubber plantation assets to hand over land to local authorities and rubber replanting, and procedures for high-tech applied agriculture development projects. Implemented in accordance with the Resolution of the Company's Board of Directors No. 200/NQ-HĐQTCSBR dated November 25, 2025.

I. Activities of the General Meeting of Shareholders:

2026 Annual General Meeting of Shareholders.

Ba Ria Rubber Joint Stock Company held its Annual General Meeting of Shareholders 2026 on 29/6/2026. The meeting proceeded to discuss and approve the contents as per the Minutes of the General Meeting of Shareholders No. 656/BB-ĐHĐCĐCSBR dated 29/6/2026 and the Resolution of the Annual General Meeting of Shareholders 2026 No. 15/NQ-ĐHĐCĐ dated 29/6/2026, which approved the following:

- Report on business results in 2025, directions and tasks for 2026
- Report of the audited financial statements for 2026.

- Report on the activities of the Board of Directors in 2025 and directions and tasks for 2026.

- Report of the Independent Member of the BOD for 2025.

- Report on the activities of the Board of Supervisors in 2025 and directions and tasks for 2026.

- Approval of Proposals:

+ Proposal on profit distribution; payment of salaries and remuneration for the BOD - Board of Supervisors in 2025 and the plan for 2026

+ Proposal on the selection of an auditing firm for the 2026 financial statements.

+ Proposal on the addition of business lines.

+ Proposal on the amendment and supplementation of business lines and the Company's Charter.

+ Proposal on the dismissal of members of the Board of Directors and Board of Supervisors for the 2021-2026 term; nomination of personnel for election as members of the Board of Directors and Board of Supervisors of Ba Ria Rubber Joint Stock Company for the 2026-2031 term.

- The Meeting also proceeded to elect members of the Board of Directors and Board of Supervisors for the 2026-2031 term. After the Meeting, the Board of Directors and the Board of Supervisors held meetings to elect the Chairman and the Head of Board. The election results are as follows:

+ Board of Directors for the 2026-2031 term

No.	Full Name	Position	Note
1	Pham Hai Duong	Chairman	
2	Nguyen Thai Binh	Member	
3	Nguyen Thi Thuy Hang	Member	
4	Vo Thai Dan	Independent Member	

+ Board of Supervisors for the 2026 - 2031 term

No.	Full Name	Position	Note
1	Pham Thi Kim Loan	Head of Board	
2	Nguyen Thi Hai	Member	
3	Tran Thi Tuyet Hang	Member	

II. Board of Directors in 2026:

1. Information about members of the Board of Directors (BOD)

No.	BOD Member	Position/(Independent BOD Member, Non-executive BOD Member)	Date of beginning/ceasing to be a BOD member/Independent BOD member	
			Appointment Date	Dismissal Date
1	Mr. Pham Hai Duong	Non-executive Chairman of the BOD, concurrently	September 17, 2024	
2	Mr. Tran Khac Chung	BOD Member	September 17, 2024	February 26, 2026
3	Mr. Nguyen Thai Binh	BOD Member, Company General Director	February 26, 2026	
4	Mr. Pham Van Khien	Non-executive BOD Member	June 28, 2021	June 24, 2026
5	Ms. Nguyen Thi Thuy Hang	Non-executive Member of the BOD	June 28, 2021	
6	Mr. Phung The Minh	Independent Member of the BOD	June 28, 2021	June 29, 2026
7	Mr. Vo Thai Dan	Independent Member of the BOD	June 29, 2026	

2. Meetings of the Board of Directors:

In the first 6 months of 2026, the BOD held 03 meetings, including 02 periodic meetings and 01 meeting to elect the Chairman of the BOD and collect written opinions. 56 resolutions and 34 decisions were issued. The main contents concerned personnel work, restructuring plans for the organizational apparatus, establishment, merger, and renaming of specialized departments, production teams, and several production and business activities in the first 6 months of 2026. The number of times BOD members participated in meetings and provided opinions is as follows:

No.	Member of the BOD	Number of BOD meetings attended	Attendance rate	Reason for absence
1	Mr. Pham Hai Duong	3/3	100%	
2	Mr. Tran Khac Chung	0/3	0%	Dismissed before the meeting
3	Mr. Nguyen Thai Binh	3/3	100%	
4	Mr. Pham Van Khien	1/1	100%	Deceased on June 24, 2026
5	Ms. Nguyen Thi Thuy Hang	3/3	100%	
6	Mr. Phung The Minh	1/1	100%	Dismissed effective June 29, 2026
7	Mr. Vo Thai Dan	2/2	100%	

In addition to periodic or extraordinary meetings, the BOD also organized working sessions as required by work to discuss and resolve several contents related to the Company's production and business activities.

3. Oversight activities of the BOD over the Board of General Directors:

In the first 6 months of 2026, the Company's Board of Directors (BOD) fully performed its oversight function regarding the management of the General Director and the Board of Management in accordance with the Law on Enterprises, the Company's Charter, and Internal Governance Regulations, specifically as follows:

3.1. Oversight of the implementation of the General Meeting of Shareholders' Resolutions and the production and business plan

The BOD regularly monitors and urges the General Director to organize the implementation of the GMS and BOD resolutions, labor allocation plan targets, production, processing, and consumption output of rubber latex, tissue-cultured banana gardens, revenue, profit, and basic construction investment plans, as well as the care and replanting of trees that have been approved. Through monthly/quarterly periodic reports from the Board of Management, the BOD evaluates the implementation progress compared to the plan and promptly directs adjustment solutions suitable to the fluctuations in rubber latex prices and the consumption market.

The Company's Board of General Directors has deployed and implemented the 2026 production and business tasks from the Company level to production teams and processing enterprises. With high determination in the leadership and direction of the Company's BOD, the Board of General Directors, and the collective of employees, several key targets were achieved in the first 6 months as follows:

- Exploitation output achieved: 2,598 tons, reaching 29.5% of the annual plan.
- Total revenue: VND 331.25 billion, reaching 43.7% of the annual plan.
- Total profit before tax: VND 123.89 billion, reaching 47.1% of the annual plan.
- Total profit after tax: VND 102.42 billion, reaching 44.69% of the annual plan.

Revenue and profit increased compared to the first 6 months of 2025 mainly due to: increased output and selling price of rubber latex compared to the same period last year; revenue from selling tissue-cultured bananas from high-tech applied agriculture, increased revenue from financial activities, and rubber liquidation and replanting activities with larger areas and higher selling prices than the previous year.

3.2. Oversight through meetings and issuance of resolutions

During the period, the BOD issued Resolutions/Decisions to direct and approve contents within its authority such as: production and business plans, key

Company personnel, organizational restructuring plans, etc. BOD members participated fully, contributed opinions, and questioned the Board of Management regarding contents related to operational efficiency, project progress, and arising issues.

3.3. Oversight of finance, accounting, and information disclosure

The BOD oversees the preparation and disclosure of quarterly and semi-annual financial statements to ensure compliance with accounting standards and current legal regulations; oversees the management and use of capital, assets, cash flow, and debt of the Company; and oversees the fulfillment of information disclosure obligations on the stock market in accordance with the prescribed content and deadlines.

3.4. Oversight of legal compliance and risk management

The BOD directs the Board of Management to review compliance with laws on labor, tax, environment, and occupational safety and health at production units and processing plants; and oversees internal control, identifying and having measures to respond to risks regarding market prices, weather, and diseases on rubber trees affecting production and business activities.

3.5. Coordination with the Board of Supervisors

The BOD coordinates closely with the Board of Supervisors in overseeing the operational management of the General Director; receives and reviews reports and recommendations from the Board of Supervisors related to financial management and legal compliance to direct the Board of Management to rectify them promptly (if any).

3.6. General assessment

In general, the Board of Management managed production and business activities closely following the resolutions and directions of the BOD and the GMS; the results of the first 6 months of 2026 basically reached/approached the set plan. The BOD will continue to strengthen oversight in the last 6 months of the year to ensure the completion of the 2026 plan targets, especially regarding selling prices, replanting progress, and investment efficiency.

4. Activities of sub-committees under the Board of Directors:

The Board of Directors assigns members to be responsible for parts of the work in monitoring, managing, and directing the Company's production and business activities. In periodic meetings of the Board of Directors, members report on the implementation of assigned tasks. Timely payment of salaries and bonuses; implementation of internal audits, etc. The Company established a salary and bonus personnel sub-committee according to Decision No. 887/QĐ-HĐQTCSBR dated May 27, 2024.

5. Resolutions and Decisions issued by the BOD in the first 6 months of 2026 are as follows:

***Resolutions of the Board of Directors:**

No.	Resolution No.	Date	Key content	Approval rate
1	211/NQ-HĐQT	01/07/2026	Regarding the agreement on the policy of signing contracts and transactions between Ba Ria Rubber Joint Stock Company and the Company's related persons.	100%
2	212/NQ-HĐQT	01/07/2026	Regarding the approval of the liquidation sale price of 72 rubber trees to hand over land to the local authorities for the project: "Headquarters of Binh Ba Commune Police, Chau Duc District"	100%
3	213/NQ-HĐQT	01/12/2026	Regarding the agreement on the policy of signing contracts and transactions between Ba Ria Rubber Joint Stock Company and the Company's related persons.	100%
4	213A/NQ-HĐQT	01/12/2026	Regarding the agreement on the policy of acting as the investor for a large-scale high-tech applied agricultural project, contributing to the construction and development of Ho Chi Minh City	100%
5	214/NQ-HĐQT	20/01/2026	Regarding the agreement on the policy of acting as the investor for the North Chau Duc 1, North Chau Duc 2, and North Chau Duc 3 Industrial Park projects in Chau Duc Commune, Ho Chi Minh City	100%
6	215/NQ-HĐQT	22/01/2026	Regarding the approval of the rubber tree sale price to hand over land to local authorities for the project: "Kim Long - Binh Ba Road, Chau Duc District"	100%
7	216/NQ-HĐQT	23/01/2026	Regarding the approval of the list for reviewing and supplementing the planning of leadership and management positions of Ba Ria Rubber Joint Stock Company for the 2021-2026 and 2026-2031 periods	100%
8	217/NQ-HĐQT	23/01/2026	Regarding the approval of the sale price for liquidated vehicles (3rd time)	100%
9	218/NQ-HĐQT	26/01/2026	Regarding the resignation from the position of General Director and assignment of responsibility for managing Ba Ria Kampong Thom Rubber Joint Stock Company	100%
10	218A/NQ-HĐQT	29/01/2026	Regarding the agreement on the policy of allowing a partner to temporarily	100%

No.	Resolution No.	Date	Key content	Approval rate
			manage and exploit hotel business operations while awaiting the implementation of a new business plan	
11	219/NQ-HĐQT	30/01/2026	Regarding the approval of several contents for organizing the Extraordinary General Meeting of Shareholders in 2026	100%
12	220/NQ-HĐQT	02/02/2026	Regarding the agreement on the policy of handing over land and liquidating assets to implement the project: Quang Thanh Primary School, Chau Duc District (Phase 2)	100%
13	221/NQ-HĐQT	27/02/2026	Regarding the approval of the plan to liquidate rubber plantations for replanting in 2027	100%
14	222/NQ-HĐQT	02/03/2026	Regarding the approval of the starting price for the sale of liquidated rubber trees for replanting in 2026	100%
15	223/NQ-HĐQT	05/03/2026	Regarding the agreement on the policy of appointing the position of General Director of the Company	100%
16	224/NQ-HĐQT	17/03/2026	Regarding personnel work (Hoang Quoc Viet)	100%
17	225/NQ-HĐQT	17/03/2026	Regarding the approval of organizing tourism trips in 2026	100%
18	226/NQ-HĐQT	20/03/2026	Regarding the approval of the policy for selling the output of specialized tissue-cultured bananas (pilot) in 2025 in the Cu Bi area (01 crop cycle)	100%
19	227/NQ-HĐQT	20/03/2026	Regarding the agreement on the policy of handing over land and liquidating assets to implement the project: Road connecting National Highway 56 and Provincial Road 997, Chau Duc District (section through Binh Ba Commune, now belongs to Ngai Giao Commune, Ho Chi Minh City)	100%
20	228NQ-HĐQT	24/03/2026	Regarding the approval for Company officials to travel abroad for tourism	100%
21	229/NQ-HĐQT	25/03/2026	Regarding the agreement on the appointment of the General Director of Ba Ria Rubber Joint Stock Company	100%
22	230/NQ-HĐQT	30/03/2026	Regarding the change in fertilizer types for rubber plantations in 2026	100%
23	231/NQ-HĐQT	30/03/2026	Regarding the approval of the rubber variety structure for the 2026 replanting plan	100%
24	232/NQ-HĐQT	09/04/2026	Regarding the agreement on the policy of cooperation and linkage to plant	100%

No.	Resolution No.	Date	Key content	Approval rate
			64.3676ha of high-tech tissue-cultured bananas at Xa Bang	
25	233/NQ-HĐQT	09/04/2026	Regarding the agreement on the policy of applying to act as the investor for the project "Investing in a high-tech export banana production area meeting GlobalG.A.P standards"	100%
26	234/NQ-HĐQT	15/04/2026	Regarding the agreement on cooperation and linkage to plant 64.3676ha of high-tech tissue-cultured bananas at Xa Bang with Vietnam Highlands Joint Stock Company	100%
27	235/NQ-HĐQT	17/04/2026	Regarding the content of the Q1 regular meeting	100%
28	236/NQ-HĐQT	17/04/2026	Regarding the agreement on several contents related to production, business, and the organization of the 2026 Annual General Meeting of Shareholders	100%
29	236a/NQ-HĐQT	20/04/2026	Regarding the agreement on the policy of finding partners to contract out rubber latex tapping work in 2026	100%
30	237/NQ-HĐQT	28/04/2026	Regarding the unification of the establishment of the High-tech Applied Agriculture Team	100%
31	238/NQ-HĐQT	29/04/2026	Regarding the unification of the extension and rescheduling of the 2026 Annual General Meeting of Shareholders	100%
32	239/NQ-HĐQT	04/05/2026	Regarding the unification of the appointment of Mr. Nguyen Thai Binh as General Director of Ba Ria Rubber Joint Stock Company	100%
33	240/NQ-HĐQT	04/05/2026	Regarding the unification of the closing of the list of shareholders and the date for holding the 2026 Annual General Meeting of Shareholders	100%
34	241/NQ-HĐQT	04/05/2026	Regarding the unification of the policy to implement a health insurance program for employees	100%
35	242/NQ-HĐQT	08/05/2026	Regarding the unification of the policy on appointing and re-appointing the Group's capital representatives and the personnel structure of the Board of Directors and Board of Supervisors for the 2026-2031 term	100%
36	243/NQ-HĐQT	08/05/2026	Regarding the unification of the policy on purchasing tissue-cultured banana seedlings, investing in irrigation	100%

No.	Resolution No.	Date	Key content	Approval rate
			systems, and constructing 3-phase medium/low voltage power grids and transformer stations for the 93.75ha project in 2026	
37	244/NQ-HĐQT	11/05/2026	Regarding the unification of the policy on receiving and transferring management personnel	100%
38	245/NQ-HĐQT	15/05/2026	Regarding the unification of the policy on purchasing combined excavators for rubber latex scooping at the Processing Enterprise	100%
39	246/NQ-HĐQT	15/05/2026	Regarding the unification of the approval of the bidding documents for the purchase of combined excavators for rubber latex scooping at the Processing Enterprise	100%
40	247/NQ-HĐQT	18/05/2026	Regarding the unification of the policy on purchasing equipment for heat-shrinking packaging film for goods at the Processing Enterprise	100%
41	248/NQ-HĐQT	18/05/2026	Regarding the unification of the organizational restructuring plan	100%
42	249/NQ-HĐQT	18/05/2026	Regarding the unification of the establishment, merger, and renaming of specialized departments and production teams	100%
43	250/NQ-HĐQT	18/05/2026	Regarding the unification of the dismissal, appointment, and arrangement of personnel	100%
44	251/NQ-HĐQT	20/05/2026	Regarding the unification of the policy on appointing and re-appointing the Group's capital representatives and the personnel structure of the Board of Directors and Board of Supervisors for the 2026-2031 term	100%
45	252/NQ-HĐQT	21/05/2026	Regarding the unification of the approval of bidding documents and the procurement plan for equipment for heat-shrinking packaging film for goods at the Processing Enterprise	100%
46	253/NQ-HĐQT	26/05/2026	Regarding the unification of the policy on processing and the approval of the plan to increase raw material procurement	100%
47	254/NQ-HĐQT	28/05/2026	Regarding the unification of personnel matters for Deputy General Director Pham Nguyen Khang	100%
48	255/NQ-HĐQT	01/06/2026	Regarding the unification of the issuance of regulations on the	100%

No.	Resolution No.	Date	Key content	Approval rate
			sequence and procedures for land handover when the State recovers land for change of land use purpose and procedures for liquidation of assets on land	
49	256/NQ-HĐQT	05/06/2026	Regarding the unification of the policy on appointing and re-appointing the Group's capital representatives and the personnel structure of the Board of Directors and Board of Supervisors for the 2026-2031 term	100%
50	257/NQ-HĐQT	08/06/2026	Regarding the unification of the policy on finding partners for rubber latex exploitation contracting in 2026	100%
51	258/NQ-HĐQT	25/06/2026	Regarding the unification of the amendment and supplementation of the Company Charter	100%
52	259/NQ-HĐQT	25/06/2026	Regarding the unification of the dismissal of members of the Board of Directors and Board of Supervisors for the 2021-2026 term; nomination of personnel to join the Board of Directors and Board of Supervisors for the 2026-2031 term	80%
53	260/NQ-HĐQT	26/06/2026	Regarding the unification of the approval of some contents for voting at the 2026 Annual General Meeting of Shareholders	100%
54	261/NQ-HĐQT	29/06/2026	Regarding the unification of personnel work policy	100%
55	262/NQ-HĐQT	30/06/2026	Regarding the election of the Chairman of the Board of Directors for the 2026-2031 term	100%
56	263/NQ-HĐQT	30/06/2026	Regarding the content of the Q2 regular meeting	100%

***Decisions of the Board of Directors:**

No.	Decision Number	Date	Content
1	22/QĐ-HĐQTCSBR	14/01/2026	Decision on the establishment of the Steering Committee, Organizing Committee, and sub-committees to serve the Employees' Conference; Party work summary conference; production and business activities; Trade Union and Youth Union work in 2025 and implementation of tasks for 2026
2	42/QĐ-HĐQTCSBR	23/01/2026	Decision on the approval of the list for reviewing and supplementing the planning of leadership and management positions of Ba Ria Rubber Joint Stock Company for the 2021-2026 and 2026-2031 periods

No.	Decision Number	Date	Content
3	180/QĐ-HĐQTCSBR	30/01/2026	Decision on the consolidation of the Company's Salary Grade Advancement Council
4	181/QĐ-HĐQTCSBR	30/01/2026	Decision on the consolidation of the Company's Emulation and Commendation Council
5	190/QĐ-HĐQTCSBR	09/02/2026	Decision on the establishment of the Steering Committee and Organizing Committee for the 2026 Extraordinary General Meeting of Shareholders
6	204A/QĐ-HĐQTCSBR	12/02/2026	Decision on the evaluation and assessment of management personnel and the leadership team in 2025
7	207/QĐ-HĐQTCSBR	26/02/2026	Decision on the consolidation of the Company's Asset Liquidation Council
8	208/QĐ-HĐQTCSBR	26/02/2026	Decision on the issuance of the Charter of Ba Ria Rubber Joint Stock Company
9	209/QĐ-HĐQTCSBR	26/02/2026	Decision on changing the Company's legal representative
10	418/QĐ-HĐQTCSBR	20/03/2026	Decision on the approval of the policy to sell specialized tissue-cultured banana production (pilot) in 2025 in the Cu Bi area (01 crop)
11	441/QĐ-HĐQTCSBR	25/03/2026	Decision on the establishment of the Steering Committee and Organizing Committee for the 2026 Annual General Meeting of Shareholders
12	443/QĐ-HĐQTCSBR	25/03/2026	Decision on the approval of the salary fund for 2025
13	444/QĐ-HĐQTCSBR	26/03/2026	Decision on the approval of the procurement plan for 2026
14	460/QĐ-HĐQTCSBR	30/03/2026	Decision on the consolidation of the Company's Quality Inspection Council for downgraded, exceptional, and salvaged rubber latex
15	838/QĐ-HĐQTCSBR	08/04/2026	Decision on the establishment of the Organizing Committee for the Rubber Latex Harvesting Launch Ceremony and the launch of the Workers' Month, responding to the 2026 Occupational Safety and Hygiene Action Month
16	839/QĐ-HĐQTCSBR	08/04/2026	Decision on consolidating the composition of the Rubber Latex Purchasing Committee
17	1070/QĐ-HĐQTCSBR	28/04/2026	Decision on establishing the Steering Committee for organizational and personnel assessment and restructuring
18	1079/QĐ-HĐQTCSBR	06/05/2026	Decision on the appointment of the General Director of Ba Ria Rubber Joint Stock Company
19	1085/QĐ-HĐQTCSBR	06/05/2026	Decision on establishing the High-tech Applied Agriculture Team at Ba Ria Rubber Joint Stock Company
20	1103/QĐ-HĐQTCSBR	15/05/2026	Decision on approving the investment report for the procurement of combined excavators

No.	Decision Number	Date	Content
21	1132/QĐ-HĐQTCSBR	18/05/2026	Decision on issuing the restructuring plan for the organizational apparatus at Ba Ria Rubber Joint Stock Company
22	1135/QĐ-HĐQTCSBR	19/05/2026	Decision on establishing the Task Force for addressing the Government Inspectorate's Conclusion
23	1137/QĐ-HĐQTCSBR	20/05/2026	Decision on establishing the Administration and Information Disclosure Team in accordance with the organizational restructuring plan at Ba Ria Rubber Joint Stock Company
24	1138/QĐ-HĐQTCSBR	20/05/2026	Decision on merging production teams in accordance with the organizational restructuring plan at Ba Ria Rubber Joint Stock Company
25	1139/QĐ-HĐQTCSBR	20/05/2026	Decision on merging professional departments in accordance with the organizational restructuring plan at Ba Ria Rubber Joint Stock Company
26	1140/QĐ-HĐQTCSBR	20/05/2026	Decision on renaming professional departments in accordance with the organizational restructuring plan at Ba Ria Rubber Joint Stock Company
27	1167/QĐ-HĐQTCSBR	21/05/2026	Decision on approving the investment report and contractor selection plan. Package: Procurement of heat-shrink wrapping equipment for cargo bales
28	1174/QĐ-HĐQTCSBR	22/05/2026	Decision on issuing the adjusted salary scale, payroll, and allowance regime at the Company
29	1175/QĐ-HĐQTCSBR	22/05/2026	Decision on adjusting the salary level for the Company's Managers
30	1195/QĐ-HĐQTCSBR	01/06/2026	Decision on the recruitment and appointment of Mr. Pham Nguyen Khang as Deputy General Director of Ba Ria Rubber Joint Stock Company
31	1204/QĐ-HĐQTCSBR	01/06/2026	Decision on issuing the Regulation on procedures for land handover when land is reclaimed by the State for change of land use purpose, and procedures for liquidating assets (rubber plantations) and other assets
32	1398/QĐ-HĐQTCSBR	29/06/2026	Decision on the termination of Mr. Pham Van Khien's labor contract
33	1399/QĐ-ĐHĐCĐCSBR	30/06/2026	Decision on the issuance of the Charter of Ba Ria Rubber Joint Stock Company
34	1400/QĐ-ĐHĐCĐCSBR	30/06/2026	Decision on adjusting and supplementing the business lines of Ba Ria Rubber Joint Stock Company

III. Board of Supervisors

1. Information about members of the Board of Supervisors

The Annual General Meeting of Shareholders of Ba Ria Rubber Joint Stock Company on 29/6/2026 approved the dismissal of Mr. Hoang Quoc Hung as a

member of the Board of Supervisors (for reasons in accordance with the Group's regulations) and elected Ms. Tran Thi Tuyet Hang - Deputy Manager of the Rubber Processing Enterprise - as an additional member of the Board of Supervisors for the 2026-2031 term.

Currently, the Company's Board of Supervisors for the 2026-2031 term consists of 03 members:

No.	Full Name	Position	Professional qualifications
01	Pham Thi Kim Loan	Head of Board (full-time)	Bachelor of Economics
02	Nguyen Thi Hai	Member (part-time)	Bachelor of Law
03	Tran Thi Tuyet Hang	Member (part-time)	Bachelor of Finance and Accounting

2. Board of Supervisors meeting

No.	Full Name	Number of meetings attended	Attendance rate	Voting rate	Reason for absence
1	Ms. Pham Thi Kim Loan	02 / 02	100 %	100 %	
2	Mr. Hoang Quoc Hung	01 / 02	100 %	100 %	Dismissed on June 29, 2026
3	Ms. Nguyen Thi Hai	02 / 02	100 %	100 %	
4	Ms. Tran Thi Tuyet Hang	01 / 02			Elected additionally on June 29, 2026

3. Oversight activities of the BOS over the BOD, Board of Management, and shareholders

Oversight work is performed regularly, contributing to helping the Company fully implement contents and procedures in production and business activities. Including:

In the first 6 months of 2026, the Board of Supervisors implemented several contents as follows:

- Overseeing the inventory of assets at 0:00 on January 1, 2026;
- Appraising Financial Statements for Q4/2025 and the year 2025;
- Appraising Financial Statements for Q1 of 2026.

- Regularly overseeing the issuance and organization of the implementation of Resolutions, Decisions, and Regulations of the Board of Directors.
- Checking the procurement of goods, materials, and equipment in 2025.
- Checking labor and salary work in 2025.
- Proposing to the 2026 Annual General Meeting of Shareholders the selection of an independent auditing firm to audit the Company's 2026 financial statements.

In addition to planned tasks, the Board of Supervisors actively participated in researching, contributing opinions, and recommending the completion of many important governance documents of the Company such as: the Company's Charter submitted to the 2026 General Meeting of Shareholders, Salary Payment Regulations, Internal Expenditure Regulations, Intercropping Plan, and the 2026 Labor and Production Plan, along with other management regulations. At the same time, it attended all meetings of the Board of Directors and the Board of Management to provide opinions on policies and solutions for production management, contributing to improving the efficiency of production and business activities and strengthening corporate governance.

*** Assessment of BOD activities**

- The Board of Directors has performed well its role of managing, directing, and overseeing the Board of General Directors in organizing the implementation of the GMS Resolutions, as well as the resolutions and decisions of the Board of Directors. At the same time, the Board of Directors has promptly issued policies, orientations, and solutions to serve production and business activities, ensuring the Company operates in accordance with the provisions of the law and the Company's Charter.

- On 29/6/2026, Ba Ria Rubber Joint Stock Company held its Annual General Meeting of Shareholders 2026 and issued the Resolution of the Annual General Meeting of Shareholders 2026 No. 15/NQ-ĐHĐCĐ dated 29/6/2026, unanimously approving the following contents:

- + Profit distribution; payment of salaries and remuneration for the BOD - BOS in 2025 and the plan for 2026
- + Selection of an auditing firm for 2026.
- + Addition of business lines.
- + Amendment and supplementation of the Company's Charter.

+ Approval of the dismissal of members of the Board of Directors and Board of Supervisors for the 2021-2026 term and personnel for the election of members of the Board of Directors and Board of Supervisors for the 2026-2031 term.

The Meeting also proceeded to elect 04 members to the Board of Directors for the 2026-2031 term:

No.	Full Name	Position
1	Mr. Pham Hai Duong	Chairman of the BOD
2	Mr. Nguyen Thai Binh	Member of the BOD
3	Ms. Nguyen Thi Thuy Hang	Member of the BOD
4	Mr. Vo Thai Dan	Independent Member of the BOD

*** Assessment of the Board of General Directors' activities**

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

In the first 6 months of 2026, the Board of General Directors focused on directing the implementation of key tasks such as: rubber latex exploitation, replanting and new planting, plantation care, processing - quality management - environment, high-tech applied agriculture (banana project), product protection, security and order, fire prevention and fighting, digital transformation - sustainable forest development, EUDR. Ensuring stable maintenance of production and business activities and improving the Company's operational efficiency.

The Company complies with internal regulations and rules; maintains product quality according to ISO standards and the CoC chain of custody; fully implements financial reporting, internal audit, and information disclosure regimes in accordance with regulations.

Periodically every quarter, the Board of General Directors reports to the Board of Directors on production and business results, progress of resolution implementation, and proposes solutions to remove difficulties and obstacles arising during the implementation of tasks.

The Board of General Directors and the team of management at all levels have promoted a spirit of responsibility, proactively managed flexibly, and strived to complete the production and business targets and tasks in 2026.

4. Coordination between the BOS/Audit Committee and the activities of the BOD, the Board of Management, and other managers.

The Company complies with production activities according to the Law on Enterprises, the Company's Charter, other legal regulations, and the parent company - the Group.

The Company's Board of Supervisors has coordinated closely in checking and overseeing the management of owner's capital and the management of the Company's capital invested in other enterprises, while still ensuring its principle of coordination and independence in performing assigned functions and tasks.

5. Other activities of the BOS (if any).

IV. Board of Management

No.	Member of the Board of Management	Date of birth	Professional qualifications	Date of appointment / dismissal as Member of the Board of Management
1	Mr. Nguyen Thai Binh	23/01/1983	Master of Business Administration	Appointed General Director on May 06, 2026
2	Mr. Nguyen Cong Nhut	05/02/1980	Master of Economics	Appointed Deputy General Director on November 01, 2019
3	Mr. Pham Nguyen Khang	25/03/1977	Agronomist	Appointed Deputy General Director on June 01, 2026

V. Chief Accountant:

On 03/3/2025, the Company's Board of Directors signed Decision No. 116/QĐ-HĐQTCSBR regarding the appointment of the Chief Accountant of Ba Ria Rubber Joint Stock Company. Accordingly, Ms. Huynh Thi Tu Ai holds the position of Chief Accountant effective from 03/3/2025.

Name	Date of birth	Professional and technical qualifications	Date of appointment/ dismissal
Huynh Thi Tu Ai	01/01/1974	Master of Economics	03/03/2025

VI. Corporate governance training:

Corporate governance training courses that members of the BOD, members of the BOS, the General Director, and other managers in the Company have participated in according to corporate governance regulations.

The following individuals have received training in corporate governance:

- Ms. Huynh Thi Tu Ai: Chief Accountant.

VII. List of related persons of the public company for the first 6 months of 2026 and transactions between related persons of the company and the Company itself.

1. List of related persons of the Company (attached)
2. Transactions between the Company and its related persons; or between the Company and major shareholders, insiders, and related persons of insiders:

No.	Name of organization /individual	Relationship with the company	ID No.*, Date of issue, Place of issue	Headquarters address/ Address	Transaction period	BOD Resolution / Decision No. (if any, specify date of issue)	Content, quantity, total transaction value/	Notes
1	Hoa Binh Rubber Joint Stock Company	Same parent company: Vietnam Rubber Group	3500657 173, 17/07/20 25, Ho Chi Minh City	Hamlet 7, Hoa Hoi Commune, Ho Chi Minh City	From January to June 2026	211/NQ-HĐQTCSBR dated 07/01/2026	Contract No. 17/HĐGCCB. 25-BR, processing 132,580 tons of rubber latex, transaction value: VND 445,468,800	
2	Rubber Industry & Import-Export Joint Stock Company Branch - Warehouse & Logistics Enterprise	Same parent company: Vietnam Rubber Group	0300694 937-003, 11/02/20 15, Binh Duong	2A/2 Tran Hung Dao Street - Tay B Quarter, Dong Hoa Ward, Ho Chi Minh City	From January to June 2026	211/NQ-HĐQTCSBR dated 07/01/2026	Contract No. 62/HĐKT.25-BR (12/12/2025) and Contract No. 17/HĐKT.26-BR dated 27/03/2026, Sale of 161.280 tons of rubber latex, transaction value: VND 8,255,520,000	
3	Rubber Industry & Import-Export Joint	Same parent company: Vietnam Rubber	0300694 937-003, 11/02/20 15, Binh	2A/2 Tran Hung Dao Street - Tay B Quarter,	From January to June 2026	211/NQ-HĐQTCSBR dated 07/01/2026	02/HĐGCCB. 26-BR dated 19/01/2026, palletizing,	

No.	Name of organization /individual	Relationship with the company	ID No.*, Date of issue, Place of issue	Headquarters address/ Address	Transaction period	BOD Resolution / Decision No. (if any, specify date of issue)	Content, quantity, total transaction value/	Notes
	Stock Company Branch - Warehouse & Logistics Enterprise	Group	Duong	Dong Hoa Ward, Ho Chi Minh City			transaction value: VND 67,060,224	
4	Rubber Research Institute	Same parent company: Vietnam Rubber Group	3700258 793, 18/07/2026, Ho Chi Minh City	QL13, Lai Khe Quarter, Ben Cat Ward, Ho Chi Minh City	From January to June 2026	211/NQ-HĐQTCSBR dated 07/01/2026	Contract No. 38B/2025/HĐ TV-NCCGTBKT dated April 14, 2025: Technical consultancy for latex harvesting and plant protection in 2025, payment of remaining value: VND 75,249,930	
4	Rubber Research Institute	Affiliated with the parent company, Vietnam Rubber Group	3700258 793, July 18, 2026, Ho Chi Minh City	QL13, Lai Khe Quarter, Ben Cat Ward, Ho Chi Minh City	From January to June 2026	211/NQ-HĐQTCSBR dated 07/01/2026	Contract No. 11/HĐ-CSBR.2026 dated February 02, 2026, purchase of plant protection products, transaction value: VND 40,101,240	
6	Rubber Research Institute	Affiliated with the parent	3700258 793, July 18, 2026, Ho	QL13, Lai Khe Quarter,	From January to June 2026	211/NQ-HĐQTCSBR dated	Invoice No. 183 dated April 09,	

No.	Name of organization /individual	Relationship with the company	ID No.*, Date of issue, Place of issue	Headquarters address/ Address	Transaction period	BOD Resolution / Decision No. (if any, specify date of issue)	Content, quantity, total transaction value/	Notes
		company, Vietnam Rubber Group	Chi Minh City	Ben Cat Ward, Ho Chi Minh City		07/01/2026	2026: training costs for block rubber laboratory technician course, transaction value: VND 13,458,000	
7	Ba Ria - Kampong Thom Rubber Development Co., Ltd.	Affiliated with the parent company, Vietnam Rubber Group - Company with capital contribution from Ba Ria Rubber Joint Stock Company	L001-280006012	Kroyea Commune, Santuk District, Kampong Thom Province, Cambodia	From January to June 2022	211/NQ-HĐQTCSBR dated 07/01/2026	Contract No. 26.01/BRK-BR (Jan 12, 2026) + Contract No. 26.02/BRK-BR (May 04, 2026) + Contract No. 26.03/BRK-BR (May 05, 2026) Purchase of CSR latex VND 21,063,712,425	

3. Transactions between the Company's insiders, related persons of insiders, and subsidiaries or companies controlled by the Company.

In the first 6 months of 2026, there were no transactions between the Company's insiders, related persons of insiders, and subsidiaries or other companies controlled by the Company.

4. Transactions between the Company and other entities.

4.1. Transactions between the Company and companies where members of the BOD, members of the Board of Supervisors, the General Director, and other managers have been or are founding members or members of the BOD, or General Director within the last three (03) years (calculated at the time of report preparation). None.

4.2. Transactions between the Company and companies where related persons of BOD members, Board of Supervisors members, the General Director, and other managers are BOD members or General Directors: None.

4.3. Other transactions of the Company (if any) that may bring material or non-material benefits to BOD members, Board of Supervisors members, the General Director, and other managers.

Remuneration, salaries, and bonuses of the Board of Directors are as follows:

Full Name	Position	Amount	Note
Pham Hai Duong	Chairman of the BOD	VND 48,000,000	
Nguyen Thai Binh	Member of the BOD	VND 28,000,000	
Phung The Minh	Member of the BOD	VND 28,800,000	
Nguyen Thi Thuy Hang	Member of the BOD	VND 300,000,000	
Pham Van Khien	Member of the BOD	VND 300,000,000	
Total		VND 704,800,000	

Salaries, remuneration, and bonuses of the Board of Supervisors are as follows:

Full Name	Position	Amount	Note
Pham Thi Kim Loan	Head of the Board of Supervisors	VND 300,000,000	
Hoang Quoc Hung	Member	VND 30,000,000	
Nguyen Thi Hai	Member	VND 24,000,000	
Total		VND 354,000,000	

Salaries of Managers are as follows:

Full Name	Position	Amount	Note
Nguyen Thai Binh	General Director	VND 312,000,000	
Nguyen Cong Nhut	Deputy General Director	VND 300,000,000	
Pham Nguyen Khang	Deputy General Director	VND 50,000,000	
Huynh Thi Tu Ai	Chief Accountant	VND 270,000,000	
Total		VND 932,000,000	

VIII. Stock transactions of insiders and related persons of insiders in the first 6 months of 2026.

1. List of insiders and related persons of insiders (attached):
2. Transactions of insiders and related persons in the company's shares. None

IX. Other notable contents.

The Company has completed the Q2 financial statements and the review of the 2026 semi-annual financial statements. The Company will perform information disclosure in accordance with regulations.

The above is the Corporate Governance Report for the first 6 months of 2026. Ba Ria Rubber Joint Stock Company respectfully reports to the Authorities and investors./.

Recipients:

- As above;
- Board of Directors;
- Board of Management, Board of Supervisors;
- Information disclosure;
- Filing: Office, Dept. of Corporate Governance.

**FOR THE BOARD OF DIRECTORS
CHAIRMAN**



Phạm Hai Duong

VIET NAM RUBBER GROUP
BA RIA RUBBER JOINT STOCK COMPANY

LIST OF INTERNAL PERSONS AND THEIR RELATED PERSONS FOR 2026

(Attached to the Report on Corporate Governance for the first six months of 2026)

No.	Name of Organisation/Individual	Position at the Company (if any)	Date of Becoming a Related Person	Date of Ceasing to Be a Related Person	Reason	Relationship with the Company
A.	Organisations:					
1	Viet Nam Rubber Group		22/4/2016			Parent Company
2	Trade Union of Ba Ria Rubber Joint Stock Company		22/04/2016			Socio-political Organisation
3	Trade Union of Ba Ria Rubber Joint Stock Company		20/07/2022			Socio-political Organisation
B.	Individuals:					
B.I.	Board of Directors					
I.	Pham Hai Duong	Chairman of the Board of Directors	17/9/2024			
1	Mai Thi Huong					
2	Pham Huong Hai Tien					
3	Pham Hai Son					
4	Nguyen Huy Hoang					
5	Pham Lam Ngoc					
6	Pham Thi Le Uyen					
7	Pham Thi Le Dung					
8	Mai Huu					
9	Mai Thi Hue					
10	Mai Van Tan					
11	Mai Thi Lan					
12	Mai Thi Van					
II.	Pham Van Khien	Member of the Board of Directors	28/6/2021	24/06/2026	Deceased	
1	Pham Dang Khoa					
2	Nguyen Thi Nhi					
3	Nguyen Thi Nhi					
4	Pham Thi Yen Nhi					
5	Pham Thi Khanh Linh					
6	Pham Dang Khoi					
7	Pham Thi Dung					
8	Pham Dang Nam					
9	Pham Thi Hong Phuong					
10	Truong Thi Hue					
11	Huynh Van Dung					
12	Nguyen Huu Thuc Uyen					
13	Nguyen Van An					
14	Viet Lao Rubber Joint Stock Company	Mr. Pham Van Khien serves as Member of the Board of Directors	03/02/2023			Related Organisation

No.	Name of Organisation/Individual	Position at the Company (if any)	Date of Becoming a Related Person	Date of Ceasing to Be a Related Person	Reason	Relationship with the Company
15	Long Khanh Industrial Park Joint Stock Company	Mr. Pham Van Khien serves as Member of the Board of Directors	08/03/2017			Related Organisation
III.	Nguyen Thi Thuy Hang	Member of the Board of Directors	28/6/2021			
1	Nguyen Thanh Lang					
2	Le Thi Le					
3	Pham Tai Ty					
4	Pham Tai Danh					
5	Pham Nguyen Nhu Nguyet					
6	Nguyen Thi Thuy Lieu					
7	Nguyen Thi Thuy Hoa Linh					
8	Nguyen Thi Thuy Kieu Loan					
9	Nguyen Thanh Luan					
10	Pham Tai Lan					
IV.	Nguyen Thai Binh	Member of the Board of Directors – General Director	26/02/2026			
1	Nguyen Van Thoa					
2	Huynh Thi Phuong					
3	Le Thanh Thai					
4	Nguyen Thai Bao					
5	Nguyen Huynh Phuong An					
6	Nguyen Thi Phuong Ngoc					
7	Nguyen Thi Kim Dung					
8	Le Xuan Ky					
9	Tran Thi Kim Lien					
10	Le Minh Tung					
11	Ba Ria Kampong Thom Rubber Joint Stock Company	Mr. Nguyen Thai Binh serves as Chairman of the Board of Directors	07/10/2025			Related Organisation
V.	Vo Thai Dan	Independent Member of the Board of Directors	29/06/2026			
1	Nguyen Thi Luc					
2	Vo Thai Duy					
3	Nguyen Thi Dung					
4	Vo Thi Thai Nhan					
5	Nguyen An Hoa					
6	Vo Thi Thai Bao					
7	Vo Thai Quoc					
8	Le Canh Thi Thao					
VI.	Phung The Minh	Independent Member of the Board of Directors	28/6/2021	29/06/2026	Dismissed	
1	Nguyen Thi Phien					
2	Phung The Chau					
3	Phung The Giang					
4	Phung The Phuong					
5	Phung The Hoang					

No.	Name of Organisation/Individual	Position at the Company (if any)	Date of Becoming a Related Person	Date of Ceasing to Be a Related Person	Reason	Relationship with the Company
6	Phung Thi Kieu Anh					
7	Phung The Nhan					
B.II.	Board of Management					
I	Nguyen Thai Binh	General Director	06/05/2026			
1	Nguyen Van Thoa		02/01/2024			
2	Huynh Thi Phuong		02/01/2024			
3	Le Thanh Thai		02/01/2024			
4	Nguyen Thai Bao		02/01/2024			
5	Nguyen Huynh Phuong An		02/01/2024			
6	Nguyen Thi Phuong Ngoc		02/01/2024			
7	Nguyen Thi Kim Dung		02/01/2024			
8	Le Xuan Ky		02/01/2024			
9	Tran Thi Kim Lien		02/01/2024			
10	Le Minh Tung		02/01/2024			
11	Ba Ria Kampong Thom Rubber Joint Stock Company		07/10/2025			Related Organisation
II.	Nguyen Cong Nhut	Deputy General Director	11/01/2019			
1	Tran Nguyen Thuy Trang					
2	Nguyen Nhut Huy					
3	Nguyen Minh Quan					
4	Nguyen Cong Duy					
6	Nguyen Cong Tai					
7	Huynh Thi Ngoc Lien					
8	Tran My Sang					
9	Nguyen Phuong Linh					
10	Lai Chau Rubber Joint Stock Company	Mr. Nguyen Cong Nhut serves as Member of the Board of Directors	03/10/2020			Related Organisation
11	Lai Chau II Rubber Joint Stock Company	Mr. Nguyen Cong Nhut serves as Member of the Board of Directors	03/10/2020			Related Organisation
22	Yen Bai Rubber Joint Stock Company	Mr. Nguyen Cong Nhut serves as Member of the Board of Directors	03/10/2020			Related Organisation
III.	Pham Nguyen Khang	Deputy General Director	01/06/2026			
1	Pham Van Khuong					
2	Vo Thi Nien					
3	Nguyen Thi Can					
4	Le Thi Kim Kieu					
5	Pham Le Binh Yen					
6	Pham Le Nguyen Binh					
7	Pham Van Kha					
8	Pham Van Khai					
9	Pham Thi Khoi					
10	Pham Thi My Khanh					
11	Pham Thi Khan					

No.	Name of Organisation/Individual	Position at the Company (if any)	Date of Becoming a Related Person	Date of Ceasing to Be a Related Person	Reason	Relationship with the Company
12	Pham Nguyen Kha					
13	Luu Ngoc Phuc					
14	Nguyen Anh Duc					
15	Truong Thi Minh Ngai					
16	Truong Thi Thanh Thao					
B.III. Chief Accountant						
I.	Huynh Thi Tu Ai:	Chief Accountant	03/03/2025			
1	Nguyen Minh Doan					
2	Nguyen Huynh Minh Nhut					
3	Nguyen Huynh Minh Quan					
4	Huynh Duc Tri					
5	Huynh Van Bao					
6	Le Thi Kim Thao					
7	Huynh Van Chuong					
8	Huynh Van Dung					
9	Pham Thi Dung					
B.IV. Board of Supervisors						
I.	Pham Thi Kim Loan	Head of the Board of Supervisors	30/06/2025			
1	Le Van Ha					
2	Le Vinh Nghi					
3	Le Bao Long					
4	Pham Van Minh					
5	Pham Thi Phung					
6	Pham Van Binh					
7	Pham Thi Thu Trang					
II.	Nguyen Thi Hai	Member of the Board of Supervisors	28/6/2021			
1	Nguyen Van Phien					
2	Duong Thi Hien					
3	Dang Van Duc					
4	Dang Nguyen Quynh Giang					
5	Dang Nguyen Quynh Nhu					
6	Nguyen Thi Hoai Nhon					
7	Nguyen Thi Hoai Thanh					
8	Nguyen Thi Hoai Huong					
9	Nguyen Thi Dieu Trang					
10	Nguyen Thanh Dat					
11	Nguyen Thanh Cong					
III.	Tran Thi Tuyet Hang	Member of the Board of Supervisors	29/06/2026			
1	Nguyen Tuyet Xuan					
2	Le Thi Hon					
3	Nguyen Quang Lam					
4	Nguyen Tran Hoang Anh					

No.	Name of Organisation/Individual	Position at the Company (if any)	Date of Becoming a Related Person	Date of Ceasing to Be a Related Person	Reason	Relationship with the Company
5	Nguyen Tran Tuyet Anh					
6	Tran Minh Nhat					
7	Tran Minh Man					
8	Nguyen Thi Thanh Trang					
IV.	Hoang Quoc Hung:	Member of the Board of Supervisors	22/4/2016	29/06/2026		
1	Hoang Van Son					
2	Le Thi Loan					
3	Hoang Le Phuong Tram					
B.V.	Person in Charge of Corporate Governance, Authorised Person for Information Disclosure					
I	Nguyen Huu Nghia	Person in Charge of Corporate Governance, Authorised Person for Information Disclosure	03/03/2025			
1	Nguyen Long					
2	Nguyen Nguyen Khoi My					
3	Nguyen Nguyen Vi Thao					

Ho Chi Minh City, 30 July 2026
CHAIRMAN OF THE BOARD OF DIRECTORS



Pham Hai Duong

