



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

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OF SHAREHOLDERS

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BA RIA RUBBER JOINT STOCK COMPANY

National Road 56, Duc Trung Hamlet, Ngai Giao Commune, Ho Chi Minh City

Tel: (0254) 3881964

E-mail: vanphong@baruco.com.vn - Website: <http://www.baruco.com.vn>

Business registration number: 3500103432

MEETING INVITATION EXTRAORDINARY GENERAL MEETING OF SHAREHOLDERS 2026

To: Shareholders of Ba Ria Rubber Joint Stock Company

The Board of Directors of Ba Ria Rubber Joint Stock Company respectfully invites all Shareholders to attend the 2026 Annual General Meeting of Shareholders as follows:

1. Time: 08:00 a.m on June 29, 2026.

2. Venue: Binh Ba Hall - Ba Ria Rubber Joint Stock Company (National Road 56, Duc Trung Hamlet, Duc Trung Hamlet, Ngai Giao Commune, Ho Chi Minh City).

3. Eligibility to attend the Meeting: All shareholders whose names are on the list as of the record date 25/05/2026.

4. Meeting Documents: All Meeting documents are fully published and regularly updated on the Company's Website at: <http://www.baruco.com.vn> in the **Investor Relations** section, or shareholders can receive them upon attending the Meeting.

5. Registration / Authorization to attend the Meeting: Shareholders can register / authorize attendance according to the attached form.

6. Shareholders should bring this Notice or the invitation letter along with a valid ID card/Citizen ID card/Passport and the Power of Attorney (if authorized) using the attached form when attending the meeting.

7. Address for sending documents and contact for support:

Ba Ria Rubber Joint Stock Company.

Address: National Road 56, Duc Trung Hamlet, Ngai Giao Commune, HCM City.

Phone: 0254.3881964.

Contact: Mr. Nguyen Huu Nghia - Phone: 0919.969087; email: nhnghia@baruco.com.vn

This Notice can be used in case shareholders do not receive the Company's Invitation meeting for the 2026 Annual General Meeting of Shareholders.

We are pleased to welcome shareholders to the 2026 Annual General Meeting of Shareholders.

Sincerely!

Ho Chi Minh City,, 2026

**ON BEHALF OF THE BOARD OF DIRECTOR
CHAIRMAN**

CONFIRMATION OF ATTENDANCE / AUTHORIZATION FORM
ANNUAL GENERAL MEETING OF SHAREHOLDERS 2026

To: Organizing Committee of the 2026 Annual General Meeting of Shareholders Ba
Ria Rubber Joint Stock Company (BRR)

Shareholder's full name (or legal entity shareholder's name):

Representative's full name (legal entity shareholder)

Position in the organization:.....

Citizen Identity Card/Passport/Business Registration Certificate No.:

issued on:..... at:

Permanent address:

Total number of shares owned:

I confirm my attendance/ authorization to attend the 2026 Annual General Meeting of
Shareholders of Ba Ria Rubber Joint Stock Company, to be held on 29/06/2026, as follows:

1. Direct attendance: (Please mark x in the box)

☐

2. Authorize the following Mr./Ms.:

Full name:.....

Citizen Identity Card No.:issued on:at.....

3. Or authorize one of the following members:

(please mark (x) before the name of the member authorized by
the esteemed shareholder)

	Mr. Pham Hai Duong - Chairman of the Board of Directors
	Mr. Nguyen Thai Binh - General Director

- The authorized party shall represent the authorizing party to attend and vote at the
2026 Annual General Meeting of Shareholders of Ba Ria Rubber Joint Stock Company,
acting as the representative for all shares I/we currently own. This authorization form shall
expire immediately after the Meeting concludes.

- I/we take full responsibility for this authorization and undertake to comply with the
provisions of the Charter of Ba Ria Rubber Joint Stock Company and applicable laws./.

....., *Date...month...year 2026*

Authorized Person

(signature and full name)

Confirmation of Attendance/Authorization

(signature and full name)

*Note: For organizational convenience, esteemed shareholders are kindly requested to confirm or authorize attendance **before 28/06/2026**, to Mr. Nguyen Huu Nghia – Company Governance Officer, Mobile: 0919.969087 (Zalo available), email: nhnghia@baruco.com.vn..*

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: <ul style="list-style-type: none">- 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, 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

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**

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;

đ) 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,, 2026

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

Draft

REPORT
2025 Business Performance Results and 2026 Business Plan

To: The 2026 Annual General Meeting of Shareholders

Part I
REPORT ON 2025 BUSINESS PERFORMANCE

I. SITUATION OVERVIEW

In 2025, Ba Ria Rubber Joint Stock Company carried out its business operations amidst a global economic landscape characterized by significant uncertainty, uneven recovery across regions, and international trade and investment flows heavily impacted by strategic competition among major economies and the requirement to restructure global supply chains. Volatility in commodity prices, particularly energy, maritime transport, and input materials, exerted significant pressure on production costs for agricultural and processing enterprises.

Domestically, the economy continued to be managed with a focus on maintaining macroeconomic stability, controlling inflation, and supporting business production, while simultaneously promoting institutional reform, streamlining organizational structures, and completing the legal framework for corporate governance, capital markets, and the development of a green and digital economy. The process of administrative unit reorganization, strengthening local government, and reviewing and amending numerous laws and codes related to investment, land, enterprises, and securities has opened new opportunities for the investment environment, but has also set higher requirements for governance capacity, compliance, transparency, and accountability for state-controlled enterprises.

Regarding the rubber sector, extreme weather events, including prolonged heatwaves interspersed with storms and floods of increasing frequency, directly affected tree growth, harvesting seasons, and latex yields. Concurrently, market demand occasionally fell short of expectations, while requirements from importing markets regarding traceability, sustainable forest management, environmental standards, and social responsibility became increasingly stringent, compelling enterprises to adjust their production, processing, and product consumption methods to meet new standards.

Amidst these intertwined advantages and challenges, Ba Ria Rubber Joint Stock Company closely adhered to the policies and orientations of the Party, the State, and the Vietnam Rubber Group, proactively assessing and forecasting the situation to develop appropriate operational scenarios. The Company's Party Committee strengthened its leadership role over the Board of Directors, the Executive Board, and subordinate units in Party building and political system consolidation, while directing the implementation of synchronized solutions in technology, cost management, labor organization, market, and investment to minimize adverse impacts from the external environment.

2025 was also the year the Company successfully organized its 7th Party Congress for the 2025–2030 term, clearly defining development goals and orientations for the new period in alignment with the Group's Development Strategy and the requirements for rubber industry restructuring. On this basis, the Company focused on maintaining a reasonable growth rate, ensuring employment, income, and welfare for employees, improving the efficiency of state and shareholder capital utilization, and expanding development space through the application of science and technology, digital transformation, and the strengthening of sustainable development factors throughout the entire production and business value chain.

II. 2025 BUSINESS PERFORMANCE RESULTS

1. Production activities:

a) Area

- * Agricultural land: 8,424.3545 ha
- Harvesting orchard area: 6,238.3934 ha
- Capital construction orchard area: 1,591.9765 ha
- Replanting area: 449.7309 ha
- Nursery area: 2.7233 ha
- Area converted to other crops: 141.5304 ha
- * Non-agricultural land: 85.1330 ha

b) Harvesting output - yield

- Plan: 8,800 tons. Actual: 9,426.405 tons. Comparison: exceeded by 626.405 tons; ratio: 107.12% of the plan.
- Orchard yield: 1.559 tons/ha

c) Replanting

The Company launched its replanting campaign on June 3, 2025, and by July 30, 2025, had completed planting on the entire area of 450.9180 ha. The Company organized replanting on schedule, with 100% using potted seedlings with leaf tiers; by the end of the year, the orchard had achieved relatively uniform development.

d) Purchasing

In 2025, the Company purchased 1,500.037 tons/1,000 tons, reaching 150% of the plan, including 975.037 tons of raw latex and 525 tons of finished latex. In purchasing, the Company proactively monitored market developments and adjusted purchasing prices flexibly to ensure raw material sources for production. The Company regularly inspected the quality of submitted latex, ensuring fairness between sellers and buyers, and guaranteeing quality for processed products.

e) Processing

The factory processed 11,182.973 tons/11,800 tons, reaching 94.77% of the plan, including: 9,204.326 tons of self-harvested latex, 975.037 tons of purchased latex, and 1,003.61 tons of processed latex. The Company proactively grasped market demand and adjusted the processing structure of product types accordingly to accelerate consumption and improve production and business efficiency.

The Company fully implemented the criteria of the Chain of Custody (CoC) and applied the ISO 9001:2015 quality management system to maintain the quality of processed products and ensure the Company's brand reputation in the market. Wastewater and emission treatment and environmental management at the processing factory were prioritized and implemented to ensure compliance with state-regulated standards.

f) High-tech applied agriculture

Based on Official Dispatch No. 525/HĐQTCSVN-QLĐTXD dated July 8, 2025, of the Vietnam Rubber Group regarding the agreement on the policy for piloting high-tech applied tissue-culture banana cultivation in 2025 at Ba Ria Rubber Joint Stock Company, the Company implemented a large-scale agricultural project applying science, technology, and mechanization at Plot 56, Team 5, Cu Bi Area, with an area of 18.901 ha.

The project's goal is to build a large-scale centralized agricultural production area, apply synchronized mechanization, and form a high-quality banana product value chain, thereby improving income for local workers, using land resources efficiently, and contributing to the shift of local agricultural production structure towards a modern, environmentally friendly direction capable of international market integration.

Currently, the banana orchard is growing relatively uniformly, the stems are developing stably, and the foliage ensures the required number of functional leaves according to technical requirements. As of now, the first harvest has been completed and revenue has been generated.

g) Sustainable Enterprise Development

The Company continued to improve its governance model, invest in technology, and enhance product quality towards environmentally friendly agricultural production. The Company gradually approached and applied the requirements of the ESG governance system, connecting stages from cultivation and processing to consumption and community engagement. International certifications such as PEFC (sustainable forest management), CoC (chain of custody), and FM have been maintained and expanded, contributing to affirming the commitment to green and sustainable development.

In 2025, the Company completed the review of raw material sources, traceability systems, accountability, and production processes to meet the requirements of the European Union's EUDR Regulation, and successfully sold the first batches of EUDR-compliant rubber to this market. This is an important preparatory step to expand the sustainable rubber export market in the coming years.

On this basis, activities such as emission reduction, waste treatment according to environmental standards, protection of biodiversity in cultivation areas, strengthening transparency in financial management, dialogue with employees, and implementation of social responsibility at the local level were regularly implemented by the Company, in accordance with actual conditions.

In 2025, Ba Ria Rubber Joint Stock Company was honored as one of 13 rubber industry enterprises to receive the sustainable development title recognized by the Vietnam Business Council for Sustainable Development (VBCSD – VCCI). This title is a source of encouragement for the Company to continue pursuing the goal of "Wealthy Workers – Strong Company," linking efficient production and business with environmental protection and community development.

2. Revenue, profit, and budget contribution

- Total revenue	: VND 635.839 billion, reaching 116.8% of the plan
- Profit before tax	: VND 168.591 billion, reaching 114% of the plan
- Net profit after tax	: VND 150.157 billion, reaching 110.5% of the plan
- Budget contribution	: VND 77.709 billion, reaching 97.5% of the plan
- 2025 dividend payout	: 8% / Charter Capital

3. Labor, organizational structure, salary, income, and policy regime

a) Labor

In 2025, the average number of employees was 1,519, including 1,106 in harvesting. For labor in capital construction, the Company implemented a contract-based mechanism for orchard care, helping to optimize costs and save human resources.

To overcome labor shortages in latex harvesting, the Company proactively recruited personnel from other provinces, supplementing the workforce in a timely manner to ensure production progress.

b) Salary and income

The Company developed and implemented a salary plan linked to production and business results, ensuring compliance with State regulations and internal policies and regulations; the average salary in 2025 reached VND 11,012,200/person/month, an increase of 33% compared to 2024, and the average income reached VND 12,647,000/person/month, contributing to improving the lives of and creating motivation for employees.

c) Organizational structure, personnel, and training

The Company continued to implement appointments, re-appointments, and rotation of officers to meet management requirements at the grassroots and company-wide levels, while ensuring personnel resources aligned with development orientations. During the year, the Company made the following important personnel decisions:

- Implemented a 2-level management model, reducing the Farm level from 3 Farms to 7 Production Teams. Issued Regulations and Rules suitable for the new operational model, gradually stabilizing implementation.

- Arranged personnel at production areas after reorganizing the operational model.

- Appointments: Chief of Office, Department Heads, Deputy Heads of HR and Salary Department, Deputy Chief of Office.

- Re-appointments: Head of Capital Construction Planning Department, Head of Quality Management Department, Head of Technical Management Department.

- Restructuring of senior leadership:

- + Dismissed the Head of the Supervisory Board (upon reaching retirement age) and elected a supplementary member – Head of the Supervisory Board for the 2021-2026 term.

- + Dismissed the General Director and appointed a Deputy General Director in charge of operations to ensure continuous company operations.

Personnel management continued to be implemented synchronously, aiming to

perfect the organizational structure, improve operational efficiency, and meet the requirements of production and business in the coming period.

Training was emphasized to improve professional qualifications, management skills, and occupational safety for officers and employees.

In general, in 2025, the Company completed the restructuring of its organizational apparatus, perfected personnel, and promoted training to improve management capacity, ensure sustainable development, and meet production requirements in the next period.

d) Implementation of policies

The Company always cares for the rights of employees, ensuring full implementation of social welfare regimes.

Occupational health and safety work was implemented synchronously, ensuring safe and healthy working conditions.

Implementing the Company's policy on social activities, all employees actively participated with a total contribution of VND 552,000,000.

In general, the Company successfully completed policies on labor, salary, and welfare, ensuring the rights of employees and maintaining stability in production organization.

4. Investments in domestic and foreign entities

In 2025, the Company did not contribute additional capital to domestic and foreign investment projects; the total accumulated investment in affiliated companies as of the end of 2025 was VND 667.387 million. The capital contribution structure at each unit is as follows:

No.	Company Name	Contributed Capital (VND million)
1	Ba Ria – Kampong Thom Rubber JSC	342,886
2	Viet Lao Rubber JSC	102,998
3	Lai Chau Rubber JSC	111,014
4	Yen Bai Rubber JSC	35,958
5	Lai Chau II Rubber JSC	59,198
6	Long Khanh Industrial Park JSC	15,333
	Total	667,387

There are currently 3 joint ventures and affiliated companies that have brought stable production and business efficiency for many consecutive years; accumulated

dividends from the time of capital contribution to December 31, 2025, reached VND 363.576 billion, including: Ba Ria – Kampong Thom Rubber JSC VND 178.113 billion, Long Khanh Industrial Park JSC VND 52.288 billion, and Viet Lao Rubber JSC VND 79.592 billion.

Other capital-contributed investment units such as Lai Chau Rubber JSC, Lai Chau II Rubber JSC, and Yen Bai Rubber JSC are gradually overcoming difficulties and operating more stably, creating a premise for improvement and profit generation in the following years.

5. Capital construction

Total investment capital : VND 35.439 billion, reaching 67.62% of the plan
In which:

+ Agricultural construction :	VND 19.765 billion
+ Equipment, projects/economic-technical reports:	VND 6.974 billion
+ Other capital construction:	VND 8.7 billion

Over the past year, the Company focused on prioritizing investment in essential items, limiting the implementation of non-urgent capital construction projects. Capital was mainly allocated for replanting, caring for capital construction orchards, and items directly serving production activities, including repairing latex transport road systems, and maintaining and servicing processing factories, to ensure harvesting efficiency and maintain a stable production chain.

6. Other tasks

Inspection and examination work was implemented regularly and periodically by the Company, focusing on key areas prone to errors and violations such as: latex processing, asset management, materials, finance, labor, occupational health and safety, and compliance with internal regulations and rules. Through inspection and examination, the Company timely detected and corrected shortcomings and limitations; proposed remedial measures, enhanced the responsibility of relevant units and individuals, and monitored and urged the implementation of post-inspection recommendations, contributing to strengthening order and discipline in management and operational activities.

Along with that, the Company focused on fostering digital skills for officers and employees; the staff proactively exploited and effectively used digital platforms in management and operation. The Company also gradually digitized orchard data, serving the monitoring and management of area, yield, growth status, and harvesting and replanting plans in a scientific and timely manner. Thanks to these efforts, the quality of administrative procedure resolution has been increasingly improved,

processing time for documents has been shortened, and the level of task completion by units and individuals has shown clear positive changes.

Part II

KEY TARGETS AND SOLUTIONS FOR 2026

I. KEY TARGETS FOR 2026

1. Volume targets

1.1. Harvesting output	:	8,800 tons
1.2. Processing	:	11,100 tons
1.3. Consumption (including purchasing)	:	10,800 tons

2. Value targets

2.1. Total revenue	:	VND 727.69 billion
2.2. Total expenses	:	VND 498.362 billion
2.3. Profit before tax	:	VND 229.328 billion
2.5. Expected dividend payout (%/Charter capital)	:	8%

3. Investment targets

3.1. Total investment capital demand	:	VND 120.616 billion
3.2. Capital source	:	VND 120.616 billion

II. ORIENTATIONS AND SOLUTIONS FOR 2026

Before the context of international and domestic fluctuations, the implementation of 2026 targets and tasks is carried out within the framework of the Law on Management and Investment of State Capital in Enterprises (Law No. 68) and Resolution No. 79-NQ/TW of the Politburo on state economic development, setting requirements for improving capital utilization efficiency, strengthening transparency, accountability, and the competitiveness of state-invested enterprises. In the spirit of effort and determination to overcome difficulties, the Company focuses on implementing the following key groups of tasks and solutions:

1. Thoroughly grasp and strictly implement the directives and resolutions of the Party; improve the leadership capacity and fighting strength of the Party organization and the exemplary responsibility of the head; strive to complete the 2026 business plan and sustainable development goals at the highest level, in line with the orientation of state-owned enterprises playing the core role of the state economy according to Resolution 79.

2. Organize production and business flexibly according to the plan assigned by the Group; strictly manage costs and prices; restructure investment towards focus and key points; manage and use state capital according to Law 68, ensuring investment,

preservation, and development of capital associated with specific responsibilities of the Board of Directors, the Executive Board, and the State Capital Representative.

3. Perfect the governance model according to good practices of listed companies and the spirit of Resolution 79: clearly separate the strategic orientation function of the Board of Directors from the operational function of the Board of Management; perfect specialized committees; apply the KPI/OKR system linked to salary and bonus mechanisms according to market principles, based on productivity and efficiency.

4. Streamline the organizational apparatus according to the Group's decision; restructure and standardize the staff towards professionalism and efficiency; innovate recruitment, training, appointment, rotation, and evaluation of officers according to task performance results and the degree of completion of assigned targets.

5. Ensure human resources for harvesting and processing through coordination in local recruitment; promote the proactiveness and creativity of employees; strengthen the advisory and support role of departments for grassroots units, linking individual responsibility with production and business results.

6. Strengthen the management and efficient exploitation of land and assets: use leased land for the right purpose and according to the plan; complete procedures for crop restructuring projects, cooperation in high-tech agricultural development, and industrial zones/clusters; proactively convert inefficient areas to models with higher added value, meeting sustainable development requirements.

7. Expand purchasing and processing, making maximum use of processing factory capacity; proactively forecast the market, flexibly manage consumption, inventory, customer structure, and selling price plans, ensuring profit plans, cash flow, and efficient use of state capital.

8. Maintain and improve product quality, sustainable rubber forest management systems, and related certifications; meet the requirements of target markets, linked to the “Green Growth – ESG – EUDR” strategy and the orientation of state-owned enterprises leading in green transformation.

9. Implement public and transparent information on finance, investment, and procurement; strengthen risk control, comply with reporting, supervision, and enterprise evaluation regimes, and Capital Representatives according to the provisions of Law 68 and Resolution 79.

10. Care for the material and spiritual life of employees; fully, publicly, and transparently implement salary, bonus, and policy regimes; promote the role of the

Trade Union in dialogue, negotiation, dispute resolution, and protection of the legal rights and interests of employees.

11. Strengthen the maintenance of security, order, and product protection; improve the self-management awareness of workers; coordinate closely with local party committees and authorities in preventing and handling theft, illegal latex trading, and illegal acts, contributing to ensuring political security and social order and safety in the area.

GENERAL DIRECTOR

Recipient:

- As above;
- BOD; BOS; BOM;
- Company shareholders;
- Archived: AD, HR..

REPORT

Draft

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 and the approval of the starting price for the liquidation of hybrid acacia plantations. The results are as follows:

I. SELECTED INDICATORS ON 2025 PRODUCTION AND BUSINESS RESULTS

No.	Indicator	Unit	2025		
I	Output		Plan	Actual	%
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	10,800	11,182.973	104
	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		
I	Output		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 35.439 billion.

In which:

+ Agricultural construction :	VND 19.765 billion
+ Equipment, projects/economic-technical reports:	VND 6.974 billion
+ Other capital construction:	VND 8.7 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 million)
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 million)
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: 23.99%;
- Net profit after tax to total assets ratio: 8.8%
- Net profit after tax to average owner's equity ratio: 13.35%
- Earnings per share (EPS): VND 1,135/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;
- Archived: AD, Finance Department

GENERAL DIRECTOR

Draft

REPORT

On the Activities of the Board of Directors in 2025 and Operational Plan for 2026

To: The 2026 Annual General Meeting of Shareholders.

In accordance with the functions and duties of the Board of Directors (BOD) as prescribed, the Company's BOD hereby reports the results of its activities in 2025 and the operational orientation for 2026 as follows:

The Board of Directors of Ba Ria Rubber Joint Stock Company underwent the following personnel changes in 2025:

1. Mr. Pham Hai Duong - Chairman of the BOD.
2. Mr. Tran Khac Chung - Member of the BOD, General Director (submitted resignation effective from August 20, 2025, and dismissed effective from February 26, 2026).
3. Ms. Nguyen Thi Thuy Hang - Member of the BOD, Chairwoman of the Trade Union.
4. Mr. Pham Van Khien - Member of the BOD, Head of Planning, Business and Capital Construction Department.
5. Mr. Phung The Minh - Independent Member of the BOD.

I. RESULTS OF BOD ACTIVITIES IN 2025

1. Meetings of the Board of Directors

The BOD operates based on the principle of collective decision-making, voting by majority, and compliance with the provisions of the Law and the Company's Charter. In 2025, the BOD held 04 periodic meetings, 03 extraordinary meetings, and conducted written consultations, with a participation rate of nearly 100%. The BOD issued numerous Resolutions, decisions, and documents to manage the Company's production and business activities (the content of these documents has been posted on the Company's website).

During the meetings, each BOD member reported and contributed according to their specific assigned areas within the BOD and their general duties in participating in the leadership of production and business activities. The BOD provided practical and candid feedback, offered comments on strengths and weaknesses, and provided guidance to effectively lead the Company's production and business tasks.

2. BOD's supervision of the Board of Management

The Chairman of the BOD and its members participated in monthly briefing meetings convened by the Board of Management. Through these briefings, the BOD provided feedback on the management of production and business operations, land management, and the development of the Company's plans.

The General Director and the Board of Management exerted efforts and performed their assigned tasks well during the year, ensuring compliance with the law and the Company's internal governance regulations. The Board of Management also promptly and seriously developed and implemented specific production and business tasks for 2025 for each member of the Board of Management ate, specialized departments, production areas, and processing enterprises.

- The Board of Management effectively implemented the contents of the Resolutions of the 2025 Annual General Meeting of Shareholders, as well as the Resolutions and Conclusion Notices of the Chairman of the BOD.

- The Company's BOD directed and supervised the Board of Management in effectively performing the following: output exploitation, replanting, rubber plantation care, latex processing, sales, latex tapping labor arrangement, plantation latex protection, etc.; strictly implemented quarterly financial reporting, semi-annual financial statement review, annual financial statement audit, and internal audit as prescribed; and disclosed information in a timely manner.

Business targets were exceeded in accordance with the commitments regarding production and business targets assigned at the 2025 GMS.

Ensured stable wages and income for employees and maintained high responsibility toward related parties.

3. Activities of the BOD sub-committees

In 2025, the Company established the Personnel and Remuneration Sub-committee and planned to establish the Company Development Sub-committee and the Internal Audit Sub-committee to meet the current production and business requirements of the Company and to implement medium and long-term development goals and plans. During the periodic meetings of the BOD, members reported on the status of their assigned tasks. This included timely payment of wages and bonuses; labor restructuring; internal audit implementation; and the development and implementation of the Sustainable Forest Management Plan, including applications to organizations for forest certification and chain-of-custody certification, etc.

4. Summary of production and business results in 2025

In 2025, the Company faced many difficulties in production and significant volatility in top-level personnel organization. The Company proactively identified advantages and assessed difficulties. The Company's BOD promptly proposed appropriate orientations and solutions; together with the consensus of all officers and employees, the entire Company was determined to strive to ensure the successful implementation of the targets assigned by the GMS. The Company aimed to achieve profitable production and business operations, preserve and develop State capital and shareholders' capital, maintain jobs and income for employees, and ensure the legitimate rights and interests of shareholders.

The General Director will report in detail on the production and business results for 2025.

II. REPORT OF THE INDEPENDENT MEMBER OF THE BOD EVALUATING THE ACTIVITIES OF THE BOD IN 2025

(Detailed report attached)

III. OPERATIONAL PLAN ORIENTATION FOR 2026

The global economic situation in 2026 still holds many potential risks and challenges. International trade activities are affected by conflicts in the Middle East region.

Labor shortages, low plantation productivity, diseases affecting exploited plantations, and forecasted complex weather conditions, etc., are factors affecting the Company's exploitation output, revenue, and profit.

The Company's Board of Directors orients the operational plan for 2026 as follows:

1. Key tasks

1.1. Develop plans and solutions to overcome the shortcomings and limitations of 2025; closely follow the GMS Resolution to direct the implementation of 2026 production and business tasks in line with the actual situation at the Company. Proactively and decisively direct the Board of Management to complete the production and business plan targets.

1.2. Continue to seek and expand product consumption markets, develop industries suitable to the Company's conditions to leverage land potential, and actively seek partners for investment cooperation to improve land use efficiency.

1.3 Continue to closely follow and request policies from Departments, Agencies, and the Group to implement Industrial Park and High-Tech Agriculture projects.

1.4. Continue to improve corporate governance to enhance quality and reduce product costs.

1.5. Continue to resolve outstanding financial, land, and cooperation project issues.

2. Key plan targets

Based on plantation capacity and the orientation of the Vietnam Rubber Group, the Company's BOD has developed the 2026 plan with several key targets as follows:

- Exploitation output: 8,800 tons
- Total revenue: VND 757,985 million
- Net profit after tax: VND 229,205 million
- Allocation to Investment and Development Fund; Reward and Welfare Fund shall be implemented in accordance with the provisions of the Law and the Company's Charter.
- Expected dividend payout: VND 86,875 million

3. Some key solutions

To implement the Company's 2026 production and business plan, the BOD will issue Resolutions directing the Executive Board to focus on overcoming the shortcomings and limitations of previous years and propose measures suitable to the new situation, specifically as follows:

3.1. Planning and business management

- Focus all resources on implementing solutions to increase output, revenue, and business efficiency. Rationalize production organization and be decisive in production direction to ensure progress and improve the Company's product quality.
- Manage product quality well, consolidate and build the Company's image and brand, and seek partners to expand product consumption markets in 2026 and subsequent years.
- Proactively and regularly pay attention to technical work, and strengthen the application of new technology to meet the goal of increasing output and product quality.
- Implement industry conversion, change other crop areas, convert to large-scale agricultural production with scientific and technical applications, implement High-Tech Agriculture projects, and invest in Industrial Parks.

3.2. Financial work

- Continue to strengthen financial management, use capital sources effectively to best meet production and business needs, ensure profitable operations, and preserve and develop equity.

- Actively coordinate work between departments within the Company to promptly control production and business costs, especially in the collection of production costs and product costing, and analyze and eliminate factors causing cost increases to reduce product costs. Implement the thrift practice and anti-waste program more effectively to enhance the Company's competitiveness.

- Pay special attention to inventory management, continuously analyze and evaluate inventory quality, proactively advise on handling degraded goods due to long storage time, and timely recover capital to serve production and business.

3.3. Corporate governance

- Continue to implement synchronous solutions to streamline labor, and build a lean and effective organizational structure from advisory departments to production units. Continue to review and develop labor quotas based on job positions, and arrange labor reasonably in the direction of: reducing auxiliary labor and indirect labor, and increasing labor productivity.

- Develop and implement training and human resource development plans for the Company in 2026 and subsequent years. Focus on recruitment, professional training, improving the qualifications and skills of employees, creating a good working environment, stabilizing employment, and increasing income for employees, and creating policies to attract highly skilled direct labor to stay with the Company longer.

- Direct the continued review, amendment, supplementation, and completion of the Company's internal management regulation system in accordance with legal provisions.

- Effectively apply software in the Company's management to ensure scientific, effective, and timely service for production and business.

- Actively contact authorities to get approval for the land use plan until 2030, with a vision to 2050. Based on that, complete the dossiers and procedures to implement projects.

The above is the Report on the activities of the Company's Board of Directors in 2025 and the plan orientation for 2026.

Respectfully report to the General Meeting of Shareholders./.

Recipient:

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

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

No.: /BC-HĐQTCSHB

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

Phung The Minh

DRAFT

REPORT
Activities in 2025 and operational direction
for 2026 of the Board of Supervisors

To: The 2026 Annual General Meeting of Shareholders

Pursuant to the Law on Enterprises 2020 and the Law amending and supplementing several articles of the Law on Enterprises 2025;

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 operational plan of the Board of Supervisors of Ba Ria Rubber Joint Stock Company.

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

I. GENERAL INFORMATION ABOUT THE ENTERPRISE

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

II. IMPLEMENTATION OF TASKS IN 2025

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 Ms. Huynh Thi Hoa as Head of the Board of Supervisors (due to retirement in accordance with regulations) and elected Ms. Pham Thi Kim Loan - Head of the Organization,

Personnel, and Salary Department - to hold the position of Head of the Board of Supervisors for the 2021-2026 term.

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

No.	Name of member	Workplace	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 (part-time)
03	Nguyen Thi Hai	Ba Ria Rubber Joint Stock Company	Member (part-time)

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 implementation of the Company's Board of Directors' Resolutions, Decisions, and Regulations.

- Supervise the effectiveness of financial investments in affiliated companies 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.

- Conduct 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 as of 12:00 A.M., January 1, 2025.

- Appraise the Q4/2024 financial statements.

- Appraise the 2024 financial statements for presentation 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 high-voltage power lines passing through the rubber plantation.
- Appraise the 2025 semi-annual financial statements.
- Appraise the 9-month financial statements for 2025.
- 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.

On August 20, 2025, the Board of Directors issued Decision No. 1224/QĐ-HĐQTCSBR on relieving Mr. Tran Khac Chung from the position of General Director of Ba Ria Rubber Joint Stock Company effective from August 20, 2025.

On August 20, 2025, the Board of Directors issued Decision No. 1225/QĐ-HĐQTCSBR on assigning Mr. Nguyen Thai Binh – Deputy General Director of the Company – to be in charge of managing Ba Ria Rubber Joint Stock Company effective from August 20, 2025.

The Board of Directors has directed and supervised the Board of General Directors in implementing the Resolutions of the General Meeting of Shareholders, as well as the Resolutions and Decisions of the Board of Directors; fully and properly implemented periodic reporting and financial reporting regimes; and strengthened corporate governance and information disclosure in accordance with legal regulations.

In addition, the Board of Directors focused on directing the development and implementation of 2025 production and business plan targets, such as: rubber latex exploitation and processing output, product consumption, replanting and new planting, plantation care, labor allocation for tapping, latex protection at the plantation, environmental work, and other key tasks.

The Company always aims to improve product quality and proactively seeks raw material sources for production to create jobs and stabilize income for employees. At the same time, the Company has strengthened the application of flexible solutions to maximize output, contributing to completing and exceeding the 2025 output plan.

2. Evaluation of the Board of General Directors' performance

The Board of Management has implemented tasks according to the Resolutions of the General Meeting of Shareholders and the Resolutions and Decisions of the Board of Directors; organized and managed production and business activities in line with the plan and the actual situation of the Company.

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

The Company has strictly complied with internal regulations and policies; maintained product quality according to ISO standards and the CoC chain-of-custody; and fully implemented financial reporting, internal auditing, and information disclosure in accordance with regulations.

On a quarterly basis, the Board of Management reports to the Board of Directors on production and business results, the progress of resolution implementation, and proposes solutions to resolve difficulties and obstacles arising during the performance of tasks.

The Board of Management and the team of managers at all levels have promoted a sense of responsibility and proactively managed operations flexibly, contributing to successfully completing 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
1.	Rubber area	ha	8,012.9043
1.1	Exploited rubber area	ha	6,048.0829
1.2	Replanting, new planting area	ha	450.9180
1.3	Capital construction plantation area	ha	1,513.9034
+	Area with suspended investment	ha	
+	Extended area	ha	
+	Area cared for at the right age	ha	
2.	Area awaiting local handover	ha	268.3836
3.	Nursery area	ha	2.7233
4.	Area converted to other crops	ha	141.5304
	Acacia hybrid planting	ha	17.1845

No.	Indicator	Unit	Company
-	Other crops (jackfruit + banana)	ha	83.8149
-	Banana planting	ha	23.9010
-	Land (IVb) awaiting other crop planting	ha	16.6300
	Total	ha	8,425.5416

Note: 268.3836 hectares of Xuan Son land are awaiting handover.

3.2. Regarding production

- Exploitation output for the year 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 processing output.

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

3.3. Land management

The Company has 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 hectares (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 under the Government's Decree No. 87/2025/ND-CP dated April 11, 2025, with a reduced amount of VND 16.230 billion, and for 2025: VND 18.265 billion.

The Company continues to address outstanding issues in land management such as: handling rural traffic infrastructure and power grid corridor projects... on the land managed by the Company; handing over land to the locality; and handling land encroachment and disputes involving the Company...

4. Indicators on financial statements

4.1. Financial indicators

Description	Plan (VND)	Objective factors not yet implemented	Actual year (VND)	Impleme ntation 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, etc.)	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 total land tax and land rent payable in 2025 was: VND 42,807,916,184; the Company has paid: VND 53,937,731,385; the excess land rent paid as of December 31, 2025, was: VND 11,150,174,811.

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

4.2. Investment in other enterprises

- In 2025, the Company did not make any capital contributions to other entities. Long-term financial investment as of December 31, 2025, was: VND 667,387,945,955, including:

+ 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.

- The provision for long-term investment losses was VND 2,689,581,824 (including provision for investment in Yen Bai Rubber Joint Stock Company: VND 1,333,569,796, and Lai Chau II Rubber Joint Stock Company: VND 1,356,012,028).

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

- + 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, including receivables from:

- Customers purchasing rubber latex: VND 24.745 billion.
- Customers under tapping contracts: VND 13.529 billion.
- Other receivables: VND 10.393 billion.
- Prepayments to short-term suppliers: VND 151.5 million.
- Overdue debts of over 12 months from customers under output contracting contracts with an amount of: VND 13.529 billion. The Company made a provision of VND 6.764 billion for receivables from these household contracting contracts.

b) Payables

Payables at the end of the period were VND 206.553 billion. Including: 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 456.637 million, 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.

Comments: To ensure short-term payables, the Company has a monthly cash flow plan, specifically resolving short-term receivables on time (collecting money from sales of finished products, liquidation of rubber trees, dividends, etc.) to ensure sources for paying short-term debts such as: paying salaries to employees, purchasing supplies, and fulfilling obligations to the state budget.

4.4. Situation of profit distribution in 2025

During the period, the Company distributed profits, details:

No.	Profit distribution in 2025	Value (VND)
1	Total profit after tax at 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
	- <i>Appropriation of the Development Investment Fund</i>	31,294,729,340
	- <i>Appropriation to Welfare and Reward Fund (2 months of average salary)</i>	17,091,000,000
	- <i>Appropriation to Management Reward Fund (01 month of salary)</i>	397,000,000
	- <i>2024 dividend payment per BOD Resolution (7%)</i>	78,750,000,000
4	Profit after tax at December 31, 2025	150,157,461,524

4.5. Performance evaluation indicators for 2025

- General liquidity ratio: 8.26 times
- Current ratio: 2.63 times
- Quick ratio: 2.11 times
- Pre-tax profit/Total revenue ratio: 26.5%
- Post-tax profit/Total revenue ratio: 23.6%
- Pre-tax profit/Total assets ratio (Pre-tax ROA): 9.87%
- Post-tax profit/Total assets ratio (ROA): 8.8%
- Post-tax profit/Owner's equity ratio (ROE): 10.01%

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

The Company's net cash flow in 2025 was: (VND 78.762 billion), meaning more was spent than collected. The ending cash balance 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 its short-term time 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 (time deposits <12 months): VND 207.7 billion. This total amount of money increased compared to the beginning of the period by VND 56.503 billion. This shows that the financial situation is secure for production activities. However, the Company needs to base its decisions on production, investment, procurement, and payment needs... in the short/long term to balance appropriate short-term/long-term deposit sources, in order to ensure efficient production and business activities and optimize cash flow.

5. Implementation of labor and salary work

5.1. Labor downsizing work

- Pursuant to Directive No. 67/CT-HĐQTCSVN dated February 19, 2025, of the Board of Directors of Vietnam Rubber Group on implementing the 2025 production and business plan tasks for member units and Official Dispatch No. 634/CSVN-TCCB dated March 26, 2025, on innovating the organizational structure and operating model at member rubber companies; Pursuant to Resolution No. 09-NQ/ĐU dated April 26, 2025, of the Standing Committee of the Company's Party Committee and Resolution No. 160/NQ-HĐQTCSBR dated April 28, 2025, of the Company's Board of Directors on unifying the plan for streamlining the organizational structure, operating model, and indirect labor ratio at Ba Ria Rubber Joint Stock Company. The Company issued Plan No. 381/PA-CSBR dated April 26, 2025, of the Board of General Directors of Ba Ria Rubber Joint Stock Company on streamlining the organizational structure, operating model, and indirect labor ratio at Ba Ria Rubber Joint Stock Company. Resolved policies for 13 employees after downsizing with an amount of: VND 1,531,492,800.

- Pursuant to Official Dispatch No. 1480/CSVN-TCCB dated June 6, 2025, of Vietnam Rubber Industry Group on continuing to implement the arrangement of factories/enterprises at member units; Pursuant to Resolution No. 13-NQ/ĐU dated June 13, 2025, of the Standing Committee of the Party Committee and Resolution No. 167/NQ-HĐQTCSBR dated June 17, 2025, of the Company's Board of Directors on unifying the policy of streamlining the organizational structure at the

Processing Enterprise. The Company relieved the Director and Deputy Director of the Processing Enterprise from their positions and appointed a Manager and Deputy Manager of the Processing Enterprise. Supported the resolution of policies for 11 direct workers after downsizing with an amount of: VND 124,854,000.

5.2. Labor and salary work

- Average labor in 2025: 1,519 people, of which exploitation labor: 1,106 people.

- Average salary in 2025 reached VND 11,778,000/person/month, an increase of 25.7% compared to 2024, average income reached VND 14,008,000/person/month, an increase of 33.3% compared to 2024.

6. Sustainable development activities

The Company has been granted certificates by international organizations for rubber forests meeting sustainable forest management standards, and wood and rubber latex products meeting clear chain-of-custody standards with a certified area of: 4,468.60 hectares. This is the basis for the rubber products of Ba Ria Rubber Joint Stock Company to be better known by global customers, have a brand, and bring higher value. In 2025, Ba Ria Rubber Joint Stock Company was honored as one of 13 enterprises in the rubber industry to achieve the sustainable development title in 2025, recognized by the Vietnam Business Council for Sustainable Development (VBCSD – VCCI). The Company continues to maintain and upgrade PEFC sustainable forest certificates and product traceability systems according to the CoC chain-of-custody, in order to affirm its commitment to sustainable development, environmental protection, and brand value enhancement.

Regarding business activities, the Company maintains cooperative relationships with traditional customers, while constantly seeking opportunities to expand the market and develop new customers to improve competitiveness. Product quality and production processes continue to be strictly controlled, ensuring compliance with industrial hygiene standards, and wastewater and exhaust gas treatment according to State regulations, contributing to maintaining brand reputation and improving product value in the market. In 2025, the Company completed the evaluation and review of raw material sources, traceability systems, and production processes meeting the EU's EUDR standards – and successfully sold the first batches of EUDR-compliant rubber to the European market.

V. COMMENTS AND RECOMMENDATIONS

Ba Ria Rubber Joint Stock Company implemented its 2025 production and business tasks in a context still facing many difficulties due to complex weather

developments and a shortage of labor allocated for exploitation plantations compared to the plan. However, the Board of Directors and the Board of Management of the Company provided flexible leadership, implemented many management measures, and overcame all difficulties, striving to complete and exceed the production and business targets set out in the plan. Employee income and salaries increased, policies for employees were implemented in accordance with regulations, and financial obligations to the State and the Group were fully fulfilled.

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

The Company made a provision for bad short-term receivables for receivables from these household contracting contracts with an amount of: VND 6.764 billion.

It is recommended that the Company take measures to recover debts in accordance with the terms committed in the Contract. In case of objective reasons, it is recommended to have an Appendix/commitment/working minutes agreed upon between the Company and related parties.

- The Company is an economic unit with controlling State capital, assigned by the State to use land to serve mainly agricultural activities, so it must use land and assets attached to land for the correct purpose as determined in the land lease decision of the competent state agency or in the land lease contract, and at the same time must manage and use it in accordance with the provisions of the Land Law.

The Company must manage land in accordance with regulations, not allowing disputes or encroachment to occur; implement investment and use capital in accordance with regulations; ensure the effectiveness of cooperation projects, directly take responsibility for the effectiveness of capital use; and have reports on implementation results and propose land use plans after the implementation period ends. Continue to implement the contents regarding land management work of the Inspection Agencies.

VI. OPERATIONAL DIRECTION FOR 2026

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, and 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's 2026 Plan.

3. Prepare reports as required by the Board of Supervisors in 2026 to be sent to the Company's Board of Directors and the Owner in accordance with regulations.

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

The Board of Supervisors 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**

No.: /TTr-HĐQTCSBR

Ho Chi Minh City,, 2026

Draft

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.

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, with details as follows:

Unit: VND

No.	Full Name	Position	Remuneration	Salary	Notes
I	Full-time Managers				
1	Tran Khac Chung	Member of the Board of Directors, General Director		440,470,588	
2	Pham Van Khien	Member of the Board of Directors		572,611,765	
3	Nguyen Thi Thuy Hang	Member of the Board of Directors		572,611,765	
4	Nguyen Cong Nhut	Deputy General Director		572,611,765	
5	Nguyen Thai Binh	Deputy General Director		572,611,765	
6	Huynh Thi	Member of the Board of		286,305,882	

No.	Full Name	Position	Remuneration	Salary	Notes
	Hoa	Supervisors			
7	Pham Thi Kim Loan	Member of the Board of Supervisors		286,305,882	
8	Huynh Thi Tu Ai	Chief Accountant		440,470,588	
II	Non-executive Manager				
1	Pham Hai Duong	Chairman of the Board of Directors	72,000,000		
2	Phung The Minh	Independent Member of Board of Directors	60,000,000		
3	Nguyen Thi Hai	Member of Board of Supervisors	24,000,000		
4	Hoang Quoc Hung	Member of Board of Supervisors	24,000,000		
	Total		180,000,000	3,744,000,000	

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, HR, Labor&Salary.

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

No.: /TTr -SBBRR

Ho Chi Minh City, June , 2026

Draft

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

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

Recipient:

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

No.:/TTr-HĐQTCSBR

Ho Chi Minh City, June , 2026

Draft

PROPOSAL

Re the adjustment and supplementation of the Company's business lines

To: The 2026 Annual General Meeting of Shareholders

Pursuant to the Law on Enterprises 2020;

Pursuant to the Law on Securities 2019;

Pursuant to 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;

Pursuant to Decision No. 36/QĐ-TTg dated February 29, 2025 of the Prime Minister issuing the Vietnam Standard Industrial Classification;

Pursuant to the Company's Charter approved by the General Meeting of Shareholders;

Pursuant to the actual operational situation and the Company's strategic development orientation in the coming time.

The Company respectfully submits to the Annual General Meeting of Shareholders for approval the adjustment and supplementation of the Company's business lines as follows:

No.	Business line name	Industry code	Note
1	Growing of other annual crops	0119	
2	Growing of perennial spice, medicinal, and aromatic crops	0128	
3	Growing of other perennial crops	0129	Adjustment
4	Propagation and care of agricultural seedlings	0130	
5	Raising of buffaloes, cattle and production of buffalo and cattle breeds	0141	
6	Raising of goats, sheep, deer and production of goat, sheep, and deer breeds	0144	
7	Raising of pigs and production of pig breeds	0145	
8	Other animal farming	0149	
9	Silviculture, forest care, and forestry nursery	0210	
10	Gathering of forest products, excluding wood	0230	
11	Mining of stone, sand, gravel, and clay	0810	

No.	Business line name	Industry code	Note
12	Processing and preserving of fruits and vegetables	1030	
13	Manufacture of other products of wood; manufacture of products of bamboo, rattan, straw, and plaiting materials	1629	
14	Manufacture of fertilizers and nitrogen compounds	2012	
15	Manufacture of wooden beds, wardrobes, tables, and chairs	3101	
16	Manufacture of metal beds, wardrobes, tables, and chairs	3102	
17	Other manufacturing not elsewhere classified	3290	
18	Electric power generation from non-renewable energy sources	3511	
19	Electricity transmission and distribution	3513	
20	Wholesale of agricultural and forestry raw materials (excluding wood, bamboo, rattan) and live animals	4620	
21	Other short-term accommodation services	5520	
22	Other software publishing	5829	
23	Other computer programming activities	6219	
24	Other computer consultancy and computer facilities management activities	6290	
25	Financial leasing	6491	
26	Other financial service activities, except insurance and pension funding, not elsewhere classified	6619	
27	Architectural activities and related technical consultancy	7110	
28	Other professional, scientific, and technical activities not elsewhere classified	7499	
29	Temporary employment agency activities	7821	
30	Other human resources provision	7822	
31	Organization of trade fairs and conventions	8230	
32	Activities of payment and credit support services	8291	
33	Hospital activities	8610	
34	Medical and dental practice activities	8620	
35	Residential care activities for the elderly and disabled who are unable to care for themselves	8730	
36	Social work activities without accommodation for the elderly and disabled	8810	

The Board of Directors of Ba Ria Rubber Joint Stock Company respectfully submits to the 2026 Annual General Meeting of Shareholders for approval and authorizes the General Director – the Legal Representative, to carry out procedures for re-issuance of the Enterprise Registration Certificate and other relevant matters.

Respectfully submitted.

Recipient:

- As above;
- Archived: AD, Business Development Dept.

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

No.: /TTr-HĐQTCSBR

Ho Chi Minh City, June, 2026

Draft

PROPOSAL

Re the amendment and supplementation of the Company Charter

To: The 2026 Annual General Meeting of Shareholders.

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

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

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

Pursuant to the Charter of organization and operation of Ba Ria Rubber JSC.

In order to comply with the provisions of the law on securities and the actual situation in the production and business process, the Board of Directors respectfully submits to the Annual General Meeting of Shareholders for consideration and approval the amendment and supplementation of a number of articles in the Company Charter issued for the 9th time on February 26, 2026, with details of the changes as follows:

Current Charter	Proposed amendments and supplementations	Reason for amendment
Article 1. Interpretation of terms 1. In this Charter, the following terms shall be understood as follows: c) Law on Enterprises is the Law on Enterprises No. 59/2020/QH14 passed by the National Assembly of the Socialist Republic of Vietnam on June 17, 2020;	Article 1. Interpretation of terms 1. In this Charter, the following terms shall be understood as follows: c) Law on Enterprises is the Law on Enterprises No. 59/2020/QH14 passed by the National Assembly of the Socialist Republic of Vietnam on June 17, 2020, as amended	Updated in accordance with current legal regulations and amending/supplementing documents at each time; limiting the need to amend the Charter when the law changes.

Current Charter	Proposed amendments and supplementations	Reason for amendment								
<p>d) Law on Securities is the Law on Securities No. 54/2019/QH14 passed by the National Assembly of the Socialist Republic of Vietnam on November 26, 2019;</p> <p>m) “Vietnam Rubber Group” is the Parent Company, the entity holding controlling shares in Ba Ria Rubber JSC.</p> <p>h) Related person is an individual or organization as prescribed in Clause 46, Article 4 of the Law on Securities; and Clause 23, Article 4 of the 2020 Law on Enterprises</p>	<p>and supplemented by Law No. 76/2025/QH15 dated June 17, 2025, and other amending, supplementing, and guiding documents at each time.</p> <p>d) Law on Securities is the Law on Securities No. 54/2019/QH14 passed by the National Assembly of the Socialist Republic of Vietnam on November 26, 2019, as amended and supplemented by Law No. 56/2024/QH15 dated November 29, 2024, and other amending, supplementing, and guiding documents at each time.</p> <p>m) Group: is Vietnam Rubber Group, the Parent Company, the entity holding controlling shares in Ba Ria Rubber JSC.</p> <p>h) Related person is an individual or organization as prescribed in Clause 46, Article 4 of the Law on Securities; and Clause 23, Article 4 of the Law on Enterprises.</p>	<p>Simplify the definition of Vietnam Rubber Group. Adjust all clauses and items in the Charter mentioning Vietnam Rubber Group to "Group". Remove the phrase “2020” to standardize the reference technique throughout the Charter by only stating the name of the law without the year of issuance, ensuring consistent application to current documents and any amending, supplementing, or replacement documents (if any).</p>								
<p>Article 4. Company's business objectives</p> <p>1. Company's business lines:</p> <table><tr><th>Industry name</th><th>Industry code</th></tr><tr><td>Growing other perennial crops, Details: Growing other remaining perennial crops: cajeput, agarwood, bầu, mahogany, xoan đào, hybrid acacia;</td><td>0129</td></tr></table> <p>The old Charter does not have</p>	Industry name	Industry code	Growing other perennial crops, Details: Growing other remaining perennial crops: cajeput, agarwood, bầu, mahogany, xoan đào, hybrid acacia;	0129	<p>Article 4. Company's business objectives</p> <p>1. Company's business lines: Adjust business lines as follows:</p> <table><tr><th>Industry name</th><th>Industry code</th></tr><tr><td>Growing other perennial crops.</td><td>0129</td></tr></table> <p>Add 35 new business lines Details of adjusted and added business lines are according to the Proposal on adding business lines</p>	Industry name	Industry code	Growing other perennial crops.	0129	<p>Adjusted in a general direction, without listing each type of plant in detail to ensure flexibility in the Company's production and business activities; avoiding the need to carry out procedures for amending the Charter/Enterprise Registration Certificate when there are changes or additions to the crop structure in actual production. Added to suit the Company's development</p>
Industry name	Industry code									
Growing other perennial crops, Details: Growing other remaining perennial crops: cajeput, agarwood, bầu, mahogany, xoan đào, hybrid acacia;	0129									
Industry name	Industry code									
Growing other perennial crops.	0129									

Current Charter	Proposed amendments and supplementations	Reason for amendment
provisions		orientation in the coming time.
<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 are issued in the form of physical certificates (documents) or electronic data in accordance with the provisions of securities law. 2. For the document form, the certificate must bear the signature of the Company's legal representative and be physically sealed by the Company. 3. For the electronic data form, the securities certificate is 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 provisions on digital signatures and electronic seals aims to ensure a legal basis for the issuance and management of 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 physical seals or electronic seals in accordance with the law.</p>
<p>Article 15. Rights and obligations of the General Meeting of Shareholders ... 2. The General Meeting of Shareholders discusses and approves 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 of founding members within the first 03 years from the date of establishment; q) Approve transactions as prescribed in Clause 4, Article 293 of Decree No. 155/2020/NĐ-CP dated December 31, 2020 of the</p>	<p>Article 15. Rights and obligations of the General Meeting of Shareholders 2. The General Meeting of Shareholders discusses and approves the following issues: ... k) Types of shares and the number of new shares to be issued for each type of share. q) Approve transactions as prescribed in Clause 4, Article 293 of Decree No. 155/2020/NĐ-CP dated December 31, 2020 of the Government detailing the implementation of a number</p>	<p>The content regarding “the transfer of shares of founding members within the first 03 years from the date of establishment” is no longer consistent with the Company's actual legal situation. Clause 5, Article 6 of the Charter has determined that the Company was converted from a Single-Member LLC, so there are no founding shareholders.</p> <p>Update new legal documents</p>

Current Charter	Proposed amendments and supplementations	Reason for amendment
Government detailing the implementation of a number of articles of the Law on Securities;	of articles of the Law on Securities, as amended and supplemented by Clause 84, Article 1 of Decree No. 245/2025/NĐ-CP and other amending, supplementing, and replacement documents (if any)	
<p style="text-align: center;">Chapter V COMPANY MANAGEMENT ORGANIZATIONAL STRUCTURE</p> <p>Article 11. Management organizational structure</p> <p>The Company's management organizational structure follows the model:</p> <ol style="list-style-type: none"> 1. General Meeting of Shareholders. 2. Board of Directors, Board of Supervisors. 3. General Director. 	<p style="text-align: center;">Chapter V ORGANIZATIONAL, MANAGEMENT, OPERATIONAL, AND CONTROL STRUCTURE</p> <p>Article 11. Organizational, management, operational, and control structure</p> <ol style="list-style-type: none"> 1. The Company's organizational, management, operational, and control structure includes: General Meeting of Shareholders, Board of Directors, Board of Supervisors, General Director, Deputy General Directors, and Chief Accountant. 2. Assisting apparatus: professional departments and divisions. During operation, the organizational structure of the operational, control, and assisting apparatus of the Company may be changed to suit the requirements of production and business activities 	<p>To perfect and concretize the Company's organizational, management, operational, and control model in accordance with actual operations and the current governance structure; while ensuring consistency with the management and executive titles currently arranged at the Company..</p>
<p>Article 22. Authority and procedures for collecting shareholders' written opinions to approve decisions of the General Meeting of Shareholders</p> <p>4. Shareholders may send their answered opinion forms to the Company by mail, fax, or email according to the</p>	<p>Article 22. Authority and procedures for collecting shareholders' written opinions to approve decisions of the General Meeting of Shareholders</p> <p>Add new point d to Clause 4</p> <p>4. Shareholders may send their answered opinion forms to the Company by mail, fax, email, or by voting online</p>	<p>Add electronic voting method to suit digital transformation.</p>

Current Charter	Proposed amendments and supplementations	Reason for amendment
following regulations:	<p>through the electronic voting system according to the following regulations:</p> <p>.....</p> <p>d) In case of implementation through the electronic voting system, the answered opinion form is 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 vote counting portal.</p>	
<p>Article 27. Powers and obligations of the Board of Directors</p> <p>....</p> <p>3. The Board of Directors must report to the General Meeting of Shareholders the results of the Board of Directors' activities in accordance with Article 280 of Decree No. 155/2020/NĐ-CP dated December 31, 2020 of the Government detailing the implementation of a number of articles of the Law on Securities.</p>	<p>Article 27. Powers and obligations of the Board of Directors</p> <p>.....</p> <p>3. The Board of Directors must report to the General Meeting of Shareholders the results of the Board of Directors' activities in accordance with the Law on Enterprises, the Law on Securities, and other relevant legal regulations.</p>	To ensure generality, flexibility, and consistency with the current legal system
<p>Article 47. Profit distribution</p> <p>.....</p> <p>6. Other issues related to profit distribution shall be implemented in accordance with the provisions of the Law and the Parent Company, Vietnam Rubber Group, in the following order:</p> <p>....</p> <p>c. Deduct a maximum of 30% for the enterprise development investment fund.</p>	<p>Article 47. Profit distribution</p> <p>.....</p> <p>6. Other issues related to profit distribution shall be implemented in accordance with the provisions of the law, in the following order:</p> <p>.....</p> <p>c) Deduction for Enterprise Development Investment Fund: The annual deduction level for the Development Investment Fund is decided by the General Meeting of</p>	<p>Implemented in accordance with Article 25 of Law No. 68/2025/QH15, Article 29 of Decree 366/2025/NĐ-CP, and the Group's Document No. 1336/CSVN-PCTT dated May 21, 2026.</p> <p>According to the new regulations, the maximum deduction level for the Development Investment Fund has been increased from 30% to 50%;</p>

Current Charter	Proposed amendments and supplementations	Reason for amendment
<p>d) Deduct for the reward fund, welfare fund for employees in the enterprise, and reward fund for enterprise managers in accordance with the Government's regulations on labor, wages, remuneration, and bonuses for companies with State-controlled shares and capital contributions.</p>	<p>Shareholders based on the enterprise's development investment capital needs, long-term strategy, and annual investment plan approved by competent authorities; the deduction rate shall not exceed the maximum level prescribed by law;</p> <p>d) Deduct for the reward fund, welfare fund for employees in the enterprise, and reward fund for enterprise managers in accordance with the law.</p>	<p>however, to ensure flexibility in management, suitability to development investment needs, and legal regulations at each time, it is proposed not to specify the deduction rate in the Company Charter.</p> <p>Amendment in the direction of the general provision “in accordance with the law” helps ensure comprehensiveness, consistency, and convenience in the implementation process.</p>
<p>Article 60. Effective date</p> <p>1. This Charter consists of 21 chapters and 60 articles, which 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 agreed to the full validity of this Charter.</p>	<p>Article 60. Effective date</p> <p>1. This Charter consists of 21 chapters and 60 articles, which 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 agreed to the full validity of this Charter.</p>	<p>Change the effective date to the date of holding the 2026 Annual General Meeting of Shareholders</p>

Respectfully submitted.

Recipient:

- As above;
- BOM, BOS “for information”;
- BOD Secretariat “for monitoring”;
- Archived: VT, PTQT.

**FOR THE BOARD OF DIRECTORS
CHAIRMAN**

BARIA RUBBER JOINT STOCK COMPANY
THE 2026 ANNUAL GENERAL MEETING OF SHAREHOLDERS

VOTING BALLOT

CONTENTS PRESENTED AT THE 2026 ANNUAL GENERAL MEETING OF SHAREHOLDERS

I. GENERAL INFORMATION

- Full name of shareholder / authorized representative:
- Number of shares owned:
- Number of shares authorized:
- Total number of voting shares:

II. Voting Content

Voting Content	Approve	Disapprove	Abstain
1. Agree to approve the production and business results in 2025 and the production and business plan in 2026			
2. Agree to approve the audited financial statements for 2025			
3. Unanimously approve the Operation Report of the Board of Directors in 2025 and the Operation Plan in 2026			
4. Agree to approve the Report of the Independent Member of the Board of Directors			
5. Agree to approve the Report on the operation of the Board of Supervisors in 2025			
6. To uniformly distribute profits; payment of salaries and remuneration of the Board of Directors – Supervisory Board in 2025, Plan for 2026			
7. Agree to authorize the Board of Directors of the Company to select one of the three auditing units to review the Semi-annual Financial Statements and audit the Company's Financial Statements in 2026			
8. Agree to supplement the Company's business lines			
9. Agree to amend and supplement the Company's Charter			
10. Unanimously dismiss members of the Board of Directors and the Board of Supervisors for the term 2021-2026 and personnel to elect members of the Board of Directors and the Board of Supervisors for the term 2026-2031 for the Congress to conduct elections			

Note :

- Shareholders mark x or √ in the corresponding box according to their opinion

Signature and full name of Shareholder / Representative

**BA RIA RUBBER
JOINT STOCK COMPANY
ANNUAL GENERAL MEETING OF
SHAREHOLDERS 2026**

SOCIALIST REPUBLIC OF VIETNAM
Independence – Freedom – Happiness

No: /NQ-DHDCD

Ho Chi Minh City, February , 2026

Draft

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 dated 17/06/2020;

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

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

RESOLVES:

Article 1. To unanimously approve the following Reports:

1. Report No. /BC-CSBR dated /6/2026 of the Board of Management on the 2025 business performance and the 2026 business plan. Key targets are as follows:

- 2025 Business Performance:

- + Total revenue : VND 635.839 billion, reaching 116.8 % of the plan
- + Profit before tax : VND 168.591 billion, reaching 114 % of the plan
- + Profit after tax : VND 150.157 billion, reaching 110.5 % of the plan
- + State budget contribution: VND 77.709 billion, reaching 97.5 % of the plan
- + 2025 dividend payout : 8% / Charter Capital

- 2026 Business Plan:

- + Total revenue and other income: VND 757,985 million.
- + Profit after tax: VND 229,205 million.
- + Return on Equity (ROE): 14.53%
- + Plan for development investment and bank debt repayment: VND 117,291 million.

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

3. Report No. /BC-HDQTCSBR dated /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' 2026 performance.

5. Report No. /BC-BKSCSBR dated /6/2026 of the Board of Supervisors on the 2025 performance and 2026 orientation and tasks of the Board of Supervisors of Ba Ria Rubber Joint Stock Company.

Article 2. To unanimously approve the contents of the following Proposals:

1. Proposal No. /TTr-HDQTCSBR dated /6/2026 on 2025 profit distribution; 2025 remuneration and salary payouts for the Board of Directors and the Board of Supervisors, and the 2026 plan.

2. Proposal No. /TTr-BKSCSBR dated /6/2026 on the selection of the independent auditing firm for the 2026 Financial Statements.

3. Proposal No. /TTr-HDQTCSBR dated /6/2026 on the adjustment and addition of the Company's business lines.

4. Proposal No. /TTr-HDQTCSBR dated /6/2026 on the amendments and supplements to the Company's Charter.

5. Proposal No. /TTr-HDQTCSBR dated /6/2026 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.

Article 3. 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 29/06/2026.

Article 4. Members of the Board of Directors, Board of Supervisors, General Director, esteemed shareholders, and relevant organizations and individuals are responsible for implementing this Resolution./.

Recipients:

- *As per article 4*
- 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**



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 - Website: <http://www.baruco.com.vn>

Enterprise Registration Certificate: 3500103432

APPLICATION FOR CANDIDACY MEMBER OF THE BOARD OF SUPERVISORS TERM 2026-2031

To: Organizing Committee of the 2026 Annual General Meeting of Shareholders

BaRia Rubber Joint Stock Company

My name is:

I am a shareholder (legal representative of: /authorized representative of a group of shareholders) currently owning (holding): **BRR** shares of Ba Ria Rubber Joint Stock Company, accounting for: % of the total **112,500,000** shares (**BRR**) issued and outstanding on the market by the Company.

After reviewing and comparing the standards and conditions for being a member of the Board of Supervisors as stipulated by Law, the Charter, and the Company's regulations, I hereby submit this application to participate in the election for the Board of Supervisors of Ba Ria Rubber Joint Stock Company for the term 2026 - 2031.

Documents attached to this application include:

1. Curriculum Vitae certified by the competent authority.
2. Notarized copies of:
 - Citizen Identity Card (or Passport in case of Overseas Vietnamese or Foreigners)
 - Degrees and certificates of educational attainment and professional qualifications
3. Power of Attorney (if the candidate is nominated by a group of shareholders)

I hereby commit that the documents in this application file are true and I take legal responsibility for the accuracy of this file.

If elected, I commit to strictly comply with the provisions of the law and the Charter of Ba Ria Rubber Joint Stock Company.

Sincerely

....., Datemonth...year 2026

CANDIDATE

(signature and full name)



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 - Website: <http://www.baruco.com.vn>

Enterprise Registration Certificate: 3500103432

APPLICATION FOR CANDIDACY

MEMBER OF THE BOARD OF DIRECTORS TERM 2026-2031

To: Organizing Committee of the 2026 Annual General Meeting of Shareholders

BaRia Rubber Joint Stock Company

My name is:

I am a shareholder (legal representative of: /authorized representative of a group of shareholders) currently owning (holding): **BRR** shares of Ba Ria Rubber Joint Stock Company, accounting for: % of the total **112,500,000** shares (**BRR**) issued and outstanding on the market by the Company.

After reviewing and comparing the standards and conditions for being a member of the Board of Directors as stipulated by Law, the Charter, and the Company's regulations, I hereby submit this application to participate in the election for the Board of Directors of Ba Ria Rubber Joint Stock Company for the term 2026 - 2031.

Documents attached to this application include:

1. Curriculum Vitae certified by the competent authority.
2. Notarized copies of:
 - Citizen Identity Card (or Passport in case of Overseas Vietnamese or Foreigners)
 - Degrees and certificates of educational attainment and professional qualifications
3. Power of Attorney (if the candidate is nominated by a group of shareholders)

I hereby commit that the documents in this application file are true and I take legal responsibility for the accuracy of this file.

If elected, I commit to strictly comply with the provisions of the law and the Charter of Ba Ria Rubber Joint Stock Company.

Sincerely

....., Datemonth...year 2026

CANDIDATE

(signature and full name)

SOCIALIST REPUBLIC OF VIETNAM

Independence – Freedom – Happiness

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CURRICULUM VITAE

(For candidates)

Picture 4x6

1. PERSONAL INFORMATION:

Full name	
Gender:	
Date of birth:	
Place of birth:	
Citizen ID/Passport (number, date, place of issue)	
Nationality:	
Ethnicity:	
Permanent address:	
Contact address:	
Contact phone number:	
Education level:	
Current position:	
Positions currently held at other organizations (including Board of Directors positions at other Companies):	

Violations of law:	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Debts to the company:	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Related interests with the company:	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Interests related to the company's related parties(*):	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Conflicts of interest with the company:	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Number of BRR shares owned (according to the list closed on 25/05/2026):	_____ Shares, accounting for _____ % of charter capital	
Of which:		
+ Representative ownership:	_____ Shares, accounting for _____ % of charter capital	
+ Individual ownership	_____ Shares, accounting for _____ % of charter capital	

2. PROFESSIONAL QUALIFICATIONS

Time	School/Training institution	Degree/Certificate

3. WORK HISTORY:

Time period	Workplace	Position

4. RELATED PARTIES:

No.	Full name Citizen ID	Place of issue, date of issue	Address	Ownership ratio

Note:

(*) Stipulated in Point 46 – Article 4 – Securities Law No. 54/2019/QH14

“46. Related person means an individual or organization related to each other in the following cases:

- a) Enterprise and its insiders: public fund, public securities investment company and insiders of such public fund or public securities investment company;
- b) Enterprise and organizations, individuals owning over 10% of the voting shares or contributed capital of such enterprise;
- c) Organizations, individuals who, in relation to other organizations, individuals, directly or indirectly control or are controlled by such organizations, individuals, or are under common control with such organizations, individuals;
- d) Individual and his/her biological father, biological mother, adoptive father, adoptive mother, father-in-law (husband's side), mother-in-law (husband's side), father-in-law (wife's side), mother-in-law (wife's side), wife, husband, biological child, adopted child, daughter-in-law, son-in-law, biological brother, biological sister, biological younger sibling, brother-in-law (sister's husband), brother-in-law (younger sister's husband), sister-in-law (brother's wife), sister-in-law (younger brother's wife);
- đ) Securities investment fund management company and securities investment funds, securities investment companies managed by such securities investment fund management company;
- e) Contractual relationship in which one organization, individual represents the other organization, individual;
- g) Other organizations, individuals are related persons according to the provisions of the Law on Enterprises”.

, Date month year 2026

Declarant's signature, full name