THANH THANH CONG – BIEN HOA JOINT STOCK COMPANY

SOCIALIST REPUBLIC OF VIETNAM
Independence – Freedom – Happiness

Tay Ninh, October 30th, 2026

REPORT ON THE ACTIVITIES FOR THE FISCAL YEAR 2025 – 2026 AND ACTIVITY PLAN FOR THE FISCAL YEAR 2026 – 2027 OF THE BOARD OF DIRECTORS

To: **GENERAL MEETING OF SHAREHOLDERS**

The Board of Directors ("**BOD**") of Thanh Thanh Cong – Bien Hoa Joint Stock Company (the "**Company**" or "**AgriS**") respectfully reports to the General Meeting of Shareholders ("**GMS**") on the results of the BOD's activities for the fiscal year 2025 - 2026 and its activity orientations for the fiscal year 2026 - 2027 as follows:

PART I – REPORT ON THE ACTIVITIES FOR THE FISCAL YEAR 2025 – 2026:

1. Situation Overview – Market Context

The fiscal year 2025 - 2026 continued amid a global economic environment characterized by slow growth and various uncertainties. Global economic growth remained modest at approximately 3 - 3.1%; although the FED continued to cut interest rates, interest rates remained relatively high. In addition, the Russia - Ukraine conflict and geopolitical tensions in the Middle East continued to affect supply chains, energy prices and input costs. In Vietnam, the economy maintained positive growth momentum; however, business and production activities remained under significant pressure from raw material and fuel costs, operating costs, transportation costs and cost of capital.

Against this backdrop, the global sugar market continued to face oversupply pressure, as production in major producing countries increased while consumption demand grew slowly, putting pressure on global sugar prices. In response to these fluctuations, AgriS continued to maintain stable operations and proactively adapt to market developments.

In addition, the Food and Beverage (F&B) market continued to offer room for growth, with consumer trends shifting toward high value-added products, with a preference for health, naturalness and convenience. These trends continued to drive the development of high value-added product segments in the market.

Thanks to its strategic direction and effective governance capabilities, AgriS not only maintained stable business operations but also gradually expanded its agriculture - food ecosystem, diversified its product categories and established new growth drivers. This demonstrates AgriS's adaptability and solid governance foundation, laying the groundwork for the Company to continue enhancing its competitiveness and pursuing sustainable development amid continued market volatility.

2. Assessment of corporate governance activities for the fiscal year 2025 - 2026

a. Information on members of the Board of Directors

During the fiscal year 2025 - 2026, the composition of the BOD was as follows:

- Ms. Dang Huynh Uc My – Chairlady of the BOD;

- Ms. Huynh Bich Ngoc – Non-Executive Member of the BOD;
- Mr. Tran Tan Viet – Non-Executive Member of the BOD;
- Mr. Le Quang Phuc – Independent Member of the BOD;
- Mr. Tran Trong Gia Vinh – Independent Member of the BOD;

Accordingly, the BOD comprised five (05) members, including two (02) independent members, ensuring compliance with the statutory requirements on the number of independent members and good corporate governance practices.

b. Market Creator – Shaping the Future of Agriculture

At the AGM for the fiscal year 2024 - 2025, the GMS officially approved the policy on the Company's five-year strategic development orientation. Accordingly, the Company continues to adhere to the orientation of applying the Circular Commercial Value Chain model with five key orientations:

- Organizational model: 03 Centers – 03 Services – 01 Integrated Multinational Management System;
- Trade and International Cooperation: Expanding a multidimensional international trade chain and enhancing international cooperation in trade and investment;
- Sustainability Strategy: Strengthening governance and fulfilling ESG commitments;
- Human Resources: Developing a highly competent workforce aligned with the commercial model and responsive to international market demands;
- Market value: Promoting market capitalization growth.

The fiscal year 2025 - 2026 plays an important role as a period for preparing and strengthening the foundation for implementing AgriS's Development Strategy through the fiscal year 2030 - 2031. To realize the strategy, the Company is developing an integrated agricultural ecosystem with three key pillars:

- Agtech - The application of precision technologies in agricultural management and production;
- Foodtech - The expansion of the food production, processing and trading value chain in accordance with international standards;
- Fintech - The provision of digital financial solutions to enhance supply chain efficiency and improve the competitiveness of farmers.

With the vision of **"Market Creator – Shaping the Future of Agriculture"**, the BOD focused on directing the implementation of strategic orientations, strengthening the governance foundation and creating momentum for the Group's next stage of development. The BOD continued to effectively promote the mechanism for allocating responsibilities among its members and strengthen coordination with its committees to enhance governance quality, oversight effectiveness and the decision-making process. Independent members of the BOD continued to perform their critical review role and provide objective and independent opinions, contributing to ensuring that the BOD's decisions are directed toward the long-term interests of the Company and its shareholders.

Based on the five strategic orientations entrusted by the GMS at the AGM for the fiscal year 2024 - 2025, the AgriS BOD achieved notable results during the fiscal year 2025 - 2026, marking

an important step in realizing the Development Strategy through the fiscal year 2030 - 2031 and laying the foundation for AgriS to enter a new phase of growth, specifically as follows:

- **Enhancing the operational effectiveness of the 03 Centers – 03 Services – 01 Integrated Multinational Management System:**

  + During the fiscal year, the Company gradually refined and institutionalized the AgriS Group Governance Model, strengthened delegation and decentralization of authority in conjunction with accountability, and standardized the governance mechanism from the Group level and the Centers to the member entities.

  + On that foundation, AgriS continued to enhance connectivity and leverage synergies among the Agriculture Center (AgriC), Production Center (ProC) and Integrated Commercial Center (ComC), toward operating an end-to-end value chain from raw material areas and production - processing to distribution and international trade. At the same time, the Market-led Operating System continued to be refined, strengthening the alignment between the activities of the Centers and market demand, thereby enhancing the overall effectiveness of the value chain.

- **Developing a multidirectional international trade chain and strengthening international cooperation in trade and investment:**

  + AgriS continued to expand its commercial value chain toward multiple product categories and markets, gradually transitioning from its core sugar business to a high value-added agriculture - food ecosystem. During the fiscal year, in addition to maintaining its position in the sugar and coconut sectors, AgriS accelerated the development of new product categories such as rice, bananas, pineapples, and food and beverages, gradually expanding its product portfolio and creating new growth drivers.

  + At the same time, AgriS strengthened strategic cooperation with domestic and international partners, notably Farmacist (Australia), thereby enhancing connectivity and the transfer of advanced agricultural technologies and knowledge. Continuing its orientation toward strengthening international cooperation, AgriS officially launched the AgriS Global Innovation Center in Singapore, connecting research and technology with the value chain and international markets, and promoting the commercialization of innovative solutions in agriculture.

- **Strengthening ESG governance and implementation of ESG commitments:**

  + The Company continued to strengthen ESG practices across the entire value chain, enhance the integration of environmental, social and governance factors into business activities, and gradually realize its goal of achieving Net Zero by 2035 and creating sustainable value for the Company, shareholders and stakeholders.

  + In parallel, AgriS maintained and enhanced the quality of corporate governance in line with international practices, with a focus on enhancing transparency and the effectiveness of the BOD and its committees, while gradually refining the BOD structure in line with AgriS's development requirements and scale of operations.

- **Building a highly capable workforce to meet the requirements of the international trade model and markets:** AgriS focused on developing leadership capabilities, attracting and developing high-quality human resources, while continuing to enhance the governance and talent development foundation across the system. In parallel, AgriS continued to strengthen its

corporate culture identity associated with its core values, foster a diverse, innovative and professional working environment, and build the human resources foundation for implementing the Development Strategy through the fiscal year 2030 - 2031.

- **Promoting market capitalization growth**: AgriS focused on strengthening its financial capacity and expanding cooperation with banks, financial institutions and international investors, thereby diversifying its funding sources and enhancing access to international financial resources, creating resources for stable growth and increasing long-term value for shareholders and investors.

3. Meetings of the Board of Directors

During the fiscal year 2025 - 2026, the BOD continued to carry out its governance activities in compliance with the Law on Enterprises, the Law on Securities and other relevant laws and regulations, while maintaining and enhancing the quality of corporate governance in line with good practices such as the G20/OECD Principles of Corporate Governance (2023), the ASEAN Corporate Governance Scorecard (ACGS 2024), and the Vietnam Corporate Governance Code (VNCG Code 2026). Accordingly, the BOD issued the AgriS Corporate Governance Framework under the new model (03 Centers - 03 Services - 01 Management System), thereby strengthening governance and risk management mechanisms to enhance transparency, accountability and the effectiveness of the BOD. At the same time, the BOD submitted to the GMS for approval the updated Company's Charter, Internal Regulations on Corporate Governance, and Regulations on Organization and Operation of the BOD to align with applicable laws, the AgriS Governance Framework and practical governance requirements.

During the fiscal year, the BOD chaired and organized **61** meetings, including **04** regular quarterly meetings and **57** extraordinary meetings held in person and online; and also conducted **30** rounds of written consultation with BOD members. Through these activities, the BOD performed its functions of providing direction, inspection and oversight of the Chief Executive Officer and the BOM in organizing and implementing production and business activities, while promptly considering and deciding matters within the authority of the BOD.

On that basis, the BOD issued **117** Resolutions/Decisions approving matters aimed at preparing the foundation for and implementing strategic orientations, restructuring the investment portfolio and capital, corporate governance, internal audit and risk management, implementing resolutions of the GMS, appointing senior executives, and other matters within the authority of the BOD. All decisions of the BOD were carefully considered, in compliance with applicable laws, and ensuring objectivity and transparency on the basis of the rights, obligations and responsibilities of each member as stipulated in the Regulations on Organization and Operation of the BOD, while respecting the lawful rights and interests of shareholders, investors and stakeholders.

Attendance at BOD meetings by each member: In general, all BOD members fully attended and voted at the BOD meetings, specifically as follows:

No.	BOD Member	Number of BOD meetings attended	Attendance rate	Reason for absence
1.	Ms. Dang Huynh Uc My	61/61	100%	
2.	Ms. Huynh Bich Ngoc	60/61	98.4%	Other work commitments

No.	BOD Member	Number of BOD meetings attended	Attendance rate	Reason for absence
3.	Mr. Tran Tan Viet	61/61	100%	
4.	Mr. Tran Trong Gia Vinh	61/61	100%	
5.	Mr. Le Quang Phuc	61/61	100%	

(Detailed information on the meetings, matters considered and Resolutions/Decisions of the BOD during the fiscal year 2025 - 2026 is presented in the Corporate Governance Report for the fiscal year 2025 - 2026.)

4. Remuneration of the Board of Directors for the fiscal year 2025 - 2026

The payment of remuneration to the BOD during the fiscal year 2025 - 2026 was made in accordance with the Resolution of the GMS for the fiscal year 2025 - 2026 and the Company's internal regulations. Specifically, the total remuneration of the BOD was VND 14,520,000,000.

(For details of the remuneration, bonuses and expenses of the BOD for the fiscal year 2025 - 2026, please refer to Note 33 of the Company's audited Separate Financial Statements for the fiscal year 2025 - 2026.)

5. Activities of Independent Members of the Board of Directors

During the fiscal year 2025 - 2026, the independent members of the BOD fully exercised their rights and fulfilled their responsibilities in accordance with applicable laws, the Company's Charter and internal regulations, and proactively participated in all activities of the BOD and its committees as assigned.

The independent members actively participated in discussions, provided critical review and contributed independent and objective opinions on matters within the authority of the BOD; while also participating in the oversight of the activities of the BOM, risk management, related party transactions and compliance with corporate governance principles, thereby contributing to enhancing the transparency and quality of the BOD's decision-making.

The report on the activities and assessment of each independent member of the BOD regarding the activities of the BOD is presented in detail in the separate report of each independent member of the BOD of the Company.

6. Implementation status of the Resolutions of the General Meeting of Shareholders

The BOD directed and supervised the BOM in duly implementing the Resolutions/Decisions of the GMS. Specifically, the BOD adopted the following Resolutions for implementation:

- Issuance of shares to pay dividends for the fiscal year 2024 - 2025: The BOD organized the implementation and completed the issuance of shares to pay dividends within the time limit prescribed by law, specifically:
  + Resolution No. 46/2026/NQ-HĐQT dated March 25th, 2026 regarding the implementation of the Plan for issuance of shares to pay dividends for the fiscal year 2024 - 2025;
  + Resolution No. 50/2026/NQ-HĐQT dated April 6th, 2026 regarding approval of the record date for exercising the right to receive dividends in shares for the fiscal year 2024 - 2025;

+ Resolution No. 54/2026/NQ-HĐQT dated April 29th, 2026 regarding approval of the results of the issuance of shares to pay dividends for the fiscal year 2024 - 2025, registration for additional depository and listing of shares, and related matters;

+ Resolution No. 54a/2026/NQ-HĐQT dated April 29th, 2026 regarding the increase in charter capital and related matters.

- Public offering of convertible bonds:

+ Resolution No. 37/2025/NQ-HĐQT dated December 29th, 2025 regarding approval of the detailed issuance plan and plan for use of proceeds from the public offering of convertible bonds;

+ Resolution No. 37a/2025/NQ-HĐQT dated December 29th, 2025 regarding approval of the application dossier for the public offering of convertible bonds to shareholders holding ordinary shares;

+ Resolution No. 45/2026/NQ-HĐQT dated March 24th, 2026 regarding approval of the distribution plan for the public offering of convertible bonds in 2026;

+ Resolution No. 62/2026/NQ-HĐQT dated June 4th, 2026 regarding approval of the results of subscription and payment for convertible bonds offered to the public as of May 5th, 2026 and the plan for handling the remaining undistributed bonds of the offering;

+ Resolution No. 64/2026/NQ-HĐQT dated June 11th, 2026 regarding approval of the results of the public offering of convertible bonds. Upon completion of the offering, the Company successfully distributed 9,971,053 bonds, representing 99.71% of the total number of bonds offered, with a total issuance value of VND 997,105,300,000. The progress of fund utilization is detailed in ***the Audited Report on the Utilization of Proceeds from the Issuance of Bonds Convertible into Ordinary Shares as of September 30th, 2026***, which has been publicly disclosed on the Company's website.

- Conversion of SBT425026 bonds into ordinary shares pursuant to Resolution No. 20/2025/NQ-ĐHĐCĐ dated January 23th, 2025 of the GMS:

+ Resolution No. 03/2026/NQ-HĐQT dated August 6th, 2026 regarding approval of the plan for conversion of SBT425026 bonds into ordinary shares;

+ Resolution No. 09/2026/NQ-HĐQT dated September 14th, 2026 regarding approval of the results of the conversion of SBT425026 bonds into ordinary shares and related matters. Upon completion of the conversion, the Company completed the conversion of 4,755,116 bonds into 28,219,113 ordinary shares in accordance with the Plan approved by the GMS.

- Issuance of ordinary shares for conversion of convertible dividend preference shares:

+ On July 24th, 2026, the GMS approved Resolution No. 08/2026/NQ-ĐHĐCĐ on the approval of the plan for issuance of ordinary shares for conversion of the Company's convertible dividend preference shares issued in 2019, in fulfillment of the Company's commitments to the shareholders holding preference shares ("Preference Shareholders") under the plan for issuance of convertible dividend preference shares approved by the GMS under Resolution No. 01/2018/NQ-ĐHĐCĐ dated October 17th, 2018. The BOD implemented the issuance plan pursuant to Resolution No. 13/2019/NQ-HĐQT dated June 3rd, 2019, and the Company completed the issuance on September 20th, 2019 ("Preference Shares").

+ On August 6th, 2026, the BOD issued Resolution No. 03/2026/NQ-HĐQT approving the plan for conversion of bonds coded SBT425026 into ordinary shares. Subsequently, on September 14th, 2026, the BOD issued Resolution No. 09/2026/NQ-HĐQT approving the results of the conversion of bonds coded SBT425026 into ordinary shares; the additional registration of shares with VSDC and the additional listing of shares on HOSE; the increase in charter capital; the amendment of the Enterprise Registration Certificate; and the amendment of the Company's Charter.

+ As of September 14th, 2026, the Company had completed the conversion of bonds (bond code: SBT425026) into ordinary shares, resulting in changes to the Company's charter capital and number of outstanding shares prior to the conversion of the Preference Shares. Accordingly, these changes affected the ratio of ordinary shares to be issued to the total number of outstanding ordinary shares and the projected charter capital following the conversion of the Preference Shares.

+ On this basis, the BOD submits to the GMS for consideration and approval the continued conversion of the Preference Shares into ordinary shares, ensuring that the conversion ratio and timing are consistent with the preference share issuance plan and the terms agreed upon with the Preference Shareholders. Details are provided in Proposal No. 14 submitted to the GMS for the fiscal year 2025 - 2026.

For other matters approved by the GMS, the BOD directed the BOM to implement and complete the update of the Company's business lines and, at the same time, selected the independent auditor within the authority delegated by the GMS. The BOD also directed and supervised the implementation of the activity plans for the fiscal year 2025 - 2026 of the BOM and the Audit Committee; the implementation results are presented respectively in the Report of the BOM and the Report of the Audit Committee.

7. Assessment by the Board of Directors of the activities of the committees

7.1. Assessment of the activities of the Audit Committee

During the fiscal year 2025 - 2026, the Chairman of the Audit Committee ("**AC**") fully attended the BOD meetings to perform the oversight role over the BOD. At the same time, the AC closely coordinated with the Risk Management Committee to monitor material risks affecting business activities and results and provide timely opinions to the BOD and the BOM.

The AC chaired and organized meetings with the Risk Management Committee and the BOM to agree on the principles and coordination mechanism under the Three Lines Model; at the same time, it developed and communicated the Three Lines of Defense Model throughout the Company and its member companies, thereby enhancing awareness and the effectiveness of coordination among the lines.

The AC maintained a composition of two (02) members, all of whom were independent members of the BOD, and held seven (07) meetings with full attendance of its members to address matters within its authority, including:

- Developing the strategy and organizing the implementation of the Internal Audit operating model in line with the Company's strategy and new organizational model; approving the Internal Audit regulations and plan; and overseeing the independence, resources and effectiveness of Internal Audit.
- Directing and overseeing the Internal Audit Department in reviewing and finalizing

foundational documents, developing an Internal Audit plan aligned with the Company's operating model, and enhancing the role of Internal Audit in the risk management, internal control and corporate governance systems.

- Overseeing the integrity of the Company's Financial Statements, including reviewing periodic Financial Statements, reviewing related party transactions and recommending adjustments before submission to the BOD for approval and disclosure.
- Overseeing the preparation of the Annual Report and Sustainability Report, ensuring that the disclosed contents are complete and transparent, comply with applicable laws, and truthfully reflect the Company's corporate governance, production and business activities, as well as its sustainable development orientations.
- Recommending an independent audit firm with appropriate professional capabilities and service fees for submission to the BOD for approval prior to engagement; assessing the independence of the independent auditor and non-audit services.
- Through meetings, discussions and Internal Audit activities, fulfilling its role in overseeing the BOD and the BOM in implementing the objectives of the GMS, and ensuring that the Company's operations and governance activities comply with applicable laws.

7.2. Assessment of the activities of the Executive Committee

The Executive Committee, with the function of organizing and overseeing the implementation of strategic objectives, coordinated activities to ensure connectivity across the circular value chain business model; provided advice and promptly addressed arising issues to ensure the Company's stable operations and sustainable development roadmap.

The activities of the Executive Committee during the fiscal year contributed to strengthening connectivity in governance and management, supporting the governance model transformation process and maintaining consistency in organizing the implementation of the Company's strategic orientations. During the fiscal year 2025 - 2026, the Executive Committee focused on the following key activities:

- Acting as a bridge between the Group and the Centers to provide direction and support for the transition of the governance model toward the 03 Centers – 03 Services – 01 Integrated Multinational Management System, ensuring an interconnected operating system and maximizing synergies across the AgriS ecosystem.
- Providing direction and leadership for strategy implementation; promoting the implementation and oversight of key transformation programs, growth drivers and the management indicator system supporting the implementation of the strategy through the fiscal year 2030 - 2031.
- Advising on the development of an external relations strategy to strengthen connections with the Government, ministries, sectors, local authorities, associations, diplomatic missions, and domestic and international organizations; promoting strategic cooperation programs, expanding key markets, facilitating investment and developing the partner ecosystem.
- Providing direction for the implementation of Supply Chain Finance and coordination mechanisms for trade, investment and policy to enhance market access capabilities and increase competitive advantages; directing the digitalization of raw material area management, strengthening traceability and agricultural data management.

7.3. Assessment of the activities of the Investment Committee

During the fiscal year 2025 - 2026, the BOD acknowledged the progress made by the Investment Committee in strengthening the investment governance foundation, contributing to enhancing the quality of its advice and the basis for the BOD's consideration and investment decision-making. The Committee's activities were also oriented toward focused resource allocation, sustainable development and the Company's long-term development orientation.

Accordingly, the Investment Committee implemented and conducted training on the Investment Management Regulations and related governance documents, contributing to ensuring consistency and alignment throughout the implementation process. At the same time, the Committee standardized the coordination mechanism among units in the preparation, appraisal, submission and critical review of investment reports, thereby enhancing transparency and improving the quality of appraisal and advice.

The Committee also reviewed and proposed orientations for focused allocation of investment resources, prioritizing innovative and high-tech investment opportunities aligned with the Company's sustainable development strategy and the goals of carbon neutrality and Net Zero by 2035; and worked with several potential partners to assess strategic cooperation opportunities in certain areas of the Company's operations, providing a basis for studying and implementing medium- and long-term investment programs aligned with the development orientation through the fiscal year 2030 - 2031.

7.4. Assessment of the activities of the Human Resources Committee

During the fiscal year 2025 - 2026, the Human Resources Committee effectively performed its advisory role in organizational and human resources matters, focusing on key foundations supporting the implementation of the Company's strategic orientations. The activities of the Human Resources Committee were carried out with a focus on developing a modern human resources governance model, enhancing organizational capabilities, promoting digital transformation and developing corporate culture, thereby gradually strengthening the foundation for enhancing governance effectiveness and preparing human resources to meet the Company's development requirements, specifically as follows:

- Advising the BOD on reviewing and refining the organizational model and governance structure of member entities in line with the Development Strategy through the fiscal year 2030 - 2031; while implementing solutions to enhance organizational capabilities to meet the requirements of the new operating model.
- Advising the BOD on senior personnel planning, succession planning and remuneration policies to retain talent.
- Advising on and overseeing the implementation of the digital transformation project in human resources management (HRMS), with a focus on standardizing foundational data to support the development of a digitalized and integrated human resources management system and facilitate decision-making.
- Providing direction for the development of corporate culture in the spirit of diversity, integration and globalization.
- Advising on mechanisms and policies to strengthen coordination with member entities within the ecosystem in connecting and sharing human resources, developing a pool of potential candidates, enhancing recruitment effectiveness, developing the succession workforce and

aligning human resources governance orientations across the AgriS system.

7.5. Assessment of the activities of the Sustainability Committee

During the fiscal year 2025 - 2026, the Sustainability Committee continued to perform its role as the focal point for advising, providing direction and overseeing matters relating to corporate governance, environmental and social matters. The Committee's activities gradually strengthened the linkage between corporate governance and ESG, laying the foundation for integrating sustainable development requirements into the Company's governance activities and implementation of its strategic orientations, specifically as follows:

- Regarding corporate governance: The Committee provided direction for and directed the development of the AgriS Governance Model for consistent application across the Group, with a view to strengthening and enhancing the operational effectiveness of the 03 Centers – 03 Services – 01 Integrated Multinational Management System; and directed the development and finalization of documents under the governance framework of the Group and its subsidiaries. At the same time, the Committee oversaw the implementation of the plan to improve ESG indicators in accordance with the VNSI20 and ACGS criteria, gradually meeting the applicable standards and working toward the goal of being included in the ASEAN Asset Class, thereby transforming governance into substantive operational capability; and oversaw the implementation of governance digitalization initiatives, gradually enhancing efficiency, transparency, information traceability and data-driven decision-making in the activities of the BOD.
- Regarding environmental and social matters: The Committee took the lead in developing and advising the BOD on the ESG Strategy in alignment with the Company's Development Strategy and international sustainable development standards, toward the goal of achieving Net Zero by 2035. At the same time, the Committee directed and oversaw the issuance of the Sustainability Policy and the development of the Environmental and Social Management System (ESMS) Framework, laying the foundation for the management and control of environmental and social risks and impacts in accordance with international practices.

7.6. Assessment of the activities of the Risk Management Committee

AgriS's current risk management structure is developed based on the "Three Lines" model: Establishment – Management – Execution, with clearly defined roles and responsibilities at different levels. At the same time, the risk management system has been developed with reference to and flexible application of ISO 31000 and good enterprise risk management practices to ensure the effective establishment, operation, integration and continuous improvement of the risk management system.

The Risk Management Committee continued to perform its advisory, directional and oversight roles, contributing to strengthening a proactive and systematic approach to the Company's risk management. The Committee's activities were gradually integrated with management and audit activities, thereby supporting the BOD in overseeing material risks and enhancing the Company's preparedness for changes in the business environment. During the fiscal year 2025 - 2026, the Risk Management Committee carried out several key activities, including:

- Continuing to refine the risk management framework, updating the Risk Metrics, the risk management policy framework and Risk Bank; issuing and overseeing the implementation of the Risk and Control Self-Assessment (RCSA) process.

- Strengthening business continuity management capabilities, refining the Business Continuity Management Framework and developing the Disaster Recovery Plan (DRP).
- Overseeing the organization of training for Compliance Ambassadors; completing the integration of compliance data and management reporting through Dashboards; and conducting communications on WB channels and the process for receiving and reporting violations.
- Providing consultation on the Risk Appetite Statement and updating the Risk Register for the fiscal year 2026 - 2027; proactively proposing mechanisms for risk oversight and response in the context of geopolitical crises.
- Coordinating with the Audit Committee and the BOM to develop a coordination mechanism under the Three Lines Model to strengthen the early identification of material risks and enhance the effectiveness of risk governance and oversight.

8. Oversight of the activities of the Chief Executive Officer and the BOM

Oversight of the Chief Executive Officer and the BOM was conducted closely and regularly in accordance with the Company's Charter, the Internal Regulations on Corporate Governance, the Regulations on Organization and Operation of the BOD, and the Regulations on Oversight Activities of the BOD, specifically as follows:

- Oversight was conducted through various forms, including meetings chaired by the BOD (including meetings of the committees under the BOD), attendance at meetings and discussion sessions organized by the Chief Executive Officer, and review of quarterly periodic reports and ad hoc reports of the BOM. The BOD regularly reviewed the implementation of the BOD's Resolutions/Decisions and the implementation of the Resolutions of the GMS.
- The BOD periodically reviewed management results and production and business performance against the plan (AOP), while monitoring key financial and non-financial management indicators, including the implementation progress of KIs, key projects, investment activities, human resources development, ESG and other material matters. On that basis, the BOD required the Chief Executive Officer and the BOM to provide explanations, propose solutions and make adjustments in respect of matters that were not appropriate or had not met the plan.
- The BOD periodically reviewed and assessed the capital structure, debt structure and key financial indicators to ensure alignment with the established development strategy and risk appetite.
- The BOD oversaw the timely preparation, completion, submission and disclosure of periodic Financial Statements, the Annual Report and the Sustainability Report for the fiscal year 2024 - 2025 in accordance with applicable laws and the Company's internal regulations; directed and oversaw the organization of the AGM for the fiscal year 2024 - 2025 in the form of an in-person meeting with electronic voting (E-Voting); directed the preparations for the Extraordinary General Meeting of Shareholders for the fiscal year 2025 - 2026; and oversaw and directed the completion of procedures for the issuance of shares to pay dividends for the fiscal year 2024 - 2025 pursuant to the Resolution of the AGM.

During the fiscal year, the BOD issued the Regulations on Oversight Activities of the BOD, thereby establishing a mechanism for the BOD to perform its oversight function and strengthening transparency, accountability and coordination in the oversight of material areas.

Under the direction and oversight of the BOD, the Chief Executive Officer and the BOM demonstrated a proactive and decisive approach to management, ensuring stable implementation of production and business activities while gradually implementing the strategic orientations and sustainable development objectives through the fiscal year 2030 - 2031 and subsequent periods.

PART II – ACTIVITY ORIENTATIONS FOR THE FISCAL YEAR 2026 - 2027

AgriS aims to develop a smart agricultural ecosystem toward diversification and value enhancement across the entire value chain, thereby gradually strengthening its leading role in Vietnam and expanding its competitiveness in international markets. Accordingly, AgriS will focus on leveraging the foundations already established and transforming them into competitive capabilities and new growth drivers.

The fiscal year 2026 - 2027 marks the first year of implementing the five-year Strategy through the fiscal year 2030 - 2031, with a focus on strengthening the governance foundation, optimizing resources and promoting growth drivers for the next stage of development. On that basis, the BOD sets out the following key tasks:

Task 01: Enhancing and improving the operational effectiveness of the 03 Centers – 03 Services – 01 Integrated Multinational Management System

- Promote the application and enhance the operational effectiveness of the **03 Centers – 03 Services – 01 Integrated Multinational Management System**; continue to refine the governance framework and operating methods, strengthen connectivity and coordination, and maximize synergies across the AgriS system.
- Strengthen communication on the governance model to ensure consistency in understanding and operating methods across the system.
- Continue to strengthen the structure of the BOD and its committees toward greater independence and diversity of expertise, and enhance governance capabilities to meet the requirements for implementing the five-year Strategy and gradually align with good governance practices.

Task 02: Promoting growth drivers and strengthening international cooperation

- For the sugar business, continue to maintain its foundational role while accelerating the diversification strategy into highly synergistic product categories such as rice, coconut, bananas and pineapples; develop a high-tech agricultural services ecosystem with solutions for seeds, nutrition, irrigation, mechanization, plant protection and precision farming, thereby increasing value across the entire supply chain.
- Accelerate market expansion and international presence; prioritize synergistic cooperation models, strategic investments and appropriate M&A activities to expand the ecosystem, market capabilities and technological capabilities, creating new growth drivers.
- Strengthen research and development (R&D) of products and solutions for the agricultural sector; promote the application of technology, artificial intelligence (AI) and innovation, creating additional value for the AgriS ecosystem. Gradually develop a regional R&D network connecting research, technology and markets, and promote the commercialization of value-added products and solutions.
- In line with the open platform orientation, strengthen investment, cooperation and connectivity with domestic and international enterprises and organizations to leverage synergies in

resources, technology and capabilities, expand the ecosystem and develop a sustainable agricultural value chain.

Task 03: Promoting sustainable development and ESG implementation

- Focus on realizing the ESG Strategy in alignment with the Company's Development Strategy through the fiscal year 2030 - 2031; further strengthen the ESG governance system to ensure implementation and risk management capabilities, and gradually integrate ESG objectives and initiatives into governance, operations, and production and business activities.
- Continue to promote shared value creation initiatives by strengthening cooperation with stakeholders, while promoting sustainable agricultural production, efficient use of resources, climate change response and greenhouse gas emission reduction.
- Gradually develop ESG toward value creation, leveraging opportunities from carbon credits, regenerative agriculture and sustainable supply chains.
- Further improve governance indicators in line with good practices to gradually align with the applicable standards and include SBT in the **ASEAN Asset Class**, transforming governance into substantive operational capability and a core competitive capability of AgriS.

Task 04: Strengthening the organization and developing human resources

- Continue to strengthen the organizational structure and develop human resources in line with the requirements for implementing the Development Strategy through the fiscal year 2030 - 2031; focus on enhancing management and leadership capabilities in key positions, building a succession workforce and adding necessary strategic capabilities.
- Enhance the human resources management foundation toward an integrated, modern and data-driven approach; gradually standardize performance management, human resources delegation mechanisms, and position and competency frameworks across the system.
- Build a working environment and corporate culture aligned with AgriS's Vision, Mission, core values and development orientation; promote innovation, diversity and inclusion.

Task 05: Enhancing access to sustainable capital flows and optimizing resources

- Develop a strategy to attract green, sustainable and long-term capital flows for AgriS, enhance access to international capital sources and investors to support sustainable agricultural development, technology investment, innovation and green transformation.
- Enhance the efficiency of capital allocation and utilization in line with the Light-Asset orientation; proactively review the investment portfolio and focus resources on core activities and areas with the potential to create long-term value.
- Continue to maintain and enhance transparency, the verifiability of commitments, and the effectiveness of capital allocation and utilization, thereby strengthening the financial foundation, enhancing access to sustainable capital and increasing enterprise value.

The above is the Report on the activities of the BOD for the fiscal year 2025 - 2026 and the activity plan for the fiscal year 2026 - 2027, submitted to the GMS for consideration and approval. The BOD believes that, with the support and companionship of the Shareholders, together with the solidarity and unity of the BOD, the BOM and all employees, AgriS will continue to realize

the strategic objectives approved by the GMS, create momentum for the next stage of development and create long-term value for the Company, Shareholders and stakeholders.

Best wishes for good health to all distinguished delegates and Shareholders, and for a successful AGM.

Respectfully./.

ON BEHALF OF THE BOARD OF DIRECTORS

CHAIRLADY

DANG HUYNH UC MY