THANH THANH CONG – BIEN HOA JOINT STOCK COMPANY	THE SOCIALIST REPUBLIC OF VIETNAM Independence – Freedom – Happiness
Số: 10 /2026/NQ-ĐHĐCĐ	*Ho Chi Minh City, November 2nd, 2026*

RESOLUTION
OF THE ANNUAL GENERAL MEETING OF SHAREHOLDERS FOR THE FISCAL YEAR 2025 - 2026

(Re. Approval of the Report on business activities for the fiscal year 2025 - 2026 and plan for the fiscal year 2026 - 2027 of the Board of Management)

- *Pursuant to the Law on Enterprises No. 59/2020/QH14 adopted by the National Assembly on 17 June 2020, as amended and supplemented by Law No. 76/2025/QH15 dated 17 June 2025, and its implementing regulations;*
- *Pursuant to the Law on Securities No. 54/2019/QH14 approved by the National Assembly on November 26th, 2019, and its guiding documents;*
- *Pursuant to the Charter of Thanh Thanh Cong – Bien Hoa Joint Stock Company, as amended and supplemented from time to time;*
- *Pursuant to the Minutes of the Annual General Meeting of Shareholders for the fiscal year 2025 - 2026 No. 02/2026/BBH-ĐHĐCĐ dated 02/11/2026 of Thanh Thanh Cong – Bien Hoa Joint Stock Company (the "Company").*

RESOLVES

Article 1. Approval of the Report on business activities for the fiscal year 2025 - 2026 and plan for the fiscal year 2026 - 2027 of the Board of Management.

(Detailed contents of the report are in Appendix attached).

Article 2. This Resolution shall take effect from the date of its signing.

The Board of Directors, the Board of Management and other relevant parties within the Company shall be responsible for implementing, overseeing and reporting on the implementation of this Resolution./.

OBO. THE GENERAL MEETING OF SHAREHOLDERS
CHAIRLADY

M.S.D.N: 3900244389 - C.T.C.P
CÔNG TY CỔ PHẦN THÀNH THÀNH CÔNG - BIÊN HÒA
TỈNH TÂY NINH

DANG HUYNH UC MY

Recipients:
- *Board of Directors;*
- *Board of Management;*
- *Archived: Corporate Secretary.*

THANH THANH CONG - BIEN HOA JOINT STOCK COMPANY

SOCIALIST REPUBLIC OF VIETNAM

Independence – Freedom – Happiness

Tay Ninh, October 3rd, 2026

REPORT ON BUSINESS PERFORMANCE OF THE BOARD OF MANAGEMENT FOR FISCAL YEAR 2025–2026

To: **THE GENERAL MEETING OF SHAREHOLDERS**

Dear Shareholders,

Dear General Meeting of Shareholders,

Pursuant to the Resolution of the Company's General Meeting of Shareholders for fiscal year ("FY") 2024–2025, the Board of Management hereby reports to the General Meeting on the Company's business performance for FY 2025–2026, covering the following key matters:

I. Overview of the macroeconomic environment and the sugar industry:

1. Projected supply surpluses and deficits across crop years

- According to Green Pool and Czarnikow, the global sugar market continued to face pressure from excess supply in the 2025–2026 crop year, with a supply–demand surplus of approximately 4.9 million tonnes. Although consumption in Asia grew steadily, actual demand absorption had yet to keep pace with the increase in export volumes from major sugar-producing countries such as Brazil, Thailand and India, against a backdrop of strong harvest results in China and a decline in the country's import demand.
- Under sustained pressure from a global supply surplus, international sugar prices followed a pronounced downward trend in FY 2025–2026, falling sharply from 17 cents/lb to trade mainly within a range of 14–15 cents/lb. This reflected prolonged downward price pressure across the international agricultural commodities sector.

2. Vietnam's sugar industry in the 2025–2026 crop year

- Domestic purchasing demand remained weak for several months, leading to a significant decline in consumption across the industry. Meanwhile, domestic production continued to increase during the fiscal year, resulting in excess supply and high carryover inventories. In response, most industry participants had to limit new purchases and focus on selling existing inventories to safeguard cash flow and reduce financial pressure.
- Intense competition from low-priced smuggled sugar: Smuggled sugar continued to enter the market at sharply reduced prices, creating intense competitive pressure and directly driving domestic selling prices lower. These developments not only narrowed the profit margins of producers, but also weakened the incentive to expand production and pursue new investment plans in the short and medium term.

II. Assessment of business performance

Dear General Meeting of Shareholders,

FY 2025–2026 concluded amid global economic uncertainty arising from geopolitical developments, persistently high financing costs and exchange rates, while the global sugar industry entered a prolonged supply surplus cycle that exerted substantial pressure on selling prices. In response to these multifaceted market challenges, AgriS adapted proactively prepared and strengthened the foundations for implementing the SEAP 2031 strategy from FY 2026–2027 through focused management measures, value chain optimization and flexible commercial policies. At the close of FY 2025–2026, AgriS continued to maintain sugar sales volumes above one million tonnes, sustaining the leading role of sugar in the Company's business. Consolidated net revenue reached VND 26,733 billion, achieving 101% of the annual plan. Profit before tax reached VND 911 billion, achieving 96% of the planned target and preserving stable profitability and cash flow quality amid major industry fluctuations.

III. Implementation of key priorities

Dear General Meeting of Shareholders,

FY 2025–2026 played an important role as a preparatory year, establishing and strengthening the foundations for implementing the SEAP 2031 strategy from FY 2026–2027 and laying the groundwork for the transition from a conventional agricultural enterprise towards a modern, sustainable, circular agricultural ecosystem driven by advanced technology and multiple sources of value. To overcome uncertainty in the commodity market cycle and rising financing costs, the Board of Management decisively implemented key initiatives across the organization, with the following results:

1. Executive management, organizational structure and enhancement of the governance framework

- In FY 2025–2026, AgriS continued to operate its Circular Commercial Value Chain model in an integrated manner through seamless coordination among its three operating centers, namely the Commercial Center, Production Center and Agriculture Center. These units directly strengthened operational capabilities and prepared the foundations for implementing the SEAP 2031 strategy at each stage of the value chain. Linking market demand with production and raw material growing areas enabled AgriS to improve operational efficiency, optimize resources and strengthen adaptability, with the aim of enhancing competitiveness and creating sustainable growth across the ecosystem.
- AgriS also standardized policies on corporate governance, investment, finance, procurement and the management of member companies, while strengthening oversight and compliance mechanisms. This governance foundation supports the Company's expansion into additional product categories and markets, as well as its relationships with capital partners, on a transparent and efficient basis.
- During the fiscal year, AgriS continued to promote cooperation with technology and market partners and domestic and international financial institutions to expand access to markets, customers and capital to prepare the resources for implementing the SEAP 2031 strategy.

2. Agriculture Center: Securing raw material supply and leading the development of agricultural solutions

- Securing supply**:** Effectively operated the model of a "Provider of comprehensive solutions for advanced technology, circular and sustainable agricultural production". Both the acreage of growing areas receiving investment and the volume of clean sugarcane harvested exceeded their respective targets, establishing a strong harvest base to ensure raw material supply for all sugarcane milling facilities.
- Advancing agronomy and organic cultivation: Scaled up biological protection solutions, including the widespread use of Trichogramma wasps for pest control, minimizing chemical use to protect soil health and meet organic sugarcane certification standards.
- Commercializing agricultural services: Built on demonstration farms (Demofarm) to scale up packages covering variety conversion, microbial organic fertilizers, field mechanization and specialized agronomic services, strengthening sustainable cooperation with farmers.
- For bananas, the operating model continued to be refined, with all farms meeting Dole standards and obtaining Global G.A.P certification, laying the foundation for further improvements in the quality of growing areas.

3. Production Center: Optimizing efficiency and upgrading technology and operating infrastructure

- Maintaining stable processing operations and controlling recovery efficiency: Factories maintained continuous production, ensuring refining and milling capacity using both clean sugarcane and imported raw sugar. Technical recovery rates remained high, ensuring that finished products met international quality standards and that orders were fulfilled promptly throughout the distribution network.
- Investing in upgrades, infrastructure automation and expanded warehousing: Completed acceptance procedures and commissioned a series of key projects supporting the product strategy, including a dedicated large-bag sugar packing facility for industrial customers, small-pack packaging lines for the consumer market and large-scale finished goods warehouses. At the same time, warehouse automation projects and sugar refining capacity upgrades at member companies continued to be accelerated to optimize capacity.
- Securing biomass energy and developing the circular economy: Fully utilized bagasse from sugarcane milling as biomass fuel for boiler and power generation systems. This solution supplied most of the electricity required for factory processing operations, while electricity supplied to the national grid substantially exceeded the target, directly supporting the Group's emissions reduction efforts.
- Alongside capacity expansion and production modernization, AgriS continued to reaffirm its commitment to sustainable development. AgriS's TTCS factory officially obtained EDGE Advanced certification from IFC, becoming the first sugar factory in Vietnam to achieve this level. This provides a foundation for AgriS to further scale up green production standards towards its Net Zero target by 2035.

4. Business Innovation Service (BIS): Diversifying the F&B portfolio and developing the circular economy

- Researching and developing a natural F&B portfolio: BIS accelerated research into natural and health-oriented product lines, and completed the development and market launch of a range of coconut water beverages. It also continued testing and preparing for the commercialization of new nutritional product lines based on the key crops of sugarcane, coconut and rice.
- Developing bioeconomy and circular economy value chains: Fully captured additional value from sugarcane beyond sugar. Commercialized environmentally friendly biomaterial solutions, such as bagasse pallets for packaging and green logistics, and researched applications for biochar and microbial organic fertilizers, directly contributing to the Group's emissions reduction roadmap and sustainable development goals.

5. Commercial Center (ComC): Reinforcing leadership in the sugar industry, further diversifying agricultural and food trading and entering the F&B market

- Reinforcing leadership in the sugar industry: Despite significant market pressure from excess supply and intense competition from informal cross-border supplies in FY 2025–2026, AgriS continued to affirm its leadership in Vietnam's sugar industry, with sales volumes exceeding the plan and remaining above one million tonnes across sugar products.
- Commercializing the rice business as a new growth pillar: Utilized the Group's existing logistics infrastructure, warehouse network and international relationships to expand exports and distribution. The rice business quickly established itself as a new growth driver with a significant revenue contribution, securing the Company's position among Vietnam's leading specialized rice exporters.
- Developing the food and beverage (F&B) product range: Gradually commercialized natural product lines. Expanded distribution of coconut milk, packaged coconut water and natural beverages through traditional and modern consumer channels, as well as the hotel, restaurant and catering (HORECA) segment.
- Expanding consumer channels and e-commerce: Initiated original equipment manufacturing (OEM) for domestic and international retail partners, while laying the foundations for direct-to-consumer (D2C) retail channels and e-commerce platforms to optimize market reach.
- Brand activation and trade promotion: Increased brand coverage and visibility through participation in national trade promotion events, industry forums and international business networking activities. Implemented coordinated campaigns at major supermarket chains and expanded the network of outlets displaying beverage products, thereby engaging consumers directly and stimulating purchasing demand.

6. Supply Chain Control Tower (SCCT): Standardizing integrated business planning, optimizing logistics costs and strengthening value chain integration

- Standardizing supply–demand balancing and inventory turnover: Refined and standardized integrated business planning to align market demand forecasts with factory production plans, thereby significantly reducing inventory holding periods and improving inventory turnover for sugar products. Established a safety stock strategy and proactively developed response scenarios for potential transport disruptions or market price fluctuations.
- Transforming procurement through the Total Cost of Ownership model: Implemented the Total Cost of Ownership model to manage prices and costs in line with changes in input material markets, establishing a robust database for commercial negotiations and optimizing procurement costs for key categories, including fertilizers, packaging and transport services. Also introduced a comprehensive set of procurement management documents based on a tiered operating model and supplier identity verification procedures (KYC), improving transparency and compliance standards across procurement activities.
- Optimizing warehousing, logistics and international intermodal transport networks: Restructured the warehouse network by transitioning to larger centralized warehouses in southern Vietnam to meet expanding storage and distribution needs, while completing automated transport cost calculation features on the transport management software platform.

7. Operational Excellence (OPE.E)

- Financial discipline, capital structure optimization and international funding: Successfully implemented a convertible bond issuance, while attracting substantial trade financing and long-term green credit facilities from reputable international financial institutions. Entered into comprehensive strategic partnerships with major domestic banks, proactively managed exchange rate and interest rate risks, and carefully prepared the roadmap for adopting International Financial Reporting Standards (IFRS).
- Implementing the supply chain finance (SCF) program: Worked with banks and financial institutions to connect the funding needs of farmers, suppliers, customers and distributors with suitable credit solutions. Funding supported farmers in investing in cultivation on schedule, suppliers in maintaining delivery progress and commercial partners in securing resources for their business activities. The program helped stabilize raw material growing areas and maintain supply chain continuity. Its expansion was linked to controls over transactions, payment obligations and the risks associated with each partner group.
- Comprehensive digital transformation and artificial intelligence (AI) applications: During the fiscal year, AgriS continued to advance digital transformation across the organization, operating a business model with three integrated Centers on the Oracle ERP platform. It also implemented supporting systems, including DigiO, DigiFactory, DigiRetail and DigiFarm, connecting all production and business activities through a digital data platform. AgriS applied an intelligent AI virtual assistant to retrieve operating data and provide

immediate management reports, and received recognition for outstanding digital transformation at the Vietnam i4 Impact Awards.

- Human resource management, a performance culture and talent engagement: Refined the organizational structure to support effective governance, with workforce size expanding in line with the Group's growth. AgriS continued to be recognized among the Best Companies to Work for in Asia (HR Asia Award). Human resource policies were closely linked to achievements and work performance, including the completion of a KPI-linked employee stock ownership plan (ESOP), fostering a sense of ownership and sharing the value of sustainable growth with employees.

Changes in business performance: *(VND billion)*

Indicator	FY 2025–2026	FY 2024–2025	Change (%)
Net revenue	26,733	28,482	-6%
Operating profit	701	1,009	-31%
Profit before tax	911	950	-4%
Profit after tax	846	834	1%

(Source: Audited consolidated financial statements)

In FY 2025–2026, AgriS recorded net revenue of VND 26,733 billion, achieving 101% of the annual plan. Profit before tax reached VND 911 billion, a slight decline of 4% year on year. However, this was a significant achievement amid pressure from the sugar industry's price adjustment cycle, macroeconomic volatility resulting from global geopolitical instability that directly affected Vietnam's economy, particularly production inputs, and weaker market consumption. These results affirmed the Company's adaptability, effective cost management and ability to sustain profitability in the face of unpredictable domestic and international market developments.

Assets

As at June 30, 2026, the Company's total assets reached VND 37,799 billion, an increase of VND 5,120 billion, or 16%, from the beginning of the fiscal year.

The breakdown of current and non-current assets is as follows:

No.	Indicator	30/06/2026		30/06/2025		Change	
		Amount (VND billion)	%	Amount (VND billion)	%	Amount (VND billion)	%
1	Current assets	23,686	63%	20,054	61%	3,632	18%
2	Non-current assets	14,113	37%	12,625	39%	1,488	12%
*	**Total assets**	37,799	100%	**32,679**	100%	**5,120**	16%

(Source: Audited consolidated financial statements)

Liabilities and equity

As at June 30, 2026, total liabilities reached VND 25,338 billion, managed with a focus on optimizing cash flow efficiency and ensuring the ability to meet immediate payment obligations. At the same time, equity grew by 15% to VND 12,460 billion, significantly improving capital adequacy indicators and reducing financial leverage across the organization, thereby establishing a strong funding foundation for the development strategy 2031.

The breakdown of liabilities and equity is as follows:

No.	Indicator	30/06/2026		30/06/2025		Change	
		Amount (VND billion)	%	Amount (VND billion)	%	Amount (VND billion)	%
1	Current liabilities	19,236	76%	15,550	71%	3,686	24%
2	Non-current liabilities	6,102	24%	6,279	29%	(177)	-3%
*	**Total liabilities**	**25,338**	**100%**	**21,828**	**100%**	**3,510**	**16%**
1	Contributed capital	9,280	74%	8,362	77%	918	11%
2	Retained earnings	1,134	9%	1,047	10%	87	8%
3	Other equity	2,046	16%	1,442	13%	604	42%
*	**Equity**	**12,460**	**100%**	**10,851**	**100%**	**1,609**	**15%**

(Source: Audited consolidated financial statements)

IV. Conclusion

Despite the challenges of geopolitical volatility and the continuing downturn in the sugar industry, AgriS's leadership, employees proactively and flexibly turned challenges into opportunities, closing FY 2025–2026 with a significant milestone in the Company's transformation. AgriS remains committed to sustainable development and Net Zero, continuously refining its business model in connection with a responsible value chain.

With a clear strategy and a commitment to comprehensive innovation, AgriS continues to strengthen its technology-driven circular agricultural ecosystem, which generates multiple sources of value and shares benefits equitably among its participants. The solid foundations established will position the Company to achieve further breakthroughs, expand advanced technology agricultural solutions, deepen its participation in the global food and beverage (F&B) value chain and work towards a revenue target of VND 60,000 billion.

The Board of Management sincerely thanks our Shareholders for their trust and support, the Board of Directors for its close guidance, and all employees for their commitment and tireless efforts throughout this journey.

THANH THANH CONG - BIEN HOA JOINT STOCK COMPANY

SOCIALIST REPUBLIC OF VIETNAM

Independence – Freedom – Happiness

Tay Ninh, October 3rd, 2026

THE BOARD OF MANAGEMENT'S OPERATIONAL DIRECTION FOR THE FISCAL YEAR 2026–2027

Dear General Meeting of Shareholders,

FY 2025–2026 played an important role as a preparatory year, establishing and strengthening the foundations for implementing the SEAP 2031 strategy. FY 2026–2027 is the first year in which AgriS will implement this strategy. The foundations established in markets, the product portfolio, raw material growing areas and the operating model must now be translated into measurable results. A key management lesson is that revenue scale must be accompanied by profit, cash flow and capital efficiency. On behalf of the Board of Management, I hereby present the operating outlook for FY 2026–2027 to the General Meeting, with a focus on selective growth, market-led decisions and shared accountability across the organization for value chain performance.

I. Macroeconomic and market overview

1. The global and Vietnam economies

Global economic growth remains uneven in 2026. Global growth forecasts for 2026 range from approximately 2.5% to 3.2%, reflecting uncertainty in the business environment. Geopolitical conflicts, energy and transport disruptions, tariffs, the US dollar, interest rates and liquidity can all directly affect AgriS's input prices, transport and distribution costs, exchange rates and financing costs.

In Vietnam, GDP growth reached 8.18% in the first half of 2026 and 8.39% in the second quarter, with manufacturing, construction and foreign direct investment (FDI) serving as key drivers. At the same time, CPI at 4.38%, an exchange rate of approximately VND 26,250/USD and high deposit interest rates put pressure on profit margins and cash flow. Vietnam's target of GDP growth of at least 10% in 2026, together with policies to promote production, investment, consumption and improvements in the business environment, creates market opportunities while maintaining the need to control macroeconomic risks.

From a management perspective, AgriS closely monitors how investment, FDI and purchasing power translate into actual demand for each product category. Pricing, raw material sourcing, capacity, import and funding plans are updated against scenarios for energy, exchange rates, interest rates and demand, proactively protecting profit margins and cash flow before market fluctuations affect results.

2. The global and domestic sugar industries

The global sugar market is signaling a shift in its cycle as the projected surplus for FY 2026–2027 narrows compared with the previous period and begins to give way to a deficit cycle. Raw sugar prices may trade within a range of 16–18 cents/lb. El Niño weather conditions, fertilizer and fuel costs, and potential adjustments to sugarcane acreage could support prices. Conversely, favorable harvests in Brazil and additional export supplies could restrain the recovery. The premium of white sugar over raw sugar may remain high, signaling an opportunity to capture the upcoming price upcycle.

In Vietnam, the first half of the fiscal year will continue to face pressure from inventories, excess supply and informal cross-border sugar imports. Domestic prices are influenced by global trends, although the speed and extent of transmission depend on inventory absorption and control of informal cross-border supply. These price levels are assumptions for scenario planning, rather than a basis for fixing prices for the entire fiscal year.

From a management perspective, market activities must clearly distinguish between orders with fixed prices, volumes still exposed to price movements and the contribution of each channel. For operations, production, supply chain and finance functions need to develop scenarios that provide a clear picture of the cost of goods sold, inventories, supply and financing costs. AgriS will use macroeconomic factors and its internal circumstances to develop sales and customer care tactics, while protecting profit margins as prices recover or reverse direction.

3. The food and beverage market

The global fast-moving consumer goods market continues to grow in value, with Asia among the markets offering substantial growth potential. Consumer behavior is also shifting towards products with greater value, quality, health benefits and transparent origins. In Vietnam, the premium segment emphasizes natural ingredients and health benefits. In the mass-market segment, price remains an important factor, while e-commerce plays an expanding role in reaching buyers. This requires AgriS to clearly identify its target segments and products, rather than applying a single product formula to every market.

In beverages, categories addressing health and refreshment needs, products with added functional benefits, natural products and rice-based beverages, including bottled tea, represent opportunities that need to be assessed. AgriS is expanding from commodity trading into products and solutions in food, beverages and ingredients, while maintaining the role of its core business. Each new portfolio must be selected based on market attractiveness, target customers, competitive advantages and capital efficiency, avoiding unfocused expansion merely because a market is growing.

II. Planned targets for FY 2026–2027

Dear General Meeting of Shareholders,

In FY 2026–2027, AgriS is committed to growing its scale, expanding product categories and increasing overall value across the organization. The Company aims to maintain its market share in established business segments, accelerate expansion into F&B and optimize operations. Planned net revenue is VND 28,000 billion and Company profit before tax is projected at VND 956 billion, amid continued market volatility and challenges.

Indicator	Unit	Plan 2026-2027	Actual 2025-2026	Change (%)
Net revenue	VND billion	28,000	26,733	5%
Profit before tax	VND billion	956	911	5%

The plan will be implemented by product category and business unit, with controls over supply capability, profit contribution and capital efficiency. Every growth proposal must answer four questions: where the customers and markets are, where profit will come from, how much capital is required, and when cash flow will be generated. This forms the basis for the Board of Management's resource allocation and assessment of the quality of plan delivery.

III. Operating plan for FY 2026–2027

Dear General Meeting of Shareholders,

To achieve the planned targets, the Company's Board of Management presents the operating plan for FY 2026–2027 to the General Meeting as follows:

1. Executive management and principles for implementing SEAP 2031

In the first year of implementing the SEAP 2031 strategy, AgriS will focus on five priorities: market-led decisions, a transition towards food, beverage and ingredient solutions, integration of Agriculture, Production and Commercial activities into a single value chain, growth based on capital efficiency and cash flow, and the application of artificial intelligence to support decision-making. These priorities provide a common framework for assessing portfolios, production plans, investments and the performance of each unit.

In parallel, the Board of Management has identified three areas that must deliver clear progress during the fiscal year. First, operate a unified monthly business planning process based on a single dataset, a single supply–demand plan and a shared decision-making cycle. Second, select the right portfolio, with new products progressing through assessments of market potential, technical feasibility, financial viability and actual commercial results. Third, apply data and artificial intelligence to specific decisions, from demand through delivery to commercial performance and cash flow forecasting. Each application must have an accountable unit and a clear return on investment.

For each initiative, the Board of Management will decide whether to expand, adjust or discontinue it based on results against measurable targets, deadlines and review periods. Resources will be concentrated on proposals with a clear impact on markets, profit and cash flow. Priorities expected to deliver immediate impact during the fiscal year include market-led growth, portfolio

restructuring and new product development, integrated business planning and the supply network, and digital transformation and artificial intelligence. Measures to safeguard earnings quality include raw material growing areas and productivity, production efficiency, commercial performance and profit margins, finance and working capital. Foundations for long-term growth include advanced processing and the circular economy, investment and capital portfolios, organization and human resources, and sustainable development and corporate governance. These groups of initiatives will be implemented concurrently, with funding levels and the pace of expansion determined by their impact and readiness.

2. Agriculture Center

In FY 2026–2027, the Agriculture Center will continue to develop sugarcane growing areas, optimize cultivation in Laos and Cambodia, and scale up demonstration farm (Demofarm) models and agricultural solution platforms. Decisions on variety conversion, mechanization and input standardization must be based on analysis of yield, sugarcane quality, costs, transport and risks, and will only be implemented when their effectiveness has been demonstrated. Growing area maps, farmer profiles, weather data, satellite data and drones will support production forecasts, harvest management and early warnings to inform decision-making.

For bananas, pineapples and other strategic crops, the Agriculture Center will refine a model combining Company-managed growing areas, farmer partnerships, production to order and solution provision, tailoring the model to the market, resources and risk profile of each crop. Agricultural nutrition solutions (AgriNut) and agricultural production services (AgriPro) will be developed into solution platforms once they demonstrate value for farmers and business effectiveness. Climate risks that could cause raw material shortages must be addressed through region-specific plans for cultivation, irrigation, harvesting and alternative raw material sources.

3. Production and innovation Center

The Production Center will continue to improve asset utilization by managing equipment performance by production line, recovery rates, consumption standards and losses at each process stage. Process improvements, proactive maintenance, daily operating performance monitoring and root cause analysis of variances must become factory management tools. The benefits of improvements will be quantified through cost savings and delivery capability, alongside continued improvements in quality, food safety and production continuity.

The Production Center will expand production-to-order and export capabilities, with a particular focus on investment and research into value-added solutions. Products such as blended ingredients, ethanol, biomass fuels, biochar and products made from by-products will be assessed based on customer demand, raw material availability, capital expenditure, operating costs, transport and payback potential. The Board of Management will not decide to expand a factory before confirming the project's market demand and competitive advantages. The circular economy must generate commercial value alongside environmental benefits.

4. Commercial Center

For FY 2026–2027, the Commercial Center will identify which product categories drive growth and which sustain scale and cash flow. Key account plans must address demand, channels, pricing policies, profit margins, working capital and the potential for business customer solutions. The development of major customers, small and medium-sized business customers, ASEAN and international markets, production to order and branded products must be linked to sales opportunities and supply capability. The Board of Management will distinguish growth arising from volume, price and portfolio mix to identify the sources of value accurately.

For new products, the Commercial Center, together with the innovation function, Agriculture Center and Production Center, will define market demand, customers, sales channels, scale, profit margins, production capability and budgets before each decision to pilot, invest or expand. Commercial activities need to measure customer-level profitability, the full cost to serve and sales program effectiveness to protect margins across the value chain.

5. Supply chain management

In FY 2026–2027, supply chain management will pursue the following objectives:

Operate a monthly process for reviewing demand, balancing supply and making management decisions based on the same version of the plan. Forecasts by product category and customer will be balanced against raw material growing areas, capacity, imports, inventories, funding limits and delivery capability. Inventories will be classified as strategic, cycle, safety, slow-moving or obsolete stock. Decisions to purchase or produce additional volumes must take account of holding costs and price risks.

Optimize the network of distribution centers, warehouses and transport routes, lead times and the rate of delivery in full and on time. Raise standards for strategic sourcing, supplier management and category management. Warehouse, transport, distribution and supply chain management tools will be deployed according to their ability to improve coordination efficiency. To address geopolitical risks or disruptions to transport and distribution, prepare alternative supply sources, transport routes and import scenarios. The objective is to optimize costs, delivery quality, inventories and the time required to convert goods into cash.

6. Operational excellence

Building on its role in operational excellence, the operations function will focus on the following objectives in FY 2026–2027:

Manage liquidity and funding through an 18-month cash flow forecast, controlling receivables collection periods, inventory turnover, supplier payments, customer credit limits, debt maturity profiles, exchange rates, interest rates, commodity risks and financial covenants with lenders. Funding capabilities and the roadmap for improving access to finance and preparing for

capital markets will be built on operating results, transparency, the governance approach and performance across the value chain.

Continue to standardize data and management practices in line with International Financial Reporting Standards (IFRS), tax governance and business data analysis to support accurate and timely decision-making.

The investment portfolio will be classified into core activities, growth drivers, strategic opportunities, investments requiring improvement and investments for divestment. All capital investment proposals will only be implemented when they can connect with and create value for the entire value chain. Investments supporting SEAP 2031 must demonstrate their rate of return and the timing of cash flow generation.

Develop succession plans, training and employee rotation. Individual key performance indicators (KPIs) must be linked to results across the value chain.

Artificial intelligence applications will focus on demand forecasting, market and customer analysis, sales support, inventory and transport optimization, purchasing, cash flow forecasting and knowledge management. Each application must have an accountable unit, a pre-implementation performance baseline, improvement targets and a return on investment. Data quality, access rights, cybersecurity and system resilience are prerequisites for scaling up applications.

7. Sustainable development and risk management

AgriS will integrate environmental, social and governance standards into operations, supplier selection, the supply chain and traceability. Its governance model, together with the roles of the Sustainability Committee and the Board of Management, will continue to support implementation of the ESG strategic roadmap, providing a foundation for meeting international customer requirements, developing sustainable funding sources and working towards Net Zero by 2035.

Risk management extends beyond checks after an event. Indicators, warning thresholds and response plans will be developed for each material risk relating to markets, raw materials, climate, production, quality, the supply chain, capital, data, technology and sustainable development. The Board of Management will monitor risk exposure alongside progress in implementing the plan.

IV. CONCLUSION

Dear General Meeting of Shareholders, the outlook for FY 2026–2027 is to focus on the right markets, select the right portfolio and operate AgriS's entire value chain in a coordinated manner. Each unit must demonstrate through results where growth will come from, how profit will be generated, how much capital is required and when cash flow will be created. This is how the Board of Management will translate SEAP 2031 from strategic direction into specific decisions and operations during the first year of implementation.

The Company's Board of Management sincerely thanks our Shareholders for their support, the Board of Directors for its close guidance, and all employees for their trust, solidarity and partnership over the years.

With the spirit of a unified AgriS and full accountability for results, we will fulfill the annual plan and implement the SEAP 2031 strategy on the foundations prepared and strengthened in FY 2025–2026.

The above is the production and business plan of Thanh Thanh Cong - Bien Hoa Joint Stock Company for FY 2026–2027, submitted to the General Meeting of Shareholders.

Respectfully submitted to the General Meeting of Shareholders.

CHIEF EXECUTIVE OFFICER



THAI VAN CHUYEN