

*Daklak, July 01, 2026*

**INFORMATION DISCLOSURE**

**To: Hanoi Stock Exchange**

1. Name of organization: Dak Lak Rubber Joint Stock Company
  - Stock code : DRG
  - Head Office Address : 30 Nguyen Chi Thanh, Tan An Ward, Dak Lak Province
  - Phone : (0262) 3865015; fax : (0262) 3865041
  - Website <http://www.dakruco.com>
  - E-mail: [caosu@dakruco.com](mailto:caosu@dakruco.com)

**2. Contents of disclosure:**

Dak Lak Rubber Joint Stock Company hereby announces the Resolution and the Minutes of the 2026 Annual General Meeting of Shareholders held on 30 June 2026.

3. This information was published on the Company's website date 01/7 /2026 at the following link: <https://www.dakruco.com/index.php/shareholder>.

We hereby certify that the information provided is true and correct and we bear the full responsibility to the law.

***Attached documents:***

- Minutes of the 2026 Annual General Meeting of Shareholders;
- Resolution of the 2026 Annual General Meeting of Shareholders;
- Accompanying reports and supporting documents.

**LEGAL REPRESENTATIVE  
CHAIRMAN OF THE BOD**



**Nguyen Viet Tuong**

*Dak Lak, June 30, 2026*

**MINUTES OF THE ANNUAL GENERAL MEETING OF SHAREHOLDERS  
DAK LAK RUBBER JOINT STOCK COMPANY YEAR 2026**

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Today, at 08:00 A.M. on June 30, 2026, at the Wedding Center - Dakruco Hotel, located at 30 Nguyen Chi Thanh, Tan An Ward, Dak Lak Province, Dak Lak Rubber Joint Stock Company (DRG) held its 2026 Annual General Meeting of Shareholders (AGM).

**I. Company Name: DAK LAK RUBBER JOINT STOCK COMPANY  
(DAKRUCO)**

- Stock Ticker (DRG)
- Head Office Address: 30 Nguyen Chi Thanh, Tan An Ward, Dak Lak Province
- Business Registration Certificate: 6000175829 issued by the Business Registration Office, Department of Planning and Investment of Dak Lak Province, first registered on November 15, 2010; 9th amendment on January 17, 2026.

**II. Meeting Attendees:**

**1. Board of Directors:**

- |                            |   |
|----------------------------|---|
| - Mr. Nguyen Viet Tuong    | - Chairman of the BOD;                    |
| - Mr. Nguyen Minh          | - Member of the BOD and General Director; |
| - Mr. Nguyen Tran Giang    | - Member of the BOD;                      |
| - Mr. Nguyen Van Cuc       | - Member of the BOD;                      |
| - Ms. Nguyen Thi Mai Quyen | - Member of the BOD;                      |
| - Mr. Nguyen Van Thong     | - Member of the BOD;                      |
| - Mr. Ta Quang Tong        | - Member of the BOD.                      |

**2. Board of Supervisors:**

- |                         |                                     |
|-------------------------|-------------------------------------|
| - Mr. Nguyen Thac Hoanh | - Head of the Board of Supervisors; |
| - Mr. Phan Thanh Tan    | - Member;                           |
| - Mr. Au Quy Vinh       | - Member;                           |

**3. Board of Management:**

- |                         |                            |
|-------------------------|----------------------------|
| - Mr. Nguyen Minh       | - General Director;        |
| - Mr. Nguyen Tran Giang | - Deputy General Director; |
| - Mr. Nguyen Van Cuc    | - Deputy General Director; |
| - Mr. Le Thanh Binh     | - Chief Accountant.        |

#### **4. Invited delegates from Dak Lak Province:**

- Mr. Le Danh Thang - Deputy Director of Department of Finance;
- Mr. Nguyen Quang Thuan - Deputy Director of Department of Home Affairs;
- Also attending the Meeting were representatives of the Economic Security Division of the Dak Lak Provincial Police.
- Leaders of Dakruco departments, Directors of Dakruco's affiliated branches, and leaders of Dakruco's subsidiaries and associates.

#### **5. Shareholders in attendance: 27 shareholders and proxies.**

##### **PART I: OPENING OF THE MEETING**

##### **1. Verification of shareholder eligibility:**

Mr. Nguyen Thac Hoanh, Head of the Board of Supervisors, presented the report on the verification of shareholder eligibility for the meeting as follows:

- + Total number of shareholders invited according to the shareholder list closed on May 29, 2026, is 736 shareholders representing 155,800,000 shares.
- + Total number of shareholders in attendance and proxies: 27 shareholders;
- + Representing : 154.193.100 shares;
- + Reaching 98,97 % of total charter capital.

Pursuant to Clause 1, Article 145 of the 2020 Law on Enterprises and Clause 1, Article 20 of the Charter of Dak Lak Rubber Joint Stock Company, the 2026 Annual General Meeting of Shareholders of Dakruco is eligible to proceed.

##### **2. The General Meeting of Shareholders unanimously elected the Presidium and the Secretariat as follows:**

##### **2.1. The Presidium consists of:**

- Mr. Nguyen Viet Tuong - Chairman of the Board of Directors - Chairperson;
- Mr. Nguyen Minh - General Director - Member;
- Mr. Nguyen Tran Giang - Deputy General Director - Member.

Shareholders voted to unanimously elect the Presidium with 100% of the shares present at the meeting.

##### **2.2. The Secretariat consists of:**

- Mr. Tran Van Duc - Person in charge of Corporate Governance;
- Ms. Bui Thi Thanh - Deputy Head of the Administration Department.

Shareholders voted to unanimously elect the Secretariat with 100% of the shares present at the meeting.

**3. Mr. Nguyen Viet Tuong:** Delivered the opening speech for the 2026 Annual General Meeting of Shareholders.

**4. Mr. Nguyen Tran Giang:** On behalf of the Presidium, presented the meeting agenda and the Working Regulations for the 2026 Annual General Meeting of Shareholders.

Shareholders voted to unanimously approve with 100% of the shares present at the meeting.

**5. The AGM unanimously elected the Vote Counting Committee and the Assisting Team:**

Mr. Nguyen Tran Giang: On behalf of the Presidium, introduced the Vote Counting Committee and the Assisting Team as follows:

*a. Vote Counting Committee:*

1. Vo Dinh Thanh Tuan - Head
2. Le Thanh Binh - Member
3. Pham Thi Thuy Bang Huyen - Secretary

*b. Assisting Team:*

1. Hoang Chi Linh - Team Leader
2. Tran Thanh Toan - Member
3. Hoang Thi Thu Suong - Member
4. Le Thi Minh Hanh - Member

Shareholders voted to unanimously approve with 100% of the shares present at the meeting.

**PART II: APPROVAL OF REPORTS AND PROPOSALS:** (Reports and Proposals are attached)

**1.** Mr. Nguyen Viet Tuong - Chairman of the Board of Directors presented the report on the Board of Directors' activities in 2025 and the plan for 2026;

**2.** Mr. Nguyen Minh - General Director presented the report on business production results in 2025 and the business production plan for 2026;

**3.** Mr. Nguyen Tran Giang - Deputy General Director presented a summary of the 2024 Financial Statements audited by VietValues Auditing and Consulting Co., Ltd. and provided explanations for the auditor's opinions.

**4.** Mr. Nguyen Thac Hoanh - Head of the Board of Supervisors presented the report on the Board of Supervisors's activities in 2025 and the plan for 2026.

**5.** Mr. Nguyen Viet Tuong presented the contents for voting:

(1) Proposal No. 12/TTr-HĐQT dated June 5, 2026, of the Board of Directors regarding the 5-year business production and investment strategy (2026-2030);

(2) Proposal No. 11/TTr-HĐQT dated June 5, 2026, of the Board of Directors regarding the 2026 business production and investment plan;



(3) Proposal No. 10/TTr-HĐQT dated June 5, 2026, of the Board of Directors regarding the 2025 profit distribution plan;

(4) Proposal No. 09/TTr-HĐQT dated June 5, 2026, of the Board of Directors regarding the 2026 salary and remuneration fund plan for employees, managers, the Board of Directors, and the Board of Supervisors;

(5) Proposal No. 08/TTr-HĐQT dated June 5, 2026, of the Board of Directors regarding the selection of an auditing firm for the 2026 Financial Statements;

#### **6. Discussion:**

Shareholders unanimously agreed with all contents of the reports and proposals submitted by the Board of Directors for the meeting's opinion and had no other comments.

#### **7. Voting to approve the reports and proposals.**

Mr. Vo Dinh Thanh Tuan - Head of the Vote Counting Committee provided instructions for voting on the contents according to the ballot; the General Meeting of Shareholders proceeded to vote on the criteria in the ballot. The Vote Counting Committee collected the ballots.

**8.** The 2026 Annual General Meeting of Shareholders agreed to transfer the contents of the 2026 Annual General Meeting of Shareholders to an Extraordinary General Meeting of Shareholders, following the directive of the People's Committee of Dak Lak Province, with the specific contents as follows:

- Regulations on the dismissal of members of the Board of Directors and Board of Supervisors and the election of additional members of the Board of Directors for the (2023-2028) term of the AGM;

- Proposal No. 13/TTr-HĐQT dated June 5, 2026, of the Board of Directors regarding the change in the Company's management organizational model;

- Proposal No. 14/TTr-HĐQT dated June 5, 2026, of the Board of Directors regarding the approval of amendments to the Company's Charter, Internal Regulations on Corporate Governance, and Regulations on the Operation of the Board of Directors.

- Proposal regarding the dismissal of members of the Board of Directors and the Board of Supervisors;

- Proposal regarding the election of additional members of the Board of Directors for the 2023-2028 term.

The AGM voted by ballot with a 100% approval rate of the shares present at the meeting.

**9.** The Annual General Meeting of Shareholders took a 15-minute break. The Vote Counting Committee proceeded to count the votes.

## 10. Announcement of voting results for the criteria:

Mr. Vo Dinh Thanh Tuan - Head of the Vote Counting Committee announced the results of the vote counting for the criteria as follows:

(Calculated based on the ratio of voting shares/ratio of shares with voting rights)

No.	Voting Content	In Favor %	Against %	No Opinion %
1	<b>Approval of Proposal No. 12/TTr-HĐQT dated June 5, 2026, of the Board of Directors regarding the 5-year business production and investment strategy (2026-2030)</b>	99,99	0%	0%
1.1	<i>Production targets for the 2026-2030 period: Rubber latex (self-exploited): 47,490.99 tons; Rubber thread (produced): 14,300.00 tons; Durian: 5,815.70 tons; Areca nut: 379.52 tons; Coffee: 4,647.72 tons.</i>	99,99	0%	0%
1.2	<i>Revenue and profit for the 2026-2030 period: Total revenue and other income reached: 5,560.06 Billion VND; Total expenses for the period: 4,996.40 Billion VND; Profit after tax: 477.89 Billion VND.</i>	99,99	0%	0%
1.3	<i>Investment plan for the 2026-2030 period: Total investment cost is 1,183.60 Billion VND.</i>	99,99	0%	0%
1.4	<i>Annually, the Board of Directors shall base on the aforementioned plan to develop plans and submit them to the Annual General Meeting of Shareholders for approval, to serve as a basis for the Board of Management to implement.</i>	99,99	0%	0%
1.5	<i>In case the Provincial People's Committee has a different opinion on the aforementioned contents, the Board of Directors will submit it to the General Meeting of Shareholders for consideration and decision.</i>	99,99	0%	0%
2	<b>Approval of Proposal No. 11/TTr-HĐQT dated June 5, 2026, of the Board of Directors regarding the 2026 business production and investment plan</b>	99,99	0%	0%
2.1	<i>Total production for the year: Rubber latex production: 8,772.87 tons; Rubber latex received for processing: 1,000.00 tons; Rubber thread production of all kinds: 2,500.00 tons; Fresh fruit production: 751.00 tons (including: Durian: 700.00 tons; Areca nut: 51.00 tons).</i>	99,99	0%	0%
2.2	<i>Total revenue: 814,225.56 Million VND; Total expenses: 723,006.35 Million VND; Profit before tax: 91,219.20 Million VND.</i>	99,99	0%	0%
2.3	<i>Total investment capital: 254,414.63 Million VND, including: Investment in rubber plantations under basic construction: 105,103.57 Million VND; Investment in fruit</i>	99,99	0%	0%

	<p>orchards at the high-tech agricultural project in Cu Bao: 15,425.1 Million VND; Investment in coffee plantations at Cu Mgar Farm Branch: 41,352.74 Million VND; Investment in forest plantations (FSC): 815.6 Million VND; Other plantation investments: 83,150.9 Million VND; Capital contribution to establish a fruit inspection company and a high-quality coffee processing plant: 8,000 Million VND. In case of other arising investments outside the investment list in the plan, the Board of Directors is authorized to decide based on adjusting the plan within the total planned investment cost.</p> <p>In case of other arising investments outside the investment list in the plan, the Board of Directors is authorized to decide based on adjusting the plan within the total planned investment cost.</p>			
2.4	In case the Provincial People's Committee has a different opinion on the aforementioned contents, the Board of Directors will submit it to the General Meeting of Shareholders for consideration and decision.	99,99	0%	0%
3	<b>Approval of Proposal No. 10/TTr-HĐQT dated June 5, 2026, of the Board of Directors regarding the 2025 profit distribution plan</b>	99,99	0%	0%
3.1	Undistributed profit after tax as of December 31, 2025: 76,569,743,953 VND. Including: Appropriation of funds from the 2025 profit after tax: 50,123,040,933 VND; Remaining profit after appropriation of funds: 26,446,703,020 VND.	99,99	0%	0%
3.2	Dividend payment to shareholders in 2026: Payment level: 01 (One) share receives 169 VND (corresponding to a rate of 1.69%/share); Total dividend amount to be paid: 26,330,200,000 VND. The Board of Directors is authorized to decide the payment time in 2026, suitable to the Company's financial situation.	99,99	0%	0%
4	<b>Approval of Proposal No. 09/TTr-HĐQT dated June 5, 2026, of the Board of Directors regarding the 2026 salary and remuneration fund plan for employees, managers, the Board of Directors, and the Board of Supervisors</b>	99,99	0%	0%
4.1	Actual salary fund in 2025 for employees and the Board of Management: 243,240.45 Million VND. Including: The salary fund for employees and the Board of Management in 2025 was finalized at: 212,189.45 Million VND; Salary fund for the rubber block newly planted and cared for during the basic construction period: 31,051 Million VND. Total actual salary and remuneration fund for members of the Board of Directors and Supervisors in 2025: 2,081.697	99,99	0%	0%

	<i>Million VND. Including: Salary for members of the Board of Directors and Supervisors working full-time: 1,637.628 Million VND; Actual remuneration fund in 2025 for members of the Board and Supervisors working part-time: 444.069 Million VND; Bonus fund for managers from the 2024 profit after tax is 320.86 Million VND; Operating expenses of the Board of Directors and Board of Supervisors: 71.987 Million VND.</i>			
4.2	<i>Total planned salary and remuneration fund for employees, members of the Board of Directors, Supervisors, and the Board of Management in 2026: 282,399.621 Million VND. Including: Salary fund for employees: 240,908.014 Million VND; Salary fund for the block of newly planted rubber and coffee trees during the basic construction period: 37,328 Million VND; Salary difference for full-time union officials: 179.404 Million VND; Salary fund for the Board of Management: 1,984.32 Million VND; Salary fund for full-time members of the Board of Directors and Supervisors: 1,450.080 Million VND; Remuneration fund for part-time members of the Board of Directors and Supervisors: 549.792 Million VND. Operating expenses of the Board of Directors and Board of Supervisors: 200 Million VND.</i>	99,99	0%	0%
5	Approval of Proposal No. 08/TTr-HDQT dated June 5, 2026, of the Board of Directors regarding the selection of an auditing firm for the 2026 Financial Statements. Accordingly, the Board of Directors is authorized, based on the Audit Committee's proposal, to select 1 out of 3 auditing firms for the 2026 Financial Statements of the parent company and the 2026 consolidated Financial Statements of the Company as follows: AAC Auditing and Accounting Co., Ltd. (AAC); MOORE AISC Auditing and Informatics Services Co., Ltd. (Moore AISC) - Da Nang Branch; VietValues Auditing and Consulting Co., Ltd. (VIETVALUES) - Da Nang Branch.	99,99	0%	0%
6	Approval of the Board of Directors' report on activities in 2025 and the plan for 2026 (Report attached).	99,99	0%	0%
7	Approval of the Board of Management's report on the results of task implementation in 2025 and the direction for 2026 (Report attached).	99,99	0%	0%
8	Approval of the independent auditor's report on the 2025 financial statements (Report attached).	99,99	0%	0%
9	Approval of the Board of Supervisors's report on activities in 2025 and the direction for 2026 (Report attached).	99,99	0%	0%

(Vote counting minutes attached)

Thus, the contents presented to the 2026 Annual General Meeting of Shareholders have been approved.

**PART III. CLOSING OF THE GENERAL MEETING OF SHAREHOLDERS**

1. Approval of the meeting minutes and the resolution of the 2026 Annual General Meeting of Shareholders:

- Ms. Bui Thi Thanh - on behalf of the Secretariat, read and approved the minutes of the 2026 Annual General Meeting of Shareholders of Dak Lak Rubber Joint Stock Company.

- Mr. Tran Van Duc - on behalf of the Secretariat, read and approved the resolution of the 2026 Annual General Meeting of Shareholders of Dak Lak Rubber Joint Stock Company.

The General Meeting of Shareholders voted to unanimously approve the minutes and the resolution of the 2026 Annual General Meeting of Shareholders with 100% of the shares with voting rights present at the meeting.

The minutes and the resolution of the 2026 Annual General Meeting of Shareholders, along with related documents, are posted on the website of Dak Lak Rubber Joint Stock Company at <https://www.dakruco.com/index.php/shareholder> (Shareholder Relations section/Annual General Meeting of Shareholders).

2. Mr. Nguyen Viet Tuong - On behalf of the Presidium, declared the closing of the 2026 Annual General Meeting of Shareholders of Dak Lak Rubber Joint Stock Company.

The minutes were prepared at 11:30 A.M. on June 30, 2026, immediately after the Annual General Meeting of Shareholders concluded its agenda./.

**ON BEHALF OF  
THE SECRETARIAT**



**Tran Van Duc**

**ON BEHALF OF  
THE PRESIDUM**



**Nguyen Viet Tuong**

No.: 01/NQ-ĐHĐCĐ

*Dak Lak, June 30, 2026*

**RESOLUTION**  
**2026 ANNUAL GENERAL MEETING OF SHAREHOLDERS**  
**DAK LAK RUBBER JOINT STOCK COMPANY 2026**

The 2026 Annual General Meeting of Shareholders of Dak Lak Rubber Joint Stock Company (Dakruco) commenced at 08:00 A.M. on June 30, 2026, at the Wedding Center, Dakruco Hotel; address: 30 Nguyen Chi Thanh, Tan An Ward, Dak Lak Province, with the attendance of 27 shareholders present and authorized, representing 737 shareholders with voting rights, accounting for 98,97% of the total shares of Dakruco, which is sufficient to proceed with the meeting.

Pursuant to the Law on Enterprises No. 59/2020/QH14 of the National Assembly of the Socialist Republic of Vietnam and laws amending the Law on Enterprises;

Pursuant to the Amended Charter of the Company approved by the General Meeting of Shareholders on November 24, 2023;

Pursuant to the Minutes of the 2026 Annual General Meeting of Shareholders of Dak Lak Rubber Joint Stock Company dated June 30, 2026.

**RESOLVED**

**Article 1:** Unanimously approve the following reports:

1. Report on the activities of the Board of Directors in 2025 and the implementation plan for 2026;
2. Report on the production-business results in 2025 and the 2026 task plan of the Board of Management of Dak Lak Rubber Joint Stock Company;
3. 2025 separate financial statements of Dakruco audited by the branch of VietValues Auditing and Consulting Company Limited.
4. Report on the activities of the Board of Supervisors in 2025 and the plan for 2026.

**Article 2:** Unanimously approve the Proposal No. 12/TTr-HĐQT dated 05/6 /2026 of the Company's Board of Directors regarding the 5-year production-business and investment plan (2026-2030), including the following key indicators and tasks:

1. Production indicators for the 2026-2030 period:

- |                                  |                 |
|----------------------------------|-----------------|
| - Rubber latex (self-harvested): | 47,490.99 tons; |
| - Rubber thread (produced):      | 14,300.00 tons; |



- Durian fruit: 5,815.70 tons;
- Areca nut: 379.52 tons;
- Coffee: 4,647.72 tons.

2. Revenue and profit for the 2026-2030 period:

- Total revenue and other income reached: 5,560.06 Billion VND;
- Total expenses for the entire period: 4,996.40 Billion VND;
- Profit after tax: 477.89 Billion VND.

3. Investment plan for the 2026-2030 period: Total investment cost is 1,183.60 Billion VND, in which:

- Investment in rubber plantation care: 369.99 Billion VND;
- Investment in durian and coffee plantation care at Cu Bao Farm: 49.71 Billion VND;
- Investment in planting and caring for intercropped coffee plantations at Cu M'gar and Phu Xuan Farms: 203.77 Billion VND;
- Investment in afforestation (FSC): 4.84 Billion VND;
- Non-agricultural investment, including periodic repairs, maintenance, and basic construction investment for other project items (including capital contribution): 421.29 Billion VND.

4. Annually, the Board of Directors shall base on the aforementioned plan to develop a plan and submit it to the Annual General Meeting of Shareholders for approval, for the Board of Management to use as a basis for implementation.

5. In case the Provincial People's Committee has opinions different from the above contents, the Board of Directors shall adjust according to the opinion of the Provincial People's Committee and submit it to the General Meeting of Shareholders for consideration and decision.

**Article 3:** Unanimously approve the key production-business and investment indicators for 2026, according to Proposal No. 11/TTr-HDQT dated 05/6/2026 of the Company's Board of Directors, including the following key indicators and tasks:

1. Total annual output: Rubber latex output: 8,772.87 tons; Rubber output received for processing: 1,000.00 tons; Output of rubber thread of all kinds: 2,500.00 tons; Fresh fruit output: 751.00 tons (in which: Durian: 700.00 tons; Areca nut: 51.00 tons).

2. Total revenue: 814,225.56 Million VND;

3. Total expenses: 723,006.35 Million VND;

4. Profit before tax: 91,219.20 Million VND.

5. Total investment capital: 254,414.63 Million VND, in which: Investment in capital construction rubber plantations: 105,103.57 Million VND; Investment in fruit orchards at the high-tech agricultural application project in Cu Bao: 15,425.1 Million VND; Investment in coffee plantations at Cu Mgar Farm

Branch: 41,352.74 Million VND; Investment in afforestation (FSC): 815.6 Million VND; Other investment in plantations: 83,150.9 Million VND; Capital contribution to establish a fruit inspection company: 8,000 Million VND.

In case of other arising investments outside the investment list in the plan, the Board of Directors is authorized to decide based on adjusting the plan within the scope of the total planned investment cost.

6. In case the Provincial People's Committee has opinions different from the above contents, the Board of Directors shall submit to the General Meeting of Shareholders for consideration and decision.

**Article 4:** Unanimously approve the profit distribution plan after tax for 2025, according to Proposal No. 10/TTr-HĐQT, dated 05/6/2026 of the Company's Board of Directors:

1. Undistributed profit after tax as of December 31, 2025: 76,569,743,953 VND. In which: Appropriation for funds from the profit after tax of 2025: 50,123,040,933 VND; Remaining profit after appropriation for funds: 26,446,703,020 VND.

2. Dividend payment to shareholders in 2026: Payment level: 01 (One) share receives 169 VND (corresponding to a rate of: 1.69%/share); Total dividend amount to be paid: 26,330,200,000 VND. The Board of Directors is authorized to decide the payment time in 2026, in accordance with the Company's financial situation.

**Article 5:** Unanimously approve the Proposal No. 09/TTr-HĐQT dated 05/6/2026 of the Company's Board of Directors regarding the salary and remuneration fund plan for employees, managers, the Board of Directors, and the Board of Supervisors in 2026:

1. Actual salary fund in 2025 for employees and the Board of Management: 243,240.45 Million VND. In which, the salary fund for employees and the Board of Management in 2025 was finalized at: 212,189.45 Million VND; Salary fund for the block of newly planted rubber and rubber care during the capital construction period: 31,051 Million VND.

Total actual salary and remuneration fund for members of the Board of Directors and Supervisors in 2025: 2,081.697 Million VND. In which: Salary of members of the Board of Directors and full-time supervisors: 1,637.628 Million VND; Actual remuneration fund in 2025 for members of the Board and part-time supervisors: 444.069 Million VND; Bonus fund for managers from the profit after tax source in 2024 is 320.86 Million VND; Actual operating expenses of the Board of Directors and Board of Supervisors: 71.987 Million VND.

2. Total planned salary and remuneration fund for employees, members of the Board of Directors, Supervisors, and the Board of Management in 2026: 282,399.621 Million VND. In which, the salary fund for employees: 240,908.014 Million VND; Salary fund for the block of newly planted rubber, rubber care, and coffee trees during the capital construction period: 37,328 Million VND; Salary difference for full-time union officials: 179.404 Million VND; Board of



Management salary fund: 1,984.32 Million VND; Salary fund for members of the Board of Directors and full-time supervisors: 1,450.080 Million VND; Remuneration fund for members of the Board of Directors and part-time supervisors: 549.792 Million VND. Operating expenses of the Board of Directors and Board of Supervisors: 200 Million VND.

**Article 6:** Unanimously approve the Proposal No. 08/TTr-HĐQT dated 05/6/2026 of the Company's Board of Supervisors regarding the selection of an auditing firm for the 2026 financial statements. Accordingly, authorize the Board of Directors to base on the recommendation of the Company's Audit Committee to select 1 out of 3 auditing firms to audit the 2026 financial statements of the parent company and the 2026 consolidated financial statements of the Company as follows:

1. AAC Auditing and Accounting Company Limited (AAC);
2. MOORE AISC Auditing and Informatics Services Company Limited (Moore AISC) – Da Nang Branch;
3. VietValues Auditing and Consulting Company Limited (VIETVALUES) – Da Nang Branch.

**Article 7:** The 2026 Annual General Meeting of Shareholders approved the postponement of the following agenda items from the 2026 Annual General Meeting of Shareholders to an Extraordinary General Meeting of Shareholders, which shall be convened after the Company obtains guidance from the Dak Lak Provincial People's Committee. The details are as follows:

- Regulations on the dismissal of members of the Board of Directors and the Board of Supervisors, and the election of additional members of the Board of Directors for the 2023–2028 term at the General Meeting of Shareholders;
- Proposal No. 13/TTr-HĐQT dated 05 June 2026 of the Board of Directors regarding the change of the Company's management model;
- Proposal No. 14/TTr-HĐQT dated 05 June 2026 of the Board of Directors regarding the approval of amendments to the Company Charter, the Internal Regulations on Corporate Governance, and the Regulations on the Operation of the Board of Directors.
- Proposal regarding the dismissal of members of the Board of Directors and the Board of Supervisors;
- Proposal regarding the election of additional members of the Board of Directors for the 2023–2028 term.

**Article 8:** The 2026 Annual General Meeting of Shareholders of Dak Lak Rubber Joint Stock Company authorizes the Board of Directors to direct and organize the implementation of the contents approved at this Annual General Meeting of Shareholders, in accordance with the provisions of the law and the Company's Charter.

Attached to this Resolution are the documents submitted to the 2026 Annual General Meeting of Shareholders.

This Resolution has been approved by the 2026 Annual General Meeting of Shareholders of Dak Lak Rubber Joint Stock Company with a 100% approval rate of the total shares participating in the meeting with voting rights and takes effect from June 30, 2026./.

**Recipients:**

- Members of the Board of Directors;
- General Director Board;
- Board of Supervisors;
- Person in charge of corporate governance;
- Administrative Department (posted on Company Website);
- Archive: VT.

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



*Nguyễn Việt Tuong*  
**Nguyễn Việt Tuong**



**AGENDA**  
**2026 ANNUAL GENERAL MEETING OF SHAREHOLDERS**  
**DAK LAK RUBBER JOINT STOCK COMPANY**

(Tuesday, June 30, 2026)

**I. TIME AND LOCATION:**

**1. Time:** 07:30 A.M., June 30, 2026.

**2. Location:** Dakruco Hotel Wedding Restaurant - 30 Nguyen Chi Thanh, Tan An Ward, Dak Lak Province

**II. AGENDA CONTENT:**

No.	Content	Responsible Party	Time
<b>A</b>	<b>PREPARATORY WORK</b>		
1	Reception and verification of delegate eligibility	Organizing Committee	07:30 A.M. - 08:00 A.M.
<b>B</b>	<b>OPENING CEREMONY</b>		
2	Statement of purpose and introduction of delegates	Secretary	08:00 A.M. - 08:05 A.M. (5 minutes)
3	Report on results and attendance rate of shareholders at the Meeting	Shareholder Eligibility Verification Committee	08:05 A.M. - 08:10 A.M. (5 minutes)
4	Introduction and approval of the list of the Presidium and Secretariat of the Meeting (Voting)	Representative of the Board of Directors	08:10 A.M. - 08:15 A.M. (5 minutes)
5	Opening remarks	Presidium	08:15 A.M. - 08:20 A.M. (5 minutes)
6	Approval of the Meeting Agenda; Working Regulations of the General Meeting of Shareholders; (Voting)	Presidium	08:20 A.M. - 08:30 A.M. (10 minutes)
7	Election of the Vote Counting Committee and assisting staff (Voting).	Presidium	08:30 A.M. - 08:35 A.M. (5 minutes)
<b>C</b>	<b>MAIN CONTENT</b>		
8	Report of the Board of Directors on 2025 activities and 2026 plan;	Presidium	08:35 A.M. - 08:50 A.M. (15 minutes)
9	Report of the Executive Board on the results of 2025 tasks and 2026 operational direction;	Executive Board	08:50 A.M. - 09:05 A.M. (15 minutes)
10	Report on the audit results of the 2025 financial statements by the Independent Auditor;	Presidium	09:05 A.M. - 09:15 A.M. (10 minutes)
11	Report on the activities of the Board of Supervisors in 2025 and 2026 operational direction;	Board of Supervisors	09:15 A.M. - 09:25 A.M. (10 minutes)
12	<b>Proposals</b> (1) Proposal on the 5-year business and investment plan (2026-2030); (2) Proposal on the 2026 business and investment plan; (3) Proposal on the 2025 profit distribution plan; (4) Proposal on the salary and remuneration fund plan	Presidium	09:25 A.M. - 09:50 A.M. (25 minutes)

	for employees, managers, the Board of Directors, and the Board of Supervisors in 2026; (5) Proposal on the selection of an audit firm for the 2026 financial statements;		
13	Discussion and dialogue with shareholders	Presidium	09:50 A.M. - 10:30 A.M. (40 minutes)
14	Voting instructions and voting on reports and proposals.	Vote Counting Committee	10:30 A.M. - 10:40 A.M. (10 minutes)
15	Meeting break, Vote Counting Committee working.	Vote Counting Committee	10:40 A.M. - 10:55 A.M. (15 minutes)
16	Announcement of voting results on contents	Vote Counting Committee	10:55 A.M. - 11:10 A.M. (15 minutes)
<b>D</b>	<b>CLOSING</b>		
17	Approval of the Minutes and Resolution of the 2026 Annual General Meeting of Shareholders.	Secretariat	11:10 A.M. - 11:25 A.M. (15 minutes)
18	Closing statement	Presidium	11:25 A.M. - 11:30 A.M. (5 minutes)

**DAK LAK RUBBER  
JOINT STOCK COMPANY  
(DAKRUCO)**

**THE SOCIALIST REPUBLIC OF VIETNAM  
Independence – Freedom – Happiness**

*Dak Lak, June 30, 2026*

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

**Pursuant to:**

Pursuant to the Law on Enterprises No. 59/2020/QH14 and the Law on Enterprises No. 76/2025/QH15 passed by the National Assembly of the Socialist Republic of Vietnam on June 17, 2025, amending and supplementing a number of articles of the Law on Enterprises No. 59/2020/QH14;

Pursuant to the Law on Securities No. 54/2019/QH14 and the Law No. 56/2024/QH15 dated November 29, 2024, amending and supplementing a number of articles of the Law on Securities;

The Charter of Dak Lak Rubber Joint Stock Company;

To ensure that the 2026 Annual General Meeting of Shareholders of Dak Lak Rubber Joint Stock Company is conducted successfully and in accordance with the law, the Board of Directors has developed these Regulations, which set forth the principles for working, conduct, and voting during the Meeting, and hereby submits them to the General Meeting of Shareholders for approval as follows:

**1. PURPOSE**

- To ensure that the procedures, principles of conduct, and voting at the 2026 Annual General Meeting of Shareholders of Dak Lak Rubber Joint Stock Company are conducted in accordance with regulations and are successful.

- The Resolutions of the General Meeting of Shareholders shall reflect the unified will of the General Meeting of Shareholders, meet the aspirations and interests of shareholders, and comply with the law.

**2. SUBJECTS AND SCOPE**

Subjects: All shareholders, representatives (authorized persons), and guests attending the 2026 Annual General Meeting of Shareholders of Dak Lak Rubber Joint Stock Company must abide by and comply with the provisions of these Regulations, the Company Charter, and current legal regulations.

Scope of application: These Regulations are used for organizing the 2026 Annual General Meeting of Shareholders.

**3. DEFINITION OF TERMS/ABBREVIATIONS**

- Company	Dak Lak Rubber Joint Stock Company;
- BOD	Board of Directors;
- BOS	Board of Supervisors;
- AC	Audit Committee;
- OC	Meeting Organizing Committee;
- GMS	General Meeting of Shareholders;



- Meeting	General Meeting of Shareholders Meeting;
- Delegate	Shareholder, representative (authorized person)

#### **4. CONTENT OF REGULATIONS**

##### **4.1. Conditions for conducting the General Meeting of Shareholders**

The General Meeting of Shareholders of the Company shall be conducted when the number of attending delegates represents more than 50% of the total voting shares.

In case there is an insufficient number of delegates within thirty (30) minutes from the scheduled opening time of the Meeting, the Meeting shall be reconvened within thirty (30) days from the intended date of the first GMS. The reconvened GMS shall only be conducted when the attending members are delegates representing at least 33% of the voting shares.

In case the second Meeting cannot be conducted due to an insufficient number of delegates within thirty (30) minutes from the scheduled opening time of the Meeting, the third GMS may be convened within twenty (20) days from the intended date of the second Meeting. In this case, the Meeting shall be conducted regardless of the number of attending delegates and shall be considered valid and have the authority to decide on all issues that the first GMS could have approved.

##### **4.2. Conditions for shareholders to attend the Meeting**

Shareholders with voting rights of the Company according to the list closed on May 29, 2026, have the right to attend the GMS; they may attend in person or authorize their representatives to attend. In case there is more than one authorized representative as prescribed by law, the specific number of shares and votes of each representative must be determined.

##### **4.3. Guests at the Meeting**

These are the Company's management titles, guests, and members of the Meeting Organizing Committee who are not shareholders of the Company but are invited to attend the Meeting.

Guests are not allowed to speak at the Meeting, except when invited by the Chairperson of the Meeting, or have registered in advance with the Meeting Organizing Committee and received the consent of the Chairperson of the Meeting.

##### **4.4. Delegates attending the Meeting must comply with the following regulations**

- Be on time, wear polite and formal attire, and undergo security checks (if any), identity verification, etc., as required by the Meeting Organizing Committee.

- Receive documents and papers serving the Meeting at the reception desk before entering the Meeting hall.

- Shareholders arriving late have the right to register immediately and subsequently have the right to participate and vote right at the Meeting. The Chairperson is not responsible for stopping the Meeting to allow late-arriving shareholders to register; the voting results for issues that have already been voted on before the arrival of such delegates shall not be affected.

- Keep mobile phones in vibration mode or turned off; step outside if a call is necessary.

- Do not smoke and maintain order in the Meeting room.
- Comply with the regulations of the Organizing Committee and the Chairperson presiding over the Meeting.

In case a delegate does not comply with the regulations regarding inspection or the aforementioned measures and regulations, the Chairperson, after careful consideration, may refuse or invite said delegate to leave the venue of the Meeting to ensure that the Meeting proceeds normally according to the planned program.

#### **4.5. Chairperson and Presidium**

- The Presidium consists of 03 people, including 01 Chairperson and 02 Members elected by the GMS; the Chairman of the Board of Directors is the Head of the Presidium and the Chairperson of the Meeting. The Head of the Presidium directs the work of the Meeting according to the content and program approved by the GMS.

- In case the Chairman of the Board of Directors is absent or temporarily unable to work or is suddenly absent while the Meeting is taking place for more than 30 minutes, the remaining members of the Board of Directors shall elect one among them to act as the Chairperson of the Meeting by majority vote. In case there is no one who can act as the Chairperson, the Head of the Board of Supervisors shall preside over the election of the Chairperson of the Meeting by the General Meeting of Shareholders from among those present, and the person with the highest number of votes shall act as the Chairperson of the Meeting.

- In other cases, the person who signed the notice convening the General Meeting of Shareholders shall preside over the election of the Chairperson of the Meeting by the General Meeting of Shareholders, and the person with the highest number of votes shall be appointed as the Chairperson of the Meeting.

##### **Duties of the Presidium:**

\* Direct the activities of the Company's GMS according to the expected program of the Board of Directors that has been approved by the GMS;

\* Guide the delegates and the Meeting to discuss the contents included in the program;

\* Present drafts and conclude necessary issues for the GMS to vote on;

\* Respond to issues requested by the Meeting;

\* Resolve issues arising throughout the duration of the Meeting.

- Working principles of the Presidium: The Presidium works on the principle of collective leadership, democratic centralism, and decision-making by majority.

##### **- Meeting Secretary:**

\* The Chairperson of the Meeting appoints 02 people to act as Meeting secretaries for the GMS to approve by raising voting cards.

\* Duties and powers: Record the content of the Meeting fully and honestly; receive registration forms for speaking from delegates; prepare the Meeting Minutes and draft the GMS Resolution; assist the Chairperson in disclosing information related to the GMS meeting and notify Shareholders in accordance with the law and the Company Charter.

- The Chairperson and the Meeting secretary have the right to take necessary measures to conduct the meeting in a reasonable, orderly manner, in accordance with the approved program, and to reflect the wishes of the majority of those present.

#### **4.7. Shareholder Eligibility Verification Committee**

The Shareholder Eligibility Verification Committee of the Meeting consists of 03 people, including 01 Head and 02 members introduced by the Chairperson at the Meeting.

Duties of the Shareholder Eligibility Verification Committee:

\* Verify the eligibility and status of shareholders and shareholder representatives attending the meeting.

\* The Head of the Shareholder Eligibility Verification Committee reports to the GMS on the status of shareholders attending the meeting. If the meeting has a sufficient number of shareholders and authorized representatives with the right to attend, representing the number of voting shares required by Article 145 of the Law on Enterprises, the Company's GMS shall be conducted.

#### **4.8. Vote Counting Committee**

The Vote Counting Committee is introduced by the Chairperson for the GMS to approve by raising voting cards. Candidates participating in the election or nomination (when conducting an election) are not allowed to participate in the Vote Counting Committee.

Duties of the Vote Counting Committee:

\* Disseminate principles, rules, and instructions on voting and election methods.

\* Count and record voting ballots, prepare vote counting minutes, and announce the results; transfer the minutes to the Chairperson to approve the voting and election results.

\* Promptly notify the secretary of the voting and election results.

\* Review and report to the Meeting on cases of violation of voting and election rules or complaints regarding voting and election results.

#### **4.9. Speaking at the Meeting**

Delegates attending the Meeting who wish to express their opinions must obtain the consent of the Chairperson of the Meeting. Delegates shall speak concisely and focus on the key issues that need to be discussed, in line with the program content approved by the GMS, or submit their opinions in writing to the Meeting Secretary for consolidation and reporting to the Chairperson.

The Chairperson of the Meeting shall arrange for delegates to speak in the order of registration, and simultaneously answer shareholders' questions at the Meeting or record them for a later written response.

#### **4.10. Voting to approve issues at the Meeting**

##### **4.10.1. Principles**

All issues in the program and content of the Meeting must be discussed and voted on publicly by the GMS.

Voting cards and Voting ballots are printed by the Company, contain barcodes, and are sent directly to delegates at the Meeting (accompanied by the set of documents for attending the GMS meeting published on the Company's website). The Voting card and Voting ballot clearly state the shareholder code, full name, number of shares owned, and authorized voting shares of that shareholder.

- Voting forms are as follows:

\* Voting by raising Voting cards: This form is used to approve issues such as: Electing the Presidium, Secretariat, and Vote Counting Committee; Meeting Program; Working Regulations at the Meeting; approving the Meeting Minutes, GMS Resolution, and other contents at the Meeting (if any);

\* Voting by filling out Voting ballots: This form is used to approve issues: Report on the activities of the Board of Directors; Report on the production and business results of the General Director; Report on the activities of the Board of Supervisors; Audited 2025 financial statements.

#### **Voting method**

\* Delegates perform voting to Approve, Disapprove, or Abstain on an issue brought to a vote at the Meeting by raising their Voting cards or filling in the selected options on the Voting ballot corresponding to the contents that need to be voted on in accordance with the provisions of Section 4.10.1.

\* When voting by raising Voting cards, the front of the Voting card must be raised towards the Presidium. In case a delegate does not raise the Voting card in all three instances of voting to approve, disapprove, or abstain on an issue, it shall be considered as voting to approve that issue. In case a delegate raises the Voting card more than one (01) time when voting to approve, disapprove, or abstain on an issue, it shall be considered an invalid vote. For the form of voting by raising Voting cards, members of the Shareholder Eligibility Verification Committee/Vote Counting Committee mark the shareholder code and the corresponding number of voting shares of each shareholder who approves, disapproves, abstains, or is invalid.

\* When voting by filling out Voting ballots, for each content, shareholders choose one of the three options "Approve", "Disapprove", "Abstain" printed on the Voting ballot by marking an "X" or "" in the box of their choice. After completing all contents that need to be voted on by the General Meeting, the delegate sends the voting ballot to the sealed ballot box at the Meeting according to the instructions of the Vote Counting Committee. The voting ballot must be signed and clearly state the full name of the delegate.

#### **4.10.2 Validity of Voting ballots**

- Valid Voting ballot: Is a ballot according to the pre-printed form issued by the Organizing Committee, without erasures, scraping, tearing, damage, etc., without writing any other content other than what is prescribed for this ballot, and must be signed, and below the signature must be the full handwritten name of the attending delegate.

On the voting ballot, each voting content (Report, Proposal,...) is valid when the delegate marks one (01) out of three (03) voting squares.

- **Invalid Voting ballot:**

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\* Writing additional content on the voting ballot;

\* Voting ballot not according to the pre-printed form issued by the Organizing Committee, ballot without the Company's red seal or barcode; ballot without the signature and full name of the delegate; ballot that has been erased, scraped, or has additional content written other than what is prescribed for the voting ballot, in which case all voting contents on the voting ballot are invalid.

- Valid ballot for each content:

**Voting ballots marked in boxes are considered invalid for each content if a content is not marked in any of the three boxes (left blank) or marked in two to three boxes, then that content is considered invalid; other contents, if marked validly, are still counted for each valid content.**

#### **4.10.3 Voting rules**

- Every 01 (one) common share is equivalent to one voting right. Each attending delegate representing one or more voting rights shall be issued a Voting card and a Voting ballot.

As of the shareholder list closing date (May 29, 2026), the total number of shares of the Company is: 158,800,000 shares, equivalent to 158,800,000 voting rights.

Issues requiring voting at the Meeting shall only be approved when they achieve a voting rate of over 50% of the voting shares of the shareholders attending the meeting who approve.

#### **4.10.4. Recording voting/election results**

- At the Meeting, the General Meeting of Shareholders shall approve the Vote Counting Committee.

- The Vote Counting Committee is responsible for distributing and collecting voting ballots and election ballots.

- The Vote Counting Committee shall check the number of votes to approve, disapprove, and abstain for each content and is responsible for recording, summarizing, and reporting the vote counting results at the GMS.

#### **4.11. Minutes, GMS Meeting Resolution**

The Meeting minutes and GMS resolution must be read and approved before the Meeting closes.

### **5. IMPLEMENTATION**

All delegates, representatives, and guests attending the Meeting are responsible for fully complying with the contents prescribed in these Regulations, the current regulations, internal rules, and management regulations of the Company, and relevant legal provisions.

The person convening the GMS Meeting has the right to:

\* Require all attendees to undergo inspection or other legal and reasonable security measures.

\* Postpone the GMS meeting when there is an attendee who obstructs or disturbs the order, with the risk of causing the meeting not to be conducted fairly and legally, and other contents according to Clause 8, Article 146 of the Law on Enterprises.

Contents not detailed in these regulations shall be uniformly applied according to the provisions of the Company Charter, the Law on Enterprises, and current legal documents of the State.

*These Regulations take effect immediately after being voted and approved by the Company's GMS.*

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



*Nguyễn Việt Tuong*  
**Nguyễn Việt Tuong  
CHAIRMAN OF THE BOD**



Dak Lak, June 30, 2026

No.: 02/BC-HĐQT

**REPORT**  
**OPERATIONS OF THE BOARD OF DIRECTORS IN 2025 AND**  
**DIRECTIONS AND TASKS FOR 2026**

To submit to the 2026 Annual General Meeting of Shareholders (AGM) in accordance with the law, the Board of Directors (BOD) of Dakruco hereby evaluates the management and direction activities of the BOD in 2025 and the key tasks for 2026 with the following main contents:

**I. Operations of the BOD in 2025:**

**1. Information regarding BOD members:**

In 2025, there were changes in the personnel of the BOD and the Board of Management of the Company, as one BOD member resigned and transferred to work at a new unit. At the 2025 AGM held on June 26, 2025, Ms. Nguyen Thi Mai Quyen was elected to replace Mr. Nguyen Do (who submitted his resignation effective from June 4, 2025). As of December 31, 2025, the BOD consisted of 07 members, including 03 executive members and 04 non-executive members, specifically as follows:

No.	Full Name	Position	Note
1	Nguyen Viet Tuong	Chairman of the BOD	Non-executive member
2	Nguyen Minh	BOD Member <i>General Director</i>	Executive member
3	Nguyen Van Cuc	BOD Member <i>Deputy General Director</i>	Executive member
4	Nguyen Tran Giang	BOD Member <i>Deputy General Director</i>	Executive member
5	Nguyen Van Thong	BOD Member <i>Head of HR - Legal Dept.</i>	Non-executive member
6	Ta Quang Tong	BOD Member	Non-executive member
7	Nguyen Thi Mai Quyen	BOD Member <i>Head of Technical Dept.</i>	Non-executive member

**2. Operations of the BOD in 2025:**

In 2025, the BOD organized the AGM on June 26, 2025, to provide orientation for the 2025 production-business plan; implemented contents in

accordance with the 2020 Law on Enterprises and elected additional BOD members. Simultaneously, the BOD conducted periodic meetings in compliance with the Charter, Internal Regulations on Corporate Governance, and the Law on Enterprises; the BOD ensured meetings were held once per quarter, and in cases where it was deemed necessary to resolve important matters, the BOD sought opinions in writing; at each meeting, the attendance rate of members was 75% or higher. Periodic BOD meetings reviewed and evaluated the implementation results of BOD resolutions between the two meetings and the production-business results of the immediately preceding quarter; reviewed the contents submitted by the Board of Management to provide implementation opinions, resolve difficulties, and provide orientation for production-business, especially regarding the policy to access capital sources in a timely manner for production. Besides, the collection of opinions from BOD members on arising issues under the authority of the BOD was also implemented quickly to issue resolutions in a timely manner for the Board of Management to implement. Specifically, the BOD organized 05 periodic and extraordinary meetings; collected opinions in writing 23 times, and issued 28 Resolutions. The BOD resolutions focused on submitting to the AGM for approval of contents in accordance with the 2020 Law on Enterprises, the 2025 Law on Securities; the Company Charter; the dismissal of BOD members and the election of additional BOD members for the 2023-2028 term. In addition, BOD resolutions also focused on the policy of borrowing capital from several commercial banks; transferring cumulative profit up to December 31, 2024, and advancing 2025 profit from Dakmoruco Company to Dakruco to serve production-business operations; reaching agreements with the Board of Management on the transfer and appointment of officers between the Company's departments and affiliated units; providing orientation for the consolidation of the apparatus and personnel organization to suit the development requirements of the Company; and approving contents for Dakruco's Capital Representatives to vote at BOD meetings and the 2025 AGM of subsidiaries and associated companies. Furthermore, resolutions were issued to direct sustainable rubber development; digital transformation; high-tech (CNC) agricultural crop production; and directing the remediation of shortcomings and weaknesses according to Inspection Conclusion No. 7337/KL-UBND dated August 5, 2021, of the Provincial People's Committee... Details of the contents of the BOD's Resolutions/Decisions are stated in the 2025 Report On Corporate Governance and have been announced on the Company's Website.

- The BOD's supervision of the Board of Management is carried out based on the Company Charter and the Company's Internal Regulations on Corporate Governance to ensure that the Company's operations are in line with the development orientation and comply with the provisions of the law. Supervision is carried out through reports from the Board of Management; attending the Board of Management's briefing meetings directly and visiting the site to inspect and supervise production-business operations, thereby providing timely directions to the Board of Management.

### **3. Results of evaluation and classification of the BOD and BOD members in 2025:**

At the vote-counting minutes for the classification of the BOD and BOD members on May 19, 2026, the BOD agreed to evaluate and classify the collective BOD (completed tasks well and classified each BOD member) as follows:

No.	Full Name	Position	Classification level
1	Nguyen Viet Tuong	Chairman of the BOD	Completed tasks well
2	Nguyen Minh	BOD Member <i>General Director</i>	Excellent task completion
3	Nguyen Van Cuc	BOD Member <i>Deputy General Director</i>	Completed tasks well
4	Nguyen Tran Giang	BOD Member <i>Deputy General Director</i>	Completed tasks well
5	Nguyen Van Thong	BOD Member <i>Head of HR - Legal Dept.</i>	Completed tasks well
6	Ta Quang Tong	BOD Member	Completed tasks well
7	Nguyen Thi Mai Quyen	BOD Member <i>Head of Technical Dept.</i>	Completed tasks well

**4. Transactions with affiliated persons:** Transactions between the company, subsidiaries, companies controlled by the public company with 50% or more of charter capital with members of the Board of Directors and affiliated persons of those members; transactions between the company and companies in which the Board of Directors member is a founding member or a manager of the enterprise within the last 03 years before the time of transaction are detailed in the 2025 Report On Corporate Governance and the 2025 Audited Financial statements which have been announced on the Company's Website.

## **II. Results of supervision of the General Director and the Board of Management:**

Based on the Charter and Internal Regulations on Corporate Governance, the BOD has supervised the activities of the General Director and the Board of Management in organizing production-business operations and implementing Resolutions of the BOD and Resolutions of the 2025 GMS. Periodically, every quarter, the Board of Management reports the results of the implementation of BOD Resolutions between the two meetings. In which, the Board of Management specifically evaluates the contents that have been implemented, the contents that have not been implemented, and those that are in progress. From there, the Board of Directors monitors and provides specific directions, through resolutions for the Board of Management to implement.

In 2025, the BOD focused on directing the implementation of the production-business and investment plan according to the Resolution of the AGM. Directed the implementation of selling a portion of DRI shares owned by the Company and divesting all of Dakruco's capital at Thai Duong Rubber Joint Stock Company; simultaneously signed a capital recovery loan contract with Vietinbank to invest in replanted rubber gardens with a loan package of VND 300,000 million; continued to work with Vietinbank Dak Lak Branch to sign a credit contract to finance the investment project of intercropping coffee at Cu Mgar Farm (when BIDV Dak Lak implemented complicated disbursement procedures), thereby restructuring the Company's finances to be healthy. Directed the Board of Management to implement for Dakmoruco to sign a capital recovery loan contract for an investment of USD 3 million and continued to work with relevant agencies to adjust the investment capital structure in the Dakmoruco Charter. Directed two Branches: the Rubber Band Processing Factory and Dakruco Hotel to build production-business and investment plans for the 2025-2030 period; evaluated the implementation results of the Company's consolidation and development Project for the 2020-2025 period, and built the Company's consolidation and development Project for the 2026-2030 period; amended BOD regulations and many contents related to the BOD's authority. Provided policy on expanding the FSC-FM rubber area; policy on implementing the emissions reduction roadmap...

Focused on directing the completion of the rubber replanting project combined with intercropping coffee at the Cu Mgar Farm Branch with an area of: 763.79 ha of rubber trees and intercropping 242.23 ha of coffee on the newly planted rubber garden area. Implemented new investment of 50.05 ha of durian trees (durian garden intercropped in jackfruit garden); intercropped coffee in durian garden (2024) 11.73 ha.

Directed the implementation of rearranging the apparatus and adjusting the functions and tasks of the Branches, merging Cuor Dang Farm and Phu Xuan Farm; reached an agreement with the Board of Management to implement the appointment and rotation of management officers of departments and units under the Company.

Directed the implementation of adjusting and supplementing the Salary Regulations; directed the issuance of the Company's Internal Expenditure Regulations, amended and supplemented regulations to improve the Company's governance activities in a public, transparent, effective, and lawful manner...

According to the evaluation of the Board of Directors, the activities of the General Director and the Board of Management during the implementation of production-business activities in 2025 were timely, in accordance with the GMS Resolution, BOD Resolutions, suitable to the actual business situation, closely followed the market, and complied with the provisions of the law; continued to ensure jobs and income for employees in the current situation.

\* Results achieved compared to the annual plan set out in the 2025 GMS Resolution are as follows:

a/ Regarding the output of product types:

+ Rubber latex output: 8,571.89 metric tons/7,648.43 metric tons, reaching 112.07%;

+ Rubber band processing output: 1,684.74 metric tons/2,500 metric tons, reaching 67.39%;

+ Banana output (harvested): 1,464.36 metric tons/Plan 1,600 metric tons, reaching 91.52%

+ MD2 pineapple output: 241.76 metric tons/168.81 metric tons, reaching 143.21%;

+ Durian output: 26.81 metric tons/284.15 metric tons, reaching 9.44%.

b/ Regarding revenue and profit:

- Total realized revenue: VND 709,750 million/VND 697,540 million, reaching 101.75%;

- Profit after tax: VND 89,010 million/VND 80,220 million, reaching 110.95%.

In general, all targets were achieved, exceeded the set plan, and grew compared to 2024; the Company's financial situation has become healthy again after more than 10 years of difficulties. However, there are still targets that were not achieved such as rubber band and durian output; hotel business is still facing difficulties.

### **III. Operating expenses of the BOD, Board of Supervisors, and Board of Management:**

#### **1. The salary and remuneration plan for managers in 2025 was approved by the 2025 AGM:**

- Total salary and remuneration fund for the BOD, Supervisors: VND 2,008.800 million, in which:

+ Salary of full-time BOD members and Supervisors: VND 1,560 million.

+ Remuneration fund for part-time BOD members and Supervisors: VND 448.800 million.

- Total salary fund in 2025 for the Board of Management: VND 1,872.00 million.

- Plan for operating expenses of the BOD and Board of Supervisors in 2025: VND 200 million.

#### **2. Realized salary and remuneration fund for BOD members, Supervisors, and the Board of Management in 2025:**

2.1. Regarding the salary of the BOD Chairman and Supervisors in 2025: According to the provisions of Clause 2, Article 22 of Decree No. 44/2025/ND-CP dated February 28, 2025, of the Government: "For cases where realized profit and profit margin exceed the plan, salary shall be added to the realized salary level specified in Point a, Clause 1 of this Article according to the principle of 1% of profit exceeding the plan, an additional 2% of salary level shall be calculated but

not exceeding 20% of the realized salary level specified in Point a, Clause 1 of this Article”.

In 2025, the realized profit before tax exceeded the plan by 111% (VND 89,010 million/VND 80,227 million).

Therefore, the total realized salary and remuneration fund for BOD members and Supervisors in 2025: VND 2,081.697 million, equal to 103.63% of the plan, in which:

- Salary of full-time BOD members and Supervisors: VND 1,637.628 million, equal to 104.97% of the plan;

- Realized remuneration fund in 2025 for part-time BOD members and Supervisors: VND 444.069 million, equal to 98.95% of the plan;

2.2. Realized salary fund for the Board of Management in 2025: VND 2,215.857 million (the increase compared to the plan is because the Company's Board of Management is entitled to salary increased according to the labor productivity increase level (27%) compared to regulations), equal to 118.37% of the plan.

2.3. Reward fund for managers from the 2024 profit after tax is: VND 320.86 million;

2.4. Operating expenses of the BOD and Board of Supervisors implemented: VND 71.987 million/VND 200 million, equal to 35.9% of the plan.

#### **IV. Orientation for operations in 2026:**

Entering 2026, the world and Vietnamese economic context is forecasted to continue to have opportunities intertwined with many difficulties and challenges. The global geopolitical situation still hides complex developments, especially the situation in the Middle East; tariff and non-tariff policies of major economies are still maintained, although at different levels, affecting international trade and the global supply chain. Inflationary pressure, commodity price fluctuations, along with the increasingly clear impact of climate change and the risk of diseases on crops continue to be notable risk factors.

Domestically, the Vietnamese economy is implementing a series of solutions to promote "double-digit" growth, focusing on removing institutional bottlenecks and promoting business development. However, the economy is still significantly affected by the developments of the geopolitical and world economic situation, along with uncertain factors such as weather, climate... This is an opportunity as well as a challenge for businesses, including the Company's production-business operations.

Based on the positive production-business results in 2025 of the Company, especially the improvement of cash flow, debt restructuring, and financial health, along with positive signals from the rubber market and capital market, the Company has gradually consolidated the foundation for the next development stage. However, the Company still has to face many difficulties, especially the dependence on the world market and abnormal weather developments.

In that context, the Board of Directors determines 2026 as the year to continue consolidating the financial foundation, improving governance capacity,

and promoting sustainable development. The Board of Directors submits to the GMS the operation plan with the following goal orientations and solutions:

**1. Orientation for some main targets in the 2026 production-business plan:**

- Organization of exploitation and outsourcing: 8,772.87 metric tons of dry rubber latex;

- Sales: 8,772.87 metric tons. In which, domestic sales are 3,509.15 metric tons (accounting for 40% of total sales output); exports are 5,263.72 metric tons (accounting for 60% of total sales output);

- Rubber band products: 2,500 metric tons;

- Durian: 700 metric tons;

- Areca nut: 51 metric tons;

- Total revenue: VND 814,225.55 million;

- Total expenses: VND 723,006.35 million;

- Profit before tax: VND 91,219.20 million;

- Investment: Total investment value: VND 253,847.93 million. In which, agricultural investment (rubber trees, durian, and coffee trees): VND 161,881.41 million; forestry investment (FSC): VND 815.60 million; non-agricultural investment: VND 91,150.91 million.

**2. Orientation for BOD direction:**

- Seek effective solutions in organizing production-business and investment; adapt to the market; continue to ensure the Company's financial situation is healthy, striving to complete the targets set by the 2026 AGM.

- Continue to implement intercropping coffee on the area of basic construction rubber 1, with an area of 300ha; conduct surveys to invest in a solar power system at the Company Office, Dakruco Hotel, Latex Processing Factory, Cu Bao Farm; invest in biomass heat furnaces for the Rubber Latex Processing Factory, thereby reducing electricity costs and achieving the goal of reducing carbon emissions. Proceed to promote investment cooperation in a high-quality coffee processing factory. Put the Central Highlands Agricultural Products Export and Testing Co., Ltd. into effective operation. Continue to direct Dakmoruco to implement surveys and work with local authorities and ministries to complete investment procedures for the Rubber Latex Processing Factory phase I and survey the development of a coffee planting project in Mondulkiri - Cambodia.

- Continue to mobilize capital for investment from various sources such as green capital, from credit institutions, financial leasing, from joint venture partners..., to ensure initiative in investment capital, ensuring that production-business and investment cash flow is not lacking. Evaluate investment projects cautiously, strictly, in accordance with procedures, and with reasonable investment phasing before implementing investment, minimizing risks in investment activities.

- Focus on directing the Rubber Band Processing Factory to invest in repairing machinery and equipment, organizing production-business to ensure break-even and move towards profitability. Coordinate with consultants to re-evaluate the overall status of the Dakruco Hotel Service Cluster to have a basis for building business and investment strategies in the coming time; establish investment, upgrade, and business plans for the 2026-2030 period to ensure profitable investment.

- Continue to coordinate with consulting units to work with relevant Departments and Sectors to get approval for land lease dossiers after equitization, register land changes, adjust areas,... for the entire remaining area at the branches. Direct the review of previously expired contracting and association contracts to have a plan to recover and use the Company's land for the right purpose. Implement the completion of legal procedures regarding land, projects, and environment.

- Organize production to adapt to weather; research to change farming and rubber latex exploitation processes in the direction of emissions reduction and circulation; approach the carbon market to sell credits to the market. Maintain and improve product quality, enhance the reputation of the Dakruco brand in the domestic and international markets. Strengthen system quality control to maintain FSC-FM/CoC certification for rubber latex and rubber wood products and expand the FSC-FM area to meet the green growth and sustainable development trend of the market. Strengthen trade promotion for FSC-FM/CoC rubber latex products.

- Continue the digital transformation plan for the 2025-2030 period that has been approved; apply technology to organize and manage production-business to adapt to climate change, manage gardens well, to increase exploitation output, control the volume and quality of input materials. Invest in renovating the rubber latex processing line in the direction of automation combined with using AI technology, applying technology in product processing, seeking alternative fuels to save costs, increase profit; apply technology, software, and AI to market research activities, improve operational efficiency, and build sustainable competitive advantages.

- Continue to consolidate the team of department and unit management officers; strengthen training in digital transformation skills, foreign languages, and professional expertise. Implement the arrangement of production teams and security departments at branches in a streamlined and effective manner. Implement solutions to recruit rubber latex exploitation workers for units.

- Continue to remediate shortcomings and weaknesses according to Inspection Conclusion No. 7337/KL-UBND of the Provincial People's Committee. In which, focus on remediating contents related to the Land Use Plan approved by the Provincial People's Committee. Direct the preparation of a lawsuit dossier against Nhat Thong Company according to the direction of the Provincial People's Committee. Implement the Plan to remediate remaining shortcomings and weaknesses.

The above is the report on the operation situation of the BOD in 2025 and key tasks in 2026; This report will be submitted to the 2026 AGM for consideration and opinion./.

**Recipients**

- Shareholders;
- GMS Meeting;
- Board of Supervisors;
- Person in charge of Corporate Governance;
- Admin Dept. (posted on Website);
- Archived at VT.

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



*Nguyễn Việt Tuong*  
**Nguyễn Việt Tuong**



*Dak Lak, June 30, 2026*

No.: 58/BC-CT

**REPORT  
RESULTS OF BUSINESS OPERATIONS IN 2025  
DIRECTIONS FOR 2026 OF THE BOARD OF MANAGEMENT**

**PART ONE  
RESULTS OF BUSINESS OPERATIONS IN 2025**

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In compliance with the Charter of Dak Lak Rubber Joint Stock Company, the General Director hereby reports to the General Meeting of Shareholders on the activities of the Board of Management in 2025 and the directions and tasks for 2026 with the following key contents:

**I. RESULTS OF BUSINESS OPERATIONS IN 2025**

The Board of Management has promptly directed departments and affiliated units to implement 01 Resolution of the 2025 Annual General Meeting of Shareholders and 28 Resolutions of the Board of Directors; the management and direction work achieved the following results:

**1. Production activities:**

**1.1. Harvested and processed rubber latex products:**

- The Company's total rubber latex output reached: 8,571.89 metric tons/ 7,626.80 metric tons of dry rubber equivalent, achieving 112.4% of the plan according to the Board of Directors' Resolution (equivalent to 116.5% compared to the same period in 2024). In which:

+ *Output from the Company's plantations: 5,711.63 metric tons/ 5,553.50 metric tons, achieving 102.85% of the plan (equivalent to 122.9% compared to the same period in 2024);*

+ *Output from associated plantations: 229.33 metric tons/ 94.93 metric tons, achieving 241.59% of the plan (equivalent to 50.62% compared to the same period in 2024);*

+ *Output from external purchases: 2,630.93 metric tons/ 2,000 metric tons, achieving 131.55% of the plan (equivalent to 116.61% compared to the same period in 2024).*

- Total processed rubber latex products in 2025: 9,740.7/ 8,926.8 metric tons



of block rubber (SVR) products, achieving 109.1% of the plan (equivalent to 121.69% compared to the same period in 2024). In which, the Company's products accounted for 8,756.19 metric tons, and products processed for Dong Phu Rubber Company accounted for 984.5 metric tons. The rate of products downgraded from one grade to another was 0.27%.

**1.2. Rubber elastic thread products:**

- Total production of rubber elastic thread: 1,684.7 metric tons/ 2,500 metric tons (achieving 67.4% of the plan) and sales: 1,697.9 metric tons/ 2,500 metric tons, achieving 67.9% of the plan (an increase of 7.3% compared to the same period in 2024).

- The rate of Grade A products reached: 94.53%/ 96% of the plan, achieving 98.4% of the plan.

**1.3. Fruit products:**

- Total fruit harvest and sales output in 2025:

+ Green banana harvest and sales output: 1,464.36 metric tons/ 1,600 metric tons of the plan, achieving 91.52% of the plan according to the Board of Directors' Resolution; average selling price: 11,784 VND/kg / 10,780 VND/kg, achieving 109% of the plan;

+ MD2 pineapple output: 241.76 metric tons/ 168.81 metric tons of the plan, achieving 143.2% of the plan according to the Board of Directors' Resolution; average selling price: 6,326 VND/kg / 6,000 VND/kg, achieving 105% of the plan;

+ Durian output: 26.8 metric tons/ 284 metric tons of the plan, achieving 9.44% of the plan according to the Board of Directors' Resolution; average selling price: 12,938 VND/kg / 50,000 VND/kg, achieving 25.8% of the plan.

- Fruit revenue in 2025 reached 19.58 Billion VND/ 33.5 Billion VND (achieving 58% of the 2025 plan).

**2. Business and import-export activities:**

- Sales in 2025: 8,465.30 metric tons/ 7,648.4 metric tons of the plan, achieving 111% of the plan, equivalent to 107% compared to 2024. In which, exports: 3,895.44 metric tons, accounting for 46%; domestic sales: 4,569.86 metric tons, accounting for 54% of total sales.

- Rubber product revenue: 409.83 Billion VND/ 320.39 Billion VND, achieving 127.9% of the annual plan

(according to the 2025 audited financial statements)

- Average price of finished rubber products (excluding waste latex): 48.25 Million VND/metric ton, achieving 114.88% of the plan (Board of Directors' Resolution: 42 Million VND/metric ton), an increase of 7.64% compared to the

same period in 2024 (2024 price: 44.822 Million VND/metric ton).

- Average export price: 1,947 USD/metric ton, an increase of 4.27% compared to 2024.

- Export turnover: 7.58 Million USD.

- In 2025, the Company continued to purchase raw latex from external sources, reaching 2,630.9 metric tons/ 2,000 metric tons, achieving 131.5% of the 2025 annual plan. The Company's purchase price for raw rubber latex was adjusted in line with the market at each point in time.

### **3. Finance and accounting:**

- **The Company's financial situation as of December 31, 2025:**

- Liabilities as of December 31, 2025: 719.46 Billion VND. In which:

+ Short-term liabilities: 279.96 Billion VND

+ Long-term liabilities: 439.50 Billion VND

- Total revenue in 2025 was 709.75 Billion VND/ 697.54 Billion VND of the annual plan, achieving 101.75% of the annual plan; an increase of 10.7% compared to 2024 (equivalent to 68.63 Billion VND) according to the Board of Directors' Resolution.

- Profit before tax: 89.01 Billion VND/ 80.22 Billion VND of the annual plan, achieving 110.95% of the annual plan; an increase of 76.97% compared to 2024 (equivalent to 38.71 Billion VND) according to the Board of Directors' Resolution.

- In 2025, the Company continued to implement the divestment of DRI and successfully sold over 11.59 million shares, with an average selling price of 15,447 VND/share, and proceeds after deducting divestment costs of 178.8 Billion VND. The Company also divested all 360,000 shares in Thai Duong Rubber Joint Stock Company, with a selling price of 24,725 VND/share, and proceeds after deducting divestment costs of 8.77 Billion VND.

- Payments to the state budget:

+ State budget debt at the beginning of the period (January 01, 2025): 69.30 Billion VND;

+ Arising payables in 2025: 95.78 Billion VND;

+ Amount paid in 2025: 166.42 Billion VND, in which: Land rent: 64.21 Billion VND; VAT: 8.10 Billion VND; Corporate Income Tax: 2.60 Billion VND; Dividends (state capital portion): 51.33 Billion VND; Late payment interest, other taxes and fees: 15.18 Billion VND; Equitization payment (phase 1): 25.00 Billion VND.

+ Total tax debt as of December 31, 2025, is 23.67 Billion VND, in which: Corporate Income Tax: 9.82 Billion VND; Land rent (2025 period debt): 13.83

Billion VND; Other taxes and fees: 0.02 Billion VND;

Reasons for the debt: (i) Land rent debt: During the year, Dakruco requested the Dak Lak Tax Department to consider a 100% exemption or reduction of land rent (agricultural land) because the unit employs 50% or more ethnic minority workers (in 2024, the proportion of ethnic minority workers accounted for 54.39% of the total workforce) according to Decree No. 230/2025/ND-CP dated August 19, 2025, with the requested exemption amount of 30.51 Billion VND, but by the end of the fiscal year, the Tax Authority had not yet issued a decision on the exemption/reduction. Therefore, Dakruco has not yet paid the land rent corresponding to the amount for which it is seeking an exemption; (ii) Corporate Income Tax debt: Dakruco will make the payment after the annual financial statements are prepared (the annual financial statements are prepared immediately after the end of the fiscal year).

- Payments of employee benefits to the Social Insurance agency as of December 31, 2025, totaled 43.14 Billion VND (in which 2.25 Billion VND was carried over from 2024). As of December 31, 2025, the Company has no outstanding debt to the Social Insurance agency.

#### **4. Technical management:**

##### ***4.1. Rubber latex productivity and quality:***

- Average productivity of plantations in domestic branches was 1,616.8 kg/ha, an increase of 65 kg/ha compared to the same period; DRC content decreased by 0.02% compared to 2024;

- In 2025, 401.43 ha were newly opened, including 149.04 ha at Phu Xuan Farm, 214.29 ha at Cu Kpo Farm, and 38.10 ha at Cu M'gar Farm;

- The quality of Grade 1 raw latex accounted for 95.65% / 98.0% of the plan, achieving 97.6%.

##### ***4.2. Planting, care of immature (KTCB) and mature rubber plantations:***

+ Newly planted rubber plantations:

Newly planted area in 2025: 763.79 ha; In which:

- Grade A plantations: 227.90 ha, rate 29.85%;

- Grade B plantations: 130.90 ha, rate 17.15%;

- Grade C plantations: None;

- Grade D plantations: 405 ha, rate 53%. In which the entire area of bare-root stumps: 399.77 ha planted with Grade D bare-root stump varieties.

Reasons: Partners were slow to hand over land for new planting, leading to a delay in planting time from June to the end of September, missing the appropriate time for post-planting care, which affected the growth and development of

seedlings, especially the bare-root stump plantations which accounted for over 50% of the area, affecting the quality of the plantations at the end of the year. Furthermore, the weather in 2025 had many heavy rains and a prolonged rainy season, so the care of newly planted plantations faced many difficulties in supplying materials and performing care tasks.

+ Immature (KTCB) rubber plantations:

Total area of immature rubber is 3,236.22 ha (excluding the project area in Cambodia and some areas planned for recovery by the Provincial People's Committee).

- Grade A plantations: 1,026.46 ha, rate 31.72%;
- Grade B plantations: 1,186.30 ha, rate 36.66%;
- Grade C plantations: 528.61 ha, rate 16.33%;
- Grade D plantations: 494.85 ha, rate 15.29%;

- Care for immature plantations was implemented synchronously and on schedule in all stages such as weeding, pruning, shaping..., and violations of technical procedures were handled promptly; The fertilizer investment plan was improved compared to the previous year. Besides, favorable weather conditions, with the rainy season arriving early and lasting until the final months of the year, created conditions for good tree growth, combined with serious and correct implementation of technical care procedures. Therefore, the quality of the plantations had positive changes compared to the same period in 2024. Specifically, the rate of Grade A plantations increased by 2.95%, Grade B increased by 7.04%, while Grade C decreased by 5.67% and Grade D decreased by 4.32%.

+ Mature rubber plantations (state-owned sector):

Total area of mature rubber is 3,434.86 ha (excluding the project area in Cambodia and some areas planned for recovery by the Provincial People's Committee).

- Grade A plantations: 1,122.24 ha, rate 32.67%;
- Grade B plantations: 632.83 ha, rate 18.42%;
- Grade C plantations: 1,149.47 ha, rate 33.46%
- Grade D plantations: 530.32 ha, rate 15.44%

Compared to 2024, the quality of Grade A plantations decreased by 12.35%, Grade B decreased by 1.83%, Grade C increased by 12.14%, and Grade D increased by 2.04%.

Grade A and B plantations account for: 51.09% compared to 2024 (65.27%), a decrease of 14.18%. Reasons: In 2025, a full inventory of the entire mature rubber area was conducted to accurately assess plantation capacity (according to the

plantation procedure, 1st and 2nd-year tapping plantations are inventoried annually; from the 3rd year onwards, they are inventoried every 4 years; in 2024, only broken/fallen trees were updated); According to the assessment criteria, 3rd-year tapping plantations must have a tapping rate of 95% or more to be classified as Grade A. However, for plantations put into latex exploitation from the 4th quarter of 2023, in the first year of tapping, only about 50% of the trees met the standards for tapping. Therefore, by the 3rd year of tapping, some plantations still did not reach the 95% tapping rate, affecting the classification results; Besides, some plantations experienced diseases such as pink disease, rainy season leaf fall, and Botryodiplodia, causing dry tapping panels on rubber trees. This situation reduced the tapping rate and increased the number of ineffective trees, thereby directly affecting the overall quality of the plantations.

#### ***4.3. Quality management of latex tapping workers:***

In 2025, there was no rate of poor skill. The rate of fair-good skill: 97.77%, an increase of 0.77% compared to 2024. The rate of average skill: 2.23%, a decrease of 0.77% compared to 2024. Workers mainly committed errors such as deep tapping, shallow tapping, off-center tapping, slight damage, non-square panels, and thick shavings... The Company conducts periodic quarterly inspections to promptly remind units to correct the above violations.

#### **5. Quality and environmental management:**

- In 2025, there were 13 instances of discrepancies in the volume of liquid latex and secondary dry latex exceeding the regulations according to Procedure QT/KT06, concentrated in some units due to reasons related to differences in weighing methods, TSC processing, and unprocessed coagulated latex in tanks.

- Proactively strengthened coordination with the rubber latex processing factory to improve the quality of SVR products to limit product degradation affecting the Company's products. Product inspection reached: 26,372 samples, in which 9,236.609 metric tons met standards; Downgraded products: 26.46 metric tons, accounting for 0.28%.

- Continued to maintain stable ISO 9001, 14001, and ISO/IEC 17025 systems, ensuring no serious errors. The unit coordinated well with BoA to control latex quality, while maintaining the effectiveness of applied certifications and brands such as standard conformity announcements, the "Vietnam Rubber" brand, VietGAP, other related certifications, and completed internal management procedures.

- Environmental management was implemented according to regulations, monitoring activities and reports were fully carried out, and basic environmental parameters were within permitted limits. Proactively coordinated with units to

control the operation of the waste treatment system; However, the progress of implementing some legal documents on the environment and water resources was still slow, specifically: integrated dossiers, additional adjustments for boreholes at the rubber latex processing factory, and the EIA dossier for the new rubber planting project intercropped with coffee in Cu M'gar.

#### **6. Labor, salary, policy, legal, and security work:**

- Implemented the arrangement to dissolve Cuor Dang Farm to merge into Phu Xuan Farm; dissolved the Investment Promotion and Organization Department and rearranged the functions and tasks of the Technical, Quality Management, and Finance-Accounting departments of the Company to streamline the apparatus. Implemented personnel planning, advised the Board of Directors on appointing leaders and managers of the Company, and perfected the team of leaders and managers of the Company's departments and branches; ensuring correct processes and regulations.

- The total number of employees in the entire Company as of December 31, 2025, is 2,520 people (including the number of employees of Dakmoruco). In which, Male: 1,084 people; Female: 1,436 people; indirect labor: 288 people (accounting for 11.42% - excluding security); Security: 96 people; direct labor: 2,136 people; ethnic minority employees: 1,073 people (accounting for 42.6%), which is the basis for the Company to request exemption or reduction of agricultural land rent according to Decree No. 230/2025/ND-CP.

- Average income of employees in the entire Company reached: 9.41 Million VND/ 8.41 Million VND/person/working month of the plan, achieving 111.8% of the plan. Salaries were paid fully and on time. Continued to perfect the salary mechanism linked to productivity, work efficiency, and the specifics of each position;

- Completed the full payment of all debts to the Social Insurance agency. Developed a plan to adjust the Social Insurance contribution rate for 2025. Guided the preparation of lists for additional payment of sickness and maternity benefits to employees. Ensured policies for employees regarding sickness and maternity insurance according to regulations. Compiled a list of ethnic minority employees in 2024 to complete the dossier for requesting land rent exemption or reduction for 2025. Organized periodic health check-ups and occupational safety and health training for all employees. Conducted periodic dialogues at the branch and company-level employee conferences according to regulations.

- Focused on resolving disputes related to plantations, violations of association contracts, and violations of intercropping contracts; to ensure the legal rights and



interests of the Company; many legal dossiers on land have been reviewed, completed, and handled thoroughly according to legal procedures; gradually resolving fundamental disputes and long-standing encroachments.

- Developed and implemented plans to ensure security and order, and fire prevention and fighting; inspected and maintained fire fighting vehicles and equipment according to procedures and regulations, preventing fire and explosion incidents. Advised the Company's leadership to direct units to sign coordination regulations with local authorities and the police force of the communes and wards where the units are located.

#### **7. Capital construction investment:**

- In 2025, the Company implemented investment items for key projects serving the Cu Mgar Project; performed repairs and renovations of items at branches and the Company Office. Most items at Cu Kpo, Cu Bao, Phu Xuan Farms, and the 600-hill project (Cu M'gar) have been accepted and put into use. Especially, key projects such as the power system, coffee irrigation system, internal traffic roads, and water reservoirs have been completed, contributing to stabilizing production.

- Some projects are still being implemented such as: Anti-erosion embankment (30%), Quality Management department renovation (40%). Specifically, the item of expanding the finished product warehouse at the rubber latex factory is in the stage of contractor selection.

- Continued to urge units to accelerate construction progress and complete legal procedures to thoroughly resolve finalization work according to the plan.

#### **8. Implementation of the sustainable rubber development program:**

In 2025, continued to maintain the FSC-FM/CoC sustainable forest management certificate with 1,121.76 ha and completed procedures for certification to expand by an additional 1,687.44 ha at the Farms; maintained the FSC-CoC chain of custody certificate at the rubber latex processing factory. Forest restoration measures were implemented appropriately, effectively, and in line with FSC orientation as well as implementing the Sustainable Forest Management Plan for the 2023-2027; 2025-2030 period. The forest restoration plan basically met the requirements for maintaining and enhancing forest value in the long term. Completed the update of the legality of the identification area according to EUDR requirements and exported some shipments according to EUDR requirements, all meeting the set requirements.

#### **9. Administrative management and digital transformation:**

- Implemented the reception and circulation of the incoming and outgoing document system according to regulations. In 2025, maintained the stability of the

document management and administration software in management, contributing to shortening the time for document circulation and processing, saving significant time and costs; Maintained the stability of the information system and management software from the Company to the units.

- In 2025, implemented the establishment of the Company's Fanpage and posted information and images of activities on the digital platform in a timely manner, creating a good spreading effect, contributing to enhancing reputation and building the Company's brand image.

- Implemented the Company's digital transformation program according to the plan, besides that, continued to perfect and upgrade the operating management software functions, continued to coordinate with consultants and departments, branches to perfect and operate the plantation management software, human resources and salary management software according to the set progress.

- Monitored the use of passenger cars for work through the GPS positioning system, thereby promptly reminding departments and units to use cars effectively and for the right purpose. Total gasoline and oil used for work throughout the Company in 2025 (via GPS system): 30,940 liters of gasoline and oil, an increase of 8.76% compared to the same period in 2024. Reception, protocol, and service work were carried out based on the plan, ensuring effectiveness and practicing thrift.

#### **10. Management of intercropping activities in rubber plantations:**

- The total area for intercropping contracts on rubber plantations is: 3,896.63 ha. Departments and units promoted their responsibility in managing intercropping activities on rubber plantations, proactively inspected, controlled, and promptly detected and prevented violations that affect the development of rubber trees as well as damage to rubber trees. Besides, intercropping subjects and partners also received support, coordination, and favorable conditions from the Company and units, the cooperative relationship between the two sides was consolidated and maintained well, the intercropping activities of partners achieved high efficiency, and the security and order situation in the area was stable. However, some partners still violated the intercropping distance (15m strip); used drone technology to spray pesticides on the intercropping area (Cu M'gar Farm).

#### **11. Business activities at subsidiaries and specialized branches:**

##### ***11.1. Dakmoruco Company:***

- In 2025, the total harvested rubber latex output reached 3,338 metric tons/ 3,000 metric tons of dry rubber equivalent of the plan, achieving 111.2% of the plan, an increase of 9.2% compared to 2024. Average productivity: 2.054 metric tons/ha, an increase of 5.7% compared to 2024; total revenue: 21.09 Billion Riel, achieving

106.5% of the plan; profit before tax: 4.24 Billion Riel, achieving 106.8% of the plan.

- Rubber plantations were invested in and cared for according to the plan, exploitation processes were controlled according to technical standards, maintaining the stable development of the plantations.

- Transferred 2024 profit to the parent company in the amount of 1.928 Million USD. Signed a loan agreement with Sacombank (Cambodia) Plc; value: 3,000,000.00 USD (Three million US dollars) completed for transfer to the parent company Dakruco.

### ***11.2. Elastic Thread Processing Factory:***

- In 2025, the branch's business situation faced many difficulties in production orders and product consumption. Besides, incidents of the processing line and the quality of elastic thread products affected the Factory's business situation. Processing output: 1,682 metric tons, achieving 67.28% of the plan; sales: 1,665 metric tons, achieving 66.6% of the plan. Revenue: 121 Billion VND, achieving 76.44% of the plan. Business result: loss of -10.1 Billion VND.

- Debt collection from customers was carried out according to signed contracts. Through sales and customer demand, prioritizing slow payment for some partners was also one of the measures to maintain and develop the branch's customers.

### ***11.3. Cu Bao Farm Branch:***

- Green banana harvest and sales output: 1,464.36 metric tons/ 1,433.44 metric tons of the plan, achieving 102.16% of the annual plan (the plan was reduced); MD2 pineapple output: 241.763 metric tons/ 168.810 metric tons of the plan, achieving 143.22%; durian output reached 26.811 metric tons/ 284.15 metric tons, achieving 9.44%.

- Mature durian plantations reached 90% of trees put into business to bear fruit for the 2026 crop, and at present, the entire plantation has flowered from 90 to 92% of the trees expected to bear fruit.

- Performed weeding, fertilizing, watering, spraying to prevent pests, and wind protection for each tree to ensure good growth and development for immature durian plantations for the 50.05 ha of newly planted durian in 2025 and the 11.73 ha of durian planted in 2024.

- Coffee plantations planted in 2025 intercropped in 11.73 ha of durian grew and developed well.

### ***11.4. DAKRUCO Hotel:***

In 2025, the Hotel continued to implement its business plan, develop

customers, and improve service quality. Business results in the year with revenue of 21.36 Billion VND/ 23.7 Billion VND of the plan, achieving 90% of the plan, revenue decreased by 6.1% compared to 2024; average room occupancy reached 43.3%. Business result: loss of -2.84 Billion VND; loss reduction of 1.6 Billion VND. Implemented 100% of customer debt collection.

## **II. GENERAL ASSESSMENT**

**1. The Company's business operation results in 2025 achieved many positive results compared to the Annual General Meeting of Shareholders' Resolution:**

1.1. Rubber latex output: 8,571.88 metric tons, achieving 112.4% of the plan.

1.2. Rubber product revenue: 409.83 Billion VND, achieving 127.9% of the plan.

1.3. Total revenue: 709.75 Billion VND/ 697.54 Billion VND of the annual plan, achieving 101.75% of the annual plan; an increase of 10.7% compared to 2024 (equivalent to 68.63 Billion VND).

1.4. Profit before tax: 89.01 Billion VND/ 80.22 Billion VND of the annual plan, achieving 110.95% of the annual plan; an increase of 76.97% compared to 2024 (equivalent to 38.71 Billion VND).

1.5. Fruit revenue: 19.48 Billion VND, achieving 58% of the plan.

1.6. Average income: 9.4 Million VND, achieving 118% of the plan.

1.7. Implemented and completed new planting for the rubber project intercropped with coffee at Cu M'gar Farm.

1.8. Successfully divested DRI shares; disbursed loans for rubber replanting, making the Company's financial situation healthy again.

**2. Besides the achieved results, there are still difficulties and shortcomings affecting the Company's goals and tasks:**

2.1. Targets for elastic thread output and durian output did not meet the plan. Business efficiency at the Hotel and Elastic Thread Processing Factory did not meet expectations.

2.2. Procedures for changing the Land Use Rights Certificate are still slow, affecting the issuance of the Environmental License at the rubber latex processing factory and the disbursement of loans for the Cu M'gar Project.

2.3. The extension of the groundwater exploitation license at the elastic thread processing factory has not been implemented, affecting production work at the Factory.

2.4. Procedures for issuing the EIA certificate for the Cu M'gar Project have not yet been implemented.



2.5. Some contents to overcome Inspection Conclusion 7337-KL/UBND of the Provincial People's Committee face many difficulties and obstacles.

## **PART TWO DIRECTIONS AND TASKS FOR 2026**

\*\*\*

### **I. BUSINESS PRODUCTION TARGETS AND TASKS:**

#### **1. Key business production targets:**

- 1.1. Total rubber latex output: 8,772.87 metric tons. In which:
  - Self-exploited rubber: 6,600.64 metric tons;
  - Rubber purchased from households + investment debt collection: 172.23 metric tons;
  - Externally purchased rubber: 2,000.00 metric tons.
- 1.2. Total processed rubber latex output: 9,772.87 metric tons (including rubber output received for processing: 1,000.00 metric tons).
- 1.3. Production and sales of rubber elastic thread: 2,500.00 metric tons
- 1.4. Production and sales of fruit types: 751 metric tons. In which:
  - Durian output: 700 metric tons;
  - Betel nut output: 51 metric tons.
- 1.5. Dakmoruco rubber latex output: 3,200 metric tons of dry rubber equivalent.
- 1.6. Total revenue: 814.22 Billion VND. In which:
  - Rubber latex sales revenue: 414.8 Billion VND;
  - Elastic thread rubber sales revenue: 179.61 Billion VND;
  - Hotel service revenue: 26.47 Billion VND;
  - Fruit product revenue: 36 Billion VND.
  - Remaining revenue from intercropping contracts, financial activities, and other income.
- 1.7. Profit before tax: 91.22 Billion VND.
- 1.8. Average income of employees: 9.8 Million VND/person/working month.

#### **2. Investment and development targets:**

- 2.1. Implement intercropping of 283.35 ha of coffee at Cu M'Gar Farm.
- 2.2. Implement planting of 23.47 ha of durian and 73.52 ha of coffee intercropped in durian plantations at the High-Tech Agriculture Project.
- 2.3. Continue to complete dossiers to obtain investment certification for the High-Tech Agriculture Project at Cu Bao Farm.
- 2.4. Continue to coordinate with Departments and sectors to obtain approval for land lease dossiers after equitization, register land fluctuations, adjust areas...

for the entire area at branches.

2.5. Perform procedures to liquidate 616.44 ha of rubber area according to the roadmap to convert to planting durian, coffee, and other crops.

2.6. Complete investment procedures; prepare capital sources to establish DakRo Coffee Processing Co., Ltd.

2.7. Dakmoruco continues to implement capital construction investment according to the plan and proceeds to make procedures and dossiers for building the latex processing factory phase I; Coordinate with the parent company to survey planting land and proceed to negotiate with related parties on land lease procedures for the coffee planting project.

2.8. Continue to maintain and perform well the Quality Management System, Environmental management according to ISO standards; Vietnam Rubber brand certification; FSC-FM/CoC sustainable forest management certification; FSC-CoC chain of custody certification; complete dossiers to meet the European Union's anti-deforestation regulations (EUDR); approach the carbon credit market.

2.9. Continue to overcome shortcomings and weaknesses according to Inspection Conclusion No. 7337/KL-UBND of the Provincial People's Committee.

## **II. ORGANIZATION OF IMPLEMENTATION:**

### **1. Technical and production organization solutions:**

- Strengthen inspection and supervision of plant protection work on plantations combined with applying science and technology to improve the efficiency of preventing and treating pests and diseases on plantations. Apply IPM processes in pest and disease management. Prioritize disease prevention over treatment, avoid widespread disease spread becoming an epidemic, and develop increased disease levels. Strictly implement the 4-rights in using plant protection drugs and fertilizers.

- Strictly manage each plantation; organize and operate business production adapting to climate change, to increase exploitation output, aiming to increase profits. Ensure plantation quality, providing effective exploitation output for the year and for subsequent years.

- Control the volume and quality of raw materials right from the plantation to the factory; limit the use of chemicals in anti-coagulation, coagulation, and additives during production to the maximum; use firewood to provide hot air for the latex drying process, limit the use of DO oil fuel to the maximum; use production electricity during off-peak hours to save costs to the maximum. Invest in solar power to reduce grid electricity usage; survey, evaluate, and invest in renovating the rubber latex processing line towards automation combined with using AI technology.

- Implement exploitation according to the recommendations of the Vietnam

Rubber Research Institute, aiming to optimize latex output at each tree age.

- Research changing farming and rubber latex exploitation processes towards emission reduction and circularity; approach the carbon market to sell credits to the market.

- Maintain and improve product quality, enhance the reputation of the Dakruco brand in domestic and international markets. Strengthen control of plantation capacity to maintain and expand the scope of FSC-FM/CoC and FSC-CoC certification for latex and rubber wood products to meet the green growth and sustainable development trends of the market.

- Control quality with strong products such as SVR10, SVR3L; promote production and maintain stable quality for SVR CV60; research to develop more new products according to customer tastes such as SVR CV50.

- For coffee, implement low-emission coffee farming techniques, meeting 4C coffee standards (Common Code for the Coffee Community).

- For durian, implement procedures to grant planting area codes and packaging facility codes; cooperate to invest in a Center for testing and appraising the quality of exported agricultural products...

## **2. Market solutions:**

- Strengthen market research activities, grasp customer needs and tastes in a timely manner, create initiative in international trade; focus on trade promotion, trade exchange programs, connection, and commercial cooperation regarding the Company's products; apply technology, software, and AI to market research activities, improve operational efficiency, and build sustainable competitive advantages.

- Strengthen product promotion, brand building, and customer expansion in potential markets, especially focusing on FSC-FM/CoC latex products, fruit products, coffee products, elastic thread products; low-carbon emission products...; Strengthen market exploitation work so that customers use the Company's products more and more, ensuring that sales work is more proactive and selling prices are better.

- Strive to do well in foreign market work (finding customers) so that exported rubber latex products reach over 45% of sales output; gradually increase the output of FSC-FM/CoC rubber products, coffee products, durian, and elastic thread in the International market, affirming the quality of products and the Dakruco brand in the International arena.

## **3. Cost management solutions:**

- Strictly control costs to reduce product costs, increasing competitiveness in the market.

- Regularly control and monitor costs: Monitor periodic costs

(weekly/monthly); Compare actuals with the plan to detect overspending; Clearly regulate the authority for cost approval.

- Procurement and supplier management: Compare prices from many suppliers; Negotiate long-term contracts for better prices; Avoid excess purchases, control inventory.

- Focus on financial risk control to promptly have measures to prevent, overcome, and adjust business production plans appropriately.

- Make better use of fixed assets, invest in more modern technology, and use maximum capacity to improve business efficiency, assets that are not needed should be liquidated to avoid dead capital.

- Have reasonable incentive policies for employees to increase labor productivity, maximize profits, and ensure the lives of employees are getting better.

#### **4. Investment activity solutions:**

- Continue to mobilize capital for investment from many different sources such as green capital, from credit institutions, from joint venture partners... ensuring that investment capital is not lacking and loan interest costs are at the best level; Increase the ratio of medium and long-term loans in the debt structure, combined with financial leasing methods, to reduce the pressure of the Company's own investment capital.

- Evaluate investment projects cautiously, strictly, and according to procedures before implementing investment, minimizing risks in investment activities.

- Plan investment by phase: Allocate investment resources according to specific progress, prioritizing parts that directly affect product quality and production efficiency. Delay the progress of investment in projects or work items that are not urgent to ensure the balance of Dakruco's capital sources, focusing on implementing key, essential projects and work items serving business production on the basis of saving costs to the maximum.

- Manage and use loan capital and the company's own capital effectively to invest in key projects, ensuring investment costs are from the right capital source (minimizing the use of short-term capital for long-term investment).

- Balance currency during the investment process, in case there is no source of investment from bank loans, the Company will delay the investment progress.

#### **5. Financial management solutions:**

- Continue to manage, use, and promote the effectiveness of State capital and assets invested in the enterprise. Use capital and assets for the right purposes, invest effectively in projects. Innovate, strictly manage investment work, accelerate the progress of projects according to the plan, and ensure the order prescribed by law on capital construction investment.



- Implement public and transparent financial situation, business production results of the Company to all employees and disclose information according to current regulations on information disclosure.

- Perfect the financial management system, ensure transparency, effectiveness, implement correctly according to the Company's Charter and financial management regulations. Perfect the system of financial management regulations, debt management regulations, and internal management regulations, build appropriate cost norms; strengthen management, inspection, and supervision to prevent loss of state capital and assets.

- Focus on financial risk control to timely implement preventive and remedial measures, and adjust business plans accordingly.

- Strengthen the management of contracting at branches based on economic and technical quotas approved by the Company, aiming to deepen management, promote technical innovation, and continuously improve quality. Implement policies and benefits for employees reasonably, linked to labor productivity and business efficiency.

- Utilize property, plant and equipment more effectively, invest in modern technology, and maximize capacity to enhance business efficiency; assets that are no longer needed should be liquidated to avoid idle capital.

#### **6. Solutions for human resources and legal affairs:**

- Focus on consolidating and streamlining the organizational and personnel structure; review and amend internal governance regulations to ensure compliance with the law and compatibility with the new operating model. Simultaneously, promote the training of a talent pool to be ready to meet the Company's long-term development strategy.

- Issue policies to attract and retain employees to support branches with sufficient direct labor for production and latex harvesting.

- Implement policies and benefits for employees in accordance with current regulations. Organize periodic and ad-hoc inspections of branches to ensure that policies and benefits are provided to employees.

- Proactively prevent and combat, and resolutely handle negative behaviors to enhance the sense of responsibility and maintain strict discipline throughout the Company.

- Strengthen legal work and conduct periodic dialogues effectively; timely resolve arising complaints and denunciations to avoid prolonged issues or escalation that could complicate the situation.

- Maintain and promote coordination with local authorities and functional agencies, especially the Police force, in protecting political security and social order and safety. Ensure patrolling and guarding in all areas of operation, especially in

the management and protection of products.

- Coordinate with functional agencies of relevant districts to resolve files related to disputes, land encroachment, destruction of rubber plantations, and security and order in the Company's area...

- Continue to address shortcomings and deficiencies according to Conclusion 7337/KL-UBND of the Provincial People's Committee and the plan to overcome and thoroughly handle the business cooperation contract with Nhat Thong Company.

#### **7. Solutions for applying scientific and technological topics in production and management:**

- Apply scientific solutions, research topics, and useful applications in techniques for caring for, harvesting, and processing rubber; in caring for and processing high-tech agricultural products to improve productivity, product quality, and business efficiency. Especially research solutions for applying technology in rubber latex harvesting to solve the problem of labor shortages.

- Effectively implement the digital transformation plan and synchronize management systems such as: Plantation management; Digital mapping (GIS) and Human resources - payroll management. Create a solid digital data foundation in all production areas, helping management become transparent, accurate, and aligned with the approved roadmap.

- Continuously improve and optimize current management tools and complete the electronic office system. Maintain and ensure the stability of the information infrastructure, focusing on data security and cybersecurity, creating a reliable foundation for all business operations.

#### **8. Coordination with mass organizations:**

Continue to coordinate with mass organizations based on the functions and charters of each organization to implement the guidelines, policies, and laws of the Party and the State to employees. Well implement Labor Regulations, Collective Labor Agreements, and Grassroots Democracy Regulations, and periodic dialogues to create a stable, democratic, and harmonious labor relationship within the enterprise. Regularly coordinate with the Company's Trade Union in launching production emulation movements; creative labor; and timely rewarding employees to strive to complete the Company's business targets. Provide financial support for mass organizations to have conditions to better care for the lives of employees.

The above is the report on the business operation results in 2025, the business plan for 2026; the targets for voting, and the implementation solutions of the submitted to the General Meeting of Shareholders for consideration and comments so that the Board of Management can organize implementation./.



**Recipient:**

- Shareholders;
- General Meeting of Shareholders;
- Board of Supervisors;
- Person in charge of corporate governance;
- Administration Department (posted on Website);
- Archived at Office.

**GENERAL DIRECTOR**



**Nguyen Minh**

Dak Lak, June 30, 2026

No.: 03/BC-HĐQT

**REPORT**  
**Audited 2025 Financial results of Dakruco**

Based on the 2025 (Separate) Financial statements of Dak Lak Rubber Joint Stock Company, prepared on March 25, 2026, and audited by the Da Nang Branch of Vietnam Auditing and Consulting Company Limited.

The Board of Directors of Dak Lak Rubber Joint Stock Company hereby reports to the 2026 Annual General Meeting of Shareholders regarding the audited (Separate) Financial statements of the parent company for 2025 with the following contents:

**1. 2025 Financial statements**

1.1. Report of the Board of Directors;

1.2. Independent Auditor's Report;

1.3. Balance sheet as of December 31, 2025;

1.4. Income statement for the 2025 fiscal year;

1.5. Cash flow statement for the 2025 fiscal year;

1.6. Notes to the financial statements for the 2025 fiscal year;

1.7. Indicators in the 2025 financial statements of Dakruco audited by the Da Nang Branch of Vietnam Auditing and Consulting Company Limited under certificate No. 20/2026/BCKT/AUD-DNVVALUES dated March 25, 2026, including the following basic indicators:

**a) Total assets and capital as of December 31, 2025**

Content	Year-end balance (December 31, 2025)	Beginning balance (January 01, 2025)
<b>Total assets</b>	<b>2,407,279,975,102</b>	<b>2,368,153,133,230</b>
I. Current assets	271,216,651,240	188,392,991,717
II. Non-current assets	2,136,063,323,862	2,179,760,141,513
<b>Total Capital</b>	<b>2,407,279,975,102</b>	<b>2,368,153,133,230</b>
I. Liabilities	719,462,608,658	683,122,352,715
1. Current liabilities	279,960,054,489	459,838,546,816
2. Non-current liabilities	439,502,554,169	223,283,805,899
II. Owner's equity	1,687,817,366,444	1,685,030,780,515
1. Contributed capital	1,558,000,000,000	1,558,000,000,000
2. Development investment fund	53,247,622,491	38,093,910,491
3. Undistributed post-tax profit	76,569,743,953	88,936,870,024
- Accumulated undistributed post-tax profit	110,813,425	38,424,496,542



Content	Year-end balance (December 31, 2025)	Beginning balance (January 01, 2025)
from previous periods		
- Undistributed post-tax profit for this period	76,458,930,528	50,512,373,482

b) 2025 Operating results

Code	Content	This year (2025)	Previous year (2024)
01	Revenue from sales and service provision	607,107,608,166	559,070,728,553
02	Revenue deductions	93,333,450	47,312,499
10	Net revenue from sales and service provision	607,014,274,716	559,023,416,054
11	Cost of goods sold	538,599,435,689	485,567,050,953
20	Gross profit from sales and service provision	68,414,839,027	73,456,365,101
21	Financial income	88,846,256,004	68,582,937,479
22	Financial expenses	21,966,168,465	31,074,816,481
23	- <i>In which: Interest expenses</i>	<i>21,315,519,446</i>	<i>26,449,574,182</i>
25	Selling expenses	11,260,143,148	10,125,832,932
26	General and administrative expenses	48,043,276,178	30,679,328,120
30	Net operating profit	75,991,507,240	70,159,325,047
31	Other income	13,888,540,274	13,517,027,790
32	Other expenses	869,712,833	33,380,286,222
40	Other profit	13,018,827,441	(19,863,258,432)
50	Total accounting profit before tax	89,010,334,681	50,296,066,615
51	Current corporate income tax expense	12,417,628,456	
52	Deferred corporate income tax expense	133,775,697	(216,306,867)
60	Profit after corporate income tax	76,458,930,528	50,512,373,482

(The above indicators are explained in the 2025 (Separate) Financial statements of Dak Lak Rubber Joint Stock Company, which are attached to this official dispatch and have been posted on the Company's Website: <https://www.dakruco.com>).

## 2. Independent Auditor's Report

### 2.1. Auditor's Opinion

In the Auditor's opinion: "The (separate) financial statements present fairly and reasonably, in all material respects, the (separate) financial situation of Dak Lak Rubber Joint Stock Company as of December 31, 2025, as well as its (separate) operating results and (separate) 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."

### 2.2. Other matters

The auditor notes: “Readers of the Independent Auditor's Report should be aware that the scope of these (separate) financial statements only reflects the (separate) financial situation and investments at cost of the Company as of December 31, 2025, as well as the (separate) Operating results and (separate) Cash flows for the fiscal year then ended. The consolidation of the Company's (separate) financial statements with those of its subsidiaries is not within the scope of this report.”

The above is the content of the audited 2025 (Separate) Financial results report of Dak Lak Rubber Joint Stock Company. Respectfully submitted to the 2026 Annual General Meeting of Shareholders of Dak Lak Rubber Joint Stock Company for approval.

Sincerely!

**Recipient:**

- Shareholders;
- General Meeting of Shareholders;
- Board of Supervisors;
- Person in charge of corporate governance;
- Administrative Department (for website posting);
- Archives, VT.

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



*Nguyễn Việt Tuong*  
**Nguyễn Việt Tuong**





*Dak Lak, June 20, 2026*

**REPORT**  
**On supervisory work in 2025**  
**(Submitted to the 2026 Annual General Meeting of Shareholders)**

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- Pursuant to the functions, duties, and authorities of the Board of Supervisors (Member of the Board of Supervisors) of the Company as stipulated in the Charter of Dak Lak Rubber Joint Stock Company (abbreviated as DAKRUCO) and the current Law on Enterprises;

- Pursuant to the Internal Corporate Governance Regulations of the Company and the Operational Regulations of the Member of the Board of Supervisors of the Company;

- Pursuant to the results of the supervision of the Company's operations in 2025.

The Board of Supervisors would like to report to the 2026 Annual General Meeting of Shareholders (AGM) the following contents:

**I/ Operations of the Member of the Board of Supervisors in 2025:**

**1. Operations of the Member of the Board of Supervisors in 2025:**

Regarding personnel, the Member of the Board of Supervisors consists of 03 members elected by the General Meeting of Shareholders for a term, including 02 full-time members and 01 part-time member. Due to organizational requirements, the part-time member was nominated by the major shareholders, the Provincial People's Committee, and was approved by the General Meeting of Shareholders through voting for replacement and appointment on June 26, 2025.

The Member of the Board of Supervisors conducted supervision of all operations of the Company in accordance with the provisions of law, the Charter, and regulations.

The operations of the Member of the Board of Supervisors basically cover the following areas:

- Supervising the coordination and compliance of management bodies within the Company in accordance with the Charter; Supervising the implementation of the indicators of the 2025 Annual General Meeting of Shareholders' Resolution and the Board of Directors' Resolutions. Supervising the implementation of measures to overcome difficulties and stabilize the financial situation to serve production-business and ongoing investment project implementations. Supervising the progress of resolving unresolved legal difficulties and recommendations regarding land lease, approval of high-tech investment project implementations, adjustment of offshore investment licenses, tax exemption and reduction policies, etc.

- Supervising the transformation of the production model in accordance with the Resolution of the Board of Directors; the implementation of investment cooperation in several new fields such as agricultural product processing and fruit testing, following the development trends of the regional economy and deep processing for export. Capital construction investment and major repair works.

- Supervising the rotation, arrangement, and utilization of personnel, and the recruitment of human resources to meet production demands, especially tapping workers and workers for the rubber-coffee intercropping replanting project implementation. Supervising labor policies to ensure fairness, transparency, and compliance with legal regulations.

- Supervising the execution of and compliance with the conclusions of State inspection and audit bodies regarding the Company. Utilizing resource advantages and technological know-how; detecting and preventing conflicts of interest, mitigating risks, and ensuring information transparency.

- Monitoring the production-business situation and the management and use of assets at subsidiaries and branches; recording and reporting obstacles, difficulties, and inadequacies in the process of executive management and the execution of political tasks at the units.

- Exchanging, sharing, and guiding matters related to financial accounting practices with branch departments when necessary.

- Participating in regular supervision at the Company's Office, and periodic supervision at branches and subsidiaries according to the registered schedule. Fully attending Board of Directors' meetings, briefing meetings with executive management, and other thematic meetings. During its operations, the Member of the Board of Supervisors has always strictly complied with the Company's regulations and has been provided with all favorable conditions by the Management to perform its duties.

## **2. Remuneration and operating expenses of the Member of the Board of Supervisors and each of its members:**

- Total salary and remuneration fund for the Board of Directors and Supervisors: 2,008.800 million VND, of which:

+ Salaries of full-time members of the Board of Directors and Supervisors: 1,560 million VND.

+ Remuneration fund for part-time members of the Board of Directors and Supervisors: 448.800 million VND.

- The remuneration of each member of the Member of the Board of Supervisors in 2025 is recorded in the 2025 Audited Financial Statements and has been published on the Company's website.

## **3. Meetings of the Member of the Board of Supervisors:**



No.	Member of the Board of Supervisors	Number of meetings attended	Attendance rate	Voting rate	Reason for absence
1	Nguyen Thac Hoanh	4	100%	100%	
2	Phan Thanh Tan	4	100%	100%	
3	Nguyen Thi Mai Quyen	1	100%	100%	<i>Dismissed from June 26, 2025</i>
4	Au Quy Vinh	3	100%	100%	<i>Appointed from June 26, 2025</i>

Contents of the meetings:

Implementing quarterly supervision of operations; assigning tasks to members after personnel changes; conducting periodic supervision at the parent company and subsidiaries; collecting members' opinions on the Supervisory report to be submitted to the General Meeting of Shareholders; implementing supervision of key contents according to quarterly targets.

## II/ ASSESSMENT OF THE ENTERPRISE'S OPERATIONS IN 2025:

**I/ General assessment:** External factors causing difficulties for the Company included trade wars, local conflicts, and changes from the administrative streamlining and provincial merger revolution. Many procedural issues of the Company remained unresolved due to the restructuring and merging of State agencies, which have not yet stabilized. However, internally, 2025 was a completely prosperous year for the Company since its equitization. The long-standing financial imbalance and liquidity difficulties over many years were resolved through the successful divestment of DRI shares at the best price in the last 5 years. As a result, capital funding sources for project implementations were resumed, and the Company was approached by banks for investment capital recovery loans and loans for new project implementations. The Company has overcome the low point of production, which is now steadily increasing. The plantation area transferred from basic construction investment to business operations is growing. Rubber prices (the main product) have begun to cover production costs and generate profits. The quality of plantation investment has improved because the Company balanced its finances and increased investment compared to previous years. Employees' income and benefits received proper attention, ensuring their living standards when business conditions permitted. The Company fulfilled its obligations to the State well, including paying off all social insurance debts, tax debts, and equitization debts that had remained unpaid for many years.

The Company boldly rotated and appointed personnel, and changed its management model to maximize capabilities and strengths, while training a successor team. It also boldly changed crop varieties when they were no longer effective to focus on deep monoculture and long-term orientation.



Conducting study tours and research to find new production models (intercropping coffee); seeking partners for a joint venture to test and pack fruit; visiting and learning about deep coffee processing models in a circular economy direction. Implementing sustainable development programs, renewable energy, emission reduction, and researching to implement a consulting program for rubber forest carbon certification.

Overall, after one year, the Company's situation has completely changed, with a more spacious appearance, enhanced reputation, and improved living standards for employees. The Company is entering a new posture and a new position.

### **1/ Regarding the operations of the Board of Directors:**

The Board of Directors maintained effective supervision and directed the Board of Management to properly implement production, business, and investment orientations. It maintained regular quarterly Board meetings and collected opinions for voting in accordance with regulations. The total number of Resolutions issued during the year was 28 Resolutions, averaging 7 Resolutions per quarter, reflecting a very large volume of work handled by the Board of Directors.

Regular Board of Directors' meetings were held with agendas and documents sent to members in advance for study and discussion. The Board of Management reported on the progress of implementing Resolutions issued during the quarter and prepared proposals to seek the Board of Directors' opinions within its authority. Matters were discussed democratically and qualitatively, and Resolutions were issued in a timely manner.

Key focus areas:

- Regarding personnel work: During the year, the Board of Directors appointed 02 Deputy General Directors and 01 Chief Accountant, and selected 02 management personnel to be introduced as directors at DRI and Daklaoruco. It approved the plan for rotating department staff and unit leaders right at the beginning of the year, and issued a Resolution on personnel rotation and appointment at the Rubber Thread Factory, the HR Department, and the merged branches at Phu Xuan, Cu Bao, and Cu Mgar plantations.

- Regarding the management model: Decided to merge the Cuor Dang plantation branch into the Phu Xuan plantation.

- Regarding the investment model: Changed the high-tech agricultural investment orientation at Cu Bao plantation. Liquidated banana, pineapple, and jackfruit gardens to switch to durian planting, turning it into a specialized durian plantation, and applied coffee intercropping under a new model to increase efficiency.

- Regarding long-term investment orientation: Seeking partners to establish a fruit testing and export packaging company, given the huge local potential and demand in this field; surveying and seeking partners for deep coffee processing for export, with the future coffee area projected at around 1,000 hectares; implementing solar energy investment solutions for 02 factories; and conducting awareness training on Carbon certificates to stay ahead of trends, in line with social development requirements.



- Regarding financial work: Focusing on balancing capital sources, working specifically with banks on funding for project implementations, and preventing any misuse of funds or imbalances from recurring as in the past.

Results of implementing indicators under the General Meeting of Shareholders' Resolution:

- Regarding production output: The key indicator was rubber latex output, which reached 8,571.89 metric tons / 7,648.43 metric tons, achieving 112.07% of the annual plan. Of this, the state-owned sector reached 102.8% of the annual plan. Fruit and rubber thread production accounted for a small proportion, with durian and rubber thread failing to meet the set plans.

- Revenue indicator: Total revenue in 2025 was 715.48 billion / 697.54 billion VND, reaching 102.6% of the plan.

- Profit after tax: 89.01 billion VND / annual plan of 80.22 billion VND, reaching 110.95%.

- Replanting work: Completed the rubber replanting plan of 763.79 hectares; coffee intercropped in rubber: newly planted area of 242.23 hectares.

- Fulfillment of obligations to the state budget: Total paid amount was 166 billion VND / newly incurred amount of 95.8 billion VND, reaching 173%. This included dividend transfers of 51.3 billion VND, equitization payments of 25 billion VND, and non-exempt agricultural land tax of 64.2 billion VND; Social insurance contributions: 43.1 billion VND, reaching 100% of the plan.

- Employee income: 9.1 million VND / plan of 8.41 million VND/person/working month, reaching 108.3% of the plan.

General assessment: The Board of Directors closely directed the Board of Management to successfully complete the basic indicators set by the 2025 General Meeting of Shareholders.

## **2/ Regarding the operations of the Company's Board of Management.**

The executive apparatus underwent many changes during the year: dismissing 01 Deputy General Director, and newly appointing 02 Deputy General Directors and the Chief Accountant. However, the management apparatus quickly adapted to the work, with clear division of duties, solidarity, and efforts in executing tasks. Specifically:

- Regarding the organization of the advisory apparatus: The Board of Management evaluated the capabilities and strengths of personnel and submitted a plan to the Board of Directors for approval to rotate and rearrange department staff and unit leaders across the entire industry right at the beginning of the year. During implementation, it continued to advise and propose rotations, changes, and appointments of personnel at branch units including Phu Xuan 19/8, Cu Bao, and Cu Mgar plantations, the Rubber Thread Processing Factory, and Dakmoruco Company. These personnel changes have partly demonstrated effectiveness in directing and managing the units, most clearly at the Phu Xuan 19/8 Plantation Branch, which ranked first in production output in 2025 after many years of poor performance.



- Regarding production implementation: Timely monitoring production progress, labor force fluctuations, and disease and weather situations to direct and analyze causes affecting the progress of units. Quarterly briefing meetings resolved production recommendations while assessing subjective shortcomings in executive management. Quarterly production emulation campaigns were organized, linking output to the income of employees and management staff, culminating in the sprint emulation campaign in the fourth quarter and the whole year.

- Regarding replanting work: Preparing for early implementation according to the seasonal schedule, while establishing a steering committee to promptly handle arising issues and ensure progress monitoring. Preparing materials, fertilizers, and seedlings according to the plan. Directing the resolute clearance of land occupied by violating households through compensation or enforcement. As a result, 781.6 hectares of rubber and 244 hectares of coffee were successfully replanted.

- Regarding capital construction investment: Capital construction works serving the coffee project implementation at the Cu Mgar plantation branch, such as the power grid, lake pump systems, pipeline systems, drip irrigation systems, and internal roads, were implemented with extremely urgent volume and timing to meet the production schedule. Due to the large area and steep slope of the project implementation, drip irrigation initially did not achieve the desired efficiency.

- Directing the rectification of shortcomings: The Board of Management monitored and directed departments, including hiring consultants, to complete key tasks, namely: completing the application to adjust the offshore investment license; applying for the re-issuance of land use right certificates; applying for environmental permits and groundwater extraction licenses at 02 factories and the coffee planting project implementation at Team 1 and Team 5 of Cu Mgar Plantation; and applying for the environmental impact assessment report for the Cu Mgar rubber replanting project implementation. It continued to work with departments regarding the licensing of the high-tech investment project implementation.

- Regarding land management: Focusing on the recovery and handover of 60 hectares of rubber land to the Ministry of Public Security's prison. The Company, together with the District Land Fund Development Center, persistently negotiated with local residents three times to find an optimal solution that balanced interests and complied with state compensation regulations. Under pressure regarding the handover schedule from the Police side (the project implementation owner) and through mobilization and communication by the compensation board, the residents finally accepted the compensation and handed over the land to the project implementation owner. In addition to the above, the Board of Management issued and implemented measures to rectify land-related issues in accordance with Conclusion No. 7337-KL/UBND.

- Regarding the development of project implementations in accordance with the Board of Directors' guidelines:

The Board of Management researched and sought capable and experienced partners to implement schemes to establish a limited liability company for fruit testing and packaging; a fresh coffee processing company combined with fertilizer

production from coffee waste, as the intercropped coffee model is projected to exceed 1,000 hectares; and implemented renewable energy investments to save production costs at the Latex Processing Factory and the Rubber Thread Processing Factory.

Under the direct guidance of the Party Committee and the Board of Directors, the Board of Management took the initiative and performed its roles and responsibilities well. It regularly monitored and effectively handled situations in executive management, maintaining internal solidarity, coordination, and compliance. It successfully completed the indicators set by the Annual General Meeting of Shareholders as well as the Resolutions of the Board of Directors. These indicators are clearly shown in the report presented by the Board of Management to the General Meeting of Shareholders. This was a successful year for the Company, with significant contributions from the Board of Management and the Company's departments.

### **3/ Report on the assessment of transactions with internal/related parties:**

Transactions with related parties were executed within authorized power, controlled, and monitored in accordance with the provisions of law, the Charter, and the internal regulations of the Company.

Currently, the Company has a debt obligation to its subsidiary DRI through a loan agreement from the previous year amounting to 80 billion VND. This is a medium-term contract; the Company will monitor the repayment schedule according to committed obligations, or may make prepayments when business cash flow improves.

Through supervision, the Board of Supervisors has not recorded any transactions showing signs of material conflicts of interest or exceeding the approved scope as regulated. Detailed contents of the transactions have been disclosed and statistically detailed in the 2025 Corporate Governance Report and the 2025 Audited Financial Statements, which have been published on the Company's website.

### **4/ Financial situation of the Company:**

- The Company's 2025 Financial Statements were audited and issued by Chuan Viet Auditing and Consulting Co., Ltd. This document has been sent to shareholders and publicly disclosed through mass media in accordance with regulations.

- Basically, the financial situation has been restructured, with debts shifted from short-term to long-term liabilities to match the value of the plantation assets under investment. Short-term debt was 279.9 billion VND compared to 459.8 billion VND at the beginning of the period, a decrease of 179.8 billion VND, equivalent to a 39.2% reduction. Long-term debt was 439.5 / 223.3 billion VND, an increase of 216.2 billion VND, equivalent to a 96.8% increase. Total outstanding debt was 683.1 billion VND at the beginning of the year and 719.5 billion VND at the end of the year, an absolute increase of 36.4 billion VND.

- Cash and cash equivalents at the end of the year: 99.12 billion VND. The Company successfully divested by selling DRI and Thai Duong Rubber shares,

recovering 188 billion VND. Consequently, the Company prioritized settling short-term debt and successfully restructured its debt with banks, restoring the financial situation to a healthy state.

+ Current ratio: 0.97 times (beginning of the period: 0.41). This shows that the Company's solvency has significantly improved compared to the beginning of the year.

+ Quick ratio: 0.48 times (beginning of the period: 0.21). Although this ratio remains low ( $<1$ ), it has significantly improved compared to the beginning of the year.

- Capital preservation status: The Company's profit after tax in 2025 was 76.46 billion VND. As of December 31, 2025, Dakruco's capital preservation ratio (Equity / Charter Capital = 1.08) was greater than 1, indicating that Dakruco successfully preserved its equity. In 2025, dividends were distributed to shareholders from 2024 profits at a rate of 0.3% of Charter Capital.

Regarding the audited consolidated financial situation as of December 31, 2025, it also reflects that the production and business activities of the Company and its subsidiaries were effective, with profit growth, capital preservation, and development. Specific figures have been distributed to shareholders and posted on the Company's website.

### **III/ SUPERVISORY PROGRAM AND PLAN FOR 2026:**

The operations of the Board of Supervisors closely follow the objectives and tasks prescribed by regulations and rules. Specifically, some concrete programs are as follows:

- 1/ Supervising compliance with legal regulations and the Charter.
- 2/ Controlling financial and accounting work, capital contribution and capital preservation operations, and controlling and advising on tax matters.
- 3/ Supervising the implementation of ongoing long-term target programs; operations to implement new project implementations based on the Company's capital and resource capabilities; and operations related to land compensation and recovery in accordance with the decisions of the owner, the Provincial People's Committee.
- 4/ Continuing to supervise operations to rectify violations identified through inspections and audits by State bodies and the State Audit Office.
- 5/ Conducting exchanges, consultations, and recommendations between the Member of the Board of Supervisors and management bodies as well as departments regarding the formulation and implementation of plans, investment programs, and cooperation or joint venture plans scheduled for implementation in the financial year.
- 6/ Promptly detecting risks in executive management, conflicts of interest, and risks arising from mechanisms and policies; and identifying behaviors that could lead to violations in the production-business operations environment, which may affect the Company's reputation.

7/ Performing supervision at the request or recommendation of shareholders or groups of shareholders regarding matters related to the Company's operations and other arising issues.

*The above is the report on supervisory work in 2025 and the program and plan for 2026, which the Member of the Board of Supervisors respectfully submits for comments at the Annual General Meeting of Shareholders.*

**ON BEHALF OF THE BOARD OF SUPERVISORS**  
**Head of the Board**



**Nguyen Thac Hoanh**





**ĐẮK LẮK RUBBER  
JOINT STOCK COMPANY  
DAKRUCO**

**THE SOCIALIST REPUBLIC OF VIETNAM**  
Independence – Freedom – Happiness

*Dak Lak, June 5, 2026*

No.: 12/TTr-HDQT

## **PROPOSAL**

### **Regarding the orientation policy for the 2026-2030 Business and Investment Plan of Dak Lak Rubber Joint Stock Company**

**To: Shareholders**

- Pursuant to the Law on Enterprises No. 59/2020/QH14, dated June 17, 2020, and the Law on Enterprises No. 76/2025/QH15 passed by the National Assembly of the Socialist Republic of Vietnam on June 17, 2025, amending and supplementing a number of articles of the Law on Enterprises No. 59/2020/QH14;

- Pursuant to the Company Charter amended and supplemented at the Extraordinary General Meeting of Shareholders - Term II (2023-2028), approved on November 24, 2023;

The Board of Directors of Dakruco hereby submits to the 2026 Annual General Meeting of Shareholders the Business and Investment Plan for the 2026-2030 period (plan attached), with the following major orientation indicators:

*1. Production output indicators for the 2026-2030 period:*

- Rubber latex (self-extracted): 47,490.99 tonnes;
- Rubber thread (produced): 14,300.00 tonnes;
- Durian fruit: 5,815.70 tonnes;
- Areca nut: 379.52 tonnes;
- Coffee: 4,647.72 tonnes.

*2. Revenue and profit for the 2026-2030 period:*

- Total revenue and other income: 5,560.06 Billion VND;
- Total cost for the entire period: 4,996.40 Billion VND;
- Profit after tax: 477.89 Billion VND.

*3. Investment plan for the 2026-2030 period: The total investment cost is 1,183.60 Billion VND, including:*

- Investment in rubber plantation maintenance: 369.99 Billion VND;
- Investment in durian and coffee plantation maintenance at Cu Bao Farm (High-tech Agriculture): 49.71 Billion VND;



- Investment in planting and maintaining intercropped coffee plantations at Cu M'gar and Phu Xuan Farms: 203.77 Billion VND;
- Investment in afforestation (FSC): 4.84 Billion VND;
- Non-agricultural investment, including periodic repairs, maintenance, and capital construction investment for other work items (including capital contributions): 421.29 Billion VND. In which:
  - + Solar power installation: 40 Billion VND;
  - + Construction of road, electrical, and irrigation systems, etc., at Cu M'gar Farm: 72.18 Billion VND;
  - + Investment in machinery at the rubber latex and rubber thread processing plants: 87.51 Billion VND;
  - + Investment in the refurbishment of Dakruco Hotel: 70 Billion VND;
  - + Construction of an agricultural supermarket complex (at the former 30/4 Farm): 30 Billion VND;
  - + Capital contribution to establish a coffee processing plant: 31 Billion VND;
  - + Construction of a fruit processing and organic fertilizer plant: 40 Billion VND;
  - + The remainder is for periodic repairs, maintenance, and other capital construction investments.

4. *Annually, the Board of Directors shall base its actions on the aforementioned plan to develop plans and submit them to the Annual General Meeting of Shareholders for approval, serving as the basis for the Executive Board to implement.*

In the event that the Provincial People's Committee expresses an opinion different from the above contents, the Board of Directors will adjust accordingly to the opinion of the Provincial People's Committee and submit it to the General Meeting of Shareholders for consideration and decision.

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

**ON BEHALF OF THE  
BOARD OF DIRECTORS**

***Recipients:***

- Shareholders; CHAIRMAN
- GMS meeting;
- Board of Supervisors;
- Person in charge of Corporate Governance;
- Administration Department (posted on Website);
- Archives.

**Signed**

**Nguyen Viet Tuong**





Dak Lak, June 05, 2026

No.: 11/TTr-HDQT

## PROPOSAL

“Regarding the main production, business,  
and investment indicators for 2026”

To: Shareholders

- Pursuant to the Law on Enterprises No. 59/2020/QH14 and the Law on Enterprises No. 76/2025/QH15 passed by the National Assembly of the Socialist Republic of Vietnam on June 17, 2025, amending and supplementing a number of articles of the Law on Enterprises No. 59/2020/QH14;

- Pursuant to the Company Charter amended and supplemented at the Extraordinary General Meeting of Shareholders - Term II (2023-2028), approved on November 24, 2023.

The Board of Directors of Dak Lak Rubber Joint Stock Company respectfully submits to the General Meeting of Shareholders for consideration and approval the following production, business, and investment indicators for 2026:

### 1. Indicators for area and output:

#### 1.1. Total rubber area: 7,434.87 ha, in which:

##### a) Company's commercial rubber area: 4,221.55 ha, in which:

- Area of rubber already in exploitation: 3,434.86 ha;

- Area of newly opened rubber: 786.69 ha.

b) Company's capital construction (KTCB) rubber area: 3,213.32 ha.

d) Associated rubber area: 190.20 ha.

#### 1.2. Area of coffee intercropped in rubber plantations: 525.55 ha, in which:

- Newly planted area in 2026 intercropped in rubber plantations: 283.35 ha;

- Area of coffee intercropped in rubber in 2025: 242.2 ha.

#### 1.3. Fruit tree area in the High-Tech Agricultural project zone:

- Durian area planted in 2019: 74.70 ha;

- Durian area planted in 2024: 11.73 ha;

- Durian area planted in 2025: 50.05 ha;

- Durian area planted in 2026: 23.47 ha

- Coffee area intercropped in durian orchards in 2025: 11.73 ha;

- Coffee area intercropped in durian orchards in 2026: 73.52 ha.

#### 1.4. Total output for the year:

- a) Rubber latex output: 8,772.87 tonnes, in which:
  - Self-exploited rubber: 6,600.64 tonnes;
  - Rubber purchased from households + investment debt collection: 172.23 tonnes;
  - Rubber purchased from external sources: 2,000.00 tonnes.
- b) Rubber output received for processing: 1,000.00 tonnes.
- c) Output of rubber elastic threads of all kinds: 2,500.00 tonnes.
- d) Fresh fruit output: 751.00 tonnes, in which:
  - Durian output: 700.00 tonnes;
  - Betel nut output: 51.00 tonnes.

#### 1.5. Sales output for the year:

- a) Rubber latex: 8,772.87 tonnes.
- b) Elastic threads of all kinds: 2,500 tonnes.
- c) Domestic durian sales output: 700.00 tonnes; domestic betel nut sales output: 51.00 tonnes.

#### 2. Value indicators:

2.1. Average selling price: Finished rubber latex: 47,283,234 VND/tonne of product; selling price of elastic threads of all kinds: 71,680,353 VND/tonne; selling price of durian: 50,000,000 VND/tonne; selling price of betel nut: 20,000,000 VND/tonne.

2.2. Total revenue: 814,225.56 million VND.

2.3. Total expenses: 723,006.35 million VND.

2.4. Profit before tax: 91,219.20 million VND.

#### 3. Investment indicators: 254,414.63 million VND, in which:

3.1. Investment in capital construction (KTCB) rubber plantations: 105,103.57 million VND, including investment in the care of 3,471.45 ha of capital construction (KTCB) rubber, with an average investment cost of 30.27 million VND/ha. This investment cost includes direct costs for the plantations and allocated costs such as: General production costs, management costs, and loan interest costs.

3.2. Investment in fruit tree plantations at the High-Tech Application Agricultural Project in Cu Bao: 15,425.1 million VND, in which:

- Implementation of new planting of 23.47 ha of durian, with an investment value of 2,336.06 million VND (average investment cost is 99.53 million VND/ha;

this investment cost includes direct costs for the plantations and allocated costs such as: General production costs).

- Investment in the care of 11.73 ha of durian orchards planted in 2024, with an investment cost of 872.61 million VND (average investment cost is 74.39 million VND/ha; this investment cost includes direct costs for the plantations and allocated costs such as: General production costs, management costs, and loan interest costs).

- Investment in the care of 50.05 ha of durian orchards planted in 2025, with an investment cost of 3,808.75 million VND (average investment cost is 76.09 million VND/ha; this investment cost includes direct costs for the plantations and allocated costs such as: General production costs, management costs, and loan interest costs).

- Investment in the care of 11.73 ha of coffee intercropped in durian orchards in 2025, with an investment cost of 1,144.3 million VND (average investment cost is 97.56 million VND/ha; this investment cost includes direct costs for the plantations and allocated costs such as: General production costs, management costs, and loan interest costs).

- Investment in planting and caring for 73.52 ha of coffee intercropped in durian orchards in 2026, with an investment cost of 7,263.28 million VND (average investment cost is 98.79 million VND/ha; this investment cost includes direct costs for the plantations and allocated costs such as: General production costs).

3.3. Investment in coffee plantations at Cu Mgar Farm Branch: 41,352.74 million VND, in which:

- Investment in new planting of 283.35 ha of coffee intercropped with rubber, with a new planting investment cost of 22,900.3 million VND, equivalent to 80.81 million VND/ha.

- Investment in the care of 242.2 ha of KTCB 1 coffee plantations (coffee intercropped with rubber in 2025), with an investment cost of 18,452.43 million VND, equivalent to 76.18 million VND/ha.

3.4. Investment in forest plantations (FSC): 815.6 million VND, in which: Continued care of the already invested area is 605.36 million VND; new planting at Phu Xuan Farm Branch of 20.1 ha with a cost of 210.2 million VND.

3.5. Other investments in plantations: 83,150.9 million VND, in which:

- Repair and maintenance is 10,155.12 million VND, mainly for the repair of transport vehicles; maintenance of machinery and equipment for latex processing lines and other repairs at Branches... In which, investment at the Elastic Thread Branch is 3,313.47 million VND, at the Latex Processing Branch is 5,475.03 million VND, and the remaining investment is for the repair of internal field roads, asset repairs, etc., which are urgent for production activities at the Branches and the Company Office.

- Basic construction is 72,995.78 million VND, in which at the Latex Processing Factory Branch is 13,268.19 million VND, at the Hotel Branch is 20,000 million VND; at the elastic thread processing factory is 2,038.74 million VND; construction of internal roads at branches and the Company Office is 9,403.32 million VND, at the Coffee planting project (Cu Mgar Farm) is 25,163.02 million VND, and at the Cu Bao Farm Branch is 3,122.5 million VND.

3.6. Capital contribution to establish a fruit inspection company: 8,000 million VND, in which capital contribution is 7,000 million VND, and establishment costs (other related costs) are 1,000 million VND.

4. Assign the Board of Directors to approve the production, business, and investment plan for 2026 based on the main indicators mentioned above, for the Board of Management to implement. In case of other arising investments outside the investment list in the plan, assign the Board of Directors to decide based on adjusting the plan within the total planned investment cost.

In case the Provincial People's Committee provides opinions different from the above contents, the Board of Directors will submit to the General Meeting of Shareholders for consideration and adjustment.

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

**Recipient:**

- Shareholders;
- General Meeting of Shareholders;
- Board of Supervisors;
- Person in charge of corporate governance;
- Administration Department (posted on the Website);
- Archives, Office.

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

**Signed**

**Nguyen Viet Tuong**







**ĐẮK LẮK RUBBER  
JOINT STOCK COMPANY  
ĐAKRUCO**

No.: 09/TTr-HDQT

**THE SOCIALIST REPUBLIC OF VIETNAM**  
Independence – Freedom – Happiness

*Dak Lak, June 05, 2026*

**PROPOSAL**

**“Regarding the approval of the salary, remuneration, and bonus fund realized in 2025 and the salary and remuneration fund plan of the Company for 2026”**

**To: Shareholders**

- Pursuant to the Law on Enterprises No. 59/2020/QH14 dated June 17, 2020, and the Law on Enterprises No. 76/2025/QH15 passed by the National Assembly of the Socialist Republic of Vietnam on June 17, 2025, amending and supplementing a number of articles of the Law on Enterprises No. 59/2020/QH14;
- Pursuant to the Law on Management and Investment of State Capital in Enterprises No. 68/2025/QH15;
- Pursuant to Decree No. 248/2025/ND-CP dated September 15, 2025, regulating the salary and bonus regime for direct owner representatives, state capital representatives, and supervisors in state-owned enterprises;
- Pursuant to Circular No. 003/2025/TT-BNV dated April 28, 2025, guiding the management of labor, salary, remuneration, and bonuses in state-owned enterprises;

The Board of Directors of Dak Lak Rubber Joint Stock Company submits to the General Meeting of Shareholders for approval the salary, remuneration, and bonus fund realized in 2025 and the salary and remuneration fund plan of the Company for 2026 as follows:

**A. Salary, remuneration, and bonus fund realized in 2025 for employees and company management:**

**I. Salary and remuneration fund for employees and the Executive Board in 2025**

**1. Planned salary fund for employees and the Executive Board in 2025: 215.924 million VND.**

- a) Salary fund for employees and the Executive Board: 184.322 million VND. In which:
  - Salary fund for employees: 182.130 million VND.
  - Salary fund for the Executive Board: 1.872 million VND
- b) Salary fund for the block of newly planted rubber and rubber care during

the capital construction period: 31.602 million VND.

**2. Salary fund realized in 2025 for employees and the Executive Board: 243.240,45 million VND.**

a) Salary fund for employees and the Executive Board:

Based on the production and business performance in 2025. The Company achieved a realized profit of 89.010,33 million VND compared to the plan of 80.227,18 million VND, and the labor productivity rate realized in 2025 increased by 127% compared to the plan (193,17 million VND/person/152,09 million VND/person);

Pursuant to the provisions of Clause 1 Article 7, Article 8, and Clause 3 Article 9, Section 2 of Circular No. 003/2025/TT-BNV dated April 28, 2025;

The salary fund for employees and the Executive Board in 2025 is finalized at: **212.189,45 million VND.**

In which:

- Salary fund for employees: 209.567,147 million VND.

- Salary fund for the Executive Board: 2.215,857 million VND.

b) Salary fund for the block of newly planted rubber and rubber care during the capital construction period: **31.051 million VND.**

**II. Salary, remuneration, and operating cost fund for members of the Board of Directors and Supervisors in 2025.**

1. Planned salary and remuneration fund for members of the Board of Directors and Dakruco supervisors in 2025: 2.008,800 million VND. In which:

a) Salary for the Chairman of the Board of Directors and full-time supervisors: 1.560 million VND (03 persons).

b) Planned remuneration fund in 2025 for part-time members of the Board of Directors and supervisors: 448,800 million VND.

2. Salary and remuneration fund realized in 2025:

Based on the business results as stated in point a, clause 2, section I, part A of this Proposal;

Pursuant to the provisions of Clause 2 Article 22 of the Government's Decree No. 44/2025/ND-CP dated February 28, 2025;

Total salary and remuneration fund realized for members of the Board of Directors and Supervisors in 2025: 2.081,697 million VND. In which:

a) Salary for full-time members of the Board of Directors and supervisors: 1.637,628 million VND.

b) Remuneration fund realized in 2025 for part-time members of the Board of Directors and supervisors: 444,069 million VND.

3. Bonus fund for management from the profit after tax in 2024 is 320,86 million VND

4. Operating costs of the Board of Directors and the Board of Supervisors realized:

a) Planned operating costs: 200 million VND.

b) Operating costs realized: 71,987 million VND.

**B. Planned salary and remuneration fund for 2026 for Employees, Board Members, Supervisors, and the Executive Board.**

- Pursuant to Article 24 of the Law on Management and Investment of State Capital in Enterprises No. 68/2025/QH15 regarding salary, remuneration, and bonuses;

- Pursuant to the provisions of Clause 1 and Clause 2 Article 3 and Article 4, Clause 1, Article 5 of Decree No. 248/2025/ND-CP dated September 15, 2025;

- Based on the production and business performance in 2025 and the production plan for 2026;

- Pursuant to point a, clause 3, article 7 of Circular No. 003/2025/TT-BNV dated April 28, 2025;

**I. Planned salary and remuneration fund for Employees, Board Members, Supervisors, and the Executive Board in 2026:**

1. Planned salary fund for Employees, Board Members, Supervisors, and the Executive Board.

- The planned average salary level for Employees, Board Members, Supervisors, and the Executive Board of Dakruco in 2026 is: **9,981,308 VND/person/working month.**

- Planned salary fund for 2026 for Employees, Board Members, Supervisors, and the Executive Board: **9.981 million VND x 2,040 people x 12 months + 179.404 million VND = 244.521,82 million VND.**

In which:

+ Salary fund for Board Members and Supervisors (03 people) in 2026: 1.450,080 million VND.

+ Salary fund for the Executive Board (04 people) in 2026: 1.984,32 million VND.

+ Salary fund for employees in 2026: 240.908,014 million VND (equivalent to 2,033 employees, average salary level: 9,874,898 VND/person/working month).

- Salary difference for full-time union officials (01 person): 179.404

million VND.

2. Remuneration fund for part-time Board Members and Supervisors (including 01 independent Board Member): **549,792 million VND.**

3. Planned salary fund for the block of newly planted rubber and rubber and coffee care during the capital construction period: **37.328 million VND** (523 people).

4. Total planned salary and remuneration fund for Employees, Board Members, Supervisors, and the Executive Board in 2026: **282.399,621 million VND.**

**II. Operating costs of the Board of Directors and the Board of Supervisors:**

Implemented according to the Company's annual financial plan: **200 million VND.**

The above is the report on the status of the salary, remuneration, and bonus fund realized for Employees and Company Management in 2025; and the salary and remuneration plan for Employees and Company Management in 2026. The Board of Directors submits to the 2026 Annual General Meeting of Shareholders for approval.

Sincerely!

**Recipients:**

- Shareholders;
- General Meeting of Shareholders;
- Board of Supervisors;
- Person in charge of corporate governance;
- Administrative Department (for website posting);
- Archives.

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

**Signed**

**Nguyen Viet Tuong**





**DAK LAK RUBBER  
JOINT STOCK COMPANY  
BOARD OF SUPERVISORS**

No.: 08/TTr-HDQT

**THE SOCIALIST REPUBLIC OF VIETNAM**  
Independence – Freedom – Happiness

*Dak Lak, June 05, 2026*

## **PROPOSAL**

**Regarding the selection of an auditing firm for the Parent Company's financial statements and the consolidated financial statements for 2026**

**To: The Shareholders**

- Pursuant to the Law on Securities No. 54/2019/QH14, as amended and supplemented by Law No. 56/2024/QH15 and relevant guiding documents;
- Pursuant to the list of 28 auditing firms approved by the State Securities Commission to audit public interest entities in the securities sector for 2026 (Attached to Decision No. 902/QĐ-UBCK dated November 19, 2025, of the Chairman of the State Securities Commission);

The Dakruco Board of Supervisors hereby submits to the General Meeting of Shareholders for approval the selection of an auditing firm for the Parent Company's financial statements and the consolidated financial statements for 2026 as follows:

### **1. Criteria for selecting an auditing firm:**

The firm selected to provide auditing services for Dakruco must meet the following conditions:

Must be a reputable independent auditing firm approved by the State Securities Commission to audit issuers, listed companies, and securities trading organizations;

Must have experts and a team of auditors with high qualifications and extensive experience in auditing financial statements in accordance with the provisions of Vietnamese Accounting Standards (VAS), the Vietnamese Corporate Accounting System, and International Financial Reporting Standards (IFRS); must have no conflict of interest when auditing the financial statements for Dakruco; and must offer appropriate and competitive service fees.

### **2. Proposed list of auditing firms**

The list of auditing firms/entities to audit the 2026 financial statements of the Parent Company and the 2026 consolidated financial statements of the Company is as follows:

- AAC Auditing and Accounting Co., Ltd. (AAC);
- MOORE AISC Auditing and Informatics Services Co., Ltd. (Moore AISC) – Da Nang Branch.
- Vietvalues Auditing and Consulting Co., Ltd. (VIETVALUES) – Da Nang Branch.

### **3. The Board of Supervisors's recommendation to the General Meeting of Shareholders**

The Board of Supervisors recommends that the General Meeting of Shareholders authorize the Board of Directors, based on the recommendation of the Company's Audit Committee, to select one of the three auditing firms listed in Section 2 of this Proposal and direct the Board of Management to carry out the procedures to sign an audit contract with the selected auditing firm in accordance with regulations.

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



**Recipients:**

- Shareholders;
- General Meeting of Shareholders;
- Board of Directors;
- Person in charge of Corporate Governance;
- Administration Department (for website posting);
- Archives: Office

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

**Signed**

**Nguyen Viet Tuong**

