

No. 01../2025/NQ-ĐHĐCĐ

Tay Ninh, December 6th, 2025

RESOLUTION
ANNUAL GENERAL MEETING OF SHAREHOLDERS
FOR THE FISCAL YEAR 2024 – 2025

(Approval of The Board of Management's report on Company's business operation for the fiscal year 2024 - 2025 and Action plan statement for the fiscal year 2025 - 2026)

- Pursuant to the Law on Enterprises No. 59/2020/QH14 approved by the National Assembly of the Socialist Republic of Vietnam on June 17th, 2020 and amended and supplemented documents from time to time;
- Pursuant to the Law on Securities No. 54/2019/QH14 approved by the National Assembly on November 26th, 2019, and its guiding documents;
- Pursuant to the Charter of Thanh Thanh Cong – Bien Hoa Joint Stock Company;
- Pursuant to the Minutes of the Annual General Meeting of Shareholders for the fiscal year 2024 - 2025 No. 01../2025/BBH-ĐHĐCĐ dated December 6th, 2025 of Thanh Thanh Cong – Bien Hoa Joint Stock Company.

RESOLUTION

Article 1. Approval of the Board of Management's report on Company's business operation for the fiscal year 2024 - 2025 and Action plan statement for the fiscal year 2025 - 2026.

(Detailed contents of the report are in Appendix 01 attached)

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

The Board of Directors and the Board of Management of the Company are responsible for implementing, supervising and reporting on the implementation of this Resolution./.

OBO. GENERAL MEETING OF SHAREHOLDERS

CHAIRLADY

Recipients:

- BOD, BOM;
- Archived: Corporate Secretary.



DANG HUYNH UC MY

Tay Ninh, November 13th, 2025

**BUSINESS PERFORMANCE REPORT FOR THE FISCAL YEAR
2024 - 2025 BY THE BOARD OF MANAGEMENT**

Dear General Meeting,

Dear Valued Shareholders,

In accordance with the Resolution of the General Meeting of Shareholders for the fiscal year 2023 - 2024, the Board of Management would like to present to the General Meeting the business performance report of the Company for the fiscal year 2024 - 2025 with the following main points:

I. Overview of the Macroeconomic Situation and the Sugar Industry

1. Sugar Surplus/Deficit Across Fiscal Years

- According to Czarnikow, in the 2024 - 2025 crop year, the global sugar market is expected to face a slight deficit of about 1.8 million tons, mainly due to production declines in India and Indonesia, while consumption demand remains stable in Asia and Latin America.
- Global sugar prices during the fiscal year 2024 - 2025 decreased from 23 cents/lb to 16 cents/lb, driven by increased supply from major producing countries (Brazil, India, Thailand) and global economic - trade fluctuations.

2. Vietnam Sugar Industry in the 2024 - 2025 Season

- In the domestic market, consumer purchasing power remained weak for many consecutive months, leading to a significant decline in product demand. As a result, most enterprises in the industry were forced to limit new imports and instead prioritize clearing existing inventories to maintain cash flow and reduce financial risks.
- Meanwhile, smuggled sugar prices continued to fall sharply, creating intense competitive pressure and directly pushing down selling prices in the domestic market. This not only eroded the profit margins of manufacturing enterprises but also weakened the motivation for production expansion and future investment.

II. Business performance for the fiscal year 2024 - 2025

Dear General Meeting,

The fiscal year 2024 - 2025 concluded in the context of a modest global economic recovery, yet faced with many challenges from geopolitical instability and the global sugar industry entering a down cycle with numerous unfavorable factors. TTC AgriS proactively and comprehensively transformed its entire system with decisiveness and speed, successfully closing the fiscal year 2024 - 2025 with stable performance. The Company maintained sugar sales volume of over 1 million tons, the highest market share in Vietnam's sugar industry, thereby reaffirming its leading role in

the national agricultural sector. Net revenue reached VND 28.482 billion, exceeding the fiscal year plan by 9%. Profit before tax amounted to VND 950 billion, surpassing the planned target by 6% and increasing by 5% compared to the same period last year.

III. Key Operational Initiatives

Dear General Meeting,

To achieve strong results and exceed both revenue and profit targets despite the challenges of the global economy and market fluctuations, the Board of Management is pleased to present the key highlights of fiscal year 2024 - 2025 as follows:

1. Management operations

- With a forward-looking approach and quick, decisive actions, TTC AgriS has carried out a bold transformation, shifting from a traditional production business into a **high-tech agricultural business model, building an ecosystem that connects AgTech, FoodTech, FinTech, and ESG practices**. This year, TTC AgriS made strong progress in turning this new model into reality, speeding up the reorganization of its structure to become more flexible and efficient in meeting strategic goals for the coming years.
- During the fiscal year 2024 - 2025, the Company continued to improve its legal foundation, organizational setup, and core operating processes under the Circular Value Chain model, built around **03 Centers (Commercial, Agriculture, Production) – 03 Services (Operation Excellency, Supply Chain Control Tower, Business Innovation Service) – 01 System**. At the same time, AgriS reorganized from the Board-level committees down to each department, aiming for a leaner structure with centralized management. Functional departments now act as strong support units for the Centers and business units, helping them run smoothly and effectively across the system..
- To strengthen internal capacity and prepare for the next stage of growth, TTC AgriS is moving ahead with Thanh Thanh Cong - Bien Hoa agricultural processing complex project, which will soon begin operations and mark a new growth milestone for the Company's integrated agricultural value chain.

2. Agriculture Center ("AgriC")

- The fiscal year 2024 - 2025 marked the first year that the Agriculture Center officially operated under the model of a **"One-stop provider of high-tech, sustainable, and circular farming solutions"**, built on three core pillars: **Farm Design – Farm Care – Farm Service**. By securing raw material supply and leading from the ground up, AgriC recorded several highlights in its operations with a fully digitalized farming system – covering sugarcane, fruits, rice, fertilizers, agronomic services, agricultural machinery, and **demo farms**.
- The Agriculture Center has also officially changed its legal entity name to AgriS Agricultural Development Joint Stock Company, reinforcing its strategic direction by shifting strongly from a **Cost Center** to a **Profit Center**. This transformation not only allows TTC AgriS's farming activities to flexibly adapt to 2030 goals, but also ensures that

the Company maintains its core agricultural foundation acting as a companion and trusted partner of farmers, providing cooperation and support in every aspect.

- During fiscal year 2024 - 2025, AgriC accelerated the development of sugarcane demo farms in Kratie and Ninh Dien with six high-tech solution packages, including: **Field planning and design – Nutrient management – Plant protection management – Seed programs – Mechanization and precision farming – Digital transformation**. These initiatives form a solid foundation for the Agricultural Service-as-a-Solution (SaaS) model, which is planned to launch in fiscal year 2025 - 2026. The model will be supported by teams of specialists in each field, integrated into the AgriC ecosystem through international cooperation, technology transfer, and knowledge-sharing programs implemented over the past years.

3. Production Center (“ProC”)

- In the fiscal year 2024 - 2025, the Production Center (ProC) made significant progress in affirming its legal status and operations under its new entity name: AgriS Production Development Joint Stock Company. Building on this milestone, ProC focused on optimizing production capacity, improving efficiency, and raising operational standards under the World Class Manufacturing (WCM) model. These efforts contributed to closing the value chain and advancing TTC AgriS’s goal of sustainable, high-tech agriculture.
- The Production Center continued to play a key role in ensuring a stable balance of supply and demand, with specific results in fiscal year 2024 - 2025 as follows:
 - + Production output was sufficient to meet consumption demand, while equipment performance (OEE) was optimized, recovery efficiency reached 10% for sugarcane and 100% for raw sugar, approaching international standards thanks to WCM-based operations and strict monitoring of each factory’s KPIs.
 - + Project investments were completed on schedule, ensuring readiness for the upcoming production season across member companies. Progress and costs were closely monitored, fully within the approved budget.
 - + Quality management was standardized through the QMS system in production, with internal and supplier audits conducted. Product quality monitoring in the market was strengthened. All factories achieved international certifications such as ISO 9001 and FSSC 22000, while also complying with ESG standards and securing export certifications including Bonsucro, Organic, Halal, and Kosher.
 - + Production processes were streamlined and standardized under WCM, shaping ProC as an innovation hub. With globally recognized operational standards, ProC delivers green, clean, and high-value products from high-tech agriculture.
- Looking toward 2030, ProC will serve as the central link connecting the integrated value chain of AgrC – ComC – BIS within the TTC AgriS ecosystem. Its mission is to expand production capacity, deliver products of global quality, meet customer expectations both domestically and internationally, create higher added value, and foster sustainable growth.

4. Business Innovation Services

- In fiscal year 2024 - 2025, the Business Innovation Services (BIS) Center strengthened its role as the hub for developing international-standard F&B innovations. This year, BIS successfully launched 18 new products, including functional sugars (diet, low GI), beverages from sugarcane, coconut, and pineapple, as well as food products made from local agricultural raw materials.
- For the core sugar business, the Company continued to pursue its strategy of shifting from traditional granulated sugar to a variety of syrup formats, while also maintaining and expanding low-calorie and low-GI sugar lines. These products deliver added convenience, cost savings, enhanced flavor experience, and environmental benefits through reduced energy use and optimized packaging.
- BIS also implemented four packaging innovation projects, improving usability and environmental friendliness.
- Successfully developed three bio-based products from sugarcane bagasse, creating value-added applications from agricultural by-products and contributing to the circular economy.

5. Commercial Center (“ComC”)

- With the orientation of **“digitalized commercialization, closer to consumers, stronger market presence”**, the fiscal year 2024 - 2025 marked a strong transformation for the Commercial Center (ComC). ComC has become the extended arm connecting products with the market. The new commercialization strategy enabled ComC not only to accelerate outreach speed but also to engage customers at the right time, with the right solution, and at the right touchpoint. More than just selling products, ComC delivers solutions built on data, technology, and consumer insights. This is a strategic step that brings TTC AgriS closer to a modern, dynamic, and customer-centric market.
- Despite challenges from volatile sugar prices and international import policies in fiscal year 2024 - 2025, TTC AgriS reaffirmed its leading position in the sugar industry, with sales volume exceeding 1 million tons across all sugar types.
- Beyond commercialization growth, ComC also created a strong brand presence in the market, becoming a trusted supplier for many leading FMCG manufacturers and accompanying about 45,5 million Vietnamese consumers.
- Over 43 million consumers were reached through digital marketing campaigns, alongside the launch of 21 new products in the beverage sector with fresh, distinctive designs.
- The campaign “*Triệu triệu người yêu yêu lòng*” – emotional and empathetic was ranked among the Top 8 YouTube Trending videos and mentioned by more than 53 major press outlets, becoming one of the most memorable communication highlights of the year.
- Each figure and each consumer touchpoint represents steady progress, enabling ComC to expand its consumer ecosystem, enhance market responsiveness, and pursue sustainable transformation. These steps pave the way for AgriS to accelerate towards the VND 60,000 billion revenue goal by 2030, building a green future while winning both the market and the hearts of consumers.

6. Supply Chain

- In fiscal year 2024 - 2025, supply chain operations continued to play a leading role in driving, coordinating, and connecting the entire value chain. The function consistently improved processes and applied **digital solutions to optimize costs and enhance real-time responsiveness**, with the goal of lowering expenses, improving service quality, and enriching the customer experience.
- During the year, TTC AgriS maintained strict control over purchasing and logistics costs. The successful delivery rate reached a high level, reflecting stronger coordination capabilities and an upgraded transportation system.
- The rollout of the Galaxy system, together with proactive supply solutions, enhanced inventory management, increased flexibility in distribution, and maintained efficiency across the entire supply chain.

7. Operation Excellency

- The Operation Excellency (OPEE) continued to focus on building and promoting optimized operations, centered around three key elements: **People – Processes – Systems**. These pillars form the foundation for sustainable business development. By tightly integrating technology, data, and people, OPEE has created a unified and efficient management system, preparing TTC AgriS for the next stage of large-scale expansion—faster, more accurate, and more optimized—transforming from traditional operations into **smart operations**.
- In particular, financial management continued to be run flexibly, standardized, and transformed toward comprehensive governance. The Company successfully applied FinTech solutions, such as host-to-host transactions and BI-based management reporting, enhancing analysis and decision-making capabilities.
- **A comprehensive financial value chain model** was clearly shaped, supported by strategic cooperation agreements with BIDV and MB Bank, as well as effective capital mobilization from major financial institutions such as UOB and DEG. These efforts strengthened financial capacity and enhanced the AgriS brand value.
- By reinforcing financial management, optimizing capital allocation strategies, and actively seeking international green funding for the agriculture and consumer sectors, AgriS achieved a profit before tax of VND 950 billion. Profitability indicators improved significantly, with ROA at 2.5% and ROE at 7.6%. These results affirm that the Company's transformation strategy is on the right track, while also increasing the efficiency of its core business operations.

Business Performance

Items	Unit	Fiscal year 2023 – 2024	Fiscal year 2024 – 2025	% Variance
Net revenue	Billion VND	29,021	28,482	-2%
Profit from operating activities	Billion VND	913	1,009	11%
Profit before tax	Billion VND	908	950	5%
Profit after tax	Billion VND	806	834	4%

(Source: Audited consolidated financial statements)

AgriS recorded net revenue of VND 28,482 billion and profit before tax of VND 950 billion, up 5% compared to the same period last year. These results reaffirm the Company's ability to maintain sustainable growth and generate stable profit despite domestic and international economic fluctuations.

Asset Situation

As of June 30th, 2025, total assets reached 32,679 billion VND, down 1,399 billion VND (equivalent to 4%) compared to the beginning of the fiscal year. This reflects the financial restructuring roadmap, aiming to build a sustainable structure as the foundation for the 2030 strategy. During the year, receivables from customer were controlled and inventories decreased by 370 billion VND, demonstrating effective receivables management and inventory optimization through stronger sales activities and strict governance policies.

The composition of short-term and long-term assets is detailed as follows:

No.	Items	30/06/2024		30/06/2025		% tăng giảm	
		Value (billion VND)	%	Value (billion VND)	%	Value (billion VND)	%
1	Short-term assets	23,752	70%	20,054	61%	(3,697)	-16%
2	Long-term assets	10,327	30%	12,625	39%	2,298	22%
*	Total assets	34,078	100%	32,679	100%	(1,399)	-4%

(Source: Audited Consolidated Financial Statements)

Liabilities and Owner's Equity

As of June 30th, 2025, total liabilities amounted to 21,828 billion dong, down 5% compared to the beginning of the fiscal year. The liability structure showed a clear shift: short-term liabilities decreased by 20%, from 19,400 billion VND to 15,550 billion VND, while long-term liabilities increased by 78% to 6,279 billion VND. This reflects the Company's capital restructuring strategy,

aiming to reduce short-term pressure while strengthening long-term funding from professional investors, in line with the roadmap toward the 2030 development strategy:

No.	Items	30/06/2024		30/06/2025		% tăng giảm	
		Value (billion VND)	%	Value (billion VND)	%	Value (billion VND)	%
1	Short-term liabilities	19,400	85%	15,550	71%	(3,850)	-20%
2	Long-term liabilities	3,535	15%	6,279	29%	2,744	78%
*	Total liabilities	22,934	100%	21,828	100%	(1,106)	-5%
1	Share capital	7,621	68%	8,362	77%	741	10%
2	Undistributed earnings	1,133	10%	1,047	10%	(86)	-8%
3	Others	2,390	21%	1,442	13%	(948)	-40%
*	Equity	11,144	100%	10,851	100%	(293)	-3%

(Source: Audited consolidated financial statement)

III. Conclusion

Overcoming the challenges of international agricultural trade, the Board of Management together with all TTC AgriS employees have proactively and flexibly turned difficulties into opportunities, closing the fiscal year 2024 - 2025 with a significant milestone of transformation. TTC AgriS remains steadfast in pursuing the Net Zero goal, perfecting its business model in alignment with a sustainable and responsible value chain.

With a clear strategy and strong commitment to comprehensive innovation, TTC AgriS is ready to build a circular, multi-value agricultural ecosystem, rooted in technology and ensuring that benefits are fairly shared among all stakeholders. The Company firmly believes these improvements will establish a solid foundation for strong growth, enabling adaptability and seizing breakthrough opportunities—towards becoming a high-tech agricultural solution provider, participating in the global F&B value chain, and achieving the revenue target of VND 60,000 billion by 2030.

The Board of Management sincerely thanks our valued shareholders for their trust and companionship, the Board of Directors for their close guidance, and all employees for their unity, dedication, and tireless efforts throughout the past journey.

Tay Ninh, November 13th, 2025

THE BOARD OF MANAGEMENT'S OPERATIONAL DIRECTION FOR THE FISCAL YEAR 2025 – 2026

Dear General Meeting,

To effectively implement business activities for the fiscal year 2025 - 2026, the Board of Management would like to present to the Conference the operational direction for the fiscal year 2025 - 2026 of the Company, highlighting the following key points:

I. Overview of the Macroeconomic Situation and the Sugar Industry

1. Macroeconomic forecast

Global Economy:

The fiscal year 2025 - 2026 begins in the context of a global economy showing signs of recovery yet still facing many uncertainties:

- According to IMF forecasts, global GDP growth in 2025 is expected to reach 2.8%, lower than the average of previous years. Growth forecasts for both developed and developing economies have been revised downward, particularly for the US, China, and the European region.
- Trade tensions are rising, with the US expanding reciprocal tariff policies from April 2025, directly affecting global supply-demand chains, fueling protectionism, and reducing investment and trade consumption.
- Global inflation is cooling but at a slow pace, while many countries continue to struggle with balancing growth and inflation control.

Vietnam Economy:

Amid global uncertainties, Vietnam enters 2025 with a strong reform spirit, targeting GDP growth of 6.5% – 7%, and aiming for 8% or higher under favorable conditions. Strategic policies being implemented include:

- Developing two international financial centers in Ho Chi Minh City and Da Nang,
- Expanding GDP to over USD 500 billion, with GDP per capita exceeding USD 5,000,
- Keeping inflation within the range of 4.5% – 5%.

At the same time, four pillar resolutions on science & technology, digital transformation, private sector development, and international integration continue to serve as the key drivers of growth in the coming period.

2. Global Sugar Industry Forecast

- The global sugar industry is entering a major surplus cycle. According to Czarnikow, surplus is projected at 7.5 million tons, the highest in the past 10 years, while consumption demand has seen almost no growth over the last three years.
- World raw sugar prices are forecasted to stay in the range of 16–18 cents/lb in fiscal year 2025 - 2026, close to Brazil's production cost and China's import threshold, with a tendency to stabilize toward 2030.
- Overall, the market is influenced not only by traditional supply–demand factors but also by energy prices, exchange rates, and global geopolitical fluctuations.

3. Vietnam Sugar Industry Trends

- In Vietnam, sugar output in FY 2025 - 2026 is expected to continue growing thanks to the expansion of material areas and milling capacity. However, Vietnam still needs to import over 1 million tons of sugar per year, as domestic production remains insufficient to meet demand.
- Domestic sugar prices are projected to decline, heavily dependent on global price trends and local supply–demand, with significant short-term volatility.

4. FBMC Market

- On the global consumption map, major shifts are taking place in the food, beverage, milk, and confectionery (FBMC) industry. While the US market is reaching saturation and China maintains its leading position thanks to its massive consumer base, Vietnam is emerging as a new growth hotspot.
- The Vietnamese consumer market is shifting clearly toward **healthier, more convenient, and more differentiated** products.
- These changes are not only trends but also the foundation for shaping products and brands in the coming years. This creates the space for TTC AgriS to assert its pioneering role in building a circular agri-food ecosystem, based on innovation, standardization, and a sustainable consumer approach.

II. Key Performance Indicators for the Fiscal Year 2025 – 2026

Dear General Meeting,

In fiscal year 2025 - 2026, TTC AgriS sets out a bold strategy to transform from a production enterprise into a **high-tech agricultural business model**, developing an **AgTech – FoodTech – FinTech – ESG ecosystem**. The aim is to sustain market share in established business segments, expand strongly into F&B, and optimize operations. The planned net revenue is projected to reach 26,500 billion VND, with a forecasted pre-tax profit of 951 billion VND, these reflect stable growth compared to last year's results, amid a volatile and challenging market environment.

III. Operational Plan for the Fiscal Year 2025 – 2026

Dear General Meeting,

To achieve the above plan, the Board of Management respectfully submits to the General Meeting the following action plans for the fiscal year 2025 - 2026:

1. Management Operations

TTC AgriS will continue its journey of connecting the value chain by operating the **3 Centers – 3 Services – 1 System** model to develop the **AgTech – FoodTech – FinTech – ESG ecosystem**, ensuring sustainable growth objectives. In alignment with Vision 2030, TTC AgriS establishes a clear growth roadmap with specific targets for the 2025 - 2030 period. Indicators on output, revenue, profit, and market capitalization reflect the determination to **scale up, expand product categories, and enhance overall system value**.

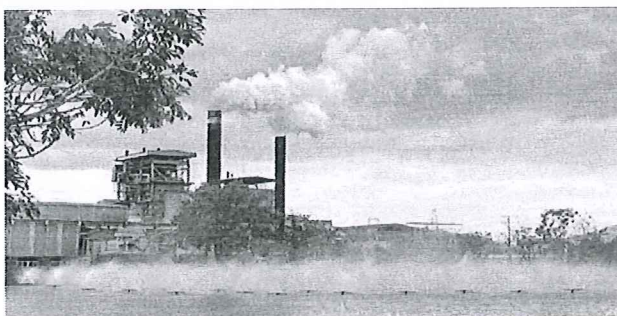
2. Agriculture Center

- In the fiscal year 2025 - 2026, the Agriculture Center continues operating under the model of a **“one-stop provider of high-tech, sustainable, and circular farming solutions”**, built on three pillars: **Farm Design – Farm Care – Farm Service**, with a focus on securing raw material areas and standardizing cultivation models, especially in sugarcane and fruit. Demo farms under the 3F standard will be further expanded to create scalable models across the raw material region.
- Drive **digital transformation & agri-tech** adoption by deploying the FRM – digital farm management system with standardized data as the basis for effective raw material management. Complementary platforms such as Farmer App, drip irrigation systems, UAVs (drones), and data lakes will support agronomic analysis, real-time yield forecasting, and precise decision-making.
- On this digital foundation, TTC AgriS will **expand the FaaS – Farm as a Service model**, providing farmers with comprehensive solutions and services—from seeds, fertilizers, and mechanization to technical consultancy. This will not only improve yields and product quality but also strengthen engagement with farmers across the entire value chain.



3. Production Center and Business Innovation Services

- In the fiscal year 2025 - 2026, the Production Center will focus on optimizing capacity through investments in efficiency, quality assurance, and off-season maintenance. Continuous-crushing plans during Tet holidays will be implemented to ensure production continuity and maximize system capacity.



- **Digitalization and system upgrades:** modern management systems such as QMS and QC-QA modules on Digifactory will be applied to standardize data, enhance monitoring, and improve traceability.
- **Innovation and investment:** with the E2E (End-to-End) operating model, efforts will focus on production stability, recovery rate improvement, and international-standard OEE control. At the same time, OEM/ODM capacity and production/quality management capabilities will be strengthened.
- **Product diversification:** expand into food, beverage, dairy, and confectionery (FBMC), enhancing supply capabilities in natural and nutritious products in line with ESG standards.
- **Promote research and value-chain utilization of crops** to enhance competitiveness through value-added products and green energy, in cooperation with partners in Singapore and Australia.

4. Commercial Center

- Maintain leadership in the sugar sector by strengthening MNC channel performance, expanding coverage to SME, export, and trade channels, and developing route-to-market distribution systems for B2C channels to reach end consumers. Initial entry into the rice market will diversify revenue streams by leveraging the agricultural value chain.
- Accelerate the development of new product categories, particularly in food and beverages, derived from core crops such as sugarcane, coconut, and rice, aligned with sustainable ESG trends.
- On the basis of core business lines, TTC AgriS aims to expand aggressively into international markets through the development of multi-dimensional trade networks.

5. Supply Chain

In the fiscal year 2025 - 2026, supply chain priorities include:

- Standardizing IBP processes and deploying the E-Planning system across the group to improve demand forecasting and coordination between production and business centers, ensuring optimal capacity for strategic products.
- Strengthening inventory control and logistics solutions tailored to each product category. Upgrade the Galaxy system toward automation, delivery coordination, and fleet performance measurement, with the goal of lowering costs, improving service quality, and enhancing supply chain proactivity.
- Implementing long-term supplier management under the SRM (Supplier Relationship Management) model, from classification–evaluation–selection to deeper partnerships. This forms the basis of a group-wide procurement strategy to control raw material costs, minimize price volatility risks, and maximize efficiency.

6. Operation Excellency

TTC AgriS will redefine its management foundation by **comprehensively standardizing finance – operations – systems** as the three pillars of sustainable growth:

- Operations Management: Standardize processes and operating standards across the system under international governance frameworks. Strengthen data- and digital-based management to ensure transparency and efficiency. Focus on strategic workforce planning, attracting and developing talent capable of transformation and innovation.
 - Systems Management: Build an end-to-end digital operating ecosystem, prioritizing security and data processing capacity. New technologies such as AI, Blockchain, and digital platforms will be applied in operations – production - commercialization.
 - Financial Management: Establish a unified financial data system for multidimensional profit analysis. Continue strict control of capital costs, foreign exchange risk management, capital efficiency, and financial solutions along the value chain. Enhance the use of FinTech and integrate ESG initiatives in finance for sustainable development.
7. **Investment Activities:** TTC AgriS will focus on building and restructuring its investment portfolio in line with the 2030 strategy, prioritizing large-scale projects with sustainable growth potential and ESG contributions, while also planning for IPOs and seeking strategic investors.

Business Performance Plan

Items	Đvt	Fiscal year 2023-2024	Fiscal year 2024-2025	Fiscal year 2025-2026	% Variance
Net Revenue	B.VND	29,021	28,482	26,500	-7%
Profit before tax	B.VND	908	950	951	0.1%

For FY 2025 - 2026, as the sugar industry enters a cycle of intensified competition and projected price declines, the Company targets to sustain its sugar market share, expand into FBMC, tighten cost control, and ensure business efficiency. The planned net revenue is VND 26,500 billion, and profit before tax is VND 951 billion, similar to last year's results.

IV. Conclusion

Stepping into FY 2025 - 2026, which opens a new strategic phase toward 2030, TTC AgriS will continue to strengthen its circular value chain strategy, pioneering innovation to become a **“Provider of high-tech agricultural solutions on a sustainable foundation”**, unlocking the pillars of AgTech – FoodTech – FinTech. All these efforts aim to maximize value for partners participating in TTC AgriS's sustainable agricultural value chain and to affirm its position as a leading multinational agricultural enterprise in the region. On this journey, the dedication of all employees and the companionship of shareholders remain indispensable.

In the coming period, the Board of Director will continue to minimize weaknesses, leverage the Company's strengths, and strive to achieve the goals and expectations of shareholders and investors.

The company's management sincerely thanks the shareholders for their support, the Board of Directors for their close guidance, and all employees for their trust, solidarity, and dedication over the years.

The above outlines the production and business plan for the 2025 - 2026 financial year of Thanh Thanh Cong - Bien Hoa Joint Stock Company, submitted to the General Meeting of Shareholders.

Respectfully submitted to the conference.

CHIEF EXECUTIVE OFFICER



THAI VAN CHUYEN