AgriS

MARKET CREATOR

SHAPING THE FUTURE OF AGRICULTURE



ANNUAL REPORT
FISCAL YEAR 2025-2026

Abbreviation

AGM	:	Annual General Meeting of Shareholders
AR	:	Annual report
Agtech	:	Agricultural Technology
ATIGA	:	ASEAN Trade in Goods Agreement
ASEAN	:	Association of Southeast Asian Nations
BOD	:	Board of Directors
BOM	:	Board of Management
B2B	:	Business to Business
B2C	:	Business to Customer
COD	:	Chemical Oxygen Demand
CCS	:	Commercial Cane Sugar
Co., Ltd.	:	Company Limited
CAGR	:	Compounded Annual Growth rate
CG	:	Corporate Governance
CEO	:	Chief Executive Officer
CIT	:	Corporate Income Tax
EBIT	:	Earnings before interest, taxes
EBITDA	:	Earnings before interest, taxes, depreciation and amortization
ESOP	:	Employee Stock Ownership Plan
ERP	:	Enterprise Resource Planning
F	:	Forecast
FR	:	Financial report
FY	:	Fiscal Year
FDA	:	Food and Drug Administration
FDI	:	Foreign Direct Investment
Fintech	:	Financial Technology
FOL	:	Foreign Ownership Limit
Foodtech	:	Food Technology
GMS	:	General Meeting of Shareholders
GT	:	General Trade
HR	:	Human Resources
IA	:	Internal Audit
IFRS	:	International Financial Reporting Standards
ISO	:	International Organization for Standardization
JSC	:	Joint Stock Company
M&A	:	Mergers & Acquisitions
MT	:	Modern Trade
MNC	:	Multinational Corporation
OECD	:	Organization for Economic Cooperation and Development
P/E	:	Price-to-Earnings Ratio
PAT	:	Profit After Tax
PBT	:	Profit Before Tax
RE	:	Refined Extra
RS	:	Refined Standard
R&D	:	Research & Development
ROA	:	Return On Average Assets
ROE	:	Return On Average Equity
SME	:	Small and Medium-sized Enterprise
AgriS, SBT, Company	:	Thanh Thanh Cong - Bien Hoa Joint Stock Company
TCD	:	Tons of Cane per Day
UN	:	United Nations
USDA	:	United States Department of Agriculture
VAS	:	Vietnam Accounting Standards
VSSA		Vietnam Sugarcane and Sugar Association
YoY	:	Year over Year

MARKET CREATOR SHAPING THE FUTURE OF AGRICULTURE

The 2025–2026 fiscal year marked a significant turning point in AgriS's 2025–2030 strategic journey, as long-term strategic directions began to translate into concrete and measurable results. Moving beyond its role as an Ecosystem Builder, AgriS officially entered a phase of optimizing performance and strengthening its position as a Market Creator.

During FY2025–2026, AgriS achieved initial foundational results in expanding into new business areas beyond sugar, including the rice value chain, bananas, agricultural services, and high value-added F&B product lines. These results marked the beginning of a new value creation cycle, in which AgriS not only participates in the agricultural value chain but also contributes to shaping the future of Vietnam's agricultural economy toward a modern, sustainable, and market-leading direction.

FY2025–2026 was also the year in which AgriS completed key foundations for its next phase of growth by strengthening its governance structure, enhancing leadership capabilities, making significant investments in science and technology and data, and reinforcing its operating pillars in line with international standards. The foundations established during this period will provide momentum for AgriS to accelerate strategy execution, expand its operations, and realize its long-term growth objectives.





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Vision - Mission
Core values



VISION

To become a high-tech agricultural solutions provider, actively engaged in the global food and beverage value chain.

MISSION

To build advanced and sustainable agriculture that provides energy and nutrients from natural sources.

CORE VALUES

- EFFICIENCY
- PIONEER
- CREATIVITY
- SPIRIT OF OWNERSHIP
- INTEGRITY



Commitment to a true and fair Annual report FY 2025-2026

Based on the principles of independence, objectivity, transparency, and compliance with professional auditing ethics, the AgriS Internal Audit Department confirms that the information presented in AgriS's FY2025–2026 Annual Report fully complies with the applicable information disclosure regulations and aligns with advanced international standards and best practices, including:

- Integrated Reporting Framework issued by the International Integrated Reporting Council (IIRC);
- ASEAN Corporate Governance Scorecard (ACGS 2024);
- G20/OECD Principles of Corporate Governance 2023;
- Circular No. 96/2020/TT-BTC, together with relevant good corporate governance practices and international best practices applied in the market.

This reaffirms AgriS's consistent direction and vision for sustainable development in accordance with international standards, which the Company has steadfastly pursued over the years.

In all material respects, the Company's Annual Report has been presented fairly and reasonably, providing comprehensive information on corporate governance, production and business operations, and financial and investment activities during FY2025–2026. The financial and non-financial information and data presented in the Company's FY2025–2026 Annual Report are consistent with the financial statements for the same period, which were audited by Ernst & Young Vietnam Co., Ltd.

AgriS's Annual Report has been prepared in the spirit of openness, transparency, and a multi-dimensional approach, with the aim of meeting the information needs of Shareholders, Investors, and Stakeholders across AgriS's value chain to the greatest extent possible.

Internal audit department
Head of department

HUYNH THANH NHAN



01 AGRIS - IMPRINT OF THE YEAR

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Message from the Chairlady of the Board of Directors



Discipline that creates value

Ms. Dang Huynh Uc My
Chairlady of the BOD of AgriS

> "We aspire to build an ecosystem that creates greater value for Vietnamese agricultural products, improves outcomes for farmers, opens up opportunities for partners, and delivers commensurate returns to shareholders"

Dear Shareholders, Investors, and Partners,

Following five years of transformation, AgriS enters the 2026–2031 period with a clearer foundation and greater responsibilities. The question I have set for this next chapter is: **Where will AgriS create new value, through what capabilities, and how will that value be translated into benefits for shareholders?**

This question guides our strategic choices and capital allocation decisions.

In FY2025–2026, AgriS recorded revenue of VND 26,733 billion, achieving more than 101% of the plan approved by the General Meeting of Shareholders. Total assets reached nearly VND 37,799 billion, up 16%, while SBT's market capitalization reached VND 19,261 billion, increasing 14% YoY. Over five years, revenue grew by 46% and total assets by 36%.

These results provide a foundation for the next stage of development. The priority now is to enhance the quality of growth: improve profitability from invested resources, strengthen cash flow, and build capabilities that can continue to create value across multiple cycles.

NEW VALUE COMES FROM DEEPER VALUE CHAIN INTEGRATION

I see significant potential in Vietnam's agricultural sector in its ability to generate more value from every raw material resource.

This value emerges when agronomy improves farming efficiency, technology expands processing capabilities, research creates new products and formulations, and brands and commercial networks bring products to the right markets. When these capabilities are connected, businesses can participate more deeply in the value chain and exercise greater control over the economic value they retain.

This is the development direction that AgriS has consistently pursued. Building on our sugar industry foundation, we have expanded into coconut, rice, bananas, pineapples, and food and beverages, leveraging capabilities that can be shared across and complement one another.

- Betrimex clearly demonstrates the potential of this approach. In 2025, net revenue reached VND 4,902 billion, nearly doubling YoY, while export turnover reached USD 160 million. Coconut products are now present in 80 countries, supported by more than 120 global strategic partners. On this foundation, the target of achieving USD 1 billion in revenue by 2030 calls for further strengthening product development capabilities, expanding market reach, and selecting suitable partnership and M&A opportunities.
- In the fruit segment, all banana plantations have achieved Dole standards and Global G.A.P. certification. Cooperation with Dole Asia opens up plans to develop 2,500 hectares of bananas and 1,000 hectares of pineapples during 2027–2031. Our principle is to align raw material area development with market standards, market outlets, and long-term economic efficiency.

Expanded cooperation with the University of Technology Sydney (UTS) and Farmacist, together with the establishment of the AgriS Global Innovation Center in Singapore, further strengthens our ability to connect research, technology, capital, and markets. The value of these connections will be demonstrated through commercial applications and the benefits they generate across the entire ecosystem.



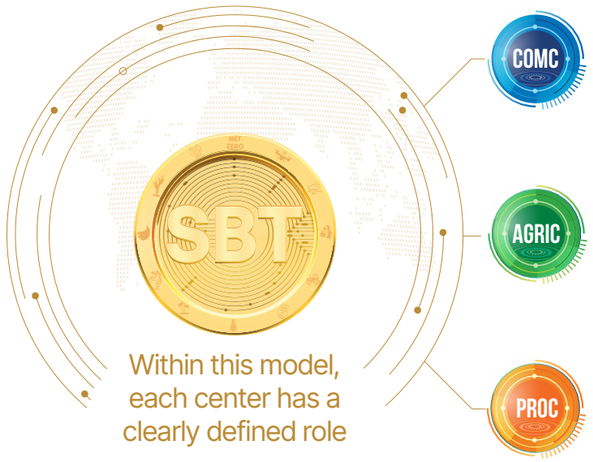


Lessons distilled from experience preserving core values and transforming them into guiding principles for every action at AgriS

THE SHAPE OF GROWTH

The Shape of Growth reflects how AgriS organizes its capabilities to generate revenue and competitive advantages for the next phase.

We are focusing on three shifts: from resources to value; from production to solution provision; and from domestic capabilities to international competitiveness.



ComC (Commercial Center) connects the ecosystem's capabilities with the market, develops products, brands, and distribution channels, strengthens engagement with end consumers, and expands international trade.

AgriC (Agricultural Center) develops agronomic and technological capabilities and raw material areas, while progressively commercializing solutions that help farmers improve productivity, quality, and farming efficiency in Vietnam, Laos, and Cambodia.

ProC (Production Center), together with R&D, deepens processing capabilities and develops biological products, formulations, and high value-added solutions for various industries. It also improves raw material utilization efficiency and develops emission-reduction solutions.

At the Holding level, **AgriS is responsible for connecting strategy, allocating capital, and monitoring the performance of the entire ecosystem**. Investment partners are selected based on complementary capabilities in capital, technology, governance, and market expansion.

An integrated governance and data system provides the foundation for this model to operate effectively. With connected information, we can make better decisions regarding supply, production, inventory, trade, and capital utilization. This also provides a basis for progressively developing revenue streams from technology-based solution platforms, including SaaS/AgriOS.

DISCIPLINE THAT CREATES VALUE

Dear Shareholders, Investors, and Partners,

A strategy creates value only when a company has the capabilities to execute it and takes responsibility for the results.

The Board of Directors focuses on the quality of strategic choices, capital allocation, and oversight. The Board of Management is responsible for translating these choices into plans with clear priorities, accountable owners, timelines, and specific evaluation criteria.

We will assess growth based on earnings quality, cash flow, capital efficiency, and competitiveness. Every investment must have a clear economic rationale; every expansion must strengthen the Company's capabilities and deliver long-term benefits to shareholders.

ESG is integrated into this process, from traceability and resource utilization to human development and transparent governance. These are essential conditions for AgriS to meet international standards, improve supply chain quality, and access long-term capital.

Market capitalization target in the USD billion range by FY2030–2031 is an important milestone we are working toward. The foundation for achieving it lies in our ability to generate sustainable profits and cash flow, together with the transparency that enables investors to clearly recognize AgriS's value.

FROM FIELD TO FUTURE

One year after the launch of my book, Right to Win – The Winning Edge of Vietnamese Agriculture, I continue to hold one firm belief:

"To earn a position in global markets, a company must build the capabilities worthy of the position it aspires to achieve."

For AgriS, the From Field to Future journey begins with the concrete decisions we make today: which capabilities to invest in, whom to partner with, how to organize resources, and how to ensure disciplined execution through to completion.

We aspire to build an ecosystem that creates greater value for Vietnamese agricultural products, improves outcomes for farmers, opens up opportunities for partners, and delivers commensurate returns to shareholders.

I sincerely appreciate your trust and continued partnership. Our responsibility is to translate that trust into results through sound decisions, disciplined execution, and transparency.

This is how AgriS shapes growth: investing today in the capabilities that will create lasting value.

Sincerely,



Ms. Dang Huynh Uc My

Chairlady of the BOD of AgriS

Message from the CEO



AgriS will continue to affirm its position as an integrated agricultural ecosystem, where technology, capital, and value chains are connected to create sustainable value for shareholders and stakeholders.

Dear Valued Shareholders, Investors, Customers, Agri-Entrepreneurs, and Partners,

FY2025–2026 closed amid a period of profound restructuring in the global economy, marked by mixed developments. Demand for agricultural products, food, and value-added products continued to expand, particularly in emerging economies and Asia, with Vietnam further strengthening its position on the global agricultural export map. In reality, the agricultural sector is facing a new competitive landscape, with volatile commodity prices, unpredictable energy and input costs, increasingly evident climate change impacts, restructuring of trade flows, and higher requirements for traceability, emissions, food safety, and supply chain transparency.

In this context, the competitiveness of leading enterprises lies in their ability to integrate the value chain, allocate capital efficiently, leverage data to improve decision-making, and turn innovation into long-term growth drivers. For AgriS, the past fiscal year was an important period to validate the strategic choices that we have consistently pursued, while strengthening new growth foundations and accelerating the realization of our strategy through 2030–2031. In line with this direction, AgriS proactively invests in **strategic platforms capable of creating sustainable value** across multiple economic cycles.

In FY2025–2026, AgriS recorded

Net revenue of **26,733** VND trillion

With sales volume of **1.25** million tons

achieving **101%** of the plan. These results demonstrate AgriS's ability to maintain its operating scale and adapt amid continuous changes in global commodity markets and supply chains.

In the capital market

SBT shares increased by **14.37%**

with market capitalization reaching nearly **20,000** VND trillion

On October 13, 2025, SBT reached VND 26,900 per share, marking its highest price range in eight years.

At the same time, AgriS continued to receive recognition from domestic and international organizations for corporate governance, sustainable development, innovation, and international competitiveness, notably the Global CSR & ESG Awards, ESG Business Awards, Top 10 Best Corporate Governance Companies, Top 10 Green Vietnam ESG Companies 2026 – High-Tech Agriculture Sector (ESG10), and Top 50 Sustainable Development Companies 2026 – Corporate Sustainability Awards (CSA) in the Outstanding Corporate Governance category. AgriS's SBT shares also remained in the VNSI20 – **Top 20 Stocks with the Best Sustainability Scores in the Market for the 9th consecutive year**, affirming the Company's governance capabilities and steadfast commitment to the goals of circular agriculture.

Beyond business performance, during FY2025–2026, we continued to raise governance standards in line with international best practices through the roadmap for the transition to IFRS, the enhancement of governance frameworks, and the strengthening of data-driven management capabilities. This reflects AgriS's consistent approach to maintaining high standards of governance, transparency, and management discipline, thereby strengthening the trust of shareholders, institutional investors, and international financial partners. Capital market confidence is not built on statements, but on the quality of governance and consistent execution throughout each stage of development.

This fiscal year also marked an important transformation milestone in the Company's 57-year development journey. With the Holdings model, 03 Centers – 03 Layers – 01 System architecture, and a unified operating platform built on data and digital technology, AgriS has shifted from managing individual business units to **managing an ecosystem based on strategy, data, markets, and capital efficiency across the Group**. This model enables us to better connect agricultural, production, and commercial capabilities; allocate resources according to market opportunities; maximize value chain capabilities; enhance responsiveness to changes in supply, demand, and commodity prices; and strengthen the foundation for AgriS to enhance competitiveness, expand growth opportunities, and create sustainable value for shareholders and stakeholders.

Building on this momentum, in FY2026–2027, AgriS aims to optimize its performance and position as a Market Creator.

During this period, our priority is to enhance growth quality through market diversification, increase value across each product chain, and optimize capital efficiency. AgriS will continue expanding its presence in ASEAN and international markets, developing its **Food, Beverage & Ingredient** portfolio, while further integrating **Integrated Business Planning** (IBP), **data, and artificial intelligence** (AI) into operations to enhance forecasting capabilities, optimize the supply chain, accelerate decision-making, and improve resource efficiency across the ecosystem.

The effectiveness of every transformation must be reflected in growth quality, cash flow generation, and value creation for shareholders. These will be the benchmarks for our management decisions in FY2026–2027 and beyond. AgriS will continue to affirm its position as an integrated agricultural ecosystem, where technology, capital, and value chains are connected to create sustainable value for shareholders and stakeholders.

On behalf of the Board of Management, I would like to sincerely thank our Shareholders, Investors, Customers, Agri-Entrepreneurs, and Partners for your trust, support, and cooperation throughout the journey. We are committed to continuously enhancing the quality of governance, execution capabilities, and operational efficiency, working together with you to realize strategy through 2030-2031 Strategy and contribute to shaping the future of Vietnam's agriculture toward a modern and sustainable direction.

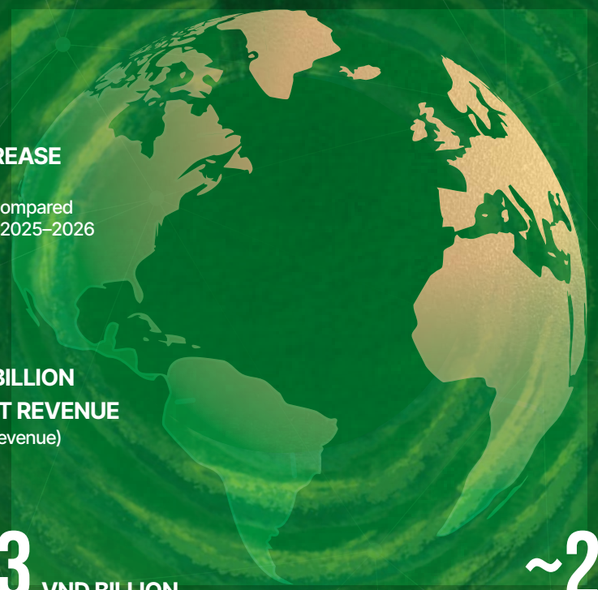
Mr. Thai Van Chuyen
CEO

Key Highlights of FY 2025-2026

46% MARKET SHARE
Leading the Vietnamese sugar industry

88 Countries
EXPORT MARKETS

SALES VOLUME OF SUGAR
~1,300,000 MILLION TONS



+23%
SHARE PRICE INCREASE TO VND 24,150
as of August 24, 2026, compared with the beginning of FY2025–2026 (Opening July 1, 2025)

78,000 HA
CROSS-BORDER RAW MATERIAL AREA
(In 4 countries: Vietnam, Laos, Cambodia, and Australia)

~4,865 VND BILLION
NON-SUGAR SEGMENT REVENUE
(Representing 18.2% of total revenue)

846 VND BILLION
PROFIT AFTER TAX
(An increase of 1,4% YoY)

26,733 VND BILLION
NET REVENUE
(Achieving 101% of the target)

~21,868 VND BILLION
SUGAR SEGMENT REVENUE
(Representing 81.8% of total revenue)

37,799 VND BILLION
TOTAL ASSETS
(An increase of 16% YoY)

88 SUGAR PRODUCTS

71 BANANA PRODUCTS

10 FERTILIZER PRODUCTS

07 SUGAR CO-PRODUCTS AND POST-SUGAR PRODUCTS

39 COCONUT PRODUCTS

22 RICE PRODUCTS

02 MINERAL WATER PRODUCTS

02 OTHER PRODUCTS (including solar power and biomass power)

VNA +
ANNUAL CREDIT RATING OF VNA+ MAINTAINED FOR 5 CONSECUTIVE YEARS BY SAIGON RATINGS

143 MILLION KWH
RENEWABLE ELECTRICITY SUPPLIED TO THE NATIONAL GRID

VNSI20
INCLUDED IN THE VNSI20 INDEX (HOSE) FOR 9 CONSECUTIVE YEARS (COMPRISING THE TOP 20 STOCKS WITH THE HIGHES SUSTAINABILITY SCORES IN THE MARKET)

1,860 HA
RAW MATERIAL AREA CERTIFIED UNDER BONSUCRO – THE SUSTAINABILITY STANDARD FOR SUGARCANE PRODUCTION

1,290 VND BILLION
INVESTMENT IN AGRICULTURAL INPUTS AND TECHNICAL SUPPORT FOR SUGARCANE CULTIVATION PROVIDED TO FARMERS, INCLUDING VND 62 BILLION IN NON-REFUNDABLE INVESTMENT

Significant Events of FY 2025–2026



During the fiscal year, AgriS continued to strengthen its role as a "strategic bridge" across the agricultural value chain through strategic events organized and attended both domestically and internationally, following the consistent Five Stakeholders model: Government, Farmers, Academia, Enterprises, and Financial Institutions.

1 GOVERNMENT – WORKING WITH THE GOVERNMENT TO ACHIEVE STRATEGIC BREAKTHROUGHS

AgriS is proud to be a leading representative of the private agricultural sector, actively participating in policy dialogues and investment promotion cooperation with various local authorities and international partners (Australia, Indonesia, and Singapore). AgriS complies with policies and proactively contributes its voice and practical resources to implement the key Resolutions of the Party and the State

- Resolution No. 57-NQ/TW (December 22, 2024) on promoting science, technology and innovation
- Resolution No. 59-NQ/TW (January 24, 2025) on proactive and deeper international integration
- Resolution No. 66-NQ/TW (April 30, 2025) on comprehensive reform of law-making and law enforcement
- Resolution No. 68-NQ/TW (May 4, 2025) on strongly developing the private economic sector.

July 2025

AgriS signed a cooperation agreement with the Center for Innovation and Data Exploitation (under the National Data Center, Ministry of Public Security) to promote agricultural data infrastructure and work toward establishing a National Crop Data Center.





July 2025

AgriS Chairlady Ms. Dang Huynh Uc My presented proposals to develop a modern, data-centered agricultural sector at the Vietnam Economic Growth Forum 2025 (VEGF), chaired by the Commission for Policy and Strategy of Central Committee of the Communist Party of Viet Nam.

August 2025

AgriS presented the project "Modernization – Digitalization of Agriculture on an ESG Platform" to Prime Minister Pham Minh Chinh at the launch ceremony of the National Data Center.



Significant Events of FY2025–2026 (continued)

August 2025

AgriS, together with Global Mind Australia (GMA), accompanied the Tay Ninh Provincial People's Committee in organizing the High-Tech Agriculture Promotion Conference in Queensland, Australia, under the theme "Promoting High-Tech & Sustainable Agriculture."





August 2025

Chairlady Dang Huynh Uc My, representing AgriS, delivered remarks at the Australia–ASEAN Business Forum 2025, bringing the voice of Vietnamese agricultural businesses to the regional forum.

August 2025

AgriS signed a cooperation agreement with the Ministry of Culture, Sports and Tourism to support activities commemorating the 80th anniversary of the August Revolution and National Day.





August 2025

AgriS welcomed a delegation from The Central Propaganda and Mass Mobilization Department, introducing the agricultural digitalization model in Tay Ninh.

August 2025 & March 2026

AgriS expanded its investment in Gia Lai by signing Memorandum of Understanding (MOUs) worth VND 6,000 billion for key projects (2025), and VND 1,600 billion for a High-tech fruit crop farming project (2026).



September 2025

AgriS welcomed Ms. Phan Thi Thang, Deputy Minister of Industry and Trade, to visit its booth at Sourcing Expo 2025.





September 2025

AgriS presented a speech on the strategic role of Tay Ninh in AgriS's circular agriculture ecosystem at the Tay Ninh Provincial Trade Promotion Conference.

November 2025

AgriS met and worked with Ms. Ros Bates, Queensland Minister for Finance, Trade, Employment and Training, together with representatives from the Queensland Government and Trade and Investment Queensland (TIQ), to promote strategic cooperation in high-tech agriculture, food innovation, R&D, and human resource development through the Coral Project.





November 2025

AgriS participated with a booth at the 80th Anniversary of the Agriculture and Environment Sector.

November 2025

AgriS welcomed Deputy Prime Minister Tran Hong Ha at Vietnam–Australia TechFest and Prime Minister Pham Minh Chinh at the Vietnam Logistics Forum 2025.



Significant Events of FY2025–2026 (continued)

December 2025

AgriS and the Tay Ninh Provincial People's Committee officially signed an MOU on cooperation in developing science and technology, innovation, and digital transformation in agriculture.





December 2025

AgriS shared insights at the seminar "Resolution 68: Discussing Reforms, Strategy and Growth Opportunities with Experts," organized by KPMG in collaboration with EuroCham and AusCham.

March 2026

AgriS worked with the Ambassador of Singapore and proposed a Vietnam – Singapore – Australia trilateral cooperation mechanism.





March 2026

AgriS shared practical experience in implementing the "ESG Operating System" at the 2026 National Scientific Conference, chaired by The Central Propaganda and Mass Mobilization Department.

April 2026

AgriS participated in the Vietnam – Australia Green Transformation Forum 2026, organized by the Australian Consulate-General in Ho Chi Minh City in collaboration with the Australia Alumni Business Network (AABN).



2 FARMERS – SPREADING HIGH-VALUE FARMING MODELS

AgriS remains committed to its strategy of putting farmers at the center of the circular value chain, viewing this as the foundation for developing a sustainable agricultural ecosystem. During FY2025–2026, AgriS continued to strengthen its agronomic capabilities and expand strategic cooperation to enhance production capacity.

February 2026

AgriS signed a strategic cooperation agreement with Farmacist (Australia) to establish a Center of Excellence (CoE) for agronomy across its AgriS ecosystem.





June 2026

AgriS welcomed Tay Ninh provincial leaders to visit the high-tech banana farming model at Thanh Long Farm, supporting the province's target of 4% agricultural growth.

3 ACADEMIA – CONNECTING KNOWLEDGE AND BUILDING AGRICULTURAL STANDARDS

AgriS is strengthening its academic cooperation with universities and research networks both domestically and internationally, laying the foundation for technology transfer and high-quality human resitsce training. At the same time, its Company's leadership actively participates in national strategic advisory councils, contributing to the policy-making process and the country's development direction.

July 2025

AgriS welcomed a delegation of experts from the Institute of Advanced Technology (IAT), under the Vietnam Academy of Science and Technology (VAST), to visit its production and research facilities in Tay Ninh.



Significant Events of FY2025–2026 (continued)

July 2025

AgriS joined the Advisory Council of the Tuoi Tre Startup Award 2025 with the theme "Creating the Future with AI,in collaboration with Tuoi Tre Newspaper.





August 2025

At AgriS Agro Day 2025, AgriS signed a strategic cooperation agreement with the Institute of Advanced Technology (IAT) to promote the application of science, technology, and innovation for smart, sustainable, and circular agriculture.

September 2025

AgriS co-organized the seminar "Training and Scientific Research toward Digital and Green Transformation" with the Ho Chi Minh City University of Agriculture and Forestry.





October 2025

Mr. Nguyen Duc Hung Linh, Deputy CEO of AgriS, presented at the seminar "Breakthrough Development of Science and Technology to Promote Green Transformation and Sustainable Development" held in Quang Tri Province.

October 2025

AgriS showcased high-tech agricultural solutions and presented at the Science – Technology – Innovation & Digital Transformation Forum of Hung Yen Province.



November 2025

AgriS launched the Vietnam – Australia Sustainable Agriculture Network (VASAN) and played a strategic bridging role in promoting cooperation, while serving as the Industry Lead and a member of the Network's Executive Board.





January 2026

AgriS welcomed an international student delegation under the HUSS 2025 Project, comprising students from five South Korean universities, to visit, learn, and exchange knowledge on sustainable development solutions and activities.

January 2026

Ms. Dang Huynh Uc My, Chairlady of the BOD, shared insights on Gender Equality in Corporate Culture at the GEARS@VIETNAM 2026 Forum.





February 2026

AgriS discussed and worked with the University of Technology Sydney (UTS) on the application of data and digital transformation in agriculture.

February 2026

Ms. Dang Huynh Uc My, Chairlady of the BOD, joined the Strategic Advisory Council for Science, Technology and Innovation (SACSTI) of Vietnam National University Ho Chi Minh City.



Significant Events of FY2025–2026 (continued)

February 2026

Ms. Dang Huynh Uc My, Chairlady of the BOD, shared insights on sustainable innovation at the seminar "Promoting Sustainable Innovation: A new step in Vietnam–Singapore cooperation," held as part of the UniVentures Gala Dinner.





March 2026

Dr. Tran Tan Viet, Member of the BOD, shared insights at the Next Generation Rice Impact Scaling Program of the World Bank Group, co-organized by the Ministry of Agriculture and Environment and the International Rice Research Institute (IRRI).

April 2026

AgriS signed a cooperation agreement with the Ho Chi Minh City University of Technology and Education (UTE).



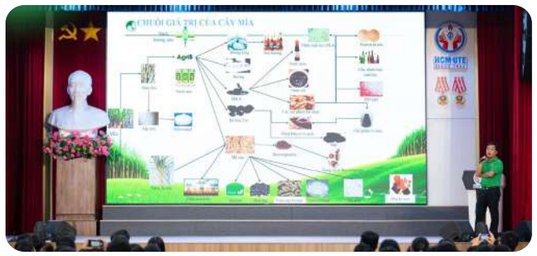


June 2026

AgriS shared its circular agriculture initiatives at the 7th PRO Vietnam Annual Conference, themed "Building a Strong Packaging Circularity System through Science and Technology."

June 2026

AgriS connected with more than 300 students from the Ho Chi Minh City University of Technology and Education at the seminar "Application of Engineering Technology and Career Opportunities."



4 ENTERPRISES – EXPANDING ITS DOMESTIC AND INTERNATIONAL PARTNER ECOSYSTEM

AgriS continuously signed strategic cooperation agreements with leading companies across various sectors to proactively build a "Circular Commercial Value Chain," helping standardize operations, strengthen its internal capabilities, and support the expansion of cooperation and connections with international partners.

July 2025

AgriS met with a delegation from the Vietnam Association of Small and Medium Enterprises (VINASME) to promote digital agriculture.





August 2025

BHC signed a cooperation agreement with DAKAI, a long-established natural mineral water supplier.

August 2025

Ms. Dang Huynh Uc My, Chairlady of the Board of Directors of AgriS, attended the National Conference of the Malaysia Business Council, contributing strategic perspectives to corporate governance.





August 2025

Mr. Thai Van Chuyen, CEO of AgriS, shared insights on "The Journey of Greening the Agricultural Value Chain" at the Green Innovation Summit 2025 – InnoEx 2025.

Significant Events of FY2025–2026 (continued)

September 2025

AgriS signed an MOU with ITOCHU (Japan) to strengthen the sustainable sugar supply chain and cooperate in developing sugar substitute products, aiming to improve the health of Vietnamese consumers.





September 2025

AgriS signed a strategic cooperation agreement with BADP KOREA on technology transfer and the development of environmentally friendly packaging.

November 2025

Ms. Dang Huynh Uc My, Chairlady of the BOD, shared strategic perspectives at Vietnam Future Economy 2025, organized by Bloomberg Businessweek Vietnam.





December 2025

AgriS signed a cooperation agreement with Loc Troi to develop the Vietnamese rice value chain connected under the "Five Stakeholders" model.

January 2026

AgriS signed cooperation agreements with LOTTE MART and PVCFC, expanding its ecosystem into retail and agricultural supplies.



January 2026

Ms. Dang Huynh Uc My, Chairlady of the BOD, discussed new opportunities and Vietnam's competitive position at the Vanguard Summit 2025, themed "$1 Trillion Ambition."





January 2026

AgriS visited Chip Mong Group, a leading diversified group in Cambodia, laying the foundation for future cooperation opportunities in agriculture and sustainable development.

April 2026

AgriS implemented the ONEHR project with EY and cooperated with TalentNet to standardize human resource management in line with international practices.





May 2026

AgriS signed an MOU with Harney & Sons (USA) through Betrimex, expanding the Vietnamese organic agricultural product market in the United States.

May 2026

Mr. Huynh Van Phap, Deputy CEO of AgriS, participated as a speaker at the forum "Science and Entrepreneurs in the Nation's Era of Advancement".



Significant Events of FY2025–2026 (continued)

May 2026

AgriS and Suntory PepsiCo Vietnam Beverages co-hosted the annual Strategic Cooperation Workshop, themed Sweet Partnership Workshop 2026 – "Driving Strategic Collaboration & Sustainable Growth."





May 2026

AgriS welcomed a delegation led by Mr. Shannon Leahy - Queensland Senior Trade and Investment Commissioner for Southeast Asia, to promote cooperation in talent and technology in Australia together with TIQ.

June 2026

AgriS discussed cooperation in AI, Cloud, and digital transformation with Amazon Web Services (AWS).





June 2026

Ms. Dang Huynh Uc My, Chairlady of the BOD, shared insights on the future of trade and supply chains at the Treasury Leadership Forum 2026.

June 2026

AgriS participated in the Export Forum 2026: Enhancing the competitiveness of the agricultural product value chain.



AgriS launches global innovation center in Singapore, connecting research and technology with capital and international markets



On September 16, 2026, AgriS officially launched the **AgriS Global Innovation Center** in Singapore, with the aim of accelerating the commercialization of agricultural innovation by connecting research, technology, production capabilities, capital and international markets.

The launch took place as part of **AgriS Global NEXUS 2026 – Converge to Elevate**, bringing together representatives from government agencies, diplomatic missions, research institutions, universities, financial institutions, investment funds and enterprises from Vietnam, Singapore and the wider region.



AgriS Global NEXUS 2026 – Converge to Elevate was held in Singapore on 16 September 2026, advancing collaboration in agricultural innovation and commercialization.

Significant Events of FY2025–2026 (continued)

H.E. Tran Phuoc Anh, Ambassador Extraordinary and Plenipotentiary of the Socialist Republic of Vietnam to Singapore, said:



H.E. Tran Phuoc Anh, Ambassador of Vietnam to Singapore, highlights the significance of AgriS establishing the AgriS Global Innovation Center in Singapore to connect Vietnam's agricultural capabilities with international science, technology, capital and markets.

> AgriS' decision to establish its Global Innovation Center in Singapore reflects the growing confidence and international ambition of Vietnam's private sector. Through the Center, AgriS aims to connect scientific research with commercial application; agricultural capabilities with international technology and capital; and Vietnam's production strengths with regional and global markets.
>
> In this direction, Singapore serves as a strategic convergence point, connecting AgriS' agricultural foundations in Vietnam and the wider region with leading universities, research institutions, technology partners, investors and international customers.

CONNECTING RESEARCH WITH COMMERCIALIZATION

he AgriS Global Innovation Center serves as a permanent hub in Singapore, connecting science, technology, data and market insights with AgriS' production capabilities and value chains, helping shorten the journey from concept development and validation to application and commercialization.

The Center is focused on four strategic roles: accelerating agricultural innovation and commercialization; connecting R&D with industry and international markets; driving supply-chain integration and value creation; and providing a platform for AgriS' regional and global expansion

Ms. Dang Huynh Uc My, Chairlady of the Board of Directors of AgriS, emphasized:

> Innovation creates value when science moves beyond research into real-world application, becomes integrated into the value chain and reaches markets at meaningful scale. The AgriS Global Innovation Center is designed as a Nexus – bringing together strategic partners, scientific and technological capabilities, agricultural and production platforms, capital and international markets. From Singapore, we aim to shorten the journey from concept to commercialization, while creating new pathways for agricultural innovation from Vietnam and the region to reach global markets.



Ms. Dang Huynh Uc My, Chairlady of AgriS, shares the role of the AgriS Global Innovation Center in connecting research, technology, capital and international markets.

At the AgriS Global Innovation Center, AgriS works with domestic and international experts and technology partners to test and co-develop high-tech agricultural solutions. Solutions are connected early with production conditions, technology requirements, capital and market demand, thereby improving their readiness for application, commercialization and scale.

SINGAPORE - A STRATEGIC NEXUS

The AgriS Global Innovation Center builds on AgriS' research and partnership network across Vietnam, Australia, Indonesia and Singapore. AgriS currently manages nearly 78,000 hectares of growing areas across Vietnam, Laos, Cambodia and Australia; operates 11 AgTech Hubs; and is supported by approximately 9,000 hectares of research farms across Vietnam, Laos, Cambodia, Australia and Indonesia.

This network provides real-world environments for new technologies and solutions to be tested, validated and refined under actual agricultural operating conditions. From Singapore, AgriS connects these capabilities with international research institutions, technology partners, investors and customers.

The development of the Center is supported by JTC Corporation, a Singapore's government agency for master planning, developing and managing industrial estates to drive business innovation and economic growth.

78,000 hectares
of growing areas across Vietnam, Laos, Cambodia and Australia

11
AgTech Hubs

9,000 hectares
of research farms across Vietnam, Laos, Cambodia, Australia and Indonesia

Mr. John Lu, Director for Trade at Enterprise Singapore, said:

> We are pleased that AgriS has chosen Singapore for its first Global Innovation Center. As a multinational agricultural group, AgriS will be able to leverage this Global Innovation Center to grow its R&D capabilities, while tapping Singapore's vibrant agri-food and innovation ecosystem to accelerate the development and commercialisation of high-value agricultural solutions. As a trusted business hub that is deeply integrated into global supply chains, Singapore can serve as a strategic gateway to bring these new solutions to other markets.

Mr. Joel Ang, Vice President and Head of Southeast Asia and Oceania at the Singapore Economic Development Board (EDB), said:

> The launch of the AgriS Global Innovation Centre is a key milestone in the company's growth journey and underscores the ambition of Southeast Asian enterprises to anchor high-value R&D in Singapore. We warmly welcome this investment which will create good jobs, foster partnerships with local enterprises in Singapore, and accelerate AgriS' global expansion.

EXPANDING RESEARCH AND COMMERCIALIZATION PARTNERSHIPS



Building on the connection between scientific research and real-world agricultural application, at AgriS Global NEXUS 2026, AgriS and Nanyang Technological University, Singapore (NTU Singapore), through Global Mind Agriculture (GMA), announced their intention to further develop the proposed AgriS–NTU Joint Lab for Resilient Bioinnovation, to be anchored at FRESH@NTU.

The proposed Joint Lab is expected to connect scientific research in Singapore with AgriS' field-validation, production and commercialization capabilities across tropical agricultural markets.

AgriS also signed Memoranda of Understanding with the Vietnam Academy of Science and Technology (VAST) and the Vietnam Marketing Association (VMA), broadening its collaboration network from research and technology to market development and commercialization. Through the Center in Singapore, AgriS aims to serve as a platform connecting Vietnam's multidisciplinary innovation capabilities with international networks of research, technology, capital and markets.

Significant Events of FY2025–2026 (continued)



DRIVING INNOVATION ACROSS THE VALUE CHAIN

AgriS' research and partnership initiatives are built on its agricultural value-chain platform, connecting R&D with growing areas, production, data, finance, logistics and markets to develop solutions that enhance operational efficiency, optimize resources and create greater value from agriculture.

This direction is reflected in the strategy "Beyond Agriculture. Creating Sustainable Value" with the ambition to expand the value generated by agriculture beyond raw materials toward value-added products, technology, knowledge, business models and scalable commercial solutions.

AgriS' portfolio currently includes nearly 200 food and agricultural products across sugarcane, coconut, rice, banana and pineapple, together with nature-derived nutritional solutions. On this foundation, the AgriS Global Innovation Center connects research, field validation, production and markets, enabling new solutions to be assessed for feasibility, market demand and scalability before commercial deployment.

The Center was launched as part of AgriS Global NEXUS 2026 – Converge to Elevate, where AgriS and its partners explored how ASEAN can transform its agricultural advantages into higher-value products and solutions by strengthening connections across science, policy, industry, finance and international markets.

The program also expanded opportunities for collaboration in research, technology, talent development, cross-border investment, supply-chain integration and commercialization.



The AgriS Global Innovation Center in Singapore serves as a platform connecting R&D, technology, production capabilities, capital and market insights to accelerate the development and commercialization of agricultural solutions.





The AgriS Global Innovation Center in Singapore serves as a platform connecting R&D, technology, production capabilities, capital and market insights to accelerate the development and commercialization of agricultural solutions.

With Singapore serving as a strategic hub within its international innovation network, AgriS aims to connect research capabilities, growing areas and value chains across its operating markets with global technology, capital and customers. Through AgriS Global NEXUS, the Group continues to develop a collaborative ecosystem that can bring agricultural solutions from research and testing into real-world application, commercialization and international scale.

5 FINANCIAL INSTITUTIONS - STRENGTHENING INTERNATIONAL GREEN CAPITAL FLOWS

During FY2025–2026, AgriS strengthened its cooperation with leading financial institutions in the region, creating a foundation for capital mobilization activities to support its circular agriculture strategy, while reinforcing its attractiveness to international institutional investors.

September 2025

AgriS raised a syndicated loan of more than USD 200 million from FCB and 15 Taiwanese partner banks.





October 2025

AgriS signed a strategic financing agreement with DEG, a leading European finance institution under KfW, marking the sixth year of cooperation in sustainable agricultural development.

October 2025

AgriS Stakeholder Meeting 2025 brought together more than 130 professional investors and leading financial institutions, including securities firms, investment funds, banks, financial media, and domestic and international partners. Held ahead of the Annual General Meeting of Shareholders for FY2024–2025, the event was part of AgriS's annual strategic dialogue series.





November 2025

AgriS welcomed a delegation from the National Australia Bank (NAB) to visit its raw material areas and factories in Tay Ninh.

Significant Events of FY2025–2026 (continued)

February 2026

AgriS discussed and worked with Morgan Stanley on growth opportunities and connections with the international capital markets.





March 2026

Mr. Thai Van Chuyen, CEO of AgriS, shared its experience in attracting capital at the 2026 Securities Market Development Conference.

March 2026

AgriS expanded its cooperation with E.Sun Financial Holding and First Financial Group, promoting capital market connections in Taiwan.





April 2026

AgriS strengthened its cooperation with Hua Nan Commercial Bank, promoting strategic cooperation and expanding long-term investment opportunities in Vietnam's sustainable agricultural value chain.

August 2026

AgriS participated in Thailand Focus 2026 as one of only two representatives from Vietnam at the Stock Exchange of Thailand (SET)'s largest annual international investment conference, expanding connections with international financial institutions and investors.



6 BRAND IMPRINT

During FY2025–2026, AgriS continued to strengthen its brand imprint through communications and community engagement activities, helping spread the values of sustainable development and reaffirming its pioneering position in high-tech agriculture.

September 2025

AgriS provided refreshments and support for the "People's Block" throughout the 80th Anniversary of National Day celebrations.





September 2025

The book "Right to Win – The Winning Edge of Vietnamese Agriculture," edited by Ms. Dang Huynh Uc My, was launched.

December 2025

At the 2024–2025 Annual General Meeting of Shareholders, AgriS revealed its business strategy in the F&B segment and 2025–2030 IPO/M&A roadmap.





July 2026

At the FY2025–2026 Extraordinary General Meeting of Shareholders, AgriS strengthened its governance structure in preparation for a new phase of growth.

Significant Events of FY2025–2026 (continued)



AgriS's mark on the Vietnam Green Program

The Vietnam Green Program was initiated by Tuoi Tre Newspaper and the Vietnam Packaging Recycling Organization (PRO Vietnam), with the support and coordination of the Department of Climate Change (Ministry of Agriculture and Environment) and the Ho Chi Minh City Vietnam Youth Federation, aiming to promote a green lifestyle, sustainable consumption, and a circular economy. AgriS continued to affirm its pioneering role in circular high-tech agriculture in Vietnam by supporting the program throughout FY2025–2026, becoming a representative example demonstrating that the circular economy is no longer a slogan but has become a practical operating model.

Within the framework of the Program, AgriS participated in various key activities, from promoting circular agriculture models and sharing green energy transition initiatives to encouraging innovation for the future of Vietnamese agriculture. Notable activities include:

November 2025

VIETNAM GREEN FESTIVAL
AGRIS WON THE "IMPRESSIVE EXPERIENCE SPACE" AWARD

At Vietnam Green Festival 2025, AgriS's booth received the "Impressive Experience Space" award from the Organizing Committee. During the two-day event, its booth recorded notable figures:

2,000
Experiences riding Sveaverken tractors

6,000
Visitors

8,000
Refreshing beverage samples provided to attendees

AgriS presented an experience space showcasing agronomic solutions and circular agriculture models being implemented in practice. The booth featured natural biological solutions such as beneficial insects for pest control (Trichogramma wasps and spiny flower bugs), high-quality sugarcane and coconut varieties, and organic fertilizers that help improve soil quality and reduce emissions — inspiring a responsible, transparent, and environmentally friendly agricultural model.





April 2026

"GREEN ENERGY TRANSITION, DRIVING SUSTAINABLE GROWTH" SEMINAR – AGRIS SHARED INITIATIVES TO ACHIEVE GREEN ENERGY SELF-SUFFICIENCY FROM AGRICULTURAL BY-PRODUCTS

Opening the series of activities under the Vietnam Green Program 2026, at the seminar "Green Energy Transition, Driving Sustainable Growth," Mr. Tran Dinh Cuong – CEO of AgriS Production Development JSC (a member company of AgriS) shared the core role of green production in the Company's business strategy. Instead of viewing bagasse, molasses, and filter cake as waste, AgriS considers them raw materials for a new production cycle, aiming to realize the Zero Waste philosophy and demonstrate the circular economy model that has been effectively operated for many years.

By optimizing biomass by-products (bagasse and molasses) while applying technology and digitalization throughout the process from farms to factories through the DigiFactory system, AgriS has developed an energy self-sufficiency model that not only meets the internal energy needs of its factories but also contributes approximately 150 million kWh of electricity to the national grid, creating additional economic, environmental, and social value.

At the seminar, AgriS also shared the challenges facing the biomass energy industry. Currently, the purchase price of biomass-generated electricity is only around VND 1,850/kWh, which is not attractive enough for businesses to expand production or collect additional agricultural by-products (rice straw, rice husks, etc.) for large-scale power generation. The seasonal nature of the sugar industry means that boilers and turbines operate for only around fits months per year, resulting in underutilized infrastructure. AgriS proposed adjusting the biomass electricity pricing mechanism in a more reasonable direction.

May 2026

LAUNCH OF THE "CREATING THE FUTURE OF AGRICULTURE" WRITING COMPETITION



AgriS, in collaboration with Tuoi Tre Newspaper and PRO Vietnam, launched the "Creating the Future of Agriculture" writing competition, an intellectual platform to recognize and spread stories, models, ideas, and practical solutions that contribute to improving Vietnamese agriculture (crops) and enhancing the value of Vietnamese agricultural products.

The competition focuses on key topics including smart agriculture, digital transformation, circular value chains, multi-stakeholder cooperation, and enhancing the brand value of Vietnamese agricultural products on the international map. Participants include Vietnamese citizens and foreigners aged over 15 who are living, studying, or working in Vietnam, with particular encouragement for students and individuals/ groups directly working in agriculture, the environment, and technology.

Significant Awards of FY 2025–2026

"During FY2025–2026, AgriS's brand strength continued to be affirmed through consecutive recognitions from prestigious domestic and international rankings and awards, including Fortune Southeast Asia 500, Forbes Vietnam's Top 50 Listed Companies, and Brand Finance's Top 100 Most Valuable Brands, particularly international certifications for sustainable development, corporate governance, and innovation. These recognitions demonstrate AgriS's journey in building a sustainable brand – well-established domestically and reaching international markets."



1 Affirming AgriS's stature and position as a leading enterprise in Vietnam and the region

2 Transparent corporate governance, exceeding market standards

3 Firmly pursuing sustainable development values

4 Elevating the brand through product and technology innovation

5 Leadership imprint, shaping the future of agriculture

1 AFFIRMING AGRIS'S STATURE AND POSITION AS A LEADING ENTERPRISE IN VIETNAM AND THE REGION

TOP 500 — SEPTEMBER 2025

Top 50 Best Listed Companies in Vietnam 2025 – F&B Sector (Forbes)

Affirming operational efficiency and AgriS's leading position in the F&B sector on the stock market.



TOP 100 — SEPTEMBER 2025

Top 100 Most Valuable Brands in Vietnam (Vietnam Finance)

Recognizing the strength and resilience of AgriS's leading agricultural brand over the years.



TOP 50 — SEPTEMBER 2025

Top 50 Most Effective Companies in Vietnam 2025 (Nhip Cau Dau Tu)

Reflecting the optimization of the value chain and the high-tech agriculture business model.



TOP 10 — OCTOBER 2025

Top 10 Most Reputable High-Tech Agriculture Companies 2025 (Vietnam Report)

Ranked among the leading companies for the first time, affirming AgriS's role in shaping modern agriculture.



FCHOICE — DECEMBER 2025

FChoice – High-Tech Agriculture Company of the Year

First recognized on the "map of achievements" of the Vietnamese economy.



TOP 2 — JANUARY 2026

Top 2 Corporate Culture and Reputation Companies 2025

Affirming that corporate culture is the foundation for building AgriS's reputation, competitiveness, and sustainable development.



Significant Awards of FY 2025–2026 (continued)

TOP 500 — JUNE 2026

Fortune Southeast Asia 500 – 3rd consecutive year

One of 40 Vietnamese billion-dollar companies on the Southeast Asia ranking.



2 TRANSPARENT CORPORATE GOVERNANCE, EXCEEDING MARKET STANDARDS

TOP 10 — NOVEMBER 2025

Top 10 Best Corporate Governance Companies & Top 20 Best Annual Reports (VLCA 2025)

Demonstrating high standards of transparency and governance responsibility in the stock market.

ACGS20 VNCG50 — DECEMBER 2025

ACGS20 & VNCG50 – Two corporate governance rankings under ASEAN and Vietnamese standards

Affirming AgriS's roadmap toward standardization under the ASEAN Corporate Governance Scorecard..





TOP 03 — MARCH 2026

Top 3 Best Annual Reports in the World, selected by the League of American Communications Professionals (LACP)

Affirming the credibility of AgriS's brand and the quality of its Annual Report under international standards.

TOP 10 — MAY 2026

AGM Awards – top 10 Exemplary Annual General Meetings 2026 (including Outstanding Female Leader in High-Tech Agriculture Sector)

Affirming shareholder governance standards while recognizing the pioneering leadership role of Chairlady Ms. Dang Huynh Uc My.







TOP 50 — JUNE 2026

CSA Awards – Top 50 Sustainable Development Companies 2026, Outstanding Corporate Governance Sector

Recognizing AgriS's governance approach in line with OECD standards and its commitment to Net Zero 2035.

TOP 35 — JUNE 2026

Top 35 Non-Financial Large-Cap Companies meeting the 2026 Information Disclosure Standards at the IR Awards 2026, organized by Vietstock, VAFE, and FiLi e-Magazine

Affirming AgriS's commitment to maintaining standards of transparent, timely information disclosure and compliance with corporate governance practices.





3 FIRMLY PURSUING SUSTAINABLE DEVELOPMENT VALUES

HR ASIA AWARDS 2025 — AUGUST 2025

HR Asia Awards 2025 – 4 categories: Best Companies to Work for in Asia (Vietnam), DEI, Sustainable Workplace, and Technology Empowerment

Affirming AgriS as a model workplace that meets regional human resistance standards.

ESG BUSINESS AWARDS 2025 — SEPTEMBER 2025

ESG Business Awards 2025 - Sustainable Agriculture Award & Net-Zero Award (Agriculture sector)

Recognizing AgriS's pioneering commitment to carbon neutrality and circular agriculture development.





Significant Awards of FY 2025–2026 (continued)

SEPTEMBER 2025

Vietnam ESG Awards 2025 – Top 10 Comprehensive ESG Category

A prestigious recognition for companies implementing ESG comprehensively across all three E–S–G pillars.

MAY 2026

EDGE Advanced Certification for TTCS (TTC Sugar factory) in Tay Ninh

AgriS is the first company in Vietnam to achieve EDGE Advanced certification for the sugar and by-product industry, under the international green building system developed and operated by IFC, a member of the World Bank Group.





JUNE 2026

Top 10 Green Vietnam ESG Companies 2026 – High-Tech Agriculture Sector

Recognizing AgriS's efforts to green the entire value chain, from production to commerce.

JULY 2026

Top 20 Stocks with the Best Sustainability Scores in the Market – VNSI20

SBT continued to be included in VNSI20 – the Top 20 stocks with the best sustainability scores in the stock market for the 9th consecutive year, affirming its governance capabilities and long-term commitment to sustainable development goals.







4 ELEVATING THE BRAND THROUGH PRODUCT AND TECHNOLOGY INNOVATION

OCTOBER 2025

Vietnam Golden Agriculture Brands – Bien Hoa Sugar & BIOTANI Organic Fertilizer

Affirming the quality and reputation of two leading national agricultural brands.

DECEMBER 2025

Vietnam Marketing Awards – Outstanding and Sustainable Business Marketing

Recognizing a communication strategy that connects and creates synergies across the sustainable agricultural ecosystem.





JANUARY 2026

WeChoice Award – "Reaching the Open Sea"

A symbol of the ambition to bring Vietnamese agriculture into the global value chain.

MARCH - 2026

30 consecutive years of the "High-Quality Vietnamese Goods" title

A rare and enduring record, demonstrating a three-decade commitment to quality.





APRIL 2026

I4 Impact Awards 2026 – Smart Industry & Innovative Leadership, Digital Transformation

Recognized for innovation and digital transformation for the 5th consecutive year.

JUNE 2026

VIE10 – Top 5 Innovative & Effective Business Companies, High-Tech Agriculture Sector

Demonstrating dual capabilities: pioneering innovation alongside business efficiency.





Significant Awards of FY 2025–2026 (continued)

5 LEADERSHIP IMPRINT, SHAPING THE FUTURE OF AGRICULTURE

OCTOBER 2025

Top 100 Most Powerful Women in Asia - Ms. Dang Huynh Uc My, Chairlady of the BOD

First-time recognition, highlighting the impact of a female leader shaping a regional high-tech agriculture vision.

NOVEMBER 2025

Tatler Most Influential 2025 – Ms. Dang Huynh Uc My, Chairlady of the BOD

Recognizing her role in shaping the future of green agriculture in Vietnam on the international stage.





DECEMBER 2025

VCCI – "Corporate Culture and Reputation 2025"

Recognizing a healthy corporate culture and a sustainable brand.

JANUARY 2026

Asian Excellence Management Awards – Team of the Board

Recognizing the strategic leadership capabilities of the Board of Management, creating momentum for the 2026–2030 breakthrough phase.



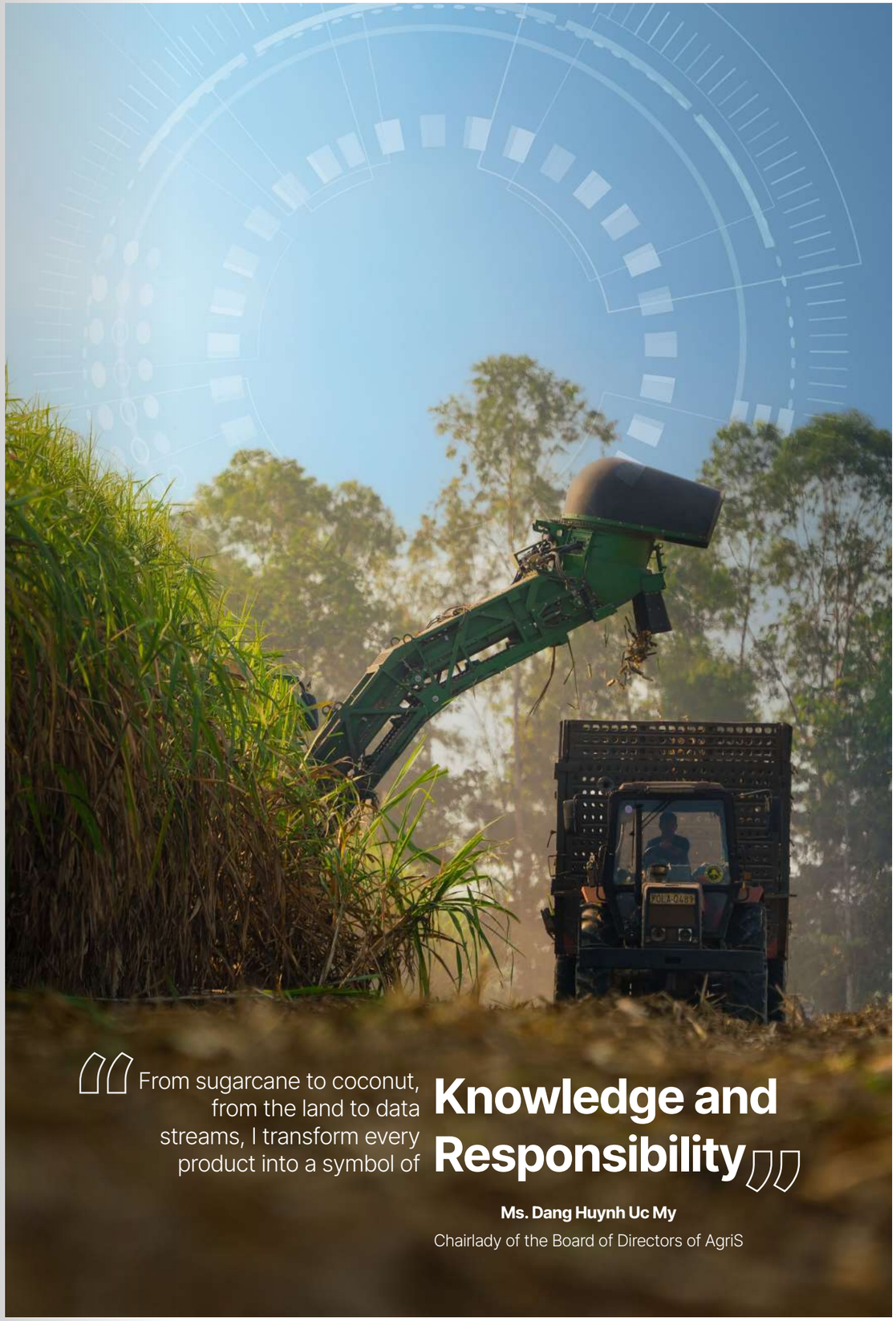


MARCH 2026

VNABC – Company meeting Vietnamese Business Culture Standards, Leading Level

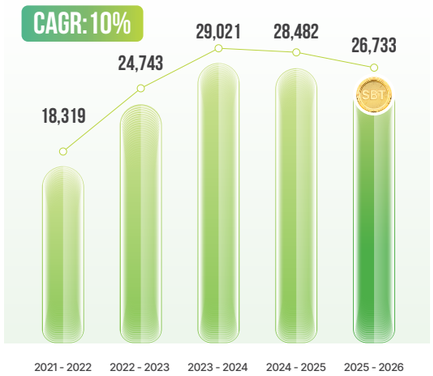
The highest level in the assessment system, with a governance framework advised by IFC.



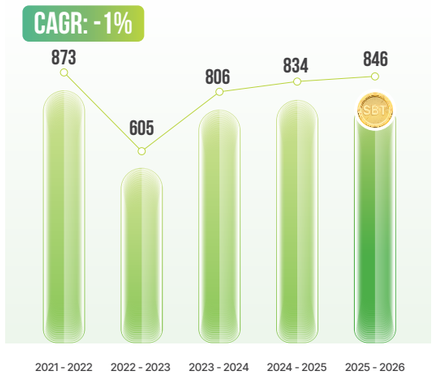


Financial Highlights from FY2021-2022 to FY2025-2026

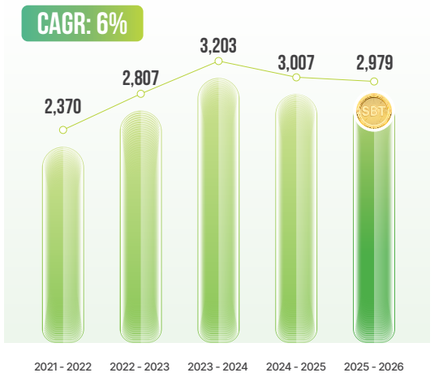
REVENUE & EARNINGS



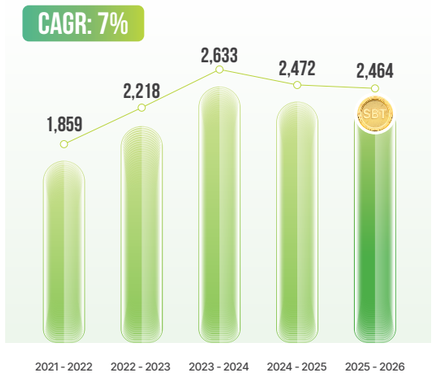
NET REVENUE
Unit: VND billion



EARNING AFTER TAX
Unit: VND billion

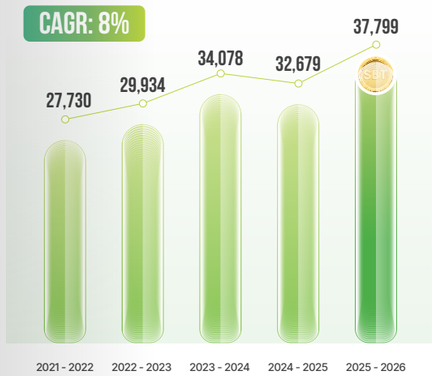


EARNING BEFORE INTERESTS, TAXES, DEPRECIATIONS AND AMORTIZATIONS (EBITDA)
Unit: VND billion

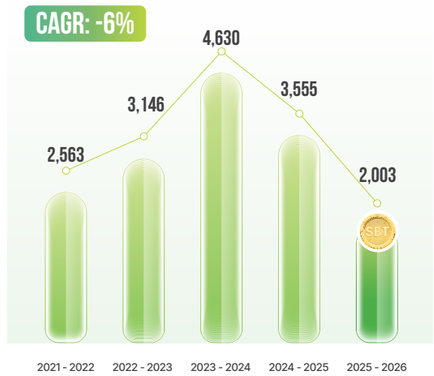


EARNING BEFORE INTEREST AND TAXES (EBIT)
Unit: VND billion

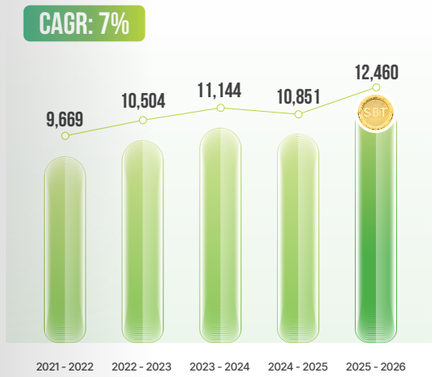
ASSETS, LIABILITIES AND OWNER'S EQUITY



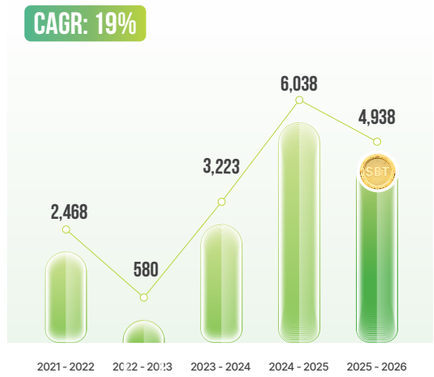
TOTAL ASSETS
UNIT: VND billion



CASH AND CASH EQUIVALENTS
Unit: VND billion



OWNERS' EQUITY
Unit: VND billion



LONG-TERM LOANS AND FINANCE LEASE
Unit: VND billion



Financial Highlights from FY2021-2022 to FY2025-2026 (continued)

FINANCIAL SUMMARY FROM FY2021-2022 TO FY2025-2026

Financial Indicators	Unit	FY2021–2022	FY2022–2023	FY2023–2024	FY2024–2025	FY2025–2026
Liquidity Indicators						
Current Ratio	Times	1.18	1.17	1.22	1.29	1.23
Quick Ratio	Times	0.88	0.90	1.02	1.06	1.01
Capital Structure Indicators						
Debt/Total Assets	Times	0.40	0.39	0.47	0.52	0.45
Debt/Owners' Equity	Times	1.16	1.11	1.44	1.56	1.35
Activity Indicators						
Asset Turnover	Times	0.76	0.86	0.91	0.85	0.76
Average Inventory Days	Days	89	76	60	54	59
Profitability Indicators						
EBITDA Margin	%	13	11	11	11	11
EBIT Margin	%	10	9	9	9	9
Gross Profit Margin	%	13	11	11	10	10

Unit: VND billion

Balance Sheet	FY2021–2022	FY2022–2023	FY2023–2024	FY2024–2025	FY2025–2026	YoY	CAGR FY2021–2022 to FY2025–2026
TOTAL ASSETS	**27,730**	**29,934**	**34,078**	**32,679**	**37,799**	**16%**	**8%**
Current assets	**18,027**	**20,047**	**23,752**	**20,054**	**23,686**	**18%**	**7%**
Cash and cash equivalents	2,563	3,146	4,630	3,555	2,003	-44%	-6%
Short-term financial investments	2,031	2,528	3,803	3,548	7,066	99%	37%
Short-term receivables	8,662	9,734	11,240	9,197	10,203	11%	4%
Inventories	4,626	4,504	3,953	3,583	4,179	17%	-3%
Other current assets	145	134	125	171	234	37%	13%
Non-current assets	**9,704**	**9,887**	**10,327**	**12,625**	**14,113**	**12%**	**10%**
Long-term receivables	327	488	683	1,718	2,138	24%	60%
Fixed assets	4,522	4,155	4,181	3,720	3,493	-6%	-6%
Investment properties	582	573	807	332	314	-5%	-14%
Long-term work in progress	316	319	225	469	881	88%	29%
Long-term financial investments	2,553	2,996	2,997	5,111	6,045	18%	24%
Other non-current assets	1,404	1,357	1,434	1,275	1,241	-3%	-3%
TOTAL LIABILITIES AND OWNERS' EQUITY	**27,730**	**29,934**	**34,078**	**32,679**	**37,799**	**16%**	**8%**
Liabilities	18,061	19,431	22,934	21,828	25,338	16%	9%
Current liabilities	15,295	17,197	19,400	15,550	19,236	24%	6%
Short-term loans	8,713	11,107	12,778	10,875	11,925	10%	8%
Long-term liabilities	2,767	2,234	3,535	6,279	6,102	-3%	22%
Long-term loans	2,468	580	3,223	6,038	4,938	-18%	19%
Owners' equity	**9,669**	**10,504**	**11,144**	**10,851**	**12,460**	**15%**	**7%**

Unit: VND billion

Income Statement	FY2021–2022	FY2022–2023	FY2023–2024	FY2024–2025	FY2025–2026	YoY	CAGR FY2021–2022 to FY2025–2026
Net Revenue	18,319	24,743	29,021	28,482	26,733	-6%	10%
Gross Profit	2,308	2,721	3,165	2,984	2,674	-10%	4%
Operating Profit	1,170	735	913	1,010	701	-31%	-12%
Profit Before Tax	1,046	719	908	950	911	-4%	-3%
Profit After Tax	873	605	806	834	846	1%	-1%
EBIT	1,859	2,218	2,633	2,472	2,464	0%	7%
EBITDA	2,370	2,807	3,203	3,007	2,979	-1%	6%



02 AGRIS AT A GLANCE

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Company Profile



GENERAL INFORMATION

Company name:	**THANH THANH CONG - BIEN HOA JOINT STOCK COMPANY**
English name:	**THANH THANH CONG - BIEN HOA JOINT STOCK COMPANY**
Abbreviation:	**TTC-BH / AGRIS**
Business Registration Certificate:	No. 3900244389, initially issued by the Department of Planning and Investment of Tay Ninh Province on July 15th, 1995, and 21st amended on May 11th, 2026
Legal Representative:	Ms. **Dang Huynh Uc My** - Position: Chairlady of the BOD Mr. **Thai Van Chuyen** - Position: Chief Executive Officer
Tax code:	3900244389
Address:	Tan Loi Hamlet, Tan Phu Commune, Tay Ninh Province, Vietnam
Telephone:	(0276) 375 72 50
Website:	https://ttcagris.com.vn

INFORMATION FOR SHAREHOLDERS – INVESTORS

Ticker **SBT**

Stock Exchange:	HOSE
Number of listed shares:	934,634,155 shares
Number of outstanding shares:	956,245,488 shares
Charter capital:	VND 9,280,263,750,000
Owner's equity:	VND 12,460,421,910,427

MAIN BUSINESS LINES

Sugar manufacturing
Details: Sugar production
VSIC code: 1072 (principal)

Sugarcane cultivation
VSIC code: 0114

Manufacture of other food products not elsewhere classified
Details: Manufacture and trading of products using sugar or by-products and waste products from sugar production.
VSIC code: 1079

Electricity generation from renewable energy sources
Details: Biomass and solar power generation, excluding hydroelectric power, offshore wind power, and nuclear energy.
VSIC code: 3512

Manufacture of non-alcoholic beverages and mineral water
Details: Manufacture of mineral water and bottled purified water; Manufacture of non-alcoholic beverages and mineral water; Manufacture of fruit juice, soft drinks, and soy milk.
VSIC code: 1105

Wholesale of machinery, equipment, agricultural machinery parts
VSIC code: 4653

Fruit tree cultivation
VSIC code: 0121

Other professional, scientific and technical activities not elsewhere classified
Details: Technical and technological consulting in sugarcane industry
VSIC code: 7499

The Development Journey of AgriS

Originating from the Bien Hoa Sugar brand established in 1969 with the mission of serving Vietnamese consumers with quality products for everyday meals, AgriS has built a 57-year journey of sustainable development.
Building on the foundations established by the founding generation, AgriS has continuously innovated, expanded its scale, and strengthened its position to become a

LEADING HIGH-TECH AGRICULTURE ENTERPRISE IN VIETNAM

pioneering the development of an integrated agricultural ecosystem with a modern and sustainable orientation on a global scale.

1969

The Bien Hoa Sugar brand was established, originating from a 400-ton sugar factory. Its main products at the time were yellow sugar, liqueurs, and jute bags.

1995

On July 15, 1995, Bourbon Tay Ninh Sugar Co., Ltd. was officially established through a joint venture among Bourbon Group, Sugar Cane Union II, and Tay Ninh Sugar Cane Union.

- Officially changed its name to Bien Hoa Sugar Company and expanded refined sugar production capacity to 300 tons/day.
- Commenced construction of the Tay Ninh Sugar Factory.

2001

- Converted into a joint stock company in 2001.
- Charter capital: VND 81 billion.

2006

- Listed on the Ho Chi Minh Stock Exchange (HOSE) under the ticker BHS.
- Charter capital: VND 162 billion.

2007

- Converted into a joint stock company.
- Charter capital: VND 1,419 billion.

2008

- Listed on the Ho Chi Minh Stock Exchange (HOSE) in 2008 under the ticker SBT.
- Charter capital: VND 1,419 billion.

2013

- Changed its name to Thanh Thanh Cong Tay Ninh Sugar Joint Stock Company.
- Charter capital: VND 1,485 billion.

2015

- Merged with Gia Lai Thermoelectricity Joint Stock Company.
- Became the sugar enterprise with the largest listed charter capital on Vietnam's stock market.
- Charter capital: VND 1,856 billion.

2015

- Merged with Ninh Hoa Sugar Joint Stock Company.
- Charter capital after the merger: VND 1,233 billion.

2016

- First included in the VN30 Index.
- Charter capital: VND 1,947 billion.

2017

Largest M&A deal in Vietnam's sugar industry

- Completed the merger of Bien Hoa Sugar Joint Stock Company and Thanh Thanh Cong Tay Ninh Sugar Joint Stock Company.
- The Company was renamed Thanh Thanh Cong – Bien Hoa Joint Stock Company.
- Charter capital: VND 2,532 billion.

SBT

BHS

The Development Journey of AgriS (continued)

2018

First Vietnamese enterprise to export sugar to the United States

- Increased foreign ownership limit to 100%.
- First included in the Top 20 of the Vietnam Sustainability Index (VNSI20) by HOSE.
- Charter capital: VND 5,570 billion.

2019

Strengthening access to the European market

- Partnered with ED&F Man to export sugar to Europe.
- Entered into a strategic partnership with DEG – a German government investment fund.
- Developed raw material areas in Cambodia.
- Charter capital: VND 5,867 billion.

2020

Sugar sales volume surpassed 1 million tons for the first time

- Issued 21,611,333 convertible preferred dividend shares to DEG.
- Issued 172 unsecured convertible bonds worth VND 172 billion to Coretrend, a strategic Korean investor.
- Charter capital: VND 6,084 billion.

2022 2023

Revenue surpassed the USD 1 billion milestone, marking a major transformation in the business model

- On November 1, 2022, the Company officially changed its brand identity from TTC Sugar to TTC AgriS, marking a transformation in its business model and governance from conventional agricultural production toward an Integrated Smart Agricultural Economy Model.
- Successfully organized TTC AgriS Innovation Day 2023 – "Serving the Best Natural Nutrition for Body Needs", marking an important milestone in the business model transformation journey and AgriS's entry into the plant-based food production and processing sector.
- Discussed bilateral strategic cooperation on the development of Agriculture 4.0 with the Queensland Government of Australia.
- Expanded the crop value chain and diversified the product portfolio with coconut.
- Net revenue reached VND 24,743 billion, surpassing the USD 1 billion milestone for the first time.
- Charter capital: VND 7,621 billion.

2024

55 Years and Beyond - New Generation for New Chapter of Growth

- Marking the 55th anniversary of the AgriS brand, officially opening the next chapter with a New Identity - New Capabilities.
- Officially going live with three Centers, marking a milestone in strengthening the strategy for building and operating the Circular Commercial Value Chain business model:
  - » Agricultural Center (AgriC)
  - » Production Center (ProC)
  - » Commercial Center (ComC)
- Charter capital: VND 7,621 billion.

2025

Optimizing the Circular Commercial Value Chain by integrating three pillars AgTech, FoodTech, and FinTech on an ESG foundation

- AgriS pioneered collaboration with the Government in implementing four breakthroughs: Resolution No. 57-NQ/TW, Resolution No. 59-NQ/TW, Resolution No. 66-NQ/TW, and Resolution No. 68-NQ/TW, thereby affirming the Company's capabilities and strategic role in the modernization of Vietnam's agriculture sector.
- Innovated and optimized the commercial value chain under the AgriS Circular Commercial Value Chain model, integrating three technology pillars: AgTech, FoodTech, FinTech on an ESG foundation.
- Inaugurated AgriS Building, an iconic green building achieving LEED Gold certification and complying with stringent energy and environmental requirements.
- Charter capital: VND 8,361 billion.

2026

AgriS entered a phase of performance optimization and strengthened its position as a Market Creator

- Expanded into new business areas beyond sugar, including rice, bananas, agricultural services, and high value-added F&B product lines.
- Invested in completing core platforms for the next growth phase by strengthening the governance structure, enhancing leadership capabilities, and making significant investments in science, technology, and data.



AgriS's Systems and Networks

1 CROSS-BORDER RAW MATERIAL NETWORK

AgriS's raw material area network is organized on a cross-border scale, including:



Total raw material area

78,000 Ha

(as of June 30, 2026)

VIETNAM

Location
Tay Ninh, Gia Lai, Khanh Hoa, Ninh Thuan

Raw material area

49,445
HA

AUSTRALIA

Location
Tully

Raw material area

1,173
HA

LAOS (*)

Location
Attapeu

Raw material area

12,084
HA

CAMBODIA (*)

Location
Kratie and related areas

Raw material area

15,298
HA

(*) For raw material areas in Laos and Cambodia, AgriS has management and utilization rights within the scope of cooperation and investment.

2 FACTORY NETWORK

SUGARCANE FACTORY



Total Production Capacity

4,740
TONS/DAY

	No.	FACTORY	LOCATION
VIETNAM	1	**TTCS**	Tay Ninh
	2	**AgriS Tay Ninh**	Tay Ninh
	3	**AgriS Ninh Hoa**	Khanh Hoa
	4	**Bien Hoa - Phan Rang**	Khanh Hoa
	5	**AgriS Gia Lai**	Gia Lai
	6	**Bien Hoa - Tri An**	Dong Nai
	7	**Bien Hoa - Tay Ninh**	Tay Ninh
	8	**Nuoc Trong - Tay Ninh**	Tay Ninh
CAMBODIA	9	**Kasekam**	Cambodia
LAOS	10	**TTC Attapeu**	Laos

BEVERAGE FACTORY



Cane Fresh 1,200 (BOXES/DAY)

VIETNAM

Miaqua factory

Location: Tay Ninh

Main raw material:

- 100% fresh cane juice extracted from fresh sugarcane through the RO FilmTec filtration system from the U.S.

Main products:

- Naturally flavored Cane Fresh sugarcane juice. Packaging specifications:
  - » 355 ml/can; 24 cans/carton;
  - » 500 ml/bottle; 24 bottles/carton.

Operating time during the year:

- Cane fresh: Seasonal

AgriS System and Network (continued)

BIOMASS POWER FACTORY



Total installed capacity
174.7
MW

	No.	FACTORY	LOCATION	POWER GENERATION CAPACITY (MW)
Vietnam	1.	**TTCS**	Tay Ninh	37
	2.	**AgriS Tay Ninh**	Tay Ninh	6
	3.	**AgriS Ninh Hoa**	Khanh Hoa	36
	4.	**Bien Hoa - Phan Rang**	Khanh Hoa	3
	5.	**AgriS Gia Lai**	Gia Lai	34.6
	6.	**Bien Hoa - Tay Ninh**	Tay Ninh	4
	7.	**Nuoc Trong - Tay Ninh**	Tay Ninh	1.5
Laos	8.	**TTC Attapeu**	Laos	30
Cambodia	9.	**Kasekam**	Cambodia	22.6

MICRO FERTILIZER FACTORY



Total Production Capacity **32** **TONS/HOUR**

	No.	FACTORY	LOCATION
Vietnam	1.	**TTCAD**	Tay Ninh
	2.	**TTCAD - Gia Lai**	Gia Lai
Laos	3.	**Production Plant - TTC - Attapeu**	Laos

RICE FACTORY



Production Capacity **10** **TONS/HOUR**

Vietnam

Ben Cau Rice Factory
Location: Tay Ninh
Main raw material: Fresh paddy, dried paddy
Main Products: Dried paddy, rice
Operating time during the year: Year-round
By-Products: Broken rice 1; Broken rice 2; yellowish and moist Broken rice; Rice bran; Rice husk

ROOFTOP SOLAR PV SYSTEMS AT AGRIS'S MANUFACTURING FACILITIES



Number of rooftop solar PV systems **21**
Installed capacity **15.46** **MWP**

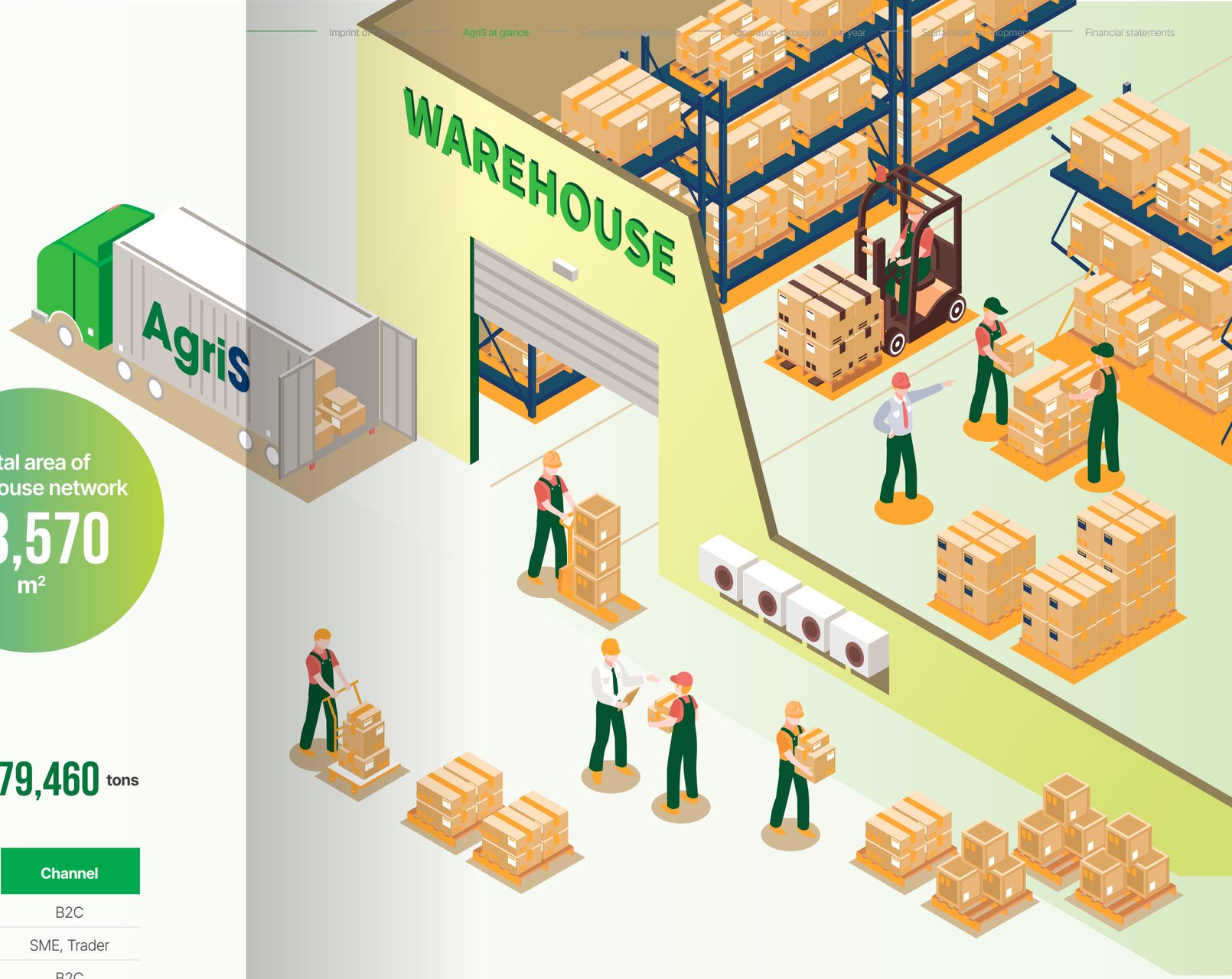
	No.	LOCATION	NUMBER OF ROOFTOP SOLAR PV SYSTEMS	INSTALLED CAPACITY (MWp)
Vietnam	1.	**Tay Ninh**	6	4.17
	2.	**Dong Nai**	2	0.49
	3.	**Khanh Hoa**	8	7.01
	4.	**Gia Lai**	2	2.10
Laos	5.	**Laos**	3	1.69

Solar power system at FACTORY TTC Attapeu: An additional solar power station with an installed capacity of 1.24 MWp was installed and completed grid connection on May 6, 2026.



AgriS System and Network (continued)

3 WAREHOUSE NETWORK



28 warehouse

Total storage capacity of Warehouse network **247,460** tons

Total area of Warehouse network **93,570** m²

FINISHED PRODUCTS AND MERCHANDISE WAREHOUSE

Total area of finished product and merchandise warehouse **81,400** m²

Total storage capacity of Warehouse network **179,460** tons

Area	Location	Area (m²)	Storage capacity (tons)	Channel
Northern Vietnam	Ha Noi	850	1,360	B2C
	Hai Phong	500	1,000	SME, Trader
Central Vietnam	Da Nang	750	1,200	B2C
	Gia Lai	12,380	35,000	MNC, SME
	Ninh Hoa	12,300	28,000	MNC, SME
	Phan Rang	1,600	3,000	MNC, SME
Southern Vietnam	Tay Ninh	10,000	22,000	MNC, SME
	Bien Hoa - Thanh Long	3,000	6,600	MNC, SME
	Dong Nai	14,000	30,800	B2C, Trader, MNC, SME
	Binh Duong	1,000	2,500	B2C
Laos	Attapeu	16,380	32,000	MNC, SME, Export
Cambodia	Kratie	8,640	16,000	Export

RAW MATERIALS WAREHOUSE

Total area of material warehouse **12,170** m²

Total storage capacity of material warehouse **68,000** tons

Area	Location	Area (m²)	Storage capacity (tons)
Central Vietnam	Ninh Hoa	3,220	16,000
Southern Vietnam	Tay Ninh	3,750	24,000
	Dong Nai	5,200	28,000

AgriS System and Network (continued)

4 3S CENTERS AND MECHANIZED EQUIPMENT CENTERS



3S CENTER - SALES - SERVICE - SPARE PART

(Sale, Warranty, Repair, Genuine Spare Parts)

3S Center - Northern Vietnam
Highway 1A, Trung Yen Hamlet, Dien chau Commune, Nghe An Province, Vietnam
1900 633 421

3S Center - Central and Central Highlands
Bon Phu Ama Nher 2, Ia Sao Commune, Gia Lai Province
1900 633 421

3S Center - Southeastern Vietnam
561A Tran Phu Street, Tan Phuoc Hamlet, Binh Minh Commune, Tay Ninh Province, Vietnam
1900 633 421

3S Center - Western Vietnam
Thoi An 3 Area, Thot Not Ward, Can Tho City, Vietnam
1900 633 421

DISTRIBUTOR OF JOHN DEERE AGRICULTURAL MACHINERY PRODUCTS

Level 1 Agent	Address	Telephone
Phuong Nam	688 National Highway 1A, An Phu Dong Ward, Ho Chi Minh City, Vietnam	0908 152 455
Nguyen Tan Chuong	Provincial Road 831, Rach Bui Quarter, Vinh Hung Commune, Tay Ninh Province, Vietnam	0918 430 126
Minh Hien	No. 03, Long Phu Hamlet, Phu Tho Commune, Dong Thap Province, Vietnam	0968 950 987
Thanh Dat	49 Vo Van Kiet Street, Cluster 2, Soc Trang Ward, Can Tho City, Vietnam	0918 453 476
Gia Binh	192 Vo Van Kiet, Thanh Nhat Ward, Dak Lak Province, Vietnam	0917 400 169
FFC	No. 59 – 61 – 63 Le Duan Street, Dai Son Ward, Phan Rang – Thap Cham City, Ninh Thuan Province, Vietnam	0779 727 727
Hai Son	Block 5, Soc Son Commune, Hanoi, Vietnam	0946 269 922
Truong Son Ninh Binh	Dong Son Hamlet 3, Yen Mac Commune, Ninh Binh Province, Vietnam	0978 207 898
Can Hoa	14 Van Tien Dung Street, Nguyet Vien Ward, Thanh Hoa Province, Vietnam	0373 953 999

5 AGRICULTURAL RESEARCH INSTITUTE

Thanh Thanh Cong Agricultural Research Institute
No.99, Binh Hoa Hamlet, Chau Thanh Commune, Tay Ninh Province, Vietnam
(0276) 371 29 7



6 BRANCHES AND REPRESENTATIVE OFFICES

BRANCHES

THANH THANH CONG – BIEN HOA JOINT STOCK COMPANY – Hanoi Branch
144 Minh Khai, Tuong Mai Ward, Hanoi, Vietnam
(0247) 301 88 82

THANH THANH CONG – BIEN HOA JOINT STOCK COMPANY – Da Nang Branch
117 Le Thanh Nghi, Hoa Cuong Ward, Da Nang, Vietnam
(0236) 372 65 68

THANH THANH CONG – BIEN HOA JOINT STOCK COMPANY – Tay Ninh Branch
561A Tran Phu, An Tan Phuoc Ward, Binh Minh, Tay Ninh, Vietnam
(0276) 375 72 50 - Hotline: 1900 633 421

THANH THANH CONG – BIEN HOA JOINT STOCK COMPANY – Can Tho Branch
177B Nguyen Van Cu, Cai Khe Ward, Can Tho, Vietnam
(0292) 364 44 99

REPRESENTATIVE OFFICES

Representative Office - Ho Chi Minh City
63 Cao Thang, Ban Co Ward, Ho Chi Minh City, Vietnam
(0283) 999 88 11

Representative Office No. 2 - Ho Chi Minh City
62 Tran Huy Lieu, Phu Nhuan Ward, Ho Chi Minh City, Vietnam
(0283) 999 88 11

Representative Office - Can Tho City
Thoi An 3 Area, Thot Not Ward, Can Tho, Vietnam
(0296) 730 2668 - Hotline: 1900 633 421

Representative Office - Nghe An Province
Trung Yen Hamlet, Dien Chau Commune, Nghe An, Vietnam
(0276) 375 73 33 - Hotline: 1900 633 421

Subsidiaries and Associates



DIRECT SUBSIDIARIES

No.	Company Name	Head Office	Ownership Interest (%)	Voting Interest (%)	Paid-in Charter Capital (VND billion)
1	AgriS Agriculture Development JSC	Tay Ninh	100.00	100.00	1,550
2	AgriS Gia Lai Agricultural JSC	Gia Lai	100.00	100.00	551.20
3	AgriS Globe Pte. Ltd.	Singapore	100.00	100.00	747.67
4	Bien Hoa Consumer JSC	Dong Nai	100.00	100.00	3,577.80
5	AgriS Production Development JSC	Tay Ninh	99.98	99.98	2,485.50
6	TSU Australia Pty Ltd.	Australia	100.00	100.00	729.20
7	TTC Attapeu Sugar Cane Sole Co., Ltd.	Gia Lai	100.00	100.00	2,165.00

INDIRECT SUBSIDIARIES

No.	Company Name	Head Office	Ownership Interest (%)	Voting Interest (%)	Paid-in Charter Capital (VND billion)
1	AgriS Ninh Hoa Import Export JSC	Khanh Hoa	99.98	100.00	2,100.00
2	Ninh Hoa Thermoelectricity Co., Ltd.	Khanh Hoa	99.98	100.00	300.00
3	AgriS Gia Lai Electricity JSC	Gia Lai	100.00	100.00	132.80
4	Bien Hoa – Phan Rang Sugar JSC	Khanh Hoa	95.77	95.79	53.96
5	Bien Hoa – Thanh Long JSC	Tay Ninh	98.00	98.00	20.00
6	TTC Attapeu Sugar Cane Sole Co., Ltd.	Laos	100.00	100.00	1,440.75
7	Mien Trung Bovine Breeding JSC	Khanh Hoa	92.02	92.04	23.40
8	Hai Vi Co., Ltd.	Tay Ninh	100.00	100.00	4.50
9	Thanh Thanh Cong Sugarcane Research and Application Co., Ltd.	Tay Ninh	100.00	100.00	30.00
10	Tay Ninh Sugar JSC	Tay Ninh	95.10	99.89	294.04
11	TTC Circular Agriculture Technology JSC	Lam Dong	51.00	51.00	12.00
12	Thanh Cong Green Idea Co., Ltd.	Tay Ninh	100.00	100.00	5.00
13	Thanh Cong Green Agriculture Co., Ltd.	Tay Ninh	100.00	100.00	4.00
14	Thanh Cong Green Co., Ltd.	Tay Ninh	100.00	100.00	4.00
15	Thanh Cong Agricultural Investment Co., Ltd.	Tay Ninh	100.00	100.00	4.00
16	Ninh Hoa Clean Energy Co., Ltd.	Khanh Hoa	100.00	100.00	5.00
17	Ninh Hoa Green Energy Co., Ltd.	Khanh Hoa	100.00	100.00	5.00
18	Growfin Investment JSC	Ho Chi Minh City	77.37	77.38	2,879.01
19	Trang Sinh Mushroom Co., Ltd.	Ho Chi Minh City	100.00	100.00	18.00
20	Thanh Thanh Cong Agricultural Research Institute	Tay Ninh	100.00	100.00	3.00
21	Global Mind Business JSC	Tay Ninh	99.80	99.80	38.08

ASSOCIATES

No.	Company Name	Head Office	Ownership Interest (%)	Voting Interest (%)	Paid-in Charter Capital (VND billion)
1	Toan Hai Van JSC	An Giang	30.87	39.88	2,562.44
2	Tay Ninh Tapioca JSC	Tay Ninh	23.62	30.00	136.86
3	Tapioca Vietnam Co., Ltd.	Tay Ninh	23.62	30.00	0
4	Ben Tre Import Export JSC	Vinh Long	25.99	25.99	1,614.80
5	AgriMind JSC	Tay Ninh	34.93	34.93	90.76
6	Coco Investment Pte. Ltd.	Singapore	20.06	20.06	1,336.80

Sugarcane, Coconut, and Rice Value Chains





Stalk



Raw wax



Top & leaf

With a pioneering mission to lead green agriculture trends, AgriS continues to enhance the value chains of its key crops under a circular economy approach, aiming to optimize resource utilization, reduce emissions, and increase value from by-products throughout the product life cycle.

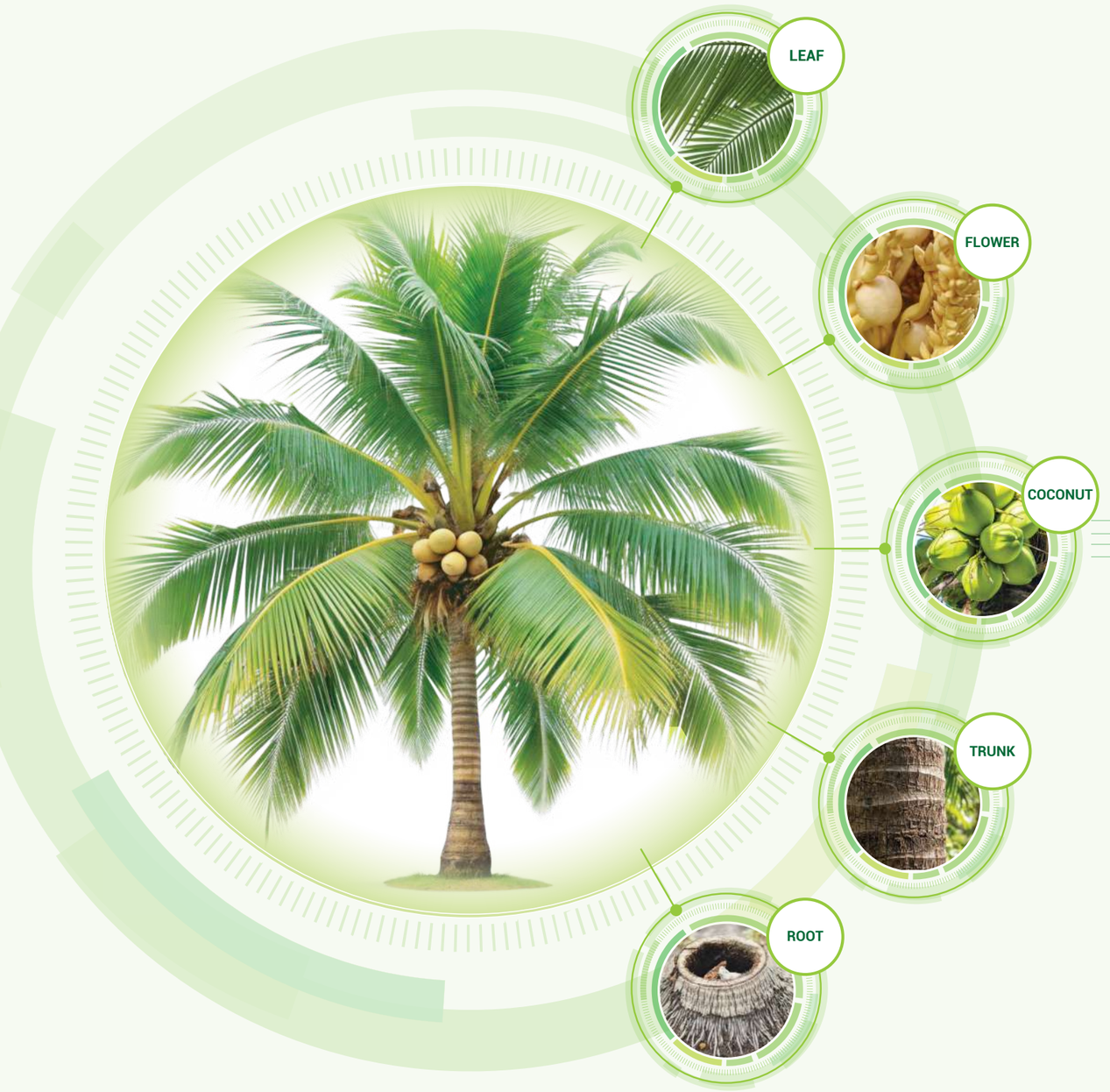
SUGARCANE VALUE CHAIN

AgriS identifies sugarcane as a strategic crop that can be fully utilized from stalk to top, providing the foundation for the circular agriculture model the Company is pursuing.

During FY2025–2026, AgriS continued to accelerate the commercialization of the sugarcane value chain, successfully developing various consumer product lines to meet diverse consumer preferences. In parallel, the Company continued to optimize the utilization of sugarcane by-products, developing highly practical and environmentally friendly biological products, including bagasse pallets, bagasse paper boxes, and biodegradable materials.



Sugarcane, Coconut, and Rice Value Chains (continued)



AGRIS'S COCONUT VALUE CHAIN

Coconut is a perennial fruit crop, requiring 3 to 6 years to bear fruit, with each coconut taking up to 12 months to mature. Maximizing the value of every part of the coconut tree is key to optimizing profitability and expanding development opportunities for Vietnam's coconut industry.

In fiscal year 2025-2026, AgriS continued to strengthen the coconut value chain towards comprehensiveness and sustainability, focusing on the development of consumer product lines such as bottled coconut water, coconut milk, and dried coconut meat,.... At the same time, AgriS maximized the utilization of coconut by-products, such as shells, fibers, and peat, to produce high-value applications including compressed packaging, coir pallets, and coir trays,...



Sugarcane, Coconut, and Rice Value Chains (continued)



AGRIS'S RICE VALUE CHAIN

Rice is one of AgriS's main crops and product lines for the 2025-2030 development journey. From FY 2025-2026, AgriS has placed strategic focus on producing and expanding the rice value chain. Building on its experience in circular agriculture models from other crops, AgriS aims to fully unlock the value of rice, developing a diversified product portfolio that includes various rice products, instant rice noodles, rice crackers, rice milk,... and other value-added by-products.

AgriS Diversified Product Portfolio

AgriS currently offers a diverse product portfolio developed on the foundation of the sugarcane value chain, including key sugar products, sugar co-products, and post-sugar products. Building on this foundation, AgriS continues to expand its product portfolio across other crop value chains, including coconut, rice, and fruit crops, gradually diversifying its product ecosystem and flexibly meeting market demand.

FY2025–2026 also marked a period in which AgriS accelerated its expansion into agricultural services, aiming to provide comprehensive solutions for farming activities, thereby contributing to the completion of the Company's ecosystem and enhancing value across its agricultural value chain.

SERVICE PORTFOLIO



INTEGRATED AGRICULTURAL SOLUTIONS (6S)

S1 – Crop Nutrition Solutions
S2 – Mechanization and Smart Farming Solutions
S3 – Crop Protection Solutions
S4 – Smart Irrigation Solutions
S5 – Crop Seed Solutions
S6 – Digitalization Solutions

PRODUCT PORTFOLIO

SUGARCANE

88 SUGAR PRODUCTS

7 SUGAR CO-PRODUCTS AND POST-SUGAR PRODUCTS

2 MINERAL WATER PRODUCTS



COCONUT

39 COCONUT PRODUCTS



BANANA

71 BANANA PRODUCTS



RICE

22 RICE PRODUCTS



FERTILIZER

10 FERTILIZER PRODUCTS



POWER

2 POWER PRODUCTS



AgriS Diversified Product Portfolio (continued)



SUGARCANE

88 Sugar Products

- **6** Organic Sugar products
- **12** Rock Sugar products
- **8** Golden Sugar products
- **7** Functional Sugar products
- **14** Liquid Sugar products
- **25** Refined Sugar (RE) products
- **14** Raw Sugar (RS) products
- **2** Sugar Mix products

7 Sugar Co-products and Post-Sugar Products

- **2** CANE FRESH natural sugarcane-flavored beverage products
- Bagasse
- Molasses
- **3** Caramel Color products

2 Mineral Water Products

- **2** DAKAI natural alkaline mineral water products



COCONUT

39 Coconut Products

- **10** Coconut beverage products
- **12** Coconut milk and Barista milk products
- **17** Coconut cream products



BANANA

71 Banana Products

- **15** Smiley South American Cavendish banana products
- **56** Dole export banana products



RICE

22 Rice Products

- **1** E-Clean Premium Fragrant Rice product
- **3** Co Ba Soft & Fragrant Rice products
- **4** Co Ba Fluffy Rice products
- **9** White rice products
- **1** Fragrant Jasmine Milk Rice product
- **2** Nang Thom Rice products
- **1** Tai Nguyen Rice product
- **1** Mong Chim Rice product



FERTILIZER

10 Fertilizer Products

- **7** Organic fertilizer products
- **1** Microbial organic fertilizer product
- **2** Foliar fertilizer products



OTHER PRODUCTS

2 Power Products

- Solar Power
- Biomass Power



INTEGRATED AGRICULTURAL SOLUTIONS (6S)

- **S1 –** Crop Nutrition Solutions
- **S2 –** Mechanization and Smart Farming Solutions
- **S3 –** Crop Protection Solutions
- **S4 –** Smart Irrigation Solutions
- **S5 –** Crop Seed Solutions
- **S6 –** Digitalization Solutions

AgriS Diversified Product Portfolio (continued)

SUGARCANE PRODUCT PORTFOLIO

SUGAR PRODUCTS

1. TTC Attapeu / TTC Bien Hoa Organic Sugar











Packaging specifications:
- 1-ton bag
- 25kg bag
- 400g paper bag
- 800g jar

Product classification:
- Golden Sugar
- Brown Sugar

Product advantages:
- Organic sugar certified to USDA and European standards;
- Clean product line manufactured and commercialized through a strictly controlled organic process, from sugarcane cultivation to production and distribution, in accordance with international organic standards.

2. Rock Sugar

Bien Hoa Pro / TSU Diamond Pure Rock Sugar









Packaging specifications:
- 50kg bag
- 25kg bag
- 500g small bag
- 450g jar

Product classification:
- White Sugar

Product advantages:
- Fine grain size tailored to consumer preferences;
- Mild and refreshing sweetness, suitable for preparing bird's nest beverages, cooling drinks, herbal soups, sweet soups, and other products.

2. Rock Sugar

Bien Hoa Pro Natural Rock Sugar







Packaging specifications:
- 50kg bag
- 500g small bag
- 1kg bag

Product classification:
- White Sugar
- Golden Sugar

Product advantages:
- Handcrafted sugar with larger grains, tailored to consumer preferences;
- Mild and refreshing sweetness, suitable for preparing bird's nest beverages, cooling beverages, traditional herbal remedies, sweet soups, and other products.

Co Ba / Mimosa Monorock Rock Sugar













Packaging specifications:
- 10kg bag
- 25kg bag
- 1kg small bag (20 bag/carton)

Product classification:
- White Sugar
- Golden Sugar

Product advantages:
- Large grain size designed to meet consumer preferences;
- Mild and refreshing sweetness, widely used in bird's nest beverages, cooling beverages, traditional herbal remedies, sweet soups, and other products.

AgriS Diversified Product Portfolio (continued)

3. Golden Sugar

Bien Hoa Gold / Mimosa / Co Ba Natural Golden Sugar / Natural Cane Sugar















Packaging specifications:

- 1-ton bag
- 50kg bag
- 25kg paper bag
- 1kg small bag (20 bag/carton)
- 500g small bag (40 bag/carton)
- 6g sticks (300g bag, cartons)

Product advantages:

- Traditional product line preserving the natural flavor of sugarcane;
- High-quality products with strict production controls in accordance with FFSC 22000 standards.

Natural Slab Sugar





Packaging specifications:

- 500g box (24 boxes/case)

Product advantages:

- Stick-shaped product with a distinctive caramel aroma, sweet fragrance, and mild, delicate sweetness;
- Suitable for dishes such as chè trôi nước, sponge cakes, flan, tofu pudding, candied fruits, peanut candy, bánh tổ, fried sesame cakes, sauces, cơm tấm fish sauce, braised dishes, grilled dishes, etc.

4. Functional sugar

Nu Hoang Brown Sugar







Packaging specifications:

- 1kg pouch (20 pouches/bag)
- 50kg bag

Product advantages:

- Uses 200% sugarcane molasses, enhancing sweetness and intensifying the characteristic molasses flavor;
- Naturally sourced, with no artificial coloring or flavoring agents, and safe for health;
- Made from 100% non-GMO sugarcane;
- Suitable as an ingredient for BBQ sauce, meat marinades, stews, chocolate cakes, pancake syrup, milk tea, etc.

Bien Hoa Pro Baking Sugar







Packaging specifications:

- 1kg pouch (24 pouches/case)
- 25kg paper bag

Product advantages:

- Ultra-fine white refined powdered sugar with anti-caking properties, specifically formulated for baking;
- Creates a soft and smooth texture for baked goods and is suitable and convenient for the preparation and decoration of various types of cakes.

c.Mineral Cane Sugar





Packaging specifications:

- 1kg pouch (20 pouches/bag)

Product advantages:

- A food product supplemented with trace elements including potassium, calcium, magnesium, and iron;
- Provides trace elements as part of the daily diet.

AgriS Diversified Product Portfolio (continued)

4. Functional sugar

½ Sugar





Packaging specifications:
- 500g pouch (24 pouches/case)

Product advantages:
- A homogeneous blend of 99.5% pure sugar and 0.5% stevia-based sugar;
- Helps reduce sugar consumption by half while maintaining the desired level of sweetness.

Bien Hoa Light Dietary Sugar





Packaging specifications:
- 5g sachet (250g box, 12 boxes/case)

Product advantages:
- Extracted entirely from sugar beets, does not affect blood glucose levels, and is suitable for people on restricted diets, people with diabetes or obesity, and those seeking to control their weight;
- Contains health-conscious ingredients that help limit increases in blood glucose levels.

5. Liquid sugar

Cane syrup



Packaging specifications:
- 4.8-liter bottle (4 bottles/case)
- 700ml bottle (12 bottles/case)
- 400ml bottle (24 bottles/case)
- 1L pouch (10 pouches/case)
- 6ml stick (300ml pouch, 30 pouches/case))

Product advantages:
- Dissolves easily even in cold water, reducing crystallization in products during use;
- Liquid cane sugar has the distinctive sweetness of sugarcane and a higher sweetness level than conventional refined sugar due to the presence of natural fructose.

5. Liquid sugar

Export liquid sugar



Packaging specifications:
- 18m³ Flexibag ~ 24 tons

Product advantages:
- Stable sugar content, easy to mix and use;
- Convenient and helps reduce labor, storage, and production costs for corporate customers;
- Meets advanced requirements for green production and automation.

Mimosa domestic liquid sugar





Packaging specifications:
- 24m³ Flexibag ~ 32 tons
- 18m³ Flexibag ~ 24 tons
- 1m³ IBC tank ~ 1.3 tons

Product advantages:
- Stable sugar content, easy to mix and use;
- Available in various color levels: 100 IU, 70 IU, and 45 IU, as well as diverse packaging formats to meet customer needs;
- Meets advanced requirements for green production and automation; Usage support and consultation services provided by AgriS.

Cane molasses syrup



Packaging specifications:
- 18m³ Flexibag ~ 24 tons

Product advantages:
- Stable sugar content and easy to use;
- High nutritional content with the distinctive aroma of sugarcane;
- Used as a raw material for fermentation processes to produce alcoholic beverages, beverages, etc.

AgriS Diversified Product Portfolio (continued)

6. Refined extra sugar (RE)

Bien Hoa Pure/Mimosa Premium Refined Sugar




Packaging specifications:
- 50kg bag

Product advantages:
- The highest-end refined sugar product line, featuring low color and high quality;
- Meets stringent requirements of the pharmaceutical and beverage industries in accordance with international standards.

Bien Hoa Pure/Mimosa/Sticksu/Bien Hoa Joy/Premium Cane Sugar Special Refined Sugar













Packaging specifications:
- 1-ton bag
- 50kg bag
- 25kg bag
- 500g/1kg pouch (40 pouches/20 pouches per bag)
- 800g jar
- 6g/8g sticks (50 sticks/bag)

Product advantages:
- High-quality product line meeting the stringent requirements for sugar raw materials of international beverage companies;
- Convenient product formats to meet customers' usage needs.

6. Refined extra sugar (RE)

Bien Hoa Pure/Mimosa Premium Refined Sugar





Packaging specifications:
- 1-ton bag
- 50kg bag
- 25kg bag
- 12kg bag

Product advantages:
- Premium RE refined sugar quality, suitable for customer groups with high quality requirements and medium color levels;
- Diverse packaging formats.

Bien Hoa Pure Export Refined Sugar



Packaging specifications:
- 50kg bag
- 12kg bag

Product advantages:
- Meets international standards and requirements;
- Suitable for various production industries.

Bien Hoa Pure/Mimosa/Premium Cane Sugar Standard Refined Sugar






Packaging specifications:
- 50kg bag
- 500g/1kg pouch (40 pouches/20 pouches per bag)

Product advantages:
- Standard RE refined sugar quality;
- Competitive cost, meeting the needs of customers requiring high quality control standards without specific color requirements.

AgriS Diversified Product Portfolio (continued)

6. Refined extra sugar (RE)

Bien Hoa/Mimosa Fine Crystal Refined Sugar




Packaging specifications:
- 50kg bag

Product advantages:
- Standard RE refined sugar quality;
- Competitive cost, meeting the needs of customers requiring high quality control standards without specific color requirements.

7. Refined standard sugar (RS)

Bien Hoa/Mimosa Premium White Sugar





Packaging specifications:
- 1-ton bag
- 50kg bag
- 12kg bag

Product advantages:
- Meets customer requirements for quality, nearly equivalent to RE, with an appropriate color level;
- Competitive selling price and a long-established, reputable brand.

Mimosa/TSU/Cô Ba Premium White Sugar








Packaging specifications:
- 1-ton bag
- 50kg bag
- 25kg bag
- 12kg bag
- 1kg pouch (20 pouches/bag)
- 500g pouch (40 pouches/bag)

Product advantages:
- High-quality RS sugar products;
- Available in various regular and large crystal sizes to meet diverse customer needs;
- Competitive selling prices and a long-established, reputable brand.

7. Refined standard sugar (RS)

Sugar TTC Ninh Hoa/TTC Phan Rang/TTC Gia Lai/SEC/Bien Hoa Saving/Bien Hoa Sugar Standard White Sugar







Packaging specifications:
- 1-ton bag
- 50kg bag
- 12kg bag
- 1kg pouch (20 pouches/bag)

Product advantages:
- High-quality RS sugar products;
- Available in various regular and large crystal sizes to meet diverse customer needs;
- Competitive selling prices and a long-established, reputable brand.

TTC Phan Rang / TTC Gia Lai Refined White Sugar




Packaging specifications:
- 50kg bag
- 12kg bag

Product advantages:
- High-quality RS sugar products;
- Regular and large crystal sizes to meet diverse customer needs;
- Competitive selling prices and a long-established, reputable brand.

Mix Sugar




Packaging specifications:
- 50kg bag

Product advantages:
- High-quality RS sugar products;
- Regular and large crystal sizes to meet the diverse needs of export customers.

AgriS Diversified Product Portfolio (continued)

SUGAR BY-PRODUCTS

1. Cane Fresh natural sugarcane-flavored beverage



Packaging specifications:
- 500ml bottle (24 bottles/case)
- 355ml bottle (24 bottles/case)

Product advantages:
- Modern, closed-loop production process;
- No preservatives, completely natural and pure;
- Preserves the natural aroma of sugarcane, extracted naturally without the addition of any additives;
- Supports digestion and metabolism. It also helps alkalize the body and promote healthy cells, while unhealthy cells are acidic, with a pH of 8.3.

2. Bagasse



Product Information:
- By-product obtained after sugarcane juice extraction;
- Used as fuel to provide heat for boilers at sugar production plants;
- Raw material for producing mushrooms, pulp, plywood, animal feed, etc.;
- Raw material for producing activated carbon products, microbial fertilizers, etc.

Purpose of Use:
- Raw materials for the Company's by-products and post-sugar products

3. Molasses



Product Information:
- By-product generated from the sugar production process;
- Mainly contains sucrose, glucose, fructose, proteins, and minerals;
- Provides nutrients for fermentation processes in the production of alcohol, monosodium glutamate, animal feed, nutritional yeast, etc.;
- AgriS has researched and implemented various projects to enhance the value of molasses, including applications in food processing, baking, cooking, etc.

4. Caramel cooking sauce

Bep Xua Caramel cooking sauce



Packaging specifications:
- 210g bottle (48 bottles/carton)
- 28-liter container

Product advantages:
- Natural sugarcane molasses processed in compliance with food hygiene and safety requirements;
- Characteristic flavor of natural sugarcane molasses, with no harmful coloring agents added;
- Used for marinating food to create rich and appealing colors for dishes.

Pure Caramel Cooking Sauce



Packaging specifications:
- 28-liter container

Product advantages:
- Natural sugarcane molasses processed in compliance with food safety and hygiene requirements;
- Characteristic flavor of natural sugarcane molasses, with no harmful coloring agents added;
- Contains no preservatives, with a shelf life of 6 months. Suitable for food processing companies as an alternative to chemical coloring agents, while providing a natural flavor and enhancing the nutritional value of sugarcane molasses.

NATURAL MINERAL WATER PRODUCTS

Dakai natural alkaline mineral water



Packaging specifications:
- 350ml bottle (24 bottles/carton)
- 500ml bottle (24 bottles/carton)

Product advantages:
- Natural mineral water source containing natural iodine, analyzed by the Pasteur Institute in 1956;
- The first mineral water source in Vietnam to be recognized by the World Health Organization (WHO);
- Among the top three oldest mineral water sources, with a history of 70 years;
- Contains alkaline mineral ions such as bicarbonate, calcium, magnesium, and potassium, supporting digestion and metabolism, helping alkalize the body (pH), and promoting healthy cells.

Coconut product portfolio



COCONUT WATER IN CARTONS



Packaging specifications:

- 330ml and 1,000ml cartons

Product classification:

- Pure coconut water: Original coconut water, Organic coconut water;
- Fruit coconut water: Coconut water with pandan juice, Coconut water with citrus juice, Coconut water with lotus

Product advantages:

- Made entirely from fresh coconut water sourced from Ben Tre;
- Produced using Tetra Pak's direct UHT technology, helping preserve the natural flavor and nutritional value of coconuts;
- Certified Halal, Kosher, Organic, Non-GMO, etc.



BOTTLED COCONUT WATER



Packaging specifications:

- 350ml bottle (24 bottles/carton)

Product classification:

- Original Coconut Water;
- Fresh Coconut Jelly Coconut Water.

Product advantages:

- Fresh coconut jelly with a crisp and chewy texture;
- Coconut water sourced from Ben Tre;
- Rehydrates and replenishes minerals, providing electrolytes such as sodium and potassium;
- No artificial coloring agents.



COCONUT MILK / BARISTA COCONUT MILK

Packaging specifications:

- Coconut Milk: 330ml and 1,000ml cartons
- Barista Milk: 200ml and 1,000ml cartons

Product advantages:

- A refined combination of pure coconut water and cold-pressed coconut milk made from fresh coconut meat, creating a nutritious and refreshing beverage;
- 100% plant-based, suitable for vegetarians;
- Diverse product range: original coconut milk, unsweetened coconut milk, coffee coconut milk, chocolate coconut milk, Barista milk, etc.;
- Certified Halal, Kosher, Organic, Non-GMO, etc.





COCONUT CREAM

Packaging specifications:

- Available in 200ml, 400ml, and 1-liter formats

Product advantages:

- No preservatives – No artificial coloring – No added fat;
- Advanced cold-press technology helps minimize changes caused by heat;
- Produced within 24 hours, preserving the distinctive flavor of Ben Tre coconuts.



Banana product portfolio

1. Smiley South American cavendish bananas

Packaging specifications: Banana bunches/branches, single fruit
Distribution Market: Domestic market
Product advantages:

- Produced according to the Dole banana production process;
- Long, curved, plump and evenly sized fruit;
- Fresh, clean, pest- and disease-free, meeting food safety standards and not exceeding maximum permissible pesticide residue limits in food;
- Free from bruising and soil contamination;
- Ripeness according to customer requirements;
- Various packaging specifications: 1kg box, 5kg carton, 8kg carton, and 13kg carton;

Shelf life: 5 days



2. Dole export bananas

Packaging specifications: 13 kg, 14 kg, and 15 kg cartons
Product classification:

- Grade A fresh bananas: 41 products
- Grade B fresh bananas: 15 products

Distribution Market: South Korea, Japan, Malaysia, and Singapore
Product advantages:

- Produced according to the Dole banana production process;
- Long, curved, evenly tapered fruit meeting market-specific size requirements;
- Fresh, clean, pest- and disease-free, meeting food safety standards and not exceeding maximum permissible pesticide residue limits in food;
- Free from bruising and soil contamination;
- Green bananas stored and transported at 14–16°C;

Shelf life: 30-40 days





Rice product portfolio

1. E-Clean Rice Product

Packaging: 5Kg
Length: 7.0 - 7.3 mm
Characteristics: Sticky and Fragrant
Uses: For foodc
Features:

- Elegant grains with a soft, sticky texture.
- Naturally fragrant aroma.



2. "Co Ba" fragrant & sticky rice

Packaging:

- 10kg, 25kg, 50kg

Length: 6.7 - 7.1 mm
Characteristics: Sticky and Fragran
Uses: For foodc
Features:

- Beautiful grain appearance with soft, fragrant cooked rice that remains fluffy and non-sticky



3. "Co Ba" fluffy rice

Packaging:

- 5kg, 10kg, 25kg, 50kg

Length: 6.2 - 6.5 mm
Characteristics: Fluffy
Uses: For food and mass production.
Features:

- Cooked rice is fluffy, non-sticky, and easy to prepare, yielding a generous serving



4. White rice

Packaging:

- 5kg, 10kg, 25g, 50kg

Length:

- 6.2 - 6.5 mm
- 6.2 - 6.8 mm
- 6.7 - 7.1 mm

Characteristics: Light and fluffy
Uses: For food and mass production.
Features:

- The rice grains are fluffy and dry, not sticky when cooked.



AgriS Diversified Product Portfolio (continued)

Fertilizer Product Portfolio

AgriS's fertilizer product lines are researched and manufactured with the vision of "Providing sustainable agricultural solutions for soil, improving crop productivity, and enhancing efficiency for farmers." The products are researched and developed into specialized lines for different crops, aiming to deliver optimal performance, support farmers in achieving successful harvests, and promote circular and sustainable farming practices. The products are currently used not only across AgriS's own farming areas but are also widely distributed in the market, gaining the trust of many farmers and supporting their journey toward a sustainable agricultural sector.

AGRIS'S FERTILIZER PRODUCTS



Nguồn: AgriS

TRADITIONAL ORGANIC FERTILIZERS

1. Mixa - 22% Organic

Base organic fertilizer specifically for sugarcane and industrial crops

Organic fertilizer derived from microbially composted sugarcane residues; provides a base source of organic matter, supporting soil improvement and enhancing nutrient use efficiency for sugarcane and industrial crops.



2. Mito - 25% organic + biochar

Enhanced organic fertilizer with biochar and beneficial microorganisms, prioritized for soils requiring improved moisture and nutrient retention

Organic fertilizer derived from sugarcane residues, combined with Biochar and three groups of beneficial microorganisms. The formulation supports improved soil structure, moisture and nutrient retention, and creates favorable conditions for root development.



3. Bela - 30% Organic

Organic fertilizer specifically for building the nutrient base; suitable for basal and top dressing to supplement organic matter, improve soil conditions, and support nutrient use efficiency

The product is derived from sugar industry by-products and undergoes natural decomposition, pathogen and weed seed treatment, and the addition of beneficial microorganisms, ensuring soil safety and supporting plant growth.



4. Cago - 32% Organic

Versatile base organic fertilizer for food crops, industrial crops, and vegetables

Organic fertilizer containing 32% organic matter , suitable as a base nutrient source for various crop groups, supporting soil improvement and enhancing fertilizer use efficiency.



AgriS Diversified Product Portfolio (continued)

TRADITIONAL ORGANIC FERTILIZERS

5. Dato - 45% Organic

High-Organic-Matter fertilizer for enhancing the organic base for various crop groups

High-organic-matter fertilizer providing a concentrated source of organic matter to support improvements in soil fertility, structure, and moisture retention. Suitable as a base fertilizer for food crops, industrial crops, and vegetables.



6. Biola – 50% Organic

High-Organic-Matter fertilizer for perennial and fruit crops

Organic fertilizer containing 50% organic matter , suitable for periodic supplementation of organic matter for perennial industrial crops and fruit crops, particularly in orchards requiring maintained soil fertility and improved root-zone conditions.



7. Cahuco – Organic + 40% Ca

Specialized organic fertilizer for acidic and low-ph soils requiring calcium supplementation

Specialized organic fertilizer with a high calcium content, supporting improvements in acidic soil conditions, calcium supplementation, and favorable conditions for roots to absorb nutrients.



MICROBIAL ORGANIC FERTILIZERS

Biotani

Microbial organic fertilizer with micronutrients – meeting input standards for organic production

Microbial organic fertilizer with micronutrients combining three groups of beneficial microorganisms with copper and zinc, specifically formulated as a base fertilizer for sugarcane. The raw materials are certified as suitable for use in organic agricultural production in accordance with USDA NOP and EU standards.



FOLIAR FERTILIZERS

1. Root Booster

Root Development – Recovery – Tillering, suitable for the 30–45 day stage

NPK-organic foliar fertilizer specifically formulated for sugarcane during the root development and tillering stage, supporting the establishment of a strong growth foundation from the beginning of the crop cycle.



2. Grow Booster

Strong Growth – Internode Elongation, suitable for the 60–120 day stage

NPK-organic foliar fertilizer with a balanced nutrient formulation, specifically formulated for sugarcane during the vigorous growth and internode elongation stage, supporting stalk development and maintaining growth momentum.





Other product portfolio

BIOMASS POWER

Product information

- Electricity is generated by steam turbines using steam produced from the combustion of bagasse.
- A portion of the electricity is used for the Company's production and operations, while the remainder is supplied to the national grid.
- This is a renewable energy source generated from biomass fuel, contributing to reduced fossil fuel use and environmental protection.
- It contributes to addressing electricity shortages during Vietnam's dry season, when hydropower generation is constrained by limited water availability.

Purpose of use

- Internal consumption
- Supply to the national grid



SOLAR POWER

Product information

- Electricity is generated by solar panel systems installed on warehouse or factory rooftops to optimize the use of available space.
- This is a renewable energy source generated from solar energy, contributing to reduced emissions, lower fossil fuel use, and environmental protection.

Purpose of use

- Supply to the national grid



INTEGRATED AGRICULTURAL SOLUTIONS (6S)

S1 Crop Nutrition Solutions	The solution is developed based on the Nutrient-as-a-Service model, covering the entire process from soil analysis, development of nutrient recommendations, selection of appropriate formulations and application methods, to the management of nutrition programs on the AgriOS digital platform. The solution aims to improve fertilizer efficiency, enhance soil health, and increase crop productivity.
S2 Mechanization and Smart Farming Solutions	The solution integrates equipment, technical services, operator training, maintenance, spare parts, financing, and digital data instead of providing machinery as standalone products. Solutions are designed to suit each crop, farming area, and customer segment, while gradually connecting equipment operating data with the AgriOS platform to improve equipment utilization and optimize production activities.
S3 Crop Protection Solutions	The solution is developed based on a combination of chemical and non-chemical measures, tailored to crop conditions and actual production practices. Integrated Pest Management (IPM) is one of the key approaches, supporting the integrated control of pests and enhancing farming efficiency.
S4 Smart Irrigation Solutions	The solution focuses on drip irrigation technology, delivering water directly to the root zone, reducing water loss, and improving water resource efficiency. The solution helps maintain appropriate soil moisture for crops, supports optimized irrigation practices, and enhances farming efficiency under different production conditions.
S5 Crop Seed Solutions	The solution combines research, selection, and supply of planting materials, focusing on key crops including sugarcane, bananas, pineapples, and coconuts. Tissue culture technology is applied to rapidly propagate plant varieties, supporting variety rehabilitation and trial processes. For sugarcane in particular, AgriC has implemented a three-tier seed program for many years, producing single-bud sugarcane seedlings and providing farmers with disease-free, pure-bred planting materials.
S6 Digitalization Solutions	AgriOS is positioned as a digital platform that connects data and solution groups within AgriC's integrated agricultural ecosystem. By integrating data from farming activities, crop nutrition, equipment, and technical solutions, AgriOS supports monitoring, management, and enhanced data-driven decision-making.



Main Distribution Channels

Business - B2B

>2,000 CUSTOMERS

MNC – Multinational corporations and Large Industrial Enterprises, with key partners including:

SME – Small and Medium-sized Enterprises, with key partners including:

Commercial

>680 PARTNERS

Tier 1, 2, 3, and 4 distributors nationwide

Consumer - B2C

>63,000 TRADITIONAL AND MODERN TRADE OUTLETS

>140 DISTRIBUTION PARTNERS AND AGENTS

Exports

88 COUNTRIES

Americas:	**15** countries
Europe:	**32** countries
Asia:	**29** countries
Africa:	**10** countries
Australia & Oceania:	**2** countries

E-Selling Channel

The e-commerce (ECOM) channel recorded strong growth, with a total of **136,590** new customers from Lazada, Shopee, Tiktok và website

- The Affiliate network surpassed **20,000** creators.
- Total customers exceeded **160,000**, with more than **262,000** orders.
- TOP 1 in the Sugar & Sweeteners category across all major e-commerce platforms in Vietnam: Shopee, TikTok, and Lazada; TOP 3 in the Beverages category on Shopee (after Nestlé and Vinamilk).



03

CORPORATE GOVERNANCE

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Corporate Governance Code Towards International Standards

During FY2025–2026, AgriS continued to strengthen and improve its corporate governance foundation toward greater transparency, efficiency, and alignment with international standards. This serves as the foundation for the Company to realize its goal **of "Market Creator – Shaping the Future of Agriculture"** by enhancing governance capabilities, expanding the agricultural value chain, and promoting sustainable growth.

AgriS applies a consistent, unified, effective, and efficient corporate governance system across the Company. The system is designed and operated based on four value principles: Fairness – Transparency – Responsibility – Accountability, and six core pillars: Governance – People – Processes – Technology – Integrated Value Chain Management – Comprehensive Enterprise Risk Management.

With the goal of developing a sustainable agriculture model that ensures economic efficiency goes hand in hand with social responsibility and environmental protection, ESG factors are integrated into the Company's development strategy and the operations and production–business activities of all enterprises within the AgriS ecosystem, ensuring that sustainability commitments and objectives are incorporated into individual and unit KPIs and effectively monitored and implemented.



CORPORATE GOVERNANCE STANDARDS AND BEST PRACTICES REFERENCED AND APPLIED BY AGRIS

In addition to complying with Vietnamese laws and regulations on corporate governance, including the Law on Enterprises, Law on Securities, Decree No. 155/2020/ND-CP detailing the implementation of a number of articles of the Law on Securities (as amended and supplemented by Decree No. 245/2025/ND-CP), Decree No. 05/2019/ND-CP on internal audit, and Circular No. 96/2020/TT-BTC guiding information disclosure on the securities market (as amended and supplemented by Circular No. 68/2024/TT-BTC and Circular No. 18/2025/TT-BTC), AgriS also pioneers the adoption and application of higher international corporate governance practices and standards. These practices provide a basis for AgriS to develop corporate governance principles while gradually enhancing governance quality toward greater transparency, efficiency, and alignment with international best practices.

Applicable standards/ practices	Reference content
G20/OECD Principles of Corporate Governance (2023)	• Ensuring the basis for an effective corporate governance framework • Rights, equitable treatment of shareholders, and key ownership functions • Institutional investors, stock markets, and other intermediaries • Information disclosure and transparency • Responsibilities of the BOD • Sustainability and resilience
ASEAN Corporate Governance Scorecard (ACGS 2024)	• Shareholder rights and equitable treatment of shareholders • Sustainability and resilience • Information disclosure and transparency • Responsibilities of the BOD
Vietnam Corporate Governance Code for Public Companies in Viet Nam (VNCG Code 2026)	• Responsibilities of the BOD • Control environment • Disclosure and transparency • Shareholder rights • Sustainable development and stakeholder engagement
GRI Standards and ESRS	• Sustainability reporting • Integrating ESG into strategy, governance, and disclosure

BASED ON THESE STANDARDS, AGRIS HAS DEVELOPED AND APPLIED APPROPRIATE GOVERNANCE PRINCIPLES IN DESIGNING AND OPERATING ITS CORPORATE GOVERNANCE SYSTEM, BASED ON THE FOLLOWING PRINCIPLES:

Aspect	Corporate Governance Principles Based on Best Practices
Sustainable Development	**Principle 1:** Integrate ESG into the development strategy. **Principle 2:** Accountability and ESG governance based on materiality and risk levels. **Principle 3:** Establish and assess the achievement of objectives based on "Measurement – Transparency – Verification."
BOD' Structure and Functions	**Principle 4:** Establish a competent and professional BOD. **Principle 5:** Ensure effective leadership and independence of the BOD. **Principle 6:** Establish Committees and other bodies under the BOD. **Principle 7:** Ensure the effective operation of the BOD. **Principle 8:** Establish and maintain a corporate ethical culture.
Control Environment	**Principle 9:** Establish an enterprise risk management framework and a strong control environment.
Disclosure and Transparency	**Principle 10:** Strengthen information disclosure.
Fair Treatment of Shareholders	**Principle 11:** Establish a framework to ensure the effective exercise of the rights of shareholders and capital-contributing members at the Parent Company and member units. **Principle 12:** Respect the legitimate rights and interests of all shareholders and capital-contributing members, including minority shareholders and capital-contributing members.
Stakeholder Engagement and Management	**Principle 13:** Strengthen effective stakeholder engagement. **Principle 14:** Further promote the value-sharing model.

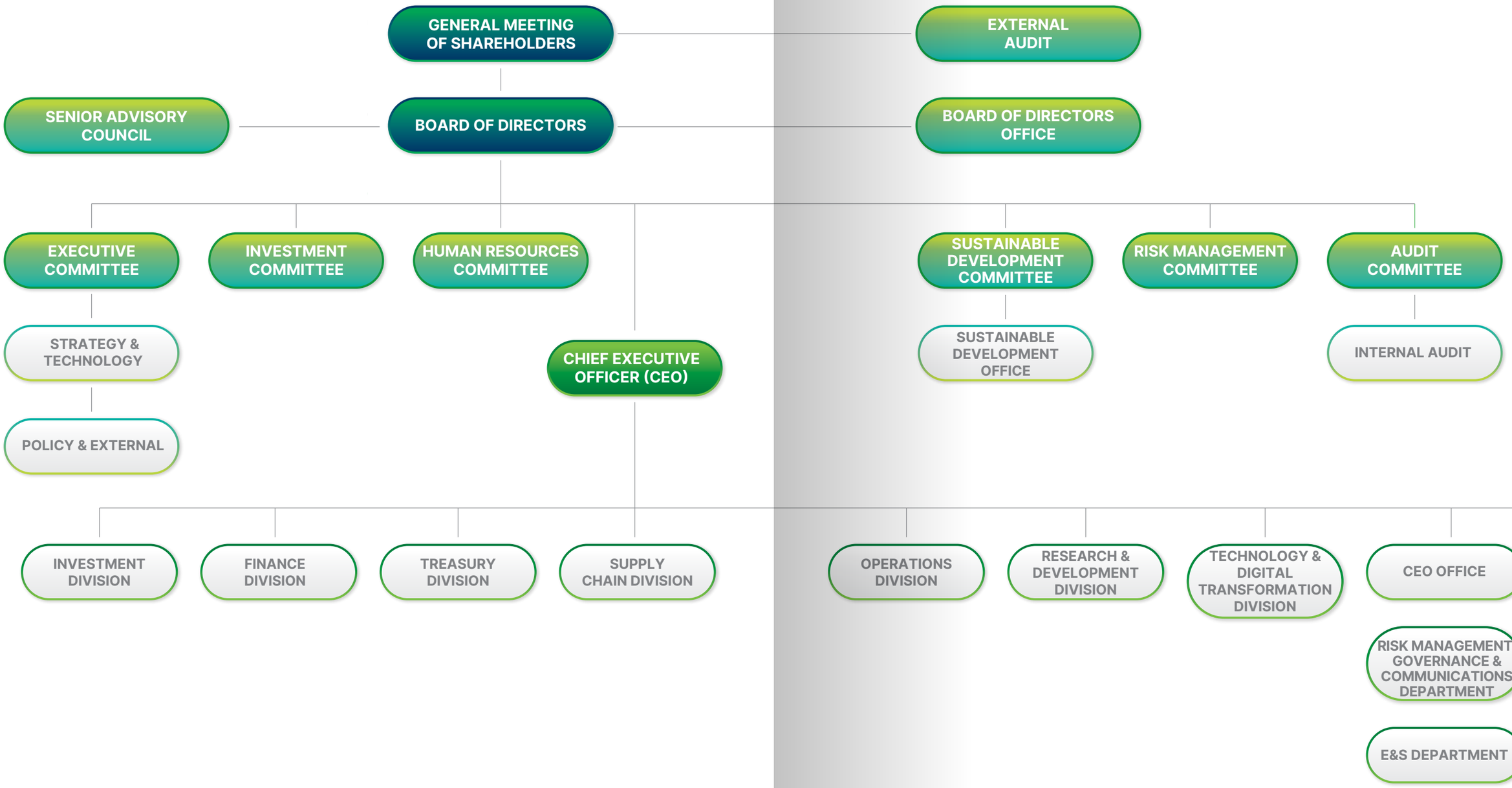
Based on the corporate governance standards and best practices referenced, AgriS periodically reviews its level of compliance to identify practices that have been implemented, areas requiring further improvement, and an appropriate improvement roadmap aligned with the Company's operating model and development orientation. In particular, with respect to the VNCG Code 2026, the Company conducts its review based on a "Comply or Explain" approach. Accordingly, for areas that are not yet fully compliant, AgriS presents the current status, identifies the direction and roadmap for further improvement as appropriate.

The results of the review and assessment of the level of compliance with the G20/OECD Principles of Corporate Governance 2023, the ASEAN Corporate Governance Scorecard (ACGS 2024), and the VNCG Code 2026 are presented in detail in ***Section III.12 – Corporate governance report and analysis, page 182.***

Corporate Governance Code Towards International Standards (continued)

ORGANIZATIONAL STRUCTURE UNDER THE MODERN GOVERNANCE MODEL APPLIED BY AGRIS

AgriS organizes its management and operations in accordance with the model stipulated in Point b, Clause 1, Article 137 of the Law on Enterprises, comprising the General Meeting of Shareholders, the Board of Directors (BOD), and the Audit Committee. The BOD is responsible for overseeing the implementation of the rights and obligations of the Company in accordance with the law and the Company's internal regulations. On this basis, AgriS has established specialized committees under the BOD to support the BOD in its strategic direction, oversight, and governance of key areas.



Corporate Governance Code Towards International Standards (continued)

DIVERSITY ON THE BOD COMPOSITION OF AGRIS



*According to Grant Thornton International, the proportion of women in senior leadership positions globally increased from 33.0% in 2024 to 34.0% in 2025. With women accounting for 40% of its leadership, AgriS continues to maintain a level above the global average, reaffirming its approach to building a leadership team based on capabilities, achievements, and contributions.

BOD' DECISION-MAKING MECHANISM

AgriS implements the BOD' decision-making mechanism based on the principles of transparency, accountability, proper authority, and alignment with the Company's risk appetite. Board decisions are considered based on sufficient information, submitted documents, and professional advisory opinions, ensuring compliance with applicable laws, the Company's Charter, and internal regulations. During meetings, the BOD engages in multi-dimensional discussions before making final decisions. Important matters are voted on based on the principle of one vote per Board member, except in cases involving conflicts of interest as prescribed.

COMMITMENT OF THE BOD TO SUSTAINABLE CORPORATE GOVERNANCE

AgriS continuously pioneers the enhancement of its corporate governance system based on sustainable development, applying ESG standards across all governance, production, and business activities. The BOD is committed to:

- Providing direction and oversight in developing strategic objectives associated with value creation, innovation, and the Company's sustainable development.
- Continuing to improve the corporate governance system and integrating ESG factors into the Company's governance model, strategy, and operations in accordance with international standards and best practices.
- The BOD is responsible for providing strategic direction and oversight of sustainability matters and material economic, environmental, and social impacts. The ESG Committee under the BOD serves as a dedicated advisory and oversight body and reports directly to the BOD on sustainability matters.
- Directing and overseeing the implementation of activities to achieve the Company's carbon neutrality target by 2030 and Net Zero target by 2035; while assessing economic, environmental, and social impacts throughout the implementation process.
- Enhancing transparency, accountability, and the quality of sustainability disclosures, contributing to sustainable value creation for shareholders and stakeholders.

ENHANCING GOVERNANCE CAPABILITIES AND ADAPTING TO NEW STANDARDS

2025 marked significant changes in Vietnam's legal framework and corporate governance practices. The issuance of Resolution No. 68-NQ/TW on the development of the private sector, Resolution No. 79-NQ/TW on the development and improvement of the efficiency of state-owned enterprises, the Vietnam Corporate Governance Code (VNCG Code) 2026, with a higher level of alignment with OECD and ACGS principles, together with new information disclosure regulations, has placed increasingly higher requirements on governance capabilities, transparency, and corporate governance effectiveness.

Recognizing these changes, the BOD, Board of Management, Person in Charge of Corporate Governance, and Company Secretary continued to proactively update new regulations, enhance professional capabilities, and gradually improve the corporate governance system toward greater alignment with international standards and best practices. AgriS views corporate governance as not only a matter of legal compliance but also a foundation for creating sustainable value and strengthening the Company's competitiveness.

During the fiscal year, AgriS actively participated in training programs, conferences, and specialized seminars on corporate governance, including:

Program	Participants
Alibaba Study Tour: Opportunities – Strategy – Leadership Capabilities in the AI Era (Hangzhou, China), July–August 2026	Ms. Dang Huynh Uc My – Chairlady of the BOD Mr. Tran Tan Viet – Member of the BOD Mr. Le Quang Phuc – Independent Member of the BOD Mr. Tran Trong Gia Vinh – Independent Member of the BOD Mr. Dinh Vu Quoc Huy – Person in Charge of Corporate Governance and Company Secretary Together with members of the Board of Management
"The BOD Shaping the Future: Perspectives on Digital Governance and Sustainable Development" Seminar, organized by VIOD, July 2025	Mr. Tran Tan Viet – Member of the BOD Mr. Tran Trong Gia Vinh – Independent Member of the BOD Mr. Dinh Vu Quoc Huy – Person in Charge of Corporate Governance and Company Secretary
Corporate Governance Course, organized by the Securities Research and Training Center (SRTC), April 2025	Mr. Dinh Vu Quoc Huy – Person in Charge of Corporate Governance and Company Secretary

Corporate Governance Code Towards International Standards (continued)

In addition, members of the BOD, Board of Management, Person in Charge of Corporate Governance, and Company Secretary attended various conferences and seminars organized by the State Securities Commission of Vietnam (SSC), Vietnam Stock Exchange (VNX), Vietnam Institute of Directors (VIOD), and professional organizations to stay updated on new regulations, governance trends, and advanced international practices, including:

- The "2026 Annual General Meeting Season Forum: Compliance or Breakthrough – Efficiency or Sustainability", jointly organized by the State Securities Commission of Vietnam (SSC), Vietnam Stock Exchange (VNX), and Vietnam Institute of Directors (VIOD);
- The conference "Dissemination of Legal Regulations on Public Companies, Capital Raising, and Divestment for Equitized State-owned Enterprises Listed or Registered for Trading on the Securities Market", organized by the SSC;
- The conference "2026 Training for Securities Registration Organizations at VSDC", organized by VSDC.

The continuous efforts to improve the corporate governance system have continued to be recognized through prestigious awards and rankings in corporate governance, information disclosure, and sustainable development. FY2025–2026 marked the 9th consecutive year that AgriS maintained a high position in the VNSI20 – Top 20 Sustainable Stocks on Vietnam's stock market, with an ESG score of 95%, 26% higher than the industry average.

CORPORATE GOVERNANCE AWARDS ACHIEVED BY AGRIS IN FY2025–2026

TOP 500 — **Top 50 Best Listed Companies in Vietnam Food and Beverage sector (Forbes)**

SEPTEMBER/2025



TOP 10 — **Top 10 Best Corporate Governance Companies**

DECEMBER/2025



TOP 20 — **Top 20 Best Annual Reports**

DECEMBER/2025



TOP 50 — **Top 50 Pioneering and Committed Enterprises in Enhancing Corporate Governance in Vietnam (VNCG50)**

DECEMBER/2025



TOP 35 — **Top 20 Committed & Pioneering Enterprises Towards Achieving ASEAN Asset Rating Standards**

DECEMBER/2025



TOP 35 — **Top 35 Non-Financial Large-Cap Companies meeting the 2026 Information Disclosure Standards (Non-financial Large cap) - IR Award**

2026



OVERALL DIRECTION FOR FY2026–2027

AgriS aims to build a high-tech and circular agriculture enterprise with governance capabilities aligned with international standards, while pioneering sustainable green growth and contributing to global food security. Entering FY2026–2027, the second year of implementing the development strategy through FY2030–2031, the BOD will continue to improve the governance system toward greater modernization, transparency, and efficiency, creating a foundation for the successful implementation of the Company's development strategy. Accordingly, the BOD will focus on the following areas:

OVERALL DIRECTION FOR FY2026–2027

- Continue to improve and enhance the operational efficiency of the 03 Centers – 03 Services – 01 Seamless and Multinational Governance System model.
- Enhance the quality of corporate governance, promote the application of international governance standards and best practices, and strengthen transparency, accountability, and oversight effectiveness.
- Accelerate digital transformation in governance, improve data governance and risk management, and enhance decision-making support.
- Continue to improve the ESG Strategy and gradually integrate ESG factors into the corporate governance system, contributing to the carbon neutrality roadmap by 2030 and the goal of achieving Net Zero by 2035.
- Continue to strengthen the governance capabilities of the BOD, its Committees, the BOD Office, the Person in Charge of Corporate Governance, and the Company Secretary to meet development requirements in the new phase.

Introduction of the BOD and the Person in Charge of Corporate Governance



MS. DANG HUYNH UC MY

NON-EXECUTIVE CHAIRLADY OF THE BOD

Year of Birth: 1981

Date of Appointment as Chairlady of the BOD: July 13, 2024 (First appointment: July 29, 2021)

Share Ownership Ratio to Charter Capital: 129,242,995 shares (including non-voting dividend preference shares), representing 13.93%

Voting Share Ownership Ratio of the Company: 107,631,662 shares, representing 11.87%

PROFESSIONAL QUALIFICATIONS

- Master of Business Administration – New Zealand
- Professional CEO Certificate – PACE
- Certificate from a specialized Corporate Governance training program – OPM, Harvard Business School

AWARDS

- Outstanding ASEAN Entrepreneur – ASEAN BIS
- Recognized as an Outstanding Asian Entrepreneur three times – APEA 2021, 2022 and 2024
- Top 100 Most Powerful Women in Asia 2025 – Fortune
- Outstanding Female Leader in High-Tech Agriculture – AGM AWARDS 2026
- Third-Class Labor Medal awarded by the President of Vietnam

WORKING EXPERIENCE

- July 2024 – Present: Chairlady of the BOD, Thanh Thanh Cong – Bien Hoa JSC
- July 2025 – Present: Chairlady of the BOD, AgriS Agriculture Development JSC
- August 2022 – Present: Director, TSU Australia Pty. Ltd.
- January 2019 – Present: Chairlady of the BOD, Ben Tre Import-Export JSC
- 2021 – May 2025: Chairlady of the BOD, Bien Hoa Consumer JSC
- 2019 – July 2024: Vice Chairlady of the BOD, Thanh Thanh Cong – Bien Hoa JSC
- 2017 – 2019: Member of the BOD, Thanh Thanh Cong – Bien Hoa JSC
- 2015 – 2017: Member of the BOD, Thanh Thanh Cong – Tay Ninh Sugar JSC
- 2012 – 2015: Chairlady of the BOD, Thanh Thanh Cong – Tay Ninh Sugar JSC
- 2009 – 2012: Chief Executive Officer, Thanh Thanh Cong Investment JSC
- 2007 – 2009: Standing Deputy Chief Executive Officer, Thanh Thanh Cong Production and Trading JSC
- 2006 – 2007: Deputy Director of Operations, Thanh Thanh Cong Production and Trading JSC

KEY HIGHLIGHTS

With nearly 20 years of experience in Finance and Agriculture, Ms. Dang Huynh Uc My has leveraged her strengths and innovative mindset to lead AgriS through its transformation from a company with sugar as its core business into a multi-sector, multi-value agricultural ecosystem. Under her direction, AgriS has accelerated digital transformation, expanded cooperation and connectivity with domestic and international partners, gradually strengthening its position in the regional agricultural value chain and pursuing sustainable growth.

KEY ACHIEVEMENTS DURING FY2025–2026

- Led AgriS in completing and launching the 2030–2031 Development Strategy, with the vision of becoming a leading high-tech agriculture group in Vietnam, pioneering the integration of AgTech – FinTech – FoodTech on an ESG foundation to promote a sustainable green economy, contribute to global food security, and realize the goal of achieving Net Zero by 2035.
- Led AgriS in gradually shifting from a company with sugar as its core business toward a multi-sector, multi-value agricultural ecosystem, expanding the value chain into rice, coconut, banana, pineapple, and the food and beverage sector. At the same time, expanded and modernized the cross-border raw material areas, covering 78,000 hectares in Vietnam, Laos, Cambodia, and Australia; promoted the adoption and application of advanced agricultural technologies from Australia; implemented Demo Farm models in Cambodia and Vietnam; and promoted and scaled up high-tech farming models.
- Promoted the expansion of strategic cooperation networks domestically and internationally, notably with PVCFC, Farmacist (Australia), Harney & Sons (United States), and others, to strengthen connectivity in technology, agricultural knowledge, value chains, and markets; thereby expanding AgriS's partner ecosystem and strengthening its position in the regional and international agricultural value chain.
- Directed AgriS to strengthen cooperation with international banks and financial institutions, notably First Commercial Bank (FCB), IFC of the World Bank Group, DEG of Germany's KfW, responsAbility, and ING, thereby diversifying funding sources, enhancing access to green, sustainable, and long-term capital, and creating a resource foundation for the Development Strategy through FY2030–2031.

CURRENT POSITIONS AT OTHER ORGANIZATIONS

- Chairlady of the BOD, AgriS Agriculture Development JSC
- Chairlady of the BOD, Ben Tre Import-Export JSC (Betrimex)
- Director, TSU Australia Pty. Ltd.



MS. HUYNH BICH NGOC

NON-EXECUTIVE MEMBER OF THE BOD

Year of Birth: 1962

Date of Appointment as Member of the BOD: October 24, 2024 (First appointment: July 12, 2019)

Voting Share Ownership Ratio of the Company: 67,889,957 shares, representing 7.32%

Professional Qualifications:

- Business Administration;
- Honorary Doctorate awarded by the President of Kyungnam University, Korea

AWARDS

Second-Class Labor Medal awarded by the President of Vietnam

KEY HIGHLIGHTS

With more than 40 years of dedication to the agricultural sector, Ms. Huynh Bich Ngoc has played a significant role in helping AgriS become a leading agricultural company in Vietnam and establish a recognized position in international markets. Throughout AgriS's development journey, she has held various key positions and made significant contributions to the Company's governance, management, and development. Under her leadership, AgriS successfully achieved its goal of transforming its business model from traditional agricultural production into an integrated smart agricultural economy model.

WORKING EXPERIENCE

- October 2024 – Present: Member of the BOD, Thanh Thanh Cong – Bien Hoa JSC
- 2012 – Present: Standing Vice Chairlady of the BOD and Chief Executive Officer, Thanh Thanh Cong Investment JSC
- 2019 – July 2024: Chairlady of the BOD, Thanh Thanh Cong – Bien Hoa JSC
- 2022 – 2024: Chairlady of the BOD, Saigon Thuong Tin Real Estate JSC
- 2015 – August 19, 2024: Chairlady of the BOD, Toan Hai Van JSC
- April 2012 – August 2012: Chairlady of the BOD, Bien Hoa Sugar JSC
- 2010 – 2012: Chairlady of the BOD, Bourbon Tay Ninh JSC
- 2007 – 2019: Standing Vice Chairlady, Saigon Thuong Tin Real Estate JSC
- 1981 – 2012: Chairlady of the BOD, Thanh Thanh Cong Production and Trading JSC

KEY ACHIEVEMENTS DURING FY2025–2026

- Advised the BOD on investment-related decisions, particularly in the sugar industry.
- Evaluated and proposed new investment projects, ensuring effectiveness and sustainability.
- Evaluated and provided strategic advice to the BOD to support timely decision-making.
- Represented AgriS in maintaining and expanding relationships with strategic partners and investors.
- Strengthened connections with State management authorities to facilitate the Company's production and business activities.
- Contributed to building AgriS's image as a reputable, transparent, and investment-community-friendly enterprise.
- Supported AgriS's sustainable development direction.
- Proposed solutions to balance the interests of the Company, community, and environment.
- Supported the promotion of AgriS's image as a pioneer in green and sustainable development.
- Supported the strengthening of corporate governance effectiveness and safeguarding long-term shareholder interests.

CURRENT POSITION AT OTHER ORGANIZATIONS

- Standing Vice Chairlady of the BOD and Chief Executive Officer, Thanh Thanh Cong Investment JSC

Introduction of the BOD and the Person in Charge of Corporate Governance (continued)



MR. TRAN TAN VIET

NON-EXECUTIVE MEMBER OF THE BOD

Year of Birth: 1961

First Appointment as a Member of the BOD: October 28, 2022

Voting Share Ownership Ratio of the Company: 733,381 shares, representing 0.08%

PROFESSIONAL QUALIFICATIONS

Agricultural Engineer; PhD in Entomology

KEY HIGHLIGHTS

Mr. Tran Tan Viet has participated in research and development of agricultural soil improvement solutions to enhance quality and productivity while aiming to reduce emissions and preserve biodiversity. These solutions include crop rotation and intercropping with legumes; improvement and development of specialized foliar fertilizer formulations for sugarcane; development of intensive sugarcane cultivation processes; and improvement of the survival rate of acclimatized tissue-cultured sugarcane plants to 90%.

Developed solutions for the treatment and improvement of lateritic soils in areas of Laos and Cambodia.

Developed industrial-scale processes for producing natural enemies for application in greenhouses and large-scale fields, reducing the use of chemical pesticides and mitigating impacts on the environment and biodiversity.

Promoted the disease-free sugarcane seedling program, applying tissue culture technology and supplying stump-bag sugarcane seedlings to farmers.

WORKING EXPERIENCE

- 2022 – Present: Member of the BOD, Thanh Thanh Cong – Bien Hoa JSC
- July 2025 – Present: Vice Chairman of the BOD, AgriS Agriculture Development JSC
- May 2025 – Present: Chairman, Trang Sinh Mushroom One Member Company Limited
- 2020 – Present: Director, Thanh Thanh Cong Agricultural Research Institute
- 2020 – Present: Chairman of the Members' Council, Thanh Thanh Cong Sugarcane Applied Research Company Limited
- 2023 – July 2025: Chairman of the BOD, AgriS Agriculture Development JSC
- 2018 – 2020: Director, Thanh Thanh Cong Sugarcane Applied Research JSC
- 2017 – 2018: Advisor, Dalat Hasfarm Company Limited (Lam Dong)
- 2014 – 2016: Director of Biotechnology Division, Hop Tri Investment JSC (Ho Chi Minh City)
- 2011 – 2013: Deputy Chief Executive Officer, Tropical Development and Investment JSC (Ho Chi Minh City)
- 2008 – 2010: Head of Agronomy Department, Nong Lam University (Ho Chi Minh City)
- 2003 – 2007: Deputy Head of Agronomy Department, Nong Lam University (Ho Chi Minh City) / FAO Expert in Cambodia, Laos, Maldives, and Thailand
- 2000 – 2002: Deputy Head of Plant Protection Division, Faculty of Agronomy, Nong Lam University (Ho Chi Minh City)

KEY ACHIEVEMENTS DURING FY2025–2026

- Participated in directing and promoting the application of low-carbon agricultural solutions across AgriS's new value chain, notably the low-emission rice model, application of biological solutions and technologies to reduce the use of agricultural inputs, restore natural enemy populations, reduce production costs, and gradually develop growing areas that meet export market requirements.
- Continued to provide professional advice on the development of AgriS's high-tech agriculture model, promoting the digitalization of agronomic data, precision farming, and the application of Demo Farm models to test, standardize, and gradually scale up farming solutions in practice.
- As a Member of the Sustainable Development Committee, provided professional advice during the development of AgriS's ESG Strategy and sustainable development roadmap, particularly initiatives related to sustainable agriculture, farming practices, emissions reduction, and improving the efficiency of the agricultural value chain.
- Promoted his role as an expert and knowledge bridge in high-tech agriculture by participating in and sharing insights at various specialized forums and conferences on AgTech, ESG, digital transformation, and low-carbon agriculture; thereby contributing to the dissemination of AgriS's green agricultural models and solutions and strengthening connections between the Company and the scientific community, experts, and domestic and international organizations.

CURRENT POSITIONS AT OTHER ORGANIZATIONS

- Vice Chairman of the BOD, AgriS Agriculture Development JSC
- Chairman, Trang Sinh Mushroom One Member Company Limited
- Director, Thanh Thanh Cong Agricultural Research Institute
- Chairman of the BOD, Thanh Thanh Cong Sugarcane Applied Research Company Limited



MR. LE QUANG PHUC

INDEPENDENT MEMBER OF THE BOD

Year of Birth: 1966

First Appointment as an Independent Member of the BOD: October 24, 2024

Voting Share Ownership Ratio of the Company: 517,900 shares, representing 0.06%

PROFESSIONAL QUALIFICATIONS

- Master of Business Administration (WSU – USA)
- Civil Engineer (University of Technology and Engineering – Da Nang)

KEY HIGHLIGHTS

Mr. Le Quang Phuc has more than 25 years of experience in senior management positions at medium-sized and large enterprises in Vietnam. Throughout his career, he has led and organized numerous corporate consulting and restructuring projects for major groups and companies in Vietnam, contributing to significant development at several enterprises.

In his capacity as an Independent Member of the BOD at various listed companies, Mr. Le Quang Phuc has contributed to strengthening organizational structures and governance systems, enhancing the effectiveness of Boards of Directors and specialized committees, while also contributing to the improvement of human resource governance mechanisms, evaluation, remuneration, and succession planning for key management personnel.

WORKING EXPERIENCE

- October 2024 – Present: Independent Member of the BOD, Thanh Thanh Cong – Bien Hoa JSC
- July 2026 – Present: Independent Member of the BOD, KLC Group Investment JSC
- June 2026 – Present: Chairman of the BOD, An Tin Asset Solutions JSC
- September 2021 – Present: Chief Executive Officer, Bac Cuong Investment JSC
- April 2008 – Present: Non-Executive Member of the BOD, Phat Dat Real Estate Development Corporation
- May 2007 – Present: Director, BDSC Management Consulting JSC
- June 2020 – May 2026: Independent Member of the BOD, Searefico Corporation
- April 2020 – July 2025: Independent Member of the BOD, Filmore Development JSC
- April 2016 – April 2026: Independent Member of the BOD, Phu Nhuan Jewelry JSC
- April 2010 – October 16, 2024: Independent/Non-Executive Member of the BOD, Tay Ho Investment and Construction JSC
- February 2020 – December 2023: Chief Executive Officer, Saigon – KL Real Estate JSC
- February 2014 – April 2016: Member of the BOD and Chief Executive Officer, Cienco 5 Land Development JSC
- April 2010 – April 2013: Non-Executive Member of the BOD, Saigon Water Infrastructure Corporation (HOSE: SII)
- February 2005 – February 2007: Member of the Members' Council and Executive Director, PACE Institute of Management

KEY ACHIEVEMENTS DURING FY2025–2026

- In his capacity as Chair of the Audit Committee, he made significant contributions to directing the development of the Internal Audit Development Strategy for 2025–2030 and strengthening the Audit Committee/Internal Audit foundational documentation toward alignment with international practices. He also continued to lead the enhancement of AgriS's Internal Audit capabilities, promote communications, implement the Three Lines Model, and establish coordination mechanisms among the Three Lines, thereby strengthening coordination in identifying, monitoring, and controlling key risks across the system.
- In his capacity as Chair of the Sustainable Development Committee, he played a key role in directing the development of the AgriS Governance Model applied consistently across the Group under the "03 Centers – 03 Services – 01 Seamless and Multinational Governance System" model. He also led and directed the development of the ESG Strategy toward Net Zero by 2035, particularly the Governance (G) pillar; advised on enhancing corporate governance quality based on good practices and VNSI20 and ACGS criteria; and promoted the digitalization of governance activities, contributing to enhanced transparency, accountability, and Board effectiveness.

CURRENT POSITIONS AT OTHER ORGANIZATIONS

- Non-Executive Member of the BOD, Phat Dat Real Estate Development Corporation
- Chairman of the BOD, An Tin Asset Solutions JSC
- Independent Member of the BOD, KLC Group Investment JSC
- Director, BDSC Management Consulting JSC
- Chief Executive Officer, Bac Cuong Investment JSC

Introduction of the BOD and the Person in Charge of Corporate Governance (continued)



MR. TRAN TRONG GIA VINH

INDEPENDENT MEMBER OF THE BOD

Year of Birth: 1974

First Appointment as an Independent Member of the BOD: October 28, 2022

Voting Share Ownership Ratio of the Company: 521,448 shares, representing 0.06%

PROFESSIONAL QUALIFICATIONS

- Bachelor of Business Administration – The University of Winnipeg, Canada
- Master of Economics – University of Waterloo, Canada

KEY HIGHLIGHTS

Mr. Vinh has more than 20 years of experience in Human Resources Management and human resource system development at both foreign and domestic enterprises. He has also participated in numerous corporate restructuring, innovation management, corporate governance, corporate culture, and management system development projects for many large enterprises.

With his expertise and experience, Mr. Vinh has made significant contributions to corporate culture development, ensuring appropriate and fair performance evaluation, rewards, and remuneration policies, thereby contributing to a positive working environment that supports the development and success of enterprises.

WORKING EXPERIENCE

- 2022 – Present: Independent Member of the BOD, Thanh Thanh Cong – Bien Hoa JSC
- 2024 – Present: Founder and Chief Executive Officer, Pandemos Fashion Company Limited
- 2018 – Present: Independent Member of the BOD, Phat Dat Real Estate Development Corporation
- 2013 – Present: Founder and Chief Executive Officer, Sustainable Solutions Consulting Company Limited
- 2008 – 2012: Executive Director, Phuong Phat Trading Services Company Limited
- 2001 – 2008: Human Resources Director, PepsiCo Vietnam

KEY ACHIEVEMENTS DURING FY2025–2026

- In his capacity as Chair of the Human Resources Committee, Mr. Tran Trong Gia Vinh participated in directing and directly coordinating with consultants to implement the AgriNext model at AgriC toward 2030, and directed the strengthening of the operating organizational structure at ProC. At the same time, he promoted digital transformation in human resource management through the implementation of HRMS, standardization of CoreHR data, and completion of AgriS's key human resource policies and procedures.
- Advised the BOD on the direction for building and developing corporate culture based on diversity, integration, and globalization, promoting the integration of diverse and global DNA into AgriS's culture and linking workforce and organizational culture development with the Group's transformation requirements in the new phase.
- In his capacity as a Member of the Sustainable Development Committee, he participated in consultations during the development of the ESG Strategy, focusing his professional contribution on the Social (S) pillar and linking people, human resources, and organizational development issues with AgriS's sustainable development direction.
- In his capacity as a Member of the Audit Committee and Risk Management Committee, he exercised an independent challenge role and participated in consultations on governance, control, risk, and compliance matters, contributing to enhanced oversight effectiveness and corporate governance practices in accordance with applicable laws and good governance practices.
- Promoted the enhancement of the human resource governance foundation, including the Job Evaluation program, performance management, and key human resource policies, contributing to the standardization of the human resource system in line with AgriS's organizational model and new development direction.

CURRENT POSITIONS AT OTHER ORGANIZATIONS

- Chief Executive Officer, Sustainable Solutions Consulting Company Limited
- Independent Member of the BOD, Phat Dat Real Estate Development Corporation
- Chief Executive Officer, Pandemos Fashion Company Limited



MR. DINH VU QUOC HUY

PERSON IN CHARGE OF CORPORATE GOVERNANCE AND COMPANY SECRETARY

Year of Birth: 1981

Date of Appointment as Person in Charge of Corporate Governance cum Company Secretary: July 15, 2025

(First appointment as Person in Charge of Corporate Governance: September 1, 2024)

Voting Share Ownership Ratio of the Company: 739,613 shares, representing 0.08%

PROFESSIONAL QUALIFICATIONS

- Lawyer – Ho Chi Minh City Bar Association
- Bachelor of Laws – Ho Chi Minh City University of Law

WORKING EXPERIENCE

- July 2025 – Present: Person in Charge of Corporate Governance and Company Secretary, Thanh Thanh Cong – Bien Hoa JSC
- September 2019 – Present: Chair of the BOD, Phu Tho Plastic JSC
- July 2024 – June 2026: Chair of the BOD, Thanh Nien Printing JSC
- September 2024 – July 2025: Person in Charge of Corporate Governance, Thanh Thanh Cong – Bien Hoa JSC
- May 2023 – August 2024: Standing Deputy Director, Bien Hoa Consumer Goods JSC
- July 2022 – April 2023: Operations Director, Thanh Thanh Cong – Bien Hoa JSC
- July 2020 – June 2022: Legal Policy Director, Thanh Thanh Cong – Bien Hoa JSC
- January 2018 – June 2020: Head of Legal Policy Department, Thanh Thanh Cong – Bien Hoa JSC
- October 2012 – December 2017: In charge of legal affairs, Thanh Thanh Cong Investment JSC
- August 2006 – August 2012: Practicing Lawyer, Thang & Associates Law Firm

FUNCTIONS AND RESPONSIBILITIES

- In his capacity as Person in Charge of Corporate Governance cum Company Secretary, Mr. Dinh Vu Quoc Huy supports the BOD in organizing and implementing corporate governance activities, ensuring compliance with applicable laws, the Company's Charter, and internal regulations; while also serving as a focal point to facilitate connectivity among the BOD, Board of Management, shareholders, and stakeholders.

KEY ACTIVITIES DURING FY2025–2026

- Provided advice and support to the BOD on corporate governance matters; organized and coordinated General Meeting of Shareholders and BOD meetings.
- Participated in developing the AgriS Governance Model and key governance documents; advised the BOD on updating legal regulations and good governance practices, contributing to the standardization of the governance foundation across the Group.
- Participated in reviewing and implementing solutions to improve corporate governance quality, with a focus on the ACGS, VNSI20 governance criteria, and good governance practices; while promoting the digitalization of Board governance activities, contributing to enhanced efficiency, transparency, and information traceability in governance activities.
- Served as the focal point to facilitate connectivity among the BOD, Executive Management, shareholders, and stakeholders; supported the BOD in providing information, exercising shareholder rights, and enhancing the quality of information disclosure and the Company's accountability.
- Proactively updated knowledge and enhanced professional capabilities through specialized training programs, conferences, and seminars on law, corporate governance, and good governance practices during the fiscal year.

CURRENT POSITION AT OTHER ORGANIZATIONS

- Chairman of the BOD, Phu Tho Plastic JSC

Report of the Board of Directors



FY2025–2026 played an important role as the first year of implementing the 2030–2031 Development Strategy, marking AgriS's transition from strategic planning to strategic execution. With the vision of "Market Creator – Shaping the Future of Agriculture," the Board of Directors (BOD) focused on directing the implementation of strategic orientations, strengthening the governance foundation, and creating momentum for the Company's next stage of development. The BOD continued to promote an effective division of responsibilities among its members and strengthen coordination with the Committees under the BOD to enhance governance quality, oversight effectiveness, and the decision-making process. The Independent BOD Members continued to perform their role in providing objective and independent perspectives, contributing to ensuring that BOD decisions serve the long-term interests of the Company and its shareholders.

Ms. DANG HUYNH UC MY

Non-Executive Chairlady of the BOD

Term of service during the fiscal year:
July 1, 2025 – June 30, 2026

Shareholding as of June 30, 2026: 129,242,995 shares (including 21,611,333 non-voting dividend preference shares)

Responsibilities:

- Legal Representative;
- First Spokesperson (since July 13, 2024) and Information Disclosure Officer;
- Chairlady of the Executive Committee and Investment Committee; Member of the Human Resources Committee.

Activities during the fiscal year:

- Performed the role of spokesperson and decided on public information disclosure in accordance with applicable laws and the Company's Charter.
- Directed the implementation of AgriS's 2030–2031 Development Strategy across the entire AgriS system, with the goal of becoming a leading high-tech agriculture group in Vietnam.
- Provided strategic direction for expanding AgriS's multi-sector agricultural ecosystem, raw material areas, and value chains.
- Promoted strategic domestic and international cooperation in agriculture, technology, markets, and finance.
- Performed the duties of Chairlady of the Executive Committee and Investment Committee and Member of the Human Resources Committee.

Remuneration during the fiscal year: VND 4,620,000,000

Ms. HUYNH BICH NGOC

Non-Executive BOD Member

Term of service during the fiscal year:
July 1, 2025 – June 30, 2026

Shareholding as of June 30, 2026: 67,889,957 common shares

Responsibilities:

- Provide strategic advice and business development advice;
- Participate in and expand external relations.

Activities during the fiscal year:

- Advised the BOD on AgriS's strategy, business development, and investment opportunities.
- Participated in external relations activities and connected with partners and stakeholders.
- Provided advice on the development directions of product categories, raw material areas, and the Group's business activities.
- Contributed to building AgriS's image as a reputable and transparent enterprise and promoting its sustainable development direction.
- **Remuneration during the fiscal year:** VND 1,800,000,000

Mr. TRAN TAN VIET

Non-Executive BOD Member

Shareholding as of June 30, 2026: 733,381 common shares

Responsibilities:

- Member of the Sustainable Development Committee;
- Provide strategic advice on agriculture and high-tech agriculture;
- Provide advice on ESG criteria.

Activities during the fiscal year:

- Advised the BOD on agricultural strategy, high-tech agriculture, and sustainable farming solutions.
- Provided advice on the development of low-carbon agriculture models, precision farming, Demo Farms, and technology applications in raw material areas.
- Provided advice on developing the ESG Strategy for sustainable agriculture, emission reduction, and ESG matters within his area of expertise.
- Participated in networking, knowledge-sharing, and cooperation activities within the agricultural ecosystem.

Remuneration during the fiscal year: VND 2,160,000,000

Mr. LE QUANG PHUC

Independent BOD Member

Term of service during the fiscal year:
July 1, 2025 – June 30, 2026

Shareholding as of June 30, 2026: 517,900 common shares

Responsibilities:

- Chairman of the Audit Committee and Sustainable Development Committee;
- Conduct internal audits, assess the risk management system, and implement risk controls;
- In charge of ESG matters.

Activities during the fiscal year:

- Provided strategic direction for developing the AgriS Governance Model, strengthening the governance system, and improving corporate governance indicators.
- Provided strategic direction for developing the ESG Strategy, with a focus on the Governance (G) pillar, and promoted the digitalization of BOD governance activities.
- Provided direction and oversight of Internal Audit activities; directed the completion and communication of the Three Lines Model and the coordination mechanism among the Three Lines.
- Implemented and oversaw audits at member companies, monitored the integrity of financial reporting, and proposed suitable independent audit firms.
- **Remuneration during the fiscal year:** VND 3,000,000,000

Report of the Board of Directors (continued)

Mr. TRAN TRONG GIA VINH
Independent BOD Member

Term of service during the fiscal year:
July 1, 2025 – June 30, 2026

Shareholding as of June 30, 2026: 521,448 common shares

Responsibilities:

- Chairman of the Human Resources Committee; Member of the Audit Committee, Sustainable Development Committee, and Risk Management Committee;
- In charge of developing performance evaluation, reward, and remuneration policies and human resources development strategies;
- Provide advisory support on ESG matters.

Activities during the fiscal year:

- Participated in directing the implementation of the AgriNext model at AgriC and the strengthening of the operating organizational structure at ProC.
- Provided direction and oversight for the implementation of HRMS, the enhancement of key human resources policies, and the development of corporate culture.
- As a Member of the ESG Committee, provided advice on matters under the Social (S) pillar, linking human resources with the sustainable development direction.
- As a Member of the Audit Committee and Risk Management Committee, participated in providing independent perspectives and advice on governance, controls, risks, and compliance.

Remuneration during the fiscal year: VND 2,940,000,000

Mr. DINH VU QUOC HUY
Person in Charge of Corporate Governance and Company Secretary

Term of service during the fiscal year:
July 1, 2025 – June 30, 2026

Shareholding as of June 30, 2026: 739,613 common shares

Responsibilities:

- Support the BOD in applying and implementing Corporate Governance principles.
- Advise the BOD on Corporate Governance, ensuring compliance with laws, the Company's Charter, internal regulations, and the application of good corporate governance practices.
- Perform the functions of Person in Charge of Corporate Governance and Company Secretary; support the activities of the General Meeting of Shareholders, BOD, and Committees under the BOD.
- Monitor and report to the BOD on the Company's information disclosure activities.
- Serve as the focal point supporting coordination among the BOD, Board of Management, shareholders, and stakeholders.

Activities during the fiscal year:

- Advised and supported the BOD and Committees under the BOD in Corporate Governance activities, organized meetings, and carried out governance procedures in accordance with regulations.
- Participated in developing the AgriS Governance Model, completing key governance documents, and implementing solutions to improve Corporate Governance quality.
- Promoted the digitalization of BOD governance activities and served as the focal point connecting the BOD, Board of Management, shareholders, and stakeholders.



DETAILS OF GENERAL MEETING OF SHAREHOLDERS RESOLUTIONS APPROVED DURING FY2025–2026

During FY2025–2026, AgriS successfully held the Annual General Meeting of Shareholders for FY2024–2025 in December 2025 in an in-person format with electronic voting (E-Voting), facilitating shareholders' exercise of their voting rights. The meeting minutes fully recorded the attendance of BOD members, the CEO, and the Board of Management. The meeting minutes and the General Meeting of Shareholders' Resolution were also disclosed in a timely manner and within the statutory deadline.

The Annual General Meeting of Shareholders concluded with a high level of shareholder consensus, reaffirming confidence in the Company's 2030–2031 Development Strategy toward building a circular, multi-value, and sustainable high-tech agricultural ecosystem, with the target of achieving VND 60 trillion in revenue by 2030 and Net Zero by 2035.

Information on the meetings and Resolutions/Decisions of the General Meeting of Shareholders, including Resolutions approved through written shareholder consultation, is presented below:

ANNUAL GENERAL MEETING OF SHAREHOLDERS FOR FY2024-2025– DECEMBER 2025

Approval of the Board of Management's FY2024–2025 Business and Production Performance Report and FY2025–2026 Plan

Resolution No.: 01/2025/NQ-ĐHĐCĐ | **Date:** 06/12/2025 | **Voting Approval Rate:** 99.9964%

Summary of Approved Contents

FY2024–2025 business performance:

- Sugar sales volume exceeded 1 million tons, maintaining the leading market share in Vietnam's sugarcane and sugar industry and reaffirming AgriS's leading role in the national agricultural sector.
- Net revenue reached VND 28,482 billion, exceeding the fiscal year plan by 9%.
- Profit before tax reached VND 950 billion, exceeding the planned target by 6% and increasing 5% YoY.

FY2025–2026 planned targets:

- Planned net revenue of VND 26,500 billion.
- Planned profit before tax of VND 951 billion, representing stable growth compared with the previous year amid continued market volatility and challenges.

Approval of the BOD's FY2024–2025 Performance Report and FY2025–2026 Operating Direction

Resolution No.: 02/2025/NQ-ĐHĐCĐ | **Date:** 06/12/2025 | **Voting Approval Rate** 99.9987%

Summary of Approved Contents

- Completed key governance objectives and key revenue and profit targets for FY2024–2025.
- Implemented key tasks for FY2025–2026.

Approval of the Audit Committee's FY2024–2025 Activity Report and FY2025–2026 Plan

Resolution No.: 03/2025/NQ-ĐHĐCĐ | **Date:** 06/12/2025 | **Voting Approval Rate:** 99.9977%

Summary of Approved Contents

- During FY2024–2025, the Audit Committee fully performed its rights and responsibilities in accordance with the Company's Charter.
- For FY2025–2026, the Audit Committee continued to oversee Internal Audit and the Risk Management system effectively and ensure the fair presentation of reports. It also focused on establishing a strong audit foundation, implementing the audit plan, and strengthening professional capabilities.

Report of the Board of Directors (continued)

Approval of the Audited Separate and Consolidated Financial Statements for FY2024–2025 (July 1, 2024 – June 30, 2025)

Resolution No.: 04/2025/NQ-ĐHĐCĐ **Date:** 06/12/2025 **Voting Approval Rate:** 99.9940%

Summary of Approved Contents

- Audited separate financial statements for FY2024–2025.
- Audited consolidated financial statements for FY2024–2025.

Approval of the FY2024–2025 Profit Distribution Plan (July 1, 2024 – June 30, 2025)

Resolution No.: 05/2025/NQ-ĐHĐCĐ **Date:** 06/12/2025 **Voting Approval Rate:** 99.9971%

Summary of Approved Contents

- Funding source: undistributed profit after tax for FY2024–2025 (after provision for preference share dividends): VND 1,046,883,789,037.
- Allocation to the Social Activities Fund and Reward and Welfare Fund: VND 58.4 billion.
- BOD operating expenses for FY2024–2025 to perform tasks assigned by the General Meeting of Shareholders: VND 25 billion.
- FY2024–2025 dividend: 6% in shares, based on the number of outstanding common shares.

Approval of the FY2025–2026 Business and Production Plan and Profit Distribution Ratio

Resolution No.: 06/2025/NQ-ĐHĐCĐ **Date:** 06/12/2025 **Voting Approval Rate:** 99.9964%

Consolidated business and production targets:

- Total consolidated revenue: VND 26,500 billion.
- Profit before tax: VND 951 billion.

Expected FY2025–2026 profit distribution:

- Allocation to the Social Activities Fund and Reward and Welfare Fund: 7% of retained profit.
- BOD operating expenses for FY2025–2026: VND 25 billion from retained profit.
- FY2025–2026 dividend: expected at 5%–7% of par value.
- Preference share dividend: fixed dividend of 5.5% per annum during the first 1.5 years and in subsequent years as agreed between the Company and preference shareholders, but not exceeding 12% per annum, including dividends previously paid.
- If profit before tax exceeds the planned amount, approval is sought from the General Meeting of Shareholders to allocate a bonus equal to 5% of the portion of profit before tax exceeding the plan to the BOD and Board of Management.

Approval of the Selection of an Independent Audit Firm to Audit the FY2025–2026 Financial Statements

Resolution No.: 07/2025/NQ-ĐHĐCĐ **Date:** 06/12/2025 **Voting Approval Rate:** 99.9964%

Summary of Approved Contents

- Approved the list of independent audit firms to conduct the audit of the FY2025–2026 financial statements, including, but not limited to, branches of the following firms:
  - » Ernst & Young Vietnam Co., Ltd.
  - » KPMG Co., Ltd.
  - » Deloitte Vietnam Co., Ltd.
  - » PwC (Vietnam) Co., Ltd.
  - » Authorize the BOD to select and enter into an audit engagement contract with one of the above approved audit firms to serve as the Company's independent auditor for the audit of its financial statements for Fiscal Year 2025–2026 (from July 1, 2025 to June 30, 2026)

Approval of BOD Remuneration for FY2025–2026

Resolution No.: 08/2025/NQ-ĐHĐCĐ **Date:** 06/12/2025 **Voting Approval Rate:** 99.9966%

Summary of Approved Contents

- Remuneration for the BOD, Person in Charge of Corporate Governance, and Company Secretary for FY2025–2026: VND 20 billion.

Approval of Bond Registration, Depositary Registration, and Listing Registration

Resolution No.: 09/2025/NQ-ĐHĐCĐ **Date:** 06/12/2025 **Voting Approval Rate** 99.9970%

Summary of Approved Contents

- Approval for the Company to register and deposit bonds with the Vietnam Securities Depository and Clearing Corporation (VSDC).
- Approval of bond listing registration.
- Approval of the implementation of bond registration and listing.

Approval of the Convertible Bond Issuance Plan

Resolution No.: 10/2025/NQ-ĐHĐCĐ **Date:** 06/12/2025 **Voting Approval Rate:** 99.9977%

Summary of Approved Contents

- Expected total issuance value: VND 999,999,500,000.
- Bond type: Convertible bonds into common shares, unsecured and without warrants.
- Expected number of bonds offered: 9,999,995 bonds.
- Number of offering tranches: 01 tranche.
- Par value: VND 100,000 per bond.• Offering price: 100% of par value.
- Offering method: Public offering to shareholders holding common shares of the Issuer in accordance with applicable laws.
- Rights ratio: 855,113/10,000.
- Purpose: Restructuring the Issuer's debt.
- Expected issuance: During 2026.
- Tenor: 02 years.
- Fixed interest rate: 9.5% per annum.

Approval in Principle of the Company's Strategic Development Orientation for 2030–2031

Resolution No.: 11/2025/NQ-ĐHĐCĐ **Date:** 06/12/2025 **Voting Approval Rate:** 99.9970%

Summary of Approved Contents

- General strategic development orientation through 2030-2031:
  - » Organizational model: 03 Centers – 03 Services – 01 Seamless and Multinational Governance System.
  - » Trade and International Cooperation: Develop a multi-dimensional international commercial chain and strengthen international cooperation in trade and investment.
  - » Sustainable Development Strategy: Strengthen ESG governance and implementation of ESG commitments.
  - » Human Resources: Build a highly capable workforce to support the international commercial and market model.
  - » Market Capitalization: Achieve market capitalization of USD 2.7 billion by 2030.

Report of the Board of Directors (continued)

Approval of the Plan to Issue Shares for Payment of FY2024–2025 Dividends

Resolution No.: 12/2025/NQ-ĐHĐCĐ **Date:** 06/12/2025 **Voting Approval Rate:** 98.9457%

Summary of Approved Contents

- Expected number of shares to be issued: 51,306,755 shares.
- Total issuance value at par value: VND 513,067,550,000.
- Issuance ratio: 6%.
- Exercise ratio: 6%.
- Issuance source: Undistributed profit after tax based on the Company's audited FY2024–2025 financial statements.
- Expected issuance date: Before June 2026.

DETAILS OF ATTENDANCE AT MEETINGS OF THE BOARD OF DIRECTORS AND ITS COMMITTEES

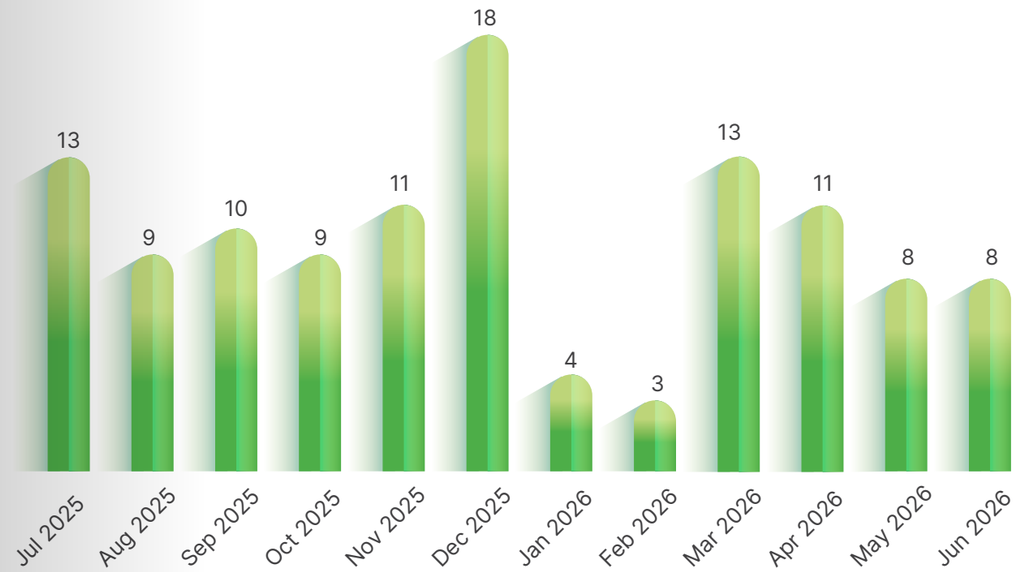
During FY2025–2026, the Board of Directors chaired and organized 61 meetings, including 04 quarterly regular meetings and 57 extraordinary meetings held both in person and online. In addition, the Board of Directors organized 30 rounds of written consultation with BOD members. Through these activities, the BOD provided direction, reviewed, and supervised the CEO and Board of Management in organizing production and business operations, while promptly considering and deciding on matters within the authority of the BOD.

At the same time, BOD members serving as Chairpersons/Members of the Committees actively participated in Committee meetings to carry out the key tasks assigned by the BOD within the respective functions and responsibilities of each Committee.

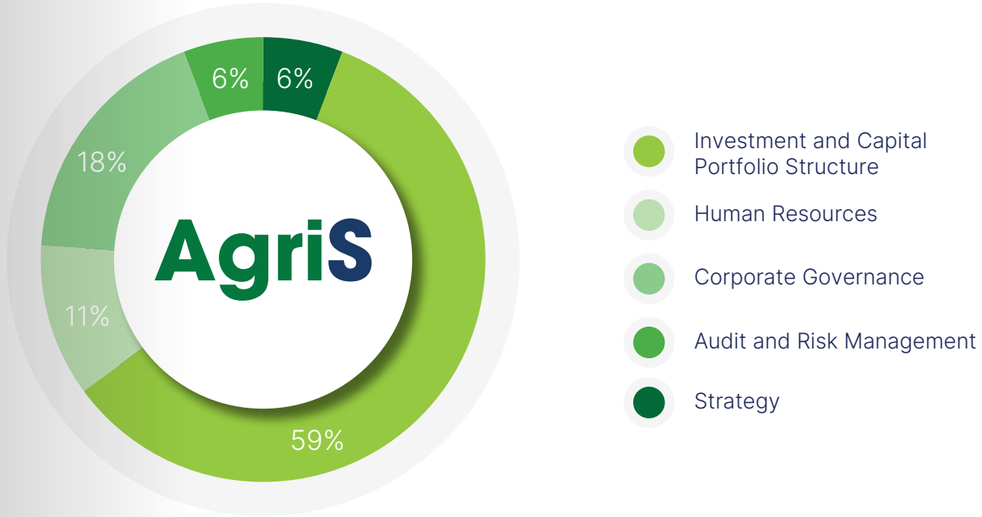
Họ tên và Chức vụ	Number of meetings during FY2025–2026							
	BOD	Audit Committee	Executive Committee	Investment Committee	Human Resources Committee	Sustainable Development Committee	Risk Management Committee	Reason for Absence
Ms. Dang Huynh Uc My • Chairlady of the BOD (since July 13, 2024) • Chairlady of the Executive Committee • Chairlady of the Investment Committee • Member of the Human Resources Committee	61/61	-	4/4	5/5	5/5	-	-	
Ms. Huynh Bich Ngoc • Member of the BOD	60/61	-	-	-	-	-	-	Other business commitments
Mr. Tran Tan Viet • Member of the BOD Member of the Executive Committee • Member of the Sustainable Development Committee	61/61	-	4/4	-	-	12/12	-	
Mr. Tran Trong Gia Vinh • Independent Member of the BOD • Chairman of the Human Resources Committee • Member of the Audit Committee • Member of the Risk Management Committee • Member of the Sustainable Development Committee	61/61	7/7	-	-	5/5	12/12	4/4	-
Mr. Le Quang Phuc • Independent Member of the BODChairman of the Audit Committee • Chairman of the Sustainable Development Committee	61/61	7/7	-	-	-	12/12	-	

On this basis, the BOD issued 117 Resolutions and Decisions approving various matters aimed at laying the groundwork for and implementing strategic directions, restructuring the investment portfolio and capital structure, strengthening corporate governance, internal audit and risk management, implementing Resolutions of the General Meeting of Shareholders, appointing senior executives, and addressing other matters within the authority of the BOD. All BOD decisions were carefully considered, in compliance with applicable laws, ensuring objectivity and transparency based on the rights, obligations, and responsibilities of each Member as stipulated in the Regulations on the Organization and Operation of the BOD, while respecting the legitimate rights and interests of Shareholders, Investors, and Stakeholders.

Number of BOD Resolutions/Decisions During FY2025–2026 *Source: AgriS*



Structure of BOD Resolutions/Decisions During FY2025–2026 by Content *Source: AgriS*



Detailed information on the meetings, matters considered, and Resolutions/Decisions of the BOD during FY2025–2026 is presented in the Corporate Governance Report for FY2025–2026

Report of the Board of Directors (continued)

ASSESSMENT OF THE BOARD OF DIRECTORS' ACTIVITIES

At the beginning of FY2025–2026, AgriS's BOD operated with a decisive and professional approach, affirming its role as the core of strategic leadership. The BOD proactively formulated and directed key policies, ensuring that all activities were aligned with common objectives. At the same time, the BOD operated effectively by clearly assigning responsibilities to each Member and strengthening coordination with specialized Committees, enabling the decision-making process to become more timely and accurate. The Independent BOD Members fulfilled their responsibilities effectively, providing objective and independent opinions and consistently focusing on the Company's overall and sustainable development.

The BOD oversees the implementation of the Development Strategy through FY2030–2031, which is built around five key strategic priorities approved by the General Meeting of Shareholders: Organizational Model; Trade and International Cooperation; Sustainable Development; Human Resources; and Market Capitalization. These strategic objectives are translated into Key Initiatives (KIs) and a system of management indicators, providing a basis for monitoring and evaluating implementation progress and results. At the end of the fiscal year, the BOD assessed the performance of its Committees and participated in the year-end review conference together with AgriS's Board of Management, Centers, and member units to review the implementation results of strategic objectives, thereby determining the direction and action plan for FY2026–2027.

The BOD closely and regularly supervised the CEO and Board of Management in accordance with the Company's Charter, Internal Regulations on Corporate Governance, Regulations on the Organization and Operation of the BOD, and Regulations on the BOD's Supervisory Activities:

- Supervision was conducted through various forms, including meetings chaired by the BOD, including meetings of Committees under the BOD; participation in meetings and discussion sessions organized by the CEO; and receipt of quarterly or extraordinary reports from the Board of Management. The BOD regularly reviewed the implementation of BOD Resolutions/Decisions and the implementation of resolutions of the General Meeting of Shareholders;
- The BOD periodically reviewed operating results and production and business performance against the plan (AOP), while monitoring key financial and non-financial management indicators, including the implementation progress of KIs, key projects, investment activities, human resources development, ESG, and other material matters. On this basis, the BOD questioned/requested the CEO and Board of Management to provide explanations, propose solutions, and make adjustments to matters that were inappropriate or had not achieved the planned targets;
- In addition, the BOD periodically reviewed and assessed the capital structure, debt structure, and key financial indicators to ensure alignment with the Company's development strategy and established risk appetite. As of June 30, 2026, the debt-to-equity ratio (D/E) stood at



0.94 times. The BOD assessed the Company's capital structure as being maintained at a reasonable and safe level, with borrowings lower than equity. Short-term borrowings were primarily credit facilities serving working capital requirements and were periodically renewed, consistent with the Company's operating characteristics. On this basis, the BOD continued to direct the diversification of funding sources, increase the proportion of long-term funding, and proactively balance debt maturities to enhance the stability and sustainability of the capital structure, maintain the ability to meet financial obligations, and ensure a balance of interests among the Company, Shareholders, creditors, and Stakeholders. The Company also disclosed on its website the policies on capital structure and liability management, as excerpted from the relevant provisions of the Company's Financial Management Regulations;

- In addition, the BOD supervised the preparation, completion, submission, and timely disclosure of periodic Financial Statements, the Annual Report, and the Sustainable Development Report for FY2024–2025 in accordance with applicable laws and the Company's internal regulations; directed and supervised the organization of the Annual General Meeting of Shareholders for FY2024–2025 in an in-person format with electronic voting (E-Voting); directed the preparation for the organization of the Extraordinary General Meeting of Shareholders for FY2025–2026; and supervised and directed the completion of procedures for the issuance of shares to pay FY2024–2025 dividends in accordance with the resolution of the Annual General Meeting of Shareholders.

Under the direction of the Board of Directors, the CEO and Board of Management proactively and decisively carried out their management activities, ensuring stable production and business operations while gradually building a foundation for the growth strategy and sustainable development objectives through 2030 and beyond. At the same time, the Company continued to improve its governance model in a professional direction, enhancing governance effectiveness based on modern governance principles, flexibly applying good governance practices, and gradually aligning with international standards, thereby strengthening competitiveness and creating a foundation for sustainable growth.

ASSESSMENT OF THE AUDIT COMMITTEE'S ACTIVITIES



During FY2025–2026, the Audit Committee ("AC") fully attended BOD meetings to perform its oversight role over the BOD. At the same time, the AC coordinated with the Risk Management Committee to monitor and provide comments to the BOD/CEO and Board of Management on material risks affecting the Company's operations and business performance.

The AC chaired meetings with the Risk Management Committee and the CEO and Board of Management to align on principles and coordination mechanisms under the Three Lines Model; at the same time, it developed and communicated the Three Lines of Defense Model throughout the Company and its subsidiaries, thereby enhancing awareness and coordination effectiveness among the three lines.

The AC maintained a structure of two members, all of whom are Independent BOD Members, and held 07 meetings with full participation of its members to address matters within its authority, including:

- Develop the strategy and organize the implementation of the Internal Audit operating model in alignment with the Company's new strategy and organizational model; approve the Internal Audit Charter and Internal Audit Plan; and oversee the independence, resources, and effectiveness of Internal Audit.
- Direct and oversee the Internal Audit Department in reviewing and completing foundational documents, developing an Internal Audit Plan consistent with the Company's operating model, and enhancing the role of Internal Audit within the risk management, internal control, and corporate governance systems.
- Oversee the integrity of the Company's financial statements, including reviewing periodic financial statements, reviewing related-party transactions, and recommending adjustments before submission to the BOD for approval and disclosure.
- Oversee the preparation of the Annual Report and Sustainable Development Report, ensuring complete and transparent disclosure, compliance with applicable laws and regulations, and a fair reflection of the Company's governance, production and business operations, and sustainable development orientations.
- Recommend an independent audit firm with appropriate professional expertise and reasonable service fees for submission to the BOD for approval prior to engagement; and assess the independence of the independent auditor and non-audit services.
- Through meetings, discussions, and Internal Audit activities, fulfill its oversight role over the BOD and CEO and Board of Management in implementing the objectives approved by the General Meeting of Shareholders, ensuring that the Company's operations and governance comply with applicable laws and regulations.

ASSESSMENT OF THE EXECUTIVE COMMITTEE'S ACTIVITIES

The Executive Committee, responsible for organizing and overseeing the implementation of strategic objectives, coordinated efforts to ensure seamless integration across the Company's circular value chain business model. It also provided advisory support and promptly addressed emerging issues to maintain operational stability and keep the Company on track toward sustainable development.

During the fiscal year, the activities of the Executive Committee contributed to strengthening connectivity in governance and management, supporting the transition of the governance model, and maintaining seamless execution of the Company's strategic directions. During FY2025–2026, the Executive Committee focused on the following key activities:

- Served as a bridge between the BOD and the Board of Management of the Company, and between the Company and its Centers, supporting the transition to the governance model of 03 Centers – 03 Services – 01 Seamless and Multinational Governance System.
- Provide strategic direction and leadership for strategy implementation; drive the execution and oversee key transformation programs to generate growth momentum, and establish a system of management indicators to support the implementation of the Development Strategy through FY2030–2031.



- Advised on the development of external relations strategies to strengthen engagement with the Government, ministries, sectors, local authorities, associations, and international organizations; promote strategic cooperation programs, expand key markets, facilitate investment promotion, and develop the partner ecosystem.
- Provided direction for the implementation of Supply Chain Financing (SCF) and mechanisms for coordination in trade, investment, and policy to enhance market access and strengthen competitive advantages; directed the digitalization of raw material area management, strengthened traceability, and enhanced agricultural data governance.

ASSESSMENT OF THE INVESTMENT COMMITTEE'S ACTIVITIES

During FY2025–2026, the BOD noted that the Investment Committee made progress in strengthening the investment governance foundation, contributing to improved advisory quality and providing a stronger basis for the BOD to consider and make investment decisions. The Committee's activities were also directed toward focused resource allocation, sustainable development, and the Company's long-term development orientation.



- Accordingly, the Investment Committee implemented and organized training on the Investment Management Regulations and relevant governance documents, contributing to consistency and alignment throughout the implementation process. At the same time, the Committee standardized the coordination mechanism among units in preparing, appraising, submitting, and reviewing investment reports, thereby enhancing transparency and improving the quality of appraisal and advisory activities.
- The Committee also reviewed and proposed directions for focused allocation of investment resources, prioritizing innovative and high-tech investment opportunities aligned with the Company's sustainable development strategy and the objectives of carbon neutrality and Net Zero by 2035. The Committee also worked with potential partners to assess strategic cooperation opportunities in certain areas of the Company's operations, providing a basis for researching and implementing medium- and long-term investment programs in line with the Company's development orientation through 2030..

ASSESSMENT OF THE HUMAN RESOURCES COMMITTEE'S ACTIVITIES

During FY2025–2026, the Human Resources Committee strengthened its advisory role in organizational and human resources matters, focusing on key foundations supporting the implementation of the Company's strategic direction. The Committee's activities were carried out with a focus on building a modern human resources governance model, enhancing organizational capabilities, promoting digital transformation, and developing corporate culture, thereby gradually strengthening the foundation for improved governance effectiveness and preparing human resources to meet the Company's development requirements, specifically:

- Advised the BOD to review and enhance the organizational model and governance structure of member units in line with the 2030–2031 development strategy; at the same time, implemented solutions to enhance organizational capabilities and meet the requirements of the new operating model.
- Advised the BOD on senior personnel planning, succession planning, and remuneration policies to retain talent.
- Advised on and supervised the implementation of the Human Resources Management System (HRMS) digital transformation project, with a focus on standardizing foundational data to support the development of a digitalized, integrated human resources management system and decision-making.
- Provided direction for building and developing a corporate culture based on diversity, integration, and globalization.
- Advised on mechanisms and policies to strengthen coordination with member units across the ecosystem, thereby connecting and sharing human resources, developing a pool of potential candidates, improving recruitment effectiveness, developing the succession talent pipeline, and aligning human resources management across the AgriS system.



ASSESSMENT OF THE SUSTAINABLE DEVELOPMENT COMMITTEE (ESG COMMITTEE)'S ACTIVITIES



During FY2025–2026, the Sustainable Development Committee continued to strengthen its role as the focal point for advising, directing, and overseeing corporate governance, environmental, and social matters. The Committee's activities gradually strengthened the integration between corporate governance and ESG, creating a foundation for incorporating sustainable development requirements into governance activities and the implementation of the Company's strategic direction, specifically:

- Corporate Governance: The Committee provided direction and led the development of the AgriS Governance Model for consistent application across the Group, with the aim of strengthening and enhancing the effectiveness of the 03 Centers – 03 Services – 01 Seamless and Multinational Governance System. The Committee also directed the development and completion of governance framework documents for the Company and its subsidiaries. At the same time, the Committee oversaw the implementation of plans to improve ESG indicators based on VNSI20 and ACGS criteria, creating a foundation for access to green capital; and oversaw the digitalization of governance activities, gradually enhancing efficiency, transparency, and information traceability in BOD operations.
- Environmental and Social: The Committee led the development of and advised the BOD on the ESG Strategy in alignment with the Company's Development Strategy and international sustainable development standards, with the objective of achieving Net Zero by 2035. At the same time, the Committee directed and oversaw the issuance of the Sustainable Development Policy and the development of the Environmental and Social Management System (ESMS) Framework, creating a foundation for managing and controlling environmental and social risks and impacts in accordance with international best practices.

ASSESSMENT OF THE RISK MANAGEMENT COMMITTEE'S ACTIVITIES

AgriS's current risk management structure is built on the "Three Lines" model: Establish – Manage – Execute, clearly defining the roles and responsibilities of different levels. At the same time, the risk management system was developed based on the reference to and flexible application of ISO 31000 and good enterprise risk management practices to ensure the effective establishment, operation, integration, and continuous improvement of the risk management system.

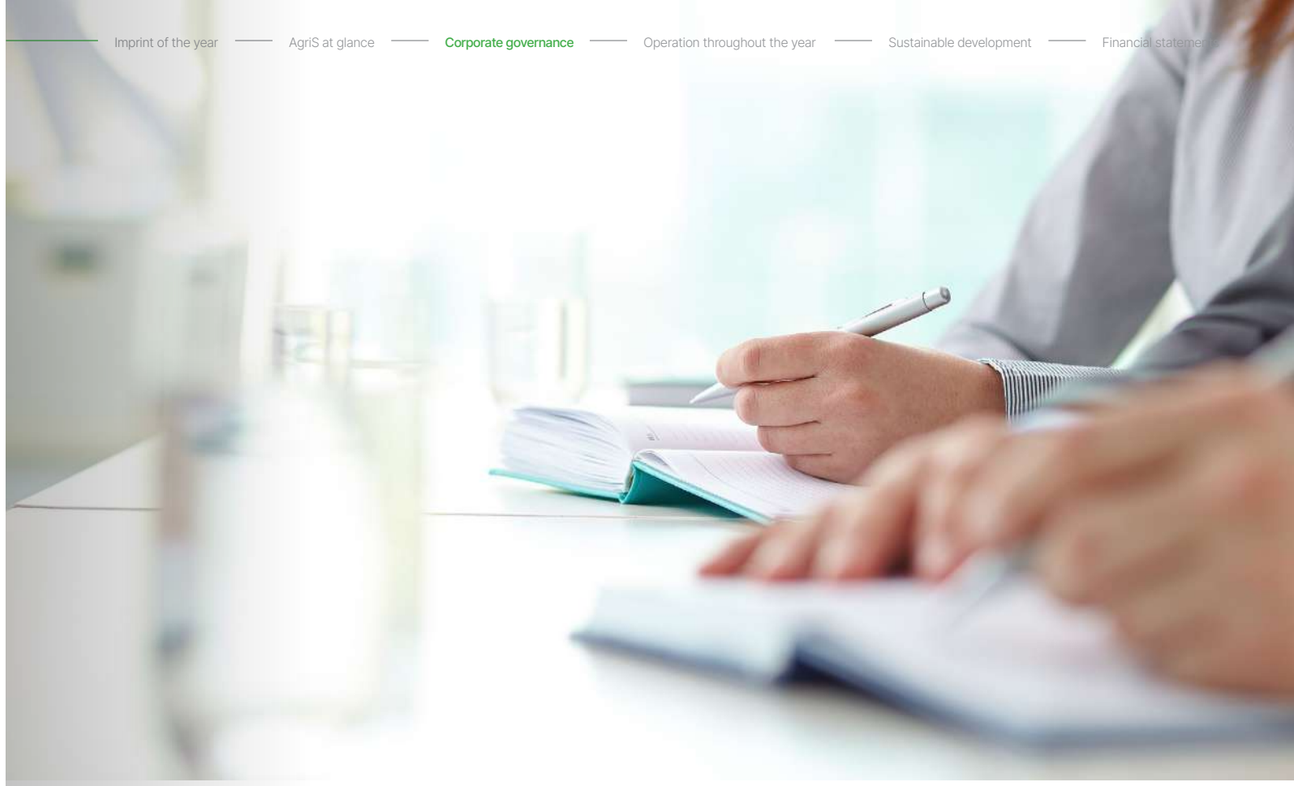
The Risk Management Committee continued to strengthen its advisory, directional, and oversight roles, contributing to a more proactive and systematic approach to the Company's risk management. The Committee's activities were gradually integrated with management and audit activities, thereby supporting the BOD in overseeing material risks and enhancing the Company's proactiveness in responding to changes in the business environment. During FY2025–2026, the Risk Management Committee carried out a number of key activities, including:

- Continued to enhance the risk management framework, update Risk Metrics together with the risk management policy framework and Risk Bank; and issued and oversaw the implementation of the Risk and Control Self-Assessment (RCSA) process.
- Strengthened business continuity management capabilities, completed the Business Continuity Management framework, and developed the Disaster Recovery Plan (DRP).
- Oversaw training for Compliance Ambassadors; completed the integration of compliance data and management reporting through Dashboards; and communicated the WB channels and whistleblowing/ reporting procedures.
- Provided consultation on the Risk Appetite Statement and updated the FY2026–2027 Risk Register; proactively proposed mechanisms for risk monitoring and response in the context of geopolitical crises.
- Coordinated with the Audit Committee and Board of Management to develop a Three Lines coordination mechanism to strengthen the early identification of material risks and enhance the effectiveness of risk governance and oversight.

ASSESSMENT OF THE CEO AND BOARD OF MANAGEMENT'S ACTIVITIES

In the context of continued market complexity amid geopolitical and economic uncertainties, increasing pressure from inflation, input costs, financing costs, and logistics costs, together with oversupply in the sugar industry, the BOD noted that the CEO and Board of Management proactively identified market developments, assessed opportunities and challenges, and promptly adjusted appropriate policies and solutions to ensure the Company's operational and business efficiency. During the fiscal year, the activities of the CEO and Board of Management closely followed the business plan, directions, and tasks assigned by the General Meeting of Shareholders and the BOD, with the following key results:

- Maintained business performance amid challenging market conditions, with net revenue of VND 26,733 trillion, equivalent to 101% of the plan; profit before tax of VND 911 billion, equivalent to 96% of the plan; and sugar sales volume of 1.25 million tons, equivalent to 101% of the fiscal year plan.
- Organized the implementation of the business plan and strategic directions approved by the General Meeting of Shareholders and the BOD, in alignment with the Circular Commercial Value Chain model and the development of an integrated agricultural ecosystem based on three pillars: AgTech – FoodTech – FinTech.
- Accelerated digital transformation and the application of technology in governance, operations, and agriculture; went live with the Oracle Fusion ERP system, gradually enhancing management effectiveness, data utilization, and productivity.
- Promoted circular economy and sustainable development initiatives, increased the reuse of materials across crop value chains, and developed technology exchange and traceability platforms, toward the goal of Net Zero by 2035.
- Strengthened resource management and cost control, proactively reviewing operations to minimize waste and unnecessary costs.
- Investor Relations activities ensured compliance and were oriented toward international standards; strengthened engagement with shareholders, investors, securities companies, and investment funds. SBT's share price reached VND 21,250 per share, up 14% from the beginning of the fiscal year, bringing market capitalization to VND 19.261 trillion.
- Promptly implemented BOD Resolutions and Decisions, ensuring that management activities were carried out within the prescribed functions and responsibilities and in compliance with applicable laws and internal governance regulations, while maintaining flexibility and prudence in management and operations.
- Fully fulfilled obligations to the State and policies and regimes applicable to employees.



REMUNERATION STRUCTURE, TENURE IN OFFICE, AND TRAINING COURSES ATTENDED BY THE BOARD OF MANAGEMENT AND FINANCIAL MANAGEMENT PERSONNEL IN FY2025–2026

No.	Name	Position	Income		Date of Appointment	Training courses
			Salary	Bonus		
A	CEO AND BOARD OF MANAGEMENT					
1	Thai Van Chuyen	Chief Executive Officer	70%	30%	07/2024	• Comprehensive Supply Chain Management – SC Management; • Occupational Safety Management in Operations; • Workshop: Decoding the Future Model – Talent Net Expert; • Workshop: Corporate Culture – Advantages and Challenges – Newing Expert
2	Tran Quoc Thao	Deputy CEO	70%	30%	07/2024	
3	Nguyen Thi Phuong Thao	Deputy CEO	70%	30%	07/2024	
4	Huynh Van Phap	Deputy CEO	70%	30%	05/2025	
5	Nguyen Thi Lan Phuong	Deputy CEO(Resigned in June 2026)	70%	30%	06/2025	
6	Nguyen Duc Hung Linh	Deputy CEO	70%	30%	08/2025	
7	Nguyen Bach Kim Vy	Deputy CEO	70%	30%	02/2026	
B	OTHER FINANCIAL MANAGEMENT OFFICERS					
1	Dang Thi Diem Trinh	Chief Accountant	70%	30%	01/2015	• Updating New Tax Policies – Deloitte; • Occupational Safety Management in Operations; • Workshop: Decoding the Future Model – Talent Net Expert

BOD AND INDIVIDUAL BOD MEMBER PERFORMANCE EVALUATION MECHANISM

During FY2025–2026, AgriS supplemented the performance evaluation mechanism for the BOD and individual BOD Members in the Internal Regulations on Corporate Governance and the Regulations on the Organization and Operation of the BOD, providing a basis for performance evaluation in subsequent fiscal years.

Accordingly, the evaluation is conducted based on objective criteria, including competence and task performance; level of participation and contribution; oversight effectiveness; independence in consideration and decision-making; sense of responsibility and coordination; professional ethics; and compliance. The BOD may conduct internal evaluations or engage independent organizations/ experts for support. Evaluation results serve as a basis for improving operational effectiveness, developing BOD Members' capabilities, enhancing the governance structure and mechanisms, and supporting emulation and commendation activities in accordance with the Company's regulations.

At the same time, AgriS is developing a BOD KPI Framework for FY2026–2027, which is expected to combine collective BOD KPIs and individual BOD Member KPIs, linked to business performance, strategy execution, Committee activities, meeting attendance, and the quality of each Member's contributions.

BOD REMUNERATION POLICY

The remuneration, bonus, and other benefits policy of the BOD is established to attract, retain, and motivate BOD Members to fully perform their governance, oversight, and strategic direction responsibilities, in line with the Company's operating scale, long-term development strategy, level of contribution, responsibilities, and roles of each Member.

Remuneration is determined based on the position, assigned duties, participation in Committees under the BOD, and other additional responsibilities. Under the current mechanism, remuneration includes the remuneration for BOD Members and allowances based on their positions and responsibilities on the BOD and its Committees, determined according to their actual level of participation.

For non-executive BOD Members and Independent BOD Members, the remuneration structure ensures objectivity and independence and is not linked to short-term targets or incentive mechanisms that could impair their independence in consideration and decision-making. BOD Members who concurrently hold executive positions are entitled to salaries, bonuses, and other benefits based on their executive positions and performance of their assigned duties.

Annually, the BOD submits the total remuneration, bonuses, and other benefits of the BOD to the General Meeting of Shareholders for consideration and approval; at the same time, the BOD reports the payments made to each Member and makes the required disclosures.

KEY LEADERSHIP SUCCESSION POLICY

During FY2025–2026, AgriS established a succession planning mechanism for the Chairlady of the BOD, BOD Members, the CEO, and other key management positions under the authority of the BOD, with the aim of ensuring continuity in governance and management and mitigating the risk of operational disruption.

Under this mechanism, succession plans are developed based on strategic requirements, the organizational model, competency requirements, internal talent resources, the development potential of the succession pipeline, and contingency plans for unexpected personnel changes. The BOD is responsible for reviewing, approving, and overseeing the plans and may assign the Human Resources Committee or other supporting Committees to review, update, and report as required.

BOD OPERATING PLAN AND MEETING SCHEDULE FOR FY2026–2027

To ensure proactive, continuous, and effective governance, the BOD develops an operating plan and regular meeting schedule for FY2026–2027, specifying the expected timing and key matters to be considered at each meeting. The meeting schedule is developed in line with the cycle for preparing and reviewing business plans, financial statements, risk management, audit, sustainable development, and other material matters within the authority of the BOD.

No	Time	Content
1	July 2026	Regular Q4 FY2025–2026 BOD Meeting
2	September 2026	BOD Meeting to approve the contents and meeting documents to be submitted to the Annual General Meeting of Shareholders for FY2025–2026
3	October 2026	Regular Q1 FY2026–2027 BOD Meeting
4	November 2026	BOD Meeting to implement the Resolutions of the Annual General Meeting of Shareholders for FY2025–2026
5	April 2026	Regular Q3 FY2026–2027 BOD Meeting
6	July 2026	BOD Meeting to review and assess the results of the Company's annual strategy implementation



Strategic Directions of the Board of Directors

ORGANIZATIONAL MODEL

03 Centers – 03 Services – 01 Seamless and Multinational Governance System.

TRADE AND INTERNATIONAL COOPERATION

Develop a multi-dimensional international commercial chain and strengthen international cooperation in trade and investment.



SUSTAINABLE DEVELOPMENT STRATEGY

Strengthen ESG governance and implementation of ESG commitments.

HUMAN RESOURCES

Build a high-capability workforce to support the international commercial model and international markets.

MARKET VALUATION

Drive market capitalization growth and maintain SBT's inclusion in the VNSI20 Index.

IMPLEMENTATION PRIORITIES FOR THE 05 STRATEGIC DIRECTIONS

AgriS aims to develop a smart agricultural ecosystem through diversification and value enhancement across the entire value chain, thereby gradually strengthening its leading role in Vietnam and expanding its competitiveness in international markets. Accordingly, AgriS focuses on leveraging the foundations it has established, transforming them into competitive capabilities and new growth drivers, and gradually realizing the 2030–2031 Development Strategy.

FOCUS FOR THE FY2026–2027

Task 01: Enhance the operating effectiveness of the 03 Centers – 03 Services – 01 Seamless and Multinational Governance System

Accelerate the application and enhance the operating effectiveness of the 03 Centers – 03 Services – 01 Seamless and Multinational Governance System; continue to improve governance mechanisms and operating methods, strengthen connectivity and coordination, and leverage synergies across the entire system.

Strengthen communications on the governance model to create consistency in understanding and operating methods throughout the system.

Continue to strengthen the structure of the Board of Directors and its committees by enhancing independence, diversifying professional expertise and strengthening governance capabilities to support the implementation of the five-year strategy and progressively align with leading corporate governance practices.

03 CENTERS | 03 SERVICES | 01 GOVERNANCE SYSTEM

Task 02: Promote growth drivers and strengthen international cooperation

Maintain sugar as a core business while accelerating diversification into highly synergistic sectors, including rice, coconut, bananas and pineapples. Develop a high-tech agricultural services ecosystem offering solutions in seeds, crop nutrition, irrigation, mechanization, crop protection and precision farming, thereby enhancing value across the entire supply chain.

Accelerate market expansion and strengthen international presence, prioritizing synergistic partnerships, strategic investments and suitable M&A opportunities to expand the ecosystem, strengthen market capabilities and enhance technological capacity, creating new growth drivers.

Strengthen research and development (R&D) of products and solutions for the agricultural sector; promote the application of technology, artificial intelligence (AI) and innovation to create additional value for the AgriS ecosystem. Gradually develop a regional R&D network connecting research, technology and markets, while accelerating the commercialization of high-value-added products and solutions.

Guided by an open-platform approach, strengthen investment, cooperation and connectivity with domestic and international enterprises and organizations to leverage resources, technology and capabilities, expand the ecosystem and develop sustainable agricultural value chains.

Task 03: Promote sustainable development and ESG implementation

Focus on translating the ESG strategy into action in alignment with the Company's development strategy through FY2030–2031. Strengthen the ESG governance framework to ensure effective implementation and risk management, while progressively integrating ESG objectives and initiatives into governance, operations, production and business activities.

Continue to advance shared-value initiatives through stronger stakeholder engagement, while promoting sustainable agricultural production, resource efficiency, climate change adaptation and greenhouse gas emissions reduction.

Gradually develop ESG initiatives with a value-creation focus, leveraging opportunities in carbon credits, regenerative agriculture and sustainable supply chains.

Improve corporate governance performance in line with good practices, with the aim of progressively aligning with ASEAN Asset Class recognition for corporate governance and securing SBT's inclusion in the ASEAN Asset Class list. Embed governance into AgriS's operational capabilities and core competitive strengths.

Task 04: Strengthen the organizational structure and develop human resources

Continue to strengthen the organizational structure and develop human resources in line with the requirements for implementing the 2030–2031 Development Strategy; focus on enhancing management and leadership capabilities in key positions, building a succession pipeline, and supplementing necessary strategic capabilities.

Complete the human resources governance foundation toward an integrated, modern, and data-driven approach; gradually standardize performance management, human resources delegation mechanisms, and position and competency frameworks across the system.

Build an organizational environment and corporate culture aligned with AgriS's Vision, Mission, and development direction; promote innovation, diversity, and inclusion.

Task 05: Strengthen access to sustainable capital

Develop a strategy to attract green, sustainable, and long-term capital to AgriS, enhance access to international funding sources and investors, and support the Company's strategic priorities in sustainable agriculture, technology investment, innovation, and green transformation. Improve capital allocation and utilization efficiency in line with the Light-Asset approach by proactively reviewing the investment portfolio and focusing resources on core operations and areas with the potential to generate long-term value.

Continue to uphold and enhance transparency and verifiability in relation to commitments and the effectiveness of capital allocation and utilization, thereby strengthening the Company's financial foundation, improving access to sustainable financing, and enhancing corporate value.

IMPLEMENTATION PRIORITIES THROUGHOUT THE VISION TO 2030-2031

Strategic direction for trade and international cooperation

Successfully transition to and effectively operationalize the Circular Commercial Value Chain business model, underpinned by the digitalization of the entire value chain and ESG integration.

Maintain domestic market share in sugar and coconut, while expanding the rice value chain, developing raw material growing areas for bananas, pineapples and other fruit crops, and investing in food and beverage production capabilities, with a view to transitioning toward a Food–Beverage–Ingredient Solutions (FBI) model.

Strategic direction for sustainable development

Accelerate the enhancement of the corporate governance structure in accordance with international best practices and improve governance effectiveness; transition to and apply IFRS accounting standards according to a flexible roadmap; implement Integrated Reporting in accordance with the international IIRC framework; apply the ASEAN Corporate Governance Scorecard; the G20/OECD Principles of Corporate Governance; and the GRI Standards for global sustainability reporting, thereby creating momentum for green growth toward achieving the sustainable development strategy and meeting the necessary conditions to mobilize green finance and attract international capital, while being prepared to capture opportunities when Vietnam's stock market is upgraded.

Implement the commitment toward Net Zero by 2035.



Strategic direction for human resources development

Build a highly capable workforce with global thinking, aligned with AgriS's cultural identity and international commercial orientation.

Develop and enhance employees' knowledge, skills, and attitudes to meet domestic and international operational requirements and ensure the achievement of strategic objectives.

Inherit, strengthen, and promote the corporate culture around AgriS's core values, with a focus on enhancing effectiveness, innovation, and professionalism. Thereby create an ideal working environment for employees, deliver quality products, enhance customer satisfaction, strengthen AgriS's brand reputation in the market, and ensure strong revenue growth for the Company under the strategic roadmap through 2030.

Strategic direction for market capitalization growth and maintaining SBT's inclusion in the VNSI20

Strengthen financial management and optimize resource allocation to reinforce the Company's financial position and enhance capital-raising capacity, particularly by attracting international green capital into agriculture, consumer goods and supporting industries.

Pursue M&A opportunities involving food companies with ESG commitments to expand scale, increase market share and realize synergies.

Flexibly implement financial policies, including dividend distribution, portfolio optimization and capital raising through IPOs, as appropriate to each stage of development, to enhance SBT's stock attractiveness and liquidity.

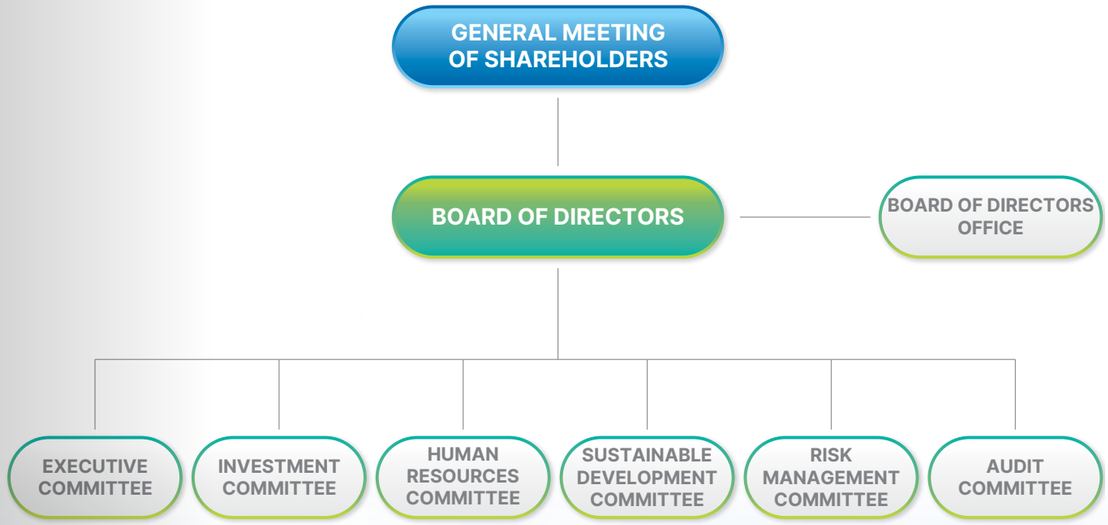
Strengthen the positioning and brand value of AgriS/SBT by developing a sustainable product ecosystem, expanding international presence and reinforcing core competitive capabilities.

Data Commercialization Strategy

AgriS recognizes that continuously developing and owning agricultural databases is a key competitive advantage. Accordingly, AgriS continues to advance the establishment and development of its Data Hub to build a robust governance foundation for comprehensive digital transformation, maximize value derived from data, accelerate innovation, strengthen competitive advantages, and realize its data commercialization strategy.

Reports of Committees under the Board of Directors

To strengthen the Company's corporate governance framework in line with international good governance standards and support its growth strategy through FY2030–2031 and sustainable development strategy through 2035, the Board of Directors established specialized committees to enhance governance effectiveness under the "03 Centers – 03 Services – 01 Integrated and Multinational Governance System" model. In parallel, the Board of Directors developed and issued the Regulations on the Organization and Operation of the Committees, clearly defining their organizational structures, functions, responsibilities, and operating mechanisms to establish a consistent framework for their activities. These committees serve as key supporting mechanisms that enable the Board of Directors to focus on long-term strategic priorities while strengthening governance effectiveness and oversight of critical areas. The committees under the Board of Directors comprise:





REPORT OF INDEPENDENT MEMBERS OF THE BOARD OF DIRECTORS

Independent members of AgriS's Board of Directors play an important role in ensuring transparency and objectivity in corporate governance activities. The presence of independent BOD members not only enhances governance effectiveness but also strengthens the Company's credibility and trust among Investors and Shareholders, creating sustainable synergies with Stakeholders.

During FY2025–2026, AgriS maintained 2 out of 5 BOD members as independent members, meeting the regulatory requirement on the number of independent members of the BOD under Decree No. 155/2020/ND-CP.



Mr. LE QUANG PHUC

Independent Member of BOD

Appointed: October 2024

Concurrent Positions:

Chairman of the Audit Committee
Appointed: November 2024

Chairman of the Sustainable Development Committee
Appointed: November 2024



Mr. TRAN TRONG GIA VINH

Independent Member of the BOD

Appointed: October 2022

Concurrent Positions:

Chairman of the Human Resources Committee (renamed from the Nomination and Remuneration Committee) - Appointed: October 2022

Member of the Audit Committee - Appointed: October 2023

Member of the Risk Management Committee - Appointed: November 2024

Member of the Sustainable Development Committee - Appointed: November 2024

All independent BOD members of AgriS have more than 15 years of experience in governance, finance, retail, accounting and auditing, and the fast-moving consumer goods (FMCG) industry. In addition to extensive professional expertise, the members possess knowledge of Environmental, Social and Governance (ESG), Corporate Social Responsibility (CSR), and the skills necessary to effectively perform their roles as independent member of the BOD. At the same time, the independent BOD members continuously strive to improve their performance and effectively fulfill their roles and responsibilities in the activities of the Audit Committee, Human Resources Committee, Sustainable Development Committee, and Risk Management Committee.



ACTIVITIES OF INDEPENDENT MEMBERS OF THE BOARD OF DIRECTORS

During FY2025–2026, the independent members of the BOD diligently and prudently fulfilled their responsibilities as BOD members of a listed company in accordance with applicable laws, the Company's Charter, and internal governance regulations. They fully participated in meetings, actively provided opinions and engaged in discussions on matters within the authority of the BOD, acted in the interests of the Company and its Shareholders, and did not engage in any conflicts of interest or abuse of position in relation to the Company's operations.

Independent members of the BOD play an important role in providing professional advice and helping the BOD and the Company gain multi-disciplinary and multi-dimensional perspectives. In situations involving conflicts of interest, independent members of the BOD serve as objective overseers of Board of Management's activities, including balancing and preventing conflicts of interest and contributing to the protection of the legitimate interests of Shareholders, particularly minority Shareholders.

Key activities of the independent members of the BOD in FY2025–2026 in Corporate Governance, Oversight, Control, Audit, Human Resources, and Sustainable Development included:

Mr. Le Quang Phuc

- As Chairman of the Audit Committee, he focused on providing strategic direction for the development of the Internal Audit Development Strategy through 2030, strengthening the operational foundation of the Audit Committee/Internal Audit, and promoting the development of a coordination mechanism under the Three Lines Model, thereby enhancing the linkage among risk management, internal control, and internal audit.
- As Chairman of the Sustainable Development Committee, he focused on providing strategic direction for the development of an AgriS governance model applied consistently across the Group under the 03 Centers – 03 Services – 01 Seamless and Multinational Governance System model, and on developing an ESG Strategy toward Net Zero by 2035. He also directed and oversaw initiatives to enhance corporate governance quality in accordance with good practices, improve the VNSI20 and ACGS criteria, and promote the digitalization of governance activities.

Mr. Tran Trong Gia Vinh

- As Chairman of the Human Resources Committee, he focused on advising and providing strategic direction for strengthening the organizational structure and human resources governance foundation, including the implementation of the AgriNext model at AgriC, strengthening the operating structure at ProC, digitalizing human resources management, and completing key human resources policies.
- As a Member of the Sustainable Development Committee, he participated in consultations during the development of the ESG Strategy, providing professional input particularly on the Social (S) pillar, linking people, human resources, and organizational development issues with AgriS's sustainable development direction.
- As a Member of the Audit Committee and Risk Management Committee, he participated in providing challenge and advice on governance, control, risk, and compliance matters, performing an independent oversight role in the areas assigned to him.

Strategic Directions of the Board of Directors (continued)

ASSESSMENT OF THE BOARD OF DIRECTORS' ACTIVITIES IN FY2025–2026



During FY2025–2026, with a strong sense of responsibility, the BOD regularly and periodically held meetings to discuss and make decisions on matters within its authority, including strategy, policies, governance regulations, risk management, capital mobilization, and system management, in line with AgriS's actual operating conditions. At the same time, the BOD continued to work toward leading corporate governance standards in accordance with international best practices, thereby enhancing transparency for Shareholders, Investors, and Stakeholders. Specifically:

- Held all required meetings to approve matters within its authority and regularly directed and supervised the implementation of resolutions of the General Meeting of Shareholders and the BOD;
  - » The BOD held 61 meetings, including 04 quarterly regular meetings and 57 extraordinary meetings conducted in person and online, and conducted 30 written consultations with BOD members. The convening of meetings, delivery of documents, participation and voting procedures, as well as the preparation and issuance of minutes/resolutions, were carried out in accordance with applicable laws, the Company's Charter, internal governance regulations, and good governance practices, ensuring that BOD members had sufficient time to review documents and prepare their opinions. On this basis, a total of 117 Resolutions/Decisions were issued to provide strategic direction and guidance for business operations in alignment with the Company's development strategy.
  - » In addition, the Committees under the BOD operated in accordance with their functions, duties, and action plans approved by the BOD. The Committees held various monthly and quarterly meetings to direct and oversee activities under the action plans approved by the BOD. The information-sharing mechanism between the Committees and the BOD was also maintained through periodic reports, meeting minutes, and accompanying documents.
- The BOD supervised and directed Board of Management in organizing the implementation of resolutions and decisions of the General Meeting of Shareholders.
- BOD members seriously performed their assigned functions and duties, fully participated in the activities of the BOD and its Committees, and contributed to the achievement of AgriS's overall business plan.
- The BOD closely monitored and supervised the activities of the CEO and Board of Management. At the same time, the BOD consistently listened to, closely supported, and regularly provided timely direction and assistance to Board of Management's activities in pursuit of the Company's common objectives and interests.

ASSESSMENT OF THE BOD'S OVERSIGHT OF BOARD OF MANAGEMENT

- Through regular and extraordinary meetings, the internal reporting system, and oversight activities of the Committees under the BOD, the BOD regularly and diligently supervised and directed Board of Management in managing the Company, particularly in organizing the implementation of resolutions of the General Meeting of Shareholders and the BOD.
- Amid a challenging market environment, the CEO and Board of Management demonstrated initiative and flexibility in managing operations, maintaining core production and business activities in line with the plan, while continuing to develop the organizational, governance, and resource foundations supporting the Company's development direction.
- The requirements for transformation and development in the next phase require Board of Management to further enhance execution capabilities, particularly those of the management team, while focusing on preparing resources and succession capabilities to meet the requirements of implementing the Company's strategy.



BOD OVERSIGHT OF RELATED-PARTY TRANSACTIONS, RISK MANAGEMENT AND INTERNAL CONTROL SYSTEMS, FINANCIAL REPORTING, AND INFORMATION DISCLOSURE

- During FY2025–2026, through the Audit Committee, the BOD oversaw the identification and review of related-party transactions. Transactions were conducted within the appropriate approval authority and disclosed in accordance with applicable requirements. No unusual transactions, signs of conflicts of interest, or adverse impacts on the interests of the Company and Shareholders were identified.
- The Audit Committee/Internal Audit, Risk Management Committee, and Board of Management coordinated in risk management activities based on the agreed coordination principles under the Three Lines Model.
- The BOD directed the Audit Committee and Internal Audit to review the quarterly financial statements before their disclosure by the Company. Presentation errors were requested to be corrected, and no material outstanding issues remained. Issues raised by the independent auditor and the remedial actions taken by Board of Management are detailed in the Management Representation Letter.
- The BOD organized and implemented the Company's information disclosure in compliance with applicable laws and internal regulations, with no violations identified.
- In addition, during the fiscal year, the BOD issued the Regulations on the Board of Directors' Oversight Activities, thereby establishing a framework for the Board to discharge its oversight responsibilities while enhancing transparency, accountability, and coordination in overseeing key areas.



Strategic Directions of the Board of Directors (continued)

The independent members of the BOD continue to fulfill their roles in providing advisory, critical review, and independent oversight, supporting the BOD in implementing strategic directions and developing a governance model aligned with AgriS's requirements. They also contribute to enhancing the quality of the BOD's operations and those of its committees, while ensuring a balance of interests among the Company, Shareholders, Investors, and other Stakeholders.

KEY PRIORITIES FOR FY2026–2027 INCLUDE

- Continue to perform independent challenge and oversight roles, supporting the BOD in its review and decision-making processes, ensuring transparency, objectivity, and balanced interests among Shareholders and Stakeholders
- Oversee the implementation of the AgriS governance model, governance documentation, and coordination and delegation mechanisms between the Company and its Centers; while promoting the digitalization of governance activities and enhancing the quality of corporate governance practices
- Provide strategic direction for the development of AgriS's ESG Strategy through 2030-2031, implement the ESMS Framework, enhance the quality of ESG data and reporting, and continue to promote and oversee improvements in corporate governance practices based on ACGS and VNSI20 index
- Oversee risk management, internal control, and internal audit activities, promote coordination under the Three Lines Model, and strengthen the identification and early warning capabilities for material risks
- Participate in providing strategic direction for organizational structure and human resources governance foundations, with a focus on leadership development, succession planning, performance management, HR digital transformation, and corporate culture aligned with AgriS's development requirements



REPORT OF THE AUDIT COMMITTEE



The Audit Committee continues to affirm its role as an independent oversight mechanism, working alongside the BOD to strengthen a transparent and effective governance foundation aligned with international standards. Through its oversight, advisory, and early-warning activities, the Audit Committee provided independent opinions and recommendations, contributing to AgriS's implementation of its sustainable development strategy based on the three pillars of AgTech – FoodTech – FinTech.

During FY2025–2026, as AgriS expanded into new business areas such as the rice value chain, bananas, 6S agricultural services, and high-value-added F&B product lines, the Audit Committee focused on overseeing the governance, control, and compliance foundations to ensure that the expansion was implemented prudently and transparently and remained aligned with the Company's sustainable growth direction and long-term value creation.

INFORMATION ON THE COMPOSITION AND STRUCTURE OF THE AUDIT COMMITTEE

The Audit Committee continued to comprise 02 Independent BOD Members, ensuring compliance with the Company's Charter and meeting international corporate governance practices.

Mr. LE QUANG PHUC

Independent member of the BOD, Chairman of the Audit Committee

Date of appointment to the Audit Committee and appointment as Chairman of the Audit Committee: November 21, 2024

Professional qualification: Master of Business Administration

Professional experience:

- More than 25 years of experience working at major enterprises in investment, construction, real estate, and retail;
- More than 17 years of management consulting experience for Vietnamese enterprises;
- Nearly 20 years serving as a non-executive/independent BOD Member at various listed joint stock companies on the securities market;
- Extensive knowledge of strategy, corporate governance, corporate restructuring, management and operations, management systems/policies, human resources management, and finance/investment.

Voting share ownership: 517,900 shares, equivalent to 0.06%.

Mr. TRAN TRONG GIA VINH

Independent member of the BOD, Member of the Audit Committee

Date of appointment to the Audit Committee: October 27, 2023

Professional qualification: Bachelor of Business Administration and Master of Economics.

Professional experience: Extensive experience in human resources management, corporate restructuring, corporate governance and transformation, and business operations.

Voting share ownership: 521,448 shares, equivalent to 0.06%

Strategic Directions of the Board of Directors (continued)



FUNCTIONS, DUTIES, INDEPENDENCE OF THE AUDIT COMMITTEE AND RESPONSIBILITIES AND AUTHORITIES OF EACH MEMBER

Functions and duties of the Audit Committee	The Audit Committee performs independent oversight and advisory functions for the BOD in the areas of corporate governance, risk management, internal control, and internal audit. Based on the expertise and experience of its Members, the AC reviews and assesses material matters and provides opinions and recommendations to support the BOD in decision-making and enhance governance effectiveness.
Independence	The Audit Committee maintains the principles of independence and objectivity and does not directly participate in the Company's management and operations, ensuring that its assessments, opinions, and recommendations are made objectively and are not influenced by any inappropriate interests or impacts during the decision-making process.
Authority	The Audit Committee has the right to timely access information, records, and documents and to work with relevant units and departments to collect the necessary data for inspection, assessment, and oversight activities.
Responsibilities	Audit Committee Members are responsible in accordance with the laws of Vietnam, the Company's Charter, and the Regulations on the Organization and Operation of the Audit Committee. They are also accountable to the BOD and the General Meeting of Shareholders for the results of their oversight and assessment functions, as well as opinions, conclusions, and recommendations issued within their authority.

In addition, the Audit Committee performs its oversight function and coordinates with the Independent Auditor during the audit of the Financial Statements; reviews the completeness, accuracy, and fairness of disclosed financial information; and monitors the remediation of material matters recommended by the Independent Auditor, thereby contributing to ensuring that the Financial Statements are prepared and presented in accordance with applicable laws, accounting standards, and current information disclosure regulations.

ACTIVITIES AND RESULTS OF THE AUDIT COMMITTEE DURING FY2025–2026

Audit Committee Meetings

During FY2025–2026, the Audit Committee held 07 meetings, with details as follows:

No.	Meeting Date	Discussion contents	Voting approval rate
1	July 4, 2025	• Discussed the operating direction for FY2025–2026, focusing on enhancing oversight quality, strengthening follow-up on post-audit remediation, and improving the risk control mechanism. • Provided strategic direction for Internal Audit development for the 2026–2030 period.	100%
2	August 29, 2025	• Discussed the implementation plan for the Audit Committee and Internal Audit model at ComC in preparation for the IPO roadmap. • Agreed to participate in advising on the Regulations on the BOD's supervisory activities, led by the Sustainable Development Committee.	100%
3	January 8, 2026	• Assessed Internal Audit activities during the first six months of the fiscal year and agreed on the Internal Audit plan for the remaining six months of FY2025–2026. • Consulted on the development of a coordination mechanism under the Three Lines Model. • Discussed potential compliance risks related to the Law on Social Insurance and ESG commitments.	100%
4	April 17, 2026	• Reviewed the implementation of Internal Audit activities in Q3 FY2025–2026. • Discussed and agreed on several principles regarding Internal Audit professional documents within the authority of the AC to issue. • Agreed on the approach to measuring KPIs and the operating budget of the AC, including Internal Audit, under the BOD. • Initiated the development of the Internal Audit operating plan for FY2026–2027.	100%
5	May 7, 2026	• Discussed the Action Plan and Budget Plan for FY2026–2027. • Reviewed and discussed contents of the draft Internal Audit Manual. • Agreed to complete all foundational documents in accordance with Decree No. 05/2019/ND-CP on Internal Audit. • Agreed on the contents of the Regulations on the coordination mechanism under the Three Lines Model.	100%
6	June 4, 2026	• Updated the AC's Action Plan for FY2025–2026 to align closely with the functions and duties stipulated in the Regulations on the Organization and Operation of the AC. • Internal Audit coordinated with Finance and Accounting and the Company Secretariat to review and complete the Financial Statement approval process.	100%
7	July 9, 2026	• Summarized Internal Audit activities for FY2025–2026. • Identified advantages and challenges and proposed several areas requiring support from the BOD, AC, and CEO and BOM. • Provided direction for Internal Audit activities for FY2026–2027.	100%

Strategic Directions of the Board of Directors (continued)

ACTIVITIES AND ASSESSMENT BY THE AUDIT COMMITTEE

During FY2025–2026, the Audit Committee assessed that it had fully performed its functions and duties in accordance with the Regulations on the Organization and Operation of the Audit Committee and closely followed the action plan approved by the BOD. The Audit Committee held meetings, working sessions, and oversight activities within its authority, ensuring independence, objectivity, and timeliness in reviewing and assessing matters within its responsibilities. At the same time, the Audit Committee directed, supervised, and supported Internal Audit in implementing the audit plan, monitoring the implementation of post-audit recommendations, and handling matters under the Audit Committee's responsibility within the required timelines, thereby contributing to enhanced control effectiveness, risk management, and compliance throughout the Company.

Oversight of the Company's, BOD's, and CEO and BOM's Activities

- Participated in BOD meetings and engaged with the BOD and CEO and BOM to understand material matters, identify risks, and assess their impacts on the Company's financial activities, business operations, and development objectives.
- Conducted independent oversight of the Company's management and operations, Financial Statements, and contracts/transactions with related parties to ensure compliance with applicable laws, the Company's Charter, resolutions of the General Meeting of Shareholders and BOD, and internal regulations; promptly provided the BOD with information on potential risks and made appropriate recommendations.
- Maintained regular coordination with the BOD, CEO and BOM, Internal Audit, Independent Auditor, and functional units through meetings and reports to ensure timely, complete, and objective information exchange.

Review of Financial Statements and Oversight of Information Disclosure

- Reviewed the quarterly, semi-annual, and annual Financial Statements to ensure their reliability prior to disclosure.
- Based on the results of the Independent Auditor's audit and the Audit Committee's oversight activities, the Audit Committee assessed that the FY2025–2026 Financial Statements were prepared fairly and reasonably and complied with applicable accounting standards and regulations, with no material matters requiring attention identified.
- Oversaw information disclosure and assessed that the Company fully complied with information disclosure requirements and consistently maintained its accounting policies and principles during the fiscal year.

Assessment of Related-Party Transactions

- The Audit Committee monitored the identification and review of related-party transactions to ensure compliance with applicable laws, the Company's Charter, and internal governance regulations. In addition to remuneration, salaries, and benefits approved by the General Meeting of Shareholders and the BOD within their respective authorities, the AC noted that during FY2025–2026, the Company, its subsidiaries, and other companies in which the Company held more than 50% of charter capital did not enter into any other particularly material transactions with BOD Members, the CEO and BOM, or Related Persons.
- Related-party transactions were all within the scope of transactions for which the BOD had approved the general policy (with values below 35% of total assets according to the latest Financial Statements), served the Company's business and financial activities, and were conducted on an arm's-length basis and at market prices, with proper approval authority and information disclosure in accordance with applicable regulations.
- No unusual transactions, signs of conflicts of interest, or transactions adversely affecting the interests of the Company and its Shareholders were identified. The AC continued to recommend strengthening the identification, disclosure, and oversight of related-party transactions to enhance transparency in line with good corporate governance practices.

Oversight of Internal Audit Activities

- The Audit Committee organized meetings and directed Internal Audit to develop an action plan, including the operating budget and Internal Audit plan, based on the material risk orientation. The Internal Audit plan was reviewed by the CEO and BOM and the Risk Management Committee before being submitted to the BOD for approval, ensuring alignment with AgriS's operating model.
- The Audit Committee assessed that Internal Audit activities were implemented in accordance with the directions and plan approved by the BOD, with audit approaches and procedures conducted in line with international best practices and applicable legal regulations.
- The Audit Committee noted that Internal Audit, acting as the Third Line under the Three Lines Model within AgriS's risk management and internal control system, effectively performed its independent oversight and assessment functions. During the fiscal year, Internal Audit completed 100% of the approved audit plan, covering audits of environmental management, occupational safety at factories/projects, and the management and implementation of tender packages under key investment projects; performed reviews of periodic Financial Statements; and completed/updated 05 foundational documents supporting Internal Audit activities. Post-audit recommendations were proactively received by relevant units and corrective measures were implemented. At the same time, the CEO and BOM directed and monitored the implementation, contributing to enhanced transparency and supporting AgriS's sustainable development.



Oversight of Independent Audit Activities

- The Company has established the Independent Audit Oversight and Financial Statement Review Procedure, developed in compliance with Vietnamese laws, Vietnamese Accounting Standards, and Vietnamese Standards on Auditing, to ensure that audit activities are conducted within the appropriate scope and in accordance with applicable standards and contractual requirements:
  - » Accordingly, the Audit Committee reviews and recommends a list of independent audit firms for the BOD to submit to the General Meeting of Shareholders for approval. The General Meeting of Shareholders approves the list and authorizes the BOD to select an independent audit firm from the approved list. Based on the results of its review and assessment, the Audit Committee advises the BOD on the selection of the independent audit firm to audit the Company's Financial Statements.
  - » Oversight is conducted throughout the audit process, from discussing and agreeing on the audit plan; monitoring implementation against the agreed scope, progress, and schedule; recording changes and emerging issues; to reviewing the draft Audit Report, findings, conclusions, recommendations, and adjustment entries proposed by the Independent Auditor in relation to the Financial Statements. The oversight results are reported to the AC and submitted to the BOD together with the Financial Statements for consideration and approval.
- During FY2025–2026, the Audit Committee advised the BOD on 04 independent audit firms for submission to the General Meeting of Shareholders for approval. Ernst & Young (E&Y) completed the audit within the scope and timeframe specified in the engagement contract, in compliance with professional standards, and coordinated effectively with AgriS, contributing to the transparency, accuracy, and reliability of the Financial Statements.
- Independent Audit Firms in the Most Recent Five Fiscal Years
  - » FY2021–2022: Ernst & Young Vietnam Co., Ltd.
  - » FY2022–2023: Ernst & Young Vietnam Co., Ltd.
  - » FY2023–2024: Ernst & Young Vietnam Co., Ltd.
  - » FY2024–2025: Ernst & Young Vietnam Co., Ltd.
  - » FY2025–2026: Ernst & Young Vietnam Co., Ltd.

The Independent Auditor's opinion on the separate and consolidated Financial Statements was "True and Fair View" The AC concurs with the Independent Auditor's assessment regarding the fair and reasonable presentation of the Financial Statements.

Other Activities of the Audit Committee

- During FY2025–2026, the Audit Committee led the development and oversaw the implementation of the Internal Audit Development Strategy for the entire system for 2030–2031, based on a model combining centralized management and flexible decentralization, in line with the IPO roadmap.
- Coordination principles under the Three Lines Model to strengthen the framework for risk management, internal control, and compliance.

Strategic Directions of the Board of Directors (continued)

DIRECTION OF THE AUDIT COMMITTEE'S ACTIVITIES FOR FY2026–2027

DIRECTION OF THE AUDIT COMMITTEE'S ACTIVITIES FOR FY2026–2027

- Complete the Internal Audit operating foundation by directing Internal Audit to develop and issue key procedures, including the Related-Party Transaction Review Procedure and the Procedure for Managing Outsourced Internal Audit Services/Experts, to standardize implementation methods and enhance audit effectiveness.
- Enhance the advisory and early-warning role of Internal Audit by strengthening communications on new regulations and the Three Lines Model, and participating in risk advisory and identification during strategy implementation in coordination with the Risk Management Committee.
- Strengthen the review and oversight of Financial Statements, including quarterly, semi-annual, and annual Financial Statements; assess related-party transactions; advise the BOD on the selection of an independent audit firm for FY2026–2027; and conduct thematic audits in key areas and material projects.
- Develop Internal Audit capabilities and encourage participation in specialized training programs based on international standards for Internal Audit, ESG, and other relevant professional fields.



REPORTS OF OTHER COMMITTEES



EXECUTIVE COMMITTEE

MEMBERS OF THE EXECUTIVE COMMITTEE

No.	Full Name	Position on the BOD	Position on the Committee	Appointment Date
1	Dang Huynh Uc My	Chairlady of the BOD	Chairlady of the Committee	July 17, 2024
2	Tran Tan Viet	BOD Member	Member	July 17, 2024

FUNCTIONS AND DUTIES OF THE EXECUTIVE COMMITTEE

Established on July 17, 2024, the Executive Committee is responsible for organizing and overseeing the implementation of strategic objectives, coordinating and ensuring seamless connectivity across the circular value chain business model. The Committee serves as a mechanism established during the transformation period, acting as a bridge between the BOD and the Company's BOM, and between the Company and its Centers, thereby supporting the transition and operation of the governance model.

With its members comprising senior leaders of the Company, the Committee supports the BOD in reviewing, advising on, and making timely and effective strategic decisions. The Committee also serves as an operational coordinating body across the entire value chain, ensuring consistency throughout the Company. Specifically:

- Coordinate, oversee, and ensure the implementation of the Company's strategic objectives, business plans, and key initiatives.
- Provide advice and timely updates on changes and/or internal and external factors to ensure the removal of factors that may affect the strategic implementation roadmap.
- Ensure connectivity and effective, seamless operation of the circular commercial value chain business model (03 Centers – 03 Services – 01 System).
- Advise on the handling of urgent issues, crises, and internal conflicts between Centers and/or member units and the Company, between member units and Centers, and among Centers.

KEY ACTIVITIES DURING FY2025–2026

During FY2025–2026, the Executive Committee focused on directing and overseeing the implementation of the Strategic Implementation Plan, including KPIs cascaded from strategic objectives and specific action plans. The Committee also coordinated specialized units to support the BOD in considering and providing advice on key issues arising during strategy execution. Key activities during the fiscal year included:

- **Governance model operations:** Directed the implementation and coordinated the operation of the 03 Centers – 03 Services – 01 Seamless and Multinational Governance System model, strengthening connectivity and coordination across the entire system.
- **Digital transformation and effective governance:** Directed the implementation of digital platforms, data standardization, and management dashboards; monitored Key Initiatives (KIs), key transformation programs, and AOP targets.
- **Trade, investment, and international cooperation:** Provided strategic advice on external relations, promoted cooperation, market expansion, and investment activities, and provided direction for the implementation of Supply Chain Finance (SCF).
- **Sustainable development and organizational capabilities:** Coordinated the enhancement of the ESG Strategy and Action Plan; directed the digitalization of raw material area management, strengthened traceability, enhanced agricultural data governance, and strengthened organizational capabilities.

Strategic Directions of the Board of Directors (continued)

During FY2025–2026, the Executive Committee held 04 regular and ad hoc meetings to discuss and approve the following matters:

No.	Meeting Date	Matters Discussed
1	October 20, 2025	Directed the conversion of all 14 Key Initiatives (KIs) into a documented governance framework, including regulations, policies, and procedures, for issuance and implementation across the entire system. Provided direction for the implementation and operation of Supply Chain Finance (SCF). Reviewed progress on the implementation of plans under the Executive Committee's direction, including data governance, policies, and external relations.
2	June 12, 2026	Provided direction on the review and enhancement of the business model, organizational model, and key operating platforms of the Centers for FY2026–2027, with a strategic outlook toward 2030-2031.
3	June 17, 2026	Reviewed the overall performance of the B2C business. Provided direction covering objectives, key issues requiring resolution, and solutions and implementation strategies to achieve the established business objectives.
4	June 20, 2026	The revenue pillars outlined in the FY2026–2027 Operating Plan are aligned with the Company's strategic direction through FY2030–2031. Identified key pain points within each revenue pillar. Directed the Company's Executive Management to coordinate with the Centers to review and clarify areas requiring further improvement, strengthen connectivity, and ensure the seamless operation of the Circular Commercial Value Chain model.

OPERATING DIRECTION FOR FY2026–2027

Strategy implementation and oversight: Focus on implementing and overseeing the execution of the strategic roadmap across the entire system through 2030. Specifically, monitor and oversee the progress of key strategic objectives. At the same time, monitor the financial performance indicators and provide timely direction to ensure alignment with the established objectives.

Oversight of the implementation and enhancement of the entire internal governance ecosystem:

- Coordinate the implementation of the ESG commitment roadmap toward Net Zero by 2035;
- Build strategic relationships with government authorities and associations;
- Expand markets, develop cooperation with strategic partners, and expand the distribution network;
- Enhance AgriS's market position and corporate image.

Gradually strengthen and transition the operating model of the Executive Committee to meet governance requirements in the Company's new development phase, toward transitioning the Executive Committee from a Committee under the BOD to a flexible advisory mechanism, with the participation of market experts and experienced personnel on a project- or topic-specific basis, to support the BOD and enhance the effectiveness of the governance system.



INVESTMENT COMMITTEE

MEMBERS OF THE INVESTMENT COMMITTEE

No.	Full name	Position on the BOD	Position on the Committee	Appointment Date
1	Dang Huynh Uc My	Chairlady of the BOD	Chairlady of the Committee	July 17, 2024
2	Hoang Manh Tien	N/A	Member	August 6, 2024

FUNCTIONS AND DUTIES

The Investment Committee serves as an advisory and oversight body for the Company's investment, divestment, M&A, and capital allocation activities, supporting the BOD in making well-founded and transparent investment decisions aligned with the Company's long-term strategy. Specifically:

- Propose the Company's overall investment strategy.
- Evaluate projects, M&A transactions, strategic partnerships, financial investments, and production expansion projects to assess and provide recommendations on feasibility, benefits, risks, and alignment between investment projects and the Company's strategy.
- Monitor the performance, returns, and risks of implemented investments to provide advice and propose divestment, asset disposal, investment portfolio restructuring, or reallocation of investment capital to more efficient areas.

KEY ACTIVITIES DURING FY2025–2026

During FY2025–2026, the Investment Committee focused on the following key activities:

- Implemented and organized training on the Investment Management Regulations and relevant governance documents; standardized the coordination mechanism among units in preparing, appraising, submitting, and reviewing investment reports.
- Reviewed and proposed focused resource allocation priorities, prioritizing innovative and high-tech investment opportunities aligned with the Company's sustainable development strategy and the goal of achieving Net Zero by 2035.
- Engaged with potential partners and evaluated cooperation opportunities in several of the Company's business areas to support the study of medium- and long-term investment programs aligned with the Company's development direction through 2030-2031.

During FY2025–2026, the Investment Committee held 05 regular and ad hoc meetings to discuss and approve the following key matters:

No.	Meeting Date	Matters Discussed
1	October 21, 2025	Report on the Committee's FY2024–2025 performance and implementation of its FY2025–2026 action plan.
2	November 9, 2025	Direction and implementation plan for the agricultural processing complex project.
3	January 20, 2026	Report on the Committee's performance during the first six months of FY2025–2026 and implementation of the action plan for the remaining six months of FY2025–2026.
4	February 12, 2026	Appraisal of projects serving the production capacity of the ProC Center from FY2026–2027 under the SEAP roadmap.
5	April 22, 2026	Oversight of the implementation progress of key investment projects and proposal of new medium- and long-term investment directions aligned with the Company's development direction through 2030.

OPERATING DIRECTION FOR FY2026–2027

During FY2026–2027, the Investment Committee will focus on the following key activities:

Strengthen the investment governance foundation: Strengthen resources; finalize project evaluation and appraisal criteria, guidance manuals, and post-investment management processes; and implement an investment management platform.

Develop and implement the strategic investment portfolio: Study an investment holding company model, assess the market, and develop a strategic investment portfolio; identify, evaluate, and implement suitable investment and M&A opportunities.

Implement the capital mobilization strategy: Assess capital requirements and capital-raising capacity; determine appropriate forms, markets, and target investors; and strengthen connections with domestic and international investors, financial institutions, and investment funds.

Strategic Directions of the Board of Directors (continued)

HUMAN RESOURCES COMMITTEE

MEMBERS OF THE HUMAN RESOURCES COMMITTEE

The Human Resources Committee was renamed from the Nomination and Remuneration Committee on November 21, 2024, and comprises the following members:

No.	Full Name	Position on the BOD	Position on the Committee	Appointment Date
1	Tran Trong Gia Vinh	Independent member of the BOD	Chairman of the Committee	July 17, 2024
2	Dang Huynh Uc My	Chairlady of the BOD	Member	July 17, 2024

FUNCTIONS AND DUTIES

The Human Resources Committee serves as an advisory body to the BOD on human resources development strategies to meet the Company's development needs, ensuring that senior personnel policies, remuneration, and succession plans are designed transparently and fairly, promote performance, and are aligned with market best practices. Specifically:

- Advise on the development, organization, and oversight of the implementation of human resources development policies and strategies.
- Develop performance measurement criteria and organize performance evaluations for BOD members, the Executive Management, and senior management.
- Review and propose remuneration, compensation, and benefit frameworks for BOD members, the Executive Management, and senior management; propose and advise on the development of ESOP and bonus share programs.
- Develop the corporate culture.
- Manage designated representatives.

KEY ACTIVITIES DURING FY2025–2026

During FY2025–2026, the Human Resources Committee focused on providing advice, direction, and oversight on key organizational and human resources management activities, specifically:

- Provided direction and oversight on strengthening the organizational structure and operations at ProC and coordinated the implementation of the AgriNext model at AgriC in line with the development direction through 2030-2031.
- Provided direction and oversight on the selection and implementation of the HRMS, including the Global Design phase and standardization of CoreHR platform data.
- Directed and oversaw the review and enhancement of key human resources policies and processes and the implementation of the Job Evaluation program.
- Provided direction on building and developing the corporate culture based on diversity, integration, and globalization.

During FY2025–2026, the Human Resources Committee held 05 regular and ad hoc meetings to discuss and approve the following matters:

No.	Meeting Date	Matters Discussed
1	July 1, 2025	Review of the Committee's FY2024–2025 activities and FY2025–2026 action plan. Update on human resources activities supporting ESG objectives. Onboarding and preparation for new employees. Proposal and advisory support for the development of an ESOP program.
2	November 19, 2025	Report on the progress of the Human Resources Committee's activities in Q1 and its Q2 action plan for FY2025–2026.
3	December 11, 2025	Plan and detailed actions for the implementation of the HRM system. Oversight of KPI implementation and mid-year KPI review.
4	January 27, 2026	Update on the progress of HRM system implementation, KPI updates, and incorporation of the DNA of diversity and integration into the corporate culture.
5	May 22, 2026	Update on human resources, organizational structure, and key human resources management activities in Q4 of FY2025–2026.

OPERATING DIRECTION FOR FY2026–2027

During FY2026–2027, the Human Resources Committee will focus on the following 04 Key Objectives:

- **Strengthen the organizational structure:** Provide direction on developing and enhancing the organizational structure and governance principles at the Centers; implement the AgriNext model at ComC and restructure AgriS's organization in line with the fiscal year's requirements.
- **Develop strategic capabilities:** Provide direction on developing a General Management (GM) Structure for heads of the Centers; strengthen capabilities in key leadership positions and develop succession pipelines for each position.
- **Enhance the human resources management foundation:** Oversee the enhancement of human resources data and systems; standardize performance management (KPI), the human resources management model, the delegation of authority mechanism, and the job position framework across the entire system.
- **Develop the corporate environment and culture:** Provide direction on developing core values aligned with AgriS's Vision and Mission for 2026–2030; promote diversity and inclusion initiatives and human resources policies that support innovation.



Strategic Directions of the Board of Directors (continued)

RISK MANAGEMENT COMMITTEE

MEMBERS OF THE RISK MANAGEMENT COMMITTEE

The Risk Management Committee was established by the BOD pursuant to BOD Resolution No. 34/2024/NQ-HĐQT dated August 6, 2024. The BOD appointed Mr. Hoang Manh Tien as Chair of the Committee and Mr. Tran Trong Gia Vinh, a BOD Member, as a Committee Member.

No.	Full Name	Position on the BOD	Position on the Committee	Appointment Date
1	Hoang Manh Tien	N/A	Chairman of the Committee	August 6, 2024
2	Tran Trong Gia Vinh	Independent Member of the BOD	Member	November 21, 2024

FUNCTIONS AND DUTIES

The Risk Management Committee serves as an advisory and oversight body responsible for ensuring the effective operation of the Enterprise Risk Management (ERM) system.

- Ensure that the Company's risk management framework is comprehensive, up to date, and aligned with international best practices.
- Propose to the BOD the development of the Risk Appetite Framework.
- Monitor key risks that may affect the execution of the Company's strategy or its reputation.
- Periodically assess the effectiveness of the risk management system and propose improvements to policies and Company-wide risk awareness training.
- Closely coordinate with the Audit Committee to ensure that risk management and internal control activities are integrated and avoid duplication.
- Oversee compliance with laws and the Company's internal regulations.
- Receive and advise on the handling of complaints and reports concerning cases of non-compliance with laws and internal regulations, excluding matters falling within the scope of the Internal Audit function.

KEY ACTIVITIES DURING FY2025–2026

During FY2025–2026, the Risk Management Committee focused on providing direction, advice, and oversight to further strengthen the Company's risk management system, with the following key activities:

- Updated and refined the Risk Metrics, risk management policy framework, and Risk Bank; issued and oversaw the implementation of the Risk and Control Self-Assessment (RCSA) process.
- Enhanced the Business Continuity Management (BCM) framework and Disaster Recovery Plan (DRP), including the IT Disaster Recovery Plan (IT DRP).
- Oversaw the integration of risk management data, compliance data, and management reporting through Dashboards; trained Compliance Ambassadors and communicated the whistleblowing channel and procedures for receiving and reporting violations.
- Provided input on the Risk Appetite Statement and updated the FY2026–2027 Risk Register; proposed to the BOD a risk oversight mechanism for operational risks arising amid geopolitical crises.
- Coordinated with the Audit Committee and Executive Management to develop regulations governing the coordination among the Three Lines, supporting the early identification of key risks and enhancing the effectiveness of risk coordination and oversight.

During FY2025–2026, the Risk Management Committee held 04 regular meetings and approved the following key matters:

No.	Meeting Date	Matters Discussed
1	December 9, 2025	Discussion on the implementation of the Change Management Program assigned by the BOD.
2	January 13, 2026	Report on AgriS's risk management activities during the first six months of FY2025–2026. Plan for risk management, processes, and compliance activities for the remaining six months of FY2025–2026.
3	April 23, 2026	Report on AgriS's risk management activities in Q3 of FY2025–2026. Plan for risk management, processes, and compliance activities in Q4 of FY2025–2026.
4	July 22, 2026	Review of the Risk Management Committee's activities during FY2025–2026. Operating direction for the Committee in FY2026–2027.

OPERATING DIRECTION FOR FY2026–2027

During FY2025–2026, the Risk Management Committee focused on transforming risk management from a passive line of defense into an active defense mechanism that supports operational stability, shifting from reactive risk management to a proactive, quantitative, and predictive approach. Based on the current economic environment, in addition to its functional responsibilities, the Risk Management Committee will focus on three key risk groups:

Strategic Risk: Closely monitor the effectiveness of projects and business activities and ensure that established objectives are achieved.

Supply Chain Risk (Geopolitical): Consider solutions for establishing a "Strategic Reserve" for essential materials to mitigate fluctuations in oil and fertilizer prices and reduce the impact of conflicts in the Middle East.

Transformation & People Risk: Promote reskilling programs linked to internal capability indicators; establish specific targets to mitigate the risk of "passive resistance" and operational disruption; and strengthen the compliance culture by incorporating compliance indicators into individual KPIs and the performance evaluation and rewards system.

Oversight Mechanism: In addition to the Risk Dashboards and periodic risk reports of the RPC (Risk Policy Committee), AgriS will apply a Three Lines coordination mechanism, including the establishment of trigger thresholds, whereby fluctuations exceeding a specified percentage against the KRI (Key Risk Indicators) for each period will automatically activate the coordinated action mechanism across the Three Lines.





SUSTAINABLE DEVELOPMENT COMMITTEE (ESG COMMITTEE)

MEMBERS OF THE SUSTAINABLE DEVELOPMENT COMMITTEE

Established on November 21, 2024 pursuant to BOD Resolution No. 74/2024/NQ-HĐQT, the ESG Committee comprises 02 Independent BOD Members and 01 BOD Member.

No.	Full Name	Position on the BOD	Position on the Committee	Appointment Date
1	Le Quang Phuc	Independent member of the BOD Member	Chairman of the Committee	November 21, 2024
2	Tran Trong Gia Vinh	Independent member of the BOD Member	Member	November 21, 2024
3	Tran Tan Viet	BOD Member	Member	November 21, 2024

FUNCTIONS AND DUTIES

The ESG Committee serves as an advisory body to the BOD in formulating strategies and promoting and overseeing the implementation of AgriS's sustainable development commitments and strategic objectives. Specifically:

- Propose sustainable development strategies, plans, and objectives, integrating ESG factors into the Company's operations.
- Direct the implementation of activities to achieve the Company's goal of carbon neutrality by 2030 and work toward Net Zero by 2035.
- Monitor and assess the implementation of approved sustainable development objectives and plans.
- Analyze and manage risks affecting the sustainable development roadmap.
- Lead the development and management of a centralized ESG database.
- Provide direction and lead ESG communications to enhance AgriS's image and reputation and promote sustainable development initiatives across the Company.

KEY ACTIVITIES DURING FY2026-2026

During FY2025–2026, the Sustainable Development Committee focused on corporate governance and environmental and social matters, contributing to the enhancement of the governance foundation and the implementation of ESG commitments under the 2030-2031 Development Strategy, specifically:

- **Corporate governance:** Provided direction and advisory support in developing and submitting to the BOD for approval the AgriS Governance Model for consistent application across the entire ecosystem; provided direction on enhancing key governance documents and reviewed and provided comments on the governance document systems of subsidiaries following the IPO roadmap in line with best practices. At the same time, oversaw the implementation of plans to improve ESG indicators under VNSI20 and ACGS and the digitalization of governance activities, gradually enhancing the effectiveness, transparency, and information traceability of the BOD's activities.
- **Environmental and social:** Led the development of and provided advisory support to the BOD on the ESG Strategy, aligned with the 2030–2031 Development Strategy and the goal of working toward Net Zero by 2035; directed and oversaw the issuance of the Sustainable Development Policy, development of the Environmental and Social Management System (ESMS) Framework, and E&S documentation system. At the same time, oversaw the implementation of ESG programs and initiatives, including the expansion of Bonsucro certification, support for sustainable agricultural production, Supply Chain Finance, and knowledge-sharing and capacity-building programs for farmers and stakeholders.

During FY2025–2026, the ESG Committee held 12 regular and ad hoc meetings to discuss and approve various matters, specifically:

No.	Meeting Date	Matters Discussed
1	July 4, 2025	Review of activities during FY2024–2025 and operating direction for the ESG Committee in FY2025–2026.
2	August 28, 2025	Alignment on the ESG Committee's FY2025–2026 Action Plan.
3	October 16, 2025	Assessment of the ESG Committee's activities in Q1 and operating direction for Q2 of FY2025–2026.
4	November 6, 2025	Discussion on the ESG Committee structure, AgriS Group Governance Model, and ESG Strategy.
5	November 27, 2025	Alignment on the proposal regarding the ESG Strategy and Net Zero Roadmap for submission to the BOD.
6	January 8, 2026	Assessment of the ESG Committee's activities in Q2 and operating direction for Q3 of FY2025–2026.
7	February 4, 2026	Discussion on the ESG Strategy and ESG Governance Model.
8	March 5, 2026	Discussion of matters implemented following the ESG Committee meeting on February 4, 2026, including: (1) further enhancement of the ESG Strategy; and (2) proposal to establish an ESG Office under the ESG Committee.
9	April 17, 2026	Assessment of the ESG Committee's activities in Q3 and operating direction for Q4 of FY2025–2026.
10	May 6, 2026	Development of the project plan to enhance the effectiveness of the BODs of the Centers.
11	May 28, 2026	Implementation of the project to enhance the effectiveness of the BODs of the Centers.
12	July 9, 2026	Review of the ESG Committee's activities during FY2025–2026 and operating direction for FY2026–2027.

OPERATING DIRECTION FOR FY2026–2027

During FY2026–2027, the Sustainable Development Committee will focus on the following key directions:

ESG strategy and oversight: Continue to develop and enhance the Company's ESG Strategy and Net Zero Roadmap; improve the quality of ESG information preparation, disclosure, and reporting; strengthen ESG communications and awareness; and oversee ESG implementation activities, data quality, and ESG reporting across the entire system.

Corporate governance: Continue to provide direction on strengthening the 03 Centers – 03 Services – 01 Seamless and Multinational Governance System model, enhance the governance document system at the Holdings (Group) level and at the Centers; improve the effectiveness of the BODs of the Centers and the management of designated representatives. At the same time, promote the application of technology and digitalization of governance activities; continue to improve ACGS and VNSI20 scores; complete the integrated ESG governance model across the entire ecosystem; and enhance corporate governance awareness.

Environmental and social: Oversee the completion, issuance, and implementation of documents under the Environmental and Social Management System (ESMS) Framework; oversee the progress of environmental and social initiatives and compliance with E&S requirements at the Centers.

Code of Conduct

AgriS operates under an investment governance model comprising 03 Centers, multiple countries, and diverse groups of employees working under different conditions. Within this structure, a consistent standard of conduct is essential for AgriS to maintain consistency in the way it works and interacts with Stakeholders across all positions. The Code of Conduct (hereinafter referred to as the "Code") continues to serve as a pillar of AgriS's corporate culture and is also managed as a component of the internal control system. The Code is publicly disclosed at https://agris.com.vn/Quy-che-ung-xu-0 and applies to all employees, BOD Members, and leaders of the Company.

The Code was issued by the BOD starting from FY2018–2019, with support and consultation from the International Finance Corporation (IFC), a member of the World Bank Group. During FY2025–2026, the Company reviewed most of the Code's contents and issued a new version to strengthen the standards established over previous fiscal years, update them in accordance with current governance and legal requirements, and expand the standards in line with good governance practices.

The new version includes the following key updates:

Company commitments

AgriS is committed to respecting and protecting employees' human rights, building a safe workplace free from harassment and discrimination, and ensuring equal opportunities in recruitment, job placement, performance evaluation, and remuneration. The Company complies with laws in key areas of its business operations, from labor, competition, environment, and intellectual property to securities, personal data protection, consumer rights, international trade, and food safety.

Professional ethics commitments

Employees make decisions based on the interests of the Company and manage conflicts of interest through gift value thresholds, regulations on transactions with relatives, and periodic disclosure obligations. The Code also establishes requirements for the confidentiality of internal information and personal data, discipline in information disclosure and public statements, accuracy of books and records and financial discipline, anti-money laundering, proper use of assets and information systems, and reporting responsibilities when signs of violations are identified.

Communication and conduct rules

The Code establishes standards of conduct in the workplace and in interactions with managers, colleagues, customers, partners, and suppliers.

Monitoring and oversight of the implementation of the Code are carried out by the Risk, Process and Compliance Management Department. Employees and Stakeholders may report conduct showing signs of violation of the Code under strict principles of confidentiality of the reporter's identity and non-retaliation against good-faith reporters, in accordance with the Company's current Procedure for Receiving and Verifying Information denouncing violations (https://agris.com.vn/Quy-che-giai-quyet-gop-y-0).

In FY2026–2027, AgriS will continue to build a proactive compliance culture toward creating a workplace where each individual voluntarily complies with the Code and encourages colleagues to do the same, alongside the application and gradual enhancement of compliance measurement capabilities:

- **Maintain and promote a proactive compliance culture:** Incorporate standards of conduct into daily work through internal communications and regular dissemination, enabling each employee to proactively apply the Code and speak up for a transparent working environment.
- **Standardize the compliance commitment mechanism:** Operate an annual compliance commitment mechanism for all employees and a mechanism for proactive periodic disclosure of conflict-of-interest risks for positions subject to disclosure requirements.

After eight fiscal years of accompanying the Company's development, the Code of Conduct has become a common standard shaping how AgriS works and cooperates with Stakeholders. In subsequent fiscal years, AgriS will continue to enhance the effectiveness of Code implementation, making standards of ethics, responsibility, and transparency a foundation for governance and cooperation with Stakeholders. This also forms part of AgriS's sustainable governance roadmap and provides a basis for Shareholders, Investors, and partners to accompany the Company over the long term.



SUPPLIER CODE OF CONDUCT

The Supplier Code of Conduct (hereinafter referred to as the "Code") applies to all suppliers within the AgriS supply chain and constitutes an integral appendix to the contract. The Code is publicly disclosed at: https://agris.com.vn/Company-document-0. Supplying goods or services to AgriS means that suppliers have read, understood, and committed to complying with the provisions of the Code. The key requirements of the Code include:

Legal Compliance and Integrity

Suppliers must comply with applicable laws and implement anti-corruption and anti-bribery principles, including the VND 500,000 gift threshold; ensure fair competition; disclose conflicts of interest; protect intellectual property rights; maintain information confidentiality for 03 years after contract termination; and control risks related to money laundering and terrorist financing.

Implementation and Sanctions

AgriS has the right to conduct on-site inspections and assessments of suppliers. Depending on the severity of a violation, remedial measures may include corrective actions, compensation for damages, or contract termination in serious cases. Reports of violations are received through hotline 1900 1750, email info.rm@ttcagris.com.vn, or a secure Microsoft Form submitted directly to AgriS.

Responsible Sourcing

Suppliers must not use forced labor or child labor and are responsible for conducting due diligence on their own supply chains and establishing systems to manage environmental and social matters.

Labor and Environment

Requirements include ensuring safe working conditions, prohibiting harassment and discrimination, establishing anonymous grievance mechanisms, and ensuring non-retaliation against complainants. Suppliers must also control emissions and work toward the Net Zero target.

FY2025–2026 recorded a 100% compliance rate with material requirements, with no material violations reported.

Indicator	Result	Notes
Contracts containing Code of Conduct compliance clauses	100%	Reviewed by the Legal, Policy and Risk Department before submission for signing
Suppliers signing compliance commitments	100%	Through compliance clauses in executed contracts
Violations reported through reporting channels	0 cases	No material complaints or violations occurred

The above results demonstrate that compliance requirements have been integrated into the contracting and supplier management processes, creating a foundation for enhancing transparency and accountability across the supply chain.

In FY2026–2027, AgriS is committed to continuing the implementation of and compliance with the Supplier Code of Conduct throughout the entire supply chain, ensuring that 100% of suppliers sign compliance commitments and that newly executed or renewed contracts maintain compliance clauses. The Company will also integrate these requirements into the identification process for new suppliers. AgriS aims to maintain a transparent and responsible business environment, with no material violations, and ensure that all violation reports, if any arise, are fully received and handled within the prescribed timeframe.

Risk Management



Risk management at AgriS is organized in alignment with business objectives, the activity chain, and the responsibilities of each management level, with the aim of protecting resources and maintaining operational resilience amid major changes in the business environment.

1 RISK MANAGEMENT IN AGRIS'S OPERATIONS

During FY2025–2026, the business environment continued to experience significant volatility. Geopolitical conflicts, tariff and trade policies, fluctuations in commodity and energy prices, extreme weather, cybersecurity risks, and the rapid spread of misinformation created additional pressure on business operations.

For AgriS, the impact of these factors was not limited to any single area. Fluctuations in oil prices could increase cultivation, harvesting, production, and logistics costs. Unusual weather conditions could simultaneously affect raw material area productivity, harvesting schedules, raw material quality, and factory operations. Changes in tariffs and trade policies could affect markets, selling prices, supply, and cash flows.

In this context, AgriS continued to maintain its enterprise risk management system to:

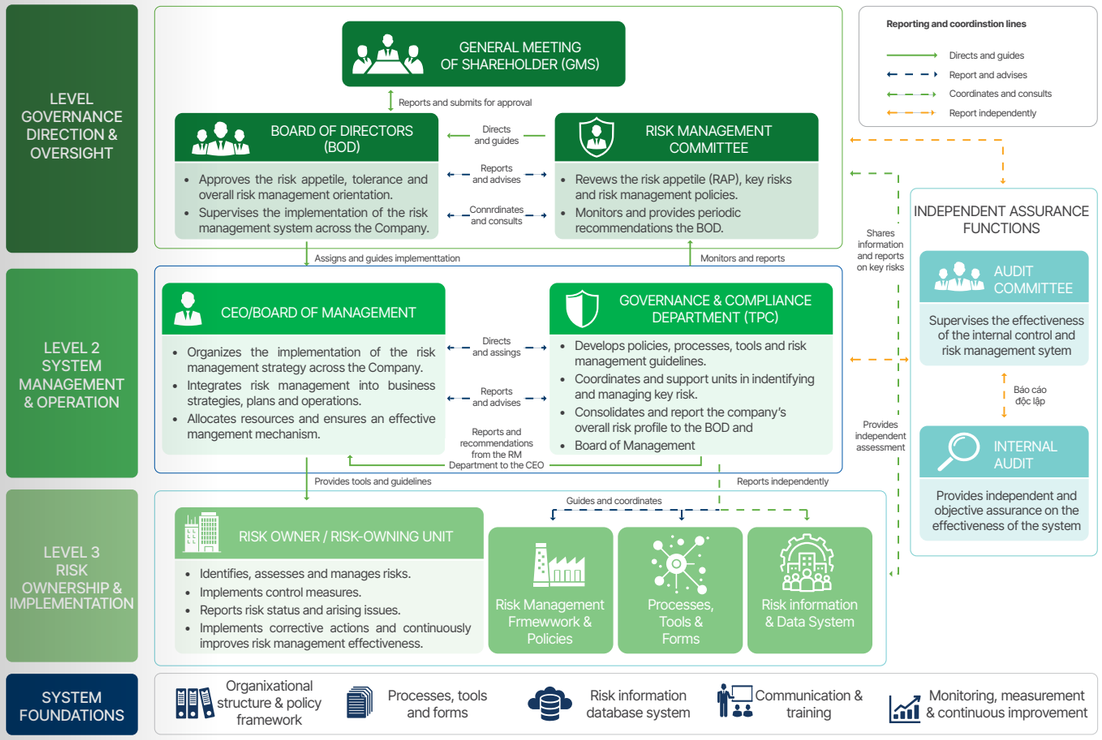
- Support the achievement of business objectives and long-term development directions
- Early identify factors that may affect operations
- Clearly define risk management responsibilities at each unit
- Prioritize resources for issues with high levels of impact
- Enhance response capabilities to unusual events
- Protect people, assets, raw materials, data, and corporate reputation

Risk management is carried out at the point where risks arise and is linked to the responsibilities of the units directly managing the relevant objectives, processes, or resources. The Risk, Process and Compliance (RPC) Unit provides advisory, guidance, coordination, monitoring, and reporting support; it does not replace the responsibilities of the BOM or risk owners.

2 RISK MANAGEMENT STRUCTURE AND RESPONSIBILITIES

AgriS's risk management system is organized from the BOD and BOM to the units directly responsible for operations.

AGRIS RISK MANAGEMENT GOVERNANCE STRUCTURE



Layout	Key Components	Roles
GOVERNANCE DIRECTION & OVERSIGHT	Board of Directors; Risk Management Committee	The BOD provides the highest level of direction and oversight for the risk management system and approves risk policies and risk appetite. The Risk Management Committee supports the BOD through advisory, in-depth review, and oversight of material risks.
SYSTEM MANAGEMENT & OPERATIONS	CEO/BOM; RPC Department	The CEO/BOM organizes the implementation of risk management in operations and decides on mitigation measures within its authority. RPC serves as the specialized focal point for developing methodologies, providing guidance, coordinating, challenging, monitoring, issuing alerts, and consolidating reports; it does not own risks on behalf of the relevant units.
RISK OWNERSHIP & EXECUTION	Risk Owners; Centers/member units/functional units	Directly identify, assess, control, mitigate, and monitor risks within their areas of responsibility; implement action plans, monitor indicators, and report matters beyond their authority.
INDEPENDENT ASSURANCE	Audit Committee; Internal Audit	Provides independent assessment of the adequacy and effectiveness of the risk management and internal control systems; does not participate in risk ownership or operations.

The Risk, Process and Compliance Unit reports directly to the CEO and also reports to the Risk Management Committee, the BOD, and relevant Committees in accordance with the Company's governance mechanism.

This structure clearly separates responsibilities among units directly responsible for operations, oversight units, and independent assurance functions, while ensuring that matters beyond authority are reported to the appropriate level.



3 RISK MANAGEMENT POLICIES AND FRAMEWORK



The Risk Management Regulations define the scope, organizational model, roles, and responsibilities of participating parties. The Board of Management and relevant units are responsible for integrating risk management into activities within their respective areas of responsibility; the specialized unit provides guidance, coordination, and monitoring.

The Risk Appetite Statement defines AgriS's position and level of risk acceptance for key areas of operation. It serves as the basis for determining risk acceptance limits, establishing warning indicators, selecting mitigation measures, and reporting cases that exceed thresholds.

Risk identification and assessment are conducted based on the affected objectives, context in which the risk arises, existing controls, causes and consequences, and action plans.

4 RISK MANAGEMENT IN AGRIS'S OPERATING CONTEXT

External Factors

FY2025–2026 recorded various developments that could directly or indirectly affect AgriS's operating chain.

Geopolitical conflicts: Conflicts in various regions worldwide, particularly the conflict involving the United States and Iran, increased a range of risks, including higher fuel, fertilizer, material, and logistics costs; disruptions to supply or transportation routes; changes in supplier delivery schedules and payment terms; higher requirements for maintaining safety stock; pressure on cash flow and working capital; and simultaneous fluctuations in commodity prices, exchange rates, and interest rates. Geopolitical information is assessed based on its potential impact on specific activities rather than being recorded solely as a macroeconomic fluctuation.

Tariffs and trade policies: Changes in tariffs, trade remedies, and import-export regulations in the United States affected selling prices, supply, consumer markets, and the effectiveness of commercial contracts. Factors assessed include affected products and markets; effective dates of policies; contracts and commitments currently being implemented; the ability to adjust market or product structures; and impacts on output, selling prices, profit margins, and cash flows.

Extreme weather and natural disasters: 2025 was also significantly affected by weather conditions. Typhoon No. 9, together with periods of heavy rainfall, drought, flooding, and unusual weather conditions during the fiscal year, increased risks to raw material areas, harvesting schedules, transportation, and production.

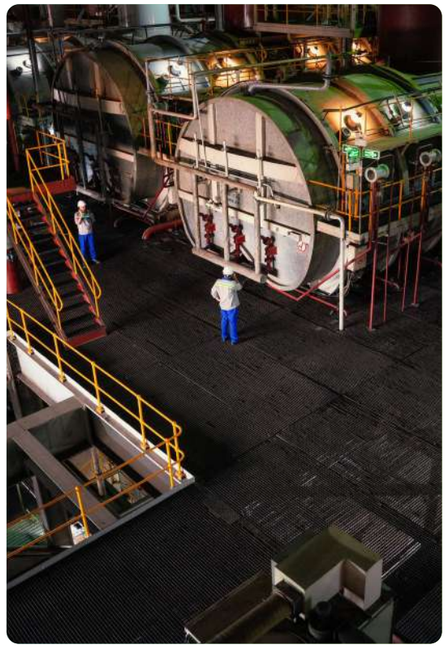


Internal Factors

Changes in the organizational model, expansion of operations, and implementation of investment and transformation programs have placed greater requirements on operational management. Accordingly, the assessed factors include:

- Allocation of responsibilities among the Group, Centers, and member units;
- Decision-making authority and reporting lines;
- Coordination among business, raw material areas, production, supply, finance, and technology;
- Progress and effectiveness of investment projects;
- Data quality and consistency;
- Inventory, receivables, and working capital;
- Human resource capabilities to meet changing requirements;
- Adequacy and effectiveness of processes and controls.

Many operational risks arise at the interfaces between units. Discrepancies among demand forecasts, supply plans, production, and sales may result in inventory shortages or excesses, increased costs, and impacts on delivery capabilities.



5 PRIORITY RISKS MANAGED DURING FY 2025–2026

During FY2025–2026, AgriS continued to maintain Risk Profiles at the Company and unit levels. Monitoring focused on risks that could directly affect raw material supply, production, markets, finance, technology, and corporate reputation.

Priority Risk	Potential Impact on AgriS	Management Focus
Weather fluctuations, storms, drought, and water supply	Affect crop yields, raw material quality, harvesting schedules, transportation, and factory operations.	Monitor by region and crop season; coordinate adjustments to harvesting, supply, and production plans.
Declining productivity, variety degradation, and raw material shortages	Failure to ensure supply for production; increased procurement costs; reduced efficiency of raw material areas.	Review varieties, productivity, area, quality, and raw material availability.
Tariff and trade policy fluctuations	Affect consumer markets, selling prices, supply, contracts, and profit margins.	Assess impacts by product, market, and effective date.
Geopolitical conflicts and wars	Disrupt transportation and increase oil, raw material, insurance, and logistics costs.	Monitor supply sources, delivery times, input prices, and alternatives.
Fuel and energy crises	Affect cultivation, harvesting, transportation, production, and delivery.	Control fuel supply, inventory levels, and business continuity measures.
Sugar price fluctuations and competitive pressure	Affect selling prices, market share, inventory, profit margins, and cash flows.	Monitor the market and adjust commercial, production, and inventory plans.
New product development not meeting plan	Delayed commercialization, increased costs, failure to achieve revenue targets, or failure to meet market demand.	Control progress, quality, marketability, and responsibilities of participating units.
Inventory, receivables, and working capital	Increase financial expenses and capital tied up, affecting liquidity and capital efficiency.	Review demand forecasts, production plans, sales velocity, and receivables collection.
Supply chain disruptions	Raw material shortages, delayed production, delayed delivery, or increased costs.	Diversify supply sources and monitor suppliers, inventory, and logistics capacity.
Delayed investment progress or failure to achieve investment efficiency	Increased costs, delayed asset utilization, and failure to achieve expected returns.	Review investment conditions, legal matters, progress, contractors, and decision milestones.
Product quality and customer complaints	Affect revenue, reputation, and customer relationships.	Control quality, identify root causes, and coordinate complaint handling.
Incomplete or inconsistent data	Cause discrepancies in planning, reporting, and management decisions.	Clarify data sources, update responsibilities, and verification mechanisms.
Cyberattacks and system disruptions	Disrupt operations, cause data loss, or expose information.	Strengthen access controls, monitoring, backup, and recovery capabilities.
Fake news and misinformation	Affect the brand, relationships with shareholders, customers, partners, and employees.	Monitor information, verify sources, assess impacts, and establish a consistent response focal point.
Communications and reputation crises	Incidents at a unit or involving products, partners, or personnel may spread across the entire system.	Identify focal points, coordination mechanisms, response authority, and response measures for each scenario.

In addition to risks included in the Fiscal Year Risk Profile, AgriS strengthened monitoring of rapidly emerging events from the external environment. Information on weather, policies, wars, energy, markets, and communications was assessed based on its actual potential impact on each unit and operating chain.

During the fiscal year, management focused on

- Monitoring raw material areas, productivity, varieties, and supply availability;
- Monitoring raw material, energy, logistics, foreign exchange, and interest rates;
- Reviewing inventory, receivables, and working capital requirements;
- Controlling product development and investment project progress;
- Strengthening data governance and system security;
- Monitoring adverse information and potential reputation crises;
- Providing risk consultation for material transactions, projects, and decisions;
- Reviewing response plans for natural disasters, supply disruptions, energy disruptions, and technology system disruptions.

When an unusual event occurs, the risk owner is responsible for organizing the response; the Risk, Process and Compliance Unit provides consultation, challenge, monitoring, and reporting on matters beyond authority.

Data on the number of risks, action plans, and completion levels will be updated after reconciliation with the Risk Profile and finalized fiscal year monitoring reports.

6 RISK MANAGEMENT DIRECTION FOR FY2026–2027



During FY2026–2027, AgriS will focus on improving the quality of oversight of material risks, integrating risk appetite into operations, and enhancing early-warning capabilities for developments that may affect the Company.

Focus on Monitoring Material Risks

The Company-level material risk register will serve as a consistent basis for monitoring and reporting activities. Each risk must clearly identify the affected objectives and activities, risk owner, coordinating units, existing controls, mitigation plan, warning indicators, and cases requiring reporting to the competent authority.

- Climate, water supply, varieties, productivity, and raw material areas;
- Markets, commodity prices, and product development;
- Supply, energy, logistics, and inventory;
- Foreign exchange, interest rates, cash flows, and funding;
- Investment progress and project effectiveness;
- Organization, human resources, and coordination capabilities;
- Data, cybersecurity, and new technologies;
- Corporate reputation, fake news, and communications crises.

Risk Management (continued)

Integrating Risk Appetite into Operations

AgriS will continue to review the Risk Appetite Statement in line with its development direction and operating conditions. The focus is on integrating risk appetite into actual decisions and operations.

- Link it to the material risk register;
- Define monitoring thresholds for key indicators;
- Establish responsibilities when risks approach or exceed thresholds;
- Establish exception reporting and handling mechanisms;
- Apply risk appetite when reviewing projects, transactions, and material decisions.

Strengthening Risk Early Warning

AgriS will continue to regularly monitor factors that may affect operations. Monitoring information must be translated into specific assessments of the affected activities and units, timing of impact, level of concern, required actions, and cases requiring reporting to the competent authority.

- Weather, climate, and water supply;
- Sugar, oil, fertilizer, and raw material prices;
- Tariffs and policy changes;
- Geopolitical conflicts;
- Supply and logistics;
- Cybersecurity and data;
- Misinformation and reputation.

Improving the Quality of Risk Profiles and Action Plans

Risk Profiles at the units will be reviewed to become more streamlined while remaining closer to actual operations. Action plans will be monitored based on actual results rather than solely on the progress recorded in the profiles.

- Affected objectives;
- Key causes;
- Existing controls;
- Remaining weaknesses;
- Risk owner;
- Actions and deadlines;
- Data used for monitoring.

Developing Risk Warning Indicators

Warning indicators will be selected from data capable of providing early signals of changes in risk. Priority will be given to areas where data are readily available and that may have a significant impact on operations, such as raw material areas, inventory, receivables, cash flows, energy, production, quality, customers, and technology.

- Risk requiring early warning;
- Formula or recording method;
- Data source;
- Update frequency;
- Warning threshold;
- Responsible unit;
- Action when the threshold is exceeded.

Enhancing Crisis Response Capabilities

AgriS will continue to review scenarios that could cause major disruptions. For each scenario, the Company will clarify the coordinating focal point, decision-making authority, resources to be maintained, communication measures, and operational recovery sequence.

- Storms, floods, drought, and raw material area disruptions;
- Fuel shortages or energy disruptions;
- Supply and logistics disruptions;
- Factory incidents;
- Cyberattacks and system disruptions;
- Product quality incidents;
- Fake news and communications crises.

Risk Management Across the Operating Chain

Risk management will be more closely integrated with key operating chains. Reviewing risks across the chain helps clearly identify interfaces between units, data to be transferred, control points, and responsibilities for handling discrepancies.

- Product development through commercialization;
- Demand planning, supply, and production;
- Procurement, inventory, and payments;
- Raw material areas, harvesting, and factory delivery;
- Production, finished goods, and warehousing;
- Orders, delivery, and complaint handling;
- Investment, implementation, and asset commissioning.

Gradually Enhancing Data and Monitoring Tools

AgriS will continue to standardize risk management data. Digitalization will be implemented according to the readiness of data and systems, with priority given to areas currently managed manually, with high update frequency, or requiring coordination among multiple units.

- Centralized management of Risk Profiles;
- Action plan monitoring;
- Updating warning indicators;
- Consolidating reports by management level;
- Monitoring responsibilities and deadlines;
- Maintaining an audit trail of changes and decisions.



CONCLUSION

During FY2025–2026, AgriS continued to maintain its risk management system and strengthen oversight of issues directly affecting raw material supply, production, markets, finance, technology, and corporate reputation.

Amid fluctuations in climate, tariffs, geopolitical conflicts, energy, and information in the digital environment, the Company focused on early identification, accurate assessment of the scope of impact, and clear allocation of responsibilities for response.

In the following fiscal year, the focus will be on improving the quality of material risk oversight, integrating risk appetite into operations, developing warning indicators, and enhancing response capabilities for situations that may cause disruption. Through these efforts, risk management will continue to support AgriS in protecting resources, maintaining stable operations, and achieving its long-term development objectives.

Legal Compliance

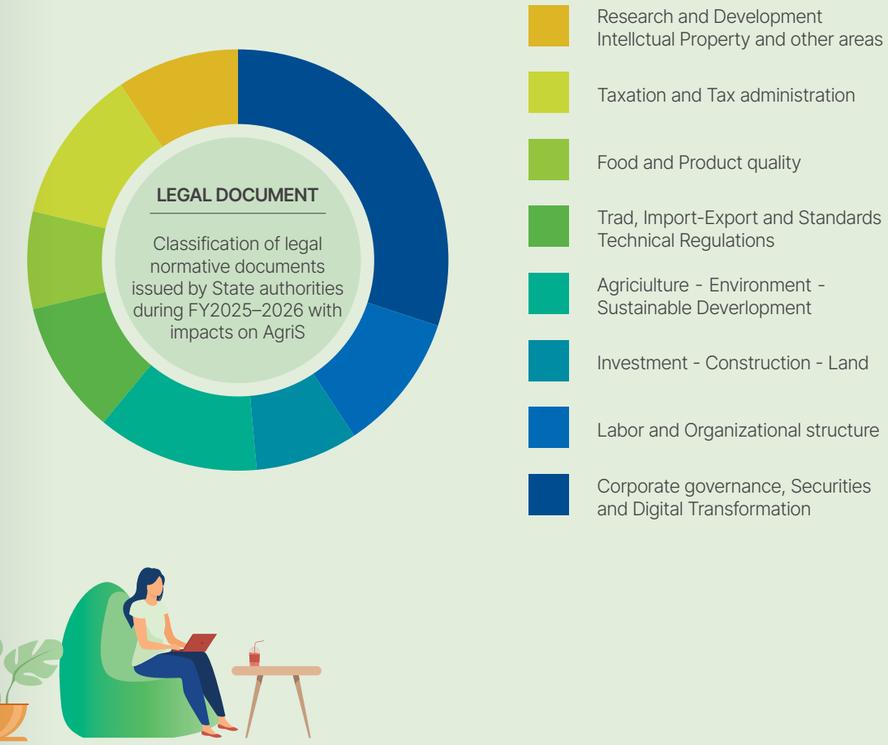
1 NEW LEGAL FRAMEWORK AND LEGAL COMPLIANCE PRACTICES AT AGRIS IN FY2025–2026



During FY2025–2026, Vietnam entered a period of accelerated institutional reform to implement the major policy directions set out by the Politburo in four strategic Resolutions previously issued, including: Resolution No. 57-NQ/TW on breakthroughs in the development of science, technology, innovation, and national digital transformation; Resolution No. 59-NQ/TW on international integration in the new context; Resolution No. 66-NQ/TW on reforming the development and enforcement of laws to meet the country's development requirements in the new era; and Resolution No. 68-NQ/TW on the development of the private sector. Accordingly, the National Assembly and the Government implemented a series of fundamental reforms, including the operation of the two-tier local government model from July 1, 2025, greater decentralization and delegation of authority, administrative procedure reform, and digital transformation in state management. At the same time, numerous important laws and resolutions were adopted at the 9th Session of the 15th National Assembly to further improve the legal framework, enhance the investment and business environment, and strengthen national competitiveness.

On this basis, the legal system continued to be strengthened with new regulations in areas including taxation, investment, construction, land, e-commerce, personal data protection, agriculture, the environment, securities, and corporate governance. These changes not only increased legal compliance requirements but also created momentum for businesses to innovate their business models, accelerate digital transformation, develop sustainable value chains, and expand into domestic and international markets.

With the strategic direction **"Market Creator – Shaping the Future of Agriculture,"** AgriS views legal compliance not only as a risk management requirement but also as a foundation for creating markets, promoting innovation, and establishing sustainable competitive advantages. Accordingly, AgriS has gradually promoted digital transformation in legal management by standardizing the internal governance document system, contract templates, and business processes; developing a centralized and unified database of legal regulations and corporate legal information; while gradually developing a Legal Tech platform to digitalize contract management, legal information management, policy change monitoring, and the efficiency of internal legal services. This serves as an important foundation for AgriS to apply data and artificial intelligence (AI) to governance activities, improve the quality of decision-making support, and strengthen risk control across the entire ecosystem.



In line with this direction, during FY2025–2026, AgriS focused on implementing the following activities:

Proactively monitoring and assessing impacts and promptly implementing new legal regulations across the entire system	Periodically issuing legal bulletins, risk alerts, and implementation recommendations regarding important legal regulations	Organizing legal training and dissemination programs to enhance the compliance capabilities of units	Standardizing the contract system, processes, and legal databases, while gradually promoting digital transformation in legal management	Strengthening compliance management across the supply chain, ESG, personal data protection, traceability, and international standards

At the same time, through reviewing, monitoring, and assessing the impacts of legal policies, during FY2025–2026, AgriS recorded 66 new legal normative documents with a direct impact on the Company's production, business, and governance activities. These documents were classified into 08 key areas, primarily focusing on taxation and tax administration; agriculture, the environment, and sustainable development; trade and import-export activities; corporate governance, labor, and digital transformation; and investment, construction, and land.

Legal Compliance (continued)

Area	No. of Documents	Summary of impacts and key documents
Taxation and Tax administration	20	This is the group with the largest number of newly issued documents affecting AgriS during the fiscal year, focusing on completing tax policies toward modernization, digitalization, and greater transparency. Key documents include the 2025 Law on Tax Administration, 2025 Law on Corporate Income Tax, and 2025 Law on Personal Income Tax, together with detailed guiding regulations such as Decree No. 320/2025/ND-CP (Corporate Income Tax), Decree No. 252/2026/ND-CP (Tax Administration), Decree No. 253/2026/ND-CP (Personal Income Tax), Decree No. 255/2026/ND-CP (Related-Party Transactions), Circular No. 90/2026/TT-BTC on tax registration, and Circular No. 95/2026/TT-BTC providing guidance on tax treaties. These regulations have comprehensive and direct impacts on AgriS's tax declaration and settlement, tax administration, related-party transactions, and accounting and financial systems.
Labor and Organizational structure	7	Completing regulations on wages, electronic labor contracts, delegation of authority in labor management, and the organization of state agencies. Key documents include Decree No. 293/2025/ND-CP on minimum wages for employees working under labor contracts, Decree No. 337/2025/ND-CP on electronic labor contracts, and Circular No. 08/2026/TT-BNV guiding Decree No. 337/2025/ND-CP on electronic labor contracts. These regulations help AgriS standardize human resource management, payroll, and employee records on a digital platform. In addition, stricter state management regulations in the labor sector through administrative violation penalties in the electronic environment under Decree No. 283/2026/ND-CP require AgriS to strengthen human resource governance to enable synchronized extraction of inspection data, thereby optimizing operating costs.
Investment – Construction – Land	5	Completing the legal framework for investment, construction, and land use activities, while addressing various obstacles in project implementation. Key documents include the 2025 Investment Law, 2025 Construction Law, Resolution No. 254/2025/QH15, together with Decree No. 49/2026/ND-CP and Decree No. 50/2026/ND-CP providing guidance on addressing issues related to land use fees and land rents. These documents directly affect investment projects, production areas, and the Company's assets.
Agriculture – Environment – Sustainable development	8	Focusing on greenhouse gas emissions reduction, carbon market development, resource management, crop cultivation, plant protection, and crop code management. Key documents include Decision No. 232/QD-TTg on the Scheme for Establishing and Developing a Carbon Market, Decree No. 83/2026/ND-CP, Decree No. 33/2026/ND-CP, Decree No. 38/2026/ND-CP, and Decree No. 112/2026/ND-CP. These regulations support AgriS in developing sustainable agricultural value chains, meeting ESG requirements, and expanding exports.
Trade, Import – Export and Standards – Technical regulations	7	Completing the legal framework for e-commerce, trade promotion, foreign trade management, customs, standards – technical regulations, and product quality. Key documents include the 2025 Law on E-Commerce, Decree No. 292/2026/ND-CP, Decree No. 169/2026/ND-CP, and Decree No. 22/2026/ND-CP. These provide a basis for AgriS to enhance its trade and export capabilities and meet the technical requirements of domestic and international markets.
Food and Product quality	5	Focusing on completing regulations on food quality management and product technical regulations. Key documents include the Law No. 78/2025/QH15 Amending and Supplementing a Number of Articles of the Law on Product and Goods Quality, Decree No. 37/2026/ND-CP detailing a number of articles and measures for the implementation of the Law on Product and Goods Quality, together with circulars promulgating technical regulations for alcoholic beverages, refined vegetable oils, and sugar. The new regulations place greater emphasis on risk-based management, strengthen requirements for traceability, transparency of product information, declaration of applicable standards, product labeling, and the application of digital technologies in quality management; while also expanding corporate responsibilities for quality control and the receipt and handling of consumer complaints. This provides a basis for AgriS to further enhance its quality management system, meet domestic and international market standards, strengthen competitiveness, and expand its export markets.
Corporate governance, Securities and Digital Transformation	8	Includes regulations on information disclosure, business registration, bond issuance, personal data protection, innovation, and digital transformation. Key documents include the 2025 Law on Personal Data Protection, Decree No. 356/2025/ND-CP guiding the Law No. 91/2025/QH15 on Personal Data Protection, Decree No. 245/2025/ND-CP, Decree No. 200/2026/ND-CP, Decree No. 296/2026/ND-CP, and Decree No. 88/2025/ND-CP. Notably, the new business registration regulations have, for the first time, established a framework for managing beneficial owners, including requirements to declare and update information to enhance transparency of ownership structures, while accelerating the digitalization of business registration procedures, electronic authentication, and data sharing among state authorities. These changes contribute to higher corporate governance standards, greater information transparency, stronger data governance, and enhanced compliance capabilities at AgriS in line with modern governance practices.
Research and Development, Intellectual property and other areas	6	AgriS maximizes available financial incentives for Research and Development (R&D) activities. Under Decree No. 320/2025/ND-CP, actual R&D expenses may be deducted at up to 200% when determining taxable income, subject to applicable conditions. At the same time, AgriS may increase its annual appropriation to the Science and Technology Development Fund to up to 20% of taxable income for reinvestment in agricultural technology. With the 2025 Law on Intellectual Property significantly shortening the examination periods for industrial property rights, to 12 months for patents and 5 months for trademarks, AgriS has greater opportunities to promptly protect and commercialize intangible assets such as trademarks and patents for specialized machinery and equipment. Notably, the 2025 amendments to the Law on Intellectual Property officially recognize, for the first time, the principle that intellectual property rights holders may use such rights for civil, commercial, investment, and other lawful activities in accordance with the law. The State also encourages the utilization of intellectual property rights as capital contributions and as collateral for loans. Other legal documents cover areas including legal proceedings, complaints and denunciations, administrative sanctions, accounting and auditing, monetary and banking activities,... contributing to the completion of the legal governance framework and risk control in corporate operations.



2 LEGAL COMPLIANCE PLAN FOR FY2026–2027

Entering FY2026 – 2027, as the Government continues to improve the institutional framework toward development-oriented policies, promote innovation and digital transformation, and enhance the quality of the investment and business environment, AgriS will continue to strengthen its legal governance system toward proactively supporting business operations and market creation, contributing to the realization of the strategic direction "Market Creator – Shaping the Future of Agriculture" with a focus on the following areas:

Continue to strengthen and accelerate digital transformation in legal management

- Review, update, and implement new legal regulations taking effect during the fiscal year, particularly those relating to high-tech agriculture, circular agricultural economy, import and export, the environment, taxation, securities, corporate governance, and personal data protection;
- Complete the legal database, contract management system, and legal risk alert system on digital platforms;
- Continue investing in the development of the Legal Tech platform, gradually digitalizing legal management activities through the development of legal databases, corporate legal data, and an electronic contract management system;
- Deploy digital solutions to support compliance management, monitor changes in legal policies, manage legal records, and provide internal legal advisory services on digital platforms; while standardizing legal data to establish a foundation for the application of artificial intelligence (AI), process automation, and enhanced decision-making support in governance;
- Strengthen compliance management capabilities across member companies.

Support the market development strategy

- Proactively advise on the implementation of new regulations on investment, taxation, land, e-commerce, personal data protection, agriculture, and the environment to support the development of new business models;
- Complete the legal framework for digital transformation, data governance, and integrated supply chains, creating a foundation for market expansion and enhanced competitiveness.

Promote sustainable development and international integration

- Continue implementing regulations on ESG, green development, greenhouse gas emissions reduction, carbon markets, and traceability;
- Enhance transparency, corporate governance, and risk management in line with international practices;
- Build a flexible internal legal environment that enables AgriS to develop new initiatives, expand international cooperation, and continue creating new value for the agricultural market of the future.



Investor Relations

REGULATORY COMPLIANCE & PROACTIVE INFORMATION DISCLOSURE



During FY2025–2026, in response to increasingly high market expectations regarding transparency, governance quality, and sustainability in business operations, AgriS continued to enhance its Investor Relations (IR) activities. These activities went beyond compliance with information disclosure regulations to focus on improving transparency, the quality of dialogue, and the effectiveness of information connectivity between the Company, the market, and investors.

Building on the core values of **"Efficiency – Creativity – Integrity – Ownership – Pioneer"** IR activities are conducted based on the principles of **"Truthful – Timely – Transparent"** with the objective of providing investors with comprehensive information, creating a basis for an overall assessment of AgriS's operations, strategy, and development prospects, thereby building trust and creating a foundation for attracting long-term investment capital.

REGULATORY COMPLIANCE AND PROACTIVE TRANSPARENCY

AgriS is committed to full compliance with Vietnamese regulations on Corporate Governance and Information Disclosure applicable to public companies, including:

- The Company's Charter;
- Law No. 59/2020/QH14 on Enterprises, as amended and supplemented by Law No. 76/2025/QH15;
- Law No. 54/2019/QH14 on Securities, as amended and supplemented by Law No. 56/2024/QH15;
- Information disclosure in accordance with applicable regulations, including Circular No. 96/2020/TT-BTC providing guidelines on disclosure of information on securities market, as amended and supplemented by Circular No. 68/2024/TT-BTC and Circular No. 18/2025/TT-BTC; Circular No. 116/2020/TT-BTC; and Circular No. 118/2020/TT-BTC, as amended and supplemented by Circular No. 115/2025/TT-BTC, together with relevant guiding documents;
- Information disclosure in both Vietnamese and English in accordance with Circular No. 68/2024/TT-BTC;
- Compliance with information disclosure regulations and rules issued by the State Securities Commission of Vietnam (SSC), Ho Chi Minh Stock Exchange (HOSE), Hanoi Stock Exchange (HNX), and Vietnam Securities Depository and Clearing Corporation (VSDC).

In addition to compliance requirements, AgriS proactively enhances governance quality and information transparency based on advanced international standards and best practices. The Company references and applies advanced domestic and international principles and practices, including:

- G20/OECD Principles of Corporate Governance;
- United Nations Sustainable Development Goals (UN SDGs);
- ASEAN Corporate Governance Scorecard (ACGS);
- Corporate Governance Principles Based on Best Practices for Public Companies;
- Global Reporting Initiative (GRI) Standards;
- Corporate Governance Handbook 2026;
- Vietnam Corporate Governance Scorecard (VNCG50) – Vietnam Institute of Directors (VIOD).

KEY ACTIVITIES AND HIGHLIGHTS IN FY 2025–2026

MAINTAINING BILINGUAL INFORMATION DISCLOSURE FOR STAKEHOLDERS WITH INTEGRITY, TIMELINESS, TRANSPARENCY, AND DIVERSIFIED ACCESS CHANNELS

	INFORMATION DISCLOSURE ACTIVITIES	DIVERSE INFORMATION CHANNELS
	Proactively providing information to current and prospective Investors/Shareholders	
1	Information disclosure in accordance with applicable regulations and toward higher international standards.	• Company website • Information disclosure portals of SSC, HOSE, and HNX
2	Proactively disclosing material information considered to have an impact on the interests of Investors/Shareholders.	• Company website • Emails to Shareholders, Investors, and Partners
3	Ensuring that information provided to Investors/Shareholders accurately reflects the nature of the Company's information and operations.	• Company website • Information disclosure portals of SSC and HOSE • Emails to Shareholders, Investors, and Partners
	Enhancing market value, recognition, and stock liquidity	
4	Providing and interpreting the Company's financial information on a quarterly basis.	
5	Preparing the Annual Report in accordance with applicable laws, the IIRC international framework, and other advanced standards and best practices. The Annual Report is reviewed and approved by the Company's Internal Audit Department.	• Company website • Information disclosure portals of SSC and HOSE • Emails to Shareholders, Investors, and Partners
6	Preparing the Sustainability Report in accordance with the GRI Standards and continuing to obtain limited assurance from a Big Four audit firm for certain material indicators.	
7	Proactively updating criteria and coordinating with the Executive Board and relevant departments to meet the requirements and standards for SBT shares to remain included in key HOSE and VNSI indices, while enhancing accessibility for institutional investors.	• Mass media channels • Press
8	Exchanging information with securities analysts, investment funds, and financial institutions to support the preparation of research reports and SBT stock valuation reports.	• Investment conferences organized online by securities companies • Emails and meetings with financial experts • AgriS-organized events
	Actively connecting and engaging with Investors/Shareholders	
9	Regularly updating Investors, Shareholders, financial experts, and Partners on the Company's developments and activities via email.	• Company website • Emails to Investors, Shareholders, financial experts, and Partners
10	Organizing in-person and online events and conference calls with Investors/Shareholders and financial experts.	• In-person or online channels
11	Actively participating in domestic and international capital market events organized by financial institutions.	• Domestic and international investment and capital market conferences, in person or online
12	Updating the Company's activities through periodic Investor Newsletters, the website, and email for Investors, Shareholders, financial experts, and Partners.	• Company website • Emails to Investors, Shareholders, financial experts, and Partners

Investor Relations (continued)



PROACTIVELY CONNECTING AND STRENGTHENING DIALOGUE WITH THE INVESTMENT COMMUNITY

During FY2025–2026, AgriS continued to strengthen connections and dialogue with the investment community through programs for institutional investors, financial institutions, and domestic and international partners. Through these activities, the Company proactively shared information on its development strategy and business performance, providing investors with additional information to assess AgriS's operations and development prospects, while enhancing the Company's brand recognition in the market.

Key activities during the fiscal year included:

October 10, 2025

AgriS Stakeholders Meeting 2025: The program brought together more than 130 representatives from investment funds, securities companies, banks, financial media agencies, and domestic and international partners. This annual strategic dialogue event contributed to strengthening AgriS's connection with the market, promoting information transparency, and expanding the foundation for cooperation with the investment community.





December 6, 2025

Annual General Meeting of Shareholders for FY2024–2025: The General Meeting approved all submitted proposals with a high level of consensus, notably the growth strategy for 2025–2030. Regarding the capital market direction, AgriS aims to accelerate IPOs of member companies and expand opportunities for cooperation with strategic investors.

January 29, 2026

SSI Earnings Call: AgriS updated more than 20 representatives from domestic and international investment funds and securities companies on its business performance, creating an opportunity for the Company to directly engage with the investment community regarding operating results, business prospects, and growth drivers for the next phase.





March 19, 2026

Working Session with Taiwanese Financial Institutions: AgriS connected and worked with leading financial institutions, including First Commercial Bank and E.Sun Commercial Bank, securities companies, and investment funds within the E.Sun Financial Holding and First Financial Group ecosystems, as well as other financial partners, thereby expanding its international investor network and promoting cooperation opportunities in the capital market.

March 20, 2026

2026 Securities Market Development Conference: AgriS's leadership participated as a panelist, sharing practical experience in corporate governance and ESG implementation at AgriS. The event was attended by the Ministry of Finance, the State Securities Commission, regulatory authorities, listed companies, and financial institutions, contributing to enhancing AgriS's position in the market.





July 24, 2026

Extraordinary General Meeting of Shareholders for FY2025–2026: The General Meeting approved matters relating to the completion of the Company's Charter, governance regulations, increasing the number of BOD members, and electing additional BOD members. This was an important step in strengthening the governance structure, laying a foundation for AgriS to further improve governance effectiveness in line with advanced best practices and the requirements of the new development phase.

August 14, 2026

VNDIRECT Earnings Call: The program was attended by 15 representatives from investment funds, securities companies, and financial institutions, providing an opportunity for AgriS to update investors on Q4 and FY2025–2026 business results, the progress of plans and projects, and its strategic direction through 2030, while directly discussing matters of investor interest.





August 26–27, 2026

Thailand Focus 2026: AgriS was one of only two representatives from Vietnam participating in Thailand Focus 2026, the largest annual international investment conference organized by the Stock Exchange of Thailand (SET). The program provided an opportunity for AgriS to update regional and global market trends, while connecting with international financial institutions and investors, enhancing AgriS's brand recognition and promoting future cooperation opportunities.

Investor Relations (continued)

MAINTAINING PRESENCE IN KEY INDICES, AWARDS, AND PRESTIGIOUS RANKINGS

AgriS's efforts to enhance governance quality, information transparency, and sustainable development practices continued to be recognized through prestigious indices, awards, and rankings during FY2025–2026.

VN50 GROWTH — OCTOBER 2025

SBT shares were included in the VN50 Growth Index of HOSE for the first time, enhancing the accessibility of the stock to domestic and international investment capital.

HOSE VINH DANH — DECEMBER 2025

HOSE recognized AgriS as an enterprise making positive contributions to HOSE and Vietnam's securities market during 2000-2025.





TOP 10 — DECEMBER 2025

Top 10 Best Corporate Governance Enterprises 2025 – Mid-Cap Group.

TOP 20 — DECEMBER 2025

Top 20 Best Annual Reports in Vietnam – Non-Financial Group.





TOP 50 — DECEMBER 2025

Top 50 Pioneering and Committed Enterprises in Enhancing Corporate Governance Standards in Vietnam (VNCG50) and ACGS20 – Top 20 Committed & Pioneering Enterprises Towards Achieving ASEAN Asset Rating Standards.

TOP 03 — FEBRUARY 2026

AgriS's Annual Report ranked among the Top 3 Best Annual Reports in the World at the LACP Vision Awards 2024/25, while also receiving the Platinum Award in the Agribusiness category, Gold Award in the Consumer category, and Best Agency Report Worldwide.





TOP 20 — JULY 2026

Included in the VNSI (Vietnam Sustainability Index) for the 9th consecutive year, ranking among the Top 20 enterprises with the highest sustainability scores in the VN100 basket.

IR AWARDS 2025 — JULY 2026

IR Awards 2025 – Enterprise Meeting Information Disclosure Standards 2025, organized by Vietstock.





TENTATIVE EVENT CALENDAR FOR FY2026–2027

JUL 2026
- Extraordinary General Meeting of Shareholders for FY2025–2026
- Separate and consolidated Q4 FY2025–2026 financial statements
- Q4 FY2025–2026 financial statement explanation
- 1H2026 Corporate Governance Report
- July Investor Relations News

AUG 2026
- August Investor Relations News

SEP 2026
- Audited separate and consolidated financial statements for FY2025–2026

OCT 2026
- FY2025–2026 Annual Report
- FY2025–2026 Sustainability Report
- Separate and consolidated Q1 FY2026–2027 financial statements
- Q1 FY2026–2027 financial statement explanation
- September–October Investor Relations News

NOV 2026
- Annual General Meeting of Shareholders for FY2025–2026
- November Investor Relations News
- Conference for Securities Firms, Investment Funds, and Financial Institutions.

DEC 2026
- Investor Day 2026
- December Investor Relations News

JAN 2027
- Separate and consolidated Q2 FY2026–2027 financial statements
- Q2 FY2026–2027 financial statement explanation
- 2026 Corporate Governance Report
- January Investor Relations News

FEB 2027
- Reviewed separate and consolidated 1H FY2026–2027 financial statements

MAR 2027
- February–March Investor Relations News

APR 2027
- Separate and consolidated Q3 FY2026–2027 financial statements
- Q3 FY2026–2027 financial statement explanation
- April Investor Relations News

MAY 2027
- May Investor Relations News

JUN 2027
- June Investor Relations News
- Site visit

Corporate Governance Report and Analysis

CORPORATE GOVERNANCE REPORT AND ANALYSIS BASED ON THE G20/OECD PRINCIPLES OF CORPORATE GOVERNANCE 2023 AND THE 2024 ASEAN CORPORATE GOVERNANCE SCORECARD (ACGS)

Corporate governance is one of the important foundations for AgriS to implement its 2025–2030 growth strategy and enhance the quality of its long-term development.

AgriS continuously improves its governance mechanisms to ensure full compliance with applicable laws while aiming toward higher international standards and best practices. Continuously enhancing governance quality enables the Company to operate flexibly in response to changes in the business environment, while also contributing to greater transparency, accountability, and quality of engagement with shareholders, investors, and stakeholders. This provides a foundation for AgriS to strengthen its sustainable development platform, enhance competitiveness, and pursue long-term value creation.

During FY2025–2026, AgriS assessed its corporate governance practices based on two standards: (1) G20/OECD Principles of Corporate Governance 2023 and (2) 2024 ASEAN Corporate Governance Scorecard (ACGS).



BASE ON THE G20/OECD PRINCIPLES OF CORPORATE GOVERNANCE 2023

The G20/OECD Principles of Corporate Governance were first endorsed in 1999 and have been continuously revised to reflect new developments and issues in corporate governance. They represent an international standard for corporate governance that is widely recognized by policymakers, investors, companies, and other stakeholders around the world. In 2023, the Principles were updated to their latest version, with greater emphasis on sustainability-related factors, including transparency of Environmental, Social, and Governance (ESG) information, management of climate-related risks, and strengthening the responsibilities of corporate leadership in ensuring fairness and accountability.

During FY2025–2026,**AgriS continued to implement and assess its corporate governance practices based on the G20/OECD Principles of Corporate Governance**, which are structured around six key principles as follows:

A. Ensuring the Basis for an Effective Corporate Governance Framework

- Compliance with legal regulations in all activities serves as the foundation for effective corporate governance at AgriS;
- AgriS consistently emphasizes and promotes transparency in governance activities, thereby strengthening the confidence of Investors and Stakeholders;
- Implementation mechanisms: Establish effective monitoring and enforcement mechanisms to ensure strict compliance with corporate governance regulations.

B. The Rights and Equitable Treatment of Shareholders and Key Ownership Functions

- Ensure all Shareholders' rights in accordance with the law and provide access to material Company information;
- Disclose all Shareholders' agreements, including agreements concerning information on BOD Members; ensure transparency and public disclosure of information;
- Treat all Shareholders equitably and facilitate the participation of minority Shareholders in General Meetings of Shareholders.

C. Institutional Investors, Stock Markets, and Other Intermediaries

- Continuously attract "green" capital from foreign investors, becoming a preferred destination for leading financial institutions in the region;
- Provide financial and non-financial information in a transparent, clear, and timely manner and consistently meet the requirements of market regulatory authorities and securities market regulations to maintain the confidence of institutional Investors.

D. Disclosure and Transparency

- Financial transparency: The Company discloses financial information fully, accurately, and promptly, including annual financial statements, interim reports, and other material financial information;
- Non-financial information: The Company also discloses non-financial information on environmental, social, and governance (ESG) matters, supporting Investors and Stakeholders;
- Disclosure of corporate governance information: Companies should disclose information on their governance structure, including the composition and activities of the BOD, Committees, and corporate governance policies;
- Monitoring and review mechanisms: Establish monitoring and review mechanisms to ensure that disclosed information is accurate and reliable.

E. The Responsibilities of the Board

- BOD Members are assigned clear functions and responsibilities and act in the best interests of the Company
- Ensure an adequate number of Independent BOD Members; during FY2023–2024, AgriS had 2/7 Independent BOD Members;
- The Chairlady of the BOD fulfills her responsibilities for the effectiveness of the BOD and is fully separate from the CEO;
- Establish an effective Internal Audit process and an Internal Audit function under the supervision of the BOD and Audit Committee.

Corporate Governance Report and Analysis (continued)

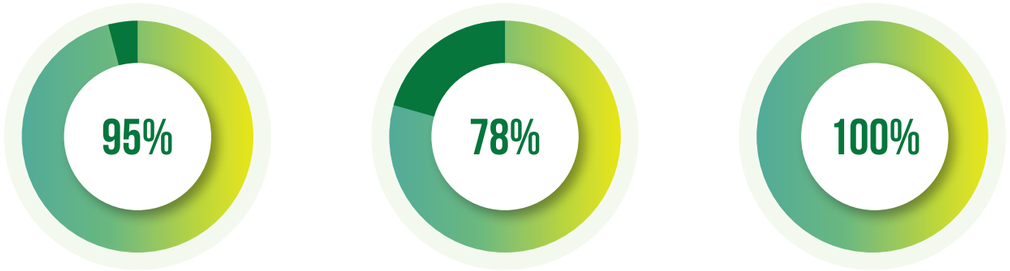
F. Sustainability and Resilience

- Risk Management: The Company establishes effective Risk Management systems to identify, assess, and mitigate risks that may affect business operations and the Company's resilience;
- Sustainable Development: The Company integrates sustainability factors into its business strategy, including ESG matters, to ensure long-term and sustainable development. AgriS implements its sustainable development strategy through carbon neutrality initiatives, focusing on the development of organic raw material areas and diversifying the crop-based product value chain toward achieving Net Zero by 2035;
- Transparency and disclosure: Ensure that the Company discloses information related to sustainability activities and resilience transparently and in a timely manner, enabling Investors and other Stakeholders to make informed decisions;
- Innovation and adaptation: AgriS proactively develops innovation and adaptation plans in response to changes in the market and business environment, with the aim of maintaining and enhancing competitiveness;
- Social responsibility: AgriS fulfills its social responsibility, including contributing to the development of local communities while protecting the environment.

BASED ON THE 2024 ASEAN CORPORATE GOVERNANCE SCORECARD (ACGS)

In 2024, the ASEAN Corporate Governance Scorecard was updated and its latest version was published, placing greater emphasis on sustainability, transparency in governance, and the integration of Environmental, Social, and Governance (ESG) factors into corporate practices. At the same time, the 2024 ASEAN Scorecard enhanced its assessment criteria to align with the G20/OECD Principles of Corporate Governance 2023, comprising 149 questions in the Standard Scorecard, 18 questions in the Bonus Scorecard, and 26 questions in the Penalty Scorecard.

FY 2025-2026, AgriS continued to achieve a good completion rate of 181 out of 193 scorecards, corresponding to 94%. A total of 141 out of 149 Standard Scorecards were completed at a good level, reaching 95%. The Bonus Scorecards achieved a good completion rate of 14 out of 18, reaching 78%, while the Penalty Scorecards maintained a perfect completion rate of 26 out of 26, reaching 100%.



Source: AgriS



ASSESSMENT OF AGRIS'S CORPORATE GOVERNANCE PRACTICES BASED ON THE 2024 ASEAN CORPORATE GOVERNANCE SCORECARD

A. RIGHTS AND EQUITABLE TREATMENT OF SHAREHOLDERS

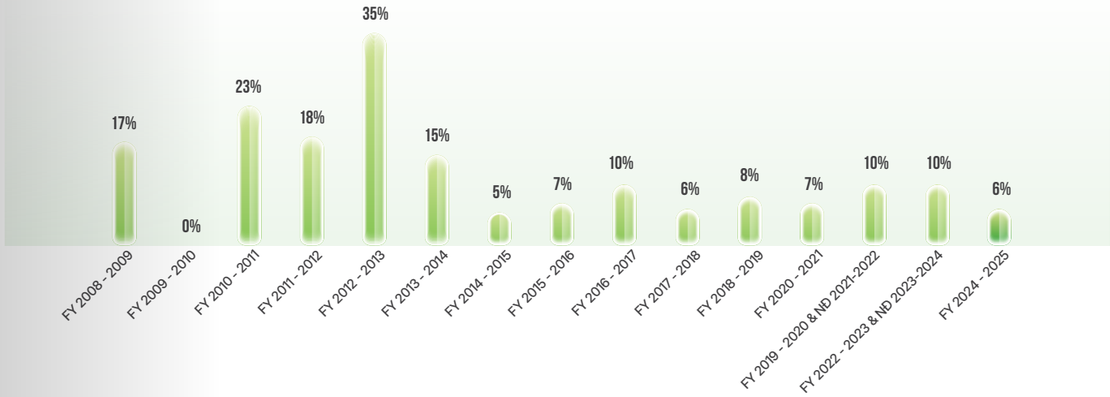
A.1 Basic Shareholder Rights

A.1.1 Dividend Policy

Since its official listing in 2008, the Company has consistently maintained its dividend policy, considering it one of its key commitments to Shareholders. This policy has been flexibly implemented through both cash and stock dividends.

At the Annual General Meeting of Shareholders for FY2024–2025 held on December 6, 2025, *Resolution No. 05/2025/NQ-ĐHĐCĐ* approved the plan to pay a 6% stock dividend for FY2024–2025. Subsequently, the Company disclosed the *Results of share issuance*, and completed the dividend payment under this resolution within only four months, according to the Report on the Results of the Share Issuance for Dividend Payment dated April 29, 2026, published on the Company's website. This was earlier than the six-month statutory requirement, demonstrating the Company's proactive approach and orientation toward good corporate governance practices.

The Company's Dividend Payments Across Fiscal Years



A.2 The rights to effective participation and voting at the General Meeting of Shareholders, and to be informed of the rules, including voting rules, that govern General Meetings

A.2.1 Shareholders have the absolute right to express their opinions on agenda items, including the approval of the remuneration of the Board of Directors (BOD), including proper at the General Meeting of Shareholders

Point a, Clause 2, Article 11 of the Company's Charter provides:

"Article 11. Rights of shareholders

2. A shareholder who owns ordinary share shall have the following rights:

a. To attend and give an opinion at the General Meeting of Shareholders and exercise the right to vote through their authorized representative or through other forms in accordance with the Charter and the law. Each ordinary share has one vote;"

Accordingly, Shareholders have the right to vote on all matters within the authority of the General Meeting of Shareholders, including the annual approval of remuneration, bonuses, and other benefits for the BOD.

At the Annual General Meeting of Shareholders for FY2024–2025, Resolution No. 08/2025/NQ-ĐHĐCĐ approved the remuneration for the BOD, Person in Charge of Corporate Governance, and Company Secretary for FY2025–2026 in the amount of VND 20 billion.

A.2.2 Right to nominate and stand for election to the BOD

AgriS always upholds the principles of transparency, fairness, and absolute respect for the election and nomination rights of shareholders. Not only controlling shareholders but any shareholder or group of shareholders holding 10% or more of the total ordinary shares has the right to nominate candidates for the Board of Directors, in accordance with legal regulations.

Clause 2, Article 24 of the Company's Charter stipulates:

"Article 24. Members and office terms of members of the Board of Directors

Shareholders and groups of shareholders owning 10% or more of the total number of voting shares have the right to nominate candidates of the Board of Directors in accordance with the Charter of the Company and must notify the Board of Directors at least 03 working days before the date for submitting the answered questionnaire to the company. Shareholders or groups of shareholders owning from 10% to less than 20% of voting shares have the right to self-nominate, nominate one (01) candidate; from 20% to less than 30% of the total number of voting shares have the right to self-nominate, nominate up to two (02) candidates; from 30% to less than 40% of the total number of voting shares have the right to self-nominate, nominate up to three (03) candidates; from 40% to less than 50% of the total number of voting shares have the right to self-nominate, nominate up to four (04) candidates; from 50% to less than 60% of the total number of voting shares have the right to self-nominate, nominate up to five (05) candidates; 60% or more of the total number of voting shares have the right to self-nominate, nominate the full number of candidates."

Corporate Governance Report and Analysis (continued)

A.2.3 Right to elect members of the BOD

The company fully allows shareholders to elect each member of the BOD through a cumulative voting mechanism, ensuring transparency, fairness, and the direct participation of shareholders in corporate governance.

Clause 5, Article 20 of the Company's Charter stipulates:

"Article 20. Approval of decisions of the General Meeting of Shareholders

5. The vote on the election of the members of the Board of Directors shall be conducted by voting according to the ownership share of shareholders or the cumulative voting. The method to elect a member of the Board of Directors in accordance with the provisions of this Charter.

In case voting for the election of members of the Board of Directors by the method of cumulative voting, each shareholder or authorized representative of the shareholder who has the total number of votes corresponding to the total number of shares owned or total number of representative shares multiplied with the number of elected members of the Board of Directors and each shareholder are entitled to put all of their votes into one or several candidates.

The method of cumulative voting shall be set by the Election Rules.

The elected members of the Board of Directors shall be determined according to the number of votes from high to low, starting from the candidates with the highest number of votes until the required number of members of the Board of Directors (ensuring minimum ratio of number of independent members of Board of Directors) as stipulated in the Charter of the Company. To ensure the minimum number of independent members of Board of Directors in accordance with Clause 1, Article 24 of this Charter, independent candidates of the Board of Directors shall be selected first (in the number of votes from high to low for independent candidates). After selecting enough independent members of the Board of Directors, the selection of the remaining members of the Board of Directors will be calculated by the number of votes from high to low (including the non-independent candidates and the remaining independent candidates).

In cases two (02) or more candidates reach the same number of votes for the last member of the Board of Directors, they shall be re-elected among candidates of equal number of votes selected according to the Election Rules. In case there are not enough members of the Board of Directors or independent members of the Board of Directors, the General Meeting of Shareholders will proceed to re-elect until the required number of shareholders has been reached."

A.2.4 Disclosure of voting procedures before the AGM

To facilitate shareholders in exercising their voting and election rights, the Company annually discloses the voting procedures in the Working Regulations before the AGM date:

Article 5: Conditions and methods for Delegates to attend the GMS and vote electronically

Article 6: Method for recording Delegates' votes

Article 7: Electronic voting period

Article 9: Rights and Obligations of Delegates attending the Meeting

Article 15: Voting at the Meeting

Article 16: Passing resolutions at the Meeting

A.2.5 Discussion at the most recent AGM

Commitment to transparent dialogue and respect for shareholder rights

At the most recent Annual General Meeting of Shareholders (AGM), the Company reaffirmed its commitment to creating conditions for shareholders to fully exercise their rights, especially the right to be provided with information, the right to raise questions, and the right to contribute opinions.

Within the framework of the meeting, the Company always allocates adequate time to listen to opinions and questions from shareholders, without limitation on the scope of topics. All questions are received and answered directly by the Board of Directors and the Board of Management at the meeting, and are also recorded in the meeting minutes and publicly disclosed in accordance with regulations, within 24 hours after the event concludes.

Please refer to the Minutes of the Annual General Meeting of Shareholders on the Company's Website, in the Investor Relations, General Meeting of Shareholders section.

A.2.6 Disclosure of the vote tally results of the most recent AGM

During AGM, based on the vote tally report, the Vote Counting Committee will check, consolidate, and report the results for each agenda item and the election results (if any) to the Chairperson. The vote tally and election results are announced by a representative of the Vote Counting Committee right before the closing of the meeting and are recorded in the GMS Meeting Minutes.

A.2.7/A.2.8 List of BOD Members and General Director who attended the most recent AGM

At the Extraordinary General Meeting (EGM) for FY 2024-2025, all BOD members (5/5 members, 100%) and the General Director of the Company were in attendance. This information is also recorded in the Meeting Minutes, Section II.3 "Statement of purpose and introduction of attendees." The minutes were disclosed within 24 hours of the meeting's conclusion.

Please refer to the Minutes of the EGM for FY 2024-2025 on the Company's Website, in the Investor Relations, General Meeting of Shareholders section.

A. 2.9/2.10 Voting Methods

The company always creates the best possible conditions to help shareholders fully exercise their rights and obligations, including allowing for absentee voting and the use of ballots (not voting by a show of hands) at the AGM..

Clause 2, Article 12 of the Company's Charter stipulates:

"Article 12. Obligations of shareholders

2. To participate in the meetings of the General Meeting of Shareholders and exercise the right to vote through the following forms:

a. Participating in and exercising the right to vote directly at the meeting.

b. Authorizing other individual(s), organization(s) to participate in and exercise the right to vote at the meeting.

c. Participating in and exercising the right to vote via online meeting, using electronic votes or other electronic forms.

d. Sending votes to the meeting via mail, fax, email.

e. Sending votes to the meeting via other forms in accordance with the Charter."

In addition, Point a, Section VI.2.6 of the Internal Regulations on Corporate Governance stipulates:

"VI.2.6. Voting methods, vote counting, and approval of GMS resolutions at GMS meetings

a) Voting methods

i) When registering shareholders, the Company shall issue each shareholder or authorized voting representative with one (01) voting card, which states the registration number, name of the shareholder, name of the authorized representative, and the number of votes of the shareholder. The General Meeting of Shareholders shall discuss and vote on each matter included in the meeting agenda. Voting shall be conducted by voting for approval, against, or with no opinion.

ii) To facilitate shareholders, the Company may use computer programs, software, and information technology services in voting. The Company shall provide specific instructions when applying these forms of voting.

iii) Where the Company holds an Annual or Extraordinary General Meeting of Shareholders through an online meeting or a combination of in-person and online meetings, shareholders shall vote electronically or through other electronic forms in accordance with the Regulations on Meeting Organization and Voting issued by the BOD."

A. 2.11 Independent Party Participating in Vote Counting at the AGM

The Company always emphasizes transparency, objectivity, and fairness in vote counting at GMS meetings.

Clause 6, Article 21 of the Company's Charter stipulates:

"Article 21. Authority and procedures for ratifying rersolutions of the General Meeting of Shareholders by questionnaire survey

6. The Board of Directors shall count the votes and make a vote counting record in the witness of shareholders who do not hold managerial positions in the Company.

Members of the Board of Directors, vote counters and vote-counting supervisor shall be jointly liable for the truthfulness and accuracy of the vote counting record; To be jointly and severally liable for losses arising from decisions adopted due to untruthful or inaccurate counting of votes;

At the Annual General Meeting of Shareholders for FY2024–2025, the GMS approved the composition of the Vote Counting Committee, which included an independent shareholder, Ms. Nguyen Thi Loan, participating in the vote-counting process to ensure transparency and objectivity. This information was recorded in the Minutes of the Annual General Meeting of Shareholders for FY2024–2025, Section 3.e.

A.2.12 Disclosure of Information on Voting Results

The voting results for all AGM Resolutions are disclosed in the Meeting Minutes, which are published publicly and promptly within 24 hours of approval.

Article 22 of the Company's Charter stipulates:

"Article 22. Minutes of the General Meeting of Shareholders

1. The meeting of the General Meeting of Shareholders shall be recorded in the Minutes and may be recorded or saved in electronic form. The Minute must be made in Vietnamese, may be made in foreign language and must contain the following information: [...]

e. Summary of progress of the meeting, comments at the meeting on each issue on the agenda.

f. Total number of shareholders and votes participating in the meeting, list of shareholders and shareholders' representatives participating in the meeting together with corresponding number of shares and votes.

g. Total number of votes for each issue, voting method, total number of valid, invalid, approval, disapproval and abstention votes; corresponding percentage over the total number of votes of attending shareholders.

h. Matters that have been passed and percentage of approving vote; [...]

3. The Minutes of the General Meeting of Shareholders, the appendix of the list of shareholders attending the meeting, the Resolutions which were passed and the documents attached to the meeting invitation announcement shall be kept at the head office of the company. [...]

5. Minutes, Resolutions of the General Meeting of Shareholders that have been passed must be posted on the website of the Company and disclosed in accordance with the laws within twenty four (24) hours from the time of passing."

The AGM for FY2024–2025 was held on December 6, 2025, and the Minutes of the GMS and GMS Resolutions were disclosed on December 7, 2025. At the EGM for FY2025–2026 held on July 24, 2026, the Minutes of the GMS and GMS Resolutions were disclosed on July 25, 2026.

A.2.13/A.2.14 Pre-General Meeting Stakeholders (GMS) Disclosure

The company always ensures that notice for both annual and extraordinary GMS is given at least 21 days in advance, and simultaneously discloses information on the items requiring GMS approval.

Clause 3, Article 17 of the Company's Charter stipulates:

"Article 17. Convening of the General Meeting of Shareholders, meeting agenda and announcement of the General Meeting of Shareholders

3. The meeting invitation announcement of the General Meeting of Shareholders shall be sent to all shareholders by a method guaranteed to reach the contact addresses of shareholders and posted on the websites of the Company, State Security Commission of Viet Nam and the Stock Exchange where the Company's shares are listed or registered. The convener of the General Meeting of Shareholders shall send invitations to all shareholders on the list of eligible shareholders to attend the meeting in the General Meeting of Shareholders at least twenty-eight (28) days before the opening date (from the day on which the invitation is validly sent). The meeting agenda and documents related to the issues to be voted on at the General Meeting of Shareholders shall be posted on the Company's website and the meeting invitation announcement shall specify the website address and links to all documents for shareholders to access, including:

Corporate Governance Report and Analysis (continued)

a. The agenda and documents used in the meeting.

b. List and details of applicants (in case of known candidates) when electing members of the Board of Directors;

c. Voting cards;

d. Draft resolutions for each issue on the agenda;"

The AGM for FY2024–2025 was held on December 6, 2025, and the Minutes of the GMS and GMS Resolutions were disclosed on December 7, 2025.

At the EGM for FY2025–2026 held on July 24, 2026, the Minutes of the GMS and GMS Resolutions were disclosed on July 25, 2026.

A.2.15 Shareholder rights to propose agenda items and convene a GMS

The Company's shareholders have the right to contribute discussion topics to the shareholder agenda and the right to convene a GMS, as stated in

Points a and d, Clause 3, Article 11 of the Company's Charter:

"Article 11. Rights of shareholders

3. Cổ đông hoặc nhóm cổ đông sở hữu từ 05% trở lên tổng số cổ phần phổ thông có các quyền sau:

a. Request the Board of Directors to convene a General Meeting of Shareholders in any of the following cases. The convening must be carried out in accordance with Article 17 of this Charter, when:

(i) The Board of Directors seriously violates the rights of shareholders, the duties of management, or makes decisions beyond their delegated authority.

(ii) Other cases as stipulated in this Charter.

d. Propose issues to be included in the agenda of the General Meeting of Shareholders. The proposal must be in writing and submitted to the Company no later than 03 (three) working days before the meeting commences. "

A.3 The market for corporate control should be allowed to function in an efficient and transparent manner

A.3.1 Authority to approve merger and acquisition projects:

Point d, Clause 1 and Point h, Clause 3, Article 14. Rights and obligations of the General Meeting of Shareholders of the Company's Charter: grants the GMS the right and duty: To make decisions on investing or selling assets valued at seventy (70) or more per cent of the total value of assets recorded in the latest financial statements of the Company;"

Point h, Clause 2, Article 13. Roles, rights and obligations of the Board of Directors of the Internal Regulations on Corporate Governance stipulates the BOD has the power and responsibility: "To decide on investment or sale of assets valued at less than 70% of the total value of assets recorded in the latest financial statement of the Company ;"

A.4 Facilitating the Exercise of Ownership Rights by All Shareholders, Including Institutional Investors

A.4.1 Programs and Activities to Encourage Shareholder Participation Outside the GMS Framework

On an annual basis, the Company organizes various events alongside the GMS to encourage shareholder participation in the General Meeting of Shareholders.

Annual Investor and Stakeholder Meeting and Dialogue Program:

- **"AgriS Stakeholder Meeting 2025" held on October 10, 2025",** ahead of the Annual General Meeting of Shareholders for FY2024–2025, with the participation of more than 130 professional Investors and leading Financial Institutions, including Securities Companies, Investment Funds, Banks, Financial Press, and domestic and international Partners. The event was part of AgriS's annual strategic dialogue series, aimed at strengthening connections with the capital market, promoting information transparency, and building a foundation for long-term cooperation between the Company and the investment community.
- **SSI Earnings Call (January 29, 2026):** AgriS updated more than 20 representatives from domestic and international investment funds and securities companies on its business results, creating an opportunity for the Company to engage directly with the investment community on operating results, business prospects, and growth drivers for the next stage.
- **Working Session with Taiwanese Financial Institutions (March 19, 2026):** AgriS connected and worked with leading financial institutions such as First Commercial Bank and E.Sun Commercial Bank, securities companies, and investment funds within the E.Sun Financial Holding and First Financial Group ecosystems, as well as other financial partners, thereby expanding its international investor network and promoting cooperation opportunities in the capital market.
- **VNDIRECT Earnings Call (August 14, 2026):** The program was attended by 15 representatives from investment funds, securities companies, and financial institutions, providing an opportunity for AgriS to update investors on Q4 and FY2025–2026 business results, the progress of plans and projects, and strategic directions through 2030, while directly discussing matters of interest to Investors.

In addition, the Investor Relations (IR) Department maintains information disclosure activities and provides bilingual information to Stakeholders in a truthful, timely, and transparent manner:

	INFORMATION DISCLOSURE ACTIVITIES	DIVERSE INFORMATION CHANNELS
	Proactively Providing Information to Current and Potential Investors/Shareholders	
1	Information Disclosure in accordance with applicable regulations and toward higher international standards.	• Company Website • Information Disclosure Portals of the SSC, HOSE, and HNX
2	Proactively disclose material information assessed as having an impact on the interests of Investors/Shareholders.	• Company Website • Email to Shareholders, Investors, and Partners
3	Ensure that information provided to Investors/Shareholders accurately reflects the substance of the Company's information and operations.	• Company Website • Information Disclosure Portals of the SSC, HOSE, and HNX • Email to Shareholders, Investors, and Partners
	Enhancing Market Value, Recognition, and Stock Liquidity	
4	Provide and explain the Company's financial information on a quarterly basis.	
5	Prepare the Annual Report in accordance with legal requirements, the IIRC international framework, and other advanced standards and best practices. The Annual Report is independently supervised and assessed by the Company's Internal Audit Department.	• Company Website • Information Disclosure Portals of the SSC, HOSE, and HNX • Email to Shareholders, Investors, and Partners
6	Prepare the Sustainability Report in accordance with the GRI Standards and continue to obtain Limited Assurance from a Big4 audit firm for certain material indicators.	
7	Proactively update relevant criteria and coordinate with the Board of Management and relevant departments to meet the conditions and standards for SBT shares to remain included in important HOSE and VNSI indices, while enhancing access for institutional investors.	• Mass media • Press
8	Exchange and provide information to analysts of securities companies, investment funds, and financial institutions for the preparation of analysis reports and valuation of SBT shares.	• Investment conferences organized online by securities companies • Email and meetings with financial experts • AgriS-organized events
	Actively connect and communicate with investors/shareholders	
9	Periodically update Investors, Shareholders, financial experts, and Partners on the Company's developments and activities via email.	• Company Website • Email to Investors, Shareholders, financial experts, and Partners
10	Organize in-person and online events (Conference Calls) with Investors/ Shareholders and financial experts.	• In-person or through online channels
11	Actively participate in domestic and international capital market events organized by financial institutions.	• Domestic and international investment and capital market conferences, held in person or through online channels
12	Update the Company's activities through periodic Investor Newsletters, the website, and email for Investors, Shareholders, financial experts, and Partners.	• Company Website • Email to Investors, Shareholders, financial experts, and Partners

Corporate Governance Report and Analysis (continued)

A.5 Shares and Voting Rights

A.5.1 The company currently has two types of shares: ordinary shares and preference shares. The Company always publicly discloses the number of votes attached to each type of share in the Company's Charter, on its website, and in periodic reports sent to the Stock Exchange.

Clauses 1 and 2 of Article 5 of the Company's Charter stipulate:

"Article 5. Charter capital, shares, founding shareholders

1. The charter capital of the Company is VND 9,280,263,750,000 (In words: Nine thousand two hundred eighty billion two hundred sixty-three million seven hundred fifty thousand Vietnamese dong). The total charter capital of the Company is divided into 928,026,375 (Nine hundred twenty-eight million twenty-six thousand three hundred seventy-five) shares with a par value of VND 10,000/share. Of which:

a. Number of common shares: 906,415,042 (Nine hundred six million four hundred fifteen thousand forty-two);

b. Number of convertible dividend preference shares: 21,611,333 (Twenty-one million six hundred eleven thousand three hundred thirty-three) shares.

The Company may increase or decrease its charter capital when approved by the General Meeting of Shareholders and in accordance with the law.

2. Shares of the Company on the date on which this Charter is adopted comprise ordinary share and convertible preference share. The rights and obligations of common shares are provided in Article 11 and Article 12 of this Charter."

Point a, Clause 2, Article 11 of the Company's Charter stipulates:

"Article 11. Rights of shareholders

2. A shareholder who owns ordinary share shall have the following rights:

a. To attend and give an opinion at the General Meeting of Shareholders and exercise the right to vote at the General Meeting of Shareholders or through his/her authorized representative or through other forms in accordance with the Charter and the laws. Each ordinary share has one vote.;"

A.6 General Meeting Stakeholders Notice

A.6.1 Each GMS Resolution is presented as a separate matter, without combining two or more independent matters into one matter for submission to the GMS for approval. Each approved resolution is disclosed within 24 hours.

The approval and disapproval ratios for each Resolution are specifically stated in the Minutes of the GMS and disclosed within 24 hours after approval.

At the Annual General Meeting of Shareholders for FY2024–2025, each GMS Resolution each GMS Resolution pertained to a single subject. Specifically:

- Resolution No. 01/2025/NQ-ĐHĐCĐ dated December 6, 2025 on approval of the Board of Management's business performance report for FY2024–2025 and business plan for FY2025–2026;
- Resolution No. 02/2025/NQ-ĐHĐCĐ dated December 6, 2025 on approval of the BOD's report on the performance of duties for FY2024–2025 and operating direction for FY2025–2026;
- Resolution No. 03/2025/NQ-ĐHĐCĐ dated December 6, 2025 on approval of the Audit Committee's activity report for FY2024–2025 and plan for FY2025–2026;
- Resolution No. 04/2025/NQ-ĐHĐCĐ dated December 6, 2025 on approval of the audited separate and consolidated financial statements for FY2024–2025 (July 1, 2024 – June 30, 2025);
- Resolution No. 05/2025/NQ-ĐHĐCĐ dated December 6, 2025 on approval of the profit distribution plan for FY2024–2025 (July 1, 2024 – June 30, 2025);
- Resolution No. 06/2025/NQ-ĐHĐCĐ dated December 6, 2025 on approval of the production and business plan and profit distribution ratio for FY2025–2026;
- Resolution No. 07/2025/NQ-ĐHĐCĐ dated December 6, 2025 on approval of the selection of an independent audit firm to audit the financial statements for FY2025–2026;
- Resolution No. 08/2025/NQ-ĐHĐCĐ dated December 6, 2025 on approval of the remuneration of the BOD for FY2025–2026;
- Resolution No. 09/2025/NQ-ĐHĐCĐ dated December 6, 2025 on approval of the registration, depositary registration, and bond listing;
- Resolution No. 10/2025/NQ-ĐHĐCĐ dated December 6, 2025 on approval of the convertible bond issuance plan;
- Resolution No. 11/2025/NQ-ĐHĐCĐ dated December 6, 2025 on approval of the Company's development strategic direction for 2025–2030;
- Resolution No. 12/2025/NQ-ĐHĐCĐ dated December 6, 2025 on approval of the share issuance plan for FY2024–2025 dividend payment.

Please refer to the Minutes and individual Resolutions approved at the AGM for FY2024–2025 on the Company's Website, under Investor Relations, General Meeting of Shareholders.

A.6.2 Language of Notice and Meeting Documents

All disclosures of GMS notices, documents, and meeting minutes are provided in both Vietnamese and English and published at the same time.

Please refer to the GMS disclosure documents on the Company's Website, under Investor Relations, General Meeting of Shareholders.

A.6.3 Disclosure of Candidates for BOD Election

In the case of an election of BOD Members, before the GMS, the profiles of BOD Members/candidates to be elected or re-elected shall be disclosed on the Company's website.

At the EGM for FY2025–2026, the Company disclosed the profiles of candidates for election to the BOD, namely Ms. Dang Huynh Uc My and Mr. Thai Van Chuyen.

Please refer to the disclosures of profiles of candidates for election to the BOD on the Company's Website, under Investor Relations, General Meeting of Shareholders.

A.6.4 Selection of an Independent Audit Firm

The selection of an independent audit firm is an item submitted to the GMS, presented in the GMS meeting documents, and disclosed by the Company at least twenty-one (21) days before the opening date of the meeting.

TAt the Annual General Meeting of Shareholders for FY2024–2025, the Company disclosed Submission No. 04 regarding the selection of an independent audit firm to audit the Financial Statements for FY2025–2026.

As a result, Resolution No. 07/2025/NQ-GMS of the General Meeting of Shareholders approved the selection of an independent audit firm to audit the Financial Statements for FY2025–2026. Accordingly, the BOD was authorized to select one of the four audit firms from the aforementioned list.

For more information, please refer to the information disclosure regarding Proposal No. 04 and Resolution No. 07/2025/NQ-GMS on the Company's website, under Investor Relations, General Meeting of Shareholders.

A.6.5 Authorizing for attendance form and Voting at the GMS

The Company always strives to create the most favorable conditions for shareholders to fully exercise their rights and obligations. In cases where shareholders cannot attend the GMS, the Company sends an Invitation Letter with an attached Authorizing for attendance form and voting to all Shareholders. The Authorizing for attendance form is also part of the GMS document package and is disclosed by the Company at least twenty-one (21) days before the opening date of the meeting. Shareholders can also create their own Authorizing for attendance form in accordance with civil law, which must clearly state the name of the authorized individual or organization and the number of shares being authorized.

Please refer to the disclosure of the Authorizing for attendance form and voting on the Company's Website, in the Investor Relations, General Meeting of Shareholders section.

A.7 Internal Trading and Abusive Self-Dealing

A.7.1 Reporting of Share Transactions by BOD Members

The Company strictly complies with legal regulations and proactively monitors the trading information of Internal people. In the event of a share transaction by an internal person (BOD members, Board of Management, and other internal people as defined by law) and their related persons, the Company ensures information disclosure is made at least 03 working days before the proposed transaction date on the Company's website and sent to relevant authorities such as the Stock Exchange and the Securities Commission.

FY 2025-2026, the Company had no violations related to the disclosure of share transactions by internal people and their related persons.

Please refer to share transactions by internal people and their affiliated people in the Annual Report for FY 2025-2026, stock Information section, pages 258.

A.8 Transactions with Related Parties of BOD and BOM

A.8.1 A Sub-committee Comprising Independent BOD Members Reviews Related Party Transactions

To enhance transparency and risk control in corporate governance, and to comply with current legal regulations, the Company's BOD issued a Policy on Related Party Transactions under Resolution No. 51i/2024/QĐ-HĐQT dated September 17, 2024.

Clause 6.3, Article 6 of the Policy on Related Party Transactions stipulates:

"Article 6. Review and Approval

6.3 RPTs above the Materiality Threshold must be reported to the Audit Committee(*) under the BOD for review and to provide a clear recommendation to the BOD for approval as follows:

a. All RPTs with a value above the Materiality Threshold and below 10% of the Company's annual consolidated revenue, according to the latest available audited financial statements, shall be approved (or rejected) by the BOD, but must comply with the Company's Charter, Laws, and Vietnamese regulations, if required.

b. All RPTs with a value exceeding 10% of the Company's annual consolidated revenue, according to the latest available audited financial statements, shall be approved (or rejected) by the General Meeting of Shareholders, but must comply with the Company's Charter, Laws, and Vietnamese regulations, if required."

(*) The Company's Audit Committee consists entirely of independent BOD members

A.8.2 BOD Members Do Not Participate in BOD Meetings Concerning Activities or Transactions in Which They Have a Conflict of Interest

In the Company's Charter and the Policy on Related Party Transactions, the Company clearly stipulates that a BOD member shall not participate in meetings concerning activities or transactions in which that member has a conflict of interest.

Clause 4, Article 35. Honesty and avoiding conflicts of interests of the Company's Charter and Point iv, Clause 5.2, Article 5. Compliance with Legal and Regulatory Requirements of the Policy on Related Party Transactions stipulates: *"A member of the Board of Directors may not vote on transactions which bring interest to such member or his/her related people in accordance with the Law on Enterprises and this Charter."*

Corporate Governance Report and Analysis (continued)

A.8.3 Policy on Granting Loans to BOD Members

In the Company's Charter and the Policy on Related Party Transactions, the Company has clear regulations on granting loans to BOD members.

Clause 8, Article 35. Honesty and avoiding conflicts of interests of the Company's Charter and Point 3, Clause 5.4, Article 5. Compliance with Legal and Regulatory Requirements of the Policy on Related Party Transactions stipulates:

"The company is only allowed to implement the following transactions upon approval of the General Meeting of Shareholders:

a. Provide loans or guarantees to members of the Board of Directors, the Chief Executive Officer and other managers who are not shareholders and their related individuals or organizations.

In the case of provision of loans or guarantees to related organizations of members of the Board of Directors, the Chief Executive Officer and other managers and the company and such organization are companies of the same group or companies operating in group of companies, including parent company - subsidiaries, or an economic group, under the authority approved by the Board of Directors.

b. Contracts or transactions for borrowing or sale of assets valued at more than 10% of the total asset value stated in the latest financial statements between the company and a shareholder holding 51% or more of the total number of voting shares or related person of such shareholder. "

A.9 Protection of Minority Shareholders from Abusive Actions in Related Party Transactions

A.9.1/A.9.2

AgriS has issued a Policy on Related Party Transactions under Resolution No. 51i/2024/QĐ-HĐQT dated September 17, 2024, to prevent conflicts of interest and protect the rights of minority shareholders. This policy establishes mandatory principles for the identification, review, approval, and disclosure of all transactions that could create special benefits for major shareholders, Company management, or related parties. Specifically:

"4.10 The following are the general and specific purposes related to RPTs:

a. All RPTs must comply with arm's-length market terms and conditions, including but not limited to the value and timing of the respective transaction. All RPTs must be strictly reviewed and follow the approval (or rejection) process and be publicly disclosed.

b. Any RPT of the Company must be an objective transaction, and even potential conflicts of interest should be avoided. If an RPT leads to a classification or incurrence of loss, the Company must assess the control factors, review the position of the respective Related Party within the Company, and the Company's position regarding the transaction.

c. There must be specific documentation or a detailed agreement for the RPT, both for recurring and one-time transactions.

Article 5. Compliance with legal and regulatory requirements

5.1 Article 164 of the Law on Enterprises 2020 and the Company's Charter,

5.2 Articles 291, 292, 293, and 294 of Decree 155/2020/ND-CP and the Company's Charter

5.3 Article 292. Transactions with related persons and the corresponding clauses in the Company's Charter

5.4 Article 26. Transactions with shareholders, corporate managers, and their related persons and the corresponding clauses in the Company's Charter

5.5 Other relevant provisions under Vietnamese Law and IFRS.

6.1 The BOD will distinguish between non-material RPTs with relatively insignificant impact on the Company and material RPTs with greater importance and impact. The materiality threshold for the Company is 5% of the total asset value according to the latest Financial Statements (Materiality Threshold). For clarity, the Materiality Threshold does not apply to transactions with Related Parties as defined by law. RPTs under the law are reviewed and approved by the BOD or the GMS in accordance with the Law on Enterprises 2020, the Law on Securities 2019, and their guiding documents from time to time.

6.2 RPTs below the Materiality Threshold must be approved (or not approved) in the normal course of business by the Board of Management (MB) in compliance with this policy and the Company's delegation of authority, with quarterly and annual aggregate figures reported to the BOD and reported to shareholders in the financial statements.

a. The MB must be aware of the different types of risks that may arise from these activities, such as compliance risk and reputational risk.

b. Failure to adequately plan and manage RPTs can lead to violations of state regulations and may affect the Company's ability to grow and compete in both the short and long term.

6.3 RPTs above the Materiality Threshold must be reported to the Audit Committee under the BOD for review and to provide a clear recommendation to the BOD for approval as follows: a. All RPTs with a value above the Materiality Threshold and below 10% of the Company's annual consolidated revenue, according to the latest available audited financial statements, shall be approved (or rejected) by the BOD, but must comply with the Company's Charter, Laws, and Vietnamese regulations, if required."



B. SUSTAINABLE DEVELOPMENT AND RESILIENCE

B.1 Sustainability-related disclosures should be consistent, comparable, and reliable, and should include material retrospective and forward-looking information that a reasonable investor would consider important when making investment or voting decisions

B.1.1 With a pioneering orientation in sustainable development, the Company views ESG as a guiding principle throughout its strategy and business operations. AgriS not only adheres to international standards but also proactively assesses, identifies, and discloses material ESG topics based on international standards frameworks including GRI, ESRS, IFC, and SDBs in its FY2025-2026 Sustainability Report. This process highlights issues with the greatest impact on operational performance, corporate reputation, and the long-term interests of stakeholders. The material topics are specifically identified by the Company across three dimensions: Economic, Environmental, and Social.

B.1.2 The Company recognizes that climate change is not only a global risk but also a material factor directly affecting the agricultural value chain and the Company's long-term development strategy. The issue of climate change is integrated into many material topics that the Company has identified and reported on, such as Greenhouse Gas Emissions, Energy Management, Sustainable Water Management, Biodiversity Management, Waste Management, and more.

For more details, please refer to the FY2025–2026 Sustainability Report

B.1.3 The Company applies internationally recognized sustainability reporting frameworks, with a reporting focus based on international standards such as GRI, ESRS, IFC, and SDGs. Material topics in the Economic, Environmental, and Social dimensions are identified through an assessment process of their impact and stakeholder expectations, ensuring transparency and alignment with international best practices.

For more details, please refer to the FY2025-2026 Sustainability Report

B.1.4 The Company not only sets a sustainable development direction for itself but also discloses a clear roadmap with specific quantitative targets, reflecting the long-term commitment of the Board of Directors in the FYFY2025-2026 Sustainability Report. Key targets include:

- Net Zero 2035
- 100% Renewable Energy
- 100% IPM-applied sugarcane material area
- 100% "Zero-waste to landfill" Certification
- 95% of wastewater is reused
- 60% Additional Expansion of Organic Material Area
- 70% Additional Expansion of Bonsucro-certified Material Area

B.1.5 The results of the implementation of sustainable development goals against the proposed targets will be measured, evaluated, and disclosed in the Sustainability Report FY2025-2026.

B.1.6 In the Sustainability Report FY2025-2026, all content is presented fairly and reasonably, in strict compliance with current regulations, while also referencing and meeting advanced international governance standards.

In addition, certain key indicators in the Company's Sustainability Report are provided with limited assurance by the independent audit firm, Deloitte Vietnam Company Limited.

B.2 The corporate governance framework should provide for stakeholder dialogue to exchange views on sustainability matters

B.2.1/B.2.2 The Company identifies stakeholder engagement as a key foundation for sustainable corporate governance. The Company has established a systematic process to identify key stakeholder groups such as employees, shareholders/investors, and farmers/agri-entrepreneurs, those who have a direct impact on business performance and the Company's long-term development.

This process includes: (i) identifying direct and indirect stakeholders, (ii) assessing the level of influence and mutual dependence, (iii) consulting, dialogue, and receiving feedback through surveys, thematic workshops, periodic reports, investor relations activities, and direct communication channels, and (iv) integrating this feedback into action plans and development strategies.

As a result, the internal stakeholder consultation process becomes a two-way feedback mechanism, helping the Company to strengthen trust, enhance transparency, and ensure that all sustainable development decisions harmonize economic growth objectives, environmental protection, and stakeholder expectations.

Corporate Governance Report and Analysis (continued)

B.3 The corporate governance framework should ensure that the board gives due consideration to material sustainability risks and opportunities when performing its key functions of reviewing, monitoring and guiding governance practices, disclosures, strategy, risk management and internal control systems, including as they relate to climate-related physical and transition risks

B.3.1 The BOD reviews to ensure that the capital and debt structure is secure and aligned with the Company's strategic objectives.

The BOD periodically reviews and evaluates the capital structure, debt structure, and key financial indicators to ensure alignment with the Company's development strategy and defined risk appetite. As of June 30, 2026, the debt-to-equity ratio (D/E) stood at 1.35. The BOD assessed the Company's capital structure as reasonable and sound, with borrowings remaining below shareholders' equity. Short-term borrowings are primarily credit facilities serving working capital needs and are periodically renewed, in line with the Company's operating characteristics. On this basis, the Board of Directors continues to pursue the diversification of funding sources, increase the proportion of long-term funding, and proactively balance debt maturities to enhance the stability and sustainability of the capital structure, maintain the ability to meet financial obligations, and ensure a balance of interests among the Company, shareholders, creditors, and related stakeholders. The Company also publishes on its website policies on capital structure and liabilities management, which are cited from relevant provisions of the Company's Financial Management Regulations.

For further information on the Board of Directors' assessment of the capital and debt structure, please refer to the Annual Report for FY 2025-2026, Board of Directors' Report, Assessment of the Board of Directors' Performance, page 120.

For further information on the Policy on Capital Structure and Liabilities Management, cited from relevant provisions of the Financial Management Regulations please visit the Company's website under Corporate Information, Company Documents.

B.4 The corporate governance framework should recognise the rights of stakeholders established by law or through mutual agreements and encourage active co-operation between corporations and stakeholders in creating wealth, jobs, and the sustainability of financially sound enterprises.

B.4.1 Policies to protect customer interests

The Company continuously strives to protect and uphold customers' legitimate rights and interests by providing quality, safe, and transparent products and services. AgriS is committed to continuously improving production processes, enhancing service quality, and maintaining channels for receiving and responding to information in a timely, fair, and respectful manner. In addition, AgriS maintains a hotline to receive feedback on its products. The *Procedure for Receiving and Verifying Information on Violations* has also been developed and published on the Company's website under Corporate Information to ensure maximum protection of consumer rights.

B.4.2 Supplier selection

The Company has developed and applies a unified supplier/contractor selection process across its entire system, ensuring fairness, transparency, and compliance with legal regulations

The evaluation and selection are based on criteria including:

- Financial and technical capacity;
- Quality of products/services;
- Competitive pricing and cost-effectiveness;
- Compliance with legal standards, business ethics, and ESG (Environmental – Social – Governance) requirements.

In addition, the Company has issued and implemented a Supplier Code of Conduct, which sets out principles on legal compliance, business ethics, labor and human rights, occupational safety and health, and environmental protection. All suppliers are required to commit to compliance with this Code of Conduct as a prerequisite for cooperation.

For further information, please refer to the FY2025–2026 Annual Report, Regulations and Code of Conduct – Supplier Code of Conduct, page 160, and the Supplier Code of Conduct on the Company's website under Corporate Information, Company Documents.

B.4.3/B.4.4 The Company's efforts to build an environmentally friendly value chain, promote sustainable development, and make positive contributions to local communities are detailed in the Company's FY2025–2026 Sustainability Report and the Sustainability Policy on the Company's website under Corporate Information, Company Documents.

B.4.5 The Company implements strict procedures and control measures to prevent corruption, fraud, and conflicts of interest throughout its operations through internal control procedures, transaction approval mechanisms, and regulations on gifts and conflicts of interest. The Anti-Fraud and Anti-Corruption Regulations are published on the Company's website under Corporate Information, Company Documents.

B.4.6 The rights and interests of creditors are safeguarded by the Company through maintaining a sound and transparent financial structure and fully complying with financial commitments. The Company prepares periodic financial reports, makes timely information disclosures, and ensures the timely settlement of debt obligations.

The internal control system and financial risk management framework are established to closely monitor leverage ratios, liquidity, and debt repayment capacity. In addition, the Company maintains a credit rating of "vnA+" with a "Stable" outlook, as assessed by the independent credit rating agency SaigonRatings, reflecting strong financial capacity and a high level of reliability among creditors.

For further information, please refer to the Policy on Capital Structure and Liabilities Management, cited from relevant provisions of the Financial Management Regulations on the Company's website under Corporate Information, Company Documents.

B.4.7 In the FY2025–2026 Sustainability Report, the Company has disclosed in detail and transparently its material topics relating to Economic, Environmental, and Social aspects, identified based on international standards such as GRI, IFC, and SDGs. Each topic is clearly presented in terms of its context, management approach, implementation results, and key achievements, reflecting how the Company integrates ESG factors into its overall development strategy.

B.5 Where the interests of stakeholders are protected by law, stakeholders should have the opportunity to obtain effective redress for violation of their rights

B.5.1 The Company always creates favorable conditions for stakeholders to voice their concerns or file complaints regarding their rights. Contact information is publicly and transparently available on the Website in the Contact or Investor Relations sections, as well as in the Annual Report.

In addition, the Company has established an electronic and direct "Whistleblowing Channel" through the Risk Management & Compliance Department, which operates according to a clear process of receiving, processing, and responding, ensuring that information is fully recorded, handled promptly, and transparently.

Key Contact Information for AgriS:

- Head Office: Tan Phu Commune, Tay Ninh Province, Vietnam - Phone: (0276) 375 72 50
- Commercial Office: 63 Cao Thang, Ban Co Ward, Ho Chi Minh City - Phone: (028) 39 99 88 11
- Email: info@ttcagris.com.vn

Whistleblowing Channel:

- Hotline: 19001750
- Email: info.rm@ttcagris.com.vn

B.6 Mechanisms for employee participation should be permitted to develop

B.6.1/B.6.2/B.6.3 Policies on health, safety, and welfare; training and development programs; and performance-based rewards for employees

AgriS is committed to building a safe, fair, and sustainable working environment for all employees. In FY2025–2026, the Company continued to maintain and clearly disclose policies on health, safety, and employee welfare, while actively implementing training, development, and performance-based reward programs.

Health, Safety, and Welfare Policy

100% of employees at AgriS are covered by a collective labor agreement and are members of the grassroots trade union. Employee welfare is always guaranteed, including salary, bonuses, insurance, periodic health check-ups, housing support, and other welfare programs. Policies are always publicly disclosed to ensure all employees have access to complete and transparent information.

Training and Human Resource Development

AgriS implements various training programs focusing on developing professional expertise, management capabilities, and soft skills. The programs are developed based on a standardized competency framework and include post-training assessments to ensure effectiveness.

Performance-based Rewards and Recognition

AgriS's reward policy is designed with a performance-oriented approach (KPI), linked to long-term strategic objectives such as achieving VND 60,000 billion in revenue by 2030 and the commitment to Net Zero by 2035. Recognition takes various forms, including quarterly/annual bonuses, innovation awards, recognition at internal events, and engagement through performance initiatives that encourage continuous improvement.

For further details on employee policies, please refer to the FY2025–2026 Annual Report, Human Resources and Training, page 292, and the Company's FY2025–2026 Sustainability Report của Công ty.

B.7 Stakeholders, including individual employees and their representative bodies, should be able to freely communicate their concerns about illegal or unethical practices to the board and their rights should not be compromised as a result.

B.7.1/B.7.2 Whistleblowing Policy

The Company places strong emphasis on transparency and integrity in corporate governance and has therefore established comprehensive policies and procedures for receiving complaints and whistleblowing reports concerning violations of the law, unethical conduct, including corruption, by employees.

Whistleblowing channels and contact information are transparently disclosed on the website and in the Annual Report to ensure that all employees can easily access them. At the same time, the Company applies mechanisms to protect whistleblowers from any form of retaliation or discrimination, thereby encouraging employees to speak up, uphold ethical values and common interests, and contribute to building a fair, safe, and sustainable working environment.

Section 6.2.9 of the Code of Conduct stipulates:

"6.2.9. Reporting responsibilities

1. Employees are responsible for reporting to the relevant Authorised Approvers honestly, fully, clearly, accurately and on time. Where an urgent matter with an immediate effect on the Company's reputation must be addressed, an Employee is entitled to report beyond the ordinary reporting line, but must subsequently report the matter to their Line Manager.

2. Employees are responsible for reporting violations and suspected conduct that may constitute a breach of professional ethics or that may damage the reputation or business of the Company. Where an Employee finds it inconvenient to report in person, the Employee may report by telephone or by email to their Line Manager or to the Compliance Function.

Corporate Governance Report and Analysis (continued)

3. In all circumstances, the Company strictly prohibits any act of retaliation and/or punishment, victimisation or discrimination in any form against a person who reports or discloses in good faith a breach of professional ethics, a breach of the Company's internal regulations or a breach of the law. The mechanism for protecting persons who report violations (including confidentiality of identity, legal support, an independent reporting channel and a public reporting process) shall be applied strictly in accordance with the Company's prevailing Whistleblowing Reporting and Verification Procedure. Persons who report false information shall be regarded as having made a malicious accusation and shall be considered for handling in accordance with the law and/or the Company's regulations.

Where the Company conducts an examination or verification of a matter under the Whistleblowing Reporting and Verification Procedure, Employees are obliged to cooperate honestly, to provide all relevant information and documents in full, and must not conceal or destroy evidence."

In addition, the company has also established a systematic procedure for receiving and reporting violations and is committed to protecting the confidentiality of information and the whistleblower.

Points i and j of Clause c, Article 4 of the Procedure for Receiving and Verifying Information denouncing violations, published on the website, stipulate:

"Article 4. General Provisions

c. Receiving and Verification Committee

i. Confidentiality of Information:

The Company will protect the confidentiality of the information and identity of the person reporting/denouncing the violation. The identity of the reporter/denouncer will not be disclosed to anyone except: personnel of the Receiving and Verification Committee; experts, investigators appointed by the Receiving and Verification Committee; upon request by a competent state authority or as required by law.

When providing the identity of the reporter/denouncer in the cases mentioned above, the Receiving and Verification Committee will notify the reporter/denouncer in advance.

Individuals who leak or disclose information from the Whistleblowing Channel will be subject to disciplinary action according to internal regulations and relevant laws.

j. Protection of Whistleblowers/Denouncers:

Whistleblowers/denouncers will be protected from retaliation, discrimination, harassment, threats, or mistreatment. In cases where a whistleblower/complainant is affected, they may directly contact the Receiving and Verification Board through the whistleblowing channel for prompt support.

Individuals/organizations that intentionally cause harm or adversely affect the health/mental well-being of whistleblowers will be held accountable under the law."

The contact email for providing feedback and whistleblowing reports is publicly disclosed: info.rm@ttcagris.com.vn

C. DISCLOSURE AND TRANSPARENCY

C.1 Transparent Ownership Structure

C.1.1/C.1.2 Disclosure of Share Ownership by Major Shareholders

Information on shareholders holding more than 5% of shares is publicly disclosed on the Company's Website and in the Annual Report. Specifically, the shareholdings of major shareholders as of June 30, 2026 are as follows:

- Thanh Thanh Cong Investment JSC: 14.84%
- Legendary Venture Fund 1: 15.79%
- Ms. Dang Huynh Uc My: 13.93%
- Ms. Huynh Bich Ngoc: 7.32%

C.1.3 Disclosure of Share Ownership by BOD Members

For further details on the share ownership of BOD Members, please refer to the FY2025–2026 Annual Report, Introduction to the BOD, page 114.

C.1.4 Disclosure of Share Ownership by the Board of Management

For further details on the share ownership of the Board of Management, please refer to the FY2025–2026 Annual Report, Introduction to the Board of Management, page 240

C.1.5 Disclosure of Information on the Parent Company, Subsidiaries, Associates, and Joint Ventures

For further details on the parent company, subsidiaries, associates, and joint ventures, please refer to the FY2025–2026 Annual Report, Subsidiaries and Associates, page 68 and the Audited Financial Statements disclosed on the Company's Website.

C.2 Quality of the Annual report

C.2.1/C.2.2/C.2.3/C.2.4/C.2.5/C.2.6

The Company discloses its Annual Report to HOSE and the SSC, and publishes it on the Company's website within twenty (20) days from the issuance date of the audited annual Financial Statements. The AgriS Annual Report is presented fairly and reasonably, meeting advanced international standards and practices, and is aligned with the recommendations of the ASEAN Corporate Governance Scorecard. The report's design and layout are carefully crafted to ensure that information is presented completely, transparently, and in an accessible and understandable manner for Shareholders, Investors, and other parties interested in AgriS's operations. The structure of the FY2025–2026 Annual Report is as follows:

No.	Section	Main Content
1	Abbreviation	Abbreviations used in the report.
2	Table of Contents	The table of contents for the annual report.
3	Vision – Mission – Core Value	The Vision, Mission, and Core Values of AgriS.
4	Commitment to a true and fair of Annual Report	Affirmation of responsibility and commitment to the truthfulness, completeness, and reasonableness of the information presented in the report.
A	**AGRIS - IMPRINT OF THE YEAR**	
1	Message from the Chairlady of the BOD	Summarizes business results for FY2025-2026 and outlines the operation plan and direction for FY2025–2026 and subsequent years.
2	Message from the CEO	
3	Significant numbers of FY2024–2025	A summary of AgriS's key financial, production, and operational indicators in FY2025-2026.
4	Significant events of FY2025–2026	Important events and noteworthy milestones in AgriS's operations during FY2025–2026.
5	Significant awards of FY2025–2026	Prestigious domestic and international titles and awards achieved by AgriS in FY2025–2026.
6	Financial highlights from FY2021–2022 to FY2025–2026	Information on the Company's 5-year revenue, profit, assets, and capital resources.
B	**AGRIS AT A GLANCE**	
1	Company profile	A general introduction to the Company, including legal information and AgriS's business lines.
2	The development journey of AgriS	Key development milestones in AgriS's journey of formation and expansion.
3	AgriS's Systems and Networks	Presentation of domestic and international operational systems and networks, including: • Raw Material Area System • Cross-border Raw Material Areas • Factory System • Warehouse System • 3S Centers, John Deere Distribution Agents • Agricultural Research Institute • Organic Microbial Fertilizer Production Center • Branches and Representative Offices
4	Activities of Subsidiaries and Associates	Introduction to member units, subsidiaries, and affiliates that contribute to AgriS's overall value chain.
5	Crop Value Chains	Description of AgriS's crop value chains, including sugarcane, coconut, and rice.
6	AgriS's Diverse Product and Service Portfolio	Introduction to AgriS's key products and services, including sugar, food and beverages, rice products, bananas, electricity, fertilizers, and integrated agricultural solution services.
7	Main Distribution Channels	Domestic and international distribution channels and strategic partners.

Corporate Governance Report and Analysis (continued)

No.	Section	Main Content
C	**CORPORATE GOVERNANCE**	
1	Corporate Governance Regulations Based on International Best Practices	Corporate Governance framework based on domestic and international standards, ensuring transparency and fairness.
2	Introduction to the Board of Directors	List, brief biographies, composition, and roles of BOD Members.
3	BOD Report	Results of the BOD's oversight activities, directions, and key decisions during the fiscal year.
4	Strategic Directions of the BOD	Strategic directions, action plans, and development priorities of the BOD for the coming period.
5	Report of Independent BOD Members	Assessment by Independent BOD Members of corporate governance, management, and compliance with the Company's regulations during the fiscal year.
6	Audit Committee Report	Oversight activities of the Audit Committee and assessment of the internal control system, Risk Management, and audit activities during the year.
7	Reports of Other Committees under the BOD	Activities of other specialized Committees under the BOD, including the Executive Committee, Investment Committee, Human Resources Committee, Risk Management Committee, and Sustainable Development Committee.
8	Code of Conduct	Principles of professional ethics, standards of conduct, and corporate cultural values that AgriS is committed to maintaining throughout the system.
9	Risk Management	Assessment and management of risks in AgriS's operations.
10	Legal Compliance	Compliance with laws, Corporate Governance regulations, and AgriS's commitments to transparency and accountability to regulatory authorities.
11	Investor Relations	Activities to connect and engage, provide information, and create sustainable value for Shareholders and Investors.
12	Corporate Governance Report and Analysis	Detailed assessment of corporate governance implementation and the level of compliance with the ASEAN Corporate Governance Scorecard.
D	**OPERATING PERFORMANCE DURING THE YEAR**	
1	Sugar Industry Prospects	Overview and development outlook of the Vietnamese and global sugar industries.
2	Food and Beverage (F&B) Industry Prospects	Assessment of the growth potential of the F&B industry and emerging consumer trends.
3	Leveraging Competitive Advantages to Accelerate Global Scale	AgriS's competitive advantages serving as a foundation for breakthroughs in international markets.
4	Introduction to the Board of Management	List, brief biographies, and roles of Board of Management Members.
5	Board of Management Report on Operations During the Year	Summary of production and business performance in FY2025–2026 and key development priorities for the following fiscal year.
6	Stock Information	Information on stock price performance and liquidity during FY2025–2026 and information on AgriS's dividend policy.
7	Capital Raising Activities	AgriS's capital raising activities during FY2025–2026.
8	Investment Activities	AgriS's investment activities during FY2025–2026.
9	Digitalization and Information Technology Activities	Activities related to digitalization and system management at AgriS.
7	Research and Development Activities	AgriS's research and development activities.
8	Supply Chain Efficiency Management	AgriS's supply chain and strategies to improve and develop the supply chain and enhance competitiveness.
9	Supply Chain Finance	Supply chain finance participants, potential scale, and future expansion and development plans.
10	Product Quality Assurance	AgriS's quality assurance activities in FY2025–2026, including international certifications for quality management and food safety and positive customer feedback.
11	Human Resources and Training	AgriS's human resources in FY2025–2026 and activities related to training, welfare improvement, and the working environment.
12	Employee Testimonials	Testimonials from Company employees reflecting their engagement and pride in accompanying AgriS.
E	**SUSTAINABLE DEVELOPMENT**	
1	Overview of AgriS's Sustainable Development Activities in FY2025–2026	Summary of activities demonstrating the Company's efforts to minimize environmental impacts, promote community activities, and enhance governance effectiveness, toward the goal of Net Zero by 2035.
F	**FINANCIAL STATEMENTS**	
1	FY2025–2026 Consolidated Audited Financial Statements (VAS)	Independent auditor's opinion and financial information in the FY2025–2026 Financial Statements.
2	FY2025–2026 Separate Audited Financial Statements (VAS)	
3	Contact Information	Company contact information.



Corporate Governance Report and Analysis (continued)

C.3 REMUNERATION OF BOD MEMBERS AND THE BOARD OF MANAGEMENT

C.3.1/C.3.2 Remuneration of BOD Members

The Company fully and transparently discloses the remuneration of BOD Members. The remuneration is determined based on position, assigned duties, participation in Committees under the BOD, and other additional responsibilities. Under the current mechanism, remuneration includes BOD Member remuneration and allowances based on positions and responsibilities on the BOD and its Committees, determined according to the actual level of participation.

For non-executive BOD Members and Independent BOD Members, the remuneration structure ensures objectivity and independence and is not linked to short-term targets or incentive mechanisms that could impair independence in consideration and decision-making. BOD Members who concurrently hold executive positions receive salaries, bonuses, and other benefits based on their executive positions and performance of assigned duties.

For further details, please refer to the BOD Remuneration Policy in the FY2025–2026 Annual Report, Báo cáo của HĐQT, BOD Report, BOD Remuneration Policy, page 120.

No.	Name	Position	Remuneration for FY2025–2026	Working Period During the Fiscal Year
1	Ms. Dang Huynh Uc My	Chairlady of the BOD	VND 4,620,000,000	July 1, 2025 – June 30, 2026
2	Ms. Huynh Bich Ngoc	BOD Member	VND 1,800,000,000	July 1, 2025 – June 30, 2026
3	Mr. Tran Trong Gia Vinh	Independent BOD Member	VND 2,940,000,000	July 1, 2025 – June 30, 2026
4	Mr. Tran Tan Viet	BOD Member	VND 2,160,000,000	July 1, 2025 – June 30, 2026
5	Mr. Le Quang Phuc	Independent BOD Member	VND 3,000,000,000	July 1, 2025 – June 30, 2026

C.3.3/C.3.4 Remuneration of Board of Management Members

The Board of Management is considered a key management team, playing an important role in implementing the strategy and promoting the Company's operating efficiency. The remuneration and bonus policy of the Board of Management is designed to align individual and Company interests, ensuring the attraction, retention, and motivation of leaders to execute the sustainable development strategy. The income structure of the Board of Management includes salaries, performance-based bonuses, and other benefits under the Company's general policies.

For further details on the remuneration of Board of Management Members, please refer to the *FY2025–2026 Annual Report*, BOD Report, Income Structure, Tenure in Position, and Training Courses Attended by the Board of Management and Financial Management Personnel in FY2025–2026, page 133.

No.	Name	Position	Income		Start of Tenure
			Salary	Bonus	
1	Mr. Thai Van Chuyen	CEO	70%	30%	Jul 2024
2	Mr. Tran Quoc Thao	Deputy CEO	70%	30%	Jul 2024
3	Ms. Nguyen Thi Phuong Thao	Deputy CEO	70%	30%	Jul 2024
4	Mr. Huynh Van Phap	Deputy CEO	70%	30%	May 2025
5	Ms. Nguyen Thi Lan Phuong	Deputy CEO – Supply Division (dismissed from June 2026)	70%	30%	Jun 2025
6	Mr. Nguyen Duc Hung Linh	Deputy CEO	70%	30%	Aug 2025
7	Ms. Nguyen Bach Kim Vy	Deputy CEO	70%	30%	Feb 2026

C.4 Disclosure of related-party Transactions

C.4.1/C.4.2

Please refer to the information presented in Section A.8 Transactions with Related Parties of BOD Members and the Board of Management.

C.5 Share Transactions by bod members

C.5.1 Share Transactions of the Company by Internal Persons

Please refer to the information presented in Section A.7.1 Reporting of Share Transactions by BOD Members.

C.6 Independent Audit and Audit report

C.6.1/C.6.2 Every year, the Company submits the selection of an audit firm to the General Meeting of Shareholders for approval. During FY2025–2026, the Company disclosed information on the signing of the audit engagement contract for the semi-annual and FY2025–2026 Financial Statements with Ernst & Young Vietnam Co., Ltd. (EY).

In FY2025–2026, audit fees mainly comprised services related to advisory and support for compliance with transaction pricing determination and business valuation.

C.7 Media and Communications

C.7.1 Quarterly Reports

On a quarterly basis, following the disclosure of the Quarterly Financial Statements, the Company issues press releases on its financial performance. In addition, the Company publishes a monthly Investor News covering all notable activities of AgriS during the previous month. All such information is sent to Shareholders, Investors, and Partners and publicly posted on the Company's website.

For more details on the press releases on the Company's financial performance please visit the Company's Website, under Investor Relations, Financial Statement Explanations.

For more details on the Investor News please visit the Company's Website, under Investor Relations, Investor Newsletter.

C.7.2 Website

The Company continuously maintains an official website and develops it as a communication channel connecting the Company with its Stakeholders, including Shareholders/Investors, Customers, Farmers/Agri-entrepreneurs, Suppliers, Government/State Authorities, Local Communities, and Employees. On the website, AgriS provides comprehensive information related to the Company. All information is published bilingually in Vietnamese and English at the same time on https://ttcagris.com.vn.

C.7.3 Analyst Assessments

During FY2025–2026, SBT shares continued to receive positive assessments from leading reputable independent market institutions, including FPT Securities JSC, Yuanta Vietnam Securities Co., Ltd., and VietinBank Securities JSC, through Analysis reports.

In addition, information about the Company and SBT shares was continuously updated on leading reputable financial news websites such as Cafef, Vietstock, Tinnhanhchungkhoan, Bao Dau Tu,...

C.7.4 Information on Media/Press Conferences

AgriS continuously maintains a transparent policy and proactively discloses important information and events of the Company through various media channels, including the press and mass media. All notable events and activities of AgriS are published on social media platforms such as Facebook, LinkedIn, etc. Major events are also covered by leading Vietnamese media outlets such as VnExpress, Bao Lao Dong, Vietstock, CafeF,...

In addition, the Company regularly sends electronic newsletters and email updates to Shareholders, Investors, and financial experts, thereby strengthening market confidence in the Company's transparent and professional corporate governance practices.

C.8 Timely Submission/disclosure of Annual reports/Financial Reports

C.8.1/C.8.2/C.8.3

Pursuant to Circular No. 96/2020/TT-BTC dated November 16, 2020 of the Ministry of Finance and Section I of Appendix 01 of the Information Disclosure Regulations of AgriS issued under BOD Resolution No. 111/2024/QĐ-HĐQT dated February 6, 2024, the requirements for disclosure of Financial Statements and Annual Reports are as follows:

Corporate Governance Report and Analysis (continued)

No.	Disclosure content	Disclosure deadline	Requirements
1	**FINANCIAL STATEMENTS (Article 14 of Circular 96)**		
1.1	Quarterly Financial Statements(Clause 3, Article 14 of Circular 96)	Within 30 days from the end of the quarter;	• Quarterly Financial Statements must be full-form interim financial statements in accordance with the accounting standard "Interim Financial Statements". • The contents of the Report shall include the reports, appendices, and notes in accordance with the provisions of Vietnamese accounting laws. • The Company must disclose two reports: separate financial statements and consolidated financial statements.
1.2	Reviewed Semi-Annual Financial Statements(Clause 2, Article 14 of Circular 96)	Within 05 days from the date on which the audit organization signs the review report, but not exceeding 60 days from the end of the first 06 months of the fiscal year.	• The Semi-Annual Financial Statements must be full-form interim financial statements in accordance with the accounting standard "Interim Financial Statements", presenting the financial figures for the first 06 months of the Company's fiscal year. • The contents of the Report shall include the reports, appendices, and notes in accordance with the provisions of Vietnamese accounting laws. • The Company must disclose two reports: separate financial statements and consolidated financial statements. • The Semi-Annual Financial Statements shall be reviewed by an audit organization approved by the SSC. • In case the review conclusion is not an unqualified conclusion, the Company shall disclose the Financial Statements together with the review conclusion and the Company's explanatory document.
1.3	Audited Annual Financial Statements(Clause 1, Article 10 of Circular 96)	Within 10 days from the date on which the audit organization signs the auditor's report, but not exceeding 90 days from the end of the fiscal year.	• Annual Financial Statements: separate financial statements and consolidated financial statements. • The contents of the Report shall include the reports, appendices, and notes in accordance with the provisions of accounting laws. • The remuneration of each BOD Member and the salary of the CEO (Director) and other managers must be presented as a separate item in the Company's annual Financial Statements and reported to the General Meeting of Shareholders at the annual meeting (Article 298 of Decree 155). • Annual Financial Statements must be audited by an audit organization approved by the SSC. • If the auditor does not give an unqualified opinion on the Financial Statements, the Company must disclose the annual Financial Statements, the auditor's report, together with the Company's explanatory document.
Note	When disclosing information on the Financial Statements under Sections 1.1, 1.2, and 1.3 above, the Company must simultaneously provide an explanation of the reasons when any of the following cases occurs: a. Profit after corporate income tax in the Statement of Income for the reporting period changes by 10% or more compared with the same period of the previous year; b. Profit after tax in the reporting period is a loss, changes from a profit in the same period of the previous year to a loss in the current period, or vice versa; c. Profit after tax in the reporting period has a difference of 5% or more before and after the audit or review, or changes from a loss to a profit, or vice versa.		
2	Annual Report(Clause 2, Article 10 of Circular 96)	Within 20 days from the date of disclosure of the audited annual financial statements, but not exceeding 110 days from the end of the fiscal year.	• The Company must prepare the Annual Report in accordance with Appendix IV of Circular 96; • Financial information in the Annual Report must be consistent with the audited annual Financial Statements.

C.9 Company Website

C.9.1/C.9.2/C.9.3/C.9.4/C.9.5/C.9.6

The Company always ensures the full, timely, and transparent disclosure of information in accordance with legal regulations and international corporate governance practices.

Financial statements for all fiscal years are published on the Company's Website under Investor Relations, Financial Statements (https://ttcagris.com.vn/quan-he-nha-dau-tu/bao-cao-tai-chinh?year=2026&cate=1).

Analysts' reports and materials from media/press agencies are published on the Company's website under Investor Relations, including Analyst Reports (https://ttcagris.com.vn/bao-cao-phan-tich); Press Releases (https://ttcagris.com.vn/quan-he-nha-dau-tu/thong-cao-bao-chi-bctc?year=2026) and integrated into Investor News (https://ttcagris.com.vn/quan-he-nha-dau-tu/ban-tin-nha-dau-tu/ban-tin-nha-dau-tu?year=2026).

For the Annual Report, the Company publishes the full official Annual Reports for each fiscal year on the Company's website under Investor Relations, Annual Reports (https://ttcagris.com.vn/quan-he-nha-dau-tu/bao-cao-thuong-nien?year=2026).

Notices and documents for the AGM and/or EGM are also publicly posted on the website, enabling shareholders to access all materials prior to the Meeting. The Minutes of the AGM and/or EGM are disclosed immediately after the Meeting, allowing shareholders to understand the matters approved and the voting results. All materials are publicly disclosed on the Company's website under Investor Relations, General Meeting of Shareholders (https://ttcagris.com.vn/quan-he-nha-dau-tu/dai-hoi-dong-co-dong?year=2025&cate=1).

Documents relating to the governance system are also published on the Company's website for shareholders, investors, and interested parties to download, ensuring transparent, fair, and comprehensive access to information:

- The Company Charter is available on the Company's website under Investor Relations, Corporate Profile, Charter (https://ttcagris.com.vn/quan-he-nha-dau-tu/ho-so-doanh-nghiep/dieu-le?year=2026).
- The Internal Regulations on Corporate Governance, Regulations on the Organization and Operation of the Board of Directors and Regulations on the Organization and Operation of the Audit Committee are available on the Company's website under Investor Relations, Corporate Governance, Governance Regulations (https://ttcagris.com.vn/quan-he-nha-dau-tu/quan-tri-cong-ty/quy-che-quan-tri/quy-che-quan-tri-0?year=2026)
- The Information Disclosure Regulations are available on the Company's website under Investor Relations, Information Disclosure, Information Disclosure Regulations (https://ttcagris.com.vn/quan-he-nha-dau-tu/cong-bo-thong-tin?year=2024&cate=1)
- The Code of Conduct is available on the Company's website under Corporate Information, Code of Conduct (https://ttcagris.com.vn/Quy-che-ung-xu-0)
- The Procedure for Receiving and Verifying Whistleblowing Informations available on the Company's website under Corporate Information, Regulations on Handling Feedback, Complaints and Denunciations (https://ttcagris.com.vn/Quy-che-giai-quyet-gop-y-0)

C.10 Nvestor Relations

C.10.1 he Company always creates the best conditions for shareholders/investors to easily contact us. Therefore, the contact information for the Investor Relations department is publicly available on the company's website. Specifically:

Investor Relations Department

Address: 63 Cao Thang, Ban Co Ward, Ho Chi Minh City

Phone: (028) 39 99 88 11

Email: ir.info@ttcagris.com.vn

See more information on Investor Relations activities in the Annual Report FY 2025-2026, Investor Relations section, pages 176.

D. RESPONSIBILITIES OF THE BOARD OF DIRECTORS

D.1 Role and Responsibilities of the BOD

D.1.1/D.1.2/D.1.3

The Corporate Governance Regulations are publicly disclosed on the Company's website under Investor Relations, Governance Regulations.

Company documents and decisions requiring approval by BOD members are publicly disclosed on the Company's website under Investor Relations, Information Disclosure and comply with applicable information disclosure regulations.

Pursuant to Article 25, Rights and tasks of the Board of Directors, of the Company Charter, Section VI.3.1, Roles, rights and obligations of the Board of Directors, of the Internal Regulations on Corporate Governance, and Section VI.2.1, Roles, rights and obligations of the General Meeting of Shareholders, of the Regulations on the Organization and Operation of the Board of Directors the roles and responsibilities of the Board of Directors are clearly and systematically defined.

D.1.4/D.1.5/D.1.6 Vision, Mission, and Business Strategy of the Company

The AgriS Board of Directors reviews and approves the Company's Vision and Mission for each term of the BOD. The Company's Vision and Mission are published on the Company's Website, in the Corporate Information Vision – Mission – Core Values section

Regarding business strategy, the Company has an Executive Committee composed of BOD members who organize and supervise the implementation of strategic objectives, including the approved ESG-based sustainable development strategy. The Executive Committee meets periodically to discuss and decide on strategy-related matters in the most timely and effective manner. Concurrently, the operational results and business strategy orientations are also reported by the BOD and submitted to AGM for approval.

For further details on the Board of Directors' strategies, please refer to the FY2025–2026 Annual Report, Strategic Orientations of the Board of Directors, page 136, and the resolutions on strategic orientations approved at the General Meeting of Shareholders and disclosed on the Company's website under Investor Relations, General Meeting of Shareholders.

Corporate Governance Report and Analysis (continued)

D.2 BOD Structure

Code of Conduct

D.2.1 Issuance and Publication of the Code of Conduct

The Company issued the latest Code of Conduct in July 2026 and disclosed the document on the Company's website under Corporate Information, Code of Conduct.

D.2.2 Scope and Application

The Code of Conduct applies to all employees working at Thanh Thanh Cong - Bien Hoa Joint Stock Company to ensure full compliance with and application of the rules of conduct and commitments to professional ethics during their work..

D.2.3 Monitoring Compliance with the Code of Conduct

AgriS has also established a clear mechanism for implementing and monitoring the enforcement of the Code of Conduct, as specified in the following articles:

"6.3.8. Conduct in the event of a violation

1. In respect of violations or indications of a violation, the Company encourages immediate reporting and undertakes to facilitate reporting to the Compliance Function, which receives reports 24/7.

2. A violation is conduct that fails to comply with the law, with the provisions of this Code or with the Company's other internal regulations, or that incites another person to do so for any reason. A violation is regarded as genuinely serious where it constitutes an act of retaliation. The Company shall determine the disciplinary measures to be applied to violations in accordance with the Internal Labour Regulations.

3. When confronted with a violation, or where there are reasonable grounds to suspect a violation, every Employee should respond by reporting the matter immediately, and in particular in the case of acts of retaliation. In particular, the Company encourages every Employee to self-report where they have committed a violation. The Company will consider an appropriate mitigation of the disciplinary measure in such cases."

7.2. Responsibilities of the HR Function

1. The HR Function shall be responsible for communicating the contents of this Code of Conduct to all Employees and for actively and regularly promoting it so as to build sustained awareness among Employees. The HR Function shall incorporate the Code of Conduct into the mandatory induction programme for new Employees and shall organise periodic training and updates for all Employees.

2. Receiving queries and views concerning this Code in particular, and matters relating to professional ethics and standards of conduct generally, so as to continuously improve the Code and to ensure that its contents become best-practice standards.

7.3 Responsibilities of the Compliance Function

1. In its role as the unit that examines and controls the compliance of all activities within the Company, the Compliance Function is responsible for receiving all information relating to non-compliance with the law or with the Company's regulations which, in the assessment of Employees, may give rise to adverse risks for the Company.

2. Through a confidential but timely and fair review, the Compliance Function shall respond promptly to the Employee and shall also consider and propose remedial measures to prevent risk and loss to the Company.

7.4 Responsibilities of Managers

As a Manager, one is expected not only to understand and comply with the Code of Conduct but also to act as a person who provides direction and sets an example.

1. *Promoting compliance:*

a. Taking measures to ensure that subordinate Employees understand and recognise that each person's work and responsibilities are governed by the Code of Conduct and by the Company's other regulations, policies, rules and procedures. Consistently creating opportunities to discuss the Code of Conduct, and creating and maintaining a comfortable environment in which every Employee is able to raise queries or concerns.

b. Not encouraging, whether by implication or directly, or instructing Employees to trade off ethical values in order to achieve a work or business objective.

c. Taking reasonable action, such as supervising Employees, to prevent conduct that breaches the Code of Conduct.

2. Taking an interest in and listening to Employees and responding to and addressing their queries and views. Where a matter exceeds the Manager's authority to resolve, the Manager is responsible for escalating it to their direct superior or to the Compliance Function for support in resolving it.

7.5 Complaints and handling of violations

1. very Employee who identifies a violation is obliged to report it to their Line Manager or to the Company's Compliance Function or HR Function.

2. Employees who breach the above provisions shall be subject to disciplinary measures in accordance with the Company's regulations and the law and shall be responsible for compensating any loss caused by the breach (if any). The classification of the severity of violations and the corresponding handling measures shall be applied consistently in accordance with the classification table in the Company's Anti-Fraud and Anti-Corruption Regulation and Whistleblowing Reporting and Verification Procedure.

3. Reporting and information receipt channels:

- *Responsible unit: the Unit in charge of Compliance Inspection*
- *Hotline: 19001750*
- *Email:* info.rm@ttcagris.com.vn

Composition and Structure of the BOD

D.2.4 Structure of Independent BOD Members

Currently, the AgriS Board of Directors has 2 out of 6 members who are independent, accounting for 40% and meeting the current regulatory requirements for the number of independent members. The independent members are: Mr. Tran Trong Gia Vinh and Mr. Le Quang Phuc.

The company yet planned to increase the number of independent BOD members to at least 50% of the board, which is a best practice recommended by the ASEAN CG Scorecard.

D.2.5 Term Limits for BOD Members

The company sets term limits for BOD members, as specified in Clause 1, Article 24 of the Company's Charter:

"Article 24. Members and office terms of members of the Board of Directors

1. The number of members of the Board of Directors must be at least three (03) and no more than eleven (11) members. The specific number of members in each period is determined by the General Meeting of Shareholders, but it must ensure that the number of independent members meets the minimum requirement according to Clause 4, Article 276 of Decree 155/2020/NĐ-CP, and that at least half (1/2) of the total number of members of the Board of Directors are non-executive members. The term of office of a Board member is no longer than five (05) years; a Board member may be re-elected for an unlimited number of terms. An individual can only be elected as an independent member of the Board of Directors for a maximum of two consecutive terms. In case all members of the Board of Directors complete their term of office, they will continue to serve as members until new members are elected to replace them and take over the responsibilities."

D.2.6 Structure of Independent BOD Members

Point ix, Clause a, Section VI.3.3 of the Internal Regulations on Corporate Governance stipulates

"VI.3.3 Requirements to be members of the Board of Director

1. Requirements to be members of the BOD:

i. Not concurrently serve as a member of the Board of Directors or Board of Members of more than five other companies;"

According to the information in the "Introduction to the Board of Directors" section on page 114, none of the current members of the AgriS BOD concurrently serves as a member of the BOD of more than five (05) other companies.

D.2.7 Executive BOD Members Concurrently Serving as BOD Members at Other Companies Outside the Group

100% of the Company's BOD members are Non-Executive Directors. This demonstrates the independence and transparency of the BOD in corporate governance and the Company's sustainable development orientation.

Human Resources Committee

D.2.8 /D.2.13 Establishment of the Human Resources Committee

The Human Resources Committee was renamed from the Nomination and Remuneration Committee on November 21, 2024. The BOD authorizes and assigns the Chairman of the Committee to build the operational structure and personnel of the Committee based on the Chairman's submission and to report to the BOD at the next meeting.

The Human Resources Committee performs the following functions and duties:

- Advise on building, organizing, and supervising the implementation of human resource development policies and strategies.
- Develop performance measurement criteria and organize performance evaluations for members of the BOD, Board of Management, and senior managers.
- Review and propose remuneration, salary, bonus, and welfare frameworks for members of the BOD, Board of Management, and senior managers.
- Propose and advise on the development of an employee stock ownership plan (ESOP) and bonus shares program.
- Build corporate culture.
- Manage the Company's capital representatives.

D.2.9/D.2.14 Structure of the Human Resources Committee

On August 06, 2024, the BOD assigned Mr. Tran Trong Gia Vinh as Chairman of the Human Resources Committee and Ms. Dang Huynh Uc My as a Committee Member.

No.	Full Name	Position on the BOD	Position in the Committee
1	Tran Trong Gia Vinh	Independent BOD Member	Chairman of the Committee
2	Dang Huynh Uc My	Chairlady of the BOD	Committee Member

D.2.10/D.2.15 Chairperson of the Human Resources Committee

The Chairperson of the Human Resources Committee is Mr. Tran Trong Gia Vinh – Independent BOD Member.

Corporate Governance Report and Analysis (continued)

D.2.11/D.2.16 Operating Regulations of the Human Resources Committee

The Human Resources Committee was formerly the Nomination and Remuneration Committee. On September 17, 2024, the BOD issued Decision No. 52h/2024/QĐ-HĐQT on the promulgation of the Regulations on Organization and Operation of the Nomination and Remuneration Committee This regulation is published on the Company's Website, under the Corporate Governance, Governance Regulations section.

D.2.12/D.2.17 Attend meetings of Committee members

For more detailed information on the BOD's strategies, please refer to the FY2025–2026 Annual Report, Report of the BOD, "Details of Attendance at BOD and Committee Meetings," page 126.

No.	Full Name	Position on the BOD	Position in the Committee	Meetings Attended
1	Tran Trong Gia Vinh	Independent BOD Member	Chairman of the Committee	5/5
2	Dang Huynh Uc My	Chairlady of the BOD	Committee Member	5/5

Audit Committee

D.2.18 Establishment of the Audit Committee

The BOD established the Audit Committee and defined the competencies of its members, as well as the Committee's authority and responsibilities in the Regulations on the Operation of the Audit Committee. The Audit Committee consists of two independent BOD members.

The Audit Committee performs the following functions and duties:

- Supervising the integrity of financial statements and related-party transactions in accordance with applicable standards and laws, including requirements applicable to securities market listings under applicable laws and the Company Charter.
- Reviewing the internal control and risk management systems.
- Advising and recommending to the Board of Directors on the independent audit firm before submission to the General Meeting of Shareholders; monitoring and assessing the independence and objectivity of the audit firm and the effectiveness of the audit process.
- Supervising internal audit activities and advising on matters related to internal audit.
- Supervising compliance with laws, requirements of regulatory authorities, and other internal regulations of the Company.

D.2.19 Structure of the Audit Committee

The number of Independent BOD Members serving on the Audit Committee continues to be maintained at two members to ensure compliance with the Company Charter and international corporate governance practices.

No.	Full Name	Position on the BOD	Position in the Committee
1	Le Quang Phuc	Independent BOD Member	Chairman of the Committee
2	Tran Trong Gia Vinh	Independent BOD Member	Committee Member

D.2.20 Chairperson of the Audit Committee

The Chairperson of the Audit Committee is Mr. Le Quang Phuc – Independent BOD Member.

D.2.21 Operating Regulations of the Audit Committee

On August 6, 2025, the Board of Directors issued Decision No. 12c/2025/QD-BOD on the issuance of the Regulations on the Organization and Operation of the Audit Committee. These Regulations are published on the Company's website under Corporate Governance, Governance Regulations section.

D.2.22. The Chairman of the Audit Committee has over 25 years of experience in senior management positions in medium and large enterprises in Vietnam, along with deep expertise in Finance and Accounting.

D.2.23 Meeting Attendance of Committee Members

For further details on Committee members' attendance at meetings, please refer to the FY2025–2026 Annual Report, Board of Directors' Report, Details of Attendance at Meetings of the Board of Directors and its Committees, page 120.

No.	Full Name	Position on the BOD	Position in the Committee	Meetings Attended
1	Le Quang Phuc	Independent BOD Member	Chairman of the Committee	7/7
2	Tran Trong Gia Vinh	Independent BOD Member	Committee Member	7/7

D.3 Procedures of the Board of Directors

D.3.1/D.3.2/D.3.3/D.3.4/D.3.5

Pursuant to Sections VI.4.1 and VI.4.2 of the Regulations on the Organization and Operation of the Board of Directors which are published on the Company's website under Investor Relations, Governance Regulations, the following provisions apply to meetings of the Board of Directors:

- The Board of Directors shall meet at least once every quarter, with a minimum of six (06) meetings per year, and may convene extraordinary meetings. The Board of Directors shall prepare an annual schedule of regular meetings.

For further details on the BOD meeting schedule, please refer to the FY2025–2026 Annual Report, Board of Directors' Report, FY2026–2027 Operating Plan and BOD Meeting Schedule, page 135.

- The agenda of regular meetings includes:
  - i. Evaluating past performance, approving and discussing implementation measures for the current period's action plan;
  - ii. Discussing and deciding on matters related to long-term development objectives;
  - iii. Approving new or amended regulations;
  - iv. Discussing other matters within the BOD's authority.
- The Chairman of the BOD shall convene an extraordinary meeting within 07 working days of receiving a request in the following cases:
  - ii. Upon request of an independent BOD member;
  - iii. Upon request of the CEO or at least 05 other managers;
  - iv. Upon request of at least 02 BOD members;
  - v. Upon request of an independent audit firm;
  - vi. When the BOD deems it necessary.
- Non-Executive BOD Members are required to hold meetings at least once without the presence of Executive BOD Members to review and discuss executive matters.
- Conditions for conducting a BOD meeting:
  - i. The first meeting of the Board of Directors may only be conducted when at least three-fourths (3/4) of the total number of BOD Members are present.
  - ii. If the required number of members is not present, the meeting must be reconvened within seven (07) days from the date scheduled for the first meeting. The reconvened meeting may be conducted if more than one-half (1/2) of the BOD Members are present.

All members of the Company's Board of Directors are Non-Executive Directors. During FY2025–2026, the Company held 61 meetings of the Board of Directors. For further information on BOD members' attendance at meetings, please refer to the FY2025–2026 Annual Report, , Board of Directors' Report, Details of Attendance at Meetings of the Board of Directors and its Committees, page 120.

Corporate Governance Report and Analysis (continued)

Information on BOD meetings is as follows:

No.	Full Name	Position	Meetings Attended	Reason for Absence
1	Ms. Dang Huynh Uc My	Chairlady of the BOD	61/61	
2	Ms. Huynh Bich Ngoc	BOD Member	60/61	Other work commitments
3	Mr. Tran Tan Viet	BOD Member	61/61	
4	Mr. Tran Trong Gia Vinh	Independent BOD Member	61/61	
5	Mr. Le Quang Phuc	Independent BOD Member	61/61	

D.3.6 BOD Meeting Materials and Right to Information

Pursuant to Clause 8, Article 28 of the Company's Charter regarding the timing for sending BOD meeting notices:

"Article 28. Meetings of the Board of Directors

8. The Chairman (Chairlady) of the Board of Directors or the convener of the meeting of the Board of Directors must send a meeting invitation announcement at least 05 (five) working days before the date of meeting. The meeting invitation announcement must specify the time and location of the meeting, the agenda and issues to be discussed, and decided.

The meeting invitation announcement must enclose documents to be used at the meeting and voting cards for the members. The meeting invitation announcement of the Board of Directors may be sent in the form of a letter of invitation, or by telephone, fax, electronic form or other method guaranteeing to reach the contact address of each member of the Board of Directors as registered with the company."

D.3.7/D.3.8 Person in Charge of Corporate Governance and Corporate Secretary

The Board of Directors decides on the appointment, dismissal, removal and remuneration of the Company Secretary and the Person in Charge of Corporate Governance. During FY2025–2026, the Company's Board of Directors appointed the Company Secretary and Person in Charge of Corporate Governance as follows:

- On July 15, 2025, the Company's Board of Directors issued Resolution No. 05/2025/NQ-BOD on the dismissal of Ms. Vo Thi Tuyet Oanh from the position of Company Secretary.
- On July 15, 2025, the Company's Board of Directors issued Resolution No. 06/2025/NQ-BOD on the appointment of Mr. Dinh Vu Quoc Huy as Person in Charge of Corporate Governance cum Company Secretary.

Mr. Dinh Vu Quoc Huy, Person in Charge of Corporate Governance cum Company Secretary, has extensive knowledge and experience in the legal field. In addition, he actively participates in forums, seminars, and training programs organized by VIOD, HOSE, and the SSC to keep up to date with the latest developments in laws and good governance practices. For further details on Mr. Dinh Vu Quoc Huy and the training programs, please refer to the FY2025–2026 Annual Report, Corporate Governance Regulations in accordance with international practices, Enhancing Governance Capabilities and Adapting to New Standards, page 106.

The rights and duties of the Company Secretary are governed by Clause 5, Article 156 of the current Law on Enterprises. The rights and duties of the Person in charge of Corporate Governance are stipulated in Clause 3, Article 281 of Decree No. 155/2020/NDCP dated December 31, 2020. Additionally, Article 33 of the Company's Charter stipulates the following regarding the Company Secretary and the Person in charge of Corporate Governance:

"Article 33. The Corporate Secretary, Person in charge of company governance

1. When necessary, the Board of Directors may decide to appoint a corporate secretary. The corporate secretary has the following rights and obligations:

a. *To assist the convening of meetings of the General Meeting of Shareholders or of the Board of Directors; to record meeting minutes.*
b. *To assist members of the Board of Directors with exercising their assigned rights and performing their assigned obligations.*
c. *To assist the Board of Directors to apply and implement the corporate governance principles.*
d. *To assist the company to build up the relationship with the shareholders and protect the lawful rights and interests of the shareholders; to comply with the obligations to provide and disclose information and comply with administrative procedures.*
e. *Other rights and obligations as stipulated in the regulations of law.*

2. The Board of Directors must appoint at least one (1) person in charge of corporate governance to support the corporate governance work in the Company. The person in charge of corporate governance may concurrently act as the secretary of the Company.

3. The person in charge of corporate governance may not concurrently work with an approved auditing organization which currently audits the financial statements of the Company.

4. The person in charge of corporate governance has the following rights and obligations:

a. *To advise the Board of Directors on organizing meetings of the General Meeting of Shareholders in accordance with regulations and on relevant work as between the Company and shareholders.*
b. *To prepare meetings of the Board of Directors, of the General Meeting of Shareholders as requested by the Board of Directors.*
c. *To advise on procedures of meetings.*
d. *To attend all meetings.*
e. *To advise on procedures for formulating resolutions of the Board of Directors in compliance with law.*
f. *To provide financial information, copies of minutes of the Board of Directors and other information to members of the Board of Directors and of the Audit Committee.*
g. *To supervise and report to the Board of Directors on information disclosure activities of the Company.*
h. *To act as the contact point for parties with related interests.*
i. *To maintain confidentiality of information in accordance with law and the Company Charter.*
j. *Other rights and obligations as stipulated by law."*

D.3.9 BOD Selection Criteria

The Company clearly discloses the criteria for selecting BOD members, specifically stipulated in Section VI.3.3 of the Internal Regulations on Corporate Governance:

"VI.3.3 Requirements to be members of the Board of Directors

a. Requirements to be members of the BOD:

i. *Not fall within any of the categories specified in Clause 2, Article 17 of the Law on Enterprises;*
ii. *Possess professional qualifications and experience in business administration or in the Company's business sectors or activities, and need not be a shareholder of the Company;*
iii. *A member of the Company's Board of Directors may concurrently serve as a member of the Board of Directors or Board of Members of another company;*
iv. *Not providing consultancy services to, work for, invest in, contribute capital to, or serve as a manager or executive of an enterprise that directly competes with the Company or may give rise to a material conflict of interest with the Company;*
v. *Not serving as a member of the Board of Directors or Board of Members, or holding a managerial or executive position at an enterprise that directly competes with the Company or may give rise to a material conflict of interest with the Company;*
vi. *Not holding 5% or more of the charter capital of an enterprise that directly competes with the Company or may give rise to a material conflict of interest with the Company;*
vii. *Neither the member of the Board of Directors nor any of their Related Persons may hold 5% or more of the charter capital of an enterprise that directly competes with the Company or may give rise to a material conflict of interest with the Company;*
viii. *No Related Person of a member of the Board of Directors may serve as a manager or executive of an enterprise that directly competes with the Company or may give rise to a material conflict of interest with the Company;*
ix. *Not concurrently serve as a member of the Board of Directors or Board of Members of more than five other companies; and*
x. *Have no dispute with the Company or any Manager or Executive of the Company, including any existing dispute or dispute arising within the preceding three years;*

For the avoidance of doubt, except for items (iii) and (ix) of this Point, the term "other company" does not include any subsidiary or associate of the Company.

b. In addition to the requirements specified in Point a of this Clause, independent members of the BOD shall also meet the following standards and conditions:

i. *Not being a person currently working for the Company, its parent company or subsidiaries; not being a person who worked for the Company, its parent company or subsidiaries for at least the previous 03 consecutive years;*
ii. *Not being a person receiving salary or remuneration from the Company, except for allowances that members of the BOD are entitled to receive according to regulations;*
iii. *Not being a person whose wife or husband, biological father, adoptive father, biological mother, adoptive mother, biological child, adopted child, biological brother, biological sister, biological sibling is a major shareholder of the Company, a manager of the Company or its subsidiaries;*
iv. *Not being a person who directly or indirectly owns at least 1% of the total number of voting shares of the Company;*
v. *Not being a person who has been a member of the BOD or the Supervisory Board of the Company for at least the previous 05 consecutive years, except for the case of being appointed for 02 consecutive terms.*

c. An independent member of the BOD shall notify the BOD if he/she no longer satisfies the requirements specified in Point b of this Clause and is obviously no longer an independent member from the day on which a condition is not satisfied. The BOD shall notify the disqualification of this member at the nearest GMS or convene the GMS to elect a new independent member within 06 months from the day on which the notification is received from the relevant member.

Corporate Governance Report and Analysis (continued)

D.3.10 Election of BOD Members

The Company clearly discloses the method for electing BOD members in Point b, Section VI.3.4 of the Internal Regulations on Corporate Governance:

"VI.3.4. Procedure of candidacy, nomination and election of members of the Board of Directors

b. Electing procedure:

i. *The election shall be carried out by voting according to the ownership ratio or the cumulative voting method. Before the GMS or questionnaire survey to elect members of the BOD, the BOD will decide on the voting method to elect members of the BOD in accordance with the provisions of the Charter.*

If the election is conducted by cumulative voting, each shareholder or authorized representative has a total number of votes corresponding to the total number of shares owned or the total number of shares represented multiplied by the number of elected members of the BOD, and the shareholder has the right to accumulate all his or her total votes for one or several candidates.

The cumulative voting method shall be established by the BOD in the Election Regulations.

ii. *The elected members of the BOD shall be determined by counting the number of votes from high to low, starting from the candidate with the highest number of votes until the number of members of the BOD is sufficient (ensuring the minimum ratio of Independent Members) as prescribed in the Company's Charter. The elected members shall have at least 01 (one) vote. To ensure the minimum number of independent members of the BOD according to Clause 1, Article 24 of the Company's Charter, independent candidates of the BOD shall be selected first (calculated from high to low for independent candidates only). After selecting enough independent members of the BOD, the selection of the remaining members of the BOD shall be calculated from the number of votes from high to low (including the remaining non-independent and independent Board candidates).*

iii. *In case there are 02 (two) or more candidates with the same number of votes for the final member of the BOD, a re-election will be conducted among the candidates with the same number of votes or re-elected according to the criteria in the Election Regulations. If there are not enough members of the BOD or independent members, the GMS will re-elect until there are enough members.*

iv. *The Chairman (Chairlady) of the BOD shall be elected, dismissed, or removed from among the members of the BOD. The Chairman (Chairlady) of the BOD cannot concurrently be the CEO.*

v. *If the Chairman (Chairlady) of the BOD resigns, is no longer a member of the BOD or is dismissed or removed, the BOD shall elect a replacement within 30 (thirty) days from the date of receipt of the resignation letter, the date the Chairman (Chairlady) of the BOD is no longer a member of the BOD, or is dismissed or removed.*

D.3.11 Term of BOD Members

The Company clearly discloses the term of office for BOD members in Point b, Section VI.3.2. of the Internal Regulations on Corporate Governance:

"VI.3.2 Quantity and terms of Board members

b. The term of a BOD member shall not exceed five (05) years; a BOD member may be reelected for an unlimited number of terms. An individual may only be elected as an independent member of the Company's BOD for no more than two consecutive terms."

D.3.12/D.3.13 Disclosure of Remuneration for BOD and BOM

For detailed content on the remuneration of the BOD members and the income of the Board of Management, please see section C.3.

The current bonus policy for the Board of Management and key personnel is based only on annual goals and performance, and a long-term performance-based bonus policy has not yet been implemented. The Company will consider and develop a roadmap for implementation in the near future, in line with the Company's operational practices.

D.3.14/D.3.15/D.3.16 Nternal Audit

The Company has established an Internal Audit Department as an independent unit to support the BOD through the Audit Committee by evaluating and enhancing the effectiveness of risk management, internal controls, and governance processes. The current Head of Internal Audit Department is Mr. Huynh Thanh Nhan.

The Audit Committee directs and supervises the activities of the Company's Internal Audit Department; advises the BOD on the establishment and development of the Internal Audit Department, including the appointment, dismissal, and removal of the Head of Internal Audit, approval of the Internal Audit Department's annual operating plan, and monitoring and reporting to the Board of Directors on the activities and maturity of the Internal Audit Department. For further information, please refer to the Regulations on the Organization and Operation of the Audit Committee on the Company's website under Investor Relations, Governance Regulations.

D.3.17/D.3.18/D.3.19/D.3.20 Risk Management

AgriS has established and published its internal control and risk management (RM) system as a key component of its sustainable development strategy. This system is designed based on international standards ISO 31000:2018 and COSO ERM 2017, with reference to IFC and OECD best practices, and implemented under the consultancy of Ernst & Young Vietnam. The operating model is organized according to the Three Lines of Defense with four functional layers: (i) BOD – establishing risk appetite and policy framework; (ii) Audit Committee/Internal Audit Department – ensuring independence and objectivity; (iii) Risk Management Committee and specialized departments – managing and coordinating; (iv) Risk Owners – directly identifying, assessing, establishing controls, and monitoring implementation.

AgriS periodically reviews the effectiveness of its RM and internal control systems using modern tools such as the Corporate Risk Profile, RCSA – Risk and Control Self-Assessment, Business Process Mapping, a system of Key Risk Indicators (KRIs), as well as a Business Continuity Management (BCM) framework and crisis management process. The results are reported periodically to the Audit Committee and the BOD, thereby ensuring the system remains adaptive, effective, and relevant to practice.

The functions and duties of the Risk Management Committee are presented in the Annual Report and Corporate Governance Report. The Risk Management Committee was established by the Board of Directors pursuant to BOD Resolution No. 34/2024/NQ-BOD dated August 6, 2024, with the following functions and duties:

Review and advise the Board of Directors on the development of the risk management and compliance system, including the risk management governance structure, risk management strategy, risk management policies, risk appetite, etc.;

- Organize and supervise the implementation of effective risk management layers within the risk management system structure;
- Provide direction, guidance, and supervision over the implementation of risk management and compliance activities;
- Provide training to enhance awareness and capabilities in risk management;
- Advise on the issuance of policies and procedures for whistleblower protection, ensuring a transparent, ethical, and safe working environment for employees;
- Review the issuance of regulatory documents governing all of the Company's operations, except for documents relating to corporate governance;
- Assess risk control points for the Company's processes.

The Company also discloses the priority risks for each fiscal year and the approaches to managing key risks:

1. Financial/Strategic Risks: Assess impacts by product, market, and timing of application; monitor the market and adjust commercial, production, and inventory plans; review demand forecasts and production plans.
2. Operational & IT Risks: Strengthen authorization, monitoring, backup, and recovery capabilities; clarify data sources, update responsibilities, and verification mechanisms.
3. Environmental & Social Risks: Monitor crop seasons by region and coordinate adjustments to production and business plans; review varieties, yields, areas, and quality; implement programs to reduce emissions, optimize resource use, protect biodiversity, maintain occupational safety, and support community development.
4. Economic/Market Risks: Diversify sources of supply, monitor suppliers, inventory, and logistics capacity; monitor the market and adjust commercial, production, and inventory plans; monitor supply sources, delivery times, and input prices.

For further information on Risk Management, please refer to the FY2025–2026 Annual Report, Risk Management, page 162.



D.4 Member of the BOD

D.4.1/D.4.3/D.4.4 Chairlady of the BOD

Pursuant to Article 26 of the Company's Charter which outlines regulations related to the Chairlady of the BOD:

"Article 26. Chairman (Chairlady) and Vice Chairman (Vice Chairlady) of the Board of Directors

1. *The Chairman (Chairlady) of the Board of Directors is elected, dismissed or discharged by the Board of Directors from among members of the Board of Directors. The Chairman (Chairlady) of the Board of Directors may not act concurrently as the General Director.*

   The Standing Vice Chairman (Standing Vice Chairlady) of the Board of Directors or the Vice Chairman(s) (Vice Chairlady(es)) of the Board of Directors shall be elected, relieved of duty or dismissed by the Board of Directors from among the members of the Board of Directors. The number of Vice Chairman (Vice Chairlady) of the Board of Directors shall be decided by the Board of Directors from time to time.

2. *The Chairman (Chairlady) of the Board of Directors has the following rights and obligations:*

c. *To prepare working plans and programs of the Board of Directors.*

d. *To prepare the agenda, contents and documents for meetings of the Board of Directors; to convene, preside over and chair meetings of the Board of Directors. Tổ chức việc thông qua nghị quyết, quyết định của Hội đồng quản trị;*

e. *To organize for resolutions and decisions of the Board of Directors to be passed.*

f. *To monitor the implementation of resolutions and decisions of the Board of Directors.*

g. *Chairing meetings of the General Meetings of Shareholders.*

h. *Other rights and obligations as prescribed by the Law on Enterprises, resolutions of the General Meeting of Shareholders, the Board of Directors, this Charter, and the internal regulations and policies of the Company."*

The Chairlady of the BOD is Ms. Dang Huynh Uc My, who is a non-executive member.

Furthermore, no member of the BOD has served as the Company's CEO/ Executive Director in the last 2 years.

D.4.2/D.4.5 Head of Independent Member of the BOD

The current Chairlady of the BOD is not an independent member. To align with its strategic direction, the Company has not yet considered appointing a lead independent director.

Corporate Governance Report and Analysis (continued)

D.4.6 Diversity in the BOD

The Company's BOD considers diversity a key factor in ensuring governance effectiveness and decisionmaking quality.

- The BOD comprises members with diverse professional backgrounds, experience, gender, age, and perspectives, in line with the characteristics of the agricultural sector in which the Company operates.
- The BOD shall comprise at least two-thirds (2/3) Non-Executive Members who possess the necessary qualifications to participate effectively, enabling the BOD to maintain objective and independent views on the Company's operations and ensuring an appropriate system of checks and balances.
- BOD members are selected based on a balance of governance capabilities, in-depth industry knowledge, strategic thinking, and professional ethics to ensure their roles in guiding, supervising, and leading AgriS toward sustainable development. For further details on each BOD member, please refer to the FY2025–2026 Annual Report, page 114.

According to the Company's assessment, the BOD possesses the necessary qualifications and professionalism, including diverse knowledge, management experience, and business administration experience, in line with the Company's requirements.

AgriS's current BOD includes two female members, accounting for 40% of the total incumbent BOD members. This demonstrates gender diversity within the BOD.

D.5 BOD Performance

D.5.1 Orientation Program for New BOD Members

After being elected by the AGM, new BOD members will be assigned by the BOD to join its committees based on their professional competence and experience. The BOD and the Secretariat will provide an orientation program for new members, summarizing key content from internal documents such as the Company Charter, Internal Regulations on Corporate Governance, and the operating regulations of the BOD and the committees that the new member will join. In addition, the Company will also provide an overview of its operations so that new members can understand the Company as fully and quickly as possible.

D.5.2 Training and Development for BOD Members

AgriS considers leadership development a central part of its sustainable human resources strategy. Annually, the Company develops comprehensive training plans for all BOD members to continuously enhance their governance capacity, operational efficiency, and decision-making quality.

The Company facilitates BOD members' participation in specialized training programs on corporate governance and professional fields organized by reputable domestic and international institutions. In addition to formal training programs, AgriS also encourages BOD members to participate in practical programs such as study visits and networking activities, combined with BOD meetings, to broaden their perspectives and stay updated on advanced governance trends. For further information on training and development programs for BOD members, please refer to the FY2025–2026 Annual Report, Corporate Governance Regulations in accordance with international practices, Enhancing Governance Capabilities and Adapting to New Standards, page 106 Through continuous training and development, AgriS aims to build a Board of Directors with strategic vision, modern thinking, and strong leadership capabilities, contributing to the Company's sustainable development and deeper integration into the region.

D.5.3 Succession Planning Program

AgriS has established a succession planning mechanism for the Chairlady of the BOD, BOD Members, CEO, and other key management positions under the authority of the BOD, to ensure continuity in governance and management and minimize the risk of disruptions to the Company's operations.

Pursuant to Section VI.3.7 of the Regulations on the Organization and Operation of the BOD the following provisions apply:

"VI.3.7. Succession Planning for Key Governance and Executive Positions

a. *The BOD shall review, approve, and oversee the development of succession plans for the Chairperson of the BOD, BOD Members, the CEO, and other key managerial positions falling within the authority of the BOD, to ensure continuity in governance and executive management and mitigate the risk of disruption to the Company's operations.*

b. *Succession plans shall be developed based on the Company's strategic needs, organizational model, competency requirements, internal human resources, capacity to develop a pipeline of successors, and contingency arrangements for unexpected personnel changes.*

c. *The BOD may assign the Human Resources Committee or other supporting Committees to review, update, and report on succession plans periodically or on an ad hoc basis, as requested by the BOD."*

Accordingly, under this mechanism, the succession plan is developed based on strategic needs, the organizational structure, competency requirements, internal human resources, the development potential of the succession pipeline, and contingency plans for unexpected personnel changes. The BOD is responsible for reviewing, approving, and supervising the plan, and may assign the Human Resources Committee or other supporting Committees to review, update, and report as required.

D.5.4/D.5.5/D.5.6/D.5.7 Performance Evaluation of the CEO and Board of Management

Pursuant to Chapter VI.6 of the Internal Regulations on Corporate Governance on evaluation of rewards and discipline for members of the BOM and BOM, the BOD develops and conducts evaluations based on the standards set forth in the regulations. The evaluation results are presented in the BOD's report to the annual GMS.

For more detailed information on the BOD's strategies, please refer to the FY2025–2026 Annual Report, Report of the BOD page 120, "Details of Attendance at BOD and Committee Meetings," page 248.

Appendix 1: Company's Self-Assessment of Bonus Points Portfolio according to the ASEAN Corporate Governance Scorecard

Code	Bonus Points according to the ASEAN Corporate Governance Scorecard	Practices at AgriS in FY2025–2026
(B).A	**Rights and Equitable treatment of shareholders**	
(B).A.1.1	Does the company practice real time secure electronic voting in absentia at general meetings of shareholders?	Yes. Point d, Clause 2, Article 12 of the Company's Charter regarding the obligations of shareholders clearly states: *""To participate in the meetings of the General Meeting of Shareholders and exercise the right to vote through the following forms:* *d. Sending votes to the meeting via mail, fax, email."*
(B).A.2.1	Does the company release its notice of AGM (with detailed agendas and explanatory circulars), as announced to the Exchange, at least 28 days before the date of the meeting?	The Annual General Meeting for FY2024–2025 took place on December 6, 2025. The invitation was sent on November 13, 2025, 23 days before the AGM took place. This ensures compliance with the Company's Charter and legal regulations.
(B).B	**Sustainability and Resilience**	
(B).B.1.1	Does the Company disclose how it manages climate-related risks and opportunities?	Yes. Since September 2024, AgriS officially established a Risk Management Committee to monitor and manage climate-related risks and opportunities, reporting to the CEO. The methods for managing climate-related risks and opportunities are presented in detail in the Sustainability Report.
(B).B.1.2	Does the Company disclose that its Sustainability Report / Sustainability Reporting is externally assured?	Yes. The Sustainability Report is prepared under the guidance and training of the Global Reporting Initiative (GRI) organization in Vietnam. In addition, the FY2025–2026 Sustainability Report has been provided with limited assurance by Deloitte Vietnam Auditing Company Limited to maintain objectivity and transparency.
(B).B.1.3	Does the Company disclose channels for engaging with stakeholders and how the Company responds to stakeholders' ESG concerns?	Yes. Please refer to the disclosures in Sections B.2.1/B.2.2.
(B).B.1.4	Does the Company have a unit / division / committee who is specifically responsible to manage the sustainability matters?	Yes, AgriS has established a Sustainable Development Committee under the BOD with the following main functions: 1. Advise the BOD on ESG matters and sustainable development strategy. 2. Supervise the implementation and compliance of ESG within AgriS's operations, including member companies. 3. Manage the ESG database. 4. Provide strategic direction for ESG communications. The Committee acts in an advisory capacity to the BOD, which directs the Committee's activities and is responsible for providing adequate resources to enable the Committee to perform its role independently and effectively.
(B).B.1.5	Does the Company disclose BOD Members' oversight of sustainability-related risks and opportunities?	The BOD established a Risk Management Committee with the function and duty to: • Review and advise the BOD on building the risk management and compliance system (including risk governance structure, strategy, policy, risk appetite, etc.); • Organize and supervise the implementation of effective risk management layers within the risk management system structure; • Direct, lead, and supervise the implementation of risk management and compliance work; • Provide training to raise awareness and capacity in risk management; • Advise on the issuance of policies and procedures for whistleblower protection, ensuring a transparent, clean, and safe working environment for employees; • Review the issuance of regulatory documents for all Company activities, except for corporate governance documents; • Appraise risk control points for the Company's processes.

Corporate Governance Report and Analysis (continued)

Code	Bonus Points according to the ASEAN Corporate Governance Scorecard	Practices at AgriS in FY2025–2026
(B).B.1.6	Does the Company disclose the linkage between executive directors and senior management remuneration and sustainability performance for the previous year?	AgriS has a remuneration policy for the CEO and senior executives based on the achievement of set plans, which includes the Company's sustainable development goals (including economic performance, environmental protection, and social responsibility). The BOD has set targets and evaluated the sustainability-related activities of the Board of Management towards achieving Net Zero by 2035. Details are in the FY2025–2026 Annual Report, Report of the BOD, page 120. The Board of Management also reported and evaluated sustainability activities, including environmental, labor, and community responsibility issues. Details are in the FY2025–2026 Annual Report, Report of the Board of Management on Activities during the Year, page 248. Information on the salary, bonus, and income of the CEO/other executive members is determined based on workload and targets, including sustainability goals, and is disclosed in the audited consolidated Financial Statements for FY2025–2026, audited by Ernst & Young Vietnam.
(B).B.1.7	Is the Company's Whistle Blowing System managed by independent parties / institutions?	In FY2025–2026, AgriS continued to implement and maintain the Procedure for Receiving & Verifying Information denouncing violations to partners, customers, and employees. *"Whistleblowers can provide information through the following channels:* • *Hotline: 1900 1750* • *Email: info.rm@ttcagris.com.vn (using Form "Whistleblowing Information – TT/QT-02/M01")* • *Microsoft Form: Fill out information online at the "Receiving Information" link.* *Structure of the Reception and Verification Committee:* *Selected from relevant departments or external experts, possessing sufficient competence and experience to handle the issues requiring verification. This includes:* • *Director of RM, QA & Compliance or a member decided by the CEO – Head of Committee (Permanent)* • *Member of the Compliance Inspection team – Deputy Head (Permanent)* • *Member in charge of professional operations – Member (Case-dependent)* • *Member in charge of Legal – Member* • *Member in charge of Human Resources – Member* • *External Expert – Member*
(B).C	**Disclosure and Transparency**	
(B).C.1.1	Are the audited annual financial report / statement released within 60 days from the financial year end?	Yes, the Audited Financial Statements for FY2025–2026 are disclosed within 90 days as per Circular 96/2020/TT-BTC.
(B).D	**Trách nhiệm của HĐQT**	
(B).D.1.1	Does the company have at least one female independent director/commissioner	Currently, the company has no female independent members.
(B).D.1.2	Does the company have a policy and disclose measurable objectives for implementing its board diversity and report on progress in achieving its objectives?	Yes, the company has disclosed in its annual report its orientation to build a balanced BOD, consistent with the principle of "Establishing a competent and professional BOD". The diversity in AgriS's BOD structure includes: • *100% non-executive members;* • *100% of members have 15+ years of industry experience;* • *100% of members do not concurrently serve as a director at more than 5 other companies;* • *100% of members hold Doctorate, Master's, or Bachelor's degrees;* • *40% female members;* • *40% independent members*
(B).D.2.1	Is the Nominating Committee comprised entirely of independent directors/ commissioners?	Yes, Article 5, Chapter II of the Regulation on the Organization and Operation of the Nomination and Remuneration Committee (now the Human Resources Committee) clearly stipulates the term and number of members of the Committee. Specifically: *"Article 5. Term and Number of Committee Members* 1. *The Committee shall have a minimum of three (03) members, of which at least one (01) must be an independent member of the Board of Directors (BOD); the remaining members are not required to be BOD members.* 2. *The term and the number of Committee members shall be decided by the BOD from time to time.* 3. *The Chairman of the Committee shall be appointed by the BOD. Depending on the governance needs of the BOD at any given time, the BOD may appoint one (01) or more members as Vice Chairman of the Committee."* On August 6, 2024, the Board of Directors assigned Mr. Tran Trong Gia Vinh, Independent Member of the BOD, as Chairman of the Human Resources Committee, and Mrs. Dang Huynh Uc My, Chairlady of the BOD, as Member of the Human Resources Committee.
(B).D.2.2	Does the Nominating Committee undertake the process of identifying the quality of directors aligned with the company's strategic directions?	Yes, the Human Resources Committee regularly reviews, updates, and perfects the set of criteria for evaluating the quality of BOD members to ensure their competencies, experience, and strategic mindset are aligned with AgriS's long-term development orientation. Please refer to content presented in sections D.2.8 to D.2.12: Human Resources Committee.
(B).D.3.1	Does the company use professional search firms or other external sources of candidates (such as director databases set up by director or shareholder bodies) when searching for candidates to the board of directors/commissioners?	Yes, AgriS sources BOD candidates from third parties such as the Vietnam Institute of Directors (VIOD).
(B).D.4.1	Do independent nonexecutive directors/commissioners make up more than 50% of the board of directors/commissioners for a company with independent chairman?	Currently, in the AgriS BOD structure, all 5 members are non-executive, of which 2 are independent members. Specifically: • Ms. Dang Huynh Uc My - Chairlady of the BOD • Ms. Huynh Bich Ngoc - Member of the BOD • Mr. Tran Tan Viet - Member of the BOD • Mr. Tran Trong Gia Vinh - Independent Member of the BOD • Mr. Le Quang Phuc - Independent Member of the BOD All BOD members have experience in the main sector in which the Company operates.

Corporate Governance Report and Analysis (continued)

Code	Bonus Points according to the ASEAN Corporate Governance Scorecard	Practices at AgriS in FY2025–2026
(B).D.5.1	Does the company disclose that its Board identified key risk in relation to information technology including disruption, cyber security, and disaster recovery, to ensure that such risks are managed and integrated into the overall risk management framework?	The BOD established a Risk Management Committee with the following functions and duties: • Review and advise the BOD on building the risk management and compliance system (including risk governance structure, risk management strategy, risk management policy, risk appetite,...) • Organize and supervise the implementation of effective risk management layers within the risk management system structure. • Direct, lead, and supervise the implementation of risk management and compliance work. Provide training to raise awareness and capacity in risk management. • Advise on the issuance of policies and procedures for whistleblower protection, ensuring a transparent, clean, and safe working environment for employees. • Review the issuance of regulatory documents for all company activities, except for corporate governance documents. • Appraise risk control points for the Company's processes
(B).D.6.1	Does the company have a separate board level Risk Committee?	Yes, AgriS has a Risk Management Committee under the Board of Directors with the following functions and duties: • Review and advise the BOD on building the risk management and compliance system (including risk governance structure, risk management strategy, risk management policy, risk appetite,...); • Organize and supervise the implementation of effective risk management layers within the risk management system structure; • Direct, lead, and supervise the implementation of risk management and compliance work; • Provide training to raise awareness and capacity in risk management; • Advise on the issuance of policies and procedures for whistleblower protection, ensuring a transparent, clean, and safe working environment for employees; • Review the issuance of regulatory documents for all company activities, except for corporate governance documents; • Appraise risk control points for the Company's processes.

Appendix 2: Company's Self-Assessment of Penalty Items under the ASEAN Corporate Governance Scorecard

Code	Bonus Points according to the ASEAN Corporate Governance Scorecar	Practices at AgriS in FY2025–2026
(P).A	**Rights and Equitable Treatment of Shareholders**	
(P).A.1.1	Does the Company fail or neglect to ensure equitable treatment in share repurchases for all shareholders?	No. AgriS always fully complies with the Law on Enterprises, the Law on Securities, and the Company's Charter in all transactions related to share repurchases. The Company has absolutely no actions that result in unequal treatment among shareholders. All decisions and activities related to share repurchases are transparently and publicly disclosed.
(P).A.2.1	Is there any evidence of barriers preventing shareholders from communicating or consulting with other shareholders?	No. The Company always creates the most favorable conditions for shareholders to freely communicate and share information with one another in all circumstances. The Company has absolutely no actions or regulations that prevent or restrict shareholders' right to exchange information.
(P).A.3.1	Did the company include any addtional and unannounced agenda item into the notice of AGM/EGM?	No. All information and documents related to the GMS are publicly posted by AgriS on the Company's website under the General Meeting of Shareholders section. The Company always creates the best conditions for shareholders to access the information necessary for the meeting and exercise their rights and obligations.
(P).A.3.2	Was the Chairman of the Board and the Chairmen of all Board Committees and the CEO absent from the most recent?	No. The Minutes of the GMS for FY2024–2025 recorded the presence and attendance of all key personnel of the Company, including the Chairlady of the BOD, Chairpersons of the BOD Committees, and the CEO.
(P).A.4.1	Shareholders' agreement?	No. The Company currently has no shareholders' agreement other than the provisions set out in the Charter and applicable legal documents. All rights and obligations of shareholders are exercised transparently, fairly, and consistently in accordance with the law, ensuring that there are no separate agreements that may affect the legitimate interests of other shareholders.
(P).A.4.2	Voting cap?	No. The Company's Charter and the Internal Regulations on Corporate Governance clearly provide as follows: Charter – Article 11.2.a: "To attend and give an opinion at the General Meeting of Shareholders and exercise the right to vote at the General Meeting of Shareholders or through his/her authorized representative or through other forms in accordance with the Charter and the laws. Each ordinary share has one vote." Internal Regulations on Corporate Governance – Article VI.2.6: "When the shareholders register, the Company will issue each shareholder or authorized participant 01 (one) voting card, on which is recorded the registration number, full name of the shareholder, full name of the authorized participant and the number of votes of the shareholder. The GMS discusses and votes on each issue on the agenda. Voting is conducted by voting for approval, disapproval and abstention."
(P).A.4.3	Multiple-voting rights?	No. Each share in the Company carries one voting right only. There are no multiple-voting shares in the Company.
(P).A.5.1	Does a pyramid ownership structure and/or cross-holding structure apparent?	No. The Company does not have any cross holding structure apparent.
(P).A.6.1	Has there been any conviction of insider trading involving directors/ commissioners, management and employees in the past three years?	No. The Company has not been found to have committed any violations relating to insider trading involving BOD Members, the Board of Management, and Company employees for many years. The Company strictly prohibits all insider trading activities and imposes strict internal disciplinary measures for such conduct.



Corporate Governance Report and Analysis (continued)

Code	Bonus Points according to the ASEAN Corporate Governance Scorecar	Practices at AgriS in FY2025–2026
(P).A.7.1	Has three been any cases of non compliance with the laws, rules and regulations pertaining to material related party transactions in the past three years?	No. The Company has not recorded any cases of violation or non-compliance with laws, rules, and regulations relating to material or significant related-party transactions. All transactions have been conducted transparently, in compliance with applicable laws and the Company's Charter, and reviewed and approved in accordance with the applicable authority.
(P).A.7.2	Were there any RPTs that can classified as financal assitance (i.e not conducted at arms length) to entities other than wholly-owned subsidiary companies?	No. The Company has not entered into any related-party transactions that could be classified as financial assistance to entities other than subsidiaries. All related-party transactions are conducted transparently, publicly disclosed, and comply with applicable laws and internal procedures.
(P).B.1.1	Has there been any violations of any laws pertaining to labour/ employment/ consumet/ insolvency/ commercial/ competition or environmental issues?	No. AgriS always takes all necessary measures to prevent violations of the law.
(P).B.2.1	Has the Company been subject to any penalty by a regulatory authority for failure to disclose information within the required period for material events?	No. AgriS strictly complies with legal regulations on information disclosure, ensuring that disclosures are made fully, timely, and transparently to protect the interests of shareholders and stakeholders. As evidence, during the past fiscal year, the Company received certification for meeting information disclosure standards under the IR Awards 2026 program.
(P).B.2.2	Is there any evidence that the Company is engaging in "greenwashing" (attempting to create an appearance of sustainability while in practice there is no corresponding commitment and action)?	No. There is no evidence that AgriS engages in "greenwashing." On the contrary, the Company's sustainable development commitments are consistently linked to specific action programs. We transparently disclose implementation results in the Annual Report and Sustainability Report, thereby demonstrating a consistent, long-term commitment to the goal of Net Zero 2035 and the development of a circular agricultural value chain.
(P).C	**Disclosure and Transparency**	
(P).C.1.1	Did the Company received a "qualified opinion" in the independent audit report?	No. In the audited FY2025–2026 Financial Statements: the independent auditor's opinion on the Financial Statements was an "unqualified opinion."
(P).C.1.2	Did the Company received an "adverse opinion" in the independent audit report?	
(P).C.1.3	Did the company receive a "disclaimer opinion" in its external audit report?	
(P).C.1.4	Has the Company restated its Financial Statements during the past year for reasons other than changes in accounting policies?	No. The Company did not restate its Financial Statements during the past year for reasons other than changes in accounting policies.
(P).D	**Responsibilities of the BOD**	
(P).D.1.1	Is there any evidence that the Company failed to comply with any listing rules and regulations during the past year other than information disclosure requirements?	No. There is absolutely no evidence that the Company violated or failed to comply with securities listing rules and regulations other than information disclosure obligations under the law. The Company strictly complies with the regulations of the SSC, Stock Exchanges, and corporate governance standards applicable to listed companies, ensuring transparency, fairness, and the rights and interests of all shareholders.
(P).D.1.2	Has any non-executive BOD Member resigned and raised any concerns regarding governance?	No. The Company has not recorded any case in which a non-executive BOD Member resigned and raised any concerns regarding governance.
(P).D.2.1	Does the Company have any independent directors/ commissioners who have served for more than nine years or two terms of five years each (which ever is higher) in the same capacity? 1 The five years term must be required by legislation which pre-existed before the introduction of the ASEAN Corporate Governance Scorecard in 2011.	According to Section VI.3.2 of the Internal Regulations on Corporate Governance on the term of office of BOD Members: *"The term of a BOD member shall not exceed five (05) years; a BOD member may be reelected for an unlimited number of terms. An individual may only be elected as an independent member of the Company's BOD for no more than two consecutive terms."* However, AgriS has not recorded any case of an Independent BOD Member serving for more than 9 years or two 5-year terms in the same capacity.
(P).D.2.2	Has the Company failed to clearly identify who are the Independent, non-executive, and executive BOD Members?	No. Independent BOD Members and non-executive BOD Members are clearly identified by the Company. Currently, AgriS has five BOD Members, including: • Ms. Dang Huynh Uc My - Chairlady of the BOD • Ms. Huynh Bich Ngoc - BOD Member • Mr. Tran Tan Viet - BOD Member • Mr. Tran Trong Gia Vinh - Independent BOD Member • Mr. Le Quang Phuc - Independent BOD Member
(P).D.2.3	Does the Company have any BOD/non-executive/ Independent BOD Member who serves as a director in more than 5 listed companies in total?	All Independent/Non-Independent BOD Members are entitled to serve as BOD Members of other companies; however, none of AgriS's BOD Members serves as a director of more than 5 listed companies.
(P).D.3.1	(During the previous two years) Has any BOD Member or senior executive previously been an employee or partner of the current independent audit firm?	During FY2025–2026, the independent audit firm for the Sustainability Report was Deloitte Vietnam, while the independent audit firm for the Financial Statements was Ernst & Young Vietnam. None of the BOD Members or senior executives has previously been an employee or partner of Deloitte Vietnam or Ernst & Young Vietnam.
(P).D.4.1	Has the Chairlady of the BOD been the CEO of the Company during the past three years?	No. The current Chairlady of the BOD is Ms. Dang Huynh Uc My. She is a non-executive BOD Member and has not been the CEO during the past three years.
(P).D.4.2	Do Independent non-executive BOD Members receive stock options or bonus shares?	In 2026, the Company did not issue stock options or bonus shares



04 OPERATION THROUGHOUT THE YEAR

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Sugar Industry Prospects

GLOBAL SUGAR INDUSTRY PROSPECTS

Source: Trading Economics





In the 2025–2026 crop year, the global sugar market recorded an oversupply of approximately 4.6–7.2 million tons, according to forecasts by research organizations. The significant surplus put strong pressure on sugar prices, which declined sharply for most of the fiscal year, fluctuating around 13–14 US cents/lb. Entering early 2026, prices tended to fluctuate within the 14–16 US cents/lb range, with expectations that the market would gradually rebalance as the surplus narrowed.

2025-2026 crop year fluctuating within a price range of approximately

13-14

US cent/lb

In early 2026, the trend will involve fluctuations within a specific price range

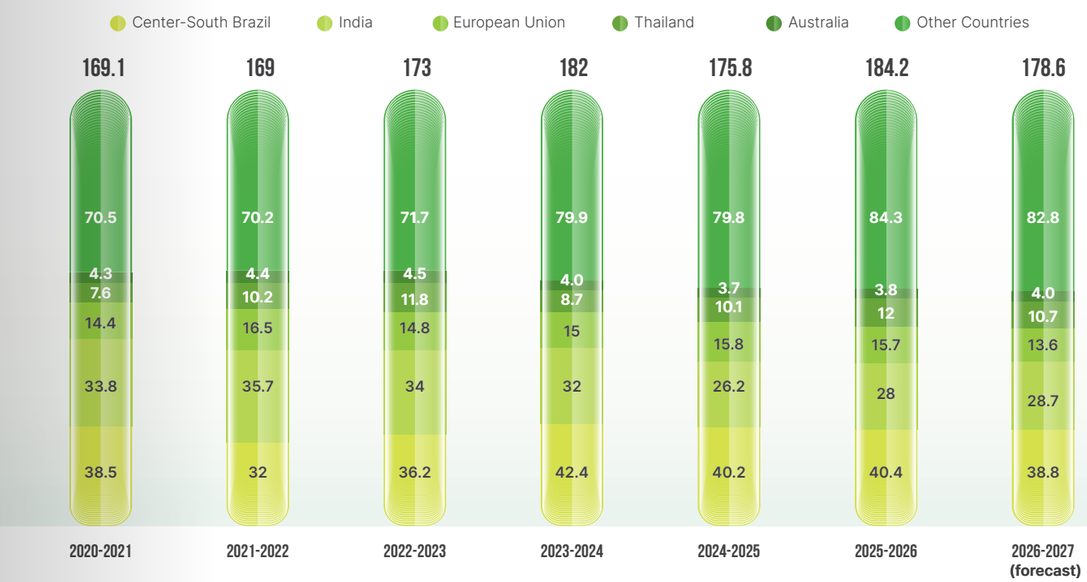
14-16

US cent/lb

SUGAR PRODUCTION IN SELECTED COUNTRIES WORLDWIDE

Global Sugar Production 2020-2025

Source: Green Pool, AgriS compilation



The estimated sugar production situation in some of the world's largest sugar-producing countries is as follows:

BRAZIL	INDIA	EUROPEAN UNION (EU)	THAILAND	AUSTRALIA
40.4	**28.0**	**12.0**	**15.7**	**4.0**
Million tons	Million tons	Million tons	Million tons	Million tons

Sugar Industry Prospects (continued)

BRAZIL'S CENTER-SOUTH REGION

In the 2025–2026 crop year, Brazil's Center-South region continued to be the world's largest sugar-producing and exporting region, contributing approximately 40.4 million tons of sugar to global supply.

In the 2026–2027 crop year, sugar supply from Brazil's Center-South region is forecast to decline to 38.8 million tons, largely influenced by the relationship between sugar and ethanol prices. In a low sugar price environment, mills in the Center-South region tend to flexibly adjust their production mix between the two products to optimize economic efficiency. Although ethanol prices have also weakened due to slower fuel demand, the ability to flexibly switch between sugar and ethanol remains a key factor determining sugar supply. In addition, the risk of El Niño may affect sugarcane yields, reducing production and supporting sugar prices in the coming quarters.

INDIA

India, the world's second-largest sugar producer, recorded estimated sugar production of approximately 28 million tons in the 2025–2026 crop year. During the crop year, India's production was affected by unfavorable weather conditions, tighter domestic supply, and higher sugar prices. Against this backdrop, the Indian Government continuously implemented measures to ensure domestic supply security, including a sugar export ban from May through September 2026; inventory limits from August to November to prevent speculation; and allowing duty-free imports of up to 1 million tons of raw sugar to stabilize the market.

In the 2026–2027 crop year, sugar production is expected to recover to approximately 28.7 million tons due to more favorable weather conditions. In addition, similar to Brazil, the allocation of sugarcane between sugar and ethanol production will remain an important tool for regulating supply in India.

THAILAND

Sugar production in Thailand reached approximately 12.0 million tons in the 2025–2026 crop year. In the 2026–2027 crop year, production is forecast to decline to approximately 10.7 million tons, as sugar prices remain low, production costs increase, and the economic returns from sugarcane decline relative to certain alternative crops. The decline in supply is expected to reduce Thailand's sugar exports from approximately 7.0 million tons in the 2025–2026 crop year to approximately 6.0 million tons in the 2026–2027 crop year.

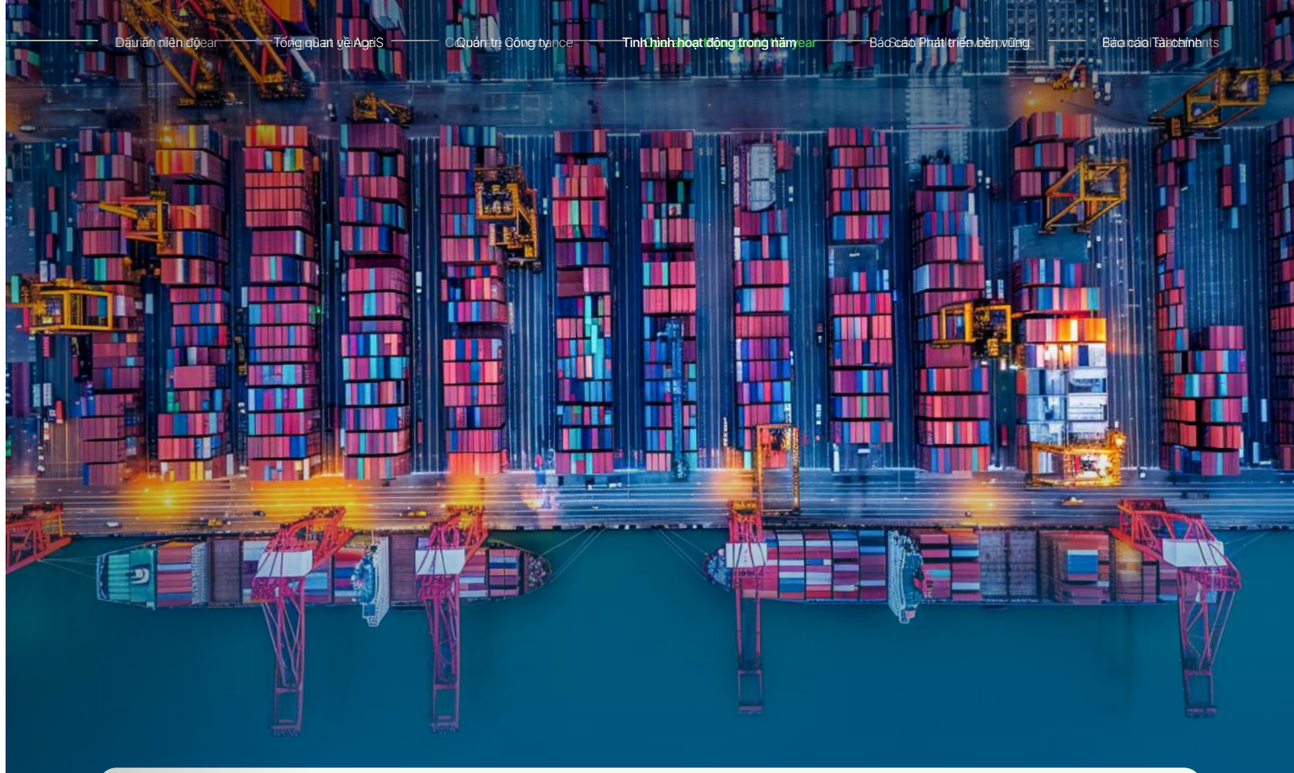
Although a shift toward other crops has emerged, market assessments indicate that the scale of this shift in the 2026–2027 crop year is likely to remain limited and is not expected to result in a significant change in sugarcane acreage. At the same time, the risk of El Niño may reduce sugarcane yields and continue to put pressure on Thailand's sugar supply.

EUROPEAN UNION (EU)

Sugar production in the EU is primarily based on sugar beet. In the 2025–2026 crop year, EU sugar production was estimated at approximately 15.7 million tons. In the 2026–2027 crop year, production is forecast to decline to 13.6 million tons, mainly due to a reduction in sugar beet acreage amid low sugar prices and rising input costs. The decline in supply is also expected to reduce EU sugar exports from approximately 1.6 million tons to 0.8 million tons.

AUSTRALIA

Sugar production has remained stable at approximately 4 million tons over the past 10 years due to the Government's sugarcane acreage planning policy.



SUGAR CONSUMPTION AND IMPORTS IN SELECTED COUNTRIES WORLDWIDE

CHINA

China is the world's largest sugar consumer and importer, with sugar consumption of approximately 16 million tons in the 2025–2026 crop year, including approximately 5.32 million tons of imports. In the 2026–2027 crop year, sugar consumption is expected to reach approximately 16.34 million tons. Demand for raw sugar imports is forecast to remain low, at approximately 4.56 million tons, supported by abundant domestic supply. At the same time, the Chinese Government continues to tighten import controls by reducing the Automatic Import Licensing (AIL) quota from 2.6 million tons in 2025 to 1 million tons in 2026.

INDONESIA

Indonesia's sugar consumption reached approximately 7.5 million tons in the 2025–2026 crop year. In the 2026–2027 crop year, sugar consumption is forecast to increase slightly to approximately 7.6 million tons, while imports are also expected to rise to approximately 5 million tons to meet domestic demand. However, the pace of imports is likely to continue to be affected by Government policies on centralized procurement and delays in the issuance of import licenses, creating short-term negative impacts, although domestic consumption demand remains stable.

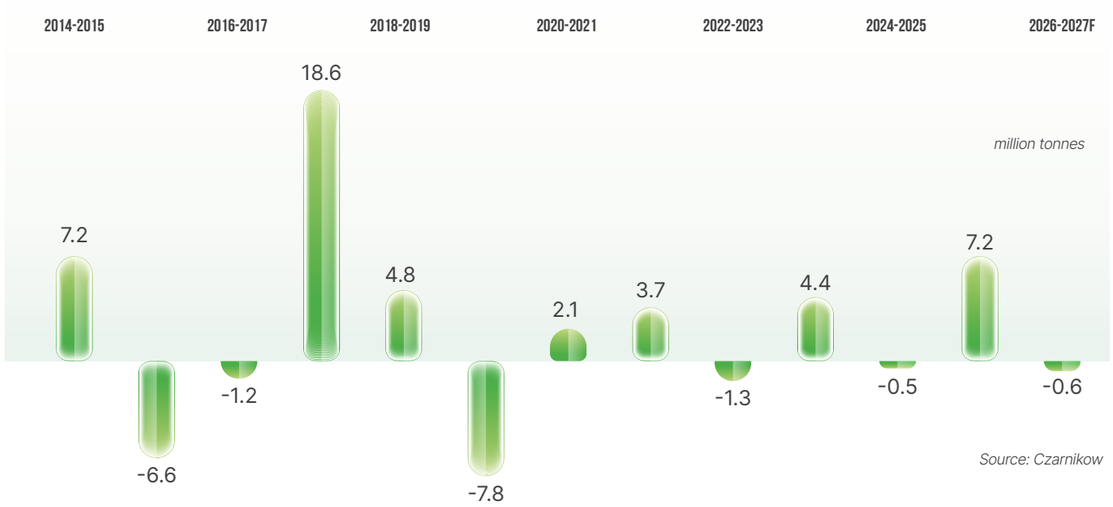
PHILIPPINES

Sugar consumption in the Philippines reached approximately 2.3 million tons in the 2025–2026 crop year. During the crop year, domestic sugar supply came under pressure as a locust outbreak occurred on Negros Island, which accounts for approximately 60% of the country's sugar production. Meanwhile, the Government continued to maintain import control measures, including a sugar import ban through December 2026 and a ban on imports of feedstocks used for bioethanol production, including molasses, sugar, sugarcane, and sugar syrup. These measures are expected to prioritize domestic supply, but may also reduce flexibility in balancing supply and demand in the Philippine sugar market.

Sugar Industry Prospects (continued)

GLOBAL SUGAR SUPPLY AND DEMAND FORECAST FOR THE 2026–2027 CROP YEAR

Following the oversupply recorded in the 2025–2026 crop year, the global sugar market is forecast to approach a balanced state in the 2026–2027 crop year. According to Czarnikow, global sugar production is expected to reach approximately 178.5 million tons, while consumption is forecast at approximately 179 million tons, representing a deficit of approximately 0.6 million tons.



Source: Czarnikow

On the supply side, the outlook for sugar production in the 2026–2027 crop year is considered relatively cautious, as supply in several major producing regions may come under pressure, limiting the growth rate of global supply.

- In Brazil, mills' continued low level of hedging allows producers to maintain flexibility in allocating sugarcane between sugar and ethanol production, enabling them to adjust the production mix in response to price movements and market demand.
- In the EU & UK, sugar beet planting areas are expected to decline due to lower sugar prices and the closure or suspension of operations at some mills, reducing production potential.
- In Thailand, declining profitability of sugarcane cultivation, dry weather conditions, and disease outbreaks are putting pressure on output.

On the demand side, global sugar consumption growth is forecast to remain relatively moderate. However, several new drivers are expected to support demand recovery and create additional growth momentum in the coming period:

- The trend toward prioritizing naturally sourced ingredients in the food and beverage industry for health reasons is driving a shift from HFCS to cane sugar, thereby creating additional momentum for cane sugar consumption.
- Energy security needs are encouraging countries such as Brazil, India, Indonesia, South Africa, and Kenya to increase ethanol production, indirectly supporting demand for sugar and sugarcane for fuel purposes. At the same time, sugar is increasingly being used as a feedstock for value-added products such as bioplastics, specialty molecules, and spandex fibers, with notable investments in India, Guatemala, and Vietnam.

SUGAR PRICE OUTLOOK



In the short term, sugar prices are expected to continue fluctuating within a narrow range, with upside momentum driven mainly by speculative activity and movements in crude oil and ethanol prices. However, signals from the physical market remain relatively weak, indicating that underlying demand is not yet strong enough to establish a sustainable upward trend.

In the long term, sugar prices are expected to recover cautiously as the market shifts from oversupply toward balance or a slight deficit in the 2026–2027 crop year. However, the upside may be limited by weak consumption demand and the flexibility of sugar mills in switching between sugar and ethanol production. Sugar prices are forecast to fluctuate around 17–20 US cents/lb.

VIETNAM SUGAR INDUSTRY PROSPECTS

OVERVIEW OF VIETNAM'S SUGAR INDUSTRY

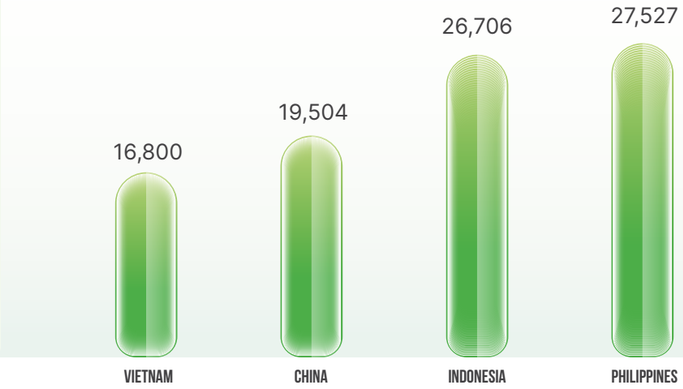
According to the Vietnam Sugarcane and Sugar Association (VSSA), in the 2025-2026 crop year, Vietnam's sugarcane and sugar industry continued to maintain its recovery momentum. As of the end of July 2026, mills had crushed 13.586 million tonnes of sugarcane and produced 1.3258 million tonnes of sugar of various types. However, the consumption market faced significant pressure as domestic sugar prices fell to their lowest level in about three years, while smuggled sugar and liquid high-fructose corn syrup (HFCS) continued to exert pressure on the market on the market. As a result, production output has not yet translated proportionately into consumption, putting pressure on the efficiency of the domestic sugarcane and sugar value chain.

Domestic sugar prices remain low compared with the region

Although production output has remained stable, sugar prices in Vietnam are lower than those in regional markets. Based on conversions by the Vietnam Sugarcane and Sugar Association, the average domestic sugar price in July 2026 was only about 61% of the price in the Philippines, 63% of the price in Indonesia and 86% of the price in China.

COMPARISON OF VIETNAM'S SUGAR PRICES WITH THOSE OF NEIGHBORING COUNTRIES JULY 2026

Source: Vietnam Sugarcane Association (VSSA) *Unit: VND/kg (converted)*



Several factors affecting prices are as follows

- Abundant domestic supply amid weak end-consumption has increased inventories, directly putting downward pressure on domestic sugar prices.
- Sugar imports of unclear origin at competitive prices, together with low-priced liquid HFCS imports that are not subject to quota restrictions and are used in certain food and beverage segments, have reduced part of the demand for cane sugar.



The Government continues to maintain supportive policies for the domestic sugar industry

On 2 June 2026, the Ministry of Industry and Trade (MOIT) issued Decision No. 1309/QD-BCT and Decision No. 1310/QD-BCT, further extending the application of trade remedies and anti-circumvention measures on sugar originating from Thailand, effective from 16 June 2026 to 15 June 2031. The extension of these trade remedy measures has had positive impacts on stabilizing the competitive environment for the domestic sugar industry.

MOIT's review results show that after five years of implementing the measures, sugar imports from Thailand declined significantly, while domestic production recovered markedly. The policy's impact has gone beyond protecting selling prices of domestically produced sugar, contributing also to the sustainability of raw material areas. MOIT noted that average sugarcane yield increased from 60.7 tonnes/ha to 73.3 tonnes/ha, while sugarcane quality remained around 10 CCS. Extending the trade remedy measures to 2031 helps protect domestic production and creates room for enterprises to improve productivity, quality and long-term competitiveness.

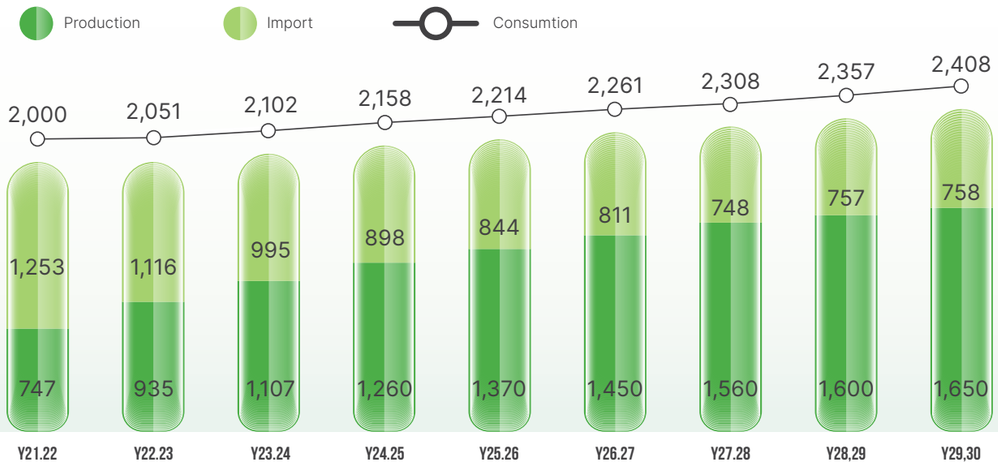
Sugar Industry Prospects (continued)

OUTLOOK FOR VIETNAM'S SUGAR INDUSTRY

Sugar consumption demand continues to exceed domestic production

According to estimates by the U.S. Department of Agriculture (USDA), Vietnam's sugar consumption demand in the 2025-2026 crop year is estimated at around 2.3 million tonnes, while domestic sugar production is projected at about 1.3 million tonnes, equivalent to roughly 60% of demand. As a result, Vietnam continues to import a considerable volume of sugar each year. The gap between domestic supply and consumption demand creates room for the domestic sugar industry to expand production capacity, meet domestic demand and reduce dependence on external supply.

Source: compiled by AgriS



Sugar consumption demand in Vietnam is supported by several fundamental factors:

- Large population size: Vietnam's population reached approximately 102.3 million in 2025, providing a stable consumer base for food, beverages and processed products.
- Sugar consumption demand remains stable: Vietnam's domestic sugar demand in recent years has remained around 2.0-2.3 million tonnes per year.
- The food and beverage industry continues to expand: Growth in F&B, processed foods, beverages and modern retail continues to support demand for sugar and sugarcane-derived ingredients.
- Urbanization and improving income: Rising income per capita and urbanization are driving demand for processed products, convenient beverages and higher value-added products.
- Increasingly diverse consumption trends: In addition to traditional sugar, demand is expanding into high-quality sugar, organic sugar, less refined sugar and products with traceability.

The Vietnam Sugarcane and Sugar Association (VSSA) forecasts that sugar supply will remain abundant in the short term, with domestically produced sugar, sugar imported from ASEAN and smuggled sugar all present in the market. Domestic sugar prices are expected to edge up slightly but remain low compared with prices in regional sugarcane-growing countries such as Indonesia, the Philippines and China.

The sugar industry is entering a consolidation phase

The consolidation trend in the sugar industry has been underway for many years and continues today. After years of intense competition, the number of sugar enterprises is gradually declining, while market share is increasingly concentrated among larger companies. Key competitive advantages are increasingly centered on:

- Scale and the ability to control raw material areas
- Processing capacity and production optimization
- Logistics systems and distribution capabilities
- Access to medium and long-term capital
- Commercial, import-export and international market connectivity capabilities



Expanding the sugarcane value chain

Beyond traditional sugar products, the outlook for Vietnam's sugarcane and sugar industry is gradually expanding toward multi-value extraction from sugarcane and by-products generated during production. Areas such as ethanol and biofuels, biomass power from bagasse, organic fertilizers and other value-added biological products are opening up new development space for the industry value chain.

In particular, Vietnam's planned nationwide rollout of E10 biofuel gasoline from June 2026 is expected to boost demand for fuel ethanol. According to the Ministry of Industry and Trade (MOIT), ethanol demand for blending E5 and E10 biofuel gasoline is estimated at around 92,000-100,000 m^3 per month, while domestic supply remains limited. This is a favorable factor for the development of the biofuel industry and opens opportunities to increase value from domestic agricultural raw materials.

At the same time, the trend of utilizing by-products, developing renewable energy and reducing emissions also enables sugarcane and sugar enterprises to gradually improve raw material efficiency, diversify revenue streams and develop under a circular economy model, thereby strengthening the industry's long-term sustainability.

Overall, the outlook for Vietnam's sugar industry in the 2026-2027 crop year is assessed as stable, although several factors still need to be monitored. Domestic consumption demand and trade remedy measures continue to provide a foundation for domestic production, while pressure from supply, low price levels, smuggled sugar and substitute products may still affect the overall efficiency of the industry. In the medium and long term, the ability to improve raw material area productivity, control costs and expand value extraction from sugarcane will be key factors for the industry's competitiveness and sustainability.

Food and Beverage (F&B) Industry Prospects

GLOBAL FAST-MOVING CONSUMER GOODS (FMCG) MARKET OVERVIEW



In 2025, the global FMCG market recorded 3.5% value growth, while volume increased by only 0.9%. In Asia, value growth reached 1.5%, while volume growth reached 1.7%. Asia was one of the few regions where volume grew faster than value, reflecting substantial underlying consumer demand and the region's leading role in the next growth cycle.

Source: NIQ — Consumer Outlook 2026

According to the IMF, global inflation is forecast to decline from 4.2% in 2025 to 3.6% in 2026, while global GDP is expected to remain around 3.0–3.1%. However, accumulated spending pressures from the period of high inflation remain: consumers have not yet returned to a comfortable spending pattern. Notably, rather than cutting spending, consumers are reallocating their budgets and requiring each expenditure to demonstrate clear value.

THREE NEW STANDARDS OF GLOBAL CONSUMERS

- **Clear Value:** Consumers demand transparency regarding cost per use and a convincing reason for any higher price.
- **Health:** Health is no longer a premium option but has become a basic product standard.
- **Trust:** Trust is built on transparency and actual product quality rather than advertising.



Growth drivers are shifting from expanding sales to optimizing portfolio mix and creating value. Core products must optimize the value-for-money proposition, while growth momentum is increasingly driven by health and functional products. Brands need to shift from a communication-led model toward one led by the actual value of products.

GLOBAL FOOD & BEVERAGE (F&B) MARKET

The global Food & Beverage market maintains a large scale and is expected to continue growing over the medium and long term. According to The Business Research Company, the global F&B market reached approximately USD 7.0 trillion in 2025, is expected to increase to USD 7.2 trillion in 2026, and reach approximately USD 9.3 trillion by 2030, equivalent to a CAGR of approximately 5.9% during 2026–2030. Key growth drivers are expected to include increasingly diverse food consumption demand, urbanization, product innovation, personalized nutrition, and the development of functional food and beverage products.

The global non-alcoholic beverage market reached approximately USD 1.4 trillion in 2025 and is expected to increase to USD 1.5 trillion in 2026, before reaching nearly USD 2.6 trillion by 2033, equivalent to a CAGR of 8.0% during 2026–2033. Asia-Pacific accounted for 33.9% of global revenue in 2025 and continues to play an important role in industry growth.

The market structure is showing a clear shift toward products addressing health and functional needs. Carbonated soft drinks remained the largest segment, accounting for 27.4% of global revenue in 2025, while functional beverages are forecast to be the fastest-growing segment, with a CAGR of 9.2% during 2026–2033.

KEY CONSUMER TRENDS SHAPING THE F&B MARKET

Health becomes a mainstream standard in food and beverage choices

Consumers are increasingly concerned about ingredients, nutritional value, product origin, and safety. This trend is driving demand for natural, low-sugar, convenient, and more nutritious products, while encouraging businesses to improve formulations and develop products that meet health-oriented needs.

Demand for convenience and ease of use continues to increase

Busy lifestyles and changing consumption habits are driving demand for convenient, easy-to-use, and time-saving food and beverage products. According to PwC's 2025 Global Consumer Survey, 38% of consumers purchase prepared foods at least once a week, while 34% order food for home delivery. This trend is particularly evident in urban areas and among younger consumers, encouraging F&B companies to develop ready-to-use, easy-to-prepare products suited to modern lifestyles.

Origin and transparency become increasingly important in product selection.

Consumers are increasingly concerned about the origin of ingredients, quality, and safety of food and beverages. According to NielsenIQ, 85% of Vietnamese consumers support the "Vocal for Local" trend, reflecting growing interest in products with clear origins, authenticity, and local connections. This trend is encouraging businesses to strengthen traceability, quality control, and information transparency throughout the supply chain, while creating opportunities for products that leverage local raw materials and origin stories.

Shopping behavior shifts toward an Omnichannel Model

Consumers are increasingly combining offline channels and digital platforms when searching, evaluating, and purchasing products, from supermarkets and convenience stores to e-commerce and social media. In 2025, total transaction value across the four major e-commerce platforms in Vietnam reached approximately VND 429.7 trillion, up 34.75% from 2024. The development of e-commerce and social commerce expands customer reach while shortening the journey from awareness and discovery to purchase decisions, particularly among younger consumers.

Food and Beverage (F&B) Industry Prospects (continued)

VIETNAM FOOD & BEVERAGE MARKET

VIETNAM F&B MARKET: SCALE, DRIVERS AND GROWTH TREND

Vietnam's Food & Beverage (F&B) industry is experiencing strong growth, reinforcing its position as one of the most promising markets in Southeast Asia. With a population of more than 101 million, a rapidly increasing urbanization rate, and an expanding middle class, Vietnam is attracting significant interest from both domestic and international investors.

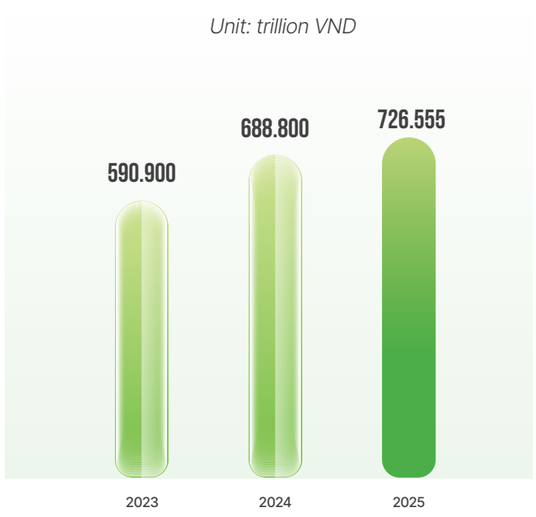
According to a report by SSI Research, Vietnam's F&B market reached USD 79.3 billion in 2025, up 7% YoY, with a CAGR of 5% during 2015–2025. Spending remains concentrated on staple food and essential food products, which account for more than two-thirds of total food and beverage spending.

According to iPOS.vn and Nestlé Vietnam, 2025 marked an important transition for the industry, as the Vietnamese F&B market entered a more mature stage. Growth is no longer driven by rapid expansion but is gradually shifting toward depth, with a focus on operational capabilities, adaptability, and the resilience of individual business models.

Vietnam foodservice market revenue in 2025 reached approximately VND 726.5 trillion in 2025, up 5.5%. Compared with the rapid growth recorded in previous years, this represents a more moderate rate of increase, while still reflecting an important reality: Vietnamese consumers' spending demand for food and beverages has remained resilient.

Vietnam's F&B industry revenue from 2023-2025

Unit: trillion VND





In 2026, Vietnam's F&B market is forecast to reach total revenue of approximately VND 760 trillion, maintaining stable growth of around 4.6%. This is considered a period in which the industry is shifting from rapid growth toward more substantive development, giving way to businesses with structured operating models, effective cost control, and clear business strategies.

2026 is expected to continue to create clear differentiation among businesses. Brands with strong operating foundations, effective control over premises, personnel, and raw material costs, and a stable customer base will continue to have opportunities to achieve positive growth relative to the overall market.

Notably, legal compliance will no longer be a barrier but will become a "golden ticket" enabling businesses to accelerate growth and build sustainable competitive advantages in an increasingly transparent business environment.



VIETNAM BEVERAGE MARKET: KEY SEGMENTS AND GROWTH TRENDS

Growth in the beverage industry is shifting from traditional refreshment segments toward categories offering higher value across three dimensions: health, functionality, and naturalness.

Five Key Segments of the Beverage Market



Ready-to-Drink Tea reached VND 44,850 billion, with a CAGR of 11%. Ready-to-drink tea serves as a bridge between refreshment and health-oriented consumption. The trend toward healthier refreshment, herbal and detox products, and premiumization is driving the development of products such as Oolong tea.



Carbonated Soft Drinks reached VND 39,652 billion, with 6% growth. Consumers are prioritizing low-sugar or sugar-free versions and fruit flavors, while the key purchase drivers remain taste and refreshment. Carbonated fruit juice (Juice CSD) is emerging as a potential trend.



Energy Drinks reached VND 29,729 billion, with 4% growth — the slowest among the segments. Demand is shifting from "instant energy" toward multifunctional and natural energy, with natural energy becoming a key trend and sparkling energy formats enhancing refreshment.



Fruit Juice reached VND 19,908 billion, with 8% growth. Consumers are balancing three factors - taste, health, and nutrition - and increasingly favoring local fruit flavors, toppings, and convenient-to-carry packaging.



Rice-Based Beverages reached VND 3,069 billion, leveraging familiar Asian ingredients such as brown rice, almonds, and red dates, together with clean-label positioning and a light, easy-to-digest proposition. This creates opportunities to leverage the rice ecosystem and expand in line with the plant-based beverage trend.

Source:: Euromonitor; Mordor Intelligence

Leveraging Competitive Advantages to Thrive on a Global Scale

FY2025–2026 marked an important turning point in AgriS's implementation of its 2025–2030 growth strategy, as long-term strategic directions were gradually translated into concrete and measurable results.

During this period, AgriS continued to refine the 03 Centers – 03 Services – 01 Seamless and Multinational Governance System, establishing end-to-end connectivity from raw material areas and production and processing to trade and distribution, while accelerating the application of technology, data, and research and development (R&D). At the same time, the Company strengthened resource connectivity across the ecosystem and expanded cooperation with domestic and international partners, customers, and financial institutions, laying the foundation for long-term, circular, and sustainable growth. Through these efforts, AgriS continued to strengthen its internal capabilities, enhance its competitive advantages, and expand its market development reach globally.



ENHANCING THE OPERATIONAL EFFECTIVENESS OF THE 03 CENTERS – 03 SERVICES – 01 SEAMLESS AND MULTINATIONAL GOVERNANCE SYSTEM

CLOSELY CONNECTED CIRCULAR COMMERCIAL VALUE CHAIN ACROSS THREE CENTERS (AGRIC, PROC, COMC)



AgriS continued to optimize the Circular Commercial Value Chain by strengthening linkages and coordination among the three Centers: AgriC, ProC, and ComC. Each Center performs a specialized function within the value chain, from developing raw material areas and providing agricultural solutions to processing, production, and product commercialization. This operating model enables AgriS to better align production capabilities with market demand, enhance control over inputs, optimize production and business operations, and expand the commercialization of value-added products. Thereby, each link in the chain can maximize its effectiveness, contributing to higher product value and AgriS's competitiveness.

Agriculture Center – AgriC

AgriC plays a key role in connecting raw material areas with agricultural solutions, aiming to provide comprehensive services for farming activities. Through integrated agricultural solution services, AgriC establishes and provides core infrastructure platforms for efficient and sustainable agricultural production, while applying high technology to connect processes and partners across the agricultural value chain, optimize costs, and enhance the efficiency of stakeholders.

Production Center – ProC

ProC serves as the processing and production center within the value chain, applying product research to production, conducting research and development of processes and packaging, and controlling product quality, including both AgriS products and OEM customer products. The Center also develops production planning and distribution channel optimization services for customers.

Commercial Center – ComC

ComC connects products from the AgriS ecosystem with the market through trade, distribution, and customer development activities. Accordingly, ComC provides product and service solutions promptly by connecting with customers across multiple channels through standardized data platforms and integrated technology.

Leveraging Competitive Advantages to Thrive on a Global Scale (continued)

THREE TECHNOLOGY SERVICES ACROSS THE ENTIRE VALUE CHAIN (AGTECH, FOODTECH, FINTECH)

AgriS identifies technology and data as the foundation for driving innovation and enhancing efficiency across the entire value chain. The three services, AgTech, FoodTech, and FinTech, are deployed across key activities ranging from farming and production–processing to financial connectivity, forming complementary capabilities throughout the operating model. Through these services, AgriS strengthens data-driven management, optimizes resources, enhances product value, and expands its ability to respond to market demand, gradually building a technology foundation for an integrated and sustainable agricultural ecosystem.

Agricultural Technology – AgTech

AgriS accelerates the application of technology and data across agricultural activities, from raw material area planning to farm management and operations. Integrated agricultural solutions enhance analytical, decision-making, and production control capabilities toward greater precision, transparency, and efficiency. The integration of land, climate, crop cycle, and production data provides a foundation for real-time agricultural management. At the same time, technology is applied to optimize resource utilization, improve productivity and quality in raw material areas, and minimize production risks. Through these efforts, AgriS is gradually developing a smart agriculture model, enhancing operational efficiency and adaptability to environmental changes.

Food Technology – FoodTech

FoodTech serves as a driver for AgriS to enhance the value added of agricultural products, expand its product portfolio, and better respond to emerging consumer trends. Through Production Innovation, Production Excellence, and Production Digitalization, AgriS is gradually enhancing processing capabilities, standardizing processes, and applying technology to operations, with the aim of improving productivity, quality, and production efficiency. The combination of product innovation, production capabilities, and digitalization enables AgriS to shift from supplying raw materials toward developing higher-value food and beverage products, thereby expanding growth opportunities across the F&B value chain.

Financial Technology – FinTech

FinTech plays a role in connecting capital flows and financial resources with the agricultural ecosystem, supporting AgriS in expanding access to capital and enhancing financial management efficiency across the value chain. Through the Supply Chain Financing model, AgriS connects preferential capital flows from domestic and international banks and financial institutions with farmers, cooperatives, small and medium-sized enterprises, and other stakeholders across the supply chain. The Company also develops digital platforms and leverages data to shorten approval times, enhance cash flow transparency, and improve financial management efficiency. On this foundation, FinTech contributes to establishing a financial bridge for the circular agricultural ecosystem, facilitating resource mobilization for growth, technological innovation, and sustainable development.

CONSISTENT AND INTEGRATED CORPORATE GOVERNANCE SYSTEM

A unified corporate governance system serves as the foundation for AgriS to effectively coordinate its seamless, multinational operating model and strengthen connectivity among entities across the system. AgriS operates its governance system based on four core values: Fairness, Transparency, Responsibility, and Accountability, which guide consistent decision-making and actions throughout the Company; and six pillars: Governance, People, Processes, Technology, Value Chain Management, and Enterprise Risk Management, implemented in an integrated manner to establish a consistent governance and operating framework. The combination of a unified governance system with people, processes, technology, and value chain management provides a foundation for AgriS to enhance operational effectiveness, increase flexibility, and strengthen competitiveness during its new growth phase.

LEVERAGING ADVANTAGES AND ENHANCING COMPETITIVENESS



DEVELOPING AN EXTENSIVE RAW MATERIAL AREA NETWORK

During FY2025–2026, AgriS continued to expand and improve the quality of its raw material areas, thereby increasing supply self-sufficiency, enhancing quality control, and better meeting traceability requirements. As of June 30, 2026, AgriS's total raw material area reached 78,000 hectares across four countries: Vietnam, Laos, Cambodia, and Australia.

Alongside expanding the area and strengthening linkages across growing areas, AgriS accelerated the application of technology, data, and sustainable farming standards to improve productivity, control quality, and optimize resource utilization. Accordingly, during FY2025–2026, harvested sugarcane volume increased by 21%, average productivity increased by 5%, and CCS increased by 3% YoY.

AgriS continued to expand its raw material area development model through the "Farmers Prosper Together with AgriS" program, creating opportunities for partners and customers to participate in utilizing farms owned or used by AgriS. The program contributes to aligning long-term interests between AgriS and its value chain partners while promoting the development of stable and sustainable raw material areas.

Raw material areas have become a core competitive advantage, supporting AgriS in enhancing quality control, developing differentiated products, and better meeting increasingly demanding requirements in domestic and international markets.

ENHANCING PRODUCTION CAPACITY THROUGH THE FACTORY NETWORK



AgriS continued to invest in upgrading and optimizing the operations of its production factory network, thereby increasing processing efficiency, ensuring consistent finished-product quality, and maximizing value across the circular agricultural value chain. Currently, AgriS operates a large and diversified production infrastructure comprising 10 sugar production plants with a total capacity of 4,740 tons of sugar per day, 4 microbial fertilizer plants, 1 water production plant, 1 rice plant, biomass power plants, and rooftop solar power systems.

Alongside maintaining and improving designed capacity, AgriS accelerated the application of modern technology, process automation, and stringent production management standards to optimize operating costs and minimize environmental impacts. The diversified factory network, ranging from sugar processing and microbial fertilizer production to food and beverages, not only helps close the agricultural value chain and efficiently reuse production by-products, but also provides greater flexibility in responding to market changes. The factory network serves as a central processing link, enabling AgriS to realize the potential of its raw material areas and serving as a core competitive advantage.

Leveraging Competitive Advantages to Thrive on a Global Scale (continued)

DIVERSIFYING THE PRODUCT PORTFOLIO AND ENHANCING PRODUCT VALUE

During FY2025–2026, AgriS continued to expand its portfolio based on established business segments, moving from core sugar products toward coconut- and rice-based food and beverage products and agricultural services.

On this foundation, AgriS continued to accelerate research, innovation, and deep processing to enhance product value added. R&D capabilities were connected with the production system and commercial network, enabling the Company to develop product lines that better meet market demand, shorten the commercialization process, and enhance its ability to serve different customer segments.

Portfolio diversification not only expands revenue sources but also enables AgriS to capture greater value across the agricultural value chain, increase value per unit of raw material, and gradually establish a more balanced product mix between traditional business segments and value-added product groups.



EXPANDING THE COMMERCIAL NETWORK AND DISTRIBUTION INFRASTRUCTURE

During FY2025–2026, AgriS continued to strengthen its commercial network based on its established domestic and international distribution system, including:

- B2B Channel: More than 2,000 customers;
- B2C Channel: More than 63,000 points of sale across Traditional and Modern Trade channels, and more than 140 distributors and agents;
- Commercial Channel: More than 680 modern trade partners;
- E-commerce Channel: More than 160,000 customers;
- Export Channel: 88 countries.

The integrated omnichannel distribution network, spanning traditional and modern trade, e-commerce, and export markets, not only supports broader customer reach but also provides more stable outlets for an increasingly diversified product portfolio. It has also become an important link in expanding market scale, enhancing value chain efficiency, and strengthening AgriS's presence in target markets.





OPTIMIZING THE WAREHOUSING SYSTEM

AgriS continued to enhance its logistics infrastructure and goods coordination capabilities through an extensive warehousing network comprising 28 warehouses, with a total area of 93,570 m^2 and total storage capacity of 247,460 tons. Maintaining a warehousing scale aligned with operational needs enables AgriS to be more proactive in inventory storage and goods circulation, while supporting cost control and improving distribution efficiency. This is one of the important factors contributing to enhanced market responsiveness and supporting the expansion of the Company's operations.

The existing warehousing infrastructure continues to meet AgriS's increasingly diverse operational requirements as the Company expands its product portfolio and business markets. Optimizing warehousing capacity in line with operating scale enhances system adaptability, ensures a stable operating foundation, and supports the Company in implementing its long-term growth directions.

Introduction of Board of Management



MR. THAI VAN CHUYEN

CHIEF EXECUTIVE OFFICER

Year of Birth: 1978

Date of Appointment as CEO: July 2024

Ownership of the Company's Voting Shares: 709,268 shares, equivalent to 0.08%

PROFESSIONAL QUALIFICATIONS

- Master of Business Administration – University of Montreal (Quebec, Canada)
- Bachelor of Laws – Hanoi Law University
- Bachelor of Business Administration – University of Economics Ho Chi Minh City
- Completed the following programs:
  - » Swedish Institute Management Program (SIMP 2019)
  - » Professional CEO Program – PACE Education Group
  - » Project Management Training Program – Ho Chi Minh City University of Technology

NOTABLE AWARDS

- Best CEO Award – Outstanding Executive – Platinum, one of the categories in which AgriS was honored at the 17th Annual Global CSR & ESG Summit and Awards 2025.

WORK EXPERIENCE

- 07/2024 – Present: Chief Executive Officer, Thanh Thanh Cong – Bien Hoa JSC
- 10/2018 – 2024: Vice Chairman of the Board of Directors, Ben Tre Import and Export JSC
- 02/2020 – 11/2021: Executive Director, Gulf Energy Development Thailand / Chief Executive Officer, Gulf Vietnam
- 2018 – 2020: Chairman of the Board of Directors, Hoang Gia Securities Company
- 2013 – 01/2019: Chief Executive Officer, TTC Group
- 2012 – 2015, 2017 – 2018: Chairman of the Board of Directors, Gia Lai Electricity JSC (GEC)
- 2011 – 2014: Chairman of Bien Hoa Sugar JSC (BHS) and Ninh Hoa Sugar JSC (NHS); Vice Chairman of the Board of Directors of Thanh Thanh Cong Tay Ninh Sugar JSC (SBT); Vice Chairman of the Board of Directors of Gia Lai Thermal Power Sugar JSC (SEC)
- 2010 – 2012: Chairman/Vice Chairman, Sacomreal Tan Thang (82-hectare Celadon City project)
- 2009 – 2011: Chief Executive Officer, Saigon Thuong Tin Real Estate JSC (TTC Land, formerly Sacomreal)
- 2007 – 2009: Chairman and Chief Executive Officer, Ngoc Lan Tourism JSC
- 2004 – 2007: Director, Hy Thanh Co., Ltd
- 2002 – 2004: Head of Investment Department, Thanh Thanh Cong Production and Trading Co., Ltd. (specializing in logistics, sugar, molasses, and agricultural commodities trading).

KEY ACHIEVEMENTS IN FY2025-2026

- With more than 24 years of management and executive experience across Agriculture, Renewable Energy, Tourism, and Real Estate, Mr. Thai Van Chuyen has developed a diversified management background and extensive expertise in agriculture, particularly Sugar and Coconut. He has participated in leading several large-scale M&A transactions in the agricultural sector, while also building a strong foundation in management, law, and international trade, providing a comprehensive perspective on business development and integration.
- During FY2025–2026, he continued to play a key executive role in translating the Strategy through 2030–2031 into specific business priorities, operating models, and action programs. Under his leadership and that of the Executive Board, AgriS recorded VND 26.7 trillion in net revenue and sales volume of 1.25 million tons, achieving 101% of the plan amid a fiscal year marked by significant volatility. SBT shares increased by 14.37%, bringing market capitalization to nearly VND 20 trillion and contributing to the strengthening of AgriS's position in the capital market.
- A notable highlight during the fiscal year was his promotion of the Holdings model and the 03 Centers – 03 Layers – 1 System architecture into a more practical operating phase, strengthening synergies across Agriculture – Production – Commercial activities and gradually establishing an integrated management approach spanning business operations, execution, and resource allocation. In parallel, AgriS continued to enhance key capabilities in supply chain management, investment and capital management, data and technology, policy and external relations, and organizational development, creating a foundation for operational efficiency and new growth drivers.
- Building on the Circular Commercial Value Chain, he and the Executive Board continued to promote international cooperation and strengthen AgriS's capacity to participate in the global agricultural value chain. Throughout this process, he played an important role in connecting the Executive Board's specialized capabilities into a unified execution force across the Group, thereby strengthening governance capabilities, ecosystem strength, and the foundation for long-term growth as AgriS works toward the objectives of the Strategy through 2030–2031 and gradually establishes its position as a regional high-tech agriculture group.

CURRENT POSITIONS AT OTHER ORGANIZATIONS (EXCLUDING THE PARENT COMPANY AND SUBSIDIARIES): None



MR. TRAN QUOC THAO

DEPUTY CHIEF EXECUTIVE OFFICER

Year of Birth: 1979

Date of Appointment as Deputy CEO: July 2024

Ownership of the Company's Voting Shares: 791,748 shares, equivalent to 0.09%

PROFESSIONAL QUALIFICATIONS

- Bachelor of Corporate Finance – University of Economics Ho Chi Minh City
- Post-graduate Diploma in International Business Administration
- Post-graduate Diploma in Applied Accounting and Finance

WORK EXPERIENCE

- 07/2024 – Present: Deputy CEO, Thanh Thanh Cong – Bien Hoa JSC
- 06/2025 – Present: Independent Member of the Board of Directors, AgriS Ninh Hoa Import Export JSC
- 07/2023 – Present: Member of the Board of Directors, Bien Hoa Consumer Products JSC
- 07/2023 – 07/2024: Standing Deputy CEO, Thanh Thanh Cong – Bien Hoa JSC
- 01/2023 – 07/2023: Deputy CEO, Thanh Thanh Cong – Bien Hoa JSC
- 2017 – 2019: Deputy CEO – Finance Division, Thanh Thanh Cong – Bien Hoa JSC; Chairman of the Board of Directors, TTC Bien Hoa – Dong Nai Sugar One Member Co., Ltd.
- 2015 – 2017: Deputy CEO – Finance, Bien Hoa Sugar JSC
- 2012 – 2015: Standing Deputy CEO, Ninh Hoa Sugar JSC
- 2011 – 2012: Deputy CEO – Investment, Dang Huynh JSC
- 2009 – 2011: Head of Investment Department, Dai Phuc Construction and Housing Business JSC
- 2007 – 2008: Product Development Specialist, Asia Commercial Joint Stock Bank
- 2003 – 2007: Accountant, Dong Nai Agricultural Materials One Member Co., Ltd.

KEY ACHIEVEMENTS IN FY2025-2026

- With more than 20 years of experience in finance, Mr. Tran Quoc Thao has managed and overseen several key projects, including the implementation of the ERP system on the Microsoft Dynamics AX platform, the adoption of IFRS at AgriS, and the M&A transaction between SBT and BHS in 2017.
- He successfully developed and implemented the Operation Excellence (OPEE) model, establishing and promoting operational excellence centered on three key factors: People – Processes – Systems. The model shaped a new operating framework, creating a flexible system, optimizing processes, and enhancing overall efficiency.
- He laid the foundation for the development and adoption of IFRS accounting standards at AgriS, with the aim of meeting best practices in effective financial management and enhancing financial transparency for stakeholders.
- He successfully mobilized hundreds of millions of USD from major domestic and international financial institutions, making an important contribution to the development and expansion of AgriS's business operations and international reach.
- He contributed to building and strengthening a highly professional Finance Division, ensuring operational continuity and readiness to support the Company's development plans.

CURRENT POSITIONS AT OTHER ORGANIZATIONS (EXCLUDING THE PARENT COMPANY AND SUBSIDIARIES): None

Introduction of Board of Management (continued)



MS. NGUYEN THI PHUONG THAO

DEPUTY CHIEF EXECUTIVE OFFICER

Year of Birth: 1987
Date of Appointment as Deputy CEO: July 2024
Ownership of the Company's Voting Shares: 1,377,030 shares, equivalent to 0.15%

PROFESSIONAL QUALIFICATIONS

- Bachelor of Banking and Finance – Ho Chi Minh City Open University
- Bachelor of Tourism and Travel Services Management – Dalat University
- Certificate in Corporate Financial Analysis – Asian Research Institute

WORK EXPERIENCE

- 07/2024 – Present: Deputy CEO, Thanh Thanh Cong – Bien Hoa JSC
- 05/2023 – 07/2024: Operations Director, Thanh Thanh Cong – Bien Hoa JSC
- 01/2020 – 07/2024: Finance Director, Thanh Thanh Cong – Bien Hoa JSC
- 10/2019 – 01/2020: Deputy Finance Director, Thanh Thanh Cong – Bien Hoa JSC
- 08/2019 – 10/2019: Head of Finance Department, Thanh Thanh Cong – Bien Hoa JSC
- 2018 – 08/2019: Deputy Head of Finance Department, Thanh Thanh Cong – Bien Hoa JSC
- 2017 – 2018: Deputy Head of Finance and Planning Department, Saigon Thuong Tin Real Estate JSC
- 2015 – 2017: Head of Finance and Planning Department, Toan Thinh Phat Architecture and Construction Investment JSC

KEY ACHIEVEMENTS IN FY2025-2026

- During FY2025–2026, Ms. Phuong Thao made a notable contribution in a multifunctional executive role, combining her strong foundation in finance and capital management with practical experience in operations and supply chain management, thereby contributing to improved execution efficiency and resource connectivity across the AgriS system.
- As Deputy CEO of the Operations Division, she focused on strengthening operational discipline, cross-functional coordination, and consistency in execution across the organization. The focus was not only on enhancing governance mechanisms but also on translating operational requirements into practice, connecting functions and resources to address cross-unit challenges and contributing to greater consistency and efficiency across the system.
- In the next phase, she was assigned to participate in overseeing the Supply Chain, expanding her management scope into one of the key flows within AgriS's value chain. The combination of operational experience and financial thinking enables her to approach the supply chain from a more comprehensive perspective encompassing product flows, cash flows, and resource efficiency, contributing to stronger connectivity between business requirements and supply and operational activities.
- Throughout the fiscal year, her contribution was reflected in her ability to connect governance with execution, operations with resources, and expand the depth of management from finance to key links across the value chain. This multi-dimensional experience continues to strengthen her capabilities in governance and resource allocation, contributing to AgriS's long-term growth and development objectives.

CURRENT POSITIONS AT OTHER ORGANIZATIONS (EXCLUDING THE PARENT COMPANY AND SUBSIDIARIES): None



MR. HUYNH VAN PHAP

DEPUTY CHIEF EXECUTIVE OFFICER

Year of Birth: 1979
Date of Appointment as Deputy CEO: May 2025
Ownership of the Company's Voting Shares: 1,281,097 shares, equivalent to 0.14%

PROFESSIONAL QUALIFICATIONS

- Bachelor of Business Administration – University of Economics Ho Chi Minh City
- Global Mini MBA – FPT School of Business & Technology

WORK EXPERIENCE

- 05/2025 – Present: Deputy CEO, Thanh Thanh Cong – Bien Hoa JSC
- 06/2026 – Present: Chief Executive Officer, Betrimex Investment JSC (BTMI)
- 03/2025 – Present: Vice Chairman of the Board of Directors, Bien Hoa Consumer Products JSC – Commercial Center, a member company of AgriS
- 2022 – 03/2025: Chief Executive Officer, Bien Hoa Consumer Products JSC – Commercial Center, a member company of AgriS
- 2021 – 2024: Deputy CEO – Business Division, Thanh Thanh Cong – Bien Hoa JSC
- 2015 – 05/2021: Business Division Director, Thanh Thanh Cong – Bien Hoa JSC
- 2018 – 2020: Vice Chairman and Chairman of the Board of Directors, Bien Hoa Import-Export Trading JSC & TTC Bien Hoa – Dong Nai Sugar One Member Co., Ltd.
- 2010 – 2011: Member of the Board of Directors, Gia Lai Sugar JSC and Ninh Hoa Sugar JSC
- 2010 – 2014: Deputy Business Director, Dang Thanh Co., Ltd. and Thanh Thanh Cong Packaging JSC

KEY ACHIEVEMENTS IN FY2025-2026

- He advised the BOD and Board of Management on aligning AgriS's 2030 strategy with central and local policy directions and development priorities, enabling the Company to proactively leverage support mechanisms and access resources for growth. In terms of policy, he participated in coordinating, consulting, and making recommendations to the Ministry of Industry and Trade to maintain measures protecting domestic production.
- He focused on building a foundation of government and industry association relations and strengthening stakeholder engagement by establishing and reinforcing dialogue channels with government agencies, ministry and sector leaders, key local authorities, and industry associations. These efforts contributed to strengthening AgriS's voice on industry development issues, enhancing trust, and reinforcing the Company's role in working alongside authorities, organizations, and its partner community.
- He directed the development of Corporate Affairs (CA) into a strategic bridge connecting institutional cooperation, investment promotion, and project development. Through the implementation of MOUs with ministries, local authorities, and partners, he promoted connections among policies, local advantages, and investment and technology resources, creating a foundation for pursuing cooperation opportunities.
- He positioned reputation management as a strategic asset, focusing on developing appropriate communication and dialogue channels for different stakeholder groups, ensuring transparent information, consistent messaging, and communication that reflects AgriS's capabilities and practical contributions. These efforts contributed to strengthening AgriS's positioning as a responsible and trusted high-tech agriculture enterprise and leveraging its reputation and external relations to expand cooperation and execute its long-term growth strategy.

CURRENT POSITIONS AT OTHER ORGANIZATIONS (EXCLUDING THE PARENT COMPANY AND SUBSIDIARIES): None

Introduction To The Board Of Management (continued)



MS. NGUYEN THI LAN PHUONG

DEPUTY CHIEF EXECUTIVE OFFICER

Year of Birth: 1976
Term as Deputy CEO: June 2025 – May 2026
Ownership of the Company's Voting Shares:
0 shares, equivalent to 0.00%

PROFESSIONAL QUALIFICATIONS

- Bachelor of English Language

WORK EXPERIENCE

- 06/2025 – 05/2026: Deputy CEO – Supply Division, Thanh Thanh Cong – Bien Hoa JSC
- 2023 – 2025: Senior Supply Director, Highlands Coffee Vietnam
- 2016 – 2023: Supply Director, L'Oréal Indonesia
- 2013 – 2016: Supply Director, L'Oréal Vietnam
- 02/2012 – 06/2013: Deputy Director of Business Development – Southeast Asia, IKEA – SEA Trading
- 02/2009 – 02/2012: Deputy Investment Portfolio Management Director, BankInvest

KEY ACHIEVEMENTS IN FY2025-2026

- Ms. Nguyen Thi Lan Phuong promoted the transformation of AgriS's Supply Chain from operational coordination toward integrated management, connecting market demand, production, supply, inventory, and logistics with the Group's growth and financial efficiency objectives.
- Amid geopolitical developments, energy and raw material price fluctuations, and global trade disruption risks, AgriS maintained a B2B OTIF rate of 98.3%, demonstrating the supply chain's ability to ensure supply continuity and resilience in a volatile business environment.
- Digitalization continued to serve as a foundation for improving decision quality. S&OP components toward IBP, Demand Planning, MPS/MRP, TMS, and management dashboards were increasingly connected through a unified data platform, gradually shifting from operational monitoring toward forecasting and proactive management, enhancing responsiveness to changes and optimizing resources across the supply chain.
- The Supply Chain Finance (SCF) program was expanded from a financial solution into a working-capital optimization lever for the ecosystem, contributing to improved access to financing for partners, optimized payment terms, and enhanced cash flow efficiency. The combination of integrated management, data, and supply chain finance is gradually transforming the Supply Chain into a value-creating capability, improving capital efficiency and supporting AgriS's growth at the Group level.

CURRENT POSITIONS AT OTHER ORGANIZATIONS (EXCLUDING THE PARENT COMPANY AND SUBSIDIARIES): None



MR. NGUYEN DUC HUNG LINH

DEPUTY CHIEF EXECUTIVE OFFICER

Year of Birth: 1977
Date of Appointment as Deputy CEO: August 2025
Ownership of the Company's Voting Shares:
0 shares, equivalent to 0.00%

PROFESSIONAL QUALIFICATIONS

- Bachelor of Laws – Hanoi Law University
- MBA – Nanyang Technological University (Singapore), ranked among the Top 25 MBA programs globally by the Financial Times.

WORK EXPERIENCE

- 07/2025 – Present: Deputy CEO – Investment Division, Thanh Thanh Cong – Bien Hoa JSC
- 01/2025 – 06/2025: Deputy CEO, JB Vietnam Securities Company
- 01/2023 – 12/2024: Co-Founder and Chief Advisor, THINK FUTURE Consultancy & Investment
- 01/2021– 01/2023: Senior Investment Director and Business Development Director, SK Group Vietnam
- 05/2020 – 12/2020: Deputy CEO and Investment Director, PVI Fund Management JSC
- 09/2019 – 05/2020: Chief Economist and Director of Research and Development Division, SSI Securities Corporation
- 2011 – 2019: Head of Research and Investment Advisory Department, SSI Securities Corporation

KEY ACHIEVEMENTS IN FY2025-2026

- Mr. Nguyen Duc Hung Linh worked with AgriS to shape its investment strategy and develop new growth drivers, with the Investment Theme structured around three pillars: Organic Growth, Strategic Investment, M&A. Prioritizing sectors with high value-added, technology intensity, and growth potential contributed to the transformation of AgriS's portfolio from a traditional commodity-based foundation toward Food, Beverage & Ingredients, expanding long-term growth opportunities and gradually realizing the Market Creator positioning.
- He contributed to expanding AgriS's access to capital and strategic investment ecosystem by developing connections with domestic and international investors, financial institutions, and strategic partners. This enhanced AgriS's access to strategic capital, investment opportunities, and cross-border M&A, providing additional resources for expanding product categories, markets, and operations.
- He worked with AgriS to strengthen specialized and systematic investment capabilities at the Group level, covering Corporate Investment, Strategic Investment, and M&A. This foundation contributed to greater capital allocation discipline, improved investment decision quality, and stronger execution capabilities for strategic transactions, gradually establishing investment as a core capability of AgriS and creating a foundation for expanding the Group's portfolio, scale, and presence in regional and international markets.

CURRENT POSITIONS AT OTHER ORGANIZATIONS (EXCLUDING THE PARENT COMPANY AND SUBSIDIARIES): None

Introduction To The Board Of Management (continued)



MS. NGUYEN BACH KIM VY

DEPUTY CHIEF EXECUTIVE OFFICER

Year of Birth: 1977
Date of Appointment as Deputy CEO: February 2026
Ownership of the Company's Voting Shares:
0 shares, equivalent to 0%

PROFESSIONAL QUALIFICATIONS

- Master of Human Resource Management
- Bachelor of English Language
- Bachelor of Business Administration

WORK EXPERIENCE

- 11/2025 – Present: Deputy CEO, Thanh Thanh Cong – Bien Hoa JSC
- 08/2024 – 10/2025: Deputy CEO, Son Kim Company
- 12/2019 – 04/2024: Deputy CEO – Operations, NovaGroup JSC
- 07/2021 – 11/2022: Member of the Board of Directors and Audit Committee Member, Nova Consumer Group JSC
- 12/2012 – 06/2019: Deputy CEO – Human Resources, Ngoc Nghia Industry – Service – Trading JSC.

KEY ACHIEVEMENTS IN FY2025-2026

- Ms. Nguyen Bach Kim Vy participated in leading the Group-wide transformation program, focusing on translating strategic directions into execution capabilities through the alignment of the organizational model, leadership capabilities, operating methods, and governance platform under the "3 Centers – 3 Layers – 1 System" orientation.
- One of the key priorities was to strengthen the organization and leadership team in line with AgriS's new growth model. Senior personnel development was implemented consistently across Holdings – Centers – member companies, with emphasis on aligning capabilities with roles at each governance level, thereby strengthening accountability, connectivity, and coordination efficiency throughout the system.
- Alongside organizational transformation, AgriS gradually strengthened its Group-wide human resources management foundation. During the fiscal year, AgriS initiated the development of an HRM platform aimed at integrating human resources, competency, and performance data, while promoting capability development programs in culture, management, and Supply Chain across the system, with the goal of aligning mindsets, governance standards, and execution capabilities.
- Building on the People – Process – System foundation, the transformation program gradually strengthened the connection among people, processes, data, and systems with strategic objectives. This provides a foundation for AgriS to further develop a unified operating architecture, enhance Group-wide execution capabilities, and prepare the organizational foundation for growth and ecosystem expansion in the next phase.

CURRENT POSITIONS AT OTHER ORGANIZATIONS (EXCLUDING THE PARENT COMPANY AND SUBSIDIARIES): None



MS. DANG THI DIEM TRINH

CHIEF ACCOUNTANT

Year of Birth: 1989
Date of Appointment as Chief Accountant: October 2023
Ownership of the Company's Voting Shares:
269,133 shares, equivalent to 0.03%

PROFESSIONAL QUALIFICATIONS

- Bachelor of Accounting and Finance

WORK EXPERIENCE

- 10/2023 – Present: Chief Accountant, Thanh Thanh Cong – Bien Hoa JSC
- 07/2023 – 09/2023: Head of Accounting Department, Thanh Thanh Cong – Bien Hoa JSC
- 08/2022 – 07/2023: Deputy Head of Accounting Department, Thanh Thanh Cong – Bien Hoa JSC
- 05/2019 – 07/2022: Chief Accountant, TTCS Factory, Thanh Thanh Cong – Bien Hoa JSC
- 05/2016 – 05/2019: General Accountant, TTCS Factory, Thanh Thanh Cong – Bien Hoa JSC
- 09/2011 – 05/2016: Management Accounting Specialist, TTCS Factory, Thanh Thanh Cong – Bien Hoa JSC.

KEY ACHIEVEMENTS IN FY2025-2026

- Having joined AgriS shortly after graduation, Ms. Trinh has spent 15 years in accounting, holding various key positions at AgriS and its member companies and developing an in-depth understanding of the Company's financial operations.
- Ms. Trinh actively participated in standardizing accounting processes, making important contributions to the development and enhancement of accounting operations from the factory level to the Company level, contributing to AgriS's sustainable development and financial transparency.
- The implementation and operation of the ERP system made an important contribution to improving accounting system management and administration.
- She developed and implemented IFRS accounting standards across the AgriS system. This initiative helped the Company standardize financial reporting processes toward international accounting standards, improve transparency, and enhance access to foreign investors.
- Under Ms. Trinh's management, the accounting team was organized as a streamlined and highly specialized function, ensuring operational continuity, full compliance with financial standards, and readiness to support the Company's development plans.
- In coordination with the audit firm, she developed and standardized tax-related processes to optimize tax management and mitigate risks.

CURRENT POSITIONS AT OTHER ORGANIZATIONS (EXCLUDING THE PARENT COMPANY AND SUBSIDIARIES): None

Report of the Board of Management on Activities During the Year

PRODUCTION AND BUSINESS PERFORMANCE DURING THE YEAR

FY2025–2026 marked the first year of AgriS's implementation of its 2030–2031 Development Strategy, with a continued strong shift from a traditional agricultural production model toward a High-Tech Agriculture Group, while expanding the Food & Beverage (F&B) value chain. Despite market and macroeconomic volatility, the Company maintained a stable operating foundation, while accelerating strategic investment programs, expanding its ecosystem, and gradually diversifying its growth drivers.

Consolidated net revenue for FY2025–2026 reached VND 26,733 billion, achieving 101% of the annual plan. Profit before tax reached VND 911 billion, equivalent to 96% of the plan, remaining at a high level amid the industry's adjustment cycle. Profit after tax reached VND 846 billion, increasing 1.4% YoY. The achievement of revenue above plan and continued growth in profit after tax reflected AgriS's adaptability, operational effectiveness, and ability to maintain profitability during its transformation.

In terms of revenue structure, the Sugar segment continued to serve as the core pillar of AgriS's business, contributing approximately 82% of total revenue, with consumption volume exceeding 1.25 million tons. Core by-products, including Molasses and Commercial Electricity, maintained stable contributions, reaching nearly VND 518 billion (approximately 2% of total revenue) and nearly VND 185 billion (approximately 1% of total revenue), respectively. At the same time, the revenue contribution from new business segments continued to increase. The agricultural products segment recorded revenue of more than VND 2,800 billion, contributing approximately 11% of total revenue. Other value-added segments, including agricultural services, food and beverages, generated more than VND 1,000 billion, equivalent to 4% of total revenue. This shift demonstrates that AgriS's strategy of expanding its agriculture–food ecosystem is gradually being realized, creating additional growth drivers for the Company.

Revenue Structure by Product Type FY2025–2026



Source: Audited Consolidated Financial Statements for FY2025–2026

At the end of the fiscal year, the Company's total assets reached VND 37,799 billion, increasing by more than 16% compared with June 30, 2025, creating a foundation for the Company to maintain stable production and trading operations and invest in strategic projects in the coming period.

In terms of operating efficiency, amid the industry's adjustment cycle, AgriS maintained its gross profit margin at approximately 10%. General and administrative expenses decreased by approximately VND 3 billion compared with the previous year, demonstrating continued effectiveness in cost control. Notably, although selling expenses as a percentage of net revenue reached 3.5%, increasing by 1% YoY, the profit before tax margin remained at 3.4%, improving slightly by approximately 0.1 percentage points, indicating that the Company continued to maintain profitability while expanding its trading activities and product portfolio.



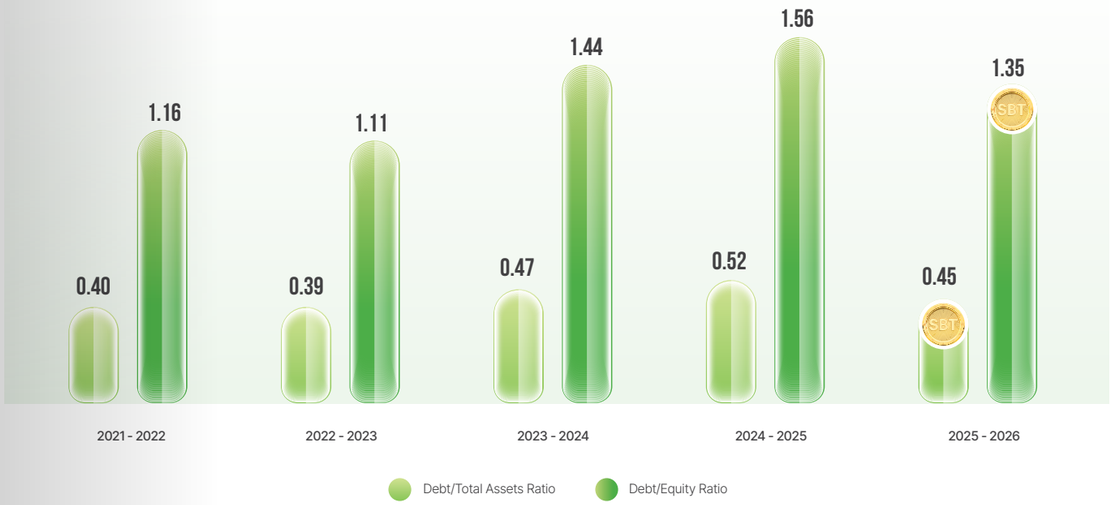
Profitability indicators remained stable during the fiscal year, with ROA and ROE reaching approximately 2.4% and 7.3%, respectively, reflecting AgriS's profit-generating capacity and resource utilization efficiency amid the expansion of its asset base and shareholders' equity, thereby strengthening its financial foundation for implementing the strategy through 2030–2031.

AgriS continued to focus on capital restructuring and maintaining safe liquidity to meet funding requirements for business operations and strategic investments. As of June 30, 2026, the current ratio reached 1.23 and the quick ratio reached 1.01. Although slightly lower than the previous fiscal year-end levels of 1.29 and 1.06, respectively, both indicators remained above 1, demonstrating the Company's ability to meet its short-term obligations.

Indicator	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Current Ratio	1.47	1.18	1.17	1.22	1.29	1.23
Quick Ratio	1.10	0.88	0.90	1.02	1.06	1.01

The capital structure continued to be managed toward a balance between funding requirements, maturity, and liquidity. Financial leverage indicators improved significantly compared with the previous fiscal year-end: Debt/Total Assets decreased from 0.52x to 0.45x, while Debt/Equity decreased from 1.56x to 1.35x. This development reflects the effectiveness of measures to strengthen shareholders' equity and adjust the debt structure during the fiscal year.

Capital Structure Ratios



ASSESSMENT OF THE COMPANY'S POSITION COMPARED TO INDUSTRY ENTERPRISES

Over the years, AgriS has gradually shifted from a traditional sugar enterprise to an integrated agricultural business model, focusing on expanding its ecosystem, diversifying its product portfolio, and enhancing value added across the value chain. Progress in restructuring the business model, developing markets, and applying technology has contributed to strengthening AgriS's position in the agriculture–food industry, while creating a foundation for its long-term sustainable growth strategy.

Leading Position in Scale and Market

AgriS maintains a leading position in Vietnam's sugar industry, with approximately 46% domestic market share and annual sugar consumption volume exceeding 1 million tons. In FY2025–2026, consolidated net revenue reached VND 26,733 billion, with non-sugar business segments continuing to make significant contributions to the revenue structure. Profit before tax reached VND 911 billion and profit after tax reached VND 846 billion, maintaining sustainable growth amid market volatility.

Advantages from an Integrated Value Chain

AgriS has developed an integrated value chain model connecting raw material development, production and processing, storage, distribution, and international trading.

The Company currently has 78,000 hectares of raw material areas across four countries, namely Vietnam, Laos, Cambodia, and Australia; a network of 28 warehouses with total capacity of approximately 247,460 tons and an area of 93,570 m^2; together with a distribution network of more than 2,000 B2B customers, 63,000 B2C points of sale, more than 680 Trade channel partners, and exports to 88 countries. AgriS's product portfolio has also expanded and diversified to more than 200 products, including Sugar, Core and Post-Sugar products; coconut-based beverages, coconut milk and coconut cream; rice products; fruit crops; and fertilizers. This value chain provides a strong foundation for AgriS to enhance competitiveness, strengthen adaptability, and pursue long-term sustainable developmen.

Comparison of Market Capitalization and Business Performance of Industry Enterprises

Compared with listed companies in the same industry, AgriS is currently the largest company in terms of market capitalization, total assets, shareholders' equity, revenue, and profit.

Unit: VND billion

Company	Market Capitalization as of June 30, 2026	Total Assets	Shareholders' Equity	Net Revenue	Profit After Tax
Thanh Thanh Cong – Bien Hoa JSC (SBT)	19,261	37,799	12,460	26,733	846
Son La Sugar JSC (SLS)	1,477	2,099	1,762	1,080	191
Lam Son Sugar JSC (LSS)	745	3,247	1,820	2,319	55
Kon Tum Sugar JSC (KTS)	103	609	257	580	6

Beyond its core sugar business, AgriS proactively expands its agriculture–food ecosystem into high-growth segments, gradually diversifying its product portfolio and unlocking greater value from crops such as coconut, bananas, and rice. Notably, during FY2025–2026, AgriS invested in expanding processing capacity to meet growing demand from export markets for rice products, with consumption volume exceeding 210 thousand tons during the fiscal year, making rice one of the important business segments contributing to the Company's revenue growth.

With more than 57 years of experience in agriculture, together with technology, production, and value chain management capabilities accumulated over the years, AgriS is gradually strengthening its position within the agriculture–food ecosystem, creating a strong foundation to expand its scale, enhance the value of agricultural products, and strengthen competitiveness in domestic and international markets.

BOARD OF MANAGEMENT'S ASSESSMENT OF ENVIRONMENTAL INDICATORS

Regarding greenhouse gas (GHG) emissions, AgriS is committed to addressing climate change and aims to achieve Net Zero by 2035. During FY2025–2026, AgriS recorded the following:

- Scope 1 and Scope 2 GHG emissions from sugar production reached 32.5 $kgCO_2e$/TTP (tons of finished products), down 18% compared with the previous fiscal year, exceeding the target of reducing emissions by an average of 5% per year. Emission results for FY2023–2024 and FY2024–2025 were independently verified by the British Standards Institution (BSI). Based on this standardized methodology, the Company conducted its own calculation and extrapolation for the 2025 emission indicator, contributing to greater transparency and reliability of disclosed data. This result was achieved through the accelerated implementation of emission reduction solutions across production operations.
- AgriS continued to prioritize the use of biomass fuel from bagasse, with more than 92% of electricity used for production generated from this renewable energy source.
- The Company applies carbonation technology, enabling the recovery and reuse of approximately 9–12% of the CO_2 generated from the boiler system during the sugar production process.

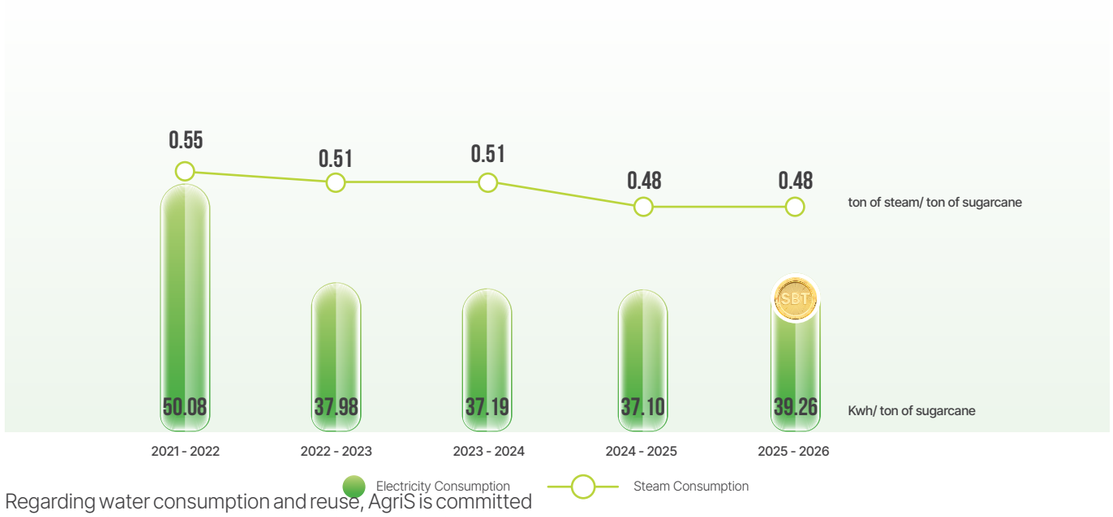
The Board of Management assesses that the emission reduction results achieved in FY2025–2026 demonstrate the positive effectiveness of energy transition, circular economy, and technological innovation programs. This provides an important foundation for AgriS to continue implementing its Net Zero 2035 roadmap, enhancing competitiveness and creating sustainable value for stakeholders.

Regarding energy consumption, AgriS continued to accelerate the use of renewable energy in production by utilizing bagasse as biomass fuel. During FY2025–2026:

- More than 92% of electricity used was self-generated from biomass, primarily bagasse, with the remainder supplemented by the national grid. The efficient utilization of production by-products not only helps optimize energy costs and reduce dependence on fossil fuels, but also contributes to reducing GHG emissions and promoting a circular economy model.
- Steam consumption decreased from 0.67 tons of steam per ton of sugarcane in FY2020–2021 to 0.48 tons of steam per ton of sugarcane in FY2025–2026, representing an improvement of more than 28%. This result reflects the effectiveness of programs to optimize production technology and operations and improve energy efficiency.
- During FY2025–2026, in response to expanded production requirements, capacity expansion projects at factories in Gia Lai and Tay Ninh commenced operations, resulting in a short-term increase in electricity consumption intensity per unit of product. The Board of Management assesses this as a temporary impact and expects energy efficiency to continue improving once the systems reach stable operation. The Company will continue implementing energy efficiency solutions to support sustainable growth and long-term emission reduction objectives.



Board Of Management's Assessment Of Environmental Indicators (continued)



Regarding water consumption and reuse, AgriS is committed to conserving water resources and implementing water conservation and management plans to ensure sustainable cultivation, with the goal of reusing 95% of wastewater by 2035. During FY2025–2026, the water reuse rate reached 48%, achieving approximately 51% of the roadmap toward the 95% wastewater reuse target by 2035. Maintaining the use of surface water at above 90% significantly reduces pressure on local groundwater reserves, helping mitigate the risk of land subsidence and reducing potential conflicts with local communities over water resources.

Regarding environmental regulatory compliance, during FY2025–2026, the Company recorded no violations or administrative penalties related to environmental matters. Environmental legal compliance continued to be effectively maintained through full implementation of legal requirements, operation of environmental management systems, and enhanced monitoring and periodic inspections at production units.

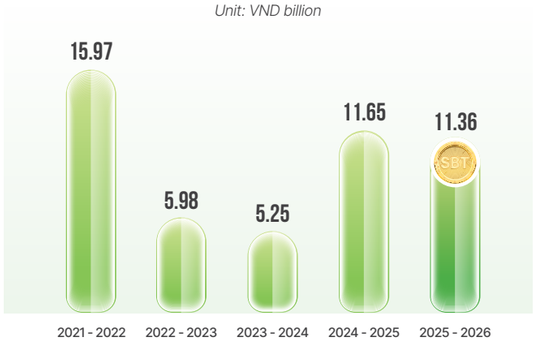
BOARD OF MANAGEMENT'S ASSESSMENT OF CORPORATE RESPONSIBILITY TO THE LOCAL COMMUNITY

AgriS consistently identifies community development as an important component of its sustainable development strategy. The Company proactively invests in Creating Shared Value (CSV) programs, contributing to improving people's quality of life, promoting local economic development, and building long-term relationships with stakeholders.

During 2021–2026, AgriS allocated more than VND 50 billion to social responsibility programs focused on education, supporting vulnerable communities, disaster recovery, and improving living standards in localities where the Company operates. In FY2025–2026 alone, total social contributions exceeded VND 11 billion, focusing on initiatives with practical and sustainable impacts.

AgriS Social Responsibility Contribution Expenditure from 2020–2025

Unit: VND billion



Key programs during the year were implemented in diverse areas aligned with the practical needs of communities:



The "AgriS Together with Vietnam Moving Forward" program supported people in areas affected by Typhoons Buloi, Matmo, and Kalmagi, with total funding of more than VND 700 million, helping communities recover from damage and stabilize their livelihood.



The Tet Care Program for AgriS Farmers in Vietnam, Laos, and Cambodia continued to demonstrate the Company's spirit of companionship and sharing with farming households in raw material areas.



The "Energy Charging Station" program aimed at improving welfare and strengthening engagement among employees during the harvest season, attracting the participation of 3,437 employees and seasonal workers.



The Company also invested in education and the development of future generations through scholarship programs and projects to improve learning conditions for students in disadvantaged localities.

In particular, during 2024–2026, AgriS continued implementing the "School Restroom Construction" project through a comprehensive approach combining infrastructure upgrades with human capacity development. In addition to constructing standard facilities, the Company collaborated with specialized organizations to provide training on first aid, school hygiene, and environmental protection for teachers and school staff. As a result, the project completed 28 restroom facilities at five primary schools, trained 100 teachers and school medical staff, directly benefiting more than 4,500 students, while providing practical knowledge and skills to more than 4,000 students through specialized educational program.





AgriS Farmer Investment Program Expenditure from 2021–2026

Unit: billion VND

	2021 - 2022	2022 - 2023	2023 - 2024	2024 - 2025	2025 - 2026
Total investment cost	1,126.23	1,802.27	1,727.15	1,825.00	1,290.60
Number of farmers benefiting (from total investment)	4,945	6,007	7,646	10,984	10,304
Total non-refundable investment cost	8.47	30.08	65.19	86.00	61.85
Number of farmers benefiting (from total non-refundable investment)	1,187	3,729	5,121	5,714	5,331

In addition to social contribution activities, AgriS also implemented the Farmer Investment Program as a key initiative within its Creating Shared Value (CSV) strategy.

In FY2025–2026, AgriS allocated nearly VND 1,300 billion to support investment capital, agricultural inputs, cultivation techniques, and stable procurement policies for farmers in raw material areas. At the same time, the Company provided non-refundable support totaling nearly VND 62 billion, helping reduce financial pressure, improve production productivity, and increase income for thousands of farming households. Through comprehensive and long-term support policies, AgriS not only contributes to strengthening farmers' livelihoods but also promotes the development of a sustainable agricultural value chain, enhances industry competitiveness, and creates long-term economic and social value for communities.

During 2025–2030, AgriS will continue expanding its social responsibility programs based on a Creating Shared Value approach, focusing on three strategic pillars: sharing knowledge and promoting sustainable production and agricultural models; supporting the sustainable development of local communities through value creation; and creating a green and sustainable living environment for future generations.

BOARD OF MANAGEMENT'S ASSESSMENT OF EMPLOYEES

During FY2025–2026, AgriS sincerely recognizes and highly appreciates the sustained, responsible, and ambitious contributions of all employees across the system. For AgriS, employees are not merely an operational resource, but a core foundation of the Company's competitiveness, performance culture, and transformation capabilities. The achievements during the past fiscal year clearly demonstrate the strength of a team that collaborates, adapts, takes responsibility, and works toward the organization's long-term objectives.



Human Resources – The Foundation for Growth and Transformation

During FY2025–2026, AgriS's workforce increased from more than 2,600 to nearly 3,500 employees to meet the growth requirements across the Group. At the same time, the Company adjusted employee income to improve living standards, create work motivation, and retain talent. Workforce expansion occurred alongside the growth of operations, new operational milestones, and the maintenance of high profit levels, demonstrating that resources were strengthened to meet development requirements during the transformation phase.

Human Resources Policies – Linking Performance, Development, and Recognition

AgriS highly values the role of human resources policies in creating motivation, recognizing performance, and retaining talent. The Employee Stock Issuance Program linked to KPI performance is one of the key mechanisms to ensure fairness, transparency, and the sharing of growth value with individuals and teams making outstanding contributions.



AgriS continues to establish clear career development pathways, with numerous employees promoted and developed into higher-level positions. This demonstrates the organization's commitment to nurturing internal capabilities, developing a succession pipeline, and building a working environment where employees have opportunities to grow alongside the Company.

Human Resources Development Orientation

Building on the achievements to date, the Company will continue to prioritize people development as a strategic pillar of AgriS. Key priorities for the coming fiscal years include strengthening management and execution capabilities, enhancing cross-value-chain collaboration, developing the succession pipeline, and strengthening a data-driven culture, operational discipline, and innovative mindset across the system.

The Company will continue to improve performance-based recognition, evaluation, and development mechanisms,



ensuring that employees who make meaningful contributions are recognized fairly and transparently and provided with appropriate development opportunities. Linking individual performance, team performance, and AgriS's growth value will serve as an important foundation for creating long-term motivation, improving productivity, and retaining capable employees.

With strengthened capabilities, an increasingly embedded performance culture, and the pioneering spirit of its workforce, AgriS will continue to pursue higher objectives in the coming fiscal years while creating greater sustainable value for employees, partners, shareholders, and communities.



IMPROVEMENTS IN ORGANIZATIONAL STRUCTURE, POLICIES, AND MANAGEMENT

During FY2025–2026, AgriS entered an important transition phase in its strategy through 2030–2031, moving from a focus on building foundations toward optimizing performance and gradually elevating its role in market creation. Based on the organizational model and governance system already established, AgriS continued to strengthen its organizational structure, standardize its policy system, enhance end-to-end process governance, accelerate digitalization, and improve transparency and consistency in operations. These improvements were implemented with a stronger linkage among Strategy – Organizational Structure – Policies – Processes, thereby creating an integrated governance foundation to support AgriS's existing businesses and new growth drivers.

Improvements in Organizational Structure and Governance Model

Regarding organizational structure and the governance model, AgriS continued to strengthen its 1 Holding – 3 Centers – 3 Services governance model, aiming to clearly define the roles, functions, and responsibilities among governance levels, business units, and shared service units, while enhancing operational flexibility and efficiency. At the same time, the Company strengthened delegation and authorization together with accountability, enabling units to take initiative within their assigned scope while ensuring consistency in governance principles, control, and management across AgriS.

Improvements in Policy System and Operational Governance

Regarding the policy system and operational governance, AgriS continued to improve its Governance Document Framework under the AgriS governance model, clearly defining the scope of application among the Holding, Centers, and BUs. The focus remained on further developing AgriS's Governance Document Framework under the current governance model, clarifying the scope of application, delegation principles, authority, and coordination mechanisms among units, thereby providing a basis for standardizing governance, management, and control across AgriS.

In parallel, the Company continued to develop the Common Policy Framework (Process Landscape) with reference to the APQC Process Classification Framework (APQC PCF), standardizing L1–L2–L3 process levels and linking them with the VBLQ system. AgriS also gradually integrated requirements from international management systems. This approach enhances the ability to identify, manage, and assess the coverage of the policy system across operations, while supporting the review and identification of gaps, overlaps, and areas requiring updates, thereby improving the consistency, effectiveness, and applicability of the VBLQ system across AgriS.

Based on the Process Landscape, AgriS strengthened its approach to End-to-End Process governance, viewing processes as interconnected activity chains rather than solely within individual departments. This enhances connectivity among units and facilitates the identification of interfaces, control points, and gaps in the policy system. The Company also strengthened governance of VBLQ master data through effective VBLQ MasterData, conducting data review, cleansing, and standardization to create a reliable foundation for lookup, reporting, and governance of the regulatory planning process. In addition, the Holding's governance and standardization role across AgriS continued to be strengthened, focusing on developing common governance frameworks, principles, and methodologies, while clearly defining the responsibilities of the Holding, Centers, Services, specialized units, and Process Owners in developing, reviewing, and ensuring the appropriateness of processes and VBLQ within their respective scopes.

Improvements Based on International Governance Standards

Regarding international governance standards, AgriS gradually integrated international governance standards and best practices into its management and operations, with reference to ISO 9001 on quality management, ISO 31000 on risk management, and ISO 37301 on compliance management, contributing to greater consistency, transparency, and effectiveness of the governance system. At the same time, the Company strengthened its approach to integrating quality, risk, and compliance into the design and operation of processes, rather than controlling them only after activities occur, thereby enhancing control capabilities and sustainability in strategy execution.

Report of the Board of Management on Activities During the Year (continued)

Improvements in Digitalization, Data, and Information Transparency

Regarding digitalization, data, and information transparency, AgriS accelerated the digitalization of regulatory documents management and process data, gradually reducing manual activities and enhancing the ability to search, track, and control the document lifecycle. The Company also strengthened the use of MasterData and management Dashboards to monitor the status of VBLQ, regulatory planning progress, completion levels, and outstanding matters, supporting management and data-driven decision-making. At the same time, data and reporting mechanisms were standardized toward a unified, transparent, and traceable data source to effectively support governance, monitoring, and performance evaluation across AgriS.

Key Governance Policies and Areas During FY2025–2026

During FY2025–2026, AgriS continued to review and improve its governance policies and regulations toward standardization, clear allocation of responsibilities, enhanced risk control, and greater operational efficiency..

- For Corporate and Subsidiary Governance, AgriS continued to improve key policies and regulations to strengthen governance, oversight, and coordination among governance levels. Key areas included the Regulations on Subsidiary Management, Regulations on BOD Oversight Activities, and Regulations on Appointed Representatives Management.
- For Risk Management, Control, and Compliance, AgriS continued to strengthen its control mechanism based on the Three Lines Model, enhancing risk identification and management during operations. These areas were institutionalized through the Compliance Management Regulations, Conflict of Interest Control Regulations, and Risk Appetite Statement, thereby strengthening the responsibilities of units in risk prevention, control, monitoring, and compliance.
- For Financial and Investment Governance, AgriS strengthened its governance framework through the Financial Management Regulations and Investment Regulations, clarifying principles, authority, responsibilities, and control mechanisms throughout decision-making and implementation. This contributes to greater transparency, more effective resource utilization, and stronger risk control in AgriS's financial and investment activities.
- For Procurement and Supplier Management, AgriS strengthened controls through the Procurement Regulations and Procedures and Supplier Know Your Customer (KYC) Regulations, gradually standardizing principles, procedures, responsibilities, and control points throughout procurement activities. The addition of supplier verification and management requirements contributes to greater transparency, stronger risk control, and improved governance efficiency across the procurement chain.
- For People and Culture Management, AgriS improved regulations relating to the Code of Conduct, Democracy Regulations, and Training Regulations, contributing to the standardization of principles of conduct, responsibilities, rights, and obligations of employees, while supporting the development of a transparent, professional, and capability-oriented working environment across AgriS.
- For Asset, Brand, and Intellectual Property Management, AgriS strengthened mechanisms to manage and protect valuable assets through the Intellectual Property Asset Management Regulations and Communication and Brand Management Regulations. These regulations help standardize the management, utilization, and protection of intellectual property assets and brand image, enhancing their effective use and safeguarding AgriS's value.
- For Sustainable Development Governance, AgriS continued to strengthen its foundation through the Sustainable Development Policy and Environmental and Social Management System Framework, gradually integrating ESG (Environmental – Social – Governance) factors into governance and operations, with the aim of enhancing sustainable governance capabilities and creating long-term value for AgriS.
- For Technology, Data, and Business Continuity Governance, AgriS strengthened technology governance and business continuity through the IT Disaster Recovery Plan (IT DRP) Management Regulations, while gradually strengthening its Crisis Management and Business Continuity Management (BCM) framework to ensure the continuity and recovery of critical business operations. At the same time, the Company strengthened the governance and protection of personal data through its Personal Data Protection Policy, gradually standardizing data management mechanisms and complying with legal requirements, thereby enhancing risk control capabilities and data protection across AgriS.

These improvements contributed to enhanced operational efficiency and control capabilities, while creating a governance foundation for AgriS to expand into new business areas, strengthen the application of technology and data, and enhance its value-creation capabilities during 2025–2030.

KEY OBJECTIVES FOR FISCAL YEAR 2026–2027



Entering FY2026–2027, AgriS will continue to accelerate the execution of its 2025–2030 strategy toward selective growth, market-led development, and data-driven operations. The focus is on improving the quality of growth while simultaneously monitoring revenue, profit, cash flow, and capital efficiency. Specifically:

- **Strengthen core business segments and expand markets:** Continue strengthening core business segments while accelerating the shift toward Food – Beverage – Ingredient and Solution Business models, focusing on Sugar & Sweeteners, Rice, F&B, and value-added products; expanding into ASEAN and international markets and B2B solutions.
- **Develop raw material areas and improve agricultural production efficiency:** Expand sugarcane areas, optimize raw material areas in Laos and Cambodia, and scale up DemoFarms; while developing appropriate business models for bananas, pineapples, and strategic crops.
- **Restructure the product portfolio through innovation:** Select, develop, and commercialize new products based on market attractiveness, target customer demand, and investment efficiency, prioritizing products with potential to increase value across the value chain.
- **Enhance production efficiency and develop the circular economy:** Optimize capacity, costs, energy, and by-products; gradually develop deep-processed products such as premix, ethanol, biomass, biochar, and value-added food ingredients.
- **Integrate the value chain and optimize operations:** AgriC – ProC – ComC will be developed under an integrated model, shifting from coordination among three Centers toward a single value chain, applying Integrated Business Planning (IBP) and synchronizing supply and demand, production, trading, and resources to optimize inventory, shorten lead time, and improve cash flow and costs across the entire chain.
- **Accelerate digital transformation:** Increase the application of data and AI in business operations, focusing on demand forecasting, commercial intelligence, inventory optimization, transportation costs, procurement, and cash flow forecasting.
- **Strengthen financial management and capital efficiency:** Optimize working capital, manage foreign exchange and interest rates and debt maturity structures; while standardizing IFRS, restructuring finances, focusing on green finance investments and ESG-oriented projects, and implementing the Pre-IPO/IPO roadmap to support the long-term growth strategy.
- **Enhance ESG and corporate governance:** Integrate ESG criteria into investment activities and the supply chain, strengthen management of emissions, water, energy, waste, and traceability, in line with increasingly stringent international market requirements.
- **Develop the organization and human resources:** Build a workforce aligned with the new growth model, develop the succession pipeline, and enhance capabilities in commercial operations, data, finance, project management, innovation, and AI, linking each initiative to the performance of the entire value chain.
- **Strengthen risk management capabilities:** Enhance the identification and early warning of risks related to markets, raw materials, supply chains, finance, foreign exchange, interest rates, technology, and ESG; and develop response plans to ensure business continuity and operational effectiveness.

With these priorities, AgriS aims to enhance the quality of growth based on value creation and optimize efficiency across the entire value chain rather than at individual units, thereby strengthening execution capabilities and creating room for its strategic objectives through 2030.

Stock Information

SBT STOCK – FROM A SOLID FOUNDATION TOWARD A NEW GROWTH CYCLE

Vietnam's stock market maintained positive momentum toward the end of 2025 and early 2026, with continued expansion in market scale. The market also reached an important milestone when FTSE Russell announced the upgrade of Vietnam from Frontier Market to Secondary Emerging Market status, raising expectations for increased international capital inflows.

In the market, SBT shares continued to maintain their position among large-cap stocks in the agriculture sector, with positive price performance and stable liquidity. As of June 30, marking the end of the fiscal year, SBT closed at VND 21,250 per share, up more than 14% from the beginning of the fiscal year (VND 18,580 per share on July 1, 2025). Notably, **SBT reached its highest price in eight years at VND 25,380 per share on October 13, 2025, equivalent to a market capitalization of approximately VND 22 trillion**. Trading liquidity also remained stable, with average trading volume of 1.85 million shares per session, corresponding to an average trading value of approximately VND 42.5 billion per session.

During the early months of the new fiscal year (June – September 2026), SBT shares continued to attract market interest and maintained a series of consecutive gaining sessions, trading around VND 21,000–24,000 per share, with market capitalization ranging from VND 20–21 trillion. Liquidity recorded positive growth, with average trading volume reaching 2.15 million shares per session, equivalent to an average trading value of VND 47.5 billion per session.

FY2025–2026

Accumulation and position consolidation phase

Matched trading volume	**1.85 million shares/session**
Trading value	**VND 42.5 billion/share**

SBT CONTINUES TO BE INCLUDED IN PRESTIGIOUS AND KEY MARKET INDICES

FY2025–2026 marked a period of strengthening the corporate governance foundation, with a focus on alignment with international best practices and enhancing corporate governance effectiveness. This was also the ninth consecutive year that SBT shares were selected for the VNSI20 index, comprising 20 companies with the highest ESG scores in the market. This demonstrates the Company's commitment to sustainable development and long-term value creation for shareholders.

At the same time, during FY2025–2026, SBT shares continued to be constituents of several prestigious indices, including VN100, VNCG50, MarketVector Vietnam Local Index, and MSCI Vietnam Select 25-50 Index. Maintaining a presence in these reputable indices contributes to enhancing the visibility of SBT shares and expanding opportunities to attract international capital flows as Vietnam's market is upgraded.

As of June 30, 2026, 182 million SBT shares were held by ETFs, investment funds, and proprietary trading units of domestic and international securities companies, representing a 4% increase from the previous fiscal year.

INDEX OF 20 COMPANIES WITH THE HIGHEST ESG SCORES IN THE MARKET

SBT has been consecutively selected for inclusion in the VNSI20 Index for nine years.

SBT continued to maintain its foreign ownership room at 100%. This enables SBT to proactively access new international investment capital flows. With a foundation of transparent corporate governance and an early commitment to sustainable development, this provides the Company with an advantage in broadening its investor base and creating a foundation for long-term shareholder value.

SBT STOCK HIGHLIGHTS



SBT shares reached their highest price in eight years on October 13, 2025

25,380 VND/SHARE

Market Capitalization

22,000 BILLION

EXECUTIVE BOARD INCREASES OWNERSHIP, BROADENING THE SHAREHOLDER BASE



During FY2025–2026, Chairlady of the BOD, Ms. Dang Huynh Uc My, completed the purchase of 42.76 million SBT shares on June 15, 2026, increasing her ownership to 13.93% of charter capital.

In late August and early September 2026, members of AgriS's Executive Board also collectively acquired a total of 27.5 million SBT shares, equivalent to approximately 3% of charter capital.

In addition to direct share purchases, members of AgriS's Executive Board also exercised their conversion rights under SBT425026 bonds into SBT shares, further increasing their ownership interests in the Company.

The simultaneous increase in ownership by multiple members of the Executive Board demonstrates the alignment of management interests with AgriS's long-term development direction. Notably, Ms. Dang Huynh Uc My's transaction marks a substantive transition in ownership, continuing AgriS's succession journey.

Foreign institutional investors also increased their ownership stakes in AgriS during this period, reflecting their growing interest in and commitment to the Company. This provides a foundation for AgriS to strengthen connections with strategic partners, access regional resources, and accelerate its international expansion.

Foreign ownership in AgriS more than doubled over the two-year period, reaching over 23%, equivalent to more than 215 million shares as of the end of September 2026. The increasingly prominent presence of diverse shareholder groups, particularly institutional and foreign investors, has contributed to broadening the Company's shareholder base and expanding its opportunities to connect with capital markets.

Stock Information (continued)

SBT STOCK PRICE PERFORMANCE AND LIQUIDITY IN FY2025–2026

AS OF JUNE 30, 2025

SHARE PRICE
VND **21,250**

MARKET CAPITALIZATION
VND **19,261** BILLION

FREE-FLOAT RATIO
60%

LISTED SHARES
906,415,042
SHARES

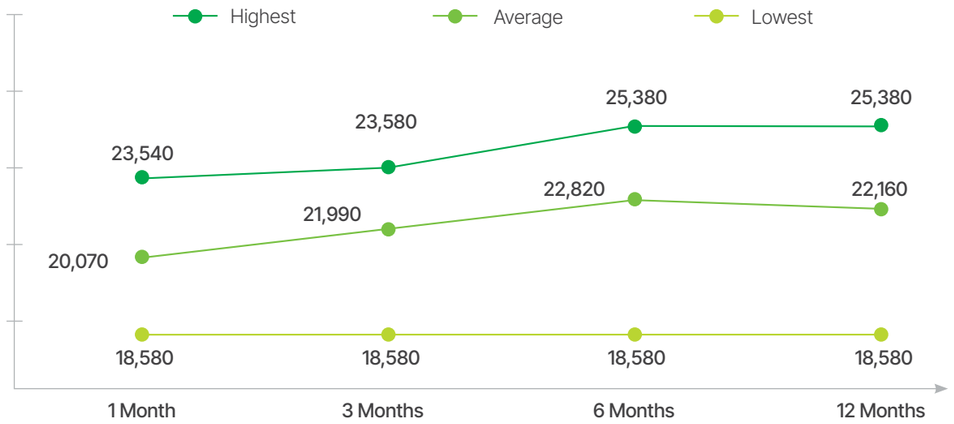
OUTSTANDING SHARES
928,026,375
SHARES

MAXIMUM FOREIGN OWNERSHIP RATIO **100%**

SBT SHARE TRADING STATISTICS: JULY 1, 2025 – JUNE 30, 2026

	1 Month	3 Months	6 Months	12 Months
Average trading volume (shares)	1,639,459	1,699,896	1,672,509	1,806,153
Total trading value (VND billion)	35.40	39.71	40.43	41.42

Share Price (VND)



SBT SHAREHOLDER STRUCTURE AND TRADING ACTIVITIES OF INTERNAL PERSONS AND AFFILIATED PERSONS

As of June 30, 2026, the Company had 928,026,375 shares, including 906,415,042 common shares and 21,611,333 convertible dividend-preference shares. AgriS's shareholder structure comprised four major shareholders holding more than 5% of the Company's voting shares, including:

2 institutional:

- Thanh Thanh Cong Investment JSC held 137,738,968 shares, representing 14.84% of charter capital and 15.20% of the total voting shares.
- Legendary Venture Fund 1 held 146,503,698 shares, representing 15.79% of charter capital and 16.16% of the total voting shares.

2 individual:

- Ms. Dang Huynh Uc My – Chairlady of the BOD held 129,242,995 shares, representing 13.93% of charter capital and 11.87% of the total voting shares.
- Ms. Huynh Bich Ngoc – Member of the BOD held 67,889,957 shares, representing 7.32% of charter capital and 7.49% of the total voting shares.

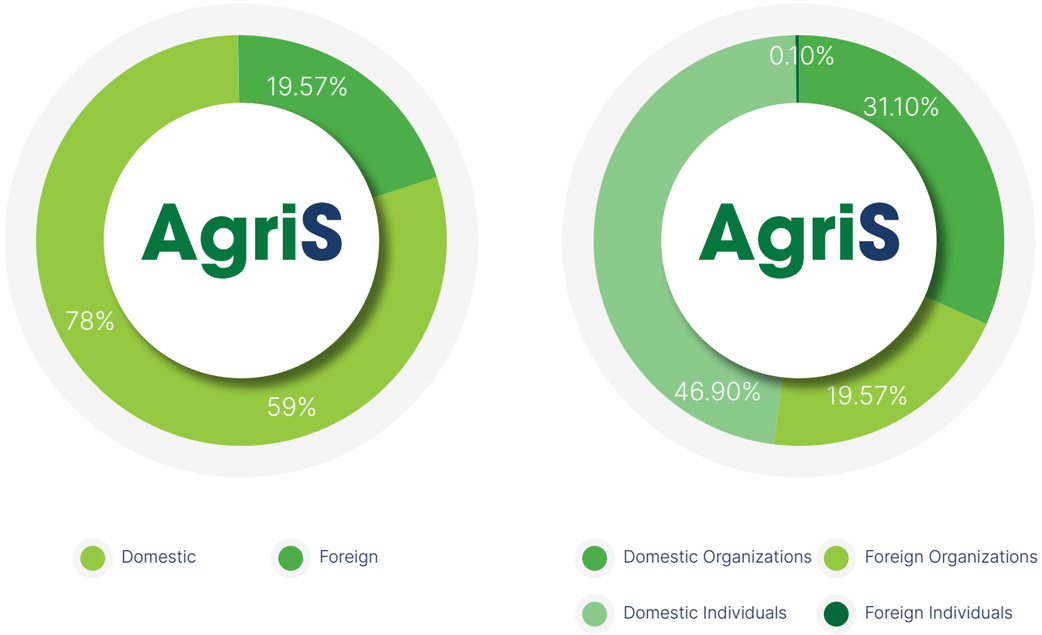
SBT SHAREHOLDER STRUCTURE AS OF JUNE 30, 2026

No.	Classification	Number of Shareholders	Number of Shares	Ownership Ratio of Charter Capital (%)	Voting Ratio (%)
I	Common Shares	11,827	906,415,042	97.67	100.00
1	Domestic Shareholders	11,524	723,872,325	78.00	79.86
1.1	Organization	62	288,633,346	31.10	31.84
1.2	Individual	11,462	435,238,979	46.90	48.02
2	Foreign Shareholders	303	182,542,717	19.67	20.14
2.1	Individual	267	971,092	0.10	0.11
2.2	Organization	36	181,571,625	19.57	20.03
II	Treasury Shares	-	-	-	-
III	Preference Shares	-	21,611,333	2.33%	-
	TOTAL	**11,827**	**928,026,375**	**100.00**	**100.00**

Source: SBT Shareholder List as of June 30, 2026

Stock Information (continued)

SHAREHOLDER CLASSIFICATION BY OWNERSHIP RATIO OF CHARTER CAPITAL



Transactions by major shareholders, internal persons and affiliated persons in SBT shares from July 1, 2025 to June 30, 2026

During the fiscal year, the Company also recorded changes in SBT share ownership among Major Shareholders, Internal Persons, and Related Persons. Details of these changes are presented in the table below.

No.	Transaction participant	Position	Shareholding at beginning of period		Shareholding at end of period		Reason for increase/decrease (purchase, sale, conversion, bonus, etc.)
			Number of shares	Ratio	Number of shares	Ratio	
1	Ms. Dang Huynh Uc My	Chairlady of the BOD and Legal Representative	80,309,338	9.60%	129,242,995	13.93%	Purchase of shares under the Employee Stock Ownership Program (ESOP); receipt of dividends; purchases made
2	Ms. Huynh Bich Ngoc	Member of the BOD	76,192,273	9.11%	67,889,957	7.32%	Purchase of shares under the Employee Stock Ownership Program (ESOP); receipt of dividends; sales made
3	Mr. Tran Tan Viet	Member of the BOD	154,069	0.02%	733,381	0.08%	Purchase of shares under the Employee Stock Ownership Program (ESOP); receipt of dividends
4	Mr. Tran Trong Gia Vinh	Independent Member of the BOD	0	0.00%	521,448	0.06%	Purchase of shares under the Employee Stock Ownership Program (ESOP); receipt of dividends; sales made
5	Mr. Le Quang Phuc	Independent Member of the BOD	0	0.00%	517,900	0.06%	Purchase of shares under the Employee Stock Ownership Program (ESOP); receipt of dividends; sales made
6	Mr. Thai Van Chuyen	Chief Executive Officer and Legal Representative	0	0.00%	709,268	0.08%	Purchase of shares under the Employee Stock Ownership Program (ESOP); receipt of dividends; sales made
7	Mr. Tran Quoc Thao	Deputy CEO	0	0.00%	791,748	0.09%	Purchase of shares under the Employee Stock Ownership Program (ESOP); receipt of dividends; sales made
8	Ms. Nguyen Thi Phuong Thao	Pha Deputy CEO ó Tổng Giám đốc	543,285	0,06%	1,377,030	0.15%	Purchase of shares under the Employee Stock Ownership Program (ESOP); receipt of dividends
9	Mr. Huynh Van Phap	Deputy CEO	647,356	0.08%	1,281,097	0.14%	Purchase of shares under the Employee Stock Ownership Program (ESOP); receipt of dividends; sales made
10	Ms. Dang Thi Diem Trinh	Chief Accountant	107	0.00%	269,133	0.03%	Purchase of shares under the Employee Stock Ownership Program (ESOP); receipt of dividends; sales made
11	Mr. Dinh Vu Quoc Huy	Person in Charge of Corporate Governance and Company Secretary	414,541	0.05%	739,613	0.08%	Purchase of shares under the Employee Stock Ownership Program (ESOP); receipt of dividends; sales made
12	Mr. Tang Kim Tay	Director of Da Nang Branch and Hanoi Branch	0	0.00%	13,080	0.00%	Purchase of shares under the Employee Stock Ownership Program (ESOP); receipt of dividends; sales made
13	Mr. Truong Van Toai	Director of Can Tho Branch	0	0.00%	13,080	0.00%	Purchase of shares under the Employee Stock Ownership Plan (ESOP); receipt of dividends; additional sales
14	Mr. Hoang Manh Tien	Chair of the Risk Management and Compliance Committee	2,994,480	0.36%	3,389,834	0.37%	Purchase of shares under the Employee Stock Ownership Plan (ESOP); receipt of dividends
15	Mr. Nguyen Hong Phuc	Related person of an Internal person	0.00%	0.00%	234,285	0.03%	Purchase of shares under the Employee Stock Ownership Plan (ESOP); receipt of dividends
16	Ms. Tran Phuong Quynh	Related person of an Internal person	60	0.00%	7,589	0.00%	Purchase of shares under the Employee Stock Ownership Plan (ESOP); receipt of dividends
17	Mr. Dang Huynh Thai Son	Related person of an Internal person	129,470	0.02%	137,238	0.01%	Receipt of dividends
18	Thanh Thanh Cong Investment JSC	Related person of an Internal person	183,228,072	21.91%	137,738,968 14.84%	14.84%	Additional sales; receipt of dividends

Stock Information (continued)

Transactions by major shareholders, internal persons and affiliated persons in SBT shares from July 1, 2025 to June 30, 2026

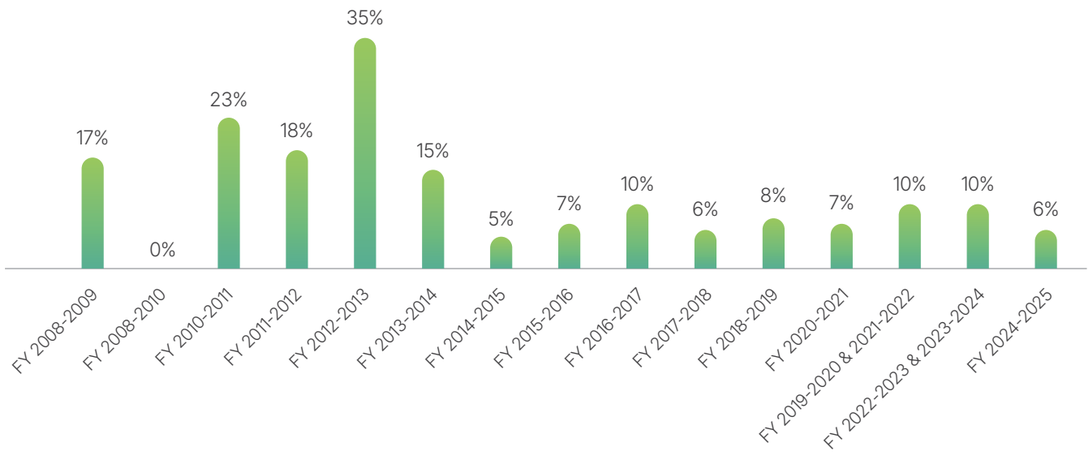
No.	Transaction participant	Position	Shareholding at beginning of period		Shareholding at end of period		Reason for increase/decrease (purchase, sale, conversion, bonus, etc.)
			Number of shares	Ratio	Number of shares	Ratio	
19	Ms. Nguyen Thi Kim Cuong	Related person of an Internal person	15,900	0.00%	4,900	0.00%	Additional purchases; additional sales; receipt of dividends
20	Ms. Pham Thi Xuan Thanh	Related person of an Internal person	11,400	0.00%	108	0.00%	Additional sales; receipt of dividends
21	Mr. Nguyen Huu Dat	Related person of an Internal person	77,682	0.01%	82,342	0.01%	Receipt of dividends

Source: AgriS, Corporate Governance Report for FY2025–2026

ENSURING DIVIDEND POLICIES FOR SHAREHOLDERS, INVESTORS AND EMPLOYEES

For consecutive years since its listing in 2008, AgriS has consistently implemented a value-sharing policy with shareholders through cash and/or stock dividend payments, in line with annual business performance and the Company's development direction. AgriS publishes its dividend policy on the Company's website under "Capital Structure, Liability Management and Dividend Policy" (excerpt from the Financial Governance Regulations).

During FY2025–2026, AgriS completed the issuance of shares to pay dividends for FY2024–2025 at a rate of 6% on April 17, 2026, demonstrating AgriS's commitment to sharing business results and maintaining a close, long-term relationship with shareholders.



During the fiscal year, the Company also issued more than 40 million shares under the Employee Stock Ownership Program (ESOP) to employees, thereby aligning employee interests with AgriS's long-term development. The program also contributed to motivating employees to accompany the Company in executing business plans, implementing growth strategies, and building a capable and long-term committed workforce.

HIGHLIGHTS OF THE VIETNAMESE STOCK MARKET AND GROWTH OUTLOOK

Vietnamese stock market maintains growth momentum, supported by stable macroeconomic fundamentals and market reforms



In late 2025 and early 2026, the Vietnamese stock market experienced strong growth in both index performance and market capitalization. The market recovered as the economy maintained its growth drivers, inflation remained within the target range, monetary policies continued to support businesses and the stock market, and the stock market was officially upgraded.

As of June 30, 2026, the VN-Index reached 1,860.01 points, up approximately 35.2% year-on-year. Notably, positive momentum during the first half of the fiscal year pushed the index to its first-ever level of 1,900 points during the trading session on May 7, 2026. Market scale continued to expand, with the market capitalization of stocks listed on HOSE exceeding VND 8.76 million billion, equivalent to approximately 68.2% of 2025 GDP.

Liquidity remained positive for most of the fiscal year, although it showed signs of moderating toward the end of the period. Foreign investors continued their net selling trend, while domestic investor flows remained the primary driver supporting and sustaining the market's growth momentum.

This period also saw positive developments in market policies and technology infrastructure through the implementation of the KRX system, the completion of regulations to meet FTSE Russell and MSCI market-upgrade criteria, such as the non-prefunding mechanism for foreign investors, and strengthened regulations on corporate governance and information disclosure in the market.

Capital raising activity recovers and gains momentum

IPO activity during FY2025–2026 showed signs of improvement following the subdued period from 2022–2024. Market gains, improved valuation levels, and the market upgrade created favorable conditions for many companies to initiate and accelerate their IPO and listing plans.

Although the number of completed IPO transactions has not yet surged, transaction sizes and the quality of newly listed companies have improved. The market also recorded a significant increase in the number of companies preparing to list, creating a foundation for a more active IPO cycle in the coming years. This is also one of the positive drivers supporting the market's ability to attract new capital flows as the range of investment opportunities expands in both quantity and quality.

Market outlook

Looking ahead, the Vietnamese stock market is expected to maintain a positive outlook, supported by macroeconomic fundamentals, corporate earnings growth prospects, and further progress in integrating with international capital markets. Following a period of strong growth, the market is entering a phase of greater differentiation, as capital flows tend to concentrate in sectors and companies with solid fundamentals, positive earnings prospects, and the ability to benefit from new growth drivers.

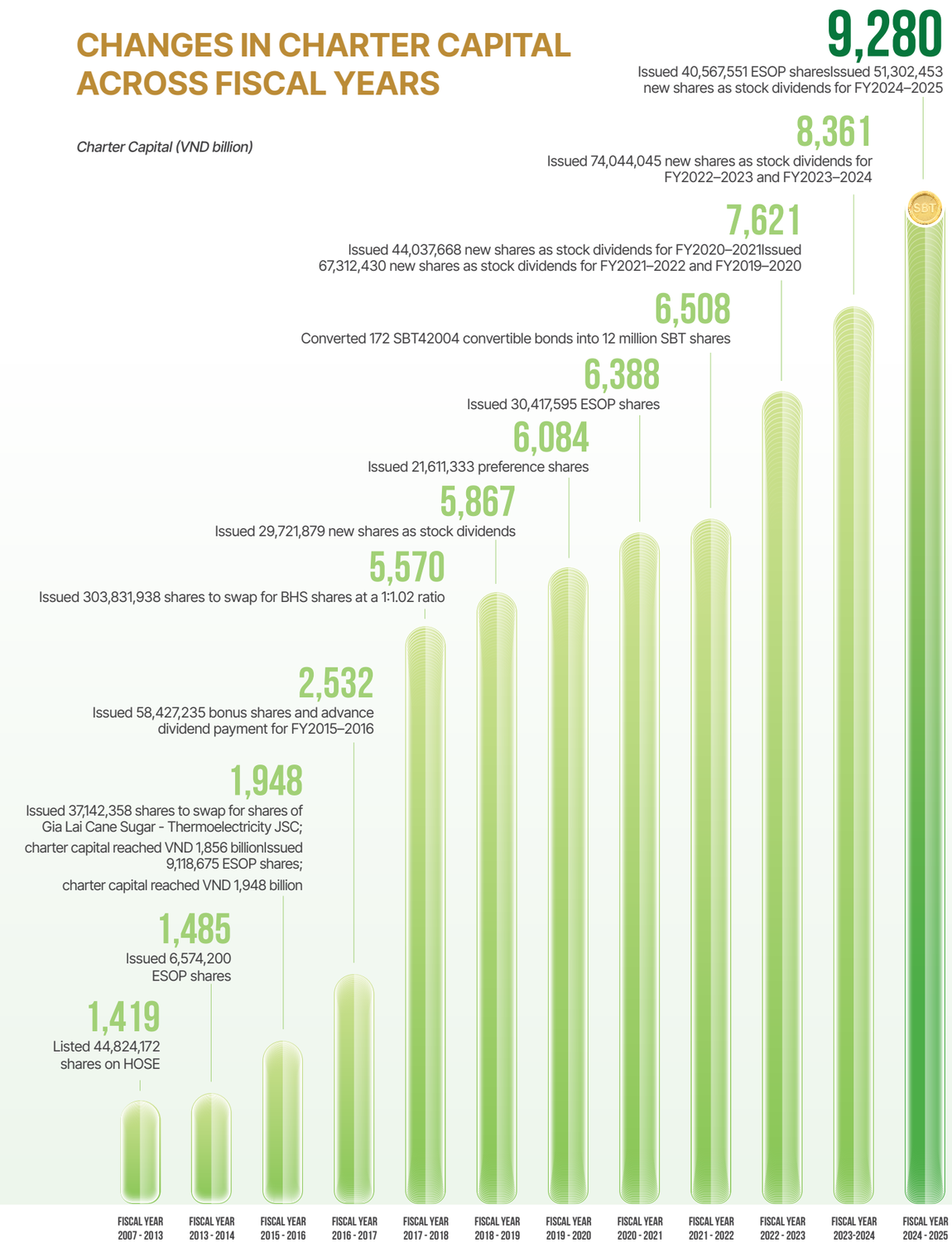
Vietnam's official upgrade by FTSE Russell to Secondary Emerging Market status, effective September 21, 2026, will create opportunities to attract additional capital from international investment funds. Estimates indicate that approximately USD 1.3–1.5 billion in passive capital flows could enter the market throughout the transition process, allocated across multiple phases from September 2026 to September 2027. In addition to these capital flows, the upgrade is expected to broaden the participation of foreign institutional investors and enhance the attractiveness of the Vietnamese market over the long term.

Source: AgriS' compilation

Capital Market Activities

CHANGES IN CHARTER CAPITAL ACROSS FISCAL YEARS

Charter Capital (VND billion)





Vietnam's Economy Maintains Positive Growth Momentum

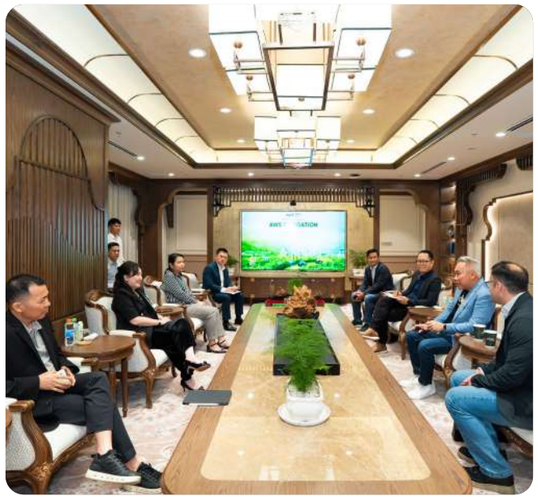
Against a backdrop of continued global economic volatility, Vietnam's economy maintained positive growth fundamentals in 2025. According to the Statistics Office under the Ministry of Finance, GDP in 2025 was estimated to grow by 8.02% year-on-year, while the agriculture, forestry, and fisheries sector grew by 3.70%, continuing to serve as one of the key pillars of the economy. GDP per capita in 2025 was estimated at VND 125.5 million per person, equivalent to USD 5,026, an increase of USD 326 from 2024. Following the growth momentum of 2025, Vietnam's economy continued to record positive results in the first six months of 2026 despite fluctuations in the international environment. GDP in Q2/2026 increased by 8.39% year-on-year, higher than the 7.94% recorded in Q1, bringing first-half growth to 8.18% and providing a basis for raising the full-year growth forecast to 8.5%. Growth was recorded across various economic sectors, with industry and construction growing by 10.51%, services by 7.87%, and agriculture by 4.06% in Q2. In addition, industrial production increased by 10.8% in the first six months of the year, realized FDI reached USD 13 billion, up 11.2%, while registered FDI reached USD 34.7 billion, up 61%, contributing to a more favorable investment outlook for Vietnam. Amid continued risks from price fluctuations, geopolitical developments, trade policies, and import pressures, AgriS continued to focus on strengthening its financial capacity, expanding relationships with domestic and international financial institutions, ensuring resources for production and business operations, developing raw material areas, enhancing processing capacity, and implementing its long-term green growth strategy.

POSITIVE STOCK MARKET SUPPORTS CAPITAL RAISING CAPACITY

Against a positive macroeconomic backdrop, Vietnam's stock market continued to perform favorably during the first six months of 2026. As of June 30, 2026, the VN-Index reached 1,860.01 points, up 4.23% from the end of 2025, while stock market capitalization reached approximately VND 10,572.8 trillion, up 6%.

Total capital raised through the stock market, excluding private corporate bond issuance, was estimated at VND 173,753 billion, up 45.8% year-on-year. The strong increase in capital raising demonstrates that the stock market continues to affirm its role as an important source of capital for businesses, particularly for medium- and long-term funding needs related to production expansion, green transformation, technology investment, and financial structure optimization.

In addition to liquidity and capital raising scale, the market upgrade outlook remained an important highlight of Vietnam's stock market in the first half of 2026. In April 2026, FTSE Russell officially confirmed that Vietnam had met the criteria for reclassification from Frontier Market to Secondary Emerging Market status, effective September 21, 2026. Together with the completion of the legal framework, improvements to trading mechanisms for foreign investors, and the gradual removal of pre-funding requirements, the market upgrade is expected to support the attraction of international institutional capital, improve investor quality, and enhance market transparency over the medium and long term.



Positive stock market developments during the first six months of 2026 continued to provide a favorable foundation for AgriS to strengthen its position in the capital market. Positive liquidity, expanding market capitalization, and prospects for additional international institutional capital inflows following the upgrade are factors supporting the Company in diversifying capital raising channels, optimizing its capital structure, and increasing its visibility among investors.

AGRIS MAINTAINS ITS CREDIT RATING

AgriS continued to maintain a

vnA+

credit rating with a Stable outlook from Saigon Ratings, marking the fifth consecutive time the Company has received this rating.

Maintaining a vnA+ credit rating with a Stable outlook contributes to strengthening transparency regarding AgriS's financial capacity and risk management, thereby supporting the Company in its engagement with banks, investors, and financial institutions. Going forward, the credit rating will continue to serve as one of the foundations supporting AgriS in diversifying funding sources, optimizing its cost of capital, developing raw material areas, and expanding the agricultural value chain toward green and sustainable growth.

CAPITAL RAISING ACTIVITIES IN FY2025–2026

Amid fluctuations in the capital markets, AgriS continued to proactively diversify its capital raising channels in line with its long-term development needs and sustainable growth direction. The Company also focused on enhancing its credit standing and expanding cooperation with domestic and international financial institutions, thereby strengthening its financial foundation and access to medium- and long-term funding.

In September 2025, AgriS successfully raised USD 50 million from DEG (Deutsche Investitions- und Entwicklungsgesellschaft), a development finance institution under KfW (Kreditanstalt für Wiederaufbau, the German Reconstruction Finance Bank). KfW is one of the world's largest development banks, with total assets of nearly EUR 600 billion and operations in more than 80 countries. This financing provided important resources for the Company to upgrade infrastructure, support technical assistance, supplement working capital, maintain equipment, and accelerate the implementation of its Net Zero commitment by 2035. The agreement also demonstrated DEG's confidence in AgriS's governance capabilities, development direction, and pioneering role in high-tech and sustainable agriculture in Vietnam and the region.

During the fiscal year, AgriS continued to receive support from reputable domestic and international financial institutions, including BIDV, MB Bank, VietinBank, First Commercial Bank, UOB, and other financial partners. Total additional financing limits reached USD 143 million from foreign funding sources and VND 3,100 billion from domestic funding sources, contributing to strengthening the Company's financial capacity and ensuring resources for production and business operations. This result further demonstrates AgriS's reputation in the capital market, its ability to connect with leading financial institutions, and its capacity to mobilize resources in support of its strategy for developing the agricultural value chain, circular economy, and green growth.

In particular, based on its fulfillment of ESG criteria in accordance with international best practices, AgriS and UOB established a green credit facility, thereby expanding access to international funding linked to sustainable development. As ESG factors increasingly become an important consideration in investment decisions, this milestone further demonstrates AgriS's responsible development direction, aligned with sustainable agriculture, the circular economy, and emissions reduction.

Alongside funding from financial institutions, AgriS continued to diversify and effectively utilize capital market instruments. In September 2025, AgriS completed the issuance of more than 4.99 million convertible bonds, raising nearly VND 500 billion. In June 2026, the Company continued to issue convertible bonds with a total value of nearly VND 1,000 billion, with a two-year maturity and priority distribution to existing shareholders. Through these initiatives, AgriS not only supplemented funding for its growth objectives but also expanded shareholder participation in supporting the Company's long-term development strategy.



Investment Activities

INVESTMENT PORTFOLIO MANAGEMENT ACTIVITIES DURING THE FISCAL YEAR

During the fiscal year, AgriS continued to accelerate the restructuring of its investment portfolio toward improving capital utilization efficiency, enhancing portfolio quality, and focusing resources on strategic projects with high value-creation potential. Portfolio management activities were carried out simultaneously through divestments from certain investments and increased investment in key projects, in line with the Company's long-term development direction.

AgriS completed divestments from Nuoc Trong Rubber JSC, Son Duong Sugar JSC, and France – Vietnam Sorbitol JSC, with total transaction value of approximately VND 70 billion. These divestments enabled AgriS to proactively screen its investment portfolio and focus resources on areas with growth potential and alignment with the Company's long-term development direction.

Alongside portfolio restructuring, AgriS continued to implement key investment projects, focusing on deep processing of agricultural products and enhancing production capacity, specifically:

Thanh Thanh Cong – Bien Hoa Agricultural Processing Complex Project

- **Location:** Ninh Dien Commune, Tay Ninh Province, Vietnam
- **Scale:** 36.9 ha
- **Investment items:** Agricultural product beverage manufacturing plant, packaging manufacturing plant, and warehouse construction and investment
- **Total investment:** Expected at VND 1,770 billion



Investment Objectives

The project is being implemented to develop an agricultural deep-processing complex, leveraging the existing raw material areas to increase product value. Specifically, the project focuses on:

- Developing agricultural-based beverage product lines for domestic and export markets, with a maximum designed capacity of approximately 120 million liters per year;
- Diversifying the product portfolio while increasing the value of Vietnamese agricultural products through the application of modern processing, filling, and packaging technologies.

Implementation Status

The project has completed the main construction items of Phase 1, including the agricultural-based beverage manufacturing plant, auxiliary systems, and technical infrastructure serving production activities. The Tetra Recart production line has been fully installed and put into operation since March 2026, meeting production and product supply requirements for customers.

Phase 2 of the project is continuing, including the warehouse area, accommodation facilities, internal roads, and remaining landscaping works. During FY2026–2027, the project is expected to continue installing the PET Aseptic production line and launch its first products in April 2027.

Investment Project to Increase Sugar Production Capacity at AgriS Gia Lai

- **Location:** Ayun Pa, Gia Lai Province, Vietnam
- **Scale:** Increase the capacity of AgriS Gia Lai Plant from 8,000 tons of sugarcane per day to 10,000 tons of sugarcane per day
- **Total investment:** VND 560 billion



Investment Objectives

- The project aims to enhance production capacity and optimize the operating efficiency of AgriS Gia Lai Plant, while expanding its capacity to process the increasing volume of sugarcane from the raw material area. Specifically:
- Increase processing capacity from 8,000 tons of sugarcane per day to 10,000 tons of sugarcane per day;
- Upgrade technology, optimize production capacity, and enhance supply capacity.

Implementation Status

- Phase 1: Increase capacity from 8,000 tons of sugarcane per day to 9,000 tons of sugarcane per day, expected to commence operations in FY2026–2027.
- Phase 2: Increase capacity from 9,000 tons of sugarcane per day to 10,000 tons of sugarcane per day, expected to commence operations in FY2027–2028.



INNOVATION INVESTMENT ACTIVITIES

In FY2025–2026, alongside continued management and restructuring of the existing investment portfolio, AgriS began expanding its investment activities toward innovation, with the aim of identifying and developing new value-creation opportunities within the Agriculture–Food ecosystem. The activities focused on two key areas: Strategic M&A and the Bioeconomy, thereby diversifying growth drivers and expanding the Group's development space.

STRATEGIC M&A: EXPANDING THE F&B AND INGREDIENTS VALUE CHAINS

With the direction of developing into a multinational Group in the Agriculture–Food sector, AgriS identifies M&A as one of the tools to accelerate ecosystem expansion and increase its participation in higher value-added segments.

AgriS proactively approached, reviewed, and conducted in-depth assessments of potential investment opportunities in the Food & Beverage (F&B) and Ingredients sectors. Targets were evaluated based on their strategic fit, growth potential, ability to generate synergies, and market expansion opportunities.

Through M&A, AgriS aims to add higher value-added product groups, expand international markets, and leverage its existing distribution network, while further completing the Group's Agriculture–Food ecosystem.



BIOECONOMY: PIONEERING THE DEVELOPMENT OF GREEN AND CIRCULAR SUPPLY CHAINS

Leveraging its advantages in raw material areas and Agri-Food Tech capabilities, AgriS continued to accelerate its transformation toward a Circular Economy model. In this context, the Bioeconomy has been identified as a new development direction aimed at more effectively utilizing raw materials and by-products within the production chain, while opening up new business models and product streams.

This direction is being gradually realized through key projects, focusing on transforming existing resources and by-products into higher value-added products, specifically:

- **Carbon Credit Project:** Leveraging emissions reduction results from production activities to develop and commercialize carbon credits, thereby creating new value-added opportunities from environmental initiatives while contributing to AgriS's sustainable development objectives.
- **Bio-Pallet Project:** Converting agricultural by-products into materials for environmentally friendly logistics applications, contributing to higher utilization value of by-products, promoting upcycling, and responding to the development trend of green supply chains.
- **Yeast Extraction Project:** Applying microbial fermentation technology to develop high-quality ingredients for the food and animal feed industries, expanding the ability to capture value from the production chain and targeting higher value-added product segments.



Digitalization and Information Technology



FROM FUNCTIONAL DIGITALIZATION TO OPERATIONS ON A SHARED DIGITAL PLATFORM

FY2025–2026 marked AgriS's continued collaboration with its member companies to standardize systems, data, and operating methods under the AgriS Holding – 3 Centers – 3 Layers model. The focus during the fiscal year was to connect the platforms developed for individual functions in the previous fiscal year to improve their effectiveness. Accordingly, technology programs were no longer implemented as standalone applications, but gradually connected commercial, financial, operational, data, and technology functions on a shared platform. This platform not only records business transactions but is gradually becoming a tool to shorten processing time, enhance transparency, control risks, and support data-driven decision-making.

BRINGING DIGITAL PLATFORMS INTO PRACTICAL OPERATION

AgriS continued to accelerate digitalization and digital transformation across the entire value chain, focusing on putting technology platforms into practical operation and gradually expanding their scope of application. Solutions were implemented with an emphasis on data connectivity, process standardization, and business process automation, thereby improving operational efficiency and the experience of customers, partners, and employees.

Bringing Digital Platforms into Practical Operation

- DigiRetails (smart distribution management system) is positioned by AgriS as a unified platform for B2B, B2C, and B2E models, connecting customers, sales channels, order fulfillment, payments, data, and marketing. On July 1, 2026, Phase 1 of DigiRetails, the B2B Offline model, officially went live at four Commercial units and one Rice Business unit. In the first month of operation, all orders at the implementing units were processed through the DigiRetails platform, marking an initial step toward digitalizing and transforming distribution processes.
- Alongside the launch of the new platform, CRM (Customer Relationship Management System) and DMS (Distribution Management System) continued to support sales digitalization, enabling AgriS to acquire thousands of new customers across key segments. This provides a foundation for DigiRetails to expand into B2C Offline in FY2026–2027 and B2E Online in FY2027–2028, while being further upgraded toward greater automation and personalization of the customer experience.

Digitalization and Digital Transformation of Financial and Operational Activities

- In October 2025, the Host-to-Host solution was officially launched to directly connect the Oracle system with four banks, enabling automated payments, digital signing, and reconciliation.
- In January 2026, the SCF Portal (Supply Chain Finance Portal) was put into operation as a financial platform supporting the digitalization of the entire agricultural financing journey, from centralized management of farmer profiles and credit limit proposals based on standardized data, to coordination with banks for appraisal, digital contract signing, flexible disbursement through the Farmer App, and automated debt offsetting. This process reduces reliance on paper-based documentation while enhancing transparency in principal, interest, and cash flows; farmers gain greater access to financing, while AgriS strengthens its risk control capabilities. The platform is currently deployed at six units and centrally manages farmers' credit agreements during the fiscal year.
- In the next phase, the platform will be developed to integrate AI (Artificial Intelligence)-based credit scoring, expand multi-bank connectivity, automate payments, and provide seasonal risk alerts.
- The Asset Management and Operations Management System was deployed at 29 units, with 7,677 completed operational forms and 97% of checklists meeting requirements. In June 2026, AgriS deployed ERP (Enterprise Resource Planning) to manage the entire Rice value chain, from procurement and production to sales and payment, while also deploying ERP for AgriC Khanh Hoa and AgriC Gia Lai. By the end of the fiscal year, ERP was operational at 30 units, creating a common foundation for AgriS's key management processes.

Enhancing Value Chain Transparency through Traceability

In August 2026, the AgriS Traceability Platform officially went live for two products, Organic 800 Sugar and Organic 400 Sugar. Through QR codes, customers and partners can quickly access information on product origin, Organic standards, and the product journey. The solution helps connect and enhance transparency of information throughout the process, from raw material areas, cultivation, and harvesting to production and final products. This represents an important step toward strengthening market trust and reaffirming AgriS's commitment to quality, transparency, and

Digitalization and Information Technology (continued)

STANDARDIZING AND CONNECTING DATA ACROSS THE VALUE CHAIN

During the fiscal year, AgriS completed the deployment of a Data Warehouse for key non-financial systems, including FRM (Farm Management System) of AgriC; CRM and DigiRetails of ComC; DigiFactory of ProC; WMS/TMS (Warehouse Management System/Transportation Management System) of the Supply Division; and DigiO of the Operations Division. As a result, data from raw material areas, production, commercial activities, logistics, and operations are consolidated on a common platform, creating a unified data source for management.

AgriS also implemented Linked Data with Route to Market and coordinated data standardization, achieving accuracy of up to 98%. As a result, management reporting has shifted from historical aggregation toward root-cause analysis, forecasting, and timely decision support.

Connecting data from sales, customers, seasons, production, and operations across shared platforms enables AgriS to establish a centralized data source for analysis and management. Specifically:

- Sales and customer data on DigiRetails, CRM, and DMS are connected throughout the process, from quotations, orders, and delivery to customer service, enabling comprehensive monitoring of the sales process and customer interactions.
- Seasonal data on FRM is integrated with SCF Portal and ERP, supporting the monitoring of investment contracts, financing needs, and transactions by individual farmers.
- Production, logistics, and operational data are consolidated and analyzed to promptly monitor output, quality, inventory, delivery status, and performance.
- End-to-end data connectivity and utilization enable information to be updated and reconciled consistently, reducing reliance on manual consolidation and limiting data fragmentation. Accordingly, data is gradually becoming a tool for management, control, and operational improvement, while enhancing transparency and decision-making speed across the entire value chain.

3.OPTIMIZING INFRASTRUCTURE AND STRENGTHENING TECHNOLOGY GOVERNANCE

During FY2025–2026, the shared Cloud platform continued to support AgriS in implementing digitalization and digital transformation programs quickly, consistently, and securely. Standardizing infrastructure and technology governance across the system enables units to deploy, connect, and scale digital solutions more effectively while improving resource utilization.

In parallel, AgriS continued to strengthen technology governance to ensure safe and continuous operations. Risks related to system disruptions, data security, transaction controls, and data quality are managed through centralized operation of core platforms, appropriate access controls, and security controls throughout development and operation. Increased automation in payments, digital signing, and reconciliation contributes to greater operational efficiency, reduces reliance on manual processing, and enhances transaction transparency.

4.BRINGING AI INTO MANAGEMENT AND OPERATIONS

Building on the established data and infrastructure, AgriS began moving AI from experimentation into specific management and operational activities:

- AI RiskGuard supports business activity monitoring, early risk alerts, and real-time decision-making.
- AI Production Assistant supports monitoring of raw materials, output, efficiency, energy, environmental factors, and factory quality.
- AI ABI AgriS connects internal data and knowledge, supports 24/7 information retrieval, and enhances work productivity.

These applications are developed under a centralized AI governance approach, with Data Lakes for individual functions and a centralized Data Lakehouse, gradually forming an intelligent operating layer that connects data, analytics, alerts, and actions.

DIRECTION FOR DIGITALIZATION AND DIGITAL TRANSFORMATION ACTIVITIES IN FY2026–2027

In FY2026–2027, AgriS will focus on deeper utilization and improved effectiveness of platforms already in operation, while continuing to complete the digital ecosystem across the entire value chain.

Continue developing DigiRetails according to the B2C and B2E roadmap; complete ERP and integrate FRM–SCF; accelerate the digitalization and digital transformation of machinery and equipment maintenance management; digitalize the raw material chain; improve WMS/TMS efficiency; and enhance forecasting capabilities.

Develop AgriOS as a centralized digital platform for agricultural management and operations, connecting data from raw material areas with systems across the AgriS ecosystem and inheriting core functions from FRM, while integrating weather data and yield assessments. Through this, AgriOS aims to establish a unified data and operating platform, enabling users to monitor, coordinate, and make more effective decisions in agricultural activities.

Continue developing the Data Warehouse, Data Lake/Lakehouse, master data management, and AI technologies based on the principles of security, responsibility, and measurability. Accordingly, technology and data will become practical operational capabilities, enabling AgriS to improve decision quality, optimize resources, and create a foundation for sustainable growth.



Research and Development



AGRICULTURAL PRODUCTS AND SERVICES

During FY2025–2026, AgriC continued to identify research and development (R&D) as one of the key foundations for improving crop productivity and quality, optimizing production costs, and promoting sustainable agriculture.

R&D activities were implemented across the entire process, from crop breeding, biotechnology, pest management, and crop nutrition to the development of mechanization solutions and technology applications in production. Through collaboration among the Thanh Thanh Cong Agricultural Research Institute (TTC ARI), specialized research units, and the AgriC Mechanical Factory, many research outcomes have been tested, applied, and gradually commercialized in raw material areas.

The results achieved during the fiscal year not only directly supported production activities but also contributed to further developing AgriC's agricultural solutions ecosystem toward efficient, circular farming models that can adapt to the requirements of the new development phase.

RESEARCH AND DEVELOPMENT ECOSYSTEM

Thanh Thanh Cong Agricultural Research Institute (TTC ARI)

Established in 2013, TTC ARI is an R&D unit within the AgriS ecosystem, focusing on promoting high-tech and sustainable agriculture.

The Institute uses science, technology, and innovation as its foundation, focusing on solutions for the sugarcane industry while gradually expanding into other crops in line with the diversification of the agricultural value chain.

Key research areas include:

- Crop breeding, selection, and development;
- Production of disease-free planting materials using tissue culture technology;
- Biotechnology research and biological pest management;
- Development of crop nutrition and soil improvement solutions;
- Application of high technology in irrigation, fertilization, and production management;
- Technical transfer and development of agricultural extension models.

Mechanization Equipment R&D and In-house Manufacturing Capabilities

AgriC's mechanization equipment R&D activities were developed in response to the need for mechanization in agricultural production. Based on actual surveys at farms and raw material areas, AgriC developed the Demo Farm model using Australian technology to test equipment throughout the production cycle, from land preparation, planting, cultivation, and fertilization to crop protection, harvesting, and transportation.

Operating data and user feedback were collected and analyzed to improve designs, materials, hydraulic systems, electrical and automation systems, and working mechanisms. Through this process, AgriC has gradually developed capabilities in 3D design, technical drawings, bill of materials development, quality standards, prototyping, and manufacturing of agricultural mechanization equipment.

Investment in the AgriC Mechanical Factory has further strengthened research, testing, and manufacturing capabilities, while enabling the standardization of the product development cycle from identifying needs, designing and prototyping, to testing at Demo Farms, finalizing products, and transferring them to production.

KEY AGRICULTURAL RESEARCH ACHIEVEMENTS DURING THE FISCAL YEAR

Crop Breeding, Selection and Development

- TTC ARI successfully selected the promising hybrid line TTC17-1-08, completing its eight-year evaluation cycle since 2018. The hybrid achieved yields of more than 100 tons/ha and CCS above 11; specifically, in the first ratoon crop in Gia Lai, yield reached 100.4 tons/ha and CCS reached 11.6. The hybrid is being further propagated and evaluated for yield and quality before completion of the dossier for variety circulation registration, expected in February 2027.
- The Institute also selected additional promising varieties, including K96-51, CSB08-108, and CSB08-111, creating a source of planting materials for future area expansion.
- In FY2025–2026, TTC ARI produced and supplied 111,120 tissue-cultured sugarcane plants, 251,423 single-bud sugarcane seedlings, and 262 tons of qualified seed cane cuttings.
- For pineapple, the Institute completed the propagation, cultivation, and supply process for 2 million tissue-cultured seedlings to serve the expansion of fruit crop projects. The Institute also selected a new fresh-eating pineapple variety and is continuing to monitor and collect technical data to complete the registration dossier for variety circulation, expected in FY2027–2028.

Biological Pest Management

- Biological pest management solutions using natural enemies continued to be expanded, contributing to reduced pesticide use and promoting environmentally friendly farming practices.
- During the fiscal year, TTC ARI supplied Trichogramma wasps to control stem borers across more than 4,000 hectares of sugarcane, while also supplying more than 600,000 natural enemies, mainly predatory insects, for pest control in net houses.
- The Institute also researched, produced, and gradually commercialized an additional natural enemy species, cotton bug, primarily supplying high-tech agricultural production areas in Lam Dong.



Soil Nutrition Research

During the fiscal year, TTC ARI analyzed 1,362 soil samples, providing a basis for recommending fertilization regimes suitable for the soil characteristics and cultivation conditions of each raw material area. The Institute also researched new organic fertilizer formulations, notably 3-2-2 organic fertilizer and organic fertilizer made from filter cake combined with materials derived from livestock waste treatment using black soldier flies.



Development of Integrated Mechanization Solutions

The R&D Department of the AgriC Mechanical Factory continued to research, manufacture, and improve a range of equipment serving agricultural production. Research activities focused on two main directions: optimizing in-field logistics and automating planting, cultivation, fertilization, and crop protection processes for sugarcane, pineapple, and high-value industrial crops. Key solutions included:

- **Sugarcane transfer trailer (Australian model):** Stable operation on soft ground through a balanced axle system and wide tires; reduces soil compaction, increases harvesting progress clearance speed by 35%, and optimizes fuel costs.
- **Single-row chopped seed-cane planter:** Integrates five functions (furrow opening, fertilization, seed-cane placement, spraying, and soil covering); saves up to 70% of labor and ensures precise covering depth, with an error of less than 2 cm.
- **High-clearance self-propelled sprayer (1.8–2.0 m):** Sprays or treats vines during the sugarcane canopy-closing stage without damaging the plant tops, improving uniformity and optimizing pesticide use.
- **Powdered organic fertilizer applicator:** Hydraulic feeding system accurately delivers fertilizer to the root zone, preventing caking and clogging while reducing fertilizer use by 25%.
- **Specialized pineapple sprayer:** 42-meter spray boom achieving a capacity of 5–10 ha/hour and requiring only 1–2 operators, helping reduce direct exposure to chemicals.
- **Sugarcane inter-row weeding and soil cultivation implement:** Controls up to 90% of weeds, improves soil looseness, reduces agrochemical costs, and limits environmental impacts.

AgriC's mechanization solutions are implemented through coordination between the R&D Department and specialized workshops of the Mechanical Factory. This integrated coordination helps AgriC shorten the process from research and design to product testing and finalization. Several pieces of equipment have completed small-batch production and are ready for transfer to larger-scale manufacturing to serve mechanization needs in raw material areas.

FOOD AND BEVERAGE PRODUCTS AND SERVICES

AgriS continued to accelerate research, development, and completion of its value-added product portfolio, aiming to expand its ability to serve all B2B, B2C, and HoReCa segments while building a foundation for commercialization in the coming years through a flexible OEM/ODM model.

Development of Syrup Base Products

- B2C market solutions: Completed trials of high-Brix cane syrup, helping reduce the need for preservatives in finished products while creating a raw material base for premium flavored syrup lines.
- B2B market solutions: Completed trials of refined liquid sugar production on the new production line; simultaneously developed liquid sugar formulations blended with HFCS and glucose syrup, ready to meet diverse application requirements of customers in the food and beverage industry.

Development of Flavored Syrup Portfolio

- Researched and completed 15 flavored syrup formulations with a diverse range of flavors.
- Completed supply readiness for internal customers such as ComC, OEM customers, and the HoReCa channel, enabling rapid response to market demand for new product development.

Development of Premix Production Capabilities

- Invested in a multifunctional blending equipment system to enhance capabilities in researching, testing, and developing premix products, from basic formulations to medium-complexity applications at the laboratory level.
- Successfully conducted trial production batches of premix products according to the requirements of Chinese customers at the NHS Plant, creating a foundation for commercialization.
- Coordinated the implementation of a premix production line with a designed blending capacity of 60,000 tons/year, expected to commence operations in January 2027 at TTCS, contributing to expanded capacity to supply value-added ingredient solutions.

Accelerating OEM/ODM Services

AgriS continued to expand its OEM/ODM service capabilities, flexibly meeting the needs of domestic and international customers through a diverse product portfolio, rapid implementation processes, and customization capabilities. By optimizing the process, AgriS shortened project implementation time from 90 – 120 days to 45 – 60 days, enhancing flexibility and responsiveness to customer needs.

Domestic Market

- Supplied private-label sugar products to major retail systems and supermarket chains such as Coop, Lotte Mart, and Mega Market.
- Developed and supplied liquid sugar solutions to beverage chains, including Highlands Coffee and Gong Cha, meeting requirements for quality, consistency, and operational efficiency.
- Export Market
- Successfully implemented OEM projects for customers in various international markets, including Singapore and the Middle East, gradually expanding the presence of value-added solutions in export markets.

In FY2026–2027, AgriS will focus on

Promoting the Development of Strategic Product Portfolio: Developing and commercializing key product lines, focusing on optimizing the quality of syrup bases, developing flavored syrup and mid-range premix customers, and meeting increasingly diverse market demand.

Enhancing Research and Commercialization Capabilities: Continuing to strengthen the technology platform, technical standards, and formulation portfolio; standardizing product development processes; accelerating new product development; flexibly responding to market requirements; and enhancing the Company's competitiveness.

Expanding Solution Supply Capabilities: Transitioning from a raw material supply model toward providing comprehensive solutions for the food and beverage industry, focusing on solutions for Food Preparation customers and gradually expanding into higher value-added Food Solutions.

BIO-BASED PRODUCTS

In FY2025–2026, AgriS successfully developed a single-deck bagasse pallet measuring 1.1 × 1.1 m, manufactured from a mixture of wood chips and bagasse, molded under high temperature and pressure, and designed for goods handling and transportation.

Developing a diverse range of bagasse pallets based on specifications and applications

Technical aspect: Develop bagasse pallet lines in various specifications (single-deck, double-deck; sizes of 1.05 × 1.03 m; 1.1 × 1.0 m; 1.1 × 1.1 m; 1.2 × 1.0 m, etc.) to meet different requirements for storage, racking, cold storage, refrigerated containers, and automated operations. At the same time, test the use of coconut shell by-products to diversify biomass raw material sources.

Business aspect: Expand the SKU portfolio, increase customization capabilities based on customer needs, and gradually expand the bagasse pallet market across the agriculture, food, and beverage sectors.



Production of lignin adhesive from bagasse for pallet applications

Utilize lignin, a natural component of plant structure, recovered from bagasse to produce adhesive for use in bagasse pallets, with the aim of replacing conventional petroleum-based adhesives, thereby increasing the utilization value of by-products from the sugarcane industry.



The product utilizes by-products from sugarcane production, increases the utilization value of bagasse, and helps reduce dependence on traditional wooden pallets. Operating costs are approximately 10% lower than those of wooden pallets, while the product also contributes to AgriS's direction of developing circular products and strengthening its innovation profile.

In the coming fiscal years, AgriS will continue to expand R&D and commercialization activities for bio-based products, aiming to optimize the value chain and increase value derived from agricultural by-products.

Research and production of functional yeast protein

Develop a yeast-based protein source using sugarcane molasses as the raw material, utilizing sugar industry by-products to create a yeast-derived protein source, contributing to protein diversification and reducing the need for agricultural land.



Development of Bio-based composite materials from bagasse for packaging applications

- **PP/PE-based composites:** Blend conventional PP/PE plastics with bagasse powder to reduce the use of virgin plastic and increase the proportion of bio-based materials in products.
- **Bio-based polymer composites:** Blend bioplastics such as PLA, PBAT, and PBS with bagasse powder to develop materials with biodegradability potential and meet sustainable material requirements.
- **Potential products:** Bagasse trays, screw caps, sugar boxes, and sugar lids.



Effective Supply Chain Management

FY2025–2026 marked an important transition in AgriS's journey to implement the strategy through 2030–2031. Long-term directions were gradually translated into measurable results, laying the foundation for AgriS to move from the role of an Ecosystem Builder toward a phase of performance optimization and the ambition to become a Market Creator.

Supply chain management continues to be identified by AgriS as one of the core drivers for translating strategy into practical performance. From raw material areas, production, warehousing and logistics to distribution and customer service in domestic and international markets, AgriS has gradually synchronized and optimized the entire supply chain, improving operational performance and enhancing market responsiveness.

Building on a seamlessly connected value chain from farm to table, AgriS focuses on optimizing key links to improve efficiency, flexibility, and end-to-end control, including:

Ensuring sugarcane supply meets requirements for volume, quality, and seasonality across Vietnam, Laos, Cambodia, and Australia, while effectively controlling costs, inventory, and the time from harvesting to processing.

Enhancing competitiveness in terms of cost, delivery speed, and supply reliability, particularly in the context of production being significantly affected by seasonality.



Developing circular supply chains and emission-reduction solutions, contributing to the achievement of ESG and Net Zero 2035 targets.

SUPPLY CHAIN AND DIRECTION FOR ENHANCING COMPETITIVENESS

AgriS continues to refine the Central-Led Procurement model with a three-tier structure and three Centers, including AgriC, ProC, and ComC. The model aims to unify procurement strategies across the Group while maintaining flexibility in execution, optimizing costs, and strengthening compliance.

The logistics system is organized under a multi-tier, cross-border model, with transit warehouses in Tay Ninh, Laos, and Cambodia, connected to domestic and international ports and utilizing multiple modes of transportation, including road, inland waterway/sea, and rail.

For planning activities, AgriS implements IBP – Integrated Business Planning, connecting three elements — Demand – Supply – Finance — through the monthly S&OP/S&OE (Sales and Operations Planning/Sales and Operations Execution) cycle. This enables AgriS to enhance planning proactivity, promptly identify changes, and make appropriate operational decisions, thereby contributing to improved efficiency across the entire supply chain.

In addition to the results achieved, AgriS has six key advantages supporting the next stage of development:

- Standardized operating processes through S&OP/IBP;
- Comprehensive digitalization roadmap
- 78,000-hectare raw material area across four countries
- Stable financial foundation
- Diversified product portfolio
- Operating network comprising seven business units

Going forward, AgriS plans to standardize processes based on the SCOR framework (Supply Chain Operations Reference model), expand cross-border transportation capabilities, and gradually transition to cooperation with logistics partners under 3PL/4PL/5PL models, supported by clear KPIs. This will provide a foundation for strengthening competitiveness and preparing for international market expansion.

Effective Supply Chain Management (continued)

APPLICATION OF NEW TECHNOLOGIES IN THE SUPPLY CHAIN AND ACHIEVED RESULT

Digital transformation continues to be one of the key drivers for AgriS to enhance supply chain efficiency.

For procurement activities, AgriS implements the Source-to-Pay model, with platforms including Oracle Cloud ERP (Oracle Enterprise Resource Planning system on the cloud), e-Procurement, e-Sourcing, e-Contract, a supplier portal, and an electronic purchase requisition management system.

For logistics and warehousing, technology solutions are deployed according to specific functions:

- TMS (Transportation Management System) supports transportation planning and route optimization while tracking vehicles through GPS.
- WMS (Warehouse Management System) automates inbound and outbound warehouse operations and manages inventory based on FIFO/FEFO (First-In, First-Out/First-Expired, First-Out) principles using QR Codes and RFID (Radio Frequency Identification).
- YMS (Yard Management System) supports the coordination of vehicle entry and exit, contributing to reduced congestion and waiting times at warehouses.

For supply chain planning, IBP is combined with AI (Artificial Intelligence) and satellite data to forecast sugarcane yields by region and season. AgriS also applies RCCP (Rough-Cut Capacity Planning) and BI (Business Intelligence) dashboards to compare actual results against plans and support the S&OP process.

Recorded Results

- Procurement costs were reduced by approximately 10–15% through e-Procurement.
- Total cost savings during FY2025–2026 reached VND 3,163 billion.
- The DigiRetails system, with Phase 1 focusing on the B2B Offline model, was put into operation on July 1, 2026.
- Supplier performance is evaluated more transparently through the Vendor Scorecard.
- The price trend monitoring system for key raw materials such as plastic, DO diesel, fertilizers, and sugar enables AgriS to be more proactive in risk management and procurement decisions.

These results demonstrate that technology is gradually shifting from a supporting role to becoming a core component of supply chain management, enabling AgriS to enhance transparency, responsiveness, and data-driven decision-making.

DIRECTION FOR SUPPLY CHAIN IMPROVEMENT GOING FORWARD

In FY2026–2027, AgriS has identified eight strategic priorities to further enhance supply chain efficiency:



1. Integrated Business Planning (IBP).
2. Develop product strategies by factory, customer, and sales channel.
3. Innovate the new product development process.
4. Manage inventory based on minimum–maximum levels.
5. Optimize warehouse operating costs.
6. Improve the on-time, in-full delivery rate.
7. Accelerate digitalization and management reporting.
8. Develop a supplier-managed inventory model.

Key quantitative targets include:

- COMC demand forecast accuracy for sugar and F&B products of at least 80% for B2B and 70% for B2C.
- Production plan achievement of at least 80%.
- Reduce inventory days to 90 days.
- Maintain slow-moving inventory below 0.18%.
- Achieve an on-time, in-full (OTIF) delivery rate of at least 98.5%.

AgriS will continue to deploy digital tools for distribution demand planning, production planning, and material planning, while developing dashboards to support supply chain management.

In logistics, the direction is to gradually transition from an in-house operating model toward strategic cooperation with third-party logistics providers. Cooperation agreements will be linked to specific targets for delivery time, costs, and damage rates to ensure efficiency and clear accountability among the parties.

With a focus on cost optimization, AgriS is promoting green logistics through the use of electric and hybrid vehicles, packaging reuse, and a transition toward bagasse pallets, while monitoring and reducing CO_2 emissions per ton of goods transported.

GLOBAL SUPPLY CHAIN – INTERNATIONALIZATION ROADMAP

AgriS's supply chain transformation roadmap is built on four pillars:

- Expand IBP across the region, synchronizing operations in Vietnam, Laos, Cambodia, and Australia.
- Develop a multi-tier, cross-border logistics system.
- Fully digitalize procurement activities.
- Build a green supply chain aligned with ESG standards.
- AgriS plans to expand cooperation with global logistics and trading partners such as Maersk, MSC, and Olam Food Ingredients, thereby strengthening export capabilities to Europe, North America, and ASEAN markets by leveraging free trade agreements.

The internationalization roadmap will be implemented in four phases:

- **Phase 1:** Use Vietnam as the pilot model based on the SCOR framework.
- **Phase 2:** Replicate the model in Laos and Cambodia.
- **Phase 3:** Expand to Indonesia and Australia.
- **Phase 4:** Gradually globalize the entire network.

By 2030, AgriS aims to apply IoT (Internet of Things) and real-time big data; implement blockchain-based traceability; use AI for supply chain forecasting and optimization; develop cold-chain systems for plant-based product groups; and build a circular supply chain capable of adapting to climate change.

Supply chain finance - Financial Infrastructure Connecting AgriS Ecosystem



Within the AgriS ecosystem, capital flows play a critical role in maintaining connectivity and ensuring seamless operations among participants across the value chain, from farmers and suppliers to partners, customers, and other stakeholders.

As a central hub connecting the agricultural ecosystem, AgriS has pioneered the development and implementation of the **Supply Chain Finance (SCF)** program, not merely as a financing solution but as financial infrastructure supporting the efficient and sustainable operation of the entire ecosystem.

Operating model

AgriS SCF is built on transaction and cash flow data between AgriS and ecosystem participants. Based on this data, AgriS develops a partner assessment and scoring model, while building part of the digital credit database for each member of the value chain.

Based on this data, AgriS works with reputable credit institutions to provide appropriate financial solutions. The model helps shorten assessment time and costs, reduce operational resources, and enhance control and risk management.

From the pilot phase, AgriS SCF was expanded and deployed across the entire ecosystem during FY2025–2026, gradually establishing a modern supply chain finance model. To date, the program has successfully provided credit to nearly 2,000 farmers and more than 50 partner businesses, suppliers, and customers, with the support of leading credit institutions in Vietnam.



In the long term, SCF represents a step forward in AgriS's transition from a capital user to an ecosystem-wide capital flow coordinator, thereby strengthening the competitiveness of participants and creating sustainable value across the entire value chain.

KEY HIGHLIGHTS OF AGRIS SCF IN FY 2025–2026

Expanding access to financing for farmers

AgriS SCF provides credit packages to support sugarcane cultivation, enabling farmers to access financing conveniently and in a timely manner according to each crop cycle.

Beyond financing support, the program also assists farmers in completing digital identification information, subscriber verification, and data synchronization with the national database. This provides a foundation for greater access to digital financial services in the future.

Supporting Suppliers and Enhancing Supply Chain Continuity

AgriS SCF enables suppliers to proactively secure financing and maintain stable production and business operations. A key differentiator of the program is its ability to extend financing beyond AgriS's direct supplier base, gradually reaching deeper tiers of the value chain.

Transactions are conducted on a unified digital platform, leveraging Blockchain technology to enhance transparency, safety, security, and risk management.

Supporting distributors and driving growth

or the distributor network, AgriS SCF provides financing solutions based on commercial transactions arising from dealings with AgriS, helping optimize cash flows, extend payment terms, and strengthen business capacity.

Improved working capital enables distributors to expand their scale, increase inventory capacity, and better meet market demand. Accordingly, SCF not only supports individual businesses but also contributes to driving growth across the entire value chain.

Going forward, AgriS will continue to expand SCF in line with ESG principles, while enhancing access to formal financing for farmers and small and medium - sized enterprises. The program will not only help optimize working capital and reduce financing costs for participants but also lay the foundation for developing digital financial services and accelerating digital transformation in agriculture.

Quality Assurance, Food Safety, and Customer Trust



AgriS always considers product quality and food safety key commitments, reflecting the Company's responsibility for consumer health, supply chain transparency, and the sustainable development of the agricultural ecosystem. Throughout its journey of connecting the global "Farm-to-Table" value chain, AgriS focuses not only on producing safe and consistent products that meet international standards, but also on building long-term trust with customers, partners, communities, and stakeholders.

With a focus on sustainable development, quality management at AgriS is closely linked to three pillars: protecting consumers through food safety, promoting social responsibility across the supply chain, and strengthening governance capabilities through standards, data, and risk controls.

Specific requirements of each market, customer group, and product line are reviewed, updated, and integrated into the management system, ensuring that products meet their intended use, legal requirements, international standards, and sustainability commitments.

Key activities are implemented throughout the entire value chain, contributing to strengthening AgriS's ESG foundation:

Responsible raw material supply chain

- AgriS's sugarcane-growing areas are managed with a focus on transparency, control, and gradual standardization in line with sustainable farming requirements. The application of Organic and Bonsucro certifications and farming management software enhances control over traceability, farming conditions, water use, pesticides, and fertilizers, thereby helping minimize quality risks at the source.
- For suppliers of raw materials and inputs for production, AgriS maintains an assessment and approval process based on quality, food safety, and compliance criteria, promoting supplier responsibility throughout the value chain.
- Sugarcane, raw sugar, commodities, and production inputs received at factories are inspected for origin, quality, and food safety conditions before being stored and used in production, ensuring consistent quality control from the beginning of the chain.

Safe production, risk control, and resource optimization

- Production processes are assessed by the HACCP Committee for quality and food safety hazards from the product development stage and reviewed periodically. This risk-based approach enables AgriS to proactively prevent food safety risks, minimize quality deviations, stabilize output, and optimize operating costs.
- The Quality Management function operates independently from production, conducting inspections and monitoring at critical stages. Products are released from warehouses only after fully meeting quality criteria, strengthening internal governance and operational accountability.

Controlled storage, transportation, and distribution

- AgriS promotes a customer-centric culture across the system, ensuring that every employee involved in the production and business value chain understands quality requirements, service responsibilities, and their role in building customer trust.
- Requirements and feedback related to quality, food safety, goods, and services are received, analyzed, and handled through a standardized process. This provides a basis for continuous improvement, enhancing customer experience and strengthening brand reputation across markets.

Customer-centric quality management

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Quality Assurance, Food Safety, and Customer Trust (continued)



DIGITAL PLATFORMS FOR QUALITY MANAGEMENT

In addition to direct control processes, AgriS has integrated quality management modules across multiple digital platforms, supporting end-to-end operational management and enhancing control and information processing capabilities:

- **FRM System:** Supports the management of raw sugarcane quality data, enhancing control and traceability from growing areas.
- **DigiFactory System:** Provides overall management of acceptance, production, and warehousing activities, contributing to more effective operational control.
- **WMS System:** Manages quality control of goods during dispatch, ensuring product quality, quantity, and delivery commitments to customers.
- **CRM System:** Manages customer interactions, post-sales feedback, and service data, supporting improved customer experience and satisfaction.
- **E-learning System:** Promotes training and awareness of quality management, food safety, and compliance among personnel throughout the operational chain.Hệ thống CRM.



FY2025–2026 QUALITY MANAGEMENT RESULTS

Quality management activities during the fiscal year continued to be maintained and improved, contributing to greater product consistency and operational efficiency. Key results included:

- 99.92% First Time Right (FTR) rate, reflecting the stability of production and quality control processes.
- 15% reduction in customer complaints compared with the same period, reflecting improvements in quality control and customer feedback.
- 56% reduction in quality defect handling costs compared with the same period, contributing to more efficient resource utilization.
- 100% of quality management and food safety systems and applicable certification programs were maintained, periodically assessed, and continuously improved in accordance with the requirements of standards, customers, and markets.

INTERNATIONAL CERTIFICATIONS AND STANDARDS FOR QUALITY MANAGEMENT AND FOOD SAFETY

Certification: Organic EU, USDA; FDA
Certification Body: Control Union

Product certification according to international organic agricultural standards (EU, USA).

This certification confirms that AgriS's Organic products meet the requirements of European and US Organic standards.

Certification: FSSC 22000 ver 6.0
Đơn vị cấp chứng nhận: Bureau Veritas, BSI

International standard for Food Safety Management Systems, recognized by GFSI (Global Food Safety Initiative).

This certification demonstrates that all AgriS products are manufactured on production lines controlled for food safety compliance with International standards.

Certification: HALAL
Certification Body: HALAL certification agency (HCA)

HALAL certification according to Vietnamese standards, recognized/accepted by JAKIM (Malaysia), Indonesia, and the Gulf Cooperation Council (GCC), accepted in key Islamic markets.

This certification ensures AgriS's products comply with Islamic regulations suitable for Islamic markets.

Certification: KOSHER
Certification Body:
KOF-K KLBD

Certifies that products and manufacturing processes comply with Jewish dietary laws.

Verifies that products, ingredients, and manufacturing processes comply with Kosher requirements.

Certification: ISO/IEC 17025
Certification Body:
Bureau of Accreditation (BoA)

ISO/IEC 17025 certification according to the international standard for Testing and Calibration Laboratory competence in the Chemical field.

Affirms that the laboratory possesses the technical competence, management system, and resources to perform tests and calibrations accurately, objectively, and consistently, meeting the requirements of the international standard ISO/IEC 17025 in the Chemical field.

Certification: SEDEX/ SMETA 7.0
Certification Body: SGS

Standard for Social Compliance.

This certification confirms the company's ethical practices and social responsibility within the supply chain; a certification for sustainable development.

Certification: Supplier Guiding Principles (SGP)
Certification Body: Required by Coca-Cola, assessed via SGS

Set of principles ensuring Coca-Cola suppliers are responsible, legally compliant, and meet sustainable development standards.

Coca-Cola's proprietary supply chain assessment program covering social compliance, ethics, and environment.

Quality Assurance, Food Safety, and Customer Trust (continued)

QUALITY ASSURANCE DIRECTION FOR FY2026–2027

In FY2026–2027, AgriS will continue to develop quality assurance activities in close alignment with ESG objectives and the market expansion strategy. Product quality, food safety, traceability, and information transparency will remain important foundations for meeting international standards, enhancing access to demanding markets, and promoting a modern, responsible, and data-driven agricultural production model.



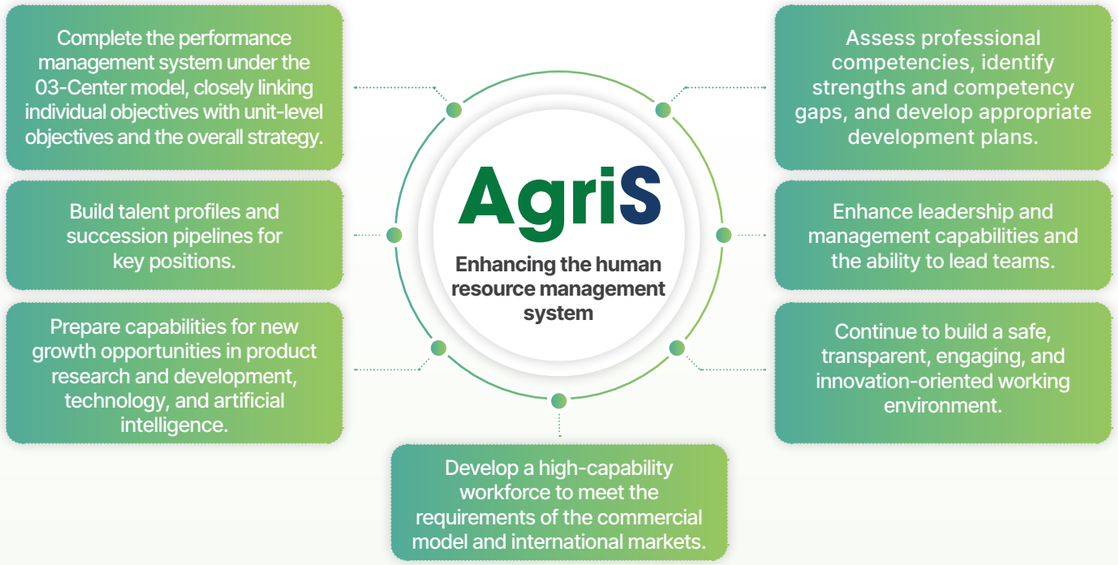
- The fiscal year's key priorities will focus on end-to-end quality management across the value chain, risk prevention, digital transformation, building a quality culture, and strengthening the trust of customers, consumers, and stakeholders.
- Continue to strengthen the "Quality from the Start" principle as a foundation of quality management, ensuring that customer, market, and technical requirements are fully communicated to all functions involved in the operational chain.
- Promote a quality culture, enhancing the awareness and responsibility of every employee in complying with standards, proactively preventing risks, and ensuring product quality.
- Strengthen quality monitoring and trend analysis using data from production, logistics, and customer feedback; gradually apply IoT, AI, and data analytics to identify quality risks early and support the shift from control to proactive, data-driven management.
- Continue to standardize and harmonize the quality management system across factories, ensuring consistency in processes, forms, control methods, and accountability.
- Improve CAPA management effectiveness, enhancing the sharing of lessons learned, quality incidents, and preventive actions among units to minimize recurrence and strengthen risk management capabilities.
- Develop workforce capabilities through regular, risk-based, and in-depth training on standards, regulations, internal audits, continuous improvement, and ESG awareness in quality management.
- Proactively update legal requirements, standards, and regulations of export and import markets, ensuring new requirements are assessed for their impact and implemented promptly, thereby enhancing AgriS's market responsiveness and competitiveness.
- Complete the digital traceability system, ensuring fast, accurate, and transparent traceability from raw material areas and production to storage and distribution, thereby supporting market connectivity and strengthening customer trust.
- Enhance information transparency regarding product origin, quality, safety, and sustainability, contributing to greater trust among customers, consumers, and stakeholders while improving access to markets with high ESG and supply chain responsibility requirements.
- Establish, monitor, and improve ESG-linked quality KPIs, including non-conforming products, customer feedback, CAPA effectiveness, process control compliance, traceability, and delivery quality.
- Effectively leverage DigiFactory, WMS, CRM, FRM, and E-learning platforms to manage quality data, monitor process compliance, support decision-making, and improve customer response times, thereby advancing digital transformation in quality management.



Human Resources and Training

FY2025–2026 marked a period in which AgriS accelerated the implementation of its 2025–2030 Development Strategy under the direction of "Market Creator – Shaping the Future of Agriculture." The development of an integrated circular agricultural ecosystem combining AgTech – FoodTech – FinTech on an ESG foundation requires a dual transformation: from the domestic market to global markets and from manual methods toward automation, digitalization, and high technology. Human resources are the key force behind this transformation, creating the resilience for the Company's long-term development.

Building on the philosophy that "People are the most valuable asset of an enterprise," AgriS has continued to strengthen its human resources management system in alignment with the organizational model of 03 Centers (AgriC – ProC – ComC), operating under an integrated and multinational governance system. The consistent principles are transparency, efficiency, and competency-based management, with the following priorities during the fiscal year:



AgriS's workforce expanded significantly during the fiscal year, reaching a total of 3,388 employees. This represents more than a numerical increase; it reflects the process of building the capabilities required to operate the 03-Center model across multiple countries. The workforce was strengthened in expanding agricultural business lines and the high-tech agricultural services ecosystem, including seed varieties, crop nutrition, irrigation, mechanization, crop protection, and precision farming, while also developing a high-capability workforce to meet the requirements of the commercial model and international markets.

AGRIS AWARDS RECEIVED IN FY2025–2026

On August 14, 2025, at the HR ASIA AWARDS 2025, AgriS was recognized across four distinguished categories:



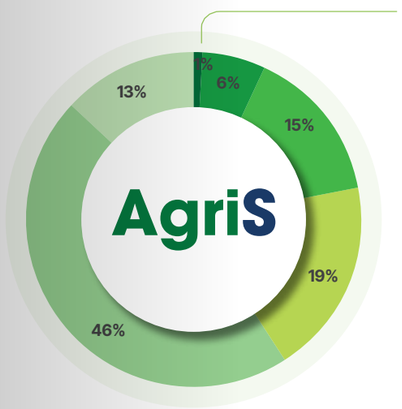
Best Companies to Work for in Asia – Vietnam Chapter 2025: Best Workplace in Asia

DEI Awards: A diverse, equitable, and inclusive workplace where everyone is provided with equal opportunities

Sustainable Workplace Awards: A sustainable, safe, and health-friendly workplace that supports both physical and mental well-being

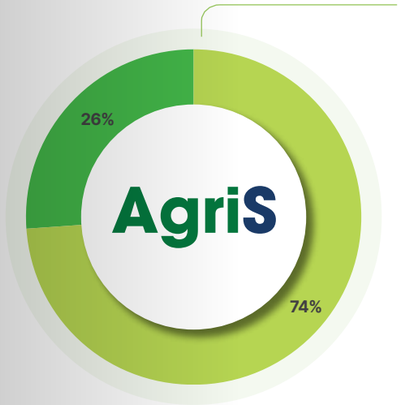
Tech Empowerment Awards: Advanced application of technology in recruitment, training, and management, helping employees work more effectively and creatively

Human resources structure by level FY 2025–2026



The workforce structure by level reflects AgriS's integrated agriculture–production–commercial model, in which professional, technical, and worker groups play a key role, accounting for nearly 60% of total employees. Management positions account for 22%, sufficient to ensure an appropriate management span for the seamless operation of the three-Center model, while maintaining a lean organizational structure even as the organization expands rapidly and enters international markets.

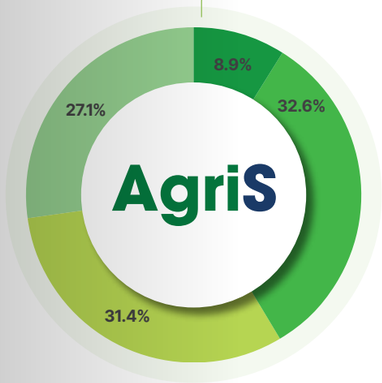
Human resources structure by gender FY 2025–2026



	MALE	FEMALE
FY2023–2024	76%	24%
FY2024–2025	74%	26%
FY2025–2026	74%	26%

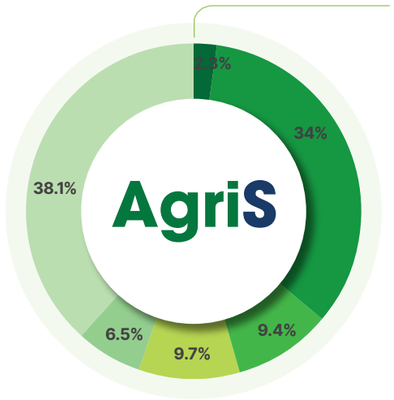
Female employees accounted for 26%, maintaining the level of the previous fiscal year and improving from 24% in FY2023–2024. This structure reflects the characteristics of the agriculture–sugar industry, where a significant proportion of work is performed in raw material areas, factories, and shift-based operations. AgriS remains committed to recruitment, remuneration, performance evaluation, and development based on competencies and work performance, regardless of gender, while proactively expanding opportunities for female employees in professional, technical, and management positions. This forms part of the Company's ESG commitments.

Human resources structure by age FY 2025–2026



In terms of age, employees aged 25 to under 45 account for nearly two-thirds of the total workforce, forming a core team with sufficient experience and professional maturity to undertake key operational, professional, and management responsibilities. Experienced employees continue to be a valuable asset in production and raw material area development, while younger employees bring new energy to digital transformation and innovation. The balance between generations provides AgriS with an advantage in promoting knowledge transfer, building a succession pipeline, and strengthening human resources for new growth opportunities in product research and development, technology, and artificial intelligence.

Human Resources and Training (continued)



Human resources structure by educational qualification FY 2025–2026

No.	Qualification	Tỷ lệ (%)		
		FY 2023–2024	FY 2024–2025	FY 2025–2026
1	Postgraduate	2%	2.4%	2.3%
2	University Degree	37%	37.0%	34.0%
3	College	12%	11.1%	9.4%
4	Intermediate	13%	11.4%	9.7%
5	Elementary/ Vocational	9%	9.2%	6.5%
6	General Labor	27%	28.9%	38.1%
	Total	**100%**	**100%**	**100%**

The workforce structure by educational qualification has shifted in parallel with AgriS's expansion of the agricultural value chain into rice, coconut, banana, and other product segments, as well as the development of a high-tech agricultural services ecosystem, which requires a workforce directly involved in raw material areas, fields, and factories. At the same time, employees with university degrees or higher still account for more than 1/3 of the total workforce, ensuring professional depth across corporate governance, technical, finance, and international commercial functions. The human resources structure is planned in alignment with training and skill development programs, with the aim of building a workforce that is sufficiently broad to operate at the new scale and sufficiently capable to support expansion into international markets.



During the fiscal year, AgriS continued to enhance its talent profile system, providing a comprehensive view of the capabilities, experience, achievements, and development aspirations of potential talent. This provides a foundation for the Company to develop talent along defined career paths, prepare successors for key positions, and proactively plan long-term human resources. The focus is placed on the capabilities required for the next stage of development, ranging from leading international commercial value chains, high-tech agricultural services, and product research and development to technology and artificial intelligence, together with the ability to collaborate with and connect partners through the open-platform model pursued by AgriS.

The Company continued to build a safe, transparent, and engaging working environment while strictly complying with applicable laws and regulations on labor, social insurance, and occupational safety and hygiene. On this foundation, AgriS aims to become a workplace where every employee can develop their capabilities along a clear career path, receive fair recognition based on their contributions, and contribute to creating value for Vietnam's agriculture sector, in line with the Company's ESG commitments and Net Zero 2035 roadmap.

Entering FY2026–2027, every AgriS employee is an important link in the journey of creating the future, proactively connecting resources, enhancing execution effectiveness, applying technology and data, and continuously innovating to create sustainable value for AgriS.

TRAINING AND HUMAN RESOURCE DEVELOPMENT

Training activities in FY2025–2026 were implemented in close alignment with job requirements and AgriS's development direction. The programs not only provided knowledge but also emphasized practical application, helping employees enhance their professional expertise, improve execution effectiveness, and be prepared to undertake new responsibilities.

During the fiscal year, AgriS invested nearly in training and human resource development **11.6** VND billion

22,074 learning attendances and a total of 152,173 training hours, equivalent to an average of 44.92 training hours per employee.

delivering training courses **787**

The programs focused on developing capabilities that have a direct impact on AgriS's operations and development strategy, with the following key priorities:

Develop capabilities across the value chain: Training content was developed based on the specific characteristics of each business area, ranging from agriculture, production, and supply chain to commercial activities and corporate governance functions, helping employees enhance their expertise, strengthen coordination, and improve execution quality across the system.

Prepare management capabilities for the new growth phase: Leadership, project management, integrated supply chain management, and financial management programs were implemented for all management levels and above, aiming to strengthen management capabilities, systems thinking, decision-making, and team leadership in the context of AgriS expanding its scale and scope of operations.

Address capability gaps: Professional competency assessments were conducted for teams directly connecting with markets and customers, enabling the Company to identify development needs and establish training pathways that are more closely aligned with business requirements.

Make safety and compliance the foundation of operations: Programs on occupational safety and hygiene, risk management, and compliance were designed to suit different job groups, contributing to a proactive culture of prevention and strengthening each employee's sense of responsibility throughout operations.

Expand learning opportunities across the organization: Learning platforms and training resources continued to be utilized to bring learning closer to employees' daily work, encouraging employees to proactively update their knowledge, share experience, and apply what they have learned in practice.

Training outcomes during the fiscal year were reflected not only in the number of courses or training hours, but also in the learning mindset, proactiveness, and determination of AgriS employees to grow and develop. This provides a foundation for the Company to continue building a workforce with strong professional capabilities, adaptability to change, and readiness to support new growth objectives.

TRAINING PROGRAMS IMPLEMENTED IN FY 2025–2026

Onboarding training

Training Objectives: Help employees understand AgriS, its strategic direction, corporate culture, regulations, and fundamental requirements in the workplace.

Training Topics

- **AgriS Onboarding and Introduction:** Company overview, Annual Report, strategic direction, corporate culture, and the "Modern Farmers – Winning Edge for Vietnamese Enterprises" Program.
- **Workplace Regulations and Standards:** Internal labor regulations, Collective Labor Agreement, Code of Conduct, and workplace compliance requirements.
- **Environmental and Social Awareness:** International Finance Corporation Environmental and Social Performance Standards; gender equality, diversity, inclusion, and employee protection.
- **Digital Workplace Capabilities:** Information security, cybersecurity, and guidance on using the Learning Management System and E-Office.
- **AgriS Young Talent Onboarding:** Introduction to the organization, working environment, and foundational knowledge before specialized training.

Target Participants: New employees joining the Company

No. of Courses: 106

Training required by law and certification bodies for standards and quality

Training Objectives: Meet legal requirements and international standards for safety, quality, and professional qualifications.

Training Topics

- **Occupational Safety and Hygiene:** Training for Groups 1–6; electrical safety, chemical safety, confined spaces, mechanical equipment, lifting equipment, boilers, air compressors, and pressure equipment.
- **Incident Prevention and Response:** Safety signs and signals; first aid and emergency response; fire prevention and firefighting, rescue and emergency response; evacuation drills and the Tet Safety Program.
- **Food Safety and Quality Management:** FSSC 22000, Halal, Kosher, organic food, traceability, contamination and cross-contamination control, food fraud prevention, and food defense.
- **Industry-Specific Management Standards:** ISO/IEC 17025 for laboratory competence; ISO 50001 for energy management; ISO 14001 for environmental management; ISO 45001 for occupational health and safety.
- **Environment and Sustainable Development:** International Finance Corporation Environmental and Social Performance Standards; greenhouse gas inventories under ISO 14064-1 and the GHG Protocol; prevention of food loss and waste.
- **Professional Certifications:** Operation of forklifts, loaders, overhead cranes, lifting equipment, boilers, pressure equipment, thermal equipment, generators, and electrical substations; welding techniques, customs declaration, occupational health, and energy management..

Target Participants: Employees in groups subject to mandatory legal requirements, job requirements, and applicable standards

No. of Courses: 86

Training to enhance system operations, digital transformation & data governance capabilities

Training Objectives: Enhance capabilities in technology application, data utilization, and operation of enterprise management systems.

Training Topics

- **DigiFactory Digital Factory System Operations:** System login and use; production order management; inspection of purchased goods, inventory, and products; visual inspection; non-conforming product management; equipment maintenance and reporting.
- **Management System Operations:** FRM raw material area management system; asset and maintenance management module on Oracle; warehouse management system; Environmental and Social Management System.
- **Data Analysis and Governance:** Data analysis and visualization using Power BI; management of inbound–outbound–inventory data and data utilization for reporting.
- **Technology Application in Work:** Digital transformation solutions and applications of artificial intelligence in marketing, sales, and operations..
- **Target Participants:** Employees based on their professional functions and system usage scope

No. of Courses: 4

Soft skills training

Training Objectives: Develop working, communication, and collaboration skills and improve work execution effectiveness.

Training Topics

Reporting and Presentation: Preparing reports using Microsoft PowerPoint, presentation, information synthesis, and presentation.

- **Work Organization:** Project management, planning, execution, and effective meeting management.
- **Internal Trainer Development:** Training delivery and training activity organization skills.
- **Thinking and Problem Solving:** Design thinking, DISC behavioral style assessment, and improvement of working methods.
- **Work Awareness Enhancement:** Efficient energy use and development of continuous improvement habits.Target Participants: All employees

No. of Courses: 34

Management and leadership skills training

Training Objectives: Develop management, executive, and team leadership capabilities for management levels.

Training Topics

- **Management in a New Context:** Management trends, new ways of working, and human resource development strategies for leaders.
- **Technology Application in Management:** Artificial intelligence strategies for business leaders.
- **Project Management and Operations:** Planning, execution, production management, and operational efficiency improvement.
- **Supply Chain Management:** Supply chain overview, demand planning, supply planning, inventory management, procurement, and logistics.
- **Target Participants:** Executive Management / Management at all levels

No. of Courses: 25

Human Resources and Training (continued)

Professional and functional training

Training Objectives:

Develop professional capabilities according to AgriS's business areas and functional requirements.

Training Topics



AGRICULTURE (AgriC) (No. of Courses: 52)

- **Cultivation and raw material area development:** sugarcane cultivation techniques, variety structure, diseases and pests, growth assessment, nutrition management, and investment, planting, cultivation, and pre-season preparation processes.
- **Mechanization and precision agriculture:** sugarcane mechanization, operation and maintenance of John Deere CH570 harvesters, FJD auto-steering systems, positioning technology, and precision agriculture data management.
- **Harvesting and raw material quality management:** harvest loss management, sugarcane weighing, impurity assessment, and agricultural investment acceptance.
- **Crop development and sustainable agriculture:** banana cultivation and production management, low-carbon agriculture, and assessment under Verra standards.
- **Agricultural machinery technical services:** engine, electrical, and hydraulic system diagnostics, service support tools, and value-based sales guidance for lubricants.



PRODUCTION & FACTORY OPERATIONS (ProC) (No. of Courses: 280)

- **Sugar production technology:** cane sugar and refined sugar production processes; cane receiving, processing and crushing; chemical treatment; sugar boiling; centrifugation; drying, screening, storage, blending, and product finishing.
- **Energy system operations:** boilers, turbines, generators, electrical systems, electrical automation, pumping stations, and steam-saving systems.
- **Equipment maintenance:** mechanical equipment, pumps, automatic valves, bearings, electric motors, transmission systems, hydraulics, gearboxes, centrifuges, and lubrication techniques.
- **Production efficiency management:** lean manufacturing, 5S, OEE/OLE/Yield performance management, improvement initiative reward processes, and efficient production management.
- **Quality control and laboratories:** physicochemical, microbiological, and sensory testing; chemical preparation; calibration of measuring equipment; analysis of semi-finished products, finished products, and foreign matter.
- **Factory warehousing and logistics:** finished goods warehouse management, goods weighing, inbound–outbound operations, transport vehicle control, loading/unloading, and logistics.
- **Production environment:** wastewater treatment system operations, heat dissipation, waste segregation, and emergency response.



COMMERCIAL (ComC) (No. of Courses: 10)

- **Sales operations:** sales policies; sales team training for modern trade channels and value-based selling guidance.
- **Marketing and communications:** practical sales, public relations, and marketing; communications and media relations planning.
- **Technology application:** application of artificial intelligence to enhance productivity in marketing, sales, and operations.
- **Customer feedback handling:** procedures for receiving and handling quality-related requests and complaints; updating complaints on DigiFactory integrated with CRM.

Professional and functional training

Training Objectives:

Phát triển năng lực chuyên môn theo từng lĩnh vực hoạt động và chức năng nghiệp vụ của AgriS.

Training Topics



SUPPLY CHAIN (No. of Courses: 92)

- **Supply chain knowledge:** AgriS Sugarcane Supply Chain Program.
- **Supply chain planning:** supply chain overview, demand planning, and supply planning.
- **Supply chain operations management:** inventory management, procurement, and logistics.
- **Procurement and warehousing operations:** procurement regulations, warehouse management, inbound–outbound–inventory management, and delivery note creation.
- **Supply chain finance:** asset collateral procedures and supply chain finance programs.



FINANCE – OPERATIONS (No. of Courses: 7)

- **Accounting and financial reporting:** International Financial Reporting Standards and professional development for chief accountants and accounting specialists.
- **Tax and compliance:** tax reporting, tax policy updates, tax finalization support, and advanced tax management.
- **Relevant labor policies:** updates on salary and social insurance policies.



RISK MANAGEMENT – CONTROL – CORPORATE GOVERNANCE (No. of Courses: 49)

- **Risk management:** enterprise risk management, hazard identification, risk assessment, and incident investigation.
- **Business continuity management:** business impact analysis and disaster recovery planning for FRM, Galaxy, DigiFactory, DMS, and CRM systems.
- **Compliance:** AgriS Compliance Ambassador Program and dissemination of the regulatory document system.
- **Environmental and Social Management:** management of employees, customers, partners, contractors, and related incidents.
- **Corporate governance:** enhancing corporate governance information disclosure capabilities in accordance with ASE



AGRIS YOUNG TALENT PROGRAM (No. of Courses: 42)

Onboarding, foundational training, and specialized training by business area.Program Performance Assessment: Progress reports at each stage and final program completion report.

Employee Testimonials



Mr. Nguyen Tay Khoa

***Position:** Company Director – SRDC (Agriculture Center – AgriC)*

At AgriS, Research & Development (R&D) plays a fundamental role in our journey to develop technologies for the agriculture of the future. Research activities are continuously carried out across various fields, focusing on addressing practical challenges, improving processes, developing new technologies, and creating practical solutions for agricultural production.

In the context of rapid developments in science and technology and continuously changing market demands, R&D is the driving force that enables AgriS to adapt flexibly, enhance our competitiveness, and build differentiated advantages. This is an area that requires systematic investment in intellectual capacity, resources, time, and finance, together with perseverance, creativity, and a continuous willingness to learn.

Although often behind the scenes, every research result contributes to accumulating knowledge, creating technological assets, and laying a solid foundation for long-term development – turning our ambition of developing technologies for the sustainable agriculture of the future into reality.



Mr. Nguyen Hoang Vu

***Position:** Procurement Director – AgriS*

After many years working at multinational corporations (MNCs), deciding to join a Vietnamese company was a major turning point that required a great deal of consideration. However, AgriS surprised me: a Vietnamese company operating with management standards comparable to those of any MNC – transparent and competitive procurement processes, data-driven decision-making, and a modern digitalized system.

What has kept me here is the leadership team – people with a clear strategic vision, who dare to think big while remaining closely engaged with the team. At AgriS, supply chain professionals are not only entrusted with responsibilities but are also given trust and the space to create meaningful change. From my position connecting hundreds of suppliers across the entire system, I clearly see the strength of a value chain that is operated transparently and efficiently from the field to the market.

For me, being able to contribute to elevating an agricultural value chain owned and developed by Vietnamese people is my greatest source of pride – and the reason I believe I made the right choice.



Ms. Nguyen Thi Thanh Quyen

***Position:** Talent Acquisition Planning Specialist (AgriS)*

As a talent acquisition specialist, every journey of working with candidates helps me better understand the value of people in a company's sustainable development. At AgriS, recruitment is not simply about finding suitable employees, but also about connecting individuals who share the same ambition to shape the future of agriculture.

What I value most about working at AgriS is the culture of collaboration and the willingness of departments to support one another. Every successful recruitment is not only the result of the recruitment team's efforts, but also the coordination of multiple teams working toward a common goal. An open working environment, continuous learning opportunities, and the trust and empowerment given to employees have helped me continuously develop my professional skills while clearly recognizing the value of every contribution I make.

I believe that when a company puts people at the center, every individual has the opportunity to maximize their potential, grow in their career, and work together with AgriS to create sustainable value for the community and the agricultural sector.



Mr. Nguyen Huu Nhat Minh

***Position:** Middle-level Specialist – In charge of Precision Farming Solutions Development – DemoFarm (Agriculture Center – AgriC)*

As global and Vietnamese agriculture face many challenges from climate change, fluctuations in input prices, and the shift of labor toward the Industry and Services sectors, AgriS is pioneering the transformation toward a farming model based on mechanization integrated with smart and modern technologies. After three years wearing AgriS's green colors, I am proud to contribute to the daily progress of the farms that directly create value from the vast fields of Kratie and Tay Ninh.

From Cambodia to Australia and then Tay Ninh, these have been important milestones in my journey with AgriS. Throughout this journey, our leadership team has always reminded us that our goal is not only to improve productivity, but also to help farmers effectively access and apply technology, change their mindset, and adopt farming practices that are more scientific, smarter, and more sustainable.

Looking back at the results achieved by the two DemoFarm models, what makes me most proud is the change in how farmers embrace technology. From pilot models, an increasing number of sugarcane farmers have proactively adopted new solutions in production. This is also the motivation for AgriS to continue scaling up smart agriculture, toward sustainable development and the realization of our Net Zero 2035 target.



Mr. Nguyen Cong Duy

***Position:** Deputy Director, Business Development Division (Production Center – ProC)*

I am fortunate to be part of AgriS's journey – a leading company in the sugar, coconut, and rice industries, with deep market understanding and flexible production capabilities. I have had the opportunity to work with AgriS in developing customized ingredient solutions based on two key platforms: sugar and rice (Sugar-based, Rice-based). This direction enables the Company to restructure our solutions ecosystem, bringing our core strengths deeper into seasoning, sweetener, and food ingredient production lines, thereby meeting the most stringent standards of B2B and HoReCa partners.

For me, this strategy goes beyond optimizing operational capacity or completing the circular economy model. It is also a journey for AgriS to transform from a simple supplier into a key technology link within our partners' factories, gradually affirming our position as a leading high-tech agricultural company in Vietnam with an international reach.



Mr. Tran Thanh Nguyen

***Position:** Sales Specialist, SME Business Department (Commercial Center – ComC)*

As a young member of the team, I have always received dedicated guidance, support, and encouragement from my more experienced colleagues. The open working environment and willingness to share have helped me gradually build confidence in communication, strengthen my professional capabilities, and become more proactive in handling my work.

For me, AgriS not only provides opportunities for learning and career development but also creates a working environment where every individual is cared for through compensation and benefits policies and support in daily life. Being part of the team and contributing practical value to our customers and the Company's development is the motivation that drives me to continuously improve myself. My journey at AgriS is therefore not only a career path, but also a journey filled with meaningful experiences and memorable milestones.

05 SUSTAINABLE DEVELOPMENT

(*) Please view the detailed content of the Sustainability Report at the following link:
https://ttcagris.com.vn/quan-he-nha-dau-tu/bao-cao-thuong-nien?year=2026





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GENERAL INFORMATION

THE COMPANY

Thanh Thanh Cong - Bien Hoa Joint Stock Company ("the Company") is a shareholding company incorporated under the Law on Enterprise of Vietnam pursuant to the Investment License No. 1316/GP issued by the Ministry of Planning and Investment on 15 July 1995 and subsequent amended Investment Licenses/Investment Certificates/Enterprise Registration Certificates, with the latest being 22nd amended Enterprise Registration Certificate dated 23 September 2026.

The Company's shares were listed on the Ho Chi Minh City Stock Exchange with trading code as SBT in accordance with License No. 27/QD-SGDCKHCM issued by the Ho Chi Minh City Stock Exchange on 18 February 2008.

The current principal activities of the Company are producing sugar and electricity; planting sugar cane; producing and trading products using sugar or its by-products, waste products; producing and trading fertilizer, agricultural materials; constructing civil project; trading hotel and restaurant; constructing and trading industrial zone infrastructure; mechanical processing; consulting engineering, technology, and management in sugar's production industry; producing and trading alcohol products; trading real estates, rent houses and apartments and investing activities.

The Company's head office is located at Tan Loi Hamlet, Tan Phu Commune, Tay Ninh Province, Vietnam and its representation office is located at No. 63, Cao Thang Street, Ban Co Ward, Ho Chi Minh City, Vietnam.

BOARD OF DIRECTORS

The members of the Board of Directors during the year and at the date of this report are:

Ms Dang Huynh Uc My	Chairwoman	
Ms Huynh Bich Ngoc	Member	
Mr Tran Tan Viet	Member	
Mr Thai Van Chuyen	Member	appointed on 30 July 2026
Mr Tran Trong Gia Vinh	Independent member	
Mr Le Quang Phuc	Independent member	

AUDIT COMMITTEE UNDER THE BOARD OF DIRECTORS

The members of the Audit Committee under the Board of Directors during the year and at the date of this report are:

Mr Le Quang Phuc	Head
Mr Tran Trong Gia Vinh	Member

MANAGEMENT

The members of the Management during the year and at the date of this report are:

Mr Thai Van Chuyen	General Director	
Mr Tran Quoc Thao	Deputy General Director	
Ms Nguyen Thi Phuong Thao	Deputy General Director	
Mr Huynh Van Phap	Deputy General Director	
Ms Nguyen Thi Lan Phuong	Deputy General Director	resigned on 1 June 2026
Mr Nguyen Duc Hung Linh	Deputy General Director	appointed on 1 August 2025 resigned on 1 September 2026
Ms Nguyen Bach Kim Vy	Deputy General Director	appointed on 2 February 2026 resigned on 21 August 2026
Ms Tran Que Trang	Deputy General Director	appointed on 15 September 2026
Ms Doan Vu Uyen Duyen	Deputy General Director	appointed on 15 September 2026

LEGAL REPRESENTATIVE

The legal representatives during the year and at the date of this report are:

Ms Dang Huynh Uc My	Chairwoman
Mr Thai Van Chuyen	General Director

AUDITOR

The auditor of the Company is Ernst & Young Vietnam Limited.

I GENERAL INFORMATION (continued)

The Board of Management and The Board of Directors of Thanh Thanh Cong - Bien Hoa Joint Stock Company ("the Company") are pleased to present this report and the consolidated financial statements of the Company and its subsidiaries ("the Group") for the year ended 30 June 2026.

THE MANAGEMENT'S RESPONSIBILITY IN RESPECT OF THE CONSOLIDATED FINANCIAL STATEMENTS

The Management is responsible for the consolidated financial statements of each financial year which give a true and fair view of the consolidated financial position of the Group and of the consolidated results of its operations and its consolidated cash flows for the year. In preparing those consolidated financial statements, management is required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the consolidated financial statements; and
- prepare the consolidated financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue its business.

The Management is responsible for ensuring that proper accounting records are kept which disclose, with reasonable accuracy at any time, the consolidated financial position of the Group and for ensuring that the accounting records comply with the applied accounting system. Management is also responsible for safeguarding the assets of the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Management confirmed that they have complied with the above requirements in preparing the accompanying consolidated financial statements.

STATEMENT BY THE MANAGEMENT

The Management does hereby state that, in its opinion, the accompanying consolidated financial statements give a true and fair view of the consolidated financial position of the Group as at 30 June 2026 and of the consolidated results of its operations and its consolidated cash flows for the year then ended in accordance with Vietnamese Accounting Standards, Vietnamese Enterprise Accounting System and the statutory requirements relevant to the preparation and presentation of the consolidated financial statements.

For and on behalf of the Management:

Thai Van Chuyen
General Director

Tay Ninh Province, Vietnam
28 September 2026

INDEPENDENT AUDITORS' REPORT

Reference: 11929623/69456544-HN

To: The Shareholders of Thanh Thanh Cong - Bien Hoa Joint Stock Company

We have audited the accompanying consolidated financial statements of Thanh Thanh Cong – Bien Hoa Joint Stock Company ("the Company") and its subsidiaries (collectively referred to as "the Group"), as prepared on 28 September 2026 and set out on pages 6 to 83 which comprise the consolidated balance sheet as at 30 June 2026, the consolidated income statement and the consolidated cash flow statement for the year then ended and the notes thereto.

Management's responsibility

The Company's management is responsible for the preparation and true and fair presentation of these consolidated financial statements that give a true and fair view in accordance with Vietnamese Accounting Standards, Vietnamese Enterprise Accounting System and the statutory requirements relevant to the preparation and presentation of the consolidated financial statements, and for such internal control as management determines is necessary to enable the preparation and presentation of the consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Vietnamese Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the Group's preparation and true and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements give a true and fair view, in all material respects, of the consolidated financial position of the Group as at 30 June 2026, and of the consolidated results of its operations and its consolidated cash flows for the year then ended in accordance with Vietnamese Accounting Standards, Vietnamese Enterprise Accounting System and the statutory requirements relevant to the preparation and presentation of the consolidated financial statements.

Ernst & Young Vietnam Limited

Pham Thi Cam Tu
Deputy General Director
Audit Practicing Registration Certificate
No. 2266-2023-004-1

Ho Chi Minh City, Vietnam
28 September 2026

Dang Minh Tai
Auditor
Audit Practicing Registration Certificate
No. 2815-2024-004-1

CONSOLIDATED BALANCE SHEET

as at 30 June 2026

B01-DN/HN

VND

Code	ASSETS	Notes	Ending balance	Beginning balance
100	**A. CURRENT ASSETS**		**23,685,999,014,075**	**20,054,307,978,992**
110	***I. Cash and cash equivalents***	***5***	***2,003,139,601,237***	***3,555,316,479,347***
111	1. Cash		1,160,285,886,603	605,284,780,473
112	2. Cash equivalents		842,853,714,634	2,950,031,698,874
120	***II. Short-term investments***		***7,066,186,869,114***	***3,547,886,320,303***
121	1. Held-for-trading securities	6	778,179,921,714	778,141,003,340
122	2. Provision for held-for-trading securities	6	(15,095,111,322)	(15,236,361,322)
123	3. Held-to-maturity investments	7	6,303,102,058,722	2,784,981,678,285
130	***III. Current accounts receivable***		***10,203,101,604,021***	***9,196,730,558,854***
131	1. Short-term trade receivables	8	2,502,895,403,905	2,198,857,265,403
132	2. Short-term advances to suppliers	9	6,459,001,064,755	5,567,944,913,065
135	3. Short-term loan receivables	11	140,690,000,000	248,160,054,797
136	4. Other short-term receivables	10	1,235,372,952,433	1,329,787,122,545
137	5. Provision for doubtful short-term receivables	8, 9, 10	(134,857,817,072)	(148,018,796,956)
140	***IV. Inventories***	***12***	***4,179,360,341,406***	***3,583,201,943,065***
141	1. Inventories		4,208,176,081,638	3,614,639,890,388
149	2. Provision for obsolete inventories		(28,815,740,232)	(31,437,947,323)
150	***V. Other current assets***		***234,210,598,297***	***171,172,677,423***
151	1. Short-term prepaid expenses	13	46,033,615,504	22,603,791,789
152	2. Value-added tax deductible	23	178,047,276,961	137,451,552,697
153	3. Tax and other receivables from the State	23	10,129,705,832	11,117,332,937
200	**B. NON-CURRENT ASSETS**		**14,112,595,022,487**	**12,624,789,182,197**
210	***I. Long-term receivables***		***2,138,386,567,599***	***1,718,428,145,482***
211	1. Long-term trade receivables		796,496,058	1,592,992,117
212	2. Long-term advances to suppliers	9	414,707,774,135	243,383,665,259
216	3. Other long-term receivables	10	1,731,882,093,314	1,508,767,829,181
219	4. Provision for doubtful long-term receivables	9	(8,999,795,908)	(35,316,341,075)
220	***II. Fixed assets***		***3,493,387,420,393***	***3,719,838,740,764***
221	1. Tangible fixed assets	14	2,595,062,308,471	2,561,912,634,350
222	Cost		9,121,664,673,495	8,949,333,975,321
223	Accumulated depreciation		(6,526,602,365,024)	(6,387,421,340,971)
224	2. Finance leases	15	333,531,073,902	371,492,655,603
225	Cost		390,161,530,038	444,608,711,595
226	Accumulated depreciation		(56,630,456,136)	(73,116,055,992)
227	3. Intangible fixed assets	16	564,794,038,020	786,433,450,811
228	Cost		957,233,476,911	1,162,546,585,225
229	Accumulated amortisation		(392,439,438,891)	(376,113,134,414)

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Code	ASSETS	Notes	Ending balance	Beginning balance
230	***III. Investment properties***	***17***	***313,937,157,797***	***332,059,308,491***
231	1. Cost		370,492,121,879	394,916,859,713
232	2. Accumulated depreciation		(56,554,964,082)	(62,857,551,222)
240	***IV. Long-term asset in progress***		***880,735,321,085***	***468,536,267,762***
242	1. Construction in progress	18	880,735,321,085	468,536,267,762
250	***II. Long-term investments***	***19***	***6,044,991,985,602***	***5,110,824,023,463***
252	1. Investments in associates	19.1	5,741,650,130,772	4,651,352,356,089
253	2. Investments in other entities	19.2	81,076,271,275	336,613,897,241
254	3. Provision for long-term investments	19.2	(734,416,445)	(55,142,229,867)
255	4. Held-to-maturity investments	19	223,000,000,000	178,000,000,000
260	***III. Other long-term assets***		***1,241,156,570,011***	***1,275,102,696,235***
261	1. Long-term prepaid expenses	13	1,189,935,073,082	1,208,483,969,554
262	2. Deferred tax assets	34.3	24,106,896,585	27,140,873,292
269	3. Goodwill	20	27,114,600,344	39,477,853,389
270	**TOTAL ASSETS**		**37,798,594,036,562**	**32,679,097,161,189**
300	**C. LIABILITIES**		**25,338,172,126,135**	**21,828,307,600,392**
310	***I. Current liabilities***		***19,236,085,801,379***	***15,549,665,514,059***
311	1. Short-term trade payables	21	1,164,418,691,785	1,375,567,204,302
312	2. Short-term advances from customers	22	1,162,646,322,497	573,475,550,855
313	3. Statutory obligations	23	141,431,926,306	231,637,979,126
314	4. Payables to employees		36,628,218,362	23,631,975,111
315	5. Short-term accrued expenses	24	582,048,037,308	471,873,767,633
318	6. Short-term unearned revenues		681,400,701	142,189,068
319	7. Short-term other payables	25	4,143,946,708,150	1,984,156,300,529
320	8. Short-term loans and finance lease obligations	26	11,925,181,412,584	10,875,196,155,097
321	9. Short-term provisions		80,661,588	80,661,588
322	10. Bonus and welfare fund	3.18	79,022,422,098	13,903,730,750
330	***II. Non-current liabilities***		***6,102,086,324,756***	***6,278,642,086,333***
336	1. Long-term unearned revenues		-	5,223,173
337	2. Other long-term liabilities	25	6,543,874,760	38,562,173,466
338	3. Long-term loans and finance lease obligations	26	4,937,569,238,066	6,037,814,229,487
339	4. Convertible bonds	26	988,652,800,000	-
341	5. Deferred tax liabilities	34.3	155,325,140,637	178,234,793,524
342	6. Long-term provision	3.15	13,995,271,293	24,025,666,683

CONSOLIDATED BALANCE SHEET (continued)

as at 30 June 2026

B01-DN/HN

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Code	ASSETS	Notes	Ending balance	Beginning balance
400	**D. OWNERS' EQUITY**		**12,460,421,910,427**	**10,850,789,560,797**
410	***I. Capital***	***27.1***	***12,460,421,910,427***	***10,850,789,560,797***
411	1. Share capital		9,280,263,750,000	8,361,563,710,000
411a	– *Shares with voting rights*		9,064,150,420,000	8,145,450,380,000
411b	– *Preference shares*		216,113,330,000	216,113,330,000
412	2. Share premium		6,770,104,566,476	6,770,104,566,476
414	3. Other fund's belonging to owner's equity		(5,472,074,089,358)	(5,502,116,030,924)
417	4. Foreign exchange differences reserve		26,697,360,508	(55,586,851,363)
418	5. Investment and development fund		67,054,931,893	67,054,931,893
421	6. Undistributed earnings		1,133,684,992,666	1,046,883,789,037
421a	– *Undistributed earnings by the end of prior year*		*350,010,817,654*	*423,958,718,513*
421b	– *Undistributed earnings of the year*		*783,674,175,012*	*622,925,070,524*
429	7. Non-controlling interests		654,690,398,242	162,885,445,678
440	**TOTAL LIABILITIES AND OWNERS' EQUITY**		**37,798,594,036,562**	**32,679,097,161,189**

Doan Thi Kieu
Preparer

Tay Ninh Province, Vietnam
28 September 2026

Dang Thi Diem Trinh
Chief Accountant

Thai Van Chuyen
General Director

CONSOLIDATED INCOME STATEMENT

for the year ended 30 June 2026

B02-DN/HN

VND

Code	ITEMS	Notes	Current year	Previous year
01	**1. Revenues from sale of goods and rendering of services**	**28.1**	**26,803,640,067,352**	**28,545,010,719,100**
02	2. Deductions	**28.1**	**(70,791,296,957)**	**(62,844,307,659)**
10	**3. Net revenues from sale of goods and rendering of services**	**28.1**	**26,732,848,770,395**	**28,482,166,411,441**
11	4. Cost of goods sold and services rendered	**29**	**(24,058,914,878,291)**	**(25,497,937,296,723)**
20	**5. Gross profit from sale of goods and rendering of services**		**2,673,933,892,104**	**2,984,229,114,718**
21	6. Finance income	**28.2**	**1,482,397,087,599**	**1,269,951,025,803**
22	7. Finance expenses	**30**	**(2,070,007,447,209)**	**(1,818,693,067,987)**
23	*In which: Interest expenses*		*(1,552,708,494,743)*	*(1,521,852,944,972)*
24	8. Shares of profit of associates	**19.1**	**300,164,897,238**	**33,738,474,892**
25	9. Selling expenses	**31**	**(946,911,381,366)**	**(717,564,753,256)**
26	10. General and administrative expenses	**31**	**(738,716,891,331)**	**(742,150,538,564)**
30	**11. Operating profit**		**700,860,157,035**	**1,009,510,255,606**
31	**12. Other income**	**33**	**234,520,058,426**	**92,314,053,379**
32	**13. Other expenses**	**33**	**(24,260,976,843)**	**(151,755,564,205)**
40	14. Other profit (loss)	**33**	**210,259,081,583**	**(59,441,510,826)**
50	15. Accounting profit before tax		**911,119,238,618**	**950,068,744,780**
51	16. Current corporate income tax expense	**34.1**	**(84,559,902,641)**	**(116,006,705,531)**
52	17. Deferred tax income	**34.3**	**19,875,672,878**	**425,569,875**
60	**18. Net profit after tax**		**846,435,008,855**	**834,487,609,124**
61	**19. Net profit after tax attributable to shareholders of the parent**		**842,078,063,233**	**812,495,221,190**
62	**20. Net profit after tax attributable to non-controlling interests**		**4,356,945,622**	**21,992,387,934**
70	**21. Basic earnings per share (VND/share)**	**27.5**	**811.26**	**717.07**
71	**22. Diluted earnings per share (VND/share)**	**27.5**	**811.26**	**717.07**

Doan Thi Kieu
Preparer

Tay Ninh Province, Vietnam
28 September 2026

Dang Thi Diem Trinh
Chief Accountant

Thai Van Chuyen
General Director

CONSOLIDATED CASH FLOW STATEMENT

for the year ended 30 June 2026

B03-DN/HN

VND

Code	ITEMS	Notes	Current year	Previous year
	I. CASH FLOWS FROM OPERATING ACTIVITIES			
01	**Accounting profit before tax**		**911,119,238,618**	**950,068,744,780**
	Adjustments for:			
02	Depreciation of tangible fixed assets and investment properties and amortisation of intangible fixed assets (including amortisation of goodwill)	14, 15, 16, 17, 20	514,735,702,677	534,637,599,999
03	Reversal of provision		(106,679,190,954)	(48,805,607,990)
04	Foreign exchange losses arisen from revaluation of monetary accounts denominated in foreign currencies		15,705,379,556	2,959,971,917
05	Profit from investing activities		(1,278,789,169,526)	(306,923,319,130)
06	Interest expenses	30	1,552,708,494,743	1,521,852,944,972
08	**Operating profit before changes in working capital**		**1,608,800,455,114**	**2,653,790,334,548**
09	(Increase) decrease in receivables		(2,121,516,647,335)	77,980,938,206
10	(Increase) decrease in inventories		(593,536,191,250)	379,168,249,238
11	Increase (decrease) in payables		2,597,979,230,188	(1,715,136,814,406)
12	Increase in prepaid expenses		(14,608,250,074)	(71,323,746,820)
13	(Increase) decrease in held-for-trading securities		(38,918,374)	34,051,000,000
14	Interest paid		(1,449,016,750,828)	(1,699,255,034,131)
15	Corporate income tax paid		(112,140,112,823)	(125,651,363,699)
17	Other cash outflows for operating activities		(50,445,441,292)	(139,512,731,104)
20	**Net cash flows used in operating activities**		**(134,522,626,674)**	**(605,889,168,168)**
	II. CASH FLOWS FROM INVESTING ACTIVITIES			
21	Purchase and construction of fixed assets		(957,483,080,244)	(633,592,838,164)
22	Proceeds from disposals of fixed assets		103,608,288,275	40,174,756,700
23	Proceeds from bank deposit		(3,563,120,380,437)	(48,071,233,516)
24	Collections from borrowers and term deposits		186,990,054,797	566,519,494,686
25	Payments for investments in other entities		(2,177,933,040,533)	(3,597,525,187,640)
26	Proceeds from sale of investments in other entities		2,421,083,593,874	1,867,187,767,039
27	Interest, dividends and profits received		792,148,884,357	377,634,442,024
30	**Net cash flows used in investing activities**		**(3,194,705,679,911)**	**(1,427,672,798,871)**

B03-DN/HN

VND

Code	ITEMS	Notes	Current year	Previous year
	III. CASH FLOWS FROM FINANCING ACTIVITIES			
31	Capital contribution and issuance of shares	27.1	1,056,675,510,000	497,100,000
33	Drawdown of borrowings	26	32,513,693,295,659	35,925,120,540,942
34	Repayment of borrowings	26	(31,537,458,828,410)	(34,759,291,432,335)
35	Finance lease principal paid	26	(80,446,780,739)	(78,005,586,507)
36	Dividends paid	27.2	(93,127,556,164)	(73,917,455,695)
40	**Net cash flows from financing activities**		**1,859,335,640,346**	**1,014,403,166,405**
50	**Net decrease in cash and cash equivalents for the year**		**(1,469,892,666,239)**	**(1,019,158,800,634)**
60	**Cash and cash equivalent at beginning of year**		**3,555,316,479,347**	**4,630,062,131,344**
61	Impact of exchange rate fluctuation		(82,284,211,871)	(55,586,851,363)
70	**Cash and cash equivalents at end of year**	**5**	**2,003,139,601,237**	**3,555,316,479,347**

Doan Thi Kieu	**Dang Thi Diem Trinh**	**Thai Van Chuyen**
Preparer	Chief Accountant	General Director

Tay Ninh Province, Vietnam

28 September 2026

1. CORPORATE INFORMATION

Thanh Thanh Cong - Bien Hoa Joint Stock Company ("the Company") is a shareholding company incorporated under the Law on Enterprise of Vietnam pursuant to the Investment License No. 1316/GP issued by the Ministry of Planning and Investment on 15 July 1995 and subsequent amended Investment Licenses/Investment Certificates/Enterprise Registration Certificates, with the latest being 22nd amended Enterprise Registration Certificate dated 23 September 2026.

The Company's shares were listed on the Ho Chi Minh City Stock Exchange with trading code as SBT in accordance with License No. 27/QD-SGDCKHCM issued by the Ho Chi Minh City Stock Exchange on 18 February 2008.

The current principal activities of the Company and its subsidiaries ("the Group") are producing sugar and electricity; planting sugar cane; producing and trading products using sugar or its by-products, waste products; producing and trading fertilizer, agricultural materials; constructing civil project; trading hotel and restaurant; constructing and trading industrial zone infrastructure; mechanical processing; consulting engineering, technology, and management in sugar's production industry; producing and trading alcohol products; trading real estates, rent houses and apartments and investing activities.

The Company's normal course of business cycle is 12 months.

The Company's head office is located at Tan Loi Hamlet, Tan Phu Commune, Tay Ninh Province, Vietnam and its representation office is located at No. 63, Cao Thang Street, Ban Co Ward, Ho Chi Minh City, Vietnam.

The number of the Group's employees as at 30 June 2026 was 3,233 persons (30 June 2025: 2,646 persons).

Corporate structure

At the balance sheet date, the Company has 7 direct subsidiaries and 21 indirect subsidiaries as follows:

No.	Company name	Head office	Principal activities	Equity interest (*)		Voting right (*)	
				Ending balance	Beginning balance	Ending balance	Beginning balance
				(%)	*(%)*	*(%)*	*(%)*
I	**Direct subsidiaries**						
1	AgriS Agricultural Development Joint Stock Company	Vietnam	Manufacturing and trading alcohol and related by-products; manufacturing and trading electricity; manufacturing fertilizer and planting sugarcane	100.00	100.00	100.00	100.00
2	AgriS Gia Lai Agricultural Joint Stock Company	Vietnam	Manufacturing sugar and other by-products from sugar cane for sale; manufacturing electricity for sale; manufacturing and trading in fertilizer	100.00	100.00	100.00	100.00
3	AgriS Globe Pte. Ltd.	Singapore	Trading and apart of manufacturing and packaging raw and refined sugar to sell in Singapore and export to region	100.00	100.00	100.00	100.00
4	Bien Hoa Consumer Joint Stock Company	Vietnam	Manufacturing and trading sugar and related by-products; manufacturing fertilizer; manufacturing and trading electricity; and technical advisory	100.00	100.00	100.00	100.00
5	AgriS Production Development Joint Stock Company	Vietnam	Consulting management in manufacturing sugar industry	99.98	99.98	99.98	99.98
6	TSU Australia Pty Ltd.	Australia	Developing sugarcane raw material areas and other crops	100.00	100.00	100.00	100.00
7	TTC Attapeu Cane Sugar Limited Company	Vietnam	Trading sugar and other by-products from sugar cane	100.00	100.00	100.00	100.00
8	TTC An Hoa Production – Trading – Service One Member Limited Liability Company *(**)*	Vietnam	Packaging service; producing sugar; trading food; warehousing and storage of goods; producing electricity; transmission and distribution of electricity; installation of electrical systems; trading real estate	-	100.00	-	100.00

(*) Including direct and indirect voting right of the Group

(**) From 1 October 2025, The Company is no longer direct subsidiaries of the Group (Note 4.1)

1. CORPORATE INFORMATION (continued)

Corporate structure (continued)

At the balance sheet date, the Company has 7 direct subsidiaries and 21 indirect subsidiaries as follows (continued):

No	Company name	Head office	Principal activities	Equity interest (*)		Voting right (*)	
				30 Jun 2026	30 Jun 2025	30 Jun 2026	30 Jun 2025
				(%)	(%)	(%)	(%)
II	**Indirect subsidiaries**						
1	AgriS Ninh Hoa Import Export Joint Stock Company	Vietnam	Produce sugar and by-products from sugar cane; manufacture electricity; trade agricultural materials; produce and trade fertilizer; and provide storage services	99.98	99.98	100.00	100.00
2	Ninh Hoa Thermoelectricity One Member Limited Liability Company	Vietnam	Manufacture and sell electricity; and provide electricity system installation services	99.98	99.98	100.00	100.00
3	AgriS Gia Lai Electricity Joint Stock Company	Vietnam	Manufacture, transmit and distribute electricity	100.00	100.00	100.00	100.00
4	Bien Hoa – Phan Rang Sugar Joint Stock Company	Vietnam	Produce and trade sugar, by-products from sugar, produce and trade organic fertilizer and feed alcohol; and trade oil and gas	95.77	95.77	95.79	95.79
5	Bien Hoa - Thanh Long Joint Stock Company	Vietnam	Plant sugar cane; produce and trade fertilizer and agricultural materials	98.00	98.00	98.00	98.00
6	TTC Attapeu Sugar Cane Sole Co., Ltd.	Laos	Plant sugar cane; produce and trade sugar and other by-products from sugar cane	100.00	100.00	100.00	100.00
7	Mien Trung Bovine Breeding Joint Stock Company	Vietnam	Breed cows; plant sugar cane and other industrial crops	92.02	92.02	92.04	92.04
8	Hai Vi Limited Company	Vietnam	Planting sugarcane; providing services of planting in post-harvesting, nursing seedling; installing machines; providing technical advisory services; trading fertilizers, agricultural products, machines and tools for agricultural activities	100.00	100.00	100.00	100.00
9	Nuoc Trong Sugar Joint Stock Company *(**)*	Vietnam	Produce sugar; plant sugar cane and wheat trees; install food industry machineries and equipment; and wholesale commercial goods	-	87.57	-	87.58
10	Thanh Thanh Cong Sugarcane Research, Application Limited Liability Company	Vietnam	Researching and developing sugar cane sprouts; analysing cultivation and planting protection products; producing and developing mechanic machineries for sugar canes production	100.00	100.00	100.00	100.00
11	Tay Ninh Sugar Joint Stock Company	Vietnam	Planting sugarcane; producing and trading in sugar, casava and rubber	95.10	78.73	99.89	78.73
12	TTC Circular Agrotech Joint Stock Company	Vietnam	Planting vegetables, beans and flowers	51.00	51.00	51.00	51.00
13	Y Tuong Xanh Thanh Cong One Member Limited Liability Company	Vietnam	Engaged in electricity production, transmission, and distribution	100.00	100.00	100.00	100.00
14	Nong Nghiep Xanh Thanh Cong One Member Limited Liability Company	Vietnam	Producing electricity	100.00	100.00	100.00	100.00
15	Thanh Cong Xanh One Member Limited Liability Company	Vietnam	Producing electricity	100.00	100.00	100.00	100.00
16	Dau Tu Nong Nghiep Thanh Cong One Member Limited Liability Company	Vietnam	Producing electricity	100.00	100.00	100.00	100.00
17	Ninh Hoa Clean Energy One Member Limited Liability Company	Vietnam	Producing electricity	100.00	100.00	100.00	100.00
18	Ninh Hoa Green Energy One Member Limited Liability Company	Vietnam	Producing electricity	100.00	100.00	100.00	100.00
19	Growfin Investment Joint Stock Company	Vietnam	Management consulting	77.37	77.38	77.38	77.39
II	***Indirect subsidiaries (continued)***						

No	Company name	Head office	Principal activities	Equity interest (*)		Voting right (*)	
				30 Jun 2026	30 Jun 2025	30 Jun 2026	30 Jun 2025
				(%)	(%)	(%)	(%)
20	Trang Sinh Mushroom One Member Limited Liability Company	Vietnam	Engaged in cultivation, production, and processing of mushroom-based products	100.00	100.00	100.00	100.00
21	Thanh Thanh Cong Agriculture Research Institute	Vietnam	Researching and developing technology in agricultural industry	100.00	-	100.00	-
22	Global Mind Business Limited Company	Vietnam	Management consulting	99.80	-	99.80	-

(*) Including direct and indirect voting right of the Group

(**) From 31 March 2026, The Company is no longer indirect subsidiaries of the Group (Note 4.1)

In addition, the Company has 5 associates as described in Note 19.1

2. BASIS OF PREPARATION

2.1 Accounting standards and system

The consolidated financial statements of the Group expressed in Vietnam dong ("VND"), are prepared in accordance with Vietnamese Enterprise Accounting System and Vietnamese Accounting Standards issued by the Ministry of Finance as per:

- Decision No. 149/2001/QD-BTC dated 31 December 2001 on the Issuance and Promulgation of Four Vietnamese Accounting Standards (Series 1);
- Decision No. 165/2002/QD-BTC dated 31 December 2002 on the Issuance and Promulgation of Six Vietnamese Accounting Standards (Series 2);
- Decision No. 234/2003/QD-BTC dated 30 December 2003 on the Issuance and Promulgation of Six Vietnamese Accounting Standards (Series 3);
- Decision No. 12/2005/QD-BTC dated 15 February 2005 on the Issuance and Promulgation of Six Vietnamese Accounting Standards (Series 4); and
- Decision No. 100/2005/QD-BTC dated 28 December 2005 on the Issuance and Promulgation of Four Vietnamese Accounting Standards (Series 5).

Accordingly, the accompanying consolidated financial statements, including their utilisation are not designed for those who are not informed about Vietnam's accounting principles, procedures and practices and furthermore are not intended to present the consolidated financial position and the consolidated results of its operations and consolidated cash flows in accordance with accounting principles and practices generally accepted in countries other than Vietnam.

2.2 Applied accounting documentation system

The Group's applied accounting documentation system is the General Journal system.

2.3 Fiscal year

The Group's fiscal year applicable for the preparation of its consolidated financial statements starts on 1 July and ends on 30 June.

2.4 Accounting currency

The consolidated financial statements are prepared in VND which is also the Company's accounting currency.

2.5 Basis of consolidation

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries for the year ended 30 June 2026.

Subsidiaries are fully consolidated from the date of acquisition, being the date on which the Group obtains control, and continued to be consolidated until the date that such control ceases.

The financial statements of the subsidiaries are prepared for the same reporting period as the Company, using consistent accounting policies.

All intra-company balances, income and expenses and unrealised gains or losses resulting from intra-company transactions are eliminated in full.

Non-controlling interests represent the portion of profit or loss and net assets not held by the Group and are presented separately in the consolidated income statement and within equity in the consolidated balance sheet, separately from the Company shareholders' equity.

Impact of change in the ownership interest of a subsidiary, without a loss of control, is recorded in undistributed earnings.

B09-DN/HN

2. BASIS OF PREPARATION (CONTINUED)

2.6 Accounting regulation issued but not yet effective

On 27 October 2025, the Ministry of Finance issued Circular No. 99/2025/TT-BTC providing guidance on the enterprise accounting regime ("Circular 99"), replacing Circular No. 200/2014/TT-BTC providing guidance on the enterprise accounting regime issued by the Ministry of Finance on 22 December 2014 and several other related regulations. Circular 99 takes effect from 1 January 2026 and applies to enterprises with a financial year beginning on or after 1 January 2026.

The Company is in the process of assessing the impact of Circular 99 on the preparation and presentation of its financial statements and will implement Circular 99 for the financial year ending 30 June 2027.

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

3.1 Cash and cash equivalents

Cash and cash equivalents comprise cash on hand, cash in banks and short-term, highly liquid investments with an original maturity of not more than three months that are readily convertible into known amounts of cash and that are subject to an insignificant risk of change in value.

3.2 Inventories

Inventories are measured at their historical costs. The cost of inventories comprises costs of purchase, costs of conversion (including raw materials, direct labor cost, other directly related cost, manufacturing general overheads allocated based on the normal operating capacity) incurred in bringing the inventories to their present location and condition.

In case the net realizable value is lower than the original price, it must be calculated according to the net realizable value.

Net realisable value represents the estimated selling price in the ordinary course of business less the estimated costs to complete and the estimated costs necessary to make the sale.

The perpetual method is used to record inventories, which are valued as follows:

Raw materials, merchandise	- cost of purchase on a weighted average basis.
Finished goods and work-in-process	- cost of direct materials and labour plus attributable manufacturing overheads based on the normal operating capacity on a weighted average basis.

Provision for obsolete inventories

An inventory provision is created for the estimated loss arising due to the impairment of value (through diminution, damage, obsolescence, etc.) of raw materials, finished goods, and other inventories owned by the Group, based on appropriate evidence of impairment available at the balance sheet date.

Increases or decreases to the provision balance are recorded into the cost of goods sold account in the consolidated income statement. When inventories are expired, obsolescence, damage or become useless, the difference between the provision previously made and the historical cost of inventories are included in the consolidated income statement.

3.3 Receivables

Receivables are presented in the consolidated financial statements at the carrying amounts due from customers and other debtors, after provision for doubtful debts.

The provision for doubtful debts represents amounts of outstanding receivables at the balance sheet date which are doubtful of being recovered. Increases or decreases to the provision balance are recorded as general and administrative expense in the consolidated income statement. When bad debts are determined as unrecoverable and accountant writes off those bad debts, the differences between the provision for doubtful receivables previously made and historical cost of receivables are included in the interim consolidated income statement.

3.4 Tangible fixed assets

Tangible fixed assets are stated at cost less accumulated depreciation.

The cost of a tangible fixed asset comprises its purchase price and any directly attributable costs of bringing the tangible fixed asset to working condition for its intended use and the costs of dismantling and removing the asset and restoring the site on which it is located, if any.

Expenditures for additions, improvements and renewals are added to the carrying amount of the assets and expenditures for maintenance and repairs are charged to the consolidated income statement as incurred.

When tangible fixed assets are sold or retired, any gain or loss resulting from their disposal (the difference between the net disposal proceeds and the carrying amount) is included in the consolidated income statement.

3.5 Leased assets

The determination of whether an arrangement is, or contains a lease is based on the substance of the arrangement at inception date and requires an assessment of whether the fulfilment of the arrangement is dependent on the use of a specific asset and the arrangement conveys a right to use the asset.

A lease is classified as a finance lease whenever the terms of the lease transfer substantially all the risks and rewards of ownership of the asset to the lessee. All other leases are classified as operating leases.

Where the Group is the lessee

Assets held under finance leases are capitalised in the consolidated balance sheet at the inception of the lease at the fair value of the leased assets or, if lower, at the net present value of the minimum lease payments. The principal amount included in future lease payments under finance leases are recorded as a liability. The interest amounts included in lease payments are charged to the consolidated income statement over the lease term to achieve a constant rate on interest on the remaining balance of the finance lease liability.

Capitalised financial leased assets are depreciated using straight-line basis over the shorter of the estimated useful lives of the asset and the lease term, if there is no reasonable certainty that the Group will obtain ownership by the end of the lease term.

Rentals under operating leases are charged to the consolidated income statement on a straight-line basis over the lease term.

Where the Group is the lessor

Assets subject to operating leases are included as the Group's fixed assets in the consolidated balance sheet. Initial direct costs incurred in negotiating an operating lease are recognised in the consolidated income statement as incurred.

Lease income is recognised in the consolidated income statement on a straight-line basis over the lease term.

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.6 Intangible fixed assets

Intangible fixed assets are stated at cost less accumulated amortisation.

The cost of an intangible fixed asset comprises its purchase price and any directly attributable costs of preparing the intangible fixed asset for its intended use.

Expenditures for additions, improvements are added to the carrying amount of the assets and other expenditures are charged to the consolidated income statement as incurred.

When intangible fixed assets are sold or retired, any gain or loss resulting from their disposal (the difference between the net disposal proceeds and the carrying amount) is included in the consolidated income statement.

Land use rights

Land use right is recorded as intangible fixed asset on the consolidated balance sheet when the Company obtained the land use right certificate. The costs of a land use right comprise all directly attributable costs of bringing the land lot to the condition available for its intended use.

The advance payment for land rental, of which the land lease contracts have effectiveness prior to 2003 and Land use right certificate being issued, are recorded as intangible fixed asset according to Circular No. 45/2013/TT-BTC issued by the Ministry of Finance on 25 April 2013 guiding the management, use and depreciation of fixed assets ("Circular 45").

3.7 Depreciation and amortisation

Depreciation of tangible fixed assets and finance lease assets and amortisation of intangible fixed assets are calculated on a straight-line basis over the estimated useful life of each asset as follows:

Land use rights	50 years
Buildings and structures	5 - 50 years
Machineries and equipment	5 - 25 years
Office equipment	3 - 10 years
Computer software	2 - 6 years
Means of transportation	8 - 15 years
Others	12 - 25 years

3.8 Investment properties

Investment properties are stated at cost including transaction costs less accumulated depreciation.

Subsequent expenditure relating to an investment property that has already been recognized is added to the net book value of the investment property when it is probable that future economic benefits, in excess of the originally assessed standard of performance of the existing investment property, will flow to the Group.

Depreciation and amortisation of investment properties are calculated on a straight-line basis over the estimated useful life of each asset as follows:

Buildings and structures	20 - 25 years
Land use right	50 years

Investment properties are derecognised when either they have been disposed of or when the investment properties are permanently withdrawn from use and no future economic benefit is expected from its disposal. The difference between the net disposal proceeds and the carrying amount of the assets is recognised in the consolidated income statement in the year of retirement or disposal.

Transfers are made to investment properties when, and only when, there is a change in use, evidenced by ending of owner-occupation, commencement of an operating lease to another party or ending of construction or development. Transfers are made from investment properties when, and only when, there is change in use, evidenced by commencement of owner-occupation or commencement of development with a view to sale. The transfer from investment property to owner-occupied property or inventories does not change the cost or the carrying value of the property for subsequent accounting at the date of change in use.

3.9 Investments

Investment in associates

The Group's investment in its associates is accounted for using the equity method of accounting. An associate is an entity in which the Group has significant influence that is neither subsidiaries nor joint ventures. The Group generally deems they have significant influence if they have over 20% of the voting rights.

Under the equity method, the investment is carried in the consolidated balance sheet at cost plus post acquisition changes in the Group's share of net assets of the associates. Goodwill arising on acquisition of the associate is included in the carrying amount of the investment. Goodwill is not amortised and subject to annual review for impairment. The consolidated income statement reflects the share of the post-acquisition results of operation of the associates.

The share of post-acquisition profit (loss) of the associates is presented on face of the consolidated income statement and its share of post-acquisition movements in reserves is recognised in reserves. The cumulative post-acquisition movements are adjusted against the carrying amount of the investment. Dividends received or receivable from associates reduce the carrying amount of the investment.

The financial statements of the associates are prepared for the same reporting period and use the same accounting policies as the Group. Where necessary, adjustments are made to bring the accounting policies in line with those of the Group.

Held-for-trading securities and investments in other entities

Held-for-trading securities and investments in other entities are stated at their acquisition costs.

Provision for investments

Provision of the investment is made when there are reliable evidences of the diminution in value of those investments at the balance sheet date.

Increases or decreases to the provision balance are recorded as finance expenses in the consolidated income statement.

Held-to-maturity investments

Held-to-maturity investments are stated at their acquisition costs. After initial recognition, held-to-maturity investments are measured at recoverable amount. Any impairment loss incurred is recognised as finance expense in the consolidated income statement and deducted against the value of such investments.

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.10 Prepaid expenses

Prepaid expenses are reported as short-term or long-term prepaid expenses on the consolidated balance sheet and amortised over the period for which the amounts are paid or the period in which economic benefits are generated in relation to these expenses.

Deferred sugar cane crop costs and sugarcane farming cost are calculated and amortised to production costs based on the volume of sugar produced and sugarcane harvested during the period.

Prepaid land rental

The prepaid land rental represents the unamortised balance of advance payment made in accordance with the lease contract signed with farmers for a period of 44 - 50 years. Such prepaid rental is recognised as a long-term prepaid expense for allocation to the income statement over the remaining lease period according to Circular 45.

3.11 Business combinations and goodwill

Business combinations are accounted for using the purchase method. The cost of a business combination is measured as the fair value of assets given, equity instruments issued and liabilities incurred or assumed at the date of exchange plus any costs directly attributable to the business combination. Identifiable assets and liabilities and contingent liabilities assumed in a business combination are measured initially at fair values at the date of business combination.

Goodwill acquired in a business combination is initially measured at cost being the excess of the cost the business combination over the Group's interest in the net fair value of the acquiree's identifiable assets, liabilities and contingent liabilities. If the cost of a business combination is less than the fair value of the net assets of the subsidiary acquired, the difference is recognized directly in the consolidated income statement. After initial recognition, goodwill is measured at cost less any accumulated amortization. Goodwill is amortized over 10-year period on a straight-line basis. The parent company conducts the periodical review for impairment of goodwill of investment in subsidiaries. If there are indicators of impairment loss incurred is higher than the yearly allocated amount of goodwill on the straight-line basis, the higher amount will be recorded in the consolidated income statement.

Business combinations involving entities under common control

A business combination involving entities under common control is a business combination in which all of the combining entities or businesses are ultimately controlled by the same party or parties both before and after the business combination, and that control is not transitory.

No new goodwill is recorded as for a business combination involving entities under common control, which is a business combination in which all of the combining entities are ultimately controlled by the same party or parties both before and after the business combination, and that control is not transitory. An entity may be controlled by an individual or by a group of individuals acting together under a contractual arrangement. The difference between the acquirer's cost of investment and the acquiree's net assets is presented as a separate reserve within equity section and recognised in "Other fund's belonging to owner's equity" in the consolidated balance sheet (Note 27.1).

Business combinations involving entities under common control are accounted for as follows:

- The assets and liabilities of the combined entities are consolidated at their carrying amounts on the date of business combination;
- No goodwill is recognised as a result of the business combination; and
- The consolidated income statement reflects the results of the combined entities for the full year, irrespective of when the combination took place.

3.12 Borrowing costs

Borrowing costs consist of interest and other costs that the Group incurs in connection with the borrowing of funds.

Borrowing costs are recorded as expense during the year in which they are incurred, except to the extent that they are capitalised as explained in the following paragraph.

Borrowing costs that are directly attributable to the acquisition, construction or production of an asset that necessarily take a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of the respective asset.

3.13 Payables and accruals

Payables and accruals are recognised for amounts to be paid in the future for goods and services received, whether or not billed to the Group.

3.14 Foreign currency transactions

Transactions in currencies other than the Group's reporting currency of VND are recorded at the actual transaction exchange rates at transaction dates which are determined as follows:

- Transaction resulting in receivables are recorded at the buying exchange rates of the commercial banks designated for collection;
- Transactions resulting in liabilities are recorded at the selling exchange rates of the transaction of commercial banks designated for payment; and
- Payments for assets or expenses without liabilities initially being recognised is recorded at the buying exchange rates of the commercial banks that process these payments.

At the end of the year, monetary balances denominated in foreign currencies are translated at the actual transaction exchange rate at the balance sheet dates which are determined as follow:

- Monetary assets are translated at buying exchange rate of the commercial bank where the Group conducts transactions regularly; and
- Monetary liabilities are translated at selling exchange rate of the commercial bank where the Group conducts transactions regularly.

All foreign exchange differences incurred are taken to the consolidated income statement.

Conversion of the financial statements of foreign operation

For the purpose of presenting the consolidated financial statements, the assets and liabilities of the Group's foreign operation are translated into VND using exchange rates prevailing at the end of the reporting period. Income and expense items are translated at the average exchange rates for the year, unless exchange rates fluctuated significantly during that year, in which case the exchange rates at the dates of the transactions are used. Exchange differences arising, if any, are recognised in the "foreign exchange difference reserve" account in the equity section of the consolidated balance sheet (attributed to non-controlling interests as appropriate).

For the consolidation of the financial statements of a foreign operation into the Group's financial statements, during the elimination of intragroup balances of a subsidiary, an intragroup monetary items cannot be eliminated against the corresponding intragroup item without showing the results of currency fluctuations in the consolidated financial statements. This is because the monetary item represents a commitment to convert one currency into another and exposes the reporting entity to a gain or loss through currency fluctuations. Accordingly, in the consolidated financial statements of the reporting entity, such an exchange difference is recognised in profit or loss.

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.15 Provisions

Retrenchment allowance

Retrenchment allowance for employees who have been worked for more than 12 months at Group/Corporation is accrued at the rate of one month's salary for each year of service qualified for retrenchment allowance and the minimum amount for each employee is two months' salary in accordance with the Labour Code and related implementing guidance. The salary as the basis for calculation of retrenchment allowance is adjusted at the end of each reporting year following the average salary of the last 6-months period up to the reporting date.

Increases or decreases to the provision balance other than actual payment to employee are recorded as general and administrative expense in the consolidated income statement.

This provision is used to settle the severance allowance to be paid to employee upon termination of their labour contract following Article 47 of the Labour Code.

3.16 Convertible bond

Bonds that are convertible by the holder into a fixed number of ordinary shares of the entity are separated into financial liability (a contractual arrangement to deliver cash or other financial assets) and equity instrument (a call option granting the holder the right, for a specified period of time) based on the terms of the contract.

On issuance of the convertible bond, the fair value of the liability component is determined by discounting the future payment (including principal and interest) to present value at the market rate for an equivalent non-convertible bond less issuance cost.

The remainder of the proceeds is allocated to the conversion option that is recognised and included in shareholders' equity. The carrying amount of the conversion option is not re-measured in subsequent years.

Transaction costs are amortised during the lifetime of the bond. At initial recognition, issuance costs are deducted from the liability component of the bond.

3.17 Share capital

Ordinary shares

Ordinary shares with voting right are recognised at par value.

Share premium

Share premium is the difference between the par value and the issuance price of the shares, minus the actual expenses incurred for the issuance of the shares.

Preference shares

Preference shares are classified as equity if the Company has no obligation to redeem those preference shares.

3.18 Appropriation of net profits

Net profit after tax (excluding negative goodwill arising from a bargain purchase) is available for appropriation to shareholders after approval in the Annual General Meeting, and after making appropriation to reserve funds in accordance with the Company's Charter and Vietnam's regulatory requirements.

The Group maintains the following reserve funds which are appropriated from the Group's net profit as proposed by the Board of Directors and subject to approval by shareholders at the annual general meeting.

- Investment and development fund
- This fund is set aside for use in the Group's expansion of its operation or of in-depth investment.
- Bonus and welfare fund
- This fund is set aside for the purpose of pecuniary rewarding and encouraging, common benefits and improvement of the employees' benefits, and presented as a liability on the consolidated balance sheet.
- Scientific and technological development fund

This fund is set aside in accordance with the Decree No. 95/2014/ND-CP dated 17 October 2014 for use in the Group's scientific and technological development in Vietnam.

3.19 Earnings per share

Basic earnings per share amounts are calculated by dividing net profit or loss after tax for the year attributable to ordinary shareholders of the Company (after adjusting for the bonus and welfare fund) by the weighted average number of ordinary shares outstanding during the year.

Diluted earnings per share amounts are calculated by dividing the net profit or loss after tax attributable to ordinary equity holders of the Company by the weighted average number of ordinary shares outstanding during the year plus the weighted average number of ordinary shares that would be issued on conversion of all the dilutive potential ordinary shares into ordinary shares.

3.20 Revenue recognition

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Group and the revenue can be reliably measured. Revenue is measured at the fair value of the consideration received or receivable, excluding trade discount, rebate and sales return. The following specific recognition criteria must also be met before revenue is recognised:

Sale of goods

Revenue is recognised when the significant risks and rewards of ownership of the goods have passed to the buyer, usually upon the delivery of the goods.

Sale of electricity

Revenue is recognized based on the actual electricity sold and transferred to the grid at the pre-agreed tariff.

Rental income

Rental income arising from operating leases is accounted for on a straight-line basis over the lease term.

Rendering of services

Revenues are recognised upon completion of the services provided.

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

3.20 Revenue recognition (continued)

Interest income

Interest is recognized on an accrual basis based on the time and actual interest rate for each period.

Dividends

Dividend income is recognised when the Group's entitlement as an investor to receive the dividend is established.

3.21 Taxation

Current income tax

Current income tax assets and liabilities for the current and prior years are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted as at the balance sheet date.

Current income tax is charged or credited to the consolidated income statement, except when it relates to items recognised directly to equity, in which case the current income tax is also dealt with in equity.

Current income tax assets and liabilities are offset when there is a legally enforceable right for the Group to offset current tax assets against current tax liabilities and when the Group intends to settle its current tax assets and liabilities on a net basis.

Deferred tax

Deferred tax is provided using the liability method on temporary differences at the balance sheet date between the tax base of assets and liabilities and their carrying amount for financial reporting purposes.

Deferred tax liabilities are recognised for all taxable temporary differences, except:

- where the deferred tax liability arises from the initial recognition of an asset or liability in a transaction which at the time of the related transaction affects neither the accounting profit nor taxable profit or loss; and
- in respect of taxable temporarily differences associated with investments in subsidiaries and associates, and interests in joint ventures where timing of the reversal of the temporary difference can be controlled and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred tax assets are recognised for all deductible temporary differences, carried forward unused tax credit and unused tax losses, to the extent that it is probable that taxable profit will be available against which deductible temporary differences, carried forward unused tax credit and unused tax losses can be utilised, except:

- where the deferred tax asset in respect of deductible temporary difference which arises from the initial recognition of an asset or liability which at the time of the related transaction, affects neither the accounting profit nor taxable profit or loss; and
- in respect of deductible temporarily differences associated with investments in subsidiaries, associates, and interests in joint ventures, deferred tax assets are recognised only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

The carrying amount of deferred tax assets is reviewed at each balance sheet date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Previously unrecognised deferred tax assets are re-assessed at each balance sheet date and are recognised to the extent that it has become probable that future taxable profit will allow the deferred tax assets to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the period when the asset is realised or the liability is settled based on tax rates and tax laws that have been enacted at the balance sheet date.

Deferred tax is charged or credited to the consolidated income statement, except when it relates to items recognised directly to equity, in which case the deferred tax is also dealt with in the equity account.

Deferred tax assets and liabilities are offset when there is a legally enforceable right for the Group to off-set current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority on:

- either the same taxable entity; or
- when the Group intends either to settle current tax liabilities and assets on a net basis or to realise the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

3.22 Related parties

Parties are considered to be related parties of the Group if one party has the ability to, directly or indirectly, control the other party or exercise significant influence over the other party in making financial and operating decisions, or when the Group and other party are under common control or under common significant influence. Related parties can be enterprises or individuals, including close members of their families.

3.23 Segment information

A segment is a component determined separately by the Group which is engaged in providing products or related services (business segment) or providing products or services in a particular economic environment (geographical segment), that is subject to risks and returns that are different from those of other segments.

The Group's business segment is derived mainly from production and trading sugar and sugar related by-products, accordingly the Group does not present business segment.

The Group's geographical segments are determined based on the locations of the Group entities that engage in business operations in different geographical regions.

4. SIGNIFICANT EVENT DURING THE YEAR

4.1 Disposal and loss of control of TTC An Hoa Manufacturing Trading and Services One Member Limited Liability Company ("An Hoa")

Pursuant to a Resolution of the Board of Directors, n 20 September 2025, the Board of Directors ("BOD") approved the transfer of 100% ownership interest in An Hoa to another investor for a consideration of VND 200,000,000,000. Accordingly, on 30 September 2025, the Group completed the above transaction.

4.2 Disposal and loss of control of Nuoc Trong Sugar JSC ("Nuoc Trong")

Pursuant to a Resolution of the Board of Directors, on 30 March 2026, the Board approved the transfer of 100% ownership interest in Nuoc Trong to another investor for a consideration of VND 120,001,155,750. Accordingly, on 30 March 2026, the Group completed the above transaction.

4. SIGNIFICANT EVENT DURING THE YEAR (continued)

4.3 Acquisition of Global Mind Business Joint Stock Company ("GMBC")

Pursuant to the Resolution of the Board of Directors of AgriS Agricultural Development Joint Stock Company ("AgriC"), on 9 September 2025, the Board of Directors of AgriC approved the receipt of the transfer of 3,800,000 shares (equivalent to a 99.8% ownership interest) in GMBC from another investor. Accordingly, on 9 September 2025, the Group completed the above transaction with the total consideration of VND 43,512,800,000.

The fair values of the identifiable assets and liabilities of GMBC at the acquisition date are presented below:

VND

	Fair value recognised at acquisition date
Assets	
Tangible fixed assets	34,440,879,012
Long-term asset in progress	5,637,078,377
Other current assets	1,443,613,663
Inventories	17,101,819,120
Short-term receivables	4,172,173,726
Cash and cash equivalents	11,132,767,248
	73,928,331,146
Liabilities	
Short-term trade payables	18,145,804,692
Short-term advances from customers	57,370,000
Statutory obligations	159,207,572
Short-term accrued expenses	741,000,000
Short-term unearned revenue	16,576,025,991
Short-term other payables	264,954,370
	35,944,362,625
Net assets	**37,983,968,521**
Non-control interests *(Note 27.1)*	(75,967,937)
Goodwill from business combination *(Note 20)*	5,604,799,416
Total consideration	**43,512,800,000**

VND

Cash flow on acquisition	
Net cash acquired with the subsidiary	11,132,767,248
Cash paid	(43,512,800,000)
Net cash flow on acquisition	**(32,380,032,752)**

5. CASH AND CASH EQUIVALENTS

VND

	Ending balance	Beginning balance
Cash on hand	3,004,020,533	8,014,133,580
Cash in banks	1,157,281,866,070	597,270,646,893
Time deposits at banks *(*)*	842,853,714,634	2,950,031,698,874
TOTAL	**2,003,139,601,237**	**3,555,316,479,347**

(*) This represent bank deposits with an original or remaining term of less than three (3) months in VND at commercial banks and earns interest at the applicable rates.

6. HELD-FOR-TRADING SECURITIES

This mainly represented investment in listed shares of Gia Lai Electricity Joint Stock Company ("GEG"), and other shares as follows:

	Ending balance		
	GEG (*)	Others	Total
Number of shares	61,203,963	863,000	62,066,963
Cost (VND)	749,990,160,396	28,189,761,318	778,179,921,714
Provision (VND)	-	(15,095,111,322)	(15,095,111,322)
Net (VND)	749,990,160,396	13,094,649,996	763,084,810,392
Fair value (VND)	946,288,790,350	13,094,649,996	959,383,440,346

	Beginning balance		
	GEG (*)	Others	Total
Number of shares	58,289,490	863,000	59,152,490
Cost (VND)	749,951,242,022	28,189,761,318	778,141,003,340
Provision (VND)	-	(15,236,361,322)	(15,236,361,322)
Net (VND)	749,951,242,022	12,953,399,996	762,904,642,018
Fair value (VND)	941,375,263,500	12,953,399,996	954,328,663,496

(*) As at 30 June 2026 and 30 June 2025, GEG shares were pledged as collaterals for long-term bonds obtained from commercial banks (Note 26.4).

7. HELD-TO-MATURITY INVESTMENTS

This balance represents bank deposits in VND with maturity of twelve (12) months and earns interest at the applicable rates. As at 30 June 2026, a part of bank deposits was pledged as collaterals for the short-term loans obtained from commercial banks (Note 26.1).

8. SHORT-TERM TRADE RECEIVABLES

VND

	Ending balance	Beginning balance
Due from other parties	2,442,507,363,887	2,103,755,824,044
In which:		
– *Global Mind Agriculture Pte. Ltd*	*186,085,612,458*	*88,463,158,677*
– *Others*	*2,256,421,751,429*	*2,015,292,665,367*
Due from related parties *(Note 35)*	60,388,040,018	95,101,441,359
TOTAL	**2,502,895,403,905**	**2,198,857,265,403**
Provision for doubtful short-term trade receivables	(24,577,382,249)	(34,453,969,283)
NET	**2,478,318,021,656**	**2,164,403,296,120**

As at 30 June 2026, a part of short-term trade receivables was pledged as collaterals for the short-term loans obtained from commercial banks (Note 26.1).

Details of movements of provision for doubtful short-term trade receivables:

VND

	Current year	Previous year
Beginning balance	34,453,969,283	38,507,320,469
Provisions made during the year	1,829,634,152	3,902,602,914
Reversal of provisions during the year	(11,706,221,186)	(7,955,954,100)
Ending balance	24,577,382,249	34,453,969,283

9. ADVANCES TO SUPPLIERS

VND

	Ending balance	Beginning balance
Short-term	**6,459,001,064,755**	**5,567,944,913,065**
Advances to other parties *(**)*	4,162,617,789,475	3,315,000,785,210
In which:		
– *Ham Luong Services Trading Company Limited*	*1,105,005,943,922*	*252,655,203,500*
– *Son Tin Commodity Exchange JSC*	*461,825,925,590*	-
– *AgriS Tay Ninh Joint Stock Company*	*400,369,496,000*	-
– *Global Mind Agriculture Pte. Ltd*	-	*1,544,109,726,174*
– *Others*	*2,195,416,423,963*	*1,518,235,855,536*
Advances to farmers *(*)*	2,230,073,948,502	2,190,518,289,579
Advances to related parties *(Note 35)*	66,309,326,778	62,425,838,276
Long-term	**414,707,774,135**	**243,383,665,259**
Advances to farmers *(*)*	414,707,774,135	243,383,665,259
TOTAL	**6,873,708,838,890**	**5,811,328,578,324**
Provision for doubtful short-term advances to suppliers	(83,701,304,786)	(85,166,628,158)
Provision for doubtful long-term advances to suppliers	(8,999,795,908)	(35,316,341,075)
NET	**6,781,007,738,196**	**5,690,845,609,091**

(*) Advances to sugarcane farmers are partially secured by the farmers' land use rights and earned interest at applicable rates.

(**) Mainly comprise advances to suppliers for purchase of sugar in accordance with merchandised goods sale and purchase agreement at applicable rates.

Details of movements of provision for doubtful short-term advances to suppliers:

VND

	Current year	Previous year
Beginning balance	120,482,969,233	114,004,723,027
Provisions made during the year	10,307,149,812	21,361,081,836
Reversal of provisions during the year	(38,089,018,351)	(14,882,835,630)
Ending balance	92,701,100,694	120,482,969,233

10. OTHER RECEIVABLES

VND

	Ending balance	Beginning balance
Short-term	**1,235,372,952,433**	**1,329,787,122,545**
Interest receivables from term deposits, lendings, advances to farmers and suppliers	803,180,687,900	580,752,638,952
Deposits	172,250,062,848	59,659,056,582
Share transfer	-	408,354,192,858
Others	259,942,201,685	281,021,234,153
Long-term	**1,731,882,093,314**	**1,508,767,829,181**
Capital contribution under BCC *(i)*	1,595,948,535,102	1,399,933,965,813
Deposits for land rental	134,296,519,209	101,145,918,038
Others	1,637,039,003	7,687,945,330
TOTAL	**2,967,255,045,747**	**2,838,554,951,726**
Provision for doubtful other short-term receivables	(26,579,130,037)	(28,398,199,515)
NET	**2,940,675,915,710**	**2,810,156,752,211**
In which:		
Other receivables from related parties (Note 35)	*14,381,045,039*	*34,279,680,584*
Other receivables from other parties	*2,926,294,870,671*	*2,775,877,071,627*

Details of movements of provision for doubtful other short-term receivables:

VND

	Current year	Previous year
Beginning balance	28,398,199,515	21,827,467,345
Provisions made during the year	5,187,972,398	6,570,732,170
Reversal of provisions during the year	(7,007,041,876)	-
Ending balance	26,579,130,037	28,398,199,515

(i) This includes four capital contributions to Business Cooperation Contracts under the form of profit-sharing after tax cooperation, without establishing a new legal entity, as follows:

VND

Company Name	Description and timing of Project	Profit Sharing	Ending balance	Opening balance
Thanh Thanh Cong Food One-Member Limited Liability Company ("TTC Food")	Development of large-scale sugarcane raw material areas. The project duration is until November 5, 2026.	Per specific profit-sharing ratio for each project	763,500,000,000	763,500,000,000
BVA Land Pty Ltd	Planting and developing sugarcane. The project's duration is until August 23, 2026. The parties may extend the contract term by an additional 6 years.	50% of the project's net profit after tax	535,850,773,807	437,125,346,250
Global Mind Australia Pte. Ltd ("GMA")	Planting and developing sugarcane. The project's duration is until January 1, 2028.	50% of the project's net profit after tax	244,597,761,295	147,308,619,563
Binh Phuoc Food Production Joint Stock Company	Planting high-quality fruit trees. The project's duration is until March 23, 2055.	20% of the project's net profit after tax	52,000,000,000	52,000,000,000
TOTAL			**1,595,948,535,102**	**1,399,933,965,813**

11. SHORT-TERM LOAN RECEIVABLES

VND

	Ending balance	Beginning balance
Binh Phuoc Food Production Joint Stock Company *(*)*	140,690,000,000	140,690,000,000
Global Mind Australia Pte., Ltd	-	103,470,054,797
Global Mind Business., Ltd	-	4,000,000,000
TOTAL	**140,690,000,000**	**248,160,054,797**

(*) This is an unsecured loan receivable from Binh Phuoc Food Production Joint Stock Company, interest rate 10.5% per annum for financing of working capital.

12. INVENTORIES

VND

	Ending balance		Beginning balance	
	Cost	Provision	Cost	Provision
Finished goods	1,575,675,277,332	(3,580,757,431)	1,788,489,394,167	(3,303,388,956)
Raw materials	985,812,135,095	(22,776,977,027)	643,780,912,112	(25,462,838,409)
Merchandise goods	873,758,760,973	(961,228,530)	807,280,050,441	(340,260,765)
Work-in-process	494,624,909,082	-	260,629,976,297	-
Goods on consignment	133,852,527,509	-	1,403,026,945	-
Goods in transit	130,003,758,094	-	96,255,886,787	-
Tools and supplies	14,448,713,553	(1,496,777,244)	16,800,643,639	(2,331,459,193)
TOTAL	**4,208,176,081,638**	**(28,815,740,232)**	**3,614,639,890,388**	**(31,437,947,323)**

As at 30 June 2026 and 30 June 2025, a part of inventories was pledged as collaterals for the short-term loans obtained from commercial banks (Note 26.1).

Details of movements of provision for obsolete inventories:

VND

	Current year	Previous year
Beginning balance	31,437,947,323	40,610,837,154
Provisions made during the year	8,394,455,279	8,670,876,877
Reversal of provisions during the year	(7,920,182,551)	(17,843,766,708)
Decrease due to divestment	(3,096,479,819)	-
Ending balance	28,815,740,232	31,437,947,323

13. PREPAID EXPENSES

VND

	Ending balance	Beginning balance
Short-term	**46,033,615,504**	**22,603,791,789**
Loan front-end fee	21,072,727,580	458,246,620
Insurance fee	3,896,112,747	2,510,517,906
Prepaid land rental	988,205,874	6,998,022,550
Others	20,076,569,303	12,637,004,713
Long-term	**1,189,935,073,082**	**1,208,483,969,554**
Land and plantation costs *(*)*	853,817,536,315	891,199,401,810
Prepaid land rental fees *(**)*	129,097,060,939	132,579,396,634
Consulting fee	90,651,276,137	80,955,110,911
Tools and supplies	18,959,416,362	18,344,321,502
Others	97,409,783,329	85,405,738,697
TOTAL	**1,235,968,688,586**	**1,231,087,761,343**

(*) This is comprised of the development land costs for sugar cane farm of the Group located at Attapeu Province, Lao People's Democratic Republic, which mainly included (i) the carrying value of sugar cane farm amounting to VND 655,894,628,870 with initial fair value (in accordance with Appraisal Letter No. 177/017/CT/TDGSG dated 15 August 2017) of VND 853,817,536,315 acquired from a subsidiary and to be allocated during land rental duration of 44 years from 1 July 2017, and (ii) development costs of another sugar cane farm amounting to VND 174,558,185,707.

(**) A part of prepaid land rental was pledged as collateral for the short-term loans obtained from commercial banks (Note 26.1).

14. TANGIBLE FIXED ASSETS

VND

	Machinery and equipment	Buildings and structures	Means of transportation	Office equipment	Other assets	Total
Cost:						
Beginning balance	6,604,092,022,925	1,811,714,005,848	374,317,720,532	62,096,522,472	97,113,703,544	8,949,333,975,321
Construction in progress completed	79,088,389,504	15,609,522,366	1,627,452,192	-	-	96,325,364,062
New purchase	279,996,268,926	79,272,575,088	1,445,815,182	11,459,706,134	10,695,074,985	382,869,440,315
Increase due to business combination	28,551,194,677	-	662,359,455	270,339,423	-	29,483,893,555
Repurchase of finance leases	120,416,155,545	-	-	-	-	120,416,155,545
Disposal	(281,874,357,843)	(68,412,763,913)	(20,250,378,876)	(7,231,174,413)	(30,946,220)	(377,799,621,265)
De-investment of subsidiaries	(39,746,112,658)	(38,504,550,385)	(3,273,575,850)	(2,335,798,104)	(7,854,517,782)	(91,714,554,779)
Write off	(1,798,467,296)	(1,879,983,795)	(1,733,531,832)	(98,644,776)	(52,185,000)	(5,562,812,699)
Foreign exchange differences *(Note 3.14)*	11,625,676,615	4,287,788,873	2,197,557,057	43,135,935	158,674,960	18,312,833,440
Ending balance	6,800,350,770,395	1,802,086,594,082	354,993,417,860	64,204,086,671	100,029,804,487	9,121,664,673,495
In which:						
Fully depreciated	*2,170,318,968,493*	*178,399,971,681*	*49,178,021,050*	*22,675,892,713*	*58,263,737,180*	*2,478,836,591,117*
Accumulated depreciation:						
Beginning balance	4,870,563,518,078	1,168,013,170,284	225,671,810,047	48,438,851,892	74,733,990,670	6,387,421,340,971
Depreciation for the year	303,316,786,402	71,568,391,703	21,148,372,262	4,944,782,524	3,295,741,703	404,274,074,594
Increase due to business combination	788,222,264	-	41,715,421	41,777,689	-	871,715,374
Repurchase of finance leases	53,785,578,971	-	-	-	-	53,785,578,971
Disposal	(179,525,115,392)	(53,060,469,526)	(17,211,372,853)	(6,875,950,636)	(69,105,214)	(256,742,013,621)
De-investment of subsidiaries	(31,022,378,663)	(25,407,032,257)	(3,049,159,619)	(1,790,744,510)	(7,497,805,889)	(68,767,120,938)
Write off	(1,496,060,196)	(1,144,952,637)	(1,439,075,624)	(58,329,182)	(26,092,494)	(4,164,510,133)
Foreign exchange differences *(Note 3.14)*	5,985,937,061	2,596,436,205	1,294,245,725	27,772,571	18,908,244	9,923,299,806
Ending balance	5,022,396,488,525	1,162,565,543,772	226,456,535,359	44,728,160,348	70,455,637,020	6,526,602,365,024
Net carrying amount:						
Beginning balance	1,733,528,504,847	643,700,835,564	148,645,910,485	13,657,670,580	22,379,712,874	2,561,912,634,350
Ending balance	1,777,954,281,870	639,521,050,310	128,536,882,501	19,475,926,323	29,574,167,467	2,595,062,308,471
In which:						
Pledged as loan security (Note 26)	*1,767,742,281,012*	*651,464,679,213*	*33,446,191,337*	*3,749,305,331*	*423,340,403*	*2,456,825,797,296*

15. FINANCE LEASES

VND

	Machinery and equipment	Means of transportation	Total
Cost:			
Beginning balance	444,608,711,595	-	444,608,711,595
Additions	63,678,973,988	2,290,000,000	65,968,973,988
Repurchase of finance leases	(120,416,155,545)	-	(120,416,155,545)
Ending balance	387,871,530,038	2,290,000,000	390,161,530,038
Accumulated depreciation:			
Beginning balance	73,116,055,992	-	73,116,055,992
Depreciation for the year	38,733,261,803	91,600,000	38,824,861,803
Repurchase finance leases	(55,310,461,659)	-	(55,310,461,659)
Ending balance	56,538,856,136	91,600,000	56,630,456,136
Net carrying amount:			
Beginning balance	371,492,655,603	-	371,492,655,603
Ending balance	331,332,673,902	2,198,400,000	333,531,073,902

16. INTANGIBLE FIXED ASSETS

VND

	Land use rights	Computer software	Others	Total
Cost:				
Beginning balance	981,621,508,014	175,974,246,534	4,950,830,677	1,162,546,585,225
New purchase	1,235,274,480	10,010,599,474	-	11,245,873,954
Disposal	(10,185,973,278)	(530,735,800)	-	(10,716,709,078)
De-investment of subsidiaries *(Notes 4.2 and 4.4)*	(204,168,831,500)	(1,700,090,000)	-	(205,868,921,500)
Foreign exchange differences	-	26,648,310	-	26,648,310
Ending balance	768,501,977,716	183,780,668,518	4,950,830,677	957,233,476,911
In which:				
Fully amortised	*34,771,915,335*	*22,639,279,586*	*36,379,934*	*57,447,574,855*
Accumulated amortisation:				
Beginning balance	294,178,754,240	79,215,037,461	2,719,342,713	376,113,134,414
Amortisation for the year	30,999,853,219	16,943,090,487	816,127,272	48,759,070,978
Disposal	(4,835,154,588)	(530,735,800)	-	(5,365,890,388)
De-investment of subsidiaries *(Notes 4.2 and 4.4)*	(26,349,994,495)	(725,305,228)	-	(27,075,299,723)
Foreign exchange differences	-	8,423,610	-	8,423,610
Ending balance	293,993,458,376	94,910,510,530	3,535,469,985	392,439,438,891
Net carrying amount:				
Beginning balance	687,442,753,774	96,759,209,073	2,231,487,964	786,433,450,811
Ending balance	474,508,519,340	88,870,157,988	1,415,360,692	564,794,038,020
In which:				
Pledged as loan security (Note 26)	*61,759,048,524*	-	-	*61,759,048,524*

17. INVESTMENT PROPERTIES

VND

	Land use rights	Buildings and structures	Total
Cost:			
Beginning balance	220,603,724,551	174,313,135,162	394,916,859,713
Disposal	-	(24,424,737,834)	(24,424,737,834)
Ending balance	220,603,724,551	149,888,397,328	370,492,121,879
Accumulated depreciation:			
Beginning balance	9,464,402,073	53,393,149,149	62,857,551,222
Depreciation for the year	584,155,629	4,325,487,212	4,909,642,841
Disposal	-	(11,212,229,981)	(11,212,229,981)
Ending balance	10,048,557,702	46,506,406,380	56,554,964,082
Net carrying amount:			
Beginning balance	211,139,322,478	120,919,986,013	332,059,308,491
Ending balance	210,555,166,849	103,381,990,948	313,937,157,797
In which:			
Pledged as loan security (Note 26.1)	*142,439,601,636*	*138,695,318,266*	*281,134,919,902*

The fair values of the investment properties as at 30 June 2026 had not yet been formally assessed and determined. However, based on current rental situation and the market value of these investment properties, the management believed that their fair values were higher than their carrying values as at the balance sheet date.

Revenue and expenses relating to investment properties

VND

	Current year	Previous year
Rental income from investment properties	20,337,508,053	50,852,498,739
Direct operating expenses of investment properties that generated rental income during the year	(17,155,028,133)	(33,870,964,722)

18. CONSTRUCTION IN PROGRESS

VND

	Ending balance	Beginning balance
Machineries, equipment and software system under installation	312,399,864,459	235,214,789,259
Canned Sugarcane Juice factory	281,316,331,182	30,410,218,775
Raw material area development cost	226,225,601,564	123,823,924,266
Solar energy system	46,391,826,855	45,439,923,695
Others	14,401,697,025	33,647,411,767
TOTAL	**880,735,321,085**	**468,536,267,762**

19. LONG-TERM INVESTMENTS

VND

	Ending balance	Beginning balance
Investments in associates *(Note 19.1)*	5,741,650,130,772	4,651,352,356,089
Investments in other entities *(Note 19.2)*	81,076,271,275	336,613,897,241
Held-to-maturity investments *(Note 19.3)*	223,000,000,000	178,000,000,000
TOTAL	**6,045,726,402,047**	**5,165,966,253,330**
Provision for long-term investments	(734,416,445)	(55,142,229,867)
NET	**6,044,991,985,602**	**5,110,824,023,463**

19. LONG-TERM INVESTMENTS (CONTINUED)

19.1 Investments in associates

Details of these investments in associates were as follows:

Name of associates	Business activities	Beginning balance						Ending balance					
		Quantity	Carrying amount	% of interest	Voting right	Quantity	Carrying amount	% of interest	Voting right
		(share)	*(VND)*	*(%)*	*(%)*	*(share)*	*(VND)*	*(%)*	*(%)*
Toan Hai Van Joint Stock Company (*)	Sea transportation business	76,190,225	1,880,231,521,119	26.03	33.64	90,338,559	2,562,436,508,531	30.87	39.88
Ben Tre Import Export Joint Stock Company	Processing and preserving fruits and vegetables.	37,301,429	1,493,599,166,550	30.22	30.22	37,301,429	1,614,795,882,018	25.99	25.99
Global Mind Invesment Management Pte. Ltd – GMIM (****)	Investing in renewable energy, infrastructure, and agriculture.	13,728,424	1,147,877,066,130	29.50	29.50	-	-	-	-
Tay Ninh Tapioca Joint Stock Company	Manufacturing starch, tapioca and malt	3,362,436	129,420,550,442	23.62	30.00	3,362,436	136,855,463,420	23.62	30.00
Tapioca Vietnam Company Limited	Manufacturing and trading starch and tapioca	-	224,051,848	23.62	30.00	-	-	23.62	30.00
AgriMind Joint Stock Company (**)	Software development	-	-	-	-	8,750,000	90,764,016,124	34.93	34.93
Coco Investment Pte. Ltd (***)	Coconut trading	-	-	-	-	13,642,069	1,336,798,260,679	20.06	20.06
TOTAL			**4,651,352,356,089**				**5,741,650,130,772**		

(*) Growfin completed the acquisition of an additional 4.84% equity interest in Toan Hai Van Joint Stock Company ("THV") pursuant to Resolution No. 0406/2025/NQ-DHDCD dated 4 June 2025. Previously, Growfin held a 26.03% equity interest in THV. Accordingly, as at 30 June 2026, the Group's equity interest in THV was 30.87%.

(**) Global Mind Business Limited Company contributed capital to AgriMind Joint Stock Company ("AgriMind") and acquired a 35.00% ownership interest therein pursuant to Resolution No. 0710/2025/NQ-DHDCD dated 7 October 2025. As at 30 June 2026, the Group's effective interest in AgriMind was 34.93%.

(***) AgriS Globe Pte. LTD ("AGG") completed the acquisition of 20.06% equity interest in Coco Investment Pte. Ltd pursuant to Resolution Board of Directors dated 8 June 2026. Accordingly, as at 30 June 2026, the Group's equity interest in Coco Investment Pte. Ltd was 20.06%.

(****) AGG completed the transfer of its 29.5% ownership interest in GMIM to investors in accordance with the Board of Directors' Resolution dated 17 May 2026. Accordingly, GMIM ceased to be an associate of the Company.

All associate companies are in operation.

Fair value of these investments are not officially determined as at 30 June 2026 due to unavailability of market information. However, based on the current financial position of these companies, the management believed that their fair value was higher than their book values as at the balance sheet date.

Details of these investments in associates were as follows:

VND

	Value
Cost of investment:	
Beginning balance	4,620,397,896,493
Increase during the year	2,073,234,563,346
Decrease during the year	(1,149,102,500,000)
Ending balance	5,544,529,959,839
Accumulated share in post-acquisition profit of the associates:	
Beginning balance	30,954,459,596
Shares of profit of the associates for the year	300,164,897,238
Dividend distributed during the year	(143,215,679,156)
Divestment	9,216,493,255
Ending balance	197,120,170,933
Net carrying amount:	
Beginning balance	4,651,352,356,089
Ending balance	5,741,650,130,772

19.2 Investments in other entities

Details of the these investments in other entities were as follows:

	Business activities	Ending balance		Opening balance	
		Cost of investment	% of interest	Cost of investment	% of interest
		(VND)	*(%)*	*(VND)*	*(%)*
Dang Huynh Industrial Zones Exploitation and Management Joint Stock Company ("Dang Huynh") (i)	Leasing and management industrial zone	80,341,854,830	2.29	266,154,514,119	7.39
Son Duong Sugar Joint Stock Company ("Son Duong") (ii)	Planting sugarcane, producing and trading in sugar	-	-	36,456,277,500	13.84
Tan Hoi Industrial Complex Infrastructure Investment Joint Stock Company (ii)	Trading real estates	-	-	15,330,856,343	12.89
Sorbitol France - Vietnam Joint Stock Company ("Sorbitol") (ii)	Producing starch, non-alcoholic beverages, chemical products, installation of industrial machinery and equipment	-	-	17,951,535,922	18.86
Other long-term investments		734,416,445		720,713,357	
TOTAL		**81,076,271,275**		**336,613,897,241**	
Provision for diminution in value of long-term investment		(734,416,445)		(55,142,229,867)	
NET		**80,341,854,830**		**281,471,667,374**	

(i) The Group completed the transfer of a portion of its ownership interest in Dang Huynh Company to another investor on 3 June 2026, for a total transfer consideration of VND 162,426,660,096.

(ii) The Group completed the transfer of 100% ownership interest in Son Duong, Sorbitol, and Tan Hoi to investors with a total consideration of VND 20,000,000,000, VND 22,105,440,000 and VND 16,426,660,096 respectively.

Fair value of these investments are not determined as at 30 June 2026 due to unavailability of market information. However, based on the financial position of these companies, the Management believed that the fair value of those investments was higher than their book value.

19.3 Investments in other entities

It represents long term bonds with the terms from three (3) years to ten (10) years at commercial banks and earning interest at the applicable rates. A part of long-term bonds were pledged as collateral for loans obtained from commercial banks (Note 26).

20. GOODWILL

VND

	Value
Cost:	
Beginning balance	206,534,238,006
Increase due to investment *(Note 4.3)*	5,604,799,416
Ending balance	212,139,037,422
Accumulated amortisation:	
Beginning balance	167,056,384,617
Amortisation for the year	17,968,052,461
Ending balance	185,024,437,078
Net carrying amount:	
Beginning balance	39,477,853,389
Ending balance	27,114,600,344

21. SHORT-TERM TRADE PAYABLES

VND

	Ending balance	Beginning balance
Due to other parties	1,036,874,797,932	1,239,776,804,572
In which:		
– *Global Mind Agriculture Pte, Ltd*	*325,148,545,557*	*266,757,192,794*
– *Lien Khoi Tien Manufacture Trading And Service Company Limited*	*54,260,576,000*	*82,s449,000,000*
– *Others*	*657,465,676,375*	*890,570,611,778*
Due to farmers	91,846,817,717	122,139,680,158
Due to related parties *(Note 35)*	35,697,076,136	13,650,719,572
TOTAL	**1,164,418,691,785**	**1,375,567,204,302**

22. SHORT-TERM ADVANCES FROM CUSTOMERS

VND

	Ending balance	Beginning balance
Due to other parties	1,158,270,434,555	567,220,437,588
In which:		
– *Ham Luong Services Trading Company Limited*	*559,635,621,600*	-
– *AgriS Tay Ninh Joint Stock Company*	*333,000,000,000*	*372,500,000,000*
– *Others*	*265,634,812,955*	*194,720,437,588*
Due to related parties *(Note 35)*	4,375,887,942	6,255,113,267
TOTAL	**1,162,646,322,497**	**573,475,550,855**

23. STATUTORY OBLIGATIONS

VND

	Beginning balance	Decrease due to disposal of subsidiaries	Increase during the year	Decrease during the year	Ending balance
Payables					
Value-added tax	116,195,438,410	1,359,842,978	2,115,151,140,237	(2,180,546,233,204)	52,160,188,421
Corporate income tax	113,318,349,722	(2,856,495,493)	83,908,587,286	(114,670,854,560)	79,699,586,955
Personal income tax	406,688,672	522,975,903	49,879,426,935	(42,441,905,607)	8,367,185,903
Others	1,717,502,322	-	225,551,698,731	(226,064,236,026)	1,204,965,027
TOTAL	**231,637,979,126**	**(973,676,612)**	**2,474,490,853,189**	**(2,563,723,229,397)**	**141,431,926,306**
Receivables					
Value-added tax eductible	137,451,552,697	(22,737,015,328)	1,879,196,939,362	(1,815,864,199,770)	178,047,276,961
Corporate income tax	1,372,905,792	-	1,416,990,731	(2,530,741,737)	259,154,786
Personal income tax	210,098,888	-	379,100,889	(390,161,861)	199,037,916
Others	9,534,328,257	-	160,155,306	(22,970,433)	9,671,513,130
TOTAL	**148,568,885,634**	**(22,737,015,328)**	**1,881,153,186,288**	**(1,818,808,073,801)**	**188,176,982,793**

24. SHORT-TERM ACCRUED EXPENSES

VND

	Ending balance	Beginning balance
External services expenses	175,800,218,595	140,409,513,745
Transportation and loading fees	120,436,046,760	60,088,007,935
Interest expenses	116,235,161,132	63,306,973,798
Agricultural extension costs	77,858,878,622	66,503,155,945
Land rental costs	40,645,987,721	25,175,424,536
Bonus and support fees for agencies	26,097,516,865	32,440,157,417
Foreign contractor withholding tax	15,217,552,023	11,035,586,309
Others	9,756,675,590	72,914,947,948
TOTAL	**582,048,037,308**	**471,873,767,633**

25. OTHER PAYABLES

VND

	Ending balance	Beginning balance
Short-term	**4,143,946,708,150**	**1,984,156,300,529**
Payables commercial banks under non-recourse documentary arrangements	3,976,753,587,911	1,763,771,240,420
Interest payables	137,248,385,517	58,912,895,203
Dividends	21,398,245,045	56,133,825,284
Others	8,546,489,677	105,338,339,622
Long-term	**6,543,874,760**	**38,562,173,466**
Deposits	6,543,874,760	8,300,642,030
Receipt of project implementation funds pending final settlement	-	30,261,531,436
TOTAL	**4,150,490,582,910**	**2,022,718,473,995**
In which:		
Other parties	*4,149,527,344,910*	*2,021,001,765,768*
Related parties (Note 35)	*963,238,000*	*1,716,708,227*

26. LOANS AND FINANCE LEASE OBLIGATIONS

VND

	Opening balance	Movement during the year				Ending balance
		Increase due to divestment	Drawdown	Repayment	Reclassification	Foreign exchange difference	
Short-term	**10,875,196,155,097**	**26,900,000,000**	**28,822,686,657,579**	**(31,379,846,438,158)**	**3,579,488,398,176**	**756,639,890**	**11,925,181,412,584**
Bank loans *(Note 26.1)*	10,142,234,176,780	-	28,320,062,875,182	(30,364,177,960,026)	-	756,681,821	8,098,875,773,757
Loan from other party	-	26,900,000,000	700,000,000	-	-	-	27,600,000,000
Current portion of long-term bank loans *(Note 26.3)*	683,890,225,571	-	-	(935,956,911,981)	2,487,124,416,909	-	2,235,057,730,499
Current portion of long-term loans from other party *(Note 26.2)*	4,817,663,072	-	-	(4,467,048,543)	10,018,482,041	(41,931)	10,369,054,639
Loans from related parties *(Note 35)*	400,000,000	-	-	(400,000,000)	-	-	-
Current portion of long-term bonds *(Note 26.4.2)*	(15,949,712,181)	-	-	-	1,000,000,000,000	-	984,050,287,819
Convertible bonds *(Note 26.4.1)*	-	-	501,923,782,397	(3,353,831,232)	-	-	498,569,951,165
Current portion of finance leases *(Note 26.5)*	59,803,801,855	-	-	(71,490,686,376)	82,345,499,226	-	70,658,614,705
Long-term	**6,037,814,229,487**	**-**	**3,691,006,638,080**	**(238,059,170,991)**	**(3,579,488,398,176)**	**14,948,739,666**	**5,926,222,038,066**
Bank loans *(Note 26.3)*	3,440,533,945,865	-	2,536,825,000,000	-	(2,487,124,416,909)	14,741,301,370	3,504,975,830,326
Loans from other party *(Note 26.2)*	16,861,766,250	-	65,730,000,000	-	(10,018,482,041)	207,438,296	72,780,722,505
Long-term bonds *(Note 26.4.2)*	2,389,584,040,591	-	24,902,635,250	(220,650,576,628)	(1,000,000,000,000)	-	1,193,836,099,213
Convertible bonds *(Note 26.4.1)*	-	-	997,105,300,000	(8,452,500,000)	-	-	988,652,800,000
Long-term finance leases *(Note 26.5)*	190,834,476,781	-	66,443,702,830	(8,956,094,363)	(82,345,499,226)	-	165,976,586,022
TOTAL	**16,913,010,384,584**	**26,900,000,000**	**32,513,693,295,659**	**(31,617,905,609,149)**	**-**	**15,705,379,556**	**17,851,403,450,650**

26. LOANS AND FINANCE LEASE OBLIGATIONS

26.1 Short-term loans from banks

Banks	Ending balance	Principal repayment term	Descriptions of collaterals
	VND		*(Notes 7,8,12,13,14,16,17,19)*
Joint Stock Commercial Bank for Investment and Development of Vietnam - Gia Dinh Branch	1,398,435,124,598	From July to December 2026	Land use rights at Ben Cau District, capital contribution, bank deposits and receivables
First Commercial Bank of Viet Nam - Ho Chi Minh Branch	1,054,313,999,739	July 2026	Bank deposits
Joint Stock Commercial Bank for Investment and Development of Vietnam - Ho Chi Minh Branch	481,698,016,675	From July to September 2026	Bank deposits, shares, land use rights at Tay Ninh Province and Letter of Guarantee
United Overseas Bank Vietnam Limited	473,172,600,000	From September to November 2026	Bank deposits, inventories and receivables
Vietnam International Commercial Joint Stock Bank - Dong Nai Branch	421,624,995,022	From July to December 2026	Inventories, bank deposits, short-term trade receivables, guarantee letter and commitment to pay issued by the Company
Mizuho Bank, Ltd. - Hanoi Branch	394,995,000,000	July 2026	Unsecured
Joint Stock Commercial Bank for Investment and Development of Vietnam - Khanh Hoa Branch	352,535,756,287	From July to December 2026	Bank deposits, bonds issued and inventories
Bank SinoPac - Ho Chi Minh City Branch	306,149,584,000	October 2026	Unsecured
Hua Nan Commercial Bank, Ltd – Ho Chi Minh Branch	260,083,512,000	December 2026	Bank deposits
E.Sun Commercial Bank Limited - Dong Nai Branch	258,651,784,277	From July to October 2026	Bank deposits
China Construction Bank Corporation - Branch Ho Chi Minh City	249,519,200,000	October 2026	Bank deposits
Lao Viet Joint Venture Bank - Attapeu Branch	200,641,947,000	From September 2026 to March 2027	Land use right located in Laos, real estate owned by a third party and machines and equipment
TaiPei Fubon Commercial Bank - Ho Chi Minh Branch	199,323,052,000	October 2026	Bank deposits
Joint StockCommercial Bank for Investment and Development of Vietnam - Gia Lai Branch	198,639,386,627	From August to November 2026	Deposits and inventories
Vietnam Joint Stock Commercial Bank for Industry and Trade - Tay Ninh Branch	180,492,902,649	From October to December 2026	Land use rights at Tay Ninh Province, machineries and equipment and bank deposits
Kasikornbank Public Company Limited – Ho Chi Minh Branch	174,939,888,000	October 2026	Bank deposits and receivables

26. LOANS AND FINANCE LEASE OBLIGATIONS (CONTINUED)

26.1 Short-term loans from banks (continued)

Banks	Ending balance	Principal repayment term	Descriptions of collaterals
	VND		*(Notes 7,8,12,13,14,16,17,19)*
Vietnam Maritime Commercial Stock Bank - Ho Chi Minh City Branch	163,621,552,501	From August to November 2026	Machines and equipment; land use right at Tay Ninh Province; the Company's share owned by related parties, bank deposits and guarantee
The Siam Commercial Bank Public Company Limited - Ho Chi Minh Branch	157,677,114,000	From September to October 2026	Deposit, inventories and receivables
BNP Paris Bank - Ho Chi Minh Branch	156,815,680,000	From November to December 2026	Bank deposits and receivables
Modern Vietnam Bank Limited	134,343,262,011	From September to October 2026	Bank deposits and inventories
Shinhan Bank Vietnam – North Saigon Branch	132,060,707,288	November 2026	Unsecured
Ban Viet Commercial Joint Stock Bank - Ho Chi Minh City Branch	123,043,650,000	November 2026	Bank deposits
Vietnam Joint Stock Commercial Bank for Industry and Trade - Ho Chi Minh Branch 1	122,924,471,500	From July to November 2026	Short-term receivables from customers, inventories, bank deposit, bonds owned by subsidiaries and related parties, machineries and equipment
Orient Commercial Joint Stock Bank – Dak Lak Branch	106,584,532,822	December 2026	Inventories, a part of capital contribution in subsidiary, debt collection rights arising from commercial contracts, biologica fertilizer factory, commitment to sell sugarcane, share and bank deposits
Vietnam - Russia Joint Venture Bank - Khanh Hoa Branch	77,367,895,996	From August to November 2026	Bank deposits and guarantee
BPCE IOM Bank - Ho Chi Minh Branch	56,198,998,000	October 2026	Deposits, inventories and short-term receivables
Tien Phong Commercial Joint Stock Bank - Nha Trang Branch	55,833,436,454	November 2026	Bank deposits and right to collect sales contract
Saigon Thuong Tin Commercial Joint Stock Bank - Champasack Branch	44,844,599,118	June 2027	Parent Company Guarantee Letter
Military Commercial Joint Stock Bank - Khanh Hoa Branch	39,691,500,000	October 2026	Bank deposits and inventories
Military Commercial Joint Stock Bank - Ho Chi Minh City Branch	34,776,280,362	From August to September 2026	Inventories, receivables, bank deposits, land use rights at Tay Ninh Province and a part of capital contribution of the Company and subsidiaries
Joint Stock Commercial Bank for Investment and Development of Vietnam - Ninh Thuan Branch	34,311,874,138	From July to December 2026	Bank deposits, receivables, land use rights and buildings, structures, machinery and equipment and means of transport
Ho Chi Minh City Development Joint Stock Commercial Bank – Gia Lai Branch	19,997,335,897	September 2026	Unsecured
Orient Commercial Joint Stock Bank - Pleiku Branch	19,382,396,656	September 2026	Land use right, machine and equipment and bank deposit
Vietcombank Financial Leasing Co., Ltd - Ho Chi Minh Branch	9,183,738,140	November 2026	Assets leased
Vietnam Prosperity Joint Stock Commercial Bank - Ho Chi Minh City Branch	5,000,000,000	August 2026	Deposits and inventories
TOTAL	**8,098,875,773,757**		
In which:			
Original currency			
VND	*5,896,199,378,526*		
USD	*79,641,361*		
LAK	*85,347,215,927*		

The Group obtained short-term loans from banks at applicable interest rate for financing its working capital requirements.

26.2 Loan from other party

Lender	Ending balance		Principal repayment term	Interest rate	Purpose	Descriptions of collaterals
	VND	*USD*		*(% p.a.)*		
Dole Asia Holding Pte., Ltd.	83,149,777,144	3,142,353	From September 2026 to December 2029	2.0 + SOFR USD 3 months interest	Financing working capital	Unsecured
Duong Nuoc Trong Joint Stock Company	26,900,000,000	-	From July 2026 to June 2027	10	Financing working capital	Unsecured
Others	700,000,000	-	February 2027	9	Financing working capital	Unsecured
TOTAL	**110,749,777,144**	**3,142,353**				
In which:						
Current portion	*10,369,054,639*					
Non-current portion	*72,780,722,505*					

26. LOANS AND FINANCE LEASE OBLIGATIONS (CONTINUED)

26.3 Long-term loans from banks

The Group obtained long-term loans from banks to finance its projects and supplement its working capital requirements. Details are as follows:

Banks	Ending balance	Principal repayment term	Descriptions of collaterals
	VND		*(Notes 7,8,12,13,14, 16,17,19)*
First Commercial Bank of Viet Nam - Ho Chi Minh Branch	1,309,500,000,000	From August 2026 to February 2029	Bank deposits, shares, and guarantees
ING Bank. A Branch of ING – DIBA AG	1,058,400,000,000	From July 2026 to July 2029	Bank deposits and receivables
E.Sun Commercial Bank Limited - Dong Nai Branch	1,038,360,000,000	From September 2026 to June 2027	Bank deposit, LC credit letter, land use right, asset on land and machinery and equipment
Deutsche Investitions-und Entwicklungsgesellschaft ("DEG")	648,950,000,000	From June 2027 to June 2032	Bank deposits, receivables, shares, and guarantees
Mizuho Bank, Ltd – Ha Noi Branch	492,518,000,000	From August 2026 to May 2027	Bank deposits
Responsability Investments AG	393,251,301,370	January 2028	Shares
Kasikornbank Public Company Limited - Ho Chi Minh Branch	374,900,000,000	From July 2026 to July 2028	Bank deposits
Vietnam Maritime Commercial Joint Stock Bank - Ho Chi Minh Branch	247,758,679,411	From December 2026 to December 2028	Real estate, machinery and equipment, savings deposits and shares
Responsability Climate Smart Agriculture & Food Systems Fund, Sicav-Raif	157,050,000,000	June 2028	Shares
Orient Commercial Joint Stock Bank - Dak Lak Branch	17,233,110,044	From August 2026 to February 2031	Machinery and equipment formed from loan capital and the entire Solar Power System in Tay Ninh Province
Saigon Thuong Tin Commercial Joint Stock Bank - Nguyen Van Troi Branch	2,112,470,000	From November 2026 to September 2027	Assets formed from loans
TOTAL	**5,740,033,560,825**		
In which:			
Current portion	*2,235,057,730,499*		
Non-current portion	*3,504,975,830,326*		
In which:			
Original currency			
VND	*642,004,259,455*		
USD	*197,800,000*		
Long-term loans from the banks of the Group are subject to market interest rates.			

26.4 Long-term bonds

	Ending balance	Principal repayment term	Interest	Purpose	Descriptions of collaterals
	VND		*(%/year)*		
Issued at par value					
Techcom Securities Joint Stock Company	700,000,000,000	December 2027	4.95 + reference interest rate	Debt payment	Machinery and equipment and land use rights
Techcom Securities Joint Stock Company	500,000,000,000	June 2028	4.4 + reference interest rate	Debt payment	Shares
PVI Fund Management Joint Stock Company	500,000,000,000	November 2026	3.5 + reference interest rate	Implementing the project	Unsecured
Vietcap Securities Joint Stock Company	500,000,000,000	January 2027	3.85 + reference interest rate	Purchase of raw materials	Land use rights, ownership of construction works on land and other assets attached to land at Tay Ninh Province.
Issuance fee	(22,113,612,968)				
TOTAL	**2,177,886,387,032**				
In which:					
Current portion	*984,050,287,819*				
Non-current portion	*1,193,836,099,213*				

26. LOANS AND FINANCE LEASE OBLIGATIONS (CONTINUED)

26.5 Convertible bonds

26.5.1 Short-term convertible bonds

On 12 September 2025, the Company completed the issuance of 4,992,969 convertible bonds with a par value of VND 100,000 per bond to shareholders holding ordinary shares. The total actual proceeds (net proceeds) from the issuance amounted to VND 499,295,800,000 (the gross issuance value of VND 499,296,900,000 less a transfer fee of VND 1,100,000 automatically deducted by the Vietnam Securities Depository and Clearing Corporation upon transferring the proceeds into the issuer's escrow account).

Documents issued in connection with the bond package comprise Resolution of the Extraordinary General Meeting of Shareholders for fiscal year 2024 - 2025 No. 20/2025/NQ-DHDCD dated 23 January 2025, Resolution of the Board of Directors No. 133/2025/NQ-HDQT dated 20 March 2025, Resolution of the Board of Directors No. 03/2025/NQ-HDQT dated 9 July 2025, Public Offering Registration Certificate No. 230/GCN-UBCK issued by the Chairman of the State Securities Commission on 3 July 2025, the Prospectus for the public offering of convertible bonds, Notice No. 274/2025/CV/TTCBH dated 9 July 2025 regarding the public offering, and Report No. 358/2025/BC-SBT dated 15 September 2025 on the results of the public offering.

VND

	Beginning balance	Movement in year			Ending balance
		New issuance	Transferred to shares	Due and not transferred to shares	
Convertible Bond	-	499,296,900,000	-	-	499,296,900,000
Issuance fee	-	(726,948,835)	-	-	(726,948,835)
TOTAL		**498,569,951,165**	**-**	**-**	**498,569,951,165**

The convertible bonds with a total par value of VND 499,296,900,000 are detailed as follows:

- Par value per bond: VND 100,000
- Quantity of convertible bond: 4,992,969;
- Bondholders: Individual investor and Institutional investors;
- Type of bonds: Unsecured convertible bonds, convertible into common shares and without warrants;
- Issuance date: 12 September 2025;
- Original maturity: 1 year from the issuance date;
- Coupon rate: 9.5% per annum;
- Interest payment frequency: Quarterly;
- Use of proceeds: Debt restructuring for the Issuer.

At initial recognition of the convertible bonds, the number of shares to be converted at the conversion time cannot be determined, therefore, full amount of convertible bonds are recorded as liabilities.

26.5.2 Long-term convertible bonds

On 10 June 2026, the Company completed the issuance of 9,971,053 convertible bonds with a par value of VND 100,000 per bond to shareholders holding ordinary shares. The total actual proceeds (net proceeds) from the issuance amounted to VND 997,104,200,000 (the gross issuance value of VND 997,105,300,000 less a transfer fee of VND 1,100,000 automatically deducted by the Vietnam Securities Depository and Clearing Corporation upon transferring the proceeds into the issuer's escrow account).

Documents issued in connection with the bond package comprise: Resolution of the Extraordinary General Meeting of Shareholders for fiscal year 2025 - 2026 No. 64/2026/NQ-HDQT dated 11 June 2026, and Public Offering Registration Certificate No. 50/GCN-UBCK issued by the Chairman of the State Securities Commission on 19 March 2026.

VND

	Beginning balance	Movement in year			Ending balance
		New issuance	Transferred to shares	Due and not transferred to shares	
Convertible Bond	-	997,105,300,000	-	-	997,105,300,000
Issuance fee	-	(8,452,500,000)	-	-	(8,452,500,000)
TOTAL	**-**	**988,652,800,000**	**-**	**-**	**988,652,800,000**

The convertible bonds with a total par value of VND 997,105,300,000 are detailed as follows:

- Par value per bond: VND 100,000
- Quantity of convertible bond: 9,971,053;
- Bondholders: Individual investor and Institutional investors;
- Type of bonds: Unsecured convertible bonds, convertible into common shares and without warrants;
- Issuance date: 10 June 2026;
- Original maturity: 2 years from the issuance date;
- Coupon rate: 9.5% per annum;
- Interest payment frequency: Quarterly;
- Use of proceeds: Debt restructuring for the Issuer.

At initial recognition of the convertible bonds, the number of shares to be converted at the conversion time cannot be determined, therefore, full amount of convertible bonds are recorded as liabilities.

26. LOANS AND FINANCE LEASE OBLIGATIONS (CONTINUED)

26.6 Finance leases

The Group currently has leased machineries and equipment under finance lease agreements with BIDV - SuMi TRUST Leasing Company Limited - Ho Chi Minh Branch and Vietnam International Leasing Company. Future obligations due under finance lease agreements as at the balance sheet dates were as follows:

VND

	Less than 1 year	From 1 - 5 years	Over 5 years	Total
Ending balance				
Total minimum lease payments	84,686,585,884	188,948,599,431	3,699,435,921	277,334,621,236
Finance charges	14,027,971,179	26,548,168,514	123,280,816	40,699,420,509
Lease liabilities	70,658,614,705	162,400,430,917	3,576,155,105	236,635,200,727
Beginning balance				
Total minimum lease payments	73,077,177,018	210,040,857,740	9,449,530,088	292,567,564,846
Finance charges	13,273,375,163	27,497,438,181	1,158,472,866	41,929,286,210
Lease liabilities	59,803,801,855	182,543,419,559	8,291,057,222	250,638,278,636

27. OWNERS' EQUITY

27.1 Increase and decrease in owners' equity

VND

	Share capital				Other funds belonging to owner's equity (i)	Foreign exchange difference reserve (Note 3.14)	Investment and development fund	Undistributed earnings	Non - controlling interest	Total
	Common shares	Preference shares	Share premium (i)							
Previous year										
Beginning balance	**7,405,009,930,000**	**216,113,330,000**	**6,770,104,566,476**		**(5,502,116,030,924)**	**108,670,122,767**	**67,054,931,893**	**1,133,016,463,101**	**946,450,668,740**	**11,144,303,982,053**
Net profit for the year	-	-	-		-	-	-	812,495,221,190	21,992,387,934	834,487,609,124
Share dividend distribution	740,440,450,000	-	-		-	-	-	(740,440,450,000)	-	-
Change in ownership in subsidiaries	-	-	-		-	-	-	47,335,976,778	(224,543,134,024)	(177,207,157,246)
Disposal of subsidiaries	-	-	-		-	39,980,781,300	-	-	(581,014,476,972)	(541,033,695,672)
Foreign exchange difference reserve	-	-	-		-	(204,237,755,430)	-	-	-	(204,237,755,430)
Appropriation to set up a fund	-	-	-		-	-	-	(127,722,622,031)	-	(127,722,622,031)
Preferences dividend	-	-	-		-	-	-	(77,800,800,001)	-	(77,800,800,001)
Ending balance	**8,145,450,380,000**	**216,113,330,000**	**6,770,104,566,476**		**(5,502,116,030,924)**	**(55,586,851,363)**	**67,054,931,893**	**1,046,883,789,037**	**162,885,445,678**	**10,850,789,560,797**

27. OWNERS' EQUITY (CONTINUED)

27.1 Increase and decrease in owners' equity (continued)

VND

	Share capital								
	Common shares	Preference shares	Share premium	Other funds belonging to owner's equity (i)	Foreign exchange difference reserve (Note 3.14)	Investment and development fund	Undistributed earnings	Non - controlling interest	Total
Current year									
Beginning balance	8,145,450,380,000	216,113,330,000	6,770,104,566,476	(5,502,116,030,924)	(55,586,851,363)	67,054,931,893	1,046,883,789,037	162,885,445,678	10,850,789,560,797
Increase in capital *(Note 27.2)*	405,675,510,000	-	-	-	-	-	-	-	405,675,510,000
Stock dividend distribution *(Note 27.2)*	513,024,530,000	-	-	-	-	-	(513,024,530,000)	-	-
Net profit for the year	-	-	-	-	-	-	842,078,063,233	4,356,945,622	846,435,008,855
Non-controlling interests' capital contributions to subsidiaries	-	-	-	-	-	-	-	651,000,000,000	651,000,000,000
Foreign exchange difference reserve	-	-	-	-	82,284,211,871	-	-	-	82,284,211,871
Business combination	-	-	-	-	-	-	-	75,967,937	75,967,937
Disposal of subsidiaries	-	-	-	30,041,941,566	-	-	(30,041,941,566)	(6,699,168,173)	(6,699,168,173)
Preferences dividend *(Note 27.2)*	-	-	-	-	-	-	(58,403,888,220)	-	(58,403,888,220)
Appropriation to set up a fund	-	-	-	-	-	-	(115,564,132,640)	-	(115,564,132,640)
Change in ownership in a subsidiary	-	-	-	-	-		(38,242,367,178)	(156,928,792,822)	(195,171,160,000)
Ending balance	9,064,150,420,000	216,113,330,000	6,770,104,566,476	(5,472,074,089,358)	26,697,360,508	67,054,931,893	1,133,684,992,666	654,690,398,242	12,460,421,910,427

(i) This is a reserve within equity incurred from business combination transactions of under common control companies (Note 3.11).

27.2 Capital transactions with owners and distribution of dividends

VND

	Current year	Previous year
Issued contributed share capital		
Beginning balance	8,361,563,710,000	7,621,123,260,000
Increase in capital *(i)*	405,675,510,000	740,440,450,000
Stock dividend distribution *(ii)*	513,024,530,000	-
Ending balance	**9,280,263,750,000**	**8,361,563,710,000**
Dividends declared	**58,403,888,220**	**77,800,800,001**
Dividends on preference shares	*58,403,888,220*	*77,800,800,001*
Dividends paid in cash (ii)	**93,127,556,164**	**73,917,455,695**
Dividends on preference shares	*93,127,556,164*	*73,910,102,790*
Dividends on ordinary shares	-	*7,352,905*

(i) According to Resolution of the General Meeting of Shareholders No. 22/2025/NQ-DHDCD dated 24 June 2025, the General Meeting of Shareholders approved the share issuance plan under the Company's employee stock ownership program ("ESOP"), with an issuance ratio of 4.87% of the total number of outstanding shares at the date on which the issuance plan was approved by the General Meeting of Shareholders. The Board of Directors approved the results of the aforementioned share issuance, with the completion date of the issuance being 20 October 2025.

According to Resolution of the Annual General Meeting of Shareholders for the fiscal year 2024 - 2025 No. 10/2025/NQ-DHDCD dated 6 December 2025, the Company's Board of Directors approved a share issuance plan to pay dividends for the 2024–2025 fiscal year, with an issuance ratio of 6% of the total number of outstanding shares at the date on which the issuance plan was approved by the General Meeting of Shareholders. The Board of Directors approved the results of the aforementioned share issuance, with the completion date of the issuance being 20 April 2026.

(ii) This amount represents the cash dividends appropriated for distribution to holders of convertible preferred shares, calculated at an annual dividend rate of 12% of the issuance value.

27. OWNERS' EQUITY (CONTINUED)

27.3 Shareholders and shares

	Opening balance			Ending balance		
	Number of ordinary shares	Number of preference shares	% interest	Number of ordinary shares	Number of preference shares (*)	% interest
Thanh Thanh Cong Investment Joint Stock Company	183,228,072	-	21.91	137,738,968	-	14.84
Legendary Venture Fund 1	138,311,036	-	16.54	146,503,698	-	15.79
Others	493,005,930	21,611,333	61.55	622,172,376	21,611,333	69.37
TOTAL	**814,545,038**	**21,611,333**	**100.00**	**906,415,042**	**21,611,333**	**100.00**

(*) These dividend preference shares are convertible, in whole or in part, into ordinary shares at any time after the issuance date at a conversion price agreed upon with the Company. They carry no voting rights and are classified as equity, as the Company has no contractual obligation to redeem the shares.

	Number of shares	
	Beginning balance	Ending balance
Authorised shares	836,156,371	928,026,375
Shares issued and fully paid		
Ordinary shares	*814,545,038*	*906,415,042*
Preference shares	*21,611,333*	*21,611,333*
Shares in circulation		
Ordinary shares	*814,545,038*	*906,415,042*
Preference shares	*21,611,333*	*21,611,333*

The par value of each outstanding share: VND 10,000/share (as at 30 June 2025: VND 10,000/share).

27.4 Earnings per share

The Group uses the following information to calculate basic earnings

	Current year	Previous year (as restated)	Previous year (as previous presented)
Net profit for the year attributable to the Company's shareholders *(VND)*	842,078,063,233	812,495,221,190	812,495,221,190
Distribution to bonus and welfare fund *(*)*	(58,945,464,426)	(115,564,132,639)	(56,874,665,483)
Dividend of dividend preference shares attached with convertible rights *(Note 27.2)*	(58,403,888,220)	(77,800,800,001)	(77,800,800,001)
Net profit attributable to ordinary shareholders before adjusting for the effect of dilution	**724,728,710,587**	**619,130,288,550**	**677,819,755,706**
Net profit attributable to ordinary shareholders after adjusting for the effect of dilution	**724,728,710,587**	**619,130,288,550**	**677,819,755,706**
Weighted average number of ordinary shares for basic earnings per share	893,342,144	863,417,741	814,545,038
Basic earnings per share *(VND/share)*	**811.26**	**717.07**	**832.15**
Diluted earnings per share *(VND/share)*	**811.26**	**717.07**	**832.15**

(*) Net profit used to compute earnings per share for the previous year was restated following the actual distribution to Bonus and welfare funds from 2025 undistributed earnings as approved in accordance with the Resolution of Annual Shareholders Meeting No. 05/2025/NQ-DHDCD dated 6 December 2025.

Weighted average number of ordinary shares for basic earnings for the previous year was restated to reflect the issuance of shares appropriated from stock dividends at the ratio of 6% of the year 2026 according to the Resolution of the Board of Directors No. 46/2026/NQ-HDQT dated 25 March 2026.

Appropriation to bonus and welfare fund for current period is estimated based on profit plan in accordance with the Resolution of Annual Shareholders Meeting No. 05/2025/NQ-DHDCD dated 6 December 2025.

Diluted earnings per share have not been adjusted for the effects of the potential conversion of dividend preference shares into ordinary shares (Note 27.3), as the number of potential ordinary shares to be issued upon conversion cannot be reliably determined at the reporting date.

28. REVENUES

28.1 Revenues from sale of goods and rendering of services

VND

	Current year	Previous year
Gross revenue	**26,803,640,067,352**	**28,545,010,719,100**
Of which:		
Sale of sugar	*21,925,285,519,113*	*26,280,176,719,090*
Sale of agricultural products	*2,817,093,445,783*	*404,549,210,998*
Sale of fertilizer	*548,109,807,393*	*387,187,350,171*
Sale of molasses	*517,925,381,150*	*516,490,730,381*
Sale of electricity	*184,705,510,477*	*162,876,555,102*
Rendering of rental services (Note 17)	*20,337,508,053*	*50,852,498,739*
Others	*790,182,895,383*	*742,877,654,619*
Less	**(70,791,296,957)**	**(62,844,307,659)**
Sales allowances	*(59,361,166,394)*	*(53,834,013,144)*
Sales returns	*(11,298,005,318)*	*(9,010,294,515)*
Sale discount	*(132,125,245)*	-
Net revenues	**26,732,848,770,395**	**28,482,166,411,441**
Of which:		
Sale of sugar	*21,868,169,316,995*	*26,231,412,741,680*
Sale of agricultural products	*2,817,093,445,783*	*404,549,210,998*
Sale of fertilizer	*548,091,484,557*	*381,980,232,970*
Sale of molasses	*517,925,381,150*	*516,463,748,659*
Sale of electricity	*184,705,510,477*	*162,876,555,102*
Rendering of rental services (Note 17)	*20,337,508,053*	*50,852,498,739*
Others	*776,526,123,380*	*734,031,423,293*
Of which:		
Sales to other parties	*26,503,934,239,864*	*28,264,270,938,718*
Sales to related parties	*228,914,530,531*	*217,895,472,723*

28.2 Finance income

VND

	Current year	Previous year
Interest income from lending and advances to suppliers and farmers	605,347,624,459	730,339,367,514
Gain on disposal of investment	339,896,903,013	56,076,259,439
Interest income from bank deposit	230,689,401,240	219,931,013,357
Dividend income	143,467,479,156	2,657,173,000
Foreign exchange gains	123,559,324,185	235,314,580,797
Bonds interest	7,714,405,510	13,079,074,181
Others	31,721,950,036	12,553,557,515
TOTAL	**1,482,397,087,599**	**1,269,951,025,803**

29. COST OF GOODS SOLD AND SERVICES RENDERED

VND

	Current year	Previous year
Cost of sugar	19,580,346,337,158	23,586,921,228,850
Cost of agricultural products	2,574,169,521,301	349,396,241,141
Cost of fertilizer	514,588,046,242	308,558,791,411
Cost of molasses	486,630,124,089	533,526,960,324
Cost of electricity	150,450,303,071	129,237,801,026
Cost of rental services *(Note 17)*	17,155,028,133	33,870,964,722
Provision for obsolete inventories	356,892,759	1,252,093,172
Others	735,218,625,538	555,173,216,077
TOTAL	**24,058,914,878,291**	**25,497,937,296,723**

30. FINANCE EXPENSES

VND

	Current year	Previous year
Interest expense	1,552,708,494,743	1,521,852,944,972
Transaction fees for non-recourse documentary set	212,422,172,040	79,683,367,494
Foreign exchange losses	179,930,811,584	123,861,349,764
Provision (reversal of provision) for diminution in investments	16,746,924,448	(36,296,802,175)
Loss from disposal of investments	14,802,221,483	64,530,540,800
Others	93,396,822,911	65,061,667,132
TOTAL	**2,070,007,447,209**	**1,818,693,067,987**

31. SELLING EXPENSES AND GENERAL AND ADMINISTRATIVE EXPENSES

VND

	Current year	Previous year
Selling expenses		
Transportation expense	385,308,945,979	307,061,855,985
Expenses for external services	273,264,931,445	153,748,408,457
Labour costs	117,869,712,481	108,917,076,141
Sales supporting fee	81,192,459,672	91,596,695,479
Depreciation and amortisation	7,844,811,965	16,855,013,264
Others	81,430,519,824	39,385,703,930
TOTAL	**946,911,381,366**	**717,564,753,256**
General and administrative expenses		
Labour costs	345,985,744,448	284,178,417,138
Expenses for external services	292,182,554,041	274,772,626,995
Depreciation and amortisation	19,954,219,514	47,639,901,061
Goodwill *(Note 20)*	17,968,052,461	37,391,340,548
(Reversal provision) provision	(39,975,823,845)	11,060,270,164
Others	102,602,144,712	87,107,982,658
TOTAL	**738,716,891,331**	**742,150,538,564**

32. PRODUCTION AND OPERATING COSTS

VND

	Current year	Previous year
Raw materials and merchandise goods	23,121,505,137,429	23,973,062,071,001
Expenses for external services	1,417,000,885,538	1,235,112,060,781
Labour costs	677,329,681,706	944,763,773,981
Depreciation and amortisation	390,886,287,307	534,637,599,999
Others	119,853,106,547	232,685,742,233
TOTAL	**25,726,575,098,527**	**26,920,261,247,995**

33. OTHER INCOME AND EXPENSES

VND

	Current year	Previous year
Other income	**234,520,058,426**	**92,314,053,379**
Gains from disposal of fixed assets	103,608,288,275	40,174,756,700
Income from project sponsorship *(*)*	47,456,180,330	-
Compensation	13,720,827,301	149,771,944
Income from leasing activities	1,064,886,137	9,512,267,998
Gain from bargain purchase	-	1,533,548,178
Others	68,669,876,383	40,943,708,559
Other expenses	**24,260,976,843**	**151,755,564,205**
Depreciation of idle assets	5,103,028,352	14,305,283,004
Loss from disposal of fixed assets	4,230,238,762	37,369,431,273
Penalties	2,996,703,283	30,693,104,799
Others	11,931,006,446	69,387,745,129
OTHER PROFIT (LOSS)	**190,763,629,615**	**(59,441,510,826)**

(*) This represented the sponsorship from Deutsche Investitions- und Entwicklungsgesellschaft mbH ("DEG") for the Company under an agreement between DEG and Thanh Thanh Cong – Bien Hoa Joint Stock Company dated 10 November 2021. According to that, the project was to help improve the income of farmers in the growing areas and improving the soil environment in this area through projects to build organic fertilizer factories. This has been granted for the Company as the project has been completed at balance sheet date.

34. CORPORATE INCOME TAX

The statutory corporate income tax ("CIT") rate applicable to the Company is 10% of taxable profits. The Company is entitled to an exemption from CIT in regard to taxable profits generated from manufacturing sugar from sugar-cane commencing from 1 January 2015 in accordance with Circular No. 96/2015/TT-BTC issued by the Ministry of Finance dated 22 June 2015.

The Company's subsidiaries have the obligations to pay CIT at the rates ranging from 10% to the normal applicable rate of their respective taxable profits. They are also entitled to CIT exemption and reduction in accordance with their respective enterprise registration certificates and applicable tax regulations.

The tax returns filed by Group are subject to examination by the tax authorities. As the application of tax laws and regulations is susceptible to varying interpretations, the amounts reported in the consolidated financial statements could change at a later date upon final determination by the tax authorities.

34. CORPORATE INCOME TAX (CONTINUED)

34.1 CIT expense

VND

	Current year	Previous year
Current CIT expense	83,279,028,950	106,448,046,365
Adjustment for under accrual of tax from prior years	1,280,873,691	9,558,659,166
	84,559,902,641	116,006,705,531
Deferred tax income	(19,875,672,878)	(425,569,875)
TOTAL	**64,684,229,763**	**115,581,135,656**

Reconciliation between CIT expense and the accounting profit multiplied by CIT rate is presented below:

VND

	Current year	Previous year
Accounting profit before tax	**911,119,238,618**	**950,068,744,780**
At applicable CIT rates	192,975,171,487	262,827,333,383
Adjustments:		
Non-deductible expenses	15,082,641,781	8,652,788,261
Change in unrealized profit eliminated from intra-group transactions.	(1,474,557,476)	16,673,816,885
Amortisation of goodwill	3,593,610,492	7,478,268,110
Shares of profit in associates	(60,032,979,448)	(5,164,690,978)
Tax loss carried forward not yet recognized deferred tax asset	(9,175,334,451)	12,447,796,087
Tax exemption	(75,456,359,407)	(174,626,654,520)
Dividends income	(34,435,807,566)	(47,342,399,028)
Adjustment for under accrual of tax from prior years	1,280,873,691	9,558,659,166
Adjustment related to Decree No. 132/2020/ND-CP	41,111,265,724	26,046,783,073
Others	(8,784,295,064)	(970,564,783)
CIT expenses	**64,684,229,763**	**115,581,135,656**

34.2 Current CIT

The current tax payable is based on taxable income for the current year. The taxable income of the Group for the year differs from the profit as reported in the consolidated income statement because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are not taxable or deductible. The Group's liability for current tax is calculated using tax rates that have been enacted by the balance sheet date.

34.3 Deferred tax

VND

	Consolidated balance sheet		Consolidated income statement	
	Ending balance	Beginning balance	Current year	Previous year
Deferred tax assets				
Unrealised profits	10,423,094,875	16,155,709,209	(5,732,614,334)	(15,691,392,813)
Accrued expenses	11,986,905,798	7,716,577,951	4,270,327,847	2,302,004,638
Decrease in fair value of investment	-	2,481,524,975	(2,481,524,975)	-
Provision for obsolete inventories	1,085,278,464	1,027,650,236	57,628,228	(265,037,478)
Foreign exchange difference	611,617,448	(240,589,079)	852,206,527	(24,818,094)
TOTAL	**24,106,896,585**	**27,140,873,292**		
Deferred tax liabilities				
Surplus fair value of net assets acquired in business combination	147,453,769,504	158,316,774,945	10,863,002,139	10,061,622,019
Provisions for investments	(208,917,290)	11,837,730,156	12,046,647,446	4,043,191,603
Gains in fair value of investment	8,080,288,423	8,080,288,423	-	-
TOTAL	**155,325,140,637**	**178,234,793,524**		
Deferred tax income			19,875,672,878	425,569,875

35. TRANSACTIONS WITH RELATED PARTIES

Terms and conditions of transactions with related parties:

The sales to and purchases from related parties are made on terms equivalent to those that prevail in arm's length transactions.

Outstanding balances at 30 June 2026 are unsecured, interest free and will be settled in cash. For the fiscal year ended 30 June 2026, the Group has not made any provision for doubtful debts relating to amounts owed by related parties (30 June 2025: 0 VND). This assessment is undertaken each financial year through the examination of the financial position of the related party and the market in which the related party operates.

List of related parties, including the entities under direct and indirect ownership by Thanh Thanh Cong Investment Joint Stock Company (collectively refered as "affiliate") have the balance amount as at 30 June 2026 and significant transactions during the year as follows:

Related parties	Relationship
Thanh Thanh Cong Investment Joint Stock Company	Major shareholder
Dang Huynh Industrial Zones Exploitation and Management Joint Stock Company	Investee
Tan Hoi Industrial Complex Infrastructure Investment Joint Stock Company	Investee (until of 8 June 2026)
Betrimex Investment Joint Stock Company	Investee
Toan Hai Van Joint Stock Company	Associate
Tay Ninh Tapioca Joint Stock Company	Associate
Vietnam Tapioca Company Limited	Associate
Ben Tre Import Export Trading Joint Stock Company ("Betrimex")	Associate
Global Mind Investment Management Pte. Ltd	Associate
Viet Nam Green Packaging Joint Stock Company (formerly Thanh Thanh Cong Packing Trading – Production Joint Stock Company)	Affiliate
Thanh Thanh Cong Tourist Joint Stock Company	Affiliate
Thanh Thanh Cong Trading Joint Stock Company	Affiliate
Thanh Thanh Cong Energy Joint Stock Company	Affiliate
Thanh Thanh Cong Industrial Park Joint Stock Company	Affiliate
Gia Lai Electricity Joint Stock Company	Affiliate

Significant transactions with related parties in current year and prior year were as follows:

VND

Related parties	Transactions	Current year	Previous year
Thanh Thanh Cong Investment Joint Stock Company	Sale of goods	188,796,496,200	152,200,500,000
	Interest income	4,775,621,995	11,251,775,853
	Purchase of services	-	16,800,000,000
Ben Tre Import Export Trading Joint Stock Company	Purchase of goods	139,781,238,688	32,080,397,697
	Sale of goods	1,355,284,535	6,427,836,643
Green Packaging Joint Stock Company	Purchase of materials	83,239,250,299	53,360,714,946
	Purchase of goods	13,842,108,778	33,542,304,872
Betrimex Investment Joint Stock Company	Disposal of investment property	60,005,999,698	-
	Proceeds from disposal of investment property	33,003,299,834	-
Thanh Thanh Cong Trading Joint Stock Company	Sale of finished goods	33,076,795,411	-
	Sale of goods	1,220,000,000	46,282,563,092
	Rendering of services	416,666,668	473,981,481

Transactions with other related parties

Details of remuneration of the Board of Directors during the year are as follows:

VND

Name	Position	Remunerations (*)	
		Current year	Previous year
Ms Dang Huynh Uc My	Chairwoman	4,620,000,000	4,360,000,000
Ms Huynh Bich Ngoc	Member	1,800,000,000	1,200,000,000
Mr Tran Tan Viet	Member	2,160,000,000	1,920,000,000
Mr Le Quang Phuc	Independent member	3,000,000,000	2,000,000,000
Mr Tran Trong Gia Vinh	Independent member	2,940,000,000	2,560,000,000
Mr Dao Duy Thi	Member (until 23 October 2024)	-	600,000,000
Mr Vo Tong Xuan	Member (until 18 August 2024)	-	150,000,000
Ms Vo Thuy Anh	Independent member (until 23 October 2024)	-	380,000,000
TOTAL		**14,520,000,000**	**13,170,000,000**

35. TRANSACTIONS WITH RELATED PARTIES (continued)

Details of remuneration of the Board of Management during the year are as follows:

VND

Name	Position	Remunerations	
		Current year	Previous year
Mr Thai Van Chuyen	General Director	5,186,642,564	4,377,000,769
Mr Nguyen Thanh Ngu	General Director until 28 July 2024	-	250,770,000
Other members		22,841,264,357	7,123,969,376
TOTAL		**28,027,906,921**	**11,751,740,145**

Amounts due from and due to related parties at the balance sheet date were as follows:

VND

Related parties	Ending balance	Beginning balance
Short-term receivables from customers for goods sold		
Betrimex Investment Joint Stock Company	33,003,299,834	-
Thanh Thanh Cong Investment Joint Stock Company	22,653,500,004	89,633,129,107
Ben Tre Import Export Joint Stock Company	3,667,663,558	3,494,164,015
Dang Huynh Industrial Zones Exploitation and Management Joint Stock Company	905,815,310	1,517,087,990
Toan Hai Van Joint Stock Company	-	331,354,822
Other related parties	157,761,312	125,705,425
TOTAL	**60,388,040,018**	**95,101,441,359**
Short-term advances to suppliers for material and goods purchased		
Thanh Thanh Cong Packaging Trading – Production Joint Stock Company	25,000,000,000	25,978,679,276
Thanh Thanh Cong Investment Joint Stock Company	25,175,000,000	25,175,000,000
Thanh Thanh Cong Tourist Joint Stock Company	14,190,569,000	8,926,047,000
Gia Lai Electricity Joint Stock Company	1,000,000,000	1,000,000,000
Ben Tre Import Export Joint Stock Company	943,757,778	1,346,112,000
TOTAL	**66,309,326,778**	**62,425,838,276**

VND

Related parties	Transactions	Ending balance	Beginning balance
Other short-term receivables			
Thanh Thanh Cong Investment Joint Stock Company	Interest income	7,098,855,641	27,219,408,996
Thanh Thanh Cong Tourist Joint Stock Company	Rendering of services	7,052,817,588	7,052,817,588
Toan Hai Van Joint Stock Company	Interest income	221,917,810	-
Ben Tre Import Export Joint Stock Company	Sale of goods	7,454,000	7,454,000
TOTAL		**14,381,045,039**	**34,279,680,584**
Short-term trade payables for material, good and service purchased			
Green Packaging Joint Stock Company		13,429,814,450	6,445,732,155
Ben Tre Import Export Joint Stock Company		12,576,530,687	6,879,536,065
Dang Huynh Industrial Zones Exploitation and Management Joint Stock Company		9,376,719,000	-
Thanh Thanh Cong Investment Joint Stock Company		304,264,999	304,421,652
Thanh Thanh Cong Tourist Joint Stock Company		9,747,000	-
Other related parties		-	21,029,700
TOTAL		**35,697,076,136**	**13,650,719,572**
Short-term advances from customers for good sold			
Thanh Thanh Cong Energy Joint Stock Company		3,000,000,000	3,000,000,000
Thanh Thanh Cong Trading Joint Stock Company		1,375,887,942	3,255,113,267
TOTAL		**4,375,887,942**	**6,255,113,267**
Other short-term payables			
Betrimex Investment Joint Stock Company	Collection on behalf	623,238,000	-
Thanh Thanh Cong Energy Joint Stock Company	Interest expense	340,000,000	1,716,708,227
TOTAL		**963,238,000**	**1,716,708,227**
Short-term loan			
TTC Energy Joint Stock Company	Loan	-	400,000,000

36. COMMITMENTS

Operating lease commitment

The Group leases office and warehouses under operating lease arrangements. The future minimum lease commitment as at the balance sheet dates under the operating lease agreements is as follows:

VND

	Ending balance	Beginning balance
Less than 1 year	261,234,925,276	225,591,656,867
From 1 – 5 years	230,427,013,637	85,327,976,185
More than 5 years	433,374,960,821	494,904,287,276
TOTAL	**925,036,899,734**	**805,823,920,328**

37. SEGMENT INFORMATION

The following tables present revenue and profit and certain assets and liability information regarding the Group's business segment:

VND

	Domestic	*Foreign territories*	*Elimination*	**Total**
For the year ended 30 June 2026				
Revenue				
Sales to external customers	25,907,676,576,869	825,172,193,526	-	26,732,848,770,395
Inter-segment sales	9,251,093,856,914	378,813,553,417	(9,629,907,410,331)	-
Net revenue	**35,158,770,433,783**	**1,203,985,746,943**	**(9,629,907,410,331)**	**26,732,848,770,395**
Consolidation income statement				
Segment result				2,673,933,892,104
Unallocated expenses	(1,615,850,517,530)	(97,294,677,308)	27,516,922,141	(1,685,628,272,697)
Finance income	2,241,366,100,066	134,303,951,145	(893,272,963,612)	1,482,397,087,599
Finance expense	(2,467,123,735,773)	(67,946,342,031)	465,062,630,595	(2,070,007,447,209)
Shares of profit of associates				300,164,897,238
Other loss				210,259,081,583
Operating profit				911,119,238,618
Current corporate income tax expense				(84,559,902,641)
Deferred tax income				19,875,672,878
Net profit after tax				**846,435,008,855**

VND

	Domestic	*Foreign territories*	*Elimination*	**Total**
As at 30 June 2026				
Segment's assets				
Cash and cash equivalents	1,867,124,554,488	136,015,046,749	-	2,003,139,601,237
Short-term investments	7,066,186,869,114	-	-	7,066,186,869,114
Current accounts receivable	19,572,335,283,691	599,676,530,141	(9,968,910,209,811)	10,203,101,604,021
Inventories	3,943,753,357,814	390,779,516,772	(155,172,533,180)	4,179,360,341,406
Other current assets	217,042,807,723	17,167,790,574	-	234,210,598,297
Long-term receivables	4,102,060,233,114	829,710,066,908	(2,793,383,732,423)	2,138,386,567,599
Fixed assets	2,495,396,270,299	997,991,150,094	-	3,493,387,420,393
Investment properties	313,937,157,797	-	-	313,937,157,797
Construction in progress	872,210,620,037	8,524,701,048	-	880,735,321,085
Long-term investments	6,044,991,985,602	-	-	6,044,991,985,602
Other long-term assets				1,241,156,570,011
Total assets				**37,798,594,036,562**
Segment's liabilities				
Short-term trade payables	5,555,237,731,035	541,024,128,431	(4,931,843,167,681)	1,164,418,691,785
Short-term loans and finance lease obligations	11,600,980,799,452	324,200,613,132	-	11,925,181,412,584
Long-term loans and finance lease obligations	4,937,569,238,066	-	-	4,937,569,238,066
Unallocated liabilities				7,311,002,783,700
Total liabilities				**25,338,172,126,135**

37. SEGMENT INFORMATION (CONTINUED)

The following tables present revenue, expenditure and certain asset information regarding the Group's geographical segments (continued):

VND

	Domestic	*Foreign territories*	*Elimination*	**Total**
For the year ended 30 June 2025				
Revenue				
Sales to external customers	24,425,360,301,278	4,056,806,110,163	-	28,482,166,411,441
Inter-segment sales	9,344,918,777,460	3,042,154,646,927	(12,387,073,424,387)	-
Net revenue	**33,770,279,078,738**	**7,098,960,757,090**	**(12,387,073,424,387)**	**28,482,166,411,441**
Consolidation income statement				
Segment result				2,984,244,347,595
Unallocated expenses	(1,331,551,344,114)	(215,935,551,513)	87,771,603,807	(1,459,715,291,820)
Finance income	2,091,171,409,139	751,773,973,941	(1,572,994,357,277)	1,269,951,025,803
Finance expense	(2,311,706,694,387)	(87,184,611,038)	580,198,237,438	(1,818,693,067,987)
Shares of profit of associates				33,738,474,892
Other loss				(59,441,510,826)
Operating profit				950,068,744,780
Current corporate income tax expense				(116,006,705,531)
Deferred tax income				425,569,875
Net profit after tax				**834,487,609,124**

VND

	Domestic	*Foreign territories*	*Elimination*	**Total**
As at 30 June 2025				
Segment's assets				
Cash and cash equivalents	3,469,437,700,834	85,878,778,513	-	3,555,316,479,347
Short-term investments	3,547,886,320,303	-	-	3,547,886,320,303
Current accounts receivable	16,853,105,443,748	890,322,297,387	(8,546,697,182,281)	9,196,730,558,854
Inventories	3,407,569,363,339	310,483,401,861	(134,850,822,135)	3,583,201,943,065
Other current assets	157,631,404,956	13,541,272,467	-	171,172,677,423
Long-term receivables	4,220,278,397,810	584,433,965,813	(3,086,284,218,141)	1,718,428,145,482
Fixed assets	2,643,334,840,426	1,076,503,900,338	-	3,719,838,740,764
Investment properties	332,059,308,491	-	-	332,059,308,491
Construction in progress	449,967,435,833	18,568,831,929	-	468,536,267,762
Long-term investments	5,110,824,023,463	-	-	5,110,824,023,463
Other long-term assets				1,275,102,696,235
Total assets				**32,679,097,161,189**
Segment's liabilities				
Short-term trade payables	3,781,276,634,193	602,452,117,792	(3,008,161,547,683)	1,375,567,204,302
Short-term loans and finance lease obligations	10,558,460,813,097	316,735,342,000	-	10,875,196,155,097
Long-term loans and finance lease obligations	6,037,814,229,487	-	-	6,037,814,229,487
Unallocated liabilities				3,539,730,011,506
Total liabilities				**21,828,307,600,392**

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)
as at 30 June 2026 and for the year then ended

B09-DN/HN

38. OFF BALANCE SHEET ITEMS

	Ending balance	Beginning balance
Goods held on consignment		
– *Sugar finished goods (tons)*	*13,780*	*8,243*
– *Molasses (tons)*	*6,751*	*6*
– *Good sugar (tons)*	*-*	*106*
Foreign currencies		
– *LAK*	*191,898,545*	*172,862,877*
– *USD*	*4,580,143*	*4,377,193*
– *EUR*	*226*	*241*

39. EVENTS AFTER THE BALANCE SHEET DATE

There is no other matter or circumstance that has arisen since the balance sheet date that requires adjustment or disclosure in the consolidated financial statements of the Group.

Doan Thi Kieu
Preparer

Dang Thi Diem Trinh
Chief Accountant

Thai Van Chuyen
General Director

Tay Ninh Province, Vietnam
28 September 2026

SEPARATE FINANCIAL STATEMENTS

SEPARATE BALANCE SHEET

as at 30 June 2026

B01-DN

VND

Code	ASSETS	Notes	Ending balance	Beginning balance
100	**A. CURRENT ASSETS**		**16,857,144,703,572**	**14,258,223,051,150**
110	***I. Cash and cash equivalents***	***4***	***1,250,995,106,293***	***2,280,656,640,296***
111	1. Cash		580,077,347,913	370,968,332,332
112	2. Cash equivalents		670,917,758,380	1,909,688,307,964
120	***II. Short-term investments***		***4,674,563,213,436***	***2,267,275,452,286***
121	1. Held-for-trading securities	5	616,970,294,369	487,232,869,165
122	2. Provision for diminution in value of held-for-trading securities	5	(15,095,111,322)	(15,236,361,322)
123	3. Held-to-maturity investments	6	4,072,688,030,389	1,795,278,944,443
130	***III. Current accounts receivable***		***9,270,917,168,668***	***8,518,694,235,595***
131	1. Short-term trade receivables	7	3,010,061,215,193	2,227,670,878,738
132	2. Short-term advances to suppliers	8	4,389,876,455,664	4,717,679,261,067
135	3. Short-term loan receivables	11	482,590,000,000	301,510,000,000
136	4. Other short-term receivables	9	1,435,513,455,747	1,340,092,347,265
137	5. Provision for doubtful short-term receivables	7, 8, 9	(47,123,957,936)	(68,258,251,475)
140	***IV. Inventories***	***10***	***1,617,418,782,336***	***1,165,499,324,149***
141	1. Inventories		1,628,271,566,978	1,175,775,826,513
149	2. Provision for obsolete inventories		(10,852,784,642)	(10,276,502,364)
150	***V. Other current assets***		***43,250,432,839***	***26,097,398,824***
151	1. Short-term prepaid expenses	18	27,270,565,933	13,711,688,661
152	2. Value-added tax deductible	21	6,951,917,266	2,751,623,594
153	3. Tax and other receivables from the State	21	9,027,949,640	9,634,086,569
200	**B. NON-CURRENT ASSETS**		**20,681,639,391,246**	**20,639,923,040,656**
210	***I. Long-term receivables***		***2,625,607,755,865***	***2,616,550,446,658***
211	1. Long-term trade receivables	7, 33	167,329,781,248	172,655,324,321
212	2. Long-term advances to suppliers	8	1,001,894,058,878	1,014,097,769,858
215	3. Long-term loan receivables		-	13,000,000,000
216	4. Other long-term receivables	9	1,456,383,915,739	1,416,797,352,479
220	***II. Fixed assets***		***577,741,391,316***	***498,134,891,671***
221	1. Tangible fixed assets	12	447,199,390,789	361,766,107,988
222	Cost		2,446,477,525,856	2,314,440,035,235
223	Accumulated depreciation		(1,999,278,135,067)	(1,952,673,927,247)
224	2. Finance leases	13	14,937,124,761	14,322,004,423
225	Cost		15,473,944,396	20,025,323,577
226	Accumulated depreciation		(536,819,635)	(5,703,319,154)
227	3. Intangible fixed assets	14	115,604,875,766	122,046,779,260
228	Cost		236,011,508,239	227,204,665,624
229	Accumulated amortisation		(120,406,632,473)	(105,157,886,364)

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Code	ASSETS	Notes	Ending balance	Beginning balance
230	***III. Investment properties***	***15***	***120,752,777,713***	***124,971,246,781***
231	1. Cost		167,991,741,266	167,991,741,266
232	2. Accumulated depreciation		(47,238,963,553)	(43,020,494,485)
240	***IV. Long-term assets in progress***	***16***	***262,549,526,950***	***200,277,409,835***
242	1. Construction in progress		262,549,526,950	200,277,409,835
250	***II. V. Long-term investments***	***17***	***16,857,609,345,250***	***16,964,719,193,716***
251	1. Investments in subsidiaries	17.1	15,391,504,328,750	15,551,504,328,750
253	2. Investments in other entities	17.2	1,436,839,432,944	1,504,874,910,444
254	3. Provision for diminution in value of long-term investments	17	(734,416,444)	(131,660,045,478)
255	4. Held-to-maturity investments	17	30,000,000,000	40,000,000,000
260	***III. VI. Other long-term assets***		***237,378,594,152***	***235,269,851,995***
261	1. Long-term prepaid expenses	18	229,977,475,688	227,926,361,759
262	2. Deferred tax assets	32.3	7,401,118,464	7,343,490,236
270	**TOTAL ASSETS**		**37,538,784,094,818**	**34,898,146,091,806**
300	**C. LIABILITIES**		**20,637,148,255,439**	**18,732,352,055,071**
310	***I. Current liabilities***		***14,683,152,038,662***	***12,212,096,874,388***
311	1. Short-term trade payables	19	1,427,385,391,362	1,470,298,031,096
312	2. Short-term advances from customers	20	1,139,213,851,092	565,524,689,643
313	3. Statutory obligations	21	3,481,246,135	26,692,392,211
314	4. Payables to employees		9,214,241,151	6,079,866,632
315	5. Short-term accrued expenses	22	221,248,063,813	209,161,456,265
318	6. Short-term unearned revenue		58,018,024	77,814,082
319	7. Other short-term payables	23	2,400,261,358,175	1,418,404,182,683
320	8. Short-term loans and finance leases	24	9,430,972,581,841	8,515,499,482,802
322	9. Bonus and welfare fund	3.17	51,317,287,069	358,958,974
330	***II. Non-current liabilities***		***5,953,996,216,777***	***6,520,255,180,683***
337	1. Other long-term liabilities	3.17	4,262,924,760	6,193,342,030
338	2. Long-term loans and finance leases	24	4,956,843,529,767	6,509,824,876,403
339	3. Convertible bonds	24	988,652,800,000	-
342	4. Long-term provisions		4,236,962,250	4,236,962,250

SEPARATE BALANCE SHEET (continued)

as at 30 June 2026

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Code	ASSETS	Notes	Ending balance	Beginning balance
400	**D. OWNERS' EQUITY**	**25**	**16,901,635,839,379**	**16,165,794,036,735**
410	***I. Owners' equity***		***16,901,635,839,379***	***16,165,794,036,735***
411	**1. Share capital**		9,280,263,750,000	8,361,563,710,000
411a	– *Shares with voting rights*		9,064,150,420,000	*8,145,450,380,000*
411b	– *Preference shares*		216,113,330,000	*216,113,330,000*
412	**2. Share premium**		**6,770,104,566,476**	**6,770,104,566,476**
418	**4. Investment and development fund**		**46,130,752,499**	**46,130,752,499**
421	**5. Undistributed earnings**		805,136,770,404	987,995,007,760
421a	– *Undistributed earnings up to the end of prior year*		403,556,345,121	*248,685,016,346*
421b	– *Undistributed earnings of the year*		401,580,425,283	*739,309,991,414*
440	**TOTAL LIABILITIES AND OWNERS' EQUITY**		**37,538,784,094,818**	**34,898,146,091,806**

Nguyen Thanh Nam
Preparer

Tay Ninh Province, Vietnam
28 September 2026

Dang Thi Diem Trinh
Chief Accountant

Thai Van Chuyen
General Director

SEPARATE INCOME STATEMENT

for the year ended 30 June 2026

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Code	ITEMS	Notes	Current year	Previous year
01	**Revenue from sale of goods and rendering of services**	**26.1**	**15,805,683,855,443**	**17,675,806,744,350**
02	Deductions	**26.1**	(5,759,322,458)	(4,074,219,325)
10	**Net revenue from sale of goods and rendering of services**	**26.1**	**15,799,924,532,985**	**17,671,732,525,025**
11	Cost of goods sold and services rendered	**27, 31**	(14,650,091,631,104)	(16,326,635,254,738)
20	**Gross profit from sale of goods and rendering of services**		**1,149,832,901,881**	**1,345,097,270,287**
21	Finance income	**26.2**	1,604,026,623,425	1,587,418,636,304
22	Finance expenses	28	(1,698,219,934,714)	(1,483,617,794,295)
23	In which: Interest expenses		(1,371,521,660,258)	(1,325,226,008,053)
25	Selling expenses	**29, 31**	**(271,630,806,605)**	**(235,639,241,011)**
26	General and administrative expenses	**29, 31**	**(379,582,511,864)**	**(372,781,567,295)**
30	**Operating profit**		**404,426,272,123**	**840,477,303,990**
31	Other income	30	61,080,470,181	27,135,612,641
32	Other expenses	30	(2,071,444,485)	(37,058,214,371)
40	Other (loss) profit	**30**	**59,009,025,696**	**(9,922,601,730)**
50	Accounting profit before tax		**463,435,297,819**	**830,554,702,260**
51	Current corporate income tax expense	**32.1**	**(3,508,612,544)**	**(13,154,055,273)**
52	Deferred tax income (expense)	**32.3**	**57,628,228**	**(289,855,572)**
60	Net profit after tax		**459,984,313,503**	**817,110,791,415**

Nguyen Thanh Nam
Preparer

Tay Ninh Province, Vietnam
28 September 2026

Dang Thi Diem Trinh
Chief Accountant

Thai Van Chuyen
General Director

SEPARATE CASH FLOW STATEMENT

for the year ended 30 June 2026

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Code	ITEMS	Notes	Current year	Previous year
	I. CASH FLOWS FROM OPERATING ACTIVITIES			
01	**Accounting profit before tax**		**463,435,297,819**	**830,554,702,260**
	Adjustments for:			
02	Depreciation of tangible fixed assets and investment properties and amortisation of intangible fixed assets	12, 13, 14, 15	77,324,471,008	76,294,917,030
03	Reversal of provisions		(151,567,262,067)	(53,612,154,360)
04	Foreign exchange losses arisen from revaluation of monetary accounts dominated in foreign currencies		46,281,677,370	14,504,620,439
05	Profit from investing activities		(1,516,562,101,996)	(1,430,904,913,910)
06	Interest expenses	28	1,371,521,660,258	1,325,226,008,053
08	**Operating profit before changes in working capital**		**290,433,742,392**	**762,063,179,512**
09	(Increase) decrease in receivables		(1,974,300,005,623)	24,027,959,724
10	(Increase) decrease in inventories		(452,495,740,465)	416,929,708,879
11	Increase (decrease) in payables		2,283,078,435,787	(2,609,248,042,971)
12	Increase in prepaid expenses		(957,731,168,461)	(27,299,860,466)
13	(Increase) decrease in held-for-trading securities		(129,737,425,204)	34,051,000,000
14	Interest paid		(1,547,375,828,526)	(1,203,514,218,967)
15	Corporate income tax paid	21	(5,549,577,801)	(29,124,127,895)
17	Other cash outflows for operating activities		(20,455,804,544)	(93,081,765,526)
20	**Net cash flows used in operating activities**		**(2,514,133,372,445)**	**(2,725,196,167,710)**
	II. CASH FLOWS FROM INVESTING ACTIVITIES			
21	Purchase and construction of fixed assets		(221,049,154,735)	(127,543,343,250)
22	Proceeds from disposals of fixed assets		19,190,797,879	11,874,853,784
23	Loans to other entities and placements of term deposits		(5,342,609,540,617)	(5,773,863,383,862)
24	Collections from borrowers and term deposits		4,182,790,836,209	5,612,090,903,520
25	Payments for investments in other entities		-	(2,516,773,566,500)
26	Proceeds from sales of investments in other entities		631,457,719,000	752,831,450,000
27	Interest, dividends and profits received		1,574,450,781,887	1,111,388,175,337
30	**Net cash flows from (used in) investing activities**		**844,231,439,623**	**(929,994,910,971)**

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Code	ITEMS	Notes	Current year	Previous year
	III. CASH FLOWS FROM FINANCING ACTIVITIES			
31	Issuance of shares	25	405,675,510,000	-
33	Drawdown of borrowings	24	24,988,329,412,555	29,887,914,808,124
34	Repayment of borrowings	24	(24,655,361,191,815)	(26,748,817,119,809)
35	Payment of principal of finance lease liabilities	24	(5,089,479,707)	(4,248,824,702)
36	Dividend paid	25.2	(93,139,468,459)	(73,917,455,695)
40	**Net cash flows (used in) from financing activities**		**640,414,782,574**	**3,060,931,407,918**
50	**Net increase in cash for the year**		**(1,029,487,150,248)**	**(594,259,670,763)**
60	**Cash and cash equivalents at beginning of year**		**2,280,656,640,296**	**2,874,916,311,059**
61	Impact of exchange rate fluctuation		(174,383,755)	-
70	**Cash and cash equivalents at end of year**	**4**	**1,250,995,106,293**	**2,280,656,640,296**

Nguyen Thanh Nam
Preparer

Dang Thi Diem Trinh
Chief Accountant

Thai Van Chuyen
General Director

Tay Ninh Province, Vietnam
28 September 2026



CONTACT INFORMATION

HEADQUARTERS

Tan Phu Commune,
Tay Ninh Province

(0276) 375 32 50
info@ttcagris.com.vn

COMMERCIAL OFFICE

63 Cao Thang, Ban Co Ward,
Ho Chi Minh City

(028) 39 99 88 11
info@ttcagris.com.vn

CODE OF CONDUCT HOTLINE

63 Cao Thang, Ban Co Ward,
Ho Chi Minh City

(028) 39 99 88 11

Compliance Inspection

19001750
info.rm@ttcagris.com.vn

INFORMATION FOR KEY STAKEHOLDERS

Investor Relations Department

63 Cao Thang, Ban Co Ward, Ho Chi Minh City

Ms. Vu Thi Le Giang - Director of Investor Relations

(028) 39 99 88 11
giangvtl@ttcagris.com.vn

AgriS

AgriS (HOSE: SBT)

Headquaters

Tan Loi Hamlet, Tan Phu Commune,
Tay Ninh Province, Vietnam

(0276) 37 53 250

Commercial Office

63 Cao Thang Str., Ban Co Ward
Ho Chi Minh City, Vietnam

(028) 39 99 88 11

info@ttcagris.com.vn

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