

**THONG NHAT RUBBER
JOINT STOCK COMPANY**

SOCIALIST REPUBLIC OF VIETNAM
Independence - Freedom - Happiness

No: 218/CBTT-TRC

Ba Ria, March 31, 2025.

PERIODIC INFORMATION DISCLOSURE

To: - Ho Chi Minh Stock Exchange
- State Securities Commission

1. Name of the Organization: **THONG NHAT RUBBER JOINT STOCK COMPANY**

- Stock Code: **TNC**

- Address: No. 256, 27/4 Street, Phuoc Hung Ward, Ba Ria City, Ba Ria-Vung Tau Province

- Telephone: 02543.823119

Fax: 02543.823120

- E-mail: thongnhat.trc@gmail.com

2. Information to be disclosed:

2024 Annual Report

3. This information is disclosed on company's website on March 31, 2025 at the link:
<http://trc.com.vn/quanhecodong.html>

We hereby certify that the information disclosed above is true and take full responsibility before the law for the content of the disclosed information.

Attached file:
2024 Annual Report.

**ORGANIZATIONAL REPRESENTATIVE
AUTHORIZED PERSON FOR DISCLOSE INFORMATION**



Nguyễn Nhật Thành Lâm



CP CAO SU THỐNG NHẤT

THONG NHAT RUBBER JOINT- STOCK COMPANY
No. 256, Street 27/4, Phuoc Hung Ward, Ba Ria City, BR-VT Province
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www.trcbrvt.com.vn



2024 ANNUAL REPORT

March 2025.

ANNUAL REPORT
Year 2024

To: Ho Chi Minh City Stock Exchange

I. General Information:

1. General Information:

- Trading Name: Thong Nhat Rubber Joint Stock Company
- English Name: Thong Nhat Rubber Joint Stock Company
- Business Registration Certificate No. 3500100424 issued by the Department of Planning and Investment of Ba Ria - Vung Tau Province, amended for the 3rd time on July 15, 2016.
- Charter capital: VND 192.500.000.000.
- Owner's capital: 286.577.963.251 VND.
- Address: 256 27/4 Street, Phuoc Hung Ward, Ba Ria City, Ba Ria - Vung Tau Province.
- Telephone: 0254.3823119 - Fax: 0254.3823120
- Website: trc.com.vn
- Stock Code: TNC
- Establishment and development process:
 - + Thong Nhat Rubber Joint Stock Company was converted from the state-owned enterprise - Thong Nhat Rubber Company - pursuant to Decision No. 4993/QĐ-UBND dated December 23, 2005, of the People's Committee of Ba Ria - Vung Tau Province.
 - + On June 26, 2006, Thong Nhat Rubber Company was officially converted into Thong Nhat Rubber Joint Stock Company and has been operating under Business Registration Certificate No. 3500100424 (formerly No. 4903000263) issued on June 26, 2006, and amended for the 4th time on July 4, 2022, by the Department of Planning and Investment of Ba Ria - Vung Tau Province. The company's international trading name is Thong Nhat Rubber Joint Stock Company (TRC), and its charter capital is VND 192.5 billion.
 - + On August 27, 2007, the Company's shares were listed on the Ho Chi Minh City Stock Exchange under the stock code TNC.

2. Business lines and locations of the business:

- Business lines: Planting, caring for, exploiting, preliminarily processing, trading rubber; Planting fruit trees. Processing and preserving fruits and vegetables...

No.	revenue	Year 2023	Year 2024
01	Revenue from rubber processing and sales	70.55%	50.57%
02	Revenue from banana sales	27.56%	1.81%
03	Revenue and Other Income	1.89%	47.61%

- Business locations:

+Company office:

- Address: 256 27/4 Street, Phuoc Hung Ward, Ba Ria City, Ba Ria - Vung Tau
- Functions and duties: Managing and operating the entire company's production and business activities

+ Hoa Binh 2 Rubber Plantation:

- Address: Bau Lam Commune, Xuyen Moc District, Ba Ria - Vung Tau Province
- Functions and duties: Planting, caring for, and exploiting rubber latex

+ Phong Phu Rubber Team:

- Address: Long Phuoc Commune, Ba Ria City, Ba Ria - Vung Tau Province
- Functions and duties: Planting, caring for, and exploiting rubber latex

+ Thong Nhat High-Tech Application Agriculture Team:

- Address: Da Bac Commune, Chau Duc District, Ba Ria - Vung Tau Province
- Functions and duties: Growing Cavendish tissue culture bananas.

+ Bau Non Rubber Latex Processing Factory:

- Address: Bau Lam Commune, Xuyen Moc District, Ba Ria - Vung Tau Province
- Functions and duties: Processing SVR rubber latex.

3. Information about governance model, business organization and managerial apparatus:

- Governance model includes:

+ General Meeting of Shareholders (GMS): The highest decision-making body of the company.

+ Board of Directors (BOD): Elected by the GMS, the BOD comprises 01 Chairman, 01 Vice Chairman, and 05 non-executive members, including 02 independent members; The BOD's term is 05 years, and it is responsible for implementing and monitoring the execution of GMS resolutions.

+ Audit Committee (AC): Established by the BOD to oversee the reasonableness, legality, honesty, and prudence in management, business operations, accounting, statistics, and financial reporting. The AC reviews business performance reports, periodic financial statements, and the

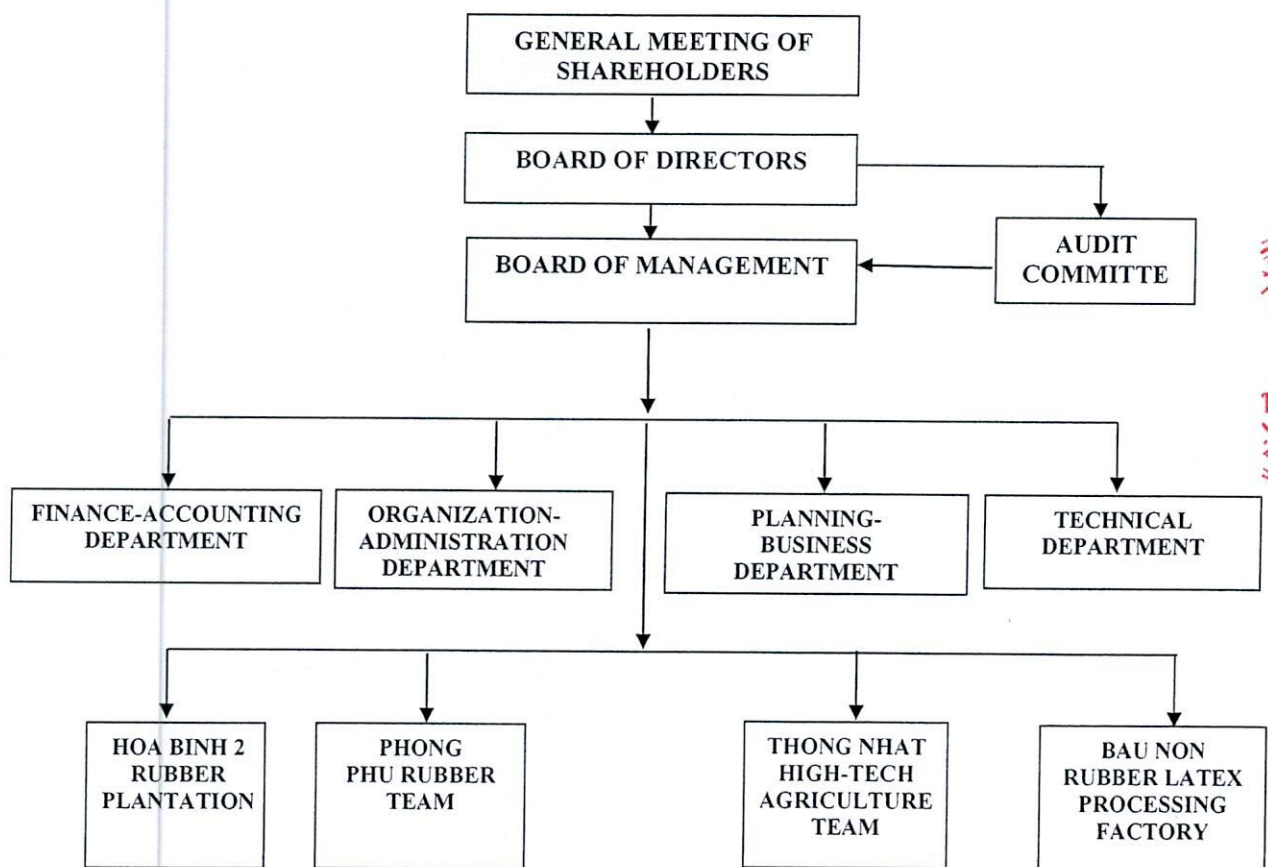
BOD's management evaluation report to the General Meeting of Shareholders at the annual meeting. The Audit Committee consists of 01 Chairman and 01 member.

+ Board of Management: The senior management body of the company, responsible for implementing BOD resolutions and subject to BOD supervision.

+ Professional Departments: Organization-Administration Department, Technical Department, Finance-Accounting Department, and Planning-Business Department: Advise the General Director in making operational and management decisions.

+ Direct production units: Hoa Binh 2 Rubber Plantation, Phong Phu Rubber Cluster, Thong Nhat High-Tech Agriculture Team, and Bau Non Rubber Latex Processing Factory.

- Management structure:



- Long-term investments: Capital contribution in Baria Serece Import-Export Agricultural and Fertilizer Service Joint Stock Company is USD 1,796,000, equivalent to VND 26,811,175,704 at the time of contribution, accounting for 12% of the charter capital of this company.

4. Development orientation.

a) Main objectives of the company:

To mobilize capital from domestic and foreign individuals and organizations, and effectively utilize capital sources for investment and business development. Maintain and develop existing

markets, invest in new business types, leverage existing advantages to expand industries, diversify products, shift the production and business structure towards increasing the proportion of high-intellectual products; Improve product quality, enhance prestige, position, and develop the company's brand to maximize profits for the company and shareholders; Continuously improve working conditions and increase income for employees; Ensure shareholder benefits; Increase local government revenue; Contribute to social security programs within the company's capacity, and other objectives as amended and supplemented by the General Meeting of Shareholders.

b) Development strategies in medium and long term:

Based on the domestic and international socio-economic situation, market forecasts, and the company's internal resources, the company's leadership has formulated the following medium and long-term development strategy:

- Focus on researching market demand, price fluctuations, etc., to formulate appropriate production and business strategies for each planning period, such as: Diversifying products, focusing on improving product quality, expanding markets, especially for rubber and agricultural products. Based on the long-term plan, the business leadership formulates a medium-term plan for each year, consistent with market fluctuations and the company's production and business capacity, especially for agricultural products, developing a production and harvest plan with 70% of products having a fixed selling price for the entire year and 30% of products sold at market prices to plan year-round production to secure profits and mitigate risks during low prices.
- Continue implementing the project to improve the quality of potential rubber tree gardens, replanting new rubber varieties with high yield, good disease resistance, and good timber reserves for planting to bring high efficiency. New rubber planting ensures timely planting, good care of the basic construction gardens, good tree growth and development, ensuring the quality of the gardens put into operation.
- Intercropping short-term crops in basic rubber plantations to generate short-term income, reduce investment costs, and enhance land use efficiency.
- Applying technical advancements in rubber industry exploitation and ensuring proper adherence to technical procedures to enhance plantation productivity.
- Continue to cooperate with the Rubber Research Institute of Vietnam, Rubber Companies in the region, and Associations to implement and apply scientific achievements and technical advances in the rubber industry and agricultural and forestry product processing industry to constantly improve productivity, quality, and efficiency; Enhance competitiveness in the period of global economic integration.
- Processing SVR rubber crumbs to meet the national standard TCVN 3769: 2016. Improve machinery and equipment for latex processing to ensure increased capacity, sign latex processing contracts to stabilize jobs and increase workers' income.
- Optimize costs, reduce product costs, and increase profits, enhance competitiveness: practice maximum cost savings to reduce product costs but do not affect product quality and workers' income to stabilize life and ensure that workers' lives are constantly improved.

- Maintain and continuously improve the ISO 9001:2015 Quality Management System and ISO 14001:2015 Environmental Management System; VietGAP Good Agricultural Practices System. Implement good rubber processing wastewater treatment.

- Besides developing rubber trees, the Company orients towards building a high-tech agricultural area to grow some plants with economic value and stable output markets such as: tissue-cultured bananas, durian, coffee... On the one hand, it implements the local agricultural development strategy, on the other hand, it increases land use efficiency and economic efficiency. Actively seek markets to stabilize output for products produced in the direction of high-tech agriculture, achieving VietGAP, Global GAP, and Organic Certification standards.

- In recent years, the Company has converted 204 ha of rubber to high-tech agriculture with the main crop being Nam My banana, which has brought positive results. Currently, the company is continuing to liquidate rubber at Phong Phu Rubber Team to switch to perennial fruit tree and perennial industrial tree production. It is expected that from now until 2027, 176 ha of rubber will be converted to high-tech agriculture, with economically effective crops such as bananas, durian, and coffee,...

- Strengthen and expand production cooperation with external partners, maximize available advantages to increase production and business efficiency, increase revenue and profit.

c) Sustainable development goals for the environment, society, community and related short-term, medium-term programs of the Company:

TRC is always aware that fulfilling corporate social responsibility not only makes the business sustainable, but also contributes to the sustainable development of society in general. In addition to paying taxes in full according to the law, TRC also has social responsibilities to the environment and the community, specifically:

- For employees: The Company always identifies labor as an invaluable resource of the enterprise. Therefore, the Company always creates a democratic, healthy, and reliable working environment, where employees are guaranteed jobs and stable income, and the full care of material and spiritual well-being is the responsibility of the Company's leaders. The Company pays special attention to maintaining and fully implementing the regimes and welfare policies for employees such as: organizing annual tours for employees and maintaining accident insurance for all employees in the company.

- For the environment: The Company always maintains and applies the ISO 14001:2015 Environmental Management System, which has helped the business perform well in environmental protection activities during operation such as: Implementing good industrial hygiene and working environment, controlling and preventing environmental pollution, minimizing harmful impacts on the environment, preventing and responding to environmental incidents... Every year, the Company organizes the identification and determination of environmental aspects to propose measures to control factors that are not beneficial to the environment. Develop environmental protection plans. Periodically monitor the environment and prepare annual environmental protection reports. The Company regularly invests in upgrading, maintaining, and servicing the rubber processing wastewater treatment system to ensure that

wastewater discharged into the environment meets QCVN 01-MT:2015/BTNMT, Column B. TRC always ensures that it is a unit that complies well with environmental protection issues.

- For society: The Company always pays attention to the task of supporting the community, aiming to bring a prominent feature of contributing to increasing and maintaining the good image of the Company, creating a positive influence for local people in particular and the whole country in general to see the responsibility to the community of Thong Nhat Rubber Joint Stock Company, thereby making TRC's brand known to many people. Some of the main community support activities in 2024 include:

+ Supporting funding for security camera equipment for the roads in Bau Lam commune; supporting funding for the construction of the People-Army Affection House, the People-Army Tet program; supporting the Funds: "Gratitude to Meritorious People", "Child Protection", "For the Poor", "Taking care of Vietnamese Heroic Mothers" and supporting some localities, charities taking care of Tet for the poor, giving gifts to women in difficult circumstances in Bau Lam commune...

+ Prioritize recruitment and training of local laborers, laborers who are children of retired employees of the company.

5. Risks:

- Market risk: The risk due to changes in the Company's interest rates is mainly related to bank deposits and when interest rates decrease, the Company's financial income decreases.

- Credit risk is the risk that a party participating in a transaction contract fails to fulfill its obligations, leading to financial losses. The Company has credit risk from business activities (receivables from customers) and financial activities (bank deposits), however:

Receivables from customers: The Company has an appropriate credit policy and regularly monitors outstanding receivables.

Cash in banks: The Company mainly maintains Cash balances at reputable banks in Vietnam. The Board of Management does not perceive any significant credit risk from these Cash accounts.

- Risk of epidemics: Although the Covid epidemic has been controlled in most countries around the world, the risk of new variants and new seasonal flu epidemics is still a potential risk to the global socio-economic situation if there are no effective preventive measures. Especially China - the Company's main consumer market for products such as: Rubber, Banana, durian. Therefore, the Company's market consumption risk is heavily dependent on the Chinese market.

- Environmental and Fire Prevention Risks: Annually, the Company identifies environmental aspects to establish control measures for adverse environmental impacts, aiming to prevent and minimize negative environmental effects, as well as fire prevention and fighting drills. However, changes in fire prevention and fighting regulations have significantly impacted the company's operations, such as excessive investment levels and regulations unsuitable for the location and area. The Company's quality and environmental policy, issued on 01/3/2021, outlines the Company's business production strategy for the 2020-2025 period, stating, "Always strive to find solutions to prevent pollution, reduce hazardous waste, and aim for harmonious and

environmentally friendly production. Protect the environment and limit adverse environmental impacts in all of the Company's activities, products, and services," towards sustainable and environmentally friendly development. The Company has developed comprehensive environmental monitoring plans, emergency response plans; environmental incident prevention and response plans; chemical safety measures; flood and storm prevention plans, fire prevention and fighting plans, etc. Environmental monitoring is carried out periodically, and annual environmental protection reports are submitted.

- Other risks:

+ Natural disasters and weather: These are among the most concerning risks, significantly impacting rubber and agricultural production. Thunderstorms, tornadoes, and storms can cause rubber and banana trees to fall, resulting in substantial damage. Adverse weather conditions, such as prolonged heavy rain or drought, can reduce yields and affect rubber and agricultural harvest productivity. Continuous rain can also lead to pest and disease outbreaks, increasing plant protection costs and impacting product quality, reducing revenue and profits. Droughts can also affect banana yields.

+ Pests on crops: Pests and diseases on crops are always a significant threat to agricultural production. Without timely plant protection measures, they can considerably impact crop yields and quality, causing substantial economic losses. Based on production experience, for some diseases that are difficult to prevent and treat, spread quickly, and cause severe damage, the Company invests in disease-resistant crop varieties to limit risks, enhance soil preparation techniques, and control pests and diseases.

+ Irrigation water sources: The company is currently expanding its high-tech agricultural production area. Therefore, in addition to weather-related risks, irrigation water sources for agricultural production also pose a risk of water shortage, especially during the dry season, requiring the thorough application of water-saving measures in irrigation. In addition to applying advanced irrigation systems, the company prioritizes selecting crop varieties with low water requirements for production expansion.

+ Global economic and political fluctuations: Changes in the US political system have impacted the global economy, particularly US-China trade relations, through tariff policies and restructuring by the US Head of State. Global economic downturns, crises, epidemics, the Russia-Ukraine war, the conflict between Israel and Palestine's Hamas armed forces, etc., affect global economic and trade activities, consumer markets, and rubber and banana prices, directly impacting the company's revenue and profits.

+ Inflation: Rising inflation can affect input cost factors such as fertilizer, electricity, and domestic water, while rubber selling prices depend heavily on the world market, especially at present; Most importantly, it affects the lives of workers because wages are calculated based on selling prices, thus potentially leading to worker abandonment, also affecting and reducing rubber output.

+ Exchange rate: Exchange rate fluctuations also significantly affect the company's product consumption prices.



+ Tax policy: Land rental calculated based on land location is unsuitable for the agricultural production sector (the agricultural sector should only be calculated based on land classification).

+ Shortage of extraction labor: Competition for labor from new industrial zones in the area has caused rubber tapping laborers to shift jobs, leading to a shortage of harvesting labor, affecting productivity and latex output. Although the company has established wages and bonuses equal to or higher than those of other units in the same industry in the area, and issued many welfare and preferential policies to attract, recruit, and retain employees, there is still a shortage of harvesting labor.

II. Operations in 2024.

1. Situation of production and business operations.

- Results of business operations in 2024:

No.	Indicators	Unit	Plan 2024	Actual 2024	Percentage of 2024 Actual compared to Plan (%)	Actual 2023	Percentage of Actual 2024/ Actual 2023 (%)
1	Total revenue	Million VND	165,000	172,693.2	104.6	160,043	107.9
2	Earnings Before Interest and Taxes	Million VND	38,000	46,320.6	121.9	37,160	124.6
3	Profit after tax	Million VND	33,000	40,409.6	122.4	32,838	123.0
4	Budget contribution	Million VND	16,200	20,741.5	128.0	20,385.2	101.7
5	Exploited rubber output (dry equivalent)	Tons	1,870	1,813	97.0	1,839.6	98.6
6	Harvested and consumed banana output	Tons	6,500	7,435	114.4	3,627.8	204.9

2. Organization and Human resource

- List of the Board of Management:

+ **Mr. NGUYEN HUU MANH NHUONG:**

- Position: Chairman of the Board of Directors.

- Gender: Male.
- Date of Birth: 10/11/1966.
- Place of Birth: Vung Tau.
- Hometown: Quang Tri.
- Permanent address: 282 Le Hong Phong, Ward 4, Vung Tau City, Ba Ria - Vung Tau Province
- Educational Level: 12/12.
- Qualification: Master of Business Administration, Lawyer.
- Percentage of voting shares held: 9,818,700 shares, of which:
Representative of Ba Ria – Vung Tau Provincial People's Committee owns: 9,817,500 shares, accounting for 51% of charter capital.
Personal ownership: 1,200 shares, accounting for 0.006% of charter capital.

+ Mr. NGUYEN NHAT THANH LAM:

- Position: Vice Chairman of the Board of Directors cum General Director.
- Gender: Male.
- Date of Birth: 02/01/1977.
- Place of birth: Khanh Hoa
- Hometown: Phu Yen.
- Permanent Address: Civil group/Cluster 1, Residential Area 7, Phuoc Hung Ward, Ba Ria City, Ba Ria – Vung Tau Province.
- Educational Level: 12/12.
- Qualification: Bachelor of Finance - Banking.
- Percentage of voting shares held: None.

+ Mr. DINH TAN THONG TIN:

- Position: In charge of Finance - Accounting, Chief Accountant.
- Gender: Male.
- Date of Birth: October 10, 1985.
- Place of birth: Quang Ngai
- Permanent Address: Tay Hamlet, Hoa Long Commune, Ba Ria City, Ba Ria - Vung Tau Province.
- Educational Level: 12/12.
- Qualification: Bachelor of Economics.
- Percentage of voting shares held: None.

- Changes in the Board of Management: During the year, Mr. Dinh Tan Thong Tin, Deputy Head of the Finance - Accounting Department, was temporarily appointed as Acting Head of the Finance - Accounting Department and Chief Accountant, replacing Mr. Tran Huu Tri.

- Number of staffs: The total number of employees present in the company as of 31/12/2024 was 275 people, of which the average number of employees during the year was 294 people.

3. Investment activities, project implementation.

a) Major investments:

- Investment in new rubber planting and basic construction rubber care: VND 3,297.0 million;
- Other investments: VND 2,725.9 million.

b) Subsidiaries, associated companies: (Summarizing the operations and financial situation of the subsidiaries, associated companies).

The company inherits a capital contribution to Baria Joint Stock Company Of Services For Import Export Of Agro-Forestry Products And Fertilizers(Baria – Serece's) of 1,796,000 USD. Baria – Serece's main activities are building and operating a port on the Thi Vai River to serve the import and export of fertilizers, agricultural and forestry products, and other goods; and operating bonded warehouses at Phu My port to receive and store agricultural products, fertilizers, animal feed, etc.

Baria-Serece's production-business performance results in the last 3 years:

+ Year 2022: Corporate Profit after tax: 205.37 billion VND.

+ Year 2023: Corporate Profit after tax: 191.88 billion VND.

+ Year 2024: Corporate Profit after tax: 201.53 billion VND.

From 2022 to 2025, Baria-Serece will invest in upgrading and expanding the port's scale to adapt to current and future service demands. The expected investment cost is 48 million USD, funded by retained earnings and bank loans. Therefore, dividends distributed from 2022-2025 will decrease from 40% to 60%.

4. Financial situation

a) Financial situation

Indicator	Unit	Year 2023	Year 2024	% increase/decrease
Total asset	Million VND	366,729	373,344	1.8
Net revenue	Million VND	129,523	143,178	10.54
Operating profit	Million VND	32,423	34,934	7.74
Other profit	Million VND	4,738	11,387	140.3
Profit before tax	Million VND	37,160	46,321	24.65
Profit after tax	Million VND	32,838	40,409	23.05

b) Major financial indicators:

Indicator	Year 2023	Year 2024	Note
1. Solvency ratio			
+ Current Ratio: Short term Asset/Short term debt	5.92	6.5	
+ Quick Ratio:	4.68	4.96	

Indicator	Year 2023	Year 2024	Note
<u>Short term Asset - Inventories</u> Short term Debt			
2. Capital Ratios			
+ Debt/Total assets ratio	9.3	8.75	
+ Debt/Owner's Equity ratio	10.3	9.5	
3. Operation capability Ratio			
+ Inventory turnover: Cost of goods sold/Average inventory	2.28	2.03	
+ Total asset turnover: Net revenue/Average Total Assets	35.3%	38.3%	
4. Profitability			
+ profit after tax/Net revenue Ratio	25.4%	28.2%	
+ profit after tax/total capital Ratio	11%	11.87%	
+ profit after tax/Total assets Ratio	9%	10.82%	
+ Profit from business activities/Net revenue Ratio	25%	24.39%	

5. Shareholder structure, changes in owner's investment capital

a) Shares: Total outstanding common shares as of 31/12/2024 are 19,250,000 shares.

b) Shareholder structure (Record date 26/9/2024):

- State shareholders: 9,817,500 shares, ownership ratio of 51% charter capital.
- Major shareholders: 6,290,888 shares, ownership ratio of 32.68% charter capital.
- + Domestic: 6,290,888 shares, ownership ratio of 32.68% charter capital.
- + Foreign: None.
- Other shareholders: 3,141,612 shares, ownership ratio of 16.32% charter capital:
- + Domestic: 3,034,420 shares, ownership ratio of 15.76% charter capital.
 - institutional: 1,024,510 shares.
 - individual: 2,009,910 shares.
- + Foreign: 107,192 shares, ownership ratio of 0.56% charter capital.
 - institutional: 51,880 shares.
 - individual: 55,312 shares.

c) Changes in owner's investment capital: None

d) Treasury stock transactions: None

e) Other securities: None.

6. Environment-Social-Governance (ESG) Report of the Company

6.1. Environmental impact:

Total direct and indirect GHG emission: Negligible.

Measures and initiatives to reduce GHG emission: None.

6.2. Raw material management:

Total amount of raw materials used to produce and package the organization's main products and services during the year:

No.	Type of raw material	Quantity used in 2024(Kg)	Note
1	Raw latex (dry equivalent)	3,488,759	
2	Chemicals for latex exploitation, processing, and preliminary banana processing	106,006	
3	Various supplies used for production and packaging of rubber, banana products	75,500	Excluding supplies for rubber tapping equipment (rings, cups, spouts)
4	Various fertilizers used for planting, caring, and harvesting rubber and bananas	2,238,958	
5	Various plant protection products used in rubber and banana gardens	40,550	

The percentage of materials recycled to produce products and services of the organization:

+ Rubber tree garden equipment (rings, cups, troughs) reused: from 65%-80%.

6.3. Energy consumption:

a) Energy consumption - directly and indirectly:

+ DO oil: Used for drying SVR rubber crumb, running generators, forklifts and tractors..., average annual usage is about 117,750 lit;

+ Gasoline used for transportation and production: 9,949 lit

+ Electricity used in high-tech agricultural production, wastewater treatment, lighting, office equipment, water pumps...average annual usage is about 1,892,588 Kw.

b) Energy savings through initiatives of efficiently using energy: In 2024, the Company invested in solar power systems at the Company's office and Hoa Binh 2 Rubber Plantation to save electricity.

c) The report on energy saving initiatives: No.

6.4. Water Consumption: (water consumption of business activities in the year)

a) Water supply and amount of water used:

- Water supply: The company contracts with the Irrigation Works Exploitation Center to supply water for agricultural production activities, well water for rubber processing activities, and tap water for daily life.
- Water usage: 761,949 m³ (including 41,186 m³ of well water, 720,000 m³ of water from the Irrigation Reservoir, and 763 m³ of tap water).
- b) Percentage and total volume of water recycled and reused: 2%.

6.5. Compliance with the law on environmental protection:

- a) Number of times the company is fined for failing to comply with laws and regulations on environment: None.
- b) The total amount to be fined for failing to comply with laws and regulations on the environment: None.

6.6. Policies related to employees:

a) Number of employees, average salary for employees:

- The total number of employees of the company as of 31/12/2024 is: 287 people.
- Average number of employees during the year: 294 people.
- Average income of employees: VND 11,500,000 /person/month, of which: average salary is VND 10,600,000 /person/month.

b) Labor policies to ensure health, safety and welfare of workers:

- The company's working regime always ensures compliance with the regulations of the Labor Code;
- Leave of absence, Holidays, Tet: The company's employees are entitled to leave; holidays and Tet as prescribed by the Labor Code. However, due to the specific nature of the natural rubber industry, during the temporary suspension of exploitation due to rubber trees shedding leaves, the Company arranges for employees to take leave of absence.
- Sick leave, maternity leave: During sick leave and maternity leave, employees will receive salaries paid by the Social Insurance Fund according to regulations.
- Employees with children under 06 years old are also entitled to a childcare allowance of VND 100,000 /child/month.
- Every year, the Company organizes for all employees to have vacations domestically or internationally.
- Organize periodic health check-ups during the year for employees to ensure their health care.



- Fully and timely equip employees with labor protection gear. Periodically organize training on Occupational Safety and Hygiene, and Chemical Safety for employees.
- Hazardous allowances for employees in cash and in kind such as: sugar, milk...
- Salary policy: The company's salary system is built on the principle of fairness based on a comprehensive assessment of responsibilities, qualifications, capacity, experience, seniority, and mainly based on work efficiency.
- Bonus policy: The company has a public and transparent bonus policy for employees to encourage them to contribute to the company's development;
- Apply unexpected rewards for good examples in the movement: Promoting initiatives, technical improvements; Rewards for individuals and Clusters who complete their tasks with high performance monthly and annually, exceeding target bonuses, summarizing emulation movements in production labor, rewarding employees who achieve achievements in competitions... In addition, there are also early salary increases for employees who achieve high achievements in the Golden Hand Rubber Harvesting Competition organized by Vietnam Rubber Group.
- Welfare Policy: The company prioritizes welfare policy implementation, having revised, supplemented, and reissued its policy under Decision No. 563/QĐ-CSTN dated 06/12/2018, which specifies employee benefits. This welfare policy has been maintained in recent years and will continue in the coming years.

c) Employee Training Activities:

- The company emphasizes training and development of human resources. Regularly organizes training courses for employees to improve latex tapping skills, cultivate technical expertise in high-tech agricultural production, and organize study tours to gain production experience domestically and internationally to achieve quality objectives and contribute to the company's strategic goals in the medium and long term. Occupational safety and health, and chemical safety training are conducted every two years.
- Maintaining the organization of conferences and specialized seminars in the company's operating fields provides valuable opportunities for leaders, officials, and employees to approach new issues to improve and innovate production management methods and create a highly effective business environment.

6.7. Report on responsibility for local community.

- In 2024, alongside business development, the company consistently demonstrates social responsibility towards the environment, community, and employees, aiming for sustainable development.
- The company consistently applies the ISO 14001:2015 Environmental Management System. Effective implementation of this system has enabled the company to control industrial hygiene, the working environment, chemical management, environmental incident response, fire prevention, food safety, and wastewater and emissions treatment to meet standards. Annually, the company identifies significant environmental aspects and implements measures to mitigate adverse environmental impacts, and TRC consistently ensures compliance with environmental protection regulations.
- The company's key objectives are: Enhancing the company's prestige, position, and brand development to maximize profits for the company and shareholders; Continuously improving living standards, working conditions, and income for employees; Ensuring shareholder benefits and increasing local government tax revenue; Contributing to social welfare programs within the company's capacity. Alongside enhancing business efficiency, the company prioritizes community support, aiming to enhance and maintain its positive image, demonstrating its community responsibility to local and national communities, thereby increasing TRC's brand recognition. Key community support activities include:
 - + Encouraging employee contributions to social funds such as the "Gratitude Fund," "Fund for the Poor," "Child Protection Fund," "Fund for Heroic Vietnamese Mothers"; supporting charities, associations for the blind, political prisoners, Agent Orange victims, orphanages for disabled children, and local communities in caring for the poor during the Lunar New Year.
 - + Supported funding for the construction of Gratitude Houses for the People and Army; supported funding for Lunar New Year gifts for the People and Army for the poor; supported funding for security cameras on rural roads.
 - + Prioritized recruitment and training of local laborers, especially children of rubber workers in the Company, to work at the Company.

III. Reports and assessments of the Board of Management:

1. Assessment of operating results:

1.1. Regarding production:

- a) Exploitation:
 - Exploited rubber area: 1,232.74 ha, including:

- + Hoa Binh 2 Rubber Plantation: 1,147.77 ha.
- + Phong Phu rubber team: 84.97 ha.
- Actual output: 1,813.01 tons, reaching 97% of the plan (1,870 tons), including:
 - + Hoa Binh 2 Rubber Plantation: 1,633.29 tons, reaching 93.33% of the plan.
 - + Phong Phu Rubber Team: 122.92 tons, reaching 96.03% of the plan.
 - + Contract tapping: 56.80 tons.
- Average yield: 1.47 tons/ha.
- b) Processing, purchasing, and rubber latex outsourcing:

Processing, purchasing, and outsourcing in 2024: 5,038.4 tons, reaching 97% of the annual plan (5,195 tons).

Including:

 - Company's SVR latex: 1,627.80 tons.
 - Outsourced SVR latex: 3,410.6 tons.
- c) High-tech agricultural production:
 - Area: 204.0 ha, including: 174.67 ha of banana and 29.33 ha of durians.
 - Harvested and consumed banana output: 7,435.4 tons, reaching 114.4% of the plan (6,500 tons).
- d) Cassava planting cooperation:
 - Cassava harvested area in 2024: 216.37 ha, including: Intercropping area is 146.83 ha, monoculture area is 69.54 ha.
- e) Capital construction rubber plantation care:
 - Cared for 227.88 ha of capital construction rubber plantations (Phong Phu Rubber Team 20.42 ha and Hoa Binh 2 Rubber Farm: 207.46 ha).

1.2. Business results:

The plan assigned to the Company by the General Meeting of Shareholders in 2024, specifically:

- Total revenue: VND 165.0 billion.
- Total Profit before tax: VND 38.0 billion.
- Profit after tax: VND 33.0 billion.
- Budget contribution: VND 16.2 billion.

By the end of 2024, the Company had achieved the following:

- Total revenue reached 104.66% of the plan and 107.9% compared to the previous year; Profit before tax reached 121.9% of the plan and 124.65% compared to the previous year; Profit after tax reached 122.4% of the plan, equal to 20.9% of charter capital and 11.87% of owner's equity.

1.3 Progress achieved by the company:

+ Regarding taking care of employees' lives: In 2024, despite the difficult production and business situation due to the sharp decline in the banana market in the first quarter, whirlwinds, crop diseases causing much damage,... the Company has applied many solutions such as: Maintaining good implementation of wage rates, welfare policies, organizing tours, vacations, and healthcare for employees to attract and retain employees; arranging appropriate tapping regimes to exploit output well, increase productivity, and raise income for employees. Signing latex outsourcing contracts creates more jobs and stable income for latex processing workers. This has had a positive impact on the spirit of production labor, employees actively responding to production emulation campaigns, contributing to exceeding the 2024 output target; Intercropping contract for short-term crops on basic construction rubber plantations to save weeding costs and enhance land use efficiency; Expanding the area of high-tech agricultural production to create more jobs for employees; Practicing thrift, cutting management costs to stabilize product wage rates and maintain the 13th-month salary bonus, ensuring income and life for employees. Salaries and bonuses for employees are higher than the previous year and higher than those of other units in the same industry in the area. At the same time, the Company maintains full implementation of welfare policies for employees such as: Giving cash gifts on special occasions (International Labor Day, National Day, New Year's Day, Company Establishment Day...); Regular health care for employees; Visiting employees and relatives who are sick or have accidents; Visiting and giving gifts to retired employees on holidays, Tet, and the company's establishment day; Coordinating with the grassroots Trade Union to organize direct dialogues with employees. At the dialogues, the Company's leadership always listens to the thoughts, aspirations, proposals, and recommendations of employees, promptly resolving difficulties and obstacles. In addition, the Company's leadership also regularly visits and encourages employees. Organizing many emulation movements for production labor, good labor - creative labor, the movement "practice skills to compete for skilled latex tappers". Monthly, the Company organizes commendation and rewards for groups and individual employees who have achieved excellent results in the production emulation movement.

-Regarding organization and management:

+ Coordinated with the Trade Union, Youth Union, and Military Command to launch emulation movements such as: Excellent Labor Emulation, Creative Labor Emulation with monthly preliminary summaries, Determined-to-Win Emulation, Skills Training and Excellent Worker Competition, 100Day Sprint Emulation to exceed the 2024 production plan, and timely



encouragement and reward for employees' morale. In 2024, 03 employees of Hoa Binh 2 Rubber Plantation achieved high prizes at the 2024 Golden Hands Latex Harvesting Competition organized by the Vietnam Rubber Group, including 01 Excellent Worker who won second prize. This is a very proud achievement, an honor not only for the individual employees but also for the entire company.

+ From the beginning of the year, recruitment and skills training for harvesting workers were organized. Thanks to the effective implementation of labor recruitment, in 2024, the labor force basically met the harvesting needs, without much shortage as in previous years. The successful implementation of labor recruitment contributed to the completion of the 2024 latex harvesting output plan.

+ Effectively implemented inspection and protection work, especially in protecting harvested latex products.

- Regarding salary and wage mechanisms, and welfare policies:

+ Continue applying the household contract mechanism for the care of basic construction rubber plantations and harvested plantations to address labor shortages, ensure timely and synchronized execution, and maintain quality.

+ Maintained monthly rewards for excellent collectives and individuals to encourage and motivate employees.

+ Fully implemented welfare policies for employees, ensuring mid-shift meals so that employees have enough health and peace of mind to work.

- Regarding the application of techniques in rubber tree gardens and latex processing.

Measures implemented in rubber tree gardens aimed at good tree care, increasing productivity and output, overcoming the shortage of latex harvesting labor, and saving costs, such as:

+ Organizing the early equipping of all latex collection covers has significantly contributed to collecting latex on rainy days, helping to increase the productivity and yield of the trees.

+ Washing and reusing collection cup covers saves the cost of new equipment.

+ Shortening the tapping and resting time but still ensuring the number of tapping cuts, helps to prolong the number of latex harvesting days, contributing to increased latex output. Changing the tapping regime and intensity to suit the labor shortage situation.

+ Timely opening of additional tapping for gardens that meet the exploitation standards.

+ Care of harvested plantations and basic construction rubber plantations: Maintaining good care, fertilization, and plant protection for the gardens, ensuring proper and sufficient fertilization

according to the recommendations of the Vietnam Rubber Research Institute, increasing organic fertilizers for long-term care for sustainable tree development and soil improvement. Continue mechanization in the care of basic construction rubber plantations and harvesting.

- + Enhance special care and supplement fertilizers for underdeveloped basic construction rubber plantations to promote tree growth.

- + Implemented solutions to monitor and closely follow the leaf fall situation in the gardens, spraying to prevent and treat powdery mildew; not spraying rubber varieties that are less susceptible to disease, and gardens with early leaf emergence that are not affected by the disease, both saving costs and ensuring the effectiveness of powdery mildew prevention and treatment.

- For the field of high-tech agricultural production:

- + Apply technical measures in production to increase productivity, quality, and cost savings, such as: Continuing trials of plant protection chemicals, monitoring their effectiveness to select safe, efficient, and cost-effective options; Applying lime to raise soil pH to a suitable level for banana plants, helping banana plants absorb nutrients better; Using Plycam to spray uniformly over large areas, helping to manage disease prevention and treatment promptly and synchronously, while saving costs compared to manual spraying; Monitoring rainfall to regulate irrigation and scheduling irrigation times, avoiding peak hours to reduce electricity costs; Using disease-resistant varieties instead of conventional varieties to prevent Panama disease to limit production risks; Covering durian mounds with thick straw to limit weeds, retain moisture for durian trees, and save weeding costs.

- + Invest in a cable bracing system against falls, pulleys, and preliminary processing and packaging houses to serve banana care and harvesting.

- + Proactively reserve saplings, display bunches on counters, and manage harvest timing to coincide with high banana prices, ensuring that productivity brings significant revenue and profits.

- + Care for banana gardens that meet quality standards to sell young orchards to lock in profits and avoid market and natural disaster risks.

- + Continue to apply the care work contract mechanism and bonus exceeding output to link employee responsibility with the productivity and quality of the products produced.

- + Control banana production investment costs well, apply labor contracts based on harvested products to link employee responsibility with the quality of the products produced, reduce product costs, enhance competitiveness, and bring certain economic efficiency.

+ Continue to maintain VietGap certification for banana production, propose to issue additional planting area codes and packaging facility codes, ensure product origin, and create favorable conditions for the company's banana products to meet export requirements to the Chinese market.

-Regarding commercial and financial work.

+ Continue latex processing contracts, renovate factories and latex processing equipment to increase capacity, create more jobs, and increase income for workers.

+ Sign contracts to sell banana plants along with selling banana fruit products to diversify products, lock in profits, ensure investment efficiency, and limit risks.

+ Implement good inventory risk management, monitor the supply market for raw materials, fertilizers, and plant protection products... just enough and in time to serve production without capital being tied up.

+ Reduce management costs; manage cash flow and debts well; invest reasonably, so the company's financial situation is healthy.

2. Financial Situation.

a) Asset:

- Total assets as of 31/12/2024 are VND 373,343,859,838, an increase of 1.8% compared to 2023;

Including:

+ Short-term assets VND 213,408,648,525, accounting for 57.1% of total assets; in which cash and cash equivalents account for 7.05% of short-term assets and increased by 1.8% compared to 2023, the reason is that the inventory in 2024 increased compared to 2023.

+ Long-term assets VND 159,935,211,313, accounting for 42.8% of total assets and decreasing by 2.57% compared to 2023. The main reason is the reclassification of assets (from short-term financial investments to long-term financial investments).

b) Liability:

End-of-period liabilities are VND 32,681,076,159 a decrease of VND 1,513,881,137 compared to the beginning of the period, corresponding to a decrease of 4.42%. The company's liabilities are mainly prepaid expenses, salaries payable to employees, reward and welfare funds, etc. The company has no overdue debts.

3. Improvements in organizational structure, policies, and management.

- Aiming towards a streamlined organizational structure, efficient operation, and maximizing the capacity of each cadre, worker, and laborer. In 2024, the company will continue to implement the following measures:

- Reorganize labor, allocate tree sections, and tapping shifts to increase productivity and raise wage rates for workers to encourage increased latex production. Implement fixed tapping tree allocation for workers to link their responsibility with adherence to technical exploitation requirements for long-term preservation of the plantation.
- Implement work contracts and mechanization for new planting and maintenance of rubber tree plantations under construction to reduce investment costs.
- For exploited plantation areas lacking labor and low-yield areas where workers do not tap, the Company will contract out latex tapping to maximize product collection. In 2024, there will be no abandoned exploited plantation areas, thereby contributing to increased latex output.
- For high-tech agricultural production: continue to implement quotas and care contracts based on controlled harvested products and mechanization for new planting and banana plantation maintenance to link worker responsibility with product quality, save costs, increase labor productivity, and enhance economic efficiency.
- Continue implementing the grassroots democracy regulations. In 2024, the Company will organize direct dialogues at the workplace to listen to the voices of workers, promptly grasp their thoughts, aspirations, difficulties, and obstacles, thereby making appropriate management decisions and policies, maximizing grassroots democracy.

4. Development plans in future:

- Provide good care and management for the rubber tree plantation area, ensuring effective product protection and exploitation; Maintain the rubber tree plantation under construction, ensuring an average yield of 1.4 tons/ha or more. SVR3L products meet TCVN 3769:2016 standards. Workers' income within the company will be increasingly stabilized and improved compared to the previous year through the plantation renovation and care project.
- Continue signing latex processing contracts, increasing machinery capacity, and implementing processing plans to create more jobs and increase workers' income.
- Continue reusing water in latex processing to reduce water usage and wastewater, saving water resources and costs.
- Continue converting inefficient rubber plantation plots and areas lacking latex tapping labor to high-tech agricultural production with suitable crops. Intercrop certain plants in the rubber tree plantation under construction, applying a short-term/long-term model to create jobs, increase revenue and profits, and enhance land use efficiency.



- High-tech agricultural investment: Take advantage of soil, water resources, and climate to focus on expanding the production of export-value fruit and industrial crops such as bananas, durian, and coffee. Focus on caring for banana plantations that meet standards and quality, timing harvests, and thinning trees so that the fruit falls during times of market scarcity and high prices for sale. Simultaneously, focus on caring for plantations that meet standards for selling young trees, securing profits, ensuring investment efficiency, and avoiding risks. Strengthen surveys, penetrate new markets, and connect trade to find and exploit potential markets for stable consumption, thereby expanding production of more valuable fruit products, diversifying products for greater efficiency.
- Apply banana cultivation and care techniques to penetrate demanding markets such as South Korea and Japan, to diversify markets, increase competitiveness, and increase revenue and profits.
- Continue to build the Thong Nhat Banana brand and trademark based on VietGAP good agricultural practice systems, and certified and coded growing area codes and packaging facility codes. The company continues to maintain and improve the VietGAP system, affirming the brand and trademark of bananas produced by the company, meeting standards, and creating trust with customers to target the Asian market and domestic retail channels.
- Implement the plan to liquidate the rubber plantation to convert crops on an area of 176 hectares that has been approved by the Provincial People's Committee for conversion to fruit trees and perennial industrial crops.
- Continue to research, draw experience, and propose solutions and measures to reduce costs such as electricity, irrigation water, labor, materials, and plant protection drugs to lower product costs, improve competitiveness, and bring better profits.
- Continue mechanization to reduce labor and apply drones for large-scale spraying to reduce costs.
- Apply science and technology to agricultural production, mechanization, and automation to save costs, increase labor productivity, and reduce the pressure of labor shortages. Manual labor-intensive stages should implement a quota mechanism and work contracts to ensure efficiency.
- Strengthen the testing of fertilizers, prioritize the use of effective bio-fertilizers to improve economic efficiency and environmental friendliness. Utilize by-products such as discarded bananas to compost fertilizer for crops to save costs.

- Focus on pest management in the field to save plant protection costs. Monitor the effectiveness of plant protection products to select the most effective product for each type of pest and disease, ensuring safety for users and the environment.
- Implement digital transformation in management work according to the Resolution of the Company's Party Committee.
- Manage and prevent the loss of capital and assets. Ensure that money invested in business activities generates profits and thereby increases shareholder value.
- Develop a reasonable salary and bonus plan, strengthen incentive and remuneration policies to attract latex tapping labor. Strengthen the recruitment of young workers who meet the requirements of qualifications, capacity, and ethics, and create all conditions for young people to participate in grassroots management positions to gradually replace retired workers in the future.
- Continue to build a corporate culture at the Company.

5. Explanation of the Board of Management for auditor's opinions: None.

6. Assessment Report related to environmental and social responsibilities of the Company:

a. Assessment concerning the environmental indicators:

In 2024, the Company always fulfilled its responsibility for environmental protection in production and business activities. Specifically, it fully complied with legal requirements on environmental protection, such as exploiting water within permitted limits and fully complying with regulations in the Groundwater Exploitation Permit. The Company monitored and reported environmental monitoring periodically, and the monitored parameters of groundwater, wastewater, and exhaust gas were all within the permissible limits of Vietnamese standards. The Company was granted an Environmental Permit for the Bau Non Rubber Processing Plant. The Company fully declared and paid water resource tax and environmental protection fees for wastewater. Annually, the Company prepares an Environmental Protection Report. Energy consumption in 2024 was within the planned level. With the motto "production development must go hand in hand with environmental protection" towards the goal of sustainable development, in 2024, the Company always performed well in environmental protection work, and during its operation, there were no complaints from the community related to the environment.

b. Assessment concerning the labor issue:

- Labor fluctuation situation in 2024 (As of 31/12/2024):

- + Total number of employees who left the Company: 55 employees.
- + Newly recruited employees in 2024: 61 employees.



In 2024, the situation of latex tapping labor in the Phong Phu Rubber Team area was stable due to the very small remaining area of exploited gardens and the upcoming plan to continue liquidation and crop conversion, resulting in low demand for tapping labor. The Hoa Binh 2 Rubber Plantation area has a large area of newly opened rubber gardens, increasing the demand for tapping labor. At the same time, tapping labor in this area frequently fluctuates due to labor competition from neighboring companies and smallholdings. However, in 2024, thanks to good recruitment work from the beginning of the year and maintaining good welfare policies, salary, bonus, vacation, and hazardous allowance regimes, etc., the labor force basically met the exploitation needs of 2024. Some areas with poor gardens, low yields, and near-liquidation gardens, the company contracted out tapping to maximize output. Thanks to good labor recruitment and the application of contract tapping measures, in 2024, no exploited garden area was left vacant, thereby significantly increasing latex output.

c. Assessment concerning the corporate responsibility for the local community:

In the past year, the Company has performed very well its responsibilities to the community, such as: Encouraging employees to actively contribute to funds launched by the Provincial Fatherland Front, the Provincial Labor Confederation, and the Provincial Department of Labor - Invalids and Social Affairs, such as: Fund for the Poor, Child Protection Fund, Supporting Vietnamese Heroic Mothers. Encouraging employees to actively participate in blood donation, supporting compatriots in Northern Vietnam affected by storm number 3, supporting social charities and localities taking care of the poor during Tet in the province, supporting the construction of the People-Army Solidarity House, supporting the People-Army Tet program, supporting the funding of security cameras on the roads launched by Bau Lam commune, etc. In addition, the company also creates jobs, salaries, and stable income for nearly 450 local workers and coordinates well with local police and military forces in maintaining political security, social order, and safety in the production area.

IV. Assessments of the Board of Directors on the Company's operation:

1. Assessment of the Board of Directors on the Company's activities, including assessment related to environmental and social responsibility.

In 2024, the rubber and banana market had many advantages. From March to December 2024, rubber prices continuously increased, banana prices in the second and third quarters increased and maintained well, and in the fourth quarter, banana prices decreased sharply. However, the company took advantage of signing long-term banana sales contracts until 2025. Recruitment of tapping labor in the Hoa Binh 2 Rubber Plantation area was focused on, so despite the labor shortage during the year, it basically met the latex tapping needs. Besides the advantages, the

Company also faced some difficulties such as: Banana prices fell deeply in the first quarter, coinciding with the peak harvest time, unfavorable weather, excessively high temperatures in the dry season and heavy rain at night in the rainy season, reducing banana yield and quality and latex output loss, whirlwinds and thunderstorms causing rubber and banana trees to fall; Panama disease on banana trees causing damage; profit sharing from Baria Serece Port decreased by 25.74% compared to 2023... From within the difficulties, the Company's Board of Directors has been flexible and proactive in seeking opportunities, proposing correct policies and drastic solutions to lead and direct the General Director to overcome all difficulties and challenges, successfully completing the planned targets set by the 2024 Annual General Meeting of Shareholders, such as: expanding the area of high-tech agricultural production, accelerating the progress of applying for crop conversion; taking advantage of the price to sign long-term product sales contracts to bring stable revenue and profits, focusing on good labor recruitment to serve latex tapping, signing latex processing contracts to increase capacity, creating jobs for workers, contracting out tapping in areas with labor shortages to maximize output, strengthening the practice of thrift and combating waste, etc., which have brought certain revenue and profit sources. The Board of Directors always cares about the material and spiritual life of employees, creates jobs and stable income, maintains full welfare policies for employees, encourages employees to enthusiastically emulate labor production, contributing to the successful implementation of the targets and tasks set by the General Meeting of Shareholders, and maintains political security, social order, and safety in the area. In addition, the Company always pays attention to fulfilling its responsibilities to the community and society, actively supporting the province's social security programs, and implementing good environmental protection in the production process.

2. Assessment of Board of Directors on Board of Management's performance:

- In the past year, the Board of Management has always been proactive and flexible in implementing the Resolutions and Decisions of the Board of Directors, achieving good results.
- The General Director has proactively and sensitively proposed many solutions to remove difficulties in production management, decisively in operating production-business, always searching for and grasping opportunities in a timely manner to sign cooperation and product consumption contracts, contributing to increased revenue and profit. The General Director and the Board of Management always stay close to the grassroots level, grasping the market situation to adapt promptly, directing the company's production-business activities to achieve high efficiency.
- Fully, accurately, and timely report and disclose information to regulatory agencies, shareholders, and investors as prescribed by law.

3. Plans and orientations of the Board of Directors:

a) Regarding finance:

- Minimize overdue trade receivables to the lowest possible level..
- Do not invest in inefficient or ineffective projects that are not feasible due to a lack of scientific surveys on raw materials, consumer markets, soil, climate, and legal policies.
- Use financial leverage at the right time and effectively.

- Minimize inefficient transactions and production-business activities that may cause loss of company capital.
- Use the company's development investment fund to buy back treasury shares at the right time to protect the value of shareholders' assets.

b) Corporate governance:

- Continue to implement the internal governance regulations, the system of decentralization and authorization in management and administration of activities to increase individual responsibility while promoting creative capacity to serve the organization.
- Clearly define and thoroughly understand the roles and responsibilities of the Board of Directors, shareholders, and the Board of Management so that the decision-making process of each level is scientific, effective, and serves the long-term development goals of the company, without overlapping or interfering too deeply in each other's functions and tasks. This delineation will be more clearly reflected through amendments to the charter, application of internal governance regulations, decentralization and authorization in investment, personnel, and financial decisions.
- Create a favorable environment for inspection and supervision to be effective, helping owners and all levels of management to follow the right path of company development.
- Promote grassroots democracy, enhance transparency in management and administration.

c) Human resources:

- Improve the quality of the management team and skilled workers through new recruitment, fostering, professional training, and annual skills training. Launch the movement "Practice skills, compete for skilled workers" to find skilled workers, commend and replicate advanced examples in production labor, creating a team of highly skilled workers.
- Organize training and development of new techniques, specialized techniques in planting, caring, harvesting, preliminary processing, and packaging of banana and durian products to improve knowledge, professional qualifications, and skills for the technical staff to produce products that meet export standards to demanding markets.
- Develop a personnel recruitment plan with appropriate treatment policies, salary and bonus regimes, and working environment to attract and retain employees to develop the personnel scale to meet labor needs in the coming time. Develop human resources policies to achieve the goal of encouraging on a wide scale, clearly, transparently, and with standards.

d) Risk management:

- Identifying risks that can cause capital loss for the company from investment activities, therefore, the Company always closely monitors investment activities through open bidding or selecting financial leasing methods;
- Setting up provisions for incurred business debts;
- Implementing term contracts when adverse market fluctuations occur;
- Ready to cooperate with consulting and risk management organizations with high expertise and experience;
- Purchasing fire and explosion insurance;
- Annually developing a risk management plan for inventory and purchased products, ensuring efficient use of production-business investment capital.
- Annually, the Company organizes the identification of the organizational context, forecasting risks, opportunities, and processes that affect the entire production and business management system of the Company, to proactively propose risk prevention measures and seek development opportunities. Especially common risks such as: weather, epidemics, market, labor shortages....

e) Information technology:

- Applying modern management methods such as using management software for gardens, land, human resources, accounting, etc.
- Equipping modern facilities to serve management work with information technology, aiming to implement the digital transformation plan for production-business management activities.
- Implementing the digital transformation plan in the company's management and administration activities.

f) Organizational model:

The organizational model restructuring will be implemented based on the following principles:

- Clearly defining functions and tasks and fully expressing them in the company's processes and regulations;
- Marketing, sales, and product distribution activities are decentralized by expertise and by region, but risk management and operational processing activities are gradually centralized in accordance with the actual management and personnel level. The mechanism will achieve flexibility and responsiveness in business but also enhance risk management for the entire system.
- Specializing the work of the department according to the functions and tasks stated in the authorization regulations;

g) Regarding production-business:

- To diversify the use value of rubber trees, the Company selects rubber varieties with advantages such as: large trees, high latex yield, suitable for climate and soil conditions, resistant to wind, storms, drought, pests, and diseases for replanting in the coming years.
- Focusing on organizing good care for the basic construction rubber plantations to shorten the care time and put them into operation, reduce investment costs; improve the quality of exploited plantations, and intensify cultivation to increase plantation productivity.
- Managing well the technical exploitation process, worker skills, focusing on product protection and implementing labor regulations to increase harvest output.
- Only developing and increasing the rubber area when there is high feasibility for the investment project based on meticulous appraisal and actual survey; The investment must be transparent and public about the investment process;
- Thoroughly implementing cost savings to gradually stabilize costs;
- Continuing to sign processing contracts to increase production capacity, create jobs, and increase income for workers at the factory;
- Continuing the latex tapping contract for areas with poor gardens, low productivity, and gardens nearing liquidation.
- Accelerate the expansion of high-tech agricultural production investment at Phong Phu Rubber Team with fruit trees suitable to the climate and soil, with export value.
- Research market price fluctuations to calculate planting and harvesting times according to contracts with fixed prices, ensuring year-round staggered harvests to provide continuous product supply without interruption. Simultaneously, strengthen surveys, penetrate new markets, and connect trade to seek and exploit potential markets and ensure stable consumption.
- Promote effective land use: Accelerate the conversion of inefficient rubber plantation areas to perennial fruit trees and perennial industrial crops. Intercrop economically viable short-term crops on basic construction rubber plantations to "use short-term gains for long-term development" and enhance land use efficiency.
- Research and apply science and technology to production, increase investment in machinery and equipment to implement mechanization and automation to save costs and limit the pressure of labor shortages.
- Launch emulation movements in production to achieve assigned plan targets. Discover, encourage, and promptly reward individuals with useful solutions and initiatives that contribute

to the company's production and business activities, thereby establishing a commensurate reward mechanism to encourage individuals to actively contribute and replicate advanced models.

V. Corporate Governance:

1. Board of Directors:

a) Members and structure of the Board of Directors:

The Company's Board of Directors was elected by the 2021 Annual General Meeting of Shareholders, consisting of 07 members, and Mr. Nguyen Huu Manh Nhuong was elected by the Board of Directors to the position of Chairman of the Board of Directors.

- The 2023 Annual General Meeting of Shareholders held on 22/6/2023 approved the resignation of Mr. Nguyen Van Thoai - Member of the Board of Directors.

- The 2023 Extraordinary General Meeting of Shareholders held on 26/9/2023 elected Mr. Le Trung Duc as a supplemental member of the Board of Directors, specifically:

No.	Name	Position	Number of voting shares	Note
1	Nguyen Huu Manh Nhuong	Chairman	Personal: 1,200 shares State Representative: 9,817,500 shares	
2	Nguyen Nhat Thanh Lam	Vice Chairman	0	Reappointed as General Director on 27/6/2023
3	Nguyen Van Thoai	Member	0	Dismissed as a Board of Directors' members from 22/6/2023
4	Do Khac Tung	Member	100,000 shares	Non-executive
5	Nguyen Thanh Binh	Independent members	0	Chairman of the Audit Committee
6	Phan Van Phu	Independent members	0	Non-executive
7	Pham Anh Son	Member	211,300 shares	Member of the Audit Committee
8	Le Trung Duc	Member	0	Elected to

				supplement Board of Directors' members on 26/9/2023
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b) Sub-committees of the Board of Directors: None.

c) Activities of the Board of Directors:

- Evaluation of the Board of Directors' activities:

+ The company's Board of Directors (BOD) holds quarterly meetings to review and evaluate the implementation of the production and business plan set by the Annual General Meeting of Shareholders and takes timely measures to direct the Board of Management in operating production and business activities. The BOD also regularly holds ad-hoc meetings to resolve issues to support the General Director in managing the Company effectively.

+ The BOD operates according to the principle of democratic centralism, promoting the collective strength, strictly complying with the Resolutions of the Annual and Extraordinary General Meeting of Shareholders, state laws and policies, the company's Charter, the Regulations on the Operation of the Board of Directors, and the Internal Governance Regulations.

+ The BOD has directed the strict implementation of the financial reporting regime for the quarters and the year 2024 and the financial audit reports for the first 6 months and the whole year 2024; directed the disclosure of information according to regulations and strictly implemented the Regulations on Information Disclosure of the Company.

+ The Company's BOD always closely monitors the actual situation, sets out guidelines for the company's short-term and long-term development, closely supervises operating activities, helping the company achieve the planned targets set by the General Meeting of Shareholders.

+ The Chairman always participates fully and actively in the meetings invited by the General Director of the Company. At the meeting, timely comments were made on the management of production and business activities of the Board of Directors.

+ Inspect the observance and compliance with the provisions of the Company's Charter and current regulations of the State.

+ In 2024, the company's Board of Directors held 11 meetings.

No.	Board of Directors' members	Position	Number of meetings attended by	Percentage of meetings attended	Reasons for absence
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			Board of Directors		
1	Nguyen Huu Manh Nhung	Chairman	11/11	100%	
2	Nguyen Nhat Thanh Lam	Vice Chairman	11/11	100%	
3	Do Khac Tung	Non-major shareholder member	11/11	100%	
4	Nguyen Thanh Binh	Independent member	11/11	100%	
5	Phan Van Phu	Independent member	11/11	100%	
6	Pham Anh Son	Non-major shareholder member	11/11	100%	
7	Le Trung Duc	Non-major shareholder member	11/11	100%	Appointed from 26/9/2023

d) Activities of independent Board of Director member. Activities of sub-committees in the Board of Directors: (evaluate the activities of the sub-committees of the Board of Directors, specifying the number of meetings of each sub-committee, the content and results of the meetings).

- Independent Board of Director member operates according to the assignment in the Board of Directors, supervising the areas of rubber and banana consumption, material purchasing, salary, bonus, personnel appointment...

e) List of Board of Director' members with corporate governance training certificates. List of Board of Director' members participating in corporate governance programs during the year. None.

2. Audit Committee:

a) Members and structure of the Audit Committee:

The Audit Committee consists of the following 02 members:

No.	Member	Position	Start date as a member of the Supervisory Board	Number of Audit Committee meetings attended	Meeting attendance rate	Note
1	Nguyen Thanh Binh	Chairman	2021-10-01	03/03	100%	
2	Pham Anh Son	Member	2021-10-01	03/03	100%	

b) Activities of the Audit Committee:

- The Audit Committee supervises the Board of Directors in implementing the Resolutions of the General Meeting of Shareholders and the Resolutions of the Board of Directors.
- Supervise the implementation of the 2024 production and business plan, thereby supporting the Board of Management in improving the efficiency of production and business activities.
- Review the internal management system to improve the efficiency of the company's management and administration;
- Manage the Company's risks to ensure that key risks have been monitored and assessed reasonably.
- In 2024, the Audit Committee held 03 meetings on 20/3/2024, 06/8/2024 and 12/12/2024.
- The Audit Committee did not detect any unusual cases in the activities of the Board of Director' members, the General Director and other managers of the Company.

3. Transactions, remuneration and benefits of the Board of Directors, Board of Management and Audit Committee:

- a) Salary, bonus, remuneration, other benefits and expenses for each Board of Director' member, Audit Committee member, General Director and Company Secretary.

No.	Name	Position	Salary Implemented	Bonus Implemented	Remuneration Implemented	Note
I	Board of Directors					
1	Nguyen Huu Manh Nhung	Chairman	518.400.000			12 months
2	Nguyen Nhat Thanh Lam	Vice Chairman			151,200,000	12 months
3	Do Khac	Board of			75,600,000	12

	Tung	Directors' members				months
4	Nguyen Thanh Binh	Board of Directors' members			75,600,000	12 months
5	Phan Van Phu	Board of Directors' members			75,600,000	12 months
6	Pham Anh Son	Board of Directors' members			75,600,000	12 months
7	Le Trung Duc	Board of Directors' members			75,600,000	12 months
II Audit Committee:						
1	Nguyen Thanh Binh	Chairman of the Audit Committee			75,600,000	12 months
2	Pham Anh Son	Member of the Audit Committee				12 months
III General Director						
1	Nguyen Nhat Thanh Lam	General Director	489,600,000			12 months
IV Chief Accountant						
1	Tran Huu Tri	Chief Accountant	288,000,000			12 months
	TOTAL:		1,296,000,000		604,800,000	

Note:

- The total salary fund implemented in 2024 is VND 1,296,000,000; The company has paid an advance in 2024 of VND 1,062,959,808; When the Resolution of the 2025 Annual General Meeting of Shareholders approves the salary fund implemented in 2024, the remaining amount will be settled.

- The remuneration implemented in 2024 is VND 604,800,000; The company has paid an advance in 2024 of VND 480,000,000; When the Resolution of the 2025 Annual General Meeting of Shareholders approves the remuneration fund implemented in 2024, the remaining amount will be settled.

- The bonus fund implemented in 2024 is VND 162,000,000; The company has not yet paid, when the Resolution of the 2025 Annual General Meeting of Shareholders approves, the payment will be made.

b) Insider share transactions:

No.	Transaction executor	Relationship with internal persons	Number of shares owned at the beginning of the period		Number of shares owned at the end of the period		Reasons for increase, decrease (purchase, sale, conversion, bonus...)
			Number of shares	Percentage	Number of shares	Percentage	
01	Pham Anh Son	Board of Directors' members of Thong Nhat Rubber Joint Stock Company	811,300	4.21%	211,300	1.10 %	Sell
02	Le Trung Duc	Board of Directors' members of Thong Nhat Rubber Joint Stock Company	1,660,000	8.62%	0	0%	Sell
03	Ho Nai Industrial Zone Joint - Stock Company	Mr. Le Trung Duc is a member of the Board of Directors of Ho Nai Industrial Zone Joint - Stock Company.	2,310,560	12.00%	3,052,352	15.86%	Buy

04	APA United Nano Co., Ltd	Mr. Le Trung Duc is a member of the Board of Directors and Director of APA United Nano Co., Ltd	0	0	1,358,108	7.06%	Buy
05	Duong Thi Kieu Anh	Ms. Duong Thi Kieu Anh is Vice Chairwoman of the Board of Directors Ho Nai Industrial Zone Joint - Stock Company, Mr. Le Trung Duc is a member of the Board of Directors of Ho Nai Industrial Zone Joint - Stock Company	389,900	2.03%	0	0	Sell

c) Contracts or transactions with internal shareholders:

+ Transactions between the Company and its affiliated persons or between the Company and its major share-holders, internal persons and affiliated persons in 2024:

No.	Name of organization/in individual	Relations hip with the Company	ID card No./Pass port No., date of issue, place of issue	Address	Time of transactions with the Company	Resolution/Decision of the General Meeting of Shareholders/Board of Directors... approved (if any, specify the date of issuance)	Content, quantity, total value of transaction	Note

d) Evaluation of the implementation of regulations on corporate governance: In general, the Company always complies well with the regulations on corporate governance such as: Complying with the Charter of organization and operation, internal management regulations, financial regulations, salary regulations, emulation and commendation regulations, grassroots democracy regulations, information disclosure regulations, etc.

VI. Financial Statements

1. Audit Opinion:

The 2024 financial statements of Thong Nhat Rubber Joint Stock Company were audited by BDO Auditing Co., Ltd. – Ho Chi Minh City Branch.

According to the Auditor's opinion, the financial statements give a true and fair view, in all material respects, of the financial position of Thong Nhat Rubber Joint Stock Company as at December 31, 2024, as well as the results of its operations and cash flows for the year then ended, in accordance with Vietnamese accounting standards, the Vietnamese enterprise accounting regime, and relevant legal regulations on the preparation and presentation of financial statements.

2. Audited Financial Statements:

The audited financial statements for 2024 include: the Balance Sheet; the Income Statement; the Cash Flow Statement; and the Notes to the Financial Statements in accordance with the legal regulations on accounting (refer to the 2024 audited financial statements at: www.trc.com.vn or www.hsx.vn).

**CONFIRMATION OF THE COMPANY'S LEGAL
REPRESENTATIVE
CHAIRMAN OF THE BOARD OF DIRECTORS**

Recipients:

- Ho Chi Minh City Stock Exchange;
- For Clerk, Secretary of the Board of Directors.



Nguyễn Hữu Mạnh Nhường