VIETNAM RUBBER GROUP - JOINT STOCK COMPANY	**SOCIALIST REPUBLIC OF VIETNAM** **Independence – Freedom – Happiness**
No.: 507/TTr-HĐQTCSVN	*Ho Chi Minh City, June 15, 2026*

M.S.D.N:0301266564 TẬP ĐOÀN CÔNG NGHIỆP CAO SU VIỆT NAM CTCP THÀNH PHỐ HỒ CHÍ MINH

SUBMISSION

Re: Approval of the Development Strategy of Vietnam Rubber Group - Joint Stock Company for the Period 2026 - 2030 and Vision toward 2045

To: Esteemed Shareholders

Pursuant to the Law on Enterprises No. 59/2020/QH14 dated June 17, 2020;

Pursuant to the Charter on Organization and Operation of Vietnam Rubber Group - Joint Stock Company;

Pursuant to the Regulations on Operation of the Board of Directors of Vietnam Rubber Group - Joint Stock Company;

Pursuant to Resolution No. 114/NQ-HĐQTCSVN dated 25 May 2026 of the Board of Directors of Vietnam Rubber Group - Joint Stock Company;

The Board of Directors respectfully submits to the General Meeting of Shareholders for approval the Development Strategy of Vietnam Rubber Group - Joint Stock Company for the period 2026 - 2030 and vision toward 2045 (*hereinafter referred to as the "Development Strategy"*) as follows:

1. Objectives and orientations for the Period 2026 - 2030

- To maintain the position as the largest agricultural economic group in Vietnam and among the leading groups worldwide, playing a pioneering and key role in the development of the rubber, agriculture, and forestry sectors while achieving sustainable high growth associated with socio-economic stability, including:

+ Becoming the leading enterprise in Vietnam and one of the leading enterprises worldwide in the cultivation, processing, and trading of natural rubber and large-scale high-tech agriculture based on scientific and technological foundations.

+ Becoming the agricultural enterprise with the largest market capitalization on the Vietnamese stock market.

+ Becoming a developer of large-scale, green, smart, and circular industrial parks under a strong new brand.

+ Becoming a developer of large-scale renewable energy projects integrated with energy storage systems.

+ Becoming a large-scale producer of wood blanks and engineered wood products.

- To achieve balanced development based on the three pillars of "Economy -

Society - Environment"; fulfilling social responsibility and environmental protection obligations on the basis of high economic efficiency and sustainable development, ensuring social welfare, national defense and security, contributing to poverty reduction and rural development, and effectively fulfilling the political tasks assigned by the Party and the State.

2. Vision toward 2045 - To become a "World-Leading Green Agricultural Production Economic Group", including:

- Becoming a leading enterprise in the cultivation, processing, and trading of natural rubber latex, wood-based panel processing, and high-tech agriculture application; continuing to maintain a pioneering role in agricultural innovation, research, and application of science and technology in rubber cultivation, tapping, latex processing, and high-tech agriculture.

- Establishing a complete natural rubber industry ecosystem, including core and supporting industries; developing advanced and modern factories and processing centers for natural rubber latex, rubber industrial products, and wood products serving both domestic and export markets. Developing VRG-branded products in a synchronized manner with a distinctive identity and international recognition.

- Becoming the agricultural enterprise with the largest market capitalization in Southeast Asia, with charter capital reaching at least VND 100-150 trillion and market capitalization reaching at least VND 400-600 trillion.

3. Key Production, Revenue and Pre-tax Profit Targets for 2026-2030

a) Parent Company – the Group

- Minimum revenue: VND 36,575 billion, compared to VND 23,368 billion achieved in the corresponding previous period *(equivalent to 156.52%)*.

- Minimum pre-tax profit: VND 14,207 billion, compared to VND 10,360 billion achieved in the corresponding previous period *(equivalent to 137.13%)*.

b) Consolidated Group Targets for 2026-2030

- Minimum consolidated revenue: VND 184,239 billion, compared to VND 142,309 billion achieved in the corresponding previous period *(equivalent to 129.46%)*.

- Minimum rubber consumption volume (including harvested and procured rubber): 2,799,547 tons, compared to 2,534,482 tons achieved in the corresponding previous period *(equivalent to 110.46%)*.

- Minimum consolidated pre-tax profit: VND 37,086 billion, compared to VND 28,807 billion achieved in the corresponding previous period *(equivalent to 129.46%)*.

4. Development Investment Plan for 2026-2030

The total development investment capital of the Parent Company - the Group is projected at VND 21,734 billion, compared to VND 288 billion in the corresponding previous period *(equivalent to 7,546.53%)*. Of which, the minimum investment capital expected to be sourced from the Parent Company's Development Investment Fund for the 2026-2030 period is VND 8,394 billion.

5. Plan for Restructuring the Group's Capital Investments in Joint Stock Companies and Limited Liability Companies

- To restructure the Group's capital investments in joint stock companies where (i) the Group and its subsidiaries previously made capital contributions together and (ii) small-scale companies, through the transfer of the rights to represent the ownership of the Group's capital contributions to rubber limited liability companies 100% owned by the Group.

- To transfer the entirety of the Group's capital investments in joint stock companies operating outside the core business sectors.

- To restructure a number of rubber limited liability companies through mergers in accordance with the laws on enterprises.

After 2030, the Group shall continue converting certain large-scale and highly efficient rubber limited liability companies *(such as Dau Tieng Rubber Corporation, Dong Nai Rubber Corporation, Loc Ninh Rubber Company Limited, Phu Rieng Rubber Company Limited, etc.)* into joint stock companies in accordance with the Law on Enterprises, while conducting public share offerings to increase charter capital and mobilize capital for development investment.

6. Plan for restructuring state capital at the Parent Company - the Group

The Board of Directors of the Group shall formulate a plan for restructuring the state capital at the Group to report to competent state management agencies for consideration and decision in accordance with regulations, after the Prime Minister promulgates a Decision replacing Decision No. 22/2021/QD-TTg dated July 2, 2021 on the criteria for classification of state-owned enterprises and enterprises with state capital undergoing ownership transformation, reorganization, and divestment in the 2021 - 2025 period. Based on the approval of the competent state management agencies regarding the aforementioned restructuring of state capital at the Group, the Board of Directors of the Group shall organize the implementation thereof in ensuring compliance with the Charter on Organization and Operation of the Group and relevant legal regulations.

7. Implementation Measures

a) To continue implementing the measures that have been carried out effectively, focusing on the following key contents:

- Regularly reviewing, updating, and improving the system of internal regulations and management rules toward greater decentralization and delegation of authority to member companies, aiming to enhance initiative in production, business operations, and investment; while continuing to improve the capacity and quality of internal control activities in compliance with applicable legal regulations across different periods.

- Ensuring that investment projects are aligned with the development orientation and the restructuring of business sectors and scales. Focusing on mobilizing resources for the implementation of efficient key investment projects in industrial parks and industrial clusters on converted rubber land, as well as in high-tech agricultural sectors; actively investing in technological innovation, applying scientific and technological advances, digitalization, and automation to improve labor productivity and working conditions for employees; and strengthening annual inspection and supervision of investment activities.

- Innovating and applying modern management and governance models in the investment, organization, operation, and business activities of industrial parks and industrial clusters; studying the development of supporting industrial parks and specialized industrial parks under the Group's brand in accordance with OECD governance standards and principles and implementing ESG practices.

- Continuing to improve regulations on personnel management and promoting human resource training to meet operational requirements.

- Promoting the application of scientific, technical, and technological advances, digital transformation, and modern governance, while implementing measures to increase labor productivity and improve production and business efficiency.

b) To submit to the General Meeting of Shareholders for approval annual business production plans that are consistent with actual conditions *(based on market forecasts, production conditions, weather and climate conditions, etc.)*, thereby enabling the Group to proactively manage operations and achieve the highest possible results each year, maximize market opportunities, and accept a lower annual plan than the preceding year if business conditions are unfavorable, provided that the Group as a whole achieves and exceeds the five-year targets assigned by the General Meeting of Shareholders.

c) To proactively and actively identify and implement key investment projects with high economic efficiency and sustainability *(including projects for expanding rubber plantation areas in Laos and Cambodia)*; particularly projects on converted rubber land for the development of industrial parks/industrial clusters, renewable energy projects, and large-scale/high-tech agricultural projects.

d) To implement investment cooperation, joint ventures and associations through business cooperation contracts *(BCCs)*, the establishment of new enterprises, consolidation, mergers, acquisitions of capital contributions in other enterprises *(M&A)*, etc., in order to implement investment projects in accordance with the orientations in the development strategy assigned by the General Meeting of Shareholders.

đ) To effectively manage and utilize the Group's investment capital in joint stock companies and limited liability companies, meeting the requirements for development investment and production and business activities of member companies.

e) To continue reviewing and reorganizing land and property facilities of joint stock companies and limited liability companies that are subsidiaries of the Group toward efficient utilization in accordance with regulations.

h) To proactively implement solutions for management, business operations, and restructuring joint stock companies and limited liability companies *(including the Group's F3 and F4 companies)* in order to continuously improve capital utilization efficiency and production and business performance; ensure compliance with Clause 3, Article 195 of the Law on Enterprises 2020, regulations on enterprises, securities laws, accounting laws, and other relevant regulations based on the criteria for classification of state-owned enterprises and enterprises with state capital, as well as socio-economic development objectives and tasks in each period, ensure consistency with the capital restructuring forms prescribed in Government Decree No. 57/2026/NĐ-CP dated February 12, 2026 and relevant legal regulations; ensure the achievement of the objectives and orientations of the Development Strategy; and ensure transparency, capital preservation, and capital development in accordance with regulations.

It is respectfully proposed that the General Meeting of Shareholders authorize the Board of Directors to direct and decide on all arising matters related to the implementation of the contents of the Group's Development Strategy approved by the General Meeting in accordance with regulations. In the event that due to objective or force majeure circumstances that are unforeseen, or new contents arise in accordance with development requirements that have a major, material impact on the implementation of the Development Strategy, it is respectfully proposed that the General Meeting of Shareholders authorize the Board of Directors to proactively formulate and adjust the Development Strategy, organize the implementation thereof in line with practical conditions, and report back to the General Meeting of Shareholders at its nearest meeting.

The above is the Submission on the Development Strategy of Vietnam Rubber Group - Joint Stock Company for the period 2026 - 2030 and vision toward 2045, respectfully submitted to the General Meeting of Shareholders for consideration and approval.

Respectfully submitted./.

Recipients:
- As above;;
- BOD, Board of Supervisors, Board of Management;
- To be posted on the website;
- Archived: Administration Office, Investment and Construction Management Department.

ON BEHALF OF THE BOARD OF DIRECTORS
CHAIRMAN

(Signed**)**

Tran Cong Kha