



THE SOCIALIST REPUBLIC OF VIETNAM

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No. 01/2026/KBC/BC-HDQT

Bac Ninh, March 27th, 2026

REPORT TO THE GENERAL MEETING OF SHAREHOLDERS

On the business performance in 2025 and plans for 2026 of the Board of Directors

Dear Our Valued Shareholders!

Hereafter, The Board of Directors (“**BOD**”) respectfully report to the shareholders about the operation results of the Corporation and the Board of Directors in 2025 as follow:

I. GENERAL ASSESSMENT OF KINH BAC CITY DEVELOPMENT HOLDING CORPORATION’S (KBC) OPERATION RESULTS IN 2025

Despite complex global geopolitical fluctuations, Vietnam’s economy in 2025 recorded a remarkable breakthrough, with GDP growth reaching 8.02%. This achievement reflects the sound leadership and strategic direction of the Party and the Government throughout the country’s economic governance during the year. Notably, Resolution No. 68-NQ/TW, issued by the Politburo on May 4th, 2025, affirmed the private sector as a key driving force of the economy, while promoting institutional reforms, improving the investment and business environment, and mobilizing social resources. These efforts have significantly strengthened the confidence of enterprises in general and KBC in particular.

Specifically, in 2025, the implementation of an accommodative monetary policy ensured that credit from financial institutions remained readily available, while lending interest rates were maintained at reasonable levels. At the same time, a series of large-scale projects in the infrastructure construction and real estate sectors across the country were rapidly approved. The Government and regulatory authorities also proactively addressed challenges faced by businesses, thereby encouraging enterprises to expand production and business activities and contribute to the nation’s sustainable development.

In addition, regarding factors that directly affect KBC’s business performance, Vietnam’s FDI attraction remains quite positive despite being impacted by the United States’ tariff policies; in 2025, total registered foreign direct investment (FDI) in Vietnam reached USD 38.42 billion, while disbursed FDI amounted to USD 27.62 billion, up 9% compared to the same period and marking the highest level in the 2021–2025 period, and Vietnam continues to be the largest FDI-attracting developing country in the world.

Therefore, in 2025, Kinh Bac City Development Holding Corporation was regarded as one of the enterprises that successfully navigated both domestic and international macroeconomic challenges to achieve notable accomplishments.

1. Regarding business activities

The Corporation's consolidated business performance in 2025:

- + Total consolidated revenue reached **VND 7,890.54 billion**, 2.39 times higher than in 2024 and equivalent to 78.91% of the plan;
- + Consolidated profit after tax reached **VND 2,208.14 billion**, 5.2 times higher than in 2024 and equivalent to 69% of the plan.

Of which, net revenue from sales and services (primarily generated from the Company's core business activities, including land and infrastructure leasing, real estate transfers, etc) reached **VND 6,687.13 billion**, 2.41 times higher than in 2024. However, the business results did not meet the planned targets mainly because the Trang Cat Urban Area Project was not put into operation in 2025 as planned. In addition, the impact of U.S. tariff policies caused major investors to delay their investment plans to adapt to the new tariff environment. As a result, several new industrial parks such as Trang Due 3 Industrial Park and Loc Giang Industrial Park did not generate revenue in 2025 as expected because of waiting for major investors, etc.

2. Regarding investment activities in 2025

- + The total value of direct investment in Industrial Parks and Urban Areas, social housing projects, etc. of the Corporation was **VND 19,880.56 billion**, equals to 5.06 times compared to 2024.
- + The total value of capital contributions, share acquisitions, and purchases of equity interests by the parent company in its subsidiaries was **VND 11,905.56 billion**.
- + The total value of capital contributions/ business cooperation made by subsidiaries in other companies was **VND 6,147.10 billion**.

3. Regarding financial management

As of December 31st, 2025, KBC's total short-term and long-term borrowings and finance lease liabilities amounted to **VND 28,638.23 billion**, an increase of VND 18,525.65 billion, equivalent to 2.83 times compared to 2024. This increase was primarily used to finance large-scale projects such as Trang Cat Urban Area and Services Complex, Trang Due 3 Industrial Park, the Khoai Chau Urban, Eco-tourism and Golf Complex, the commercial and office center at No. 1A, 1C, and 1D Lang Ha Street, and social housing projects, etc.

During the year, the Corporation successfully completed a private placement of 174,150,000 common shares, raising VND 4,162.185 billion, and finalized procedures

to increase its charter capital to VND 9,417.55 billion.

4. Regarding corporate governance

KBC is consistently committed to complying with corporate governance regulations for listed companies, ensuring that information provided to the stock market is transparent, clear, and timely. The Corporation regularly participates in exchange programs and updates information with regulatory authorities such as the State Securities Commission (SSC), Ho Chi Minh City Stock Exchange (HSX), Ministry of Finance and other regulatory agencies, etc.

5. Regarding external affairs

In 2025, the members of the Board of Directors and the Executive Board directly worked with state agencies and departments of provinces such as Bac Ninh, Hai Phong, Hung Yen, Thai Nguyen, etc, to promote the establishment of new projects.

At the same time, members of the Board of Directors and the Executive Board participated in 23 domestic and international seminars and conferences, to promote trade and attract FDI into Vietnam in general and into KBC's industrial parks in particular. Notable events include: the Vietnam–Korea Economic Forum under the theme “Trump’s Tariff War and Response Strategies of Korea and Vietnam” and the “Korea–Vietnam Trade Recovery Plan” held on May 9, 2025; the Vietnam–Italy Conference on Cooperation in the fields of semiconductors and artificial intelligence held from June 25–27, 2025; the Vietnam Semiconductor Industry Exhibition 2025 – SEMIExpo 2025 held on November 7–8, 2025; ect.

II. ACTIVITIES OF THE BOARD OF DIRECTORS IN 2025

Pursuant to the provisions of law and the Corporation’s Charter, the BOD had properly performed its functions, duties and powers with respect to activities of supervision, direction and in conjunction with the Executive Board in making recommendations and decisions to resolve issues approved by the first Extraordinary General Meeting of Shareholders in 2025 and the 2025 Annual General Meeting of Shareholders. The BOD would like to report to Shareholders the following contents.

1. Remuneration, operating expenses and other benefits of the Board of Directors

Details of remuneration, operating expenses and other benefits of the BOD and each member of the BOD in 2025 are presented as below:

No.	Full name	Position	Approved remuneration of members of the BOD for 2025	Total income tax paid by KBC in 2025	Total expenses of the BOD approved for 2025
1	Dang Thanh Tam	Chairman of the BOD	0	0	0

2	Nguyen Thi Thu Huong	Member of the BOD cum CEO	260,000,000	35,000,000	295,000,000
3	Huynh Phat	Member of the BOD	260,000,000	11,111,111	271,111,111
4	Le Hoang Lan	Independent member of the BOD	1,220,000,000	265,000,000	1,485,000,000
5	Dang Nguyen Quynh Anh	Member of the BOD	260,000,000	11,111,111	271,111,111
				(*) Total	2,322,222,222

(*) The approved remuneration of members of the BOD was partially paid by the Corporation in 2025, with the remaining balance settled in the first quarter of 2026.

2. BOD's Meetings and BOD's Resolutions and Decisions

In 2025, the BOD held 85 meetings and issued 87 Resolutions/Decisions approving issues on business plans; corporate governance; financial management plans including investment, capital contribution; transactions with related parties, corporate governance activities; etc. (Details of the meetings were disclosed in the 2025 Corporate Governance Report and the 2025 Annual Report of KBC).

All meetings of the BOD were convened and conducted in accordance with regulations and proper procedures, ensuring the number of members of the BOD participated. All issues were approved with a 100% voting rate. In 2025, the Board of Directors operated with a high level of proactiveness, effectiveness, and close oversight, working alongside the Executive Board to promptly implement plans aimed at delivering benefits to the Corporation.

3. Transactions between the Corporation and related parties

All transactions between the Corporation and related parties were carried out in accordance with the provisions of the Law on Enterprises, the Law on Securities, the Corporation's Charter and other guiding documents.

In which, all transactions between the Corporation and related parties approved by the BOD were disclosed in accordance with regulations and listed in on the 2025 Corporate Governance Report and notes to the 2025 Audited financial statements.

4. Activities of independent member of the BOD and assessment of independent member of the BOD on the activities of the BOD

Pursuant on the attached Assessment Report No. 2601/2026/KBC/BC-HDQT of the independent member of the BOD in 2025 dated January 26th, 2026 by Mr. Le Hoang Lan - Independent Member of the BOD, the BOD would like to report to the General Meeting of Shareholders as follows:

- The independent member participated in 85 meetings of the BOD, his opinions

all ensured independence, objectivity and protected the interests of the Corporation and Shareholders.

- The independent member provided recommendations on business operation plans, internal governance, capital arrangement, and risk management for the Corporation, etc, based on the principles of independence, objectivity, and balancing the interests of shareholders and investors, etc;
- The independent member highly appreciated the BOD's activities in 2025, highlighting a sense of responsibility, prompt and timely guidance, and close monitoring of the implementation of resolutions by the Executive Board. All BOD activities were conducted in accordance with the current Charter of the Corporation, Internal Governance Regulations, and legal provisions.
- Other related issues: The independent member of the BOD agreed with the BOD and Executive Board.

5. Supervision activities over the Executive Board and executive members

The BOD supervised the Executive Board and other executive members in the implementation of the resolutions of the General Meeting of Shareholders and the BOD, and in overseeing internal governance and operational activities. Thereby, the BOD highly appreciates the efforts of the Executive Board in actively and proactively implementing business plans in 2025, implementing investment and developing of projects, capital arrangement plans, appropriate cash flow circulation throughout entire system as well as complying with the rules and regulations of the Corporation and legal regulations. Specifically:

- Implement trade promotion activities, call for investment, implement investment and business plans approved by the General Meeting of Shareholders;
- Completed the charter capital increase plan to VND 9,417.55 billion through a private placement of 174,150,000 shares, raising VND 4,162.18 billion, and fully complied with all legal regulations related to the offering;
- Successfully hold the first 2025 Extraordinary General Meeting of Shareholders on March 6th, 2025 and the 2025 Annual General Meeting of Shareholders on June 28th, 2025;
- Conduct and closely monitor financial reporting procedures; Supervise the implementation of resolutions issued by the BOD and AGM;
- Closely monitor risk management activities, enhance cash flow management, and prioritize financial resources for project implementation and debt restructuring;
- Actively participate in seminars, conferences, and business promotion trips both domestically and internationally through direct and online channels.

6. The sub-committees under the Board of Directors:

On January 26th, 2025, the BOD issued Resolution No. 2601/2025/KBC/NQ-

HDQT approving the establishment of the Environmental, Social and Governance Subcommittee (“**ESG Sub-committee**”) with the aim of guiding the sustainable development of KBC in the future. The Subcommittee is responsible for advising and implementing activities to minimize environmental impacts arising from the Company’s production and business operations and to move towards sustainable development in accordance with international ESG standards. In 2025, the ESG Sub-committee carried out the following activities:

- Developing plans and documentation systems for periodic monitoring of environmental indicators at industrial parks, establishing a roadmap to reduce energy consumption, reusing treated wastewater for irrigation and fire prevention and fighting, etc and proposing a “Low-Emission Industrial Park” standard as a framework for new projects;
- Implementing ESG communication and culture initiatives, including planning seminars on the Green Industrial Park program and developing a “Green Practices in the Workplace” handbook for internal staff within the Corporation, as well as organizing charitable programs to support local communities;
- Proposing that the BOD approve the preparation of a Sustainability Report and selecting Ernst & Young Vietnam Limited as the service provider to conduct assessments, develop strategies, and prepare the Sustainability Report. Coordinating with Ernst & Young Vietnam Limited to organize training sessions to equip employees with ESG knowledge and awareness, and providing documents and focal points for implementation to complete the ESG maturity assessment report.

III. BUSINESS PLANS FOR 2026

1. Revenue and profit plan for the year 2026 of Kinh Bac City Development Holding Corporation

The BOD of the Corporation approves the submission to the 2026 Annual General Meeting of Shareholders the revenue and profit plan for 2026 as follows:

- ✓ Total consolidated revenue is: **VND 10,000 billion.**
- ✓ Total consolidated profit after tax is: **VND 3,000 billion.**

2. Plan and direction of activities of the Board of Directors for the year 2026

- Assigning the Executive Board to focus on implementing the investment and business development of a series of industrial parks, urban areas, and social housing projects that have met legal requirements and are eligible for business operations in order to generate breakthrough business cash flows in 2026.
- Assigning the Executive Board to actively work with competent authorities to complete legal procedures and obtain approval for compensation plans for the

Corporation's projects.

- The Board of Directors, together with the Executive Board, will study the establishment of several new projects in Hung Yen, Hai Phong, Bac Ninh, Thai Nguyen, Dong Thap, etc.
- Assigning the Executive Board to develop plans for cash flow balancing, capital mobilization, and appropriate financial plans in alignment with investment activities, repayment of due debts, and ensuring safe financial indicators.
- Building a team of experts to regularly update economic and financial developments and policy changes so that the Board of Directors and the Executive Board can promptly formulate strategies in line with actual conditions; at the same time, developing a professional and experienced workforce and proactively participate in training programs to enhance corporate governance capacity in accordance with standards applicable to listed companies, etc.
- Strengthening promotion and investment attraction activities, welcoming and working with foreign investment groups, as well as enhancing investor relations activities; regularly monitoring changes in the ownership of major shareholders, reviewing and ensuring timely and accurate information disclosure to competent authorities, shareholders, and investors.

Above is the report on activities in 2025 and operation plan in 2026 of the Board of Directors of Kinh Bac City Development Holding Corporation.

The Board of Directors would like to submit to the General Meeting of Shareholders for consideration and approval!

Recipients:

- Esteemed shareholders;
- Members of Board of Directors;
- Members of Executive Board;
- Members of Board of Supervisors;
- Stored: Admin

ON BEHALF OF THE BOARD OF DIRECTORS

CHAIRMAN

(Signed)

DANG THANH TAM