

No. 03/2026/KBC/BC-BTGD

Bac Ninh, March 27<sup>th</sup>, 2026

## REPORT TO THE GENERAL MEETING OF SHAREHOLDERS

Regarding the 2025 Business Performance and the 2026 Business Plan  
of Kinh Bac City Development Holding Corporation

### Dear Our Valued Shareholders!

Hereafter, The Executive Board (“EB”) would like to submit to the Shareholders the report on the 2025 business performance and the 2026 business plan of Kinh Bac City Development Holding Corporation (“KBC”) as follows:

### I. BUSINESS PERFORMANCE IN 2025

#### 1. Evaluation of 2025 annual business results

#### ❖ The Corporation’s consolidated business results:

*Unit: Billion VND*

| Indicators                                                              | 2024            | 2025            | Comparison<br>2025/2024 |
|-------------------------------------------------------------------------|-----------------|-----------------|-------------------------|
| <b>Net revenue from sales of goods and rendering of services</b>        | <b>2,775.77</b> | <b>6,687.13</b> | <b>240.91%</b>          |
| Revenue from leasing land and infrastructure                            | 1,250.62        | 4,375.89        | 349.90%                 |
| Revenue from real estate transfer                                       | 909.55          | 1,459.92        | 160.51%                 |
| Revenue from clean water supply, service fees, and wastewater treatment | 418.79          | 486.34          | 116.13%                 |
| Revenue from leasing warehouses, factories, and offices                 | 195.66          | 232.11          | 118.63%                 |
| Revenue from sales of factories                                         | 0               | 132.62          | N/A                     |
| Other revenue                                                           | 1.15            | 0.25            | 21.83%                  |
| <b>Financial income</b>                                                 | <b>451.29</b>   | <b>678.60</b>   | <b>150.37%</b>          |
| <b>Other income</b>                                                     | <b>49.62</b>    | <b>332.78</b>   | <b>670.66%</b>          |
| <b>Profit/loss in associates and joint ventures</b>                     | <b>15.91</b>    | <b>192.03</b>   | <b>1,206.73%</b>        |
| <b>Total revenue</b>                                                    | <b>3,292.59</b> | <b>7,890.54</b> | <b>239.64%</b>          |
| <b>Total profit after tax</b>                                           | <b>423.03</b>   | <b>2,208.14</b> | <b>521.98%</b>          |
| <b>Profit after tax of parent company</b>                               | <b>381.92</b>   | <b>2,103.63</b> | <b>550.80%</b>          |

*According to audited 2025 Consilidated financial stattements*

In 2025, the Corporation's total consolidated revenue reached **VND 7,890.54 billion**, representing a 2.39-fold increase compared to 2024 and achieving 78.91% of the annual target. Within this, net revenue from sales of goods and rendering of services totaled **VND 6,687.13 billion**, accounting for 84.75% of the total revenue, marking a 2.41-fold increase compared to 2024. This was primarily driven by core business activities, including the leasing of land and infrastructure, real estate transfers, etc. Additionally, revenue from clean water supply, service fees, and wastewater treatment maintained steady annual growth, reaching VND 486.34 billion in 2025, representing 116.13% of the 2024 figure, serving as a stable source of income for KBC.

Consolidated profit after tax in 2025 reached **VND 2,208.14 billion**, a 5.22-fold increase over 2024, achieving 69% of the plan. Profit after tax attributable to the Parent Company was **VND 2,103.63 billion**, 5.5 times higher than in 2024. However, the business results fell short of the set plan as the Trang Cat Urban Area project did not commence commercial operations in 2025 as scheduled. Furthermore, the impact of U.S tariff policies caused major investors to delay their investment plans to adapt to the new tariff situation. Consequently, certain new Industrial Parks such as Trang Due 3 IP and Loc Giang IP, aiming to wait for major investors, did not record revenue in 2025 as expected.

#### ❖ **Expenses:**

The Corporation's total financial expenses, selling expenses, general and administrative expenses, and other expenses in 2025 amounted to **VND 1,463.7 billion**, equivalent to 135.81% of the 2024 figure. In 2025, KBC continuously implemented numerous new projects, leading to a sharp increase in outstanding debt, which resulted in interest expenses of **VND 680.63 billion**, a 2.53-fold increase compared to 2024. Selling expenses were **VND 161.57 billion**, a 1.64-fold increase compared to 2024, in line with the revenue growth rate.

## **2. Activities on investment/ investment attraction in 2025**

**Investment activities:** The year 2025 marks a milestone as KBC embarked on the "Journey to Creating Prosperity", with the total value of direct investment into KBC's projects reaching **VND 19,880.56 billion**, a 5.06-fold increase compared to 2024. Investment focused on major projects such as Trang Cat Urban and Service Area, Trang Due 3 IP, Kim Thanh 2 IP – Phase 1, Loc Giang IP, social housing projects, Kim Dong, Dang Le, and Chinh Nghia industrial clusters, Khoai Chau Urban, Eco-tourism, and Golf Course Complex, etc. It can be seen that this was a year in which KBC strongly accelerated the implementation of key projects, developing a diverse and large-scale supply of products and services to meet the wave of industrial production relocation to

Vietnam, as well as expanding internationally linked sports services through the golf course project.

Furthermore, investment activities via capital contribution/ share acquisition/ equity interest by the Parent Company into subsidiaries totaled **VND 11,905.56 billion**. Capital contribution/ business cooperation activities by subsidiaries into other companies reached **VND 6,147.1 billion**, facilitating the timely establishment, implementation, and acquisition of new projects throughout 2025.

**Investment attraction performance in 2025 and Outlook for 2026:** In 2025, the total land area for which revenue was recognized reached 123.11 hectares, primarily concentrated in: Nam Son Hap Linh Industrial Park (26.3 ha), Dang Le – Chinh Nghia – Kim Dong Industrial Clusters (93.64 ha), and 95,828 m<sup>2</sup> equivalent to 2,187 social housing units, etc.

In 2025, the Corporation received approval for a series of new projects, with a total additional industrial park and urban area land fund of 3,026.17 hectares. In which, industrial parks increased by 2,216.3 hectares across Bac Ninh, Thai Nguyen, Hai Phong, and Can Tho provinces; notably, the Khoai Chau Urban–Ecotourism and Golf Complex Project spans 888.53 hectares in Hung Yen.

In addition, the Corporation’s subsidiaries were selected as investors for the Phuong Mao – Bac Ninh and Tien Duong 2 – Hanoi social housing projects, as well as the Van Canh 1 and Van Canh 2 wind power plants in Gia Lai, aligning with the government’s orientation toward social welfare and the development trend of green energy.

### 3. Financial situation

#### ❖ Key Financial indicators

| Indicators                                                                    | 2024   | 2025   |
|-------------------------------------------------------------------------------|--------|--------|
| <b>1. Liquidity</b>                                                           |        |        |
| + Short-term liquidity ratio<br>( <i>Current assets/Current liabilities</i> ) | 5.09   | 4.61   |
| + Quick ratio<br>( <i>Current assets - Inventory/Current Liabilities</i> )    | 3.13   | 2.34   |
| <b>2. Capital structure</b>                                                   |        |        |
| + Debt/Total assets ratio (%)                                                 | 53.85% | 61.59% |
| + Debt/Equity ratio                                                           | 1.17   | 1.60   |
| + Loan debt/Total assets ratio (%)                                            | 22.29% | 41.16% |
| <b>3. Operational capacity</b>                                                |        |        |
| + Inventory turnover                                                          | 0.11   | 0.17   |

|                                               |        |        |
|-----------------------------------------------|--------|--------|
| <i>(Cost of goods sold/Average inventory)</i> |        |        |
| + Net revenue/Total assets                    | 6.21%  | 9.61%  |
| <b>4, Profitability</b>                       |        |        |
| + Profit after tax/Net revenue                | 15.24% | 33.02% |
| + Profit after tax/Total revenue              | 12.85% | 27.98% |
| + Profit after tax/Equity                     | 2.05%  | 8.26%  |
| + Profit after tax/Total assets               | 0.95%  | 3.17%  |
| + Profit from business activities/Net revenue | 33.65% | 38.90% |

*According to audited 2025 Consolidated financial statements*

*(\*) KBC's financial indicators remain secure, meeting the independent assessment standards of financial institutions and third-party organizations.*

❖ **KBC's Debt Position:**

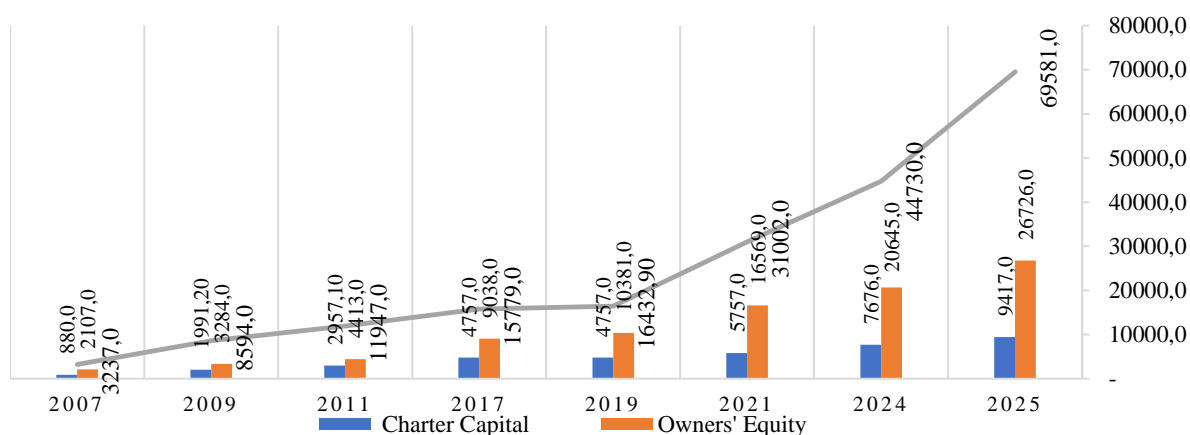
As of December 31, 2025, the Corporation's total liabilities amounted to **VND 42,855.33 billion**, an increase of VND 18,770.31 billion, equivalent to a 77.93% increase compared to 2024. Specifically

- Short-term and long-term outstanding borrowings totaled **VND 28,638.23 billion**, representing an increase of VND 18,525.65 billion over 2024. This was primarily driven by long-term loans aimed at securing capital for key projects, such as: the Trang Cat Urban and Service Area, Loc Giang IP, Trang Due 3 IP, the Dang Le – Chinh Nghia – Kim Dong industrial clusters, the commercial and office centers at 1A, 1C, and 1D Lang Ha, and the Khoai Chau Urban, Eco-tourism, and Golf Course Complex, etc.
- Advances from customers and deposits under agreements for land leases, factory purchases, and social housing totaled **VND 2,918.12 billion**, an increase of VND 1,273.15 billion compared to 2024; these amounts are expected to be recognized as revenue in the future.
- Accrued expenses stood at **VND 3,302.9 billion**, an increase of VND 1,096.52 billion over 2024, primarily due to the accrual of costs of goods sold for handed-over real estate assets and estimated interest and bond interest expenses payable in the short term.

Furthermore, the Corporation has no bad debts and remains unaffected by foreign exchange rate fluctuations or interest rate differentials. Current borrowing rates range from 4.8% to 12.5% per annum, aligning with general market interest rates.

## ❖ Capital and Asset Scale:

Unit: Billion VND



*Chart illustrating key changes in Capital and Assets since share listing*

As of December 31, 2025, the Corporation's **Total assets** reached **VND 69,581.17 billion**, representing a significant increase of VND 24,851.25 billion, equivalent to a 55.56% rise compared to 2024. Of which, the Corporation's **Equity** reached **VND 26,725.84 billion**, up VND 6,080.94 billion, equivalent to a 29.5% increase compared to 2024.

## II. CORPORATE GOVERNANCE & SOCIAL RESPONSIBILITY

### 1. Human Resources Management

#### ❖ Number of employees:

As of December 31<sup>st</sup>, 2025, the total number of employees of the Parent Company was 255 people, representing a net increase of 29 staff members compared to 2024.

#### ❖ Recruitment and Human resource development:

To meet expanding operational needs and ensure the progress of a series of new projects, KBC has recruited highly experienced experts and energetic young professionals across its departments, subsidiaries, and representative offices. In 2025, KBC established one company, acquired two companies, set up two branches in Thai Nguyen and Can Tho, and held indirect ownership of four companies.

#### ❖ Salary, bonus, allowance, and other incentives:

Salary, bonus, and welfare policies are fully implemented by KBC in accordance with legal regulations and are designed to be balanced and aligned with the enterprise's growth, including: social, health, and unemployment insurance contributions for all employees; organizing health check-ups and in-office dining; providing football, tennis, and basketball courts, pickleball courts, Zumba classes, and a gym equipped with treadmills for all employees' use; Employees are entitled to annual leave, personal leave,

and maternity leave policies, etc.; staff and workers receive allowances for responsibility, dual-role positions, lunch, commuting, commuting, and monthly telephone subscription fees, etc.; annually, all employees are organized for domestic and foreign vacations, collective activities, and Trade Union activities, etc. In 2025, the average monthly salary of employees at the Parent Company was VND 19.3 million per person.

## **2. Social responsibility**

During the year, the Corporation fulfilled its corporate social responsibility with a total contribution of **VND 135,35 billion** toward activities in Bac Ninh, Hai Phong, Tay Ninh, Hau Giang, and Hung Yen provinces, including activities such as: Supporting policy-beneficiary and underprivileged families in Hau Giang province; providing financial support to the Bac Ninh Provincial Labor Federation to organize the "2025 Reunion Tet" program; contributing to the Fund for the poor in Tay Ninh province; and supporting the fund for eliminating temporary and dilapidated housing in Kim Dong District, Hung Yen, etc. In particular, KBC and its subsidiary, Hung Yen Investment and Development Group Joint Stock Company, have completed the construction of the interchange linking Thanh Ha Provincial Road 390 to the Hanoi – Hai Phong Expressway. This critical transport hub is expected to play a significant role in reshaping the urban development of Hai Phong city.

## **III. THE 2026 BUSINESS PLAN**

### **1. Implementation of the 2026 investment and business Plan**

Based on the project development and business plans submitted by the Corporation's subsidiaries, the Executive Board has developed the 2026 business plan for KBC as follows:

- **Parallel implementation of investment, construction, and commercial operations for the following projects:** Nam Son Hap Linh IP; Que Vo Expanded 2 IP; Phu Binh IP; Trang Due 3 IP; Trang Due supporting industrial cluster; Dang Le, Chinh Nghia, Kim Dong industrial clusters; Kim Thanh 2 IP – Phase 1; Tan Phu Trung IP; Loc Giang IP; Trang Cat Urban and Service Area; Social Housing projects in Trang Due, social housing in Nenh Town, etc.
- **Execution of site clearance and construction investment for the following projects:** Binh Giang IP; Tan Dan IP; Song Hau 2 IP; Tay Ninh Industrial Cluster & Resettlement Area; Lang Ha Commercial and Office Center; Bac Song Cam New Urban Area; Khoai Chau Urban, Eco-tourism, and Golf Course Complex; Phuong Mao Social Housing; Tien Duong 2 Social Housing, etc.
- **Finalizing legal procedures for the following projects:** Phuc Ninh Urban Area; Thanh Long Industrial Cluster; Tan Tap IP; Trung Lap IP (Phase 1); Van Canh 1 and Van Canh 2 Wind Power Plants.

Furthermore, the Corporation is continuing to establish new projects in Bac Ninh, Hung Yen, Hai Phong, Thai Nguyen, Dong Thap, etc.; Constructing new clean water plants and wastewater treatment plants meet the growing demands of enterprises in IPs and industrial clusters. Notably, KBC has prepared the infrastructure to cooperate with and accommodate an investment project for an artificial intelligence data center (AI Data Center) at Tan Phu Trung Industrial Park, enhancing its advantages to attract major technology corporations.

## **2. The 2026 Capital arrangement plan**

Most of the key projects that KBC is bringing into implementation in 2026, including IPs, Urban Areas, Social Housing, Office Buildings, Urban & Golf Complexes, etc., have secured credit agreements with financial institutions, and numerous financial institutions are ready to committed to providing new financing or debt restructuring.

However, since the beginning of 2026, bank system liquidity has shown signs of tightening, alongside restrictive monetary policies regarding the real estate sector and rising interest rates; disbursement has faced difficulties, leading to the unavoidable risks to the Corporation's capital arrangement plans.

Consequently, the Corporation has been proactively developing capital mobilization plans through securities issuance and offerings, while simultaneously exploring new financing arrangement/debt restructuring options with financial institutions/investment funds to ensure timely funding for the Corporation's projects and investment, production, and business activities.

## **3. The 2026 revenue and profit plan**

The Executive Board respectfully submits the Expected 2026 revenue and profit plan to the General Meeting of Shareholders as follows:

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

The above is the 2025 Business Performance and the 2026 Business Plan of the Executive Board, respectfully submitted to the General Meeting of Shareholders for consideration and approval.

**Recipients:**

- The shareholders;
- Members of Board of Directors;
- Members of Executive Board;
- Members of Supervisory Board;
- Stored: Admin.

**KINH BAC CITY DEVELOPMENT  
HOLDING CORPORATION**

**CHIEF EXECUTIVE OFFICER**

**(Signed)**

**NGUYEN THI THU HUONG**