

DRAFT

Hà Nội, April , 2026

**REPORT
ON THE ACTIVITIES OF THE BOARD OF DIRECTORS IN 2025 AND DURING
TERM II (2021–2026) AND THE ORIENTATION FOR ACTIVITIES IN 2026 AND
TERM III (2026–2031)**

To: The General Meeting of Shareholders of Vietnam Forestry Corporation – Joint Stock Company

The Board of Directors of Vietnam Forestry Corporation – Joint Stock Company (the Board of Directors) respectfully reports to all shareholders on the activities of the Board of Directors in 2025 and during Term II (2021–2026), as well as the orientation for its activities in 2026 and Term III (2026–2031), as follows:

**PART I
OVERVIEW OF THE ACTIVITIES OF THE BOARD OF DIRECTORS TERM II
(2021-2026)**

I. Personnel of the Board of Directors:

The Board of Directors for the 2021–2026 term consists of five (05) members, including the Chairman, the Vice Chairman, and three (03) other members of the Board. During the term, there were changes in the Board’s composition at the 2024 Annual General Meeting of Shareholders, specifically as follows:

HĐQT nhiệm kỳ 2021-2026 có 05 thành viên gồm Chủ tịch HĐQT, Phó Chủ tịch HĐQT và 03 thành viên HĐQT. Trong nhiệm kỳ qua, HĐQT đã có biến động về nhân sự tại ĐHĐCĐ thường niên năm 2024, cụ thể:

No	Member of the BOD	Position	Note
<i>Period from 2021 to 28/06/2024:</i>			
1	Phí Mạnh Cường	Chairman	Has served as Chairman of the Board of Directors since 1 July 2019
2	Đỗ Ngọc Khanh	Vice Chairman	Has served as Vice Chairman of the Board of Directors since 1 July 2019
3	Lê Quốc Khánh	Member	
4	Nguyễn Tấn Cường	Member	
5	Nguyễn Trung Kiên	Member	Has served as a Member of the Board of Directors since 1 July 2019.
<i>Giai đoạn từ 28/06/2024 đến nay</i>			
1	Phí Mạnh Cường	Chairman	

2	Đỗ Vinh Quang	Vice Chairman	Has served as Vice Chairman of the Board of Directors since 28 June 2024, replacing Mr. Do Ngoc Khanh
3	Lê Quốc Khánh	Member	
4	Ngô Thị Thúy Mai	Member	Has served as Vice Chairman of the Board of Directors since 28 June 2024, replacing Mr. Nguyen Tan Cuong)
5	Nguyễn Trung Kiên	Member	

(Mr. Do Ngoc Khanh and Mr. Nguyen Tan Cuong ceased to hold their positions as of 28 June 2024.)

The Board of Directors for the 2021–2026 term has been structured in a reasonable manner, ensuring a combination of management experience, professional expertise in the forestry sector, and executive capability within Vinafor. The members of the BOD have generally maintained stability, demonstrated close coordination, and fulfilled their responsibilities in accordance with applicable laws and the Corporation’s Charter. The BOD has effectively performed its role in providing strategic direction, supervision, and support to the Executive Management in the implementation of business and production activities.

II. Implementation of Key Tasks in 2025

1. Results of the implementation of the 2025 Plan:

No	Key Indicator	Unit	2025 Plan	2025 Actual	Actual / Plan (%)
I	Forestry Indicators				
-	New Forest Plantation (Year 1)	ha	2,987	3,473	116%
-	Harvesting of Plantation Timber	ha	2,757	3,873	140%
II	Financial Indicators				
1	Parent Company				
-	Total Revenue	Billion VNĐ	1,420	1,557	109%
-	Profit After Tax	Billion VNĐ	268	272	101%
-	Expected Dividend	%/Charter Capital	6.6%	6.97%	105%
2	Consolidated - Entire Corporation				
-	Consolidated Revenue	Billion VNĐ	2,231	2,267	101%
-	Consolidated Profit After Tax	Billion VNĐ	330	331	101%

❖ Comments:

In 2025, the Corporation’s production and business activities took place amid numerous difficulties and challenges. Both the global and domestic economic environments

continued to experience fluctuations; input prices showed an upward trend, while the market for forestry products remained relatively unstable. In addition, complex weather conditions, the impacts of climate change, and potential risks of pests and forest fires had certain effects on the Corporation's forestry production activities.

However, with the close and timely direction of the Board of Directors, the proactive and flexible management of the Executive Board, and the efforts of all employees, the Corporation largely fulfilled and exceeded the business plan targets for 2025 as assigned by the General Meeting of Shareholders. Specifically:

- **Parent Company:**

- Total revenue reached VND 1,557 billion, exceeding the annual plan by 9%.
- Profit after tax reached VND 272 billion, exceeding the annual plan by 1%.
- The expected dividend is 6.97% of charter capital, exceeding the annual plan by **5%**.

- **Consolidated results for the entire Corporation:**

- Consolidated revenue reached VND 2,267 billion, exceeding the annual plan by 1%.
- Consolidated profit after tax reached VND 331 billion, achieving 101% of the annual plan.

Overall, despite the challenging conditions, the Corporation basically fulfilled and exceeded the business plan targets for 2025 assigned by the General Meeting of Shareholders. Forestry production activities were implemented effectively, ensuring compliance with the planned schedule and targets. The Parent Company continued to play a core role, maintaining growth and ensuring a stable dividend level for shareholders.

However, the improvement in operational efficiency has not been fully commensurate with the growth in revenue, indicating that business activities continue to face pressure from input costs and market factors. In addition, although the consolidated results of the entire Corporation achieved the planned targets, the growth level remained modest, and the contributions of certain member units were not evenly distributed.

In the coming period, the Corporation needs to further enhance governance efficiency, strengthen cost control, and fully leverage the potential of its member units. At the same time, it should continue to promote restructuring and improve the quality of growth in order to ensure sustainable development and increase value for shareholders.

2. Key tasks in 2025:

In 2025, the Corporation identified 15 key tasks as priorities for implementation. Among these, several major tasks received particular attention and direction from the Corporation's leadership, including: organizing the implementation of the 2025 plan and tasks assigned by the owner and approved by the General Meeting of Shareholders; implementing the Corporation's Development Strategy to 2030 with a vision to 2035, with a focus on reviewing the results of the five-year production and business plan for the 2021–2025 period and developing the five-year plan for the 2026–2030 period; promoting forestry production development; developing a carbon credit business plan; planning and improving the efficiency of land management and use; accelerating the application of science and technology and digital transformation in management, administration, and production and business activities; and implementing the conclusions and recommendations of the State Audit Office and the Government Inspectorate, among others.

The implementation of these key tasks was carried out in a coordinated, flexible, and consistent manner from the Corporation's Head Office to its member units. To date, most of the key tasks have achieved positive results, such as: completing and exceeding the main production and business plan targets for 2025; completing the development of the 2026 business plan and tasks; finalizing the five-year plan for the 2026–2030 period; completing capital increases for five units (four forestry units and one wood chip trading company); completing and putting into operation the Plant Variety Research Center at Hoa Binh Forestry Company; and completing construction works and acceptance procedures for capital construction investment projects at the Corporation's Head Office and the branches of the Parent Company, which have now been put into operation.

However, several tasks have achieved limited results. For example, the project to renovate and upgrade the wood processing workshop at Hoa Binh Forestry Company has been delayed due to multiple adjustments to its scale, and the feasibility study report has not yet been finalized. The carbon credit business project has also not been completed as it is still awaiting the completion of the relevant legal framework by the State. In addition, the handling of state-owned forests temporarily managed by the Forestry Seed Joint Stock Companies has not yet been implemented due to the absence of official guidance from the Ministry of Agriculture and Environment, among other issues.

3. Hoạt động của HĐQT:

In 2025, the Corporation implemented its production and business plan amid a complex and evolving global situation. Strategic competition among major economies continued to intensify, conflicts in certain regions persisted, and global supply chains and trade activities were affected. The global economy recovered slowly, consumer demand remained unstable, and import–export activities continued to face numerous difficulties.

Domestically, the economy maintained its recovery momentum but still encountered many challenges. Market demand showed signs of improvement but remained unsustainable, while input costs stayed at relatively high levels, creating pressure on business operations. For the forestry and wood processing sector, export markets showed signs of recovery but unevenly across different markets; prices of raw materials and finished products fluctuated; and increasingly stringent requirements regarding standards, traceability, and sustainable development posed significant challenges for enterprises in the industry.

In this context, the Board of Directors focused on directing the Executive Management to act proactively and flexibly in governance and management, while implementing synchronized solutions to maintain stable production and business operations, improve governance efficiency, and control costs. At the same time, the Corporation continued to promote restructuring, enhance competitiveness, and strengthen its adaptability to market conditions. The Corporation also continued to leverage its forest resource advantages, gradually increasing value-added along the production chain and strengthening cooperation with member units and partners both domestically and internationally.

In addition, the Corporation maintained close coordination with its shareholders, particularly its strategic shareholders, in order to leverage resources, management experience, and expand market opportunities. With the decisive direction of the Board of Directors, the flexible management of the Executive Board, and the efforts of all employees, the Corporation has basically fulfilled the objectives and targets of the 2025 business plan assigned by the General Meeting of Shareholders, while continuing to maintain a stable and sustainable development orientation in the medium and long term.

In 2025, all meetings of the Board of Directors were convened and conducted in accordance with the provisions of the Corporation’s Charter, with the full participation of all Board members, the Board member concurrently serving as the General Director, and the Head of the Supervisory Board (or a member of the Supervisory Board authorized by the Head). For important matters, the Board of Directors invited the Deputy General Directors and certain heads of relevant departments or divisions to attend the meetings in order to provide additional information and opinions. All voting items were approved with full consensus, and matters subject to written consultation were conducted in accordance with the prescribed procedures. During 2025, both periodically and on an ad hoc basis, the Board of Directors held 10 meetings to discuss and decide on major and complex issues of the Corporation, including orientations for the Board’s activities during the year, approval of plans, restructuring of subordinate units, participation in the restructuring of forestry units, personnel organization, approval of internal governance regulations and policies, financial investment matters, and other related tasks under the authority of the Board of Directors.

Based on the outcomes of these meetings and written consultations, the Chairman of the Board of Directors, on behalf of the Board, signed and issued 22 resolutions to direct the Corporation’s activities within its authority. In addition, the Board of Directors reviewed and provided opinions on approximately 400 submissions presented by the General Director in order to approve or give consent to certain matters within the General Director’s authority before the General Director made the final decision.

III. Results of the Board of Directors’ Activities for the 2021–2026 Term:

1. Business Performance and Operational Efficiency of the Corporation:

During the 2021–2025 period, despite numerous difficulties arising from an unfavorable socio-economic context (such as the COVID-19 pandemic, prolonged conflicts, intensified strategic and geopolitical competition among major economies, rising inflation and input costs, declines in global economic growth, investment and consumption, as well as repeated natural disasters and floods, particularly in 2024 and 2025,...) the Board of Directors and the Board of Management closely and decisively directed the Corporation’s operations. As a result, the Corporation’s production and business activities were maintained in a stable manner and achieved a number of positive results during the past term, as follows:

Table 1. Results of the implementation of the Five-year Plan (2021-2025)

Indicator*	Unit	5-year plan 2021-2025	Actual 5-year (2021-2025)	%Actual/Plan 5 - year 2021-2025
I. Parent Company				
- Total Revenue	Tỷ đồng	5.481	6.685	122%
- Profit after tax	Tỷ đồng	1.188	1.430	120%
- Dividend	%/VĐL	31,3	37	118%
II. Consolidated – Entire Corporation				
- Total Revenue	Tỷ đồng	10.360	11.173	108%
- Profit after tax	Tỷ đồng	1.452	1.703	117%

* Owner's Representative Agency under Document No. 2883/UBQLV-NN dated 29 December 2023 and by the General Meeting of Shareholders under Resolution No. 244/NQ-DHĐCĐ dated 28 June 2024.

The Corporation has strictly complied with legal regulations, the Company Charter, and directives from competent authorities and the State capital owner's representative agency. It has exceeded the assigned targets for profit after tax and the return on equity ratio in accordance with the annual plans approved by the State capital owner's representative agency (formerly the Commission for the Management of State Capital at Enterprises and currently the Ministry of Finance) and the General Meeting of Shareholders. In particular, the targets for profit after tax and dividends were achieved at high levels, thereby preserving and developing shareholders' capital, including State capital.

During the 2021–2025 period, the Parent Company exceeded its targets with revenue surpassing the plan by 22%, profit after tax by 18%, and dividends by 18%. On a consolidated basis, the entire Corporation exceeded its targets with revenue surpassing the plan by 8% and profit after tax by 17%. The total dividend value paid by the Corporation to the State budget during the past term amounted to approximately VND 702 billion, equivalent to about 39.33% of the State's invested capital in the Corporation. Contributions to the State budget and dividend payments for the State's capital were made fully and in accordance with regulations. The employment and living conditions of employees across the Corporation have been maintained and improved.

Table 2. Annual business performance of Vinafor in 2021-2025 Term

Indicator	Unit	2021			2022			2023			2024			2025		
		Plan	Actual	%	Plan	Actual	%	Plan	Actual	%	Plan	Actual	%	Plan	Actual	%
Công ty Mẹ																
Total Revenue	Billion vnd	1,021	1,102	108	1,120	1,433	128	1,452	1,407	97	1,189	1,322	111	1,420	1,456	100
Profit after tax	Billion vnd	205	219	107	220	331	150	336	350	104	202	262	130	268	273	100
Dividend	%	5.2	6.49	125	5.7	8.26	145	8.6	9.21	107	5.2	6.7	129	6.6	7.0	100
Average ROE	%	5.9	6.2	105	5.6	8.3	148	8.5	8.75	103	5.1	6.65	130	6.8	6.9	100
Hợp nhất																
Total revenue	Billion vnd	2,166	2,311	107	2,360	2,496	106	2,554	2,026	79	1,991	2,066	104	2,231	2,120	99
Profit after tax	Billion vnd	219	288	132	330	484	147	465	276	59	317	358	113	330	298	90
New Forest Plantation	Ha	3,017	3,005	100	3,586	3,006	84	3,354	2,890	86	2,901	3,088	106	2,987	3,946	132
Harvesting of Plantation Timber	Ha	3,187	3,037	95	3,118	3,187	102	2,689	2,613	97	2,665	3,711	139	2,757	3,980	144

During the 2021–2026 term, the Corporation's business performance exceeding planned targets was mainly attributable to the timely strategic direction of the Board of Directors in restructuring operations, focusing on core business areas with high efficiency, and improving the productivity and quality of plantation forests. In addition, proactive expansion of investment cooperation and the development of a value chain from forest planting to processing and trading contributed to increasing product value and improving

profit margins. However, the Corporation’s consolidated performance in certain years was affected to some extent by fluctuations in international markets, rising input material prices, and declining demand in several export markets, requiring the Corporation to further strengthen its forecasting capacity and adaptability in the coming period.

With the achievements mentioned above, the Corporation has been awarded various commendations and emulation flags by the Government and the Prime Minister over the years, specifically:

- 2021: Emulation Flag of the Prime Minister
- 2022 and 2023: Emulation Flag of the Commission for the Management of State Capital at Enterprises
- 2024: Outstanding Labor Collective
- 2025: Third-Class Labor Order (Second Award)

2. Development strategy formulation and development investment

During the past term, the Board of Directors focused on directing the development of the strategy of Vietnam Forestry Corporation – JSC toward 2030, with a vision to 2035, as well as the five-year production, business and development investment plan up to 2025. The strategy has oriented the Corporation toward green economy and circular economy development in line with the Party’s policies and has been approved by the owner and the General Meeting of Shareholders in 2024.

3. Forestry production management

With a large area of forestry land under management, the Corporation has focused on organizing forestry production toward intensive investment, selecting many new tree varieties with high productivity, good quality, strong adaptability to harsh weather conditions and good disease resistance; applying tissue culture seedlings and mechanized soil improvement methods. A total of 70 new acacia and eucalyptus varieties have been piloted, of which 10 varieties suitable for different ecological regions have been selected for large-scale planting. The Corporation has also focused on developing large-timber plantations and converting to multi-purpose tree species (such as chestnut, macadamia, star anise, cinnamon, camellia, etc.) to establish concentrated raw material areas serving export markets. During the period 2021–2025, the Corporation newly established approximately 16,032 hectares of forest, including 1,034 hectares of large-timber plantations (acacia auriculiformis, pine, etc.) and 201 hectares of multi-purpose tree plantations.

The Corporation renovated and expanded seed production stations and nurseries at forestry units, while strengthening seedling production through tissue culture technology to create high-quality planting materials. In 2025, Vinafor completed the project “Renovation and Expansion of Nursery and Tissue Culture Facilities” at Hoa Binh Forestry Company (Phase 1) with a designed capacity of 17 million seedlings per year, aiming to expand scale and promote the production and distribution of high-quality seedlings from 2026. During the period 2021–2025, total seedling production reached approximately 200 million seedlings, exceeding the five-year plan by 16% (169 million seedlings) and increasing by 45% compared with the 2016–2020 period. The Corporation’s seedlings have established a reputable brand and hold a significant market share nationwide. The quality and productivity of plantation forests have improved significantly, providing high-quality seedlings to provinces and cities across the country and contributing to increased income for local communities.

The Board of Directors also directed the preparation, approval and implementation of sustainable forest management plans for all forestry companies. At the same time, the Corporation expanded the area of forests certified under the FSC standard, increasing from four forestry companies to six (Dinh Lap Forestry Company has obtained FSC certification, while Loc Binh Forestry Company is currently upgrading its management system to apply for FSC certification).

The Corporation has completed the preliminary outline of the project on the development and trading of forest carbon credits. A detailed proposal is currently being developed in parallel with the gradual establishment of Vietnam's legal framework for the carbon market

4. Development of wood processing

The Board of Directors directed the renovation, repair and expansion of workshops, as well as the upgrading of machinery and equipment at several forestry units. At the same time, the Corporation has proactively strengthened cooperation with domestic and international partners to invest in the construction of an export-oriented wood pellet processing plant in Ba Ria – Vung Tau; acquired a wood pellet processing plant in Quang Ninh; and studied the implementation of the Vinafor Lang Son Wood Processing Plant Project at Dinh Lap Industrial Cluster. In addition, the Corporation increased charter capital for member units to expand scale and develop forestry production and processing activities. These efforts have gradually strengthened the value chain “from forest planting to finished products,” enhanced the added value of the Corporation's forestry products, and created momentum for further development in the coming period.

5. Expansion and development of trading and service activities

The Corporation has supported its member units in market connection, product consumption, inventory handling, and the supply of raw wood materials, thereby contributing to the stabilization and development of production activities. At the same time, it has actively sought cooperation opportunities both domestically and internationally, creating a foundation for the 2026–2030 period.

During the 2021–2025 period, the Corporation supplied approximately 52,000 m³ of imported timber, 626,000 tons of woodchips, and 52,000 tons of wood pellets for exporting units, as well as 73,000 tons of raw wood materials for processing and manufacturing units within and outside the Corporation. Average annual revenue during 2021–2025 reached approximately VND 550 billion, representing an increase of 87% compared with the 2016–2020 period.

- Service business activities: Customer care has been well maintained; therefore, revenue and profit from leasing office space, premises, and other services have remained stable.
- Trade promotion activities: In 2025, the Corporation participated in major events such as Q-Fair 2025 and the Autumn Fair 2025. Through these activities, the image and brand of Vinafor have gradually been enhanced among partners and customers in a more professional and modern manner, aligned with the orientation toward green, circular and sustainable economic development.

6. Human resources and organizational management

The Corporation has regularly conducted reviews and assessments to plan and consolidate leadership, management personnel and staff at the Corporation's headquarters, affiliated units, and the system of authorized representatives managing the Corporation's capital. These efforts aim to improve the efficiency of capital management and production and business performance across units.

Organizational restructuring, personnel management and employee policies have been implemented effectively, ensuring transparency, openness and democratic principles. The Corporation has also organized training and capacity-building programs, recruited and assigned qualified personnel to strengthen several specialized departments of the Corporation and its member units in accordance with operational requirements and approved plans.

7. Land management and improvement of land-use efficiency

The Corporation has managed and used land in accordance with legal regulations, while continuing to direct its units to complete legal documentation and implement solutions to improve land-use efficiency.

- Proactively conducted land surveying, boundary demarcation and land handover to local authorities; and promoted the recovery of forest land (approximately 2,655 hectares) for proper and effective use.

- A total of 32,799 hectares out of 33,772 hectares of leased land have been granted exemption or reduction of land rent, accounting for 97% of the leased area. The remaining 972 hectares are subject to full land rent payment due to the expiration of exemption or reduction periods or pending approval.

- The Corporation has actively worked with ministries and relevant authorities to resolve issues related to forests held in custody on behalf of the State.

- During the period 2021–2024, the Corporation coordinated with the Committee for Management of State Capital at Enterprises and the Ministry of Finance to review, rearrange and handle housing and land assets in accordance with Decree No. 167/2017/ND-CP and Decree No. 67/2021/ND-CP. In 2025, the Government issued Decree No. 03/2025/ND-CP (effective from 1 January 2025, replacing Decree No. 167/2017/ND-CP and Decree No. 67/2021/ND-CP), under which the Corporation is not subject to the rearrangement and handling of public assets. Accordingly, the Corporation continues to manage and use its non-agricultural land and housing facilities in compliance with the Law on Management and Use of State Capital Invested in Enterprises, the Land Law, and other relevant legal regulations, while directing its units to complete legal documentation, ensure proper land use, and enhance land-use efficiency

8. Financial investment and management of the Corporation’s capital representatives

The Corporation currently has the following member units:

- 06 dependent units under the parent company (operating as enterprise branches) and 03 representative offices.
- 09 single-member limited liability companies.
- 11 subsidiaries, 16 associated companies, and 08 limited liability companies with two or more members.

In general, most units operate effectively, preserving and developing the invested capital. Some units showing signs of financial risk or losses have been given special attention, with strengthened financial monitoring and special supervision by the Corporation. As a result, the average return on investment at enterprises in which the Corporation holds capital has reached approximately 21.9%.

The Board of Directors has continuously consolidated the system of authorized capital representatives at enterprises in which the Corporation has equity investments. It has also issued key regulations, including the Financial Supervision Regulation in 2021 and the Regulation on the Management of Authorized Capital Representatives in 2022. The

Corporation regularly monitors and evaluates the efficiency of capital utilization at its units in order to implement appropriate restructuring measures, reorganize the management structure, and improve investment efficiency. Annual financial supervision plans and special financial supervision plans have been developed and implemented.

Supervision results indicate that most units generally meet financial safety indicators, while units showing financial risks have been closely monitored. Some units have recovered and improved their production and business performance (such as Dong Bac Forestry One-Member Limited Liability Company). However, certain units continue to face difficulties due to market conditions (such as Ha Tinh Forest Product, Export and Import Joint Stock Company).

9. Restructuring

In implementation of Decision No. 360/QD-TTg dated 17 March 2022 of the Prime Minister, the Corporation proactively developed the Restructuring Plan for the 2021–2025 period. The plan was approved by the State Capital Representative Authority and adopted at the Corporation’s 2023 Annual General Meeting of Shareholders.

Through the implementation process, the Corporation has achieved several results as follows:

- Completed the transformation of departments into specialized divisions under the Corporation’s headquarters in 2024.
- Established new companies: The Corporation cooperated with partners to establish Uni – Vinafor Chau Duc Renewable Energy Company Limited (Unifor) in Ba Ria – Vung Tau with an investment value of VND 41.3 billion for the production and export of wood pellets. In addition, Vinafor Lang Son Wood Processing One-Member Limited Liability Company (100% owned by the Corporation) was established to produce wood pellets and veneer.
- Increased charter capital for several member units (Loc Binh Forestry Company, Dinh Lap Forestry Company, La Nga Forestry Company, Ba To Forestry Company, Dong Bac Forestry Company, Northern Forestry Seed Company, and Cam Ha Joint Stock Company) to expand scale and develop production and business activities, particularly in the field of sustainable forestry production, thereby creating growth momentum for the Corporation in the coming period. The total additional capital investment amounted to approximately VND 312.9 billion.
- Regarding divestment: the Corporation successfully divested its capital from four companies (Forprodex Joint Stock Company, Vinafor Vinh Joint Stock Company, Vinafor Tay Nguyen Joint Stock Company, and Central Forestry Seed Joint Stock Company). The Board of Directors continues to direct the Executive Board to conduct valuation and organize public auctions for the remaining units in accordance with the restructuring plan, ensuring transparency and efficiency for the Corporation.

10. Corporate governance

During the 2021–2026 term, the Corporation has implemented corporate governance in compliance with applicable legal regulations, including the Law on Enterprises, the Law on Securities, and relevant guiding documents. Information disclosure has been carried out fully, promptly, and transparently; related-party transactions have been strictly controlled to ensure regulatory compliance and protect shareholders’ interests.

The Corporation has also regularly reviewed, revised, supplemented and issued internal regulations to ensure consistency with current legal provisions and to establish a transparent and effective governance framework aligned with its production and business operations. In particular, the Corporation has strengthened decentralization and delegation of authority in

parallel with enhanced inspection and supervision; promoted transparency, autonomy and accountability; and emphasized responsibility for explanation and reporting. Efforts to prevent corruption, wastefulness and misconduct in management and operations have also been reinforced, thereby contributing to improving the overall effectiveness of the Corporation.

During the 2021–2025 period, the Corporation developed, revised and newly issued a total of 64 internal regulations and policies.

11. Application of science and technology, and digital transformation

The application of science and technology and digital transformation has gradually been implemented in a coordinated manner in both corporate governance and production and business activities, contributing to improved operational efficiency, cost savings, and enhanced transparency in management. The Board of Directors has identified digital transformation as one of the key drivers for strengthening the Corporation’s competitiveness in the coming period, and will continue to direct focused investments in technological systems serving governance and production activities.

The Corporation has put into operation a Document Management and Administration Software system; implemented financial accounting software across the system; installed a video conferencing system connecting the Corporation with its member units; and deployed an attendance and timekeeping system using facial recognition technology (AI).

At the same time, the Corporation has piloted the integration of Internet of Things (IoT) technology in certain production stages (such as nursery monitoring and management of raw material inputs and outputs), forest plantation management software and output statistics systems, and the use of unmanned aerial vehicles (drones) combined with image analysis to measure forest output at several units. In addition, the VN2000 digital mapping system has been applied in forest and forestry land management and planning, helping to improve the accuracy of cadastral information.

The application of science and technology and digital transformation in management and production activities has enabled the Corporation to save time and costs while improving overall operational efficiency.

12. Summary of Board of Directors meetings and resolutions:

According to the Corporation’s Charter, the Board of Directors must convene at least once per quarter. However, the Board has held meetings on a monthly basis and extraordinary meetings when necessary, thereby ensuring more timely and closer direction of the Corporation’s operations.

12.1 Meetings of the Board of Directors

- In 2021: the Board of Directors held 12 meetings.
- In 2022: the Board of Directors held 13 meetings.
- In 2023: the Board of Directors held 10 meetings.
- In 2024: the Board of Directors held 10 meetings.
- In 2025: the Board of Directors held 10 meetings.

In addition to the above regular meetings, the Board of Directors has frequently discussed and reached consensus through extraordinary meetings, telephone discussions, online meetings, and written consultations in order to promptly issue resolutions and decisions guiding production and business activities.

12.2 Resolutions and decisions of the Board of Directors

- In 2021: the Board of Directors issued 15 resolutions.

- In 2022: the Board of Directors issued 28 resolutions.
- In 2023: the Board of Directors issued 24 resolutions.
- In 2024: the Board of Directors issued 25 resolutions.
- In 2025: the Board of Directors issued 22 resolutions.

These resolutions implemented the resolutions of the General Meeting of Shareholders and provided direction for the Executive Board’s monthly and quarterly operations, enabling the Corporation to adopt appropriate solutions to successfully fulfill the annual plans assigned by the General Meeting of Shareholders.

13. Supervisory results regarding the Executive Board and management personnel:

During the term, the Board of Directors conducted supervision over the Executive Board through monitoring planned targets, business performance results, and periodic reports, while also directly participating in important management meetings. The Board of Directors assessed that the Executive Board has made considerable efforts and successfully fulfilled the assigned objectives, ensuring stable operations and continued growth of the Corporation. Specifically:

- Monitoring the completion of key annual targets assigned by the General Meeting of Shareholders and the resolutions and decisions of the Board of Directors to the General Director.

- On a monthly basis, the General Director reported to the Board of Directors on the implementation of the production and business plan and directly reported on the implementation of the Board’s resolutions at the regular meetings of the Board of Directors.

- Members of the Board of Directors also arranged to attend the monthly briefing meetings chaired by the General Director and certain meetings of the Executive Board in order to stay informed and provide timely guidance on relevant matters.

- The Board of Directors also coordinated with the Supervisory Board in monitoring the operations of the Corporation, thereby providing practical directions and recommendations to assist the General Director in effectively implementing the tasks assigned by the General Meeting of Shareholders and the Board of Directors.

- The Board of Directors highly appreciated the efforts of the General Director in implementing and achieving the Corporation’s objectives during the 2016–2021 term, particularly in the context of significant fluctuations in both the domestic and global economic environment. Under the corporate governance model of a joint-stock company, the Corporation’s operations have achieved many encouraging results as mentioned above.

During the course of operations, the General Director has complied with the provisions of law, the Charter of the Corporation, the resolutions of the General Meeting of Shareholders, and the resolutions and decisions of the Board of Directors.

14. Remuneration and operating expenses of the Board of Directors:

Unit: Million VND

Indicators	2021	2022	2023	2024	2025
Remuneration	6,918	7,671	6,860	6,226	9,250
operating expenses	According to regulations	According to regulations	According to regulations	According to regulations	According to regulations

Remuneration of the Board of Directors in each year has been implemented in accordance with applicable laws and approved by the General Meeting of Shareholders on an annual basis.

With a strong sense of responsibility toward the shareholders, employees of the Corporation, and the long-term development of the Corporation, it can be assessed that during the second term (2021–2026), the Board of Directors of the Vietnam Forestry Corporation has successfully fulfilled its roles and responsibilities in accordance with the law, particularly in supervising the Director General and the supporting management apparatus in the implementation of resolutions of the General Meeting of Shareholders as well as the resolutions and decisions of the Board of Directors. As a result, despite challenging conditions, the Corporation has achieved and exceeded several key targets assigned by the Annual General Meeting of Shareholders for the period from 2021 to 2025, thereby creating a solid foundation for the Corporation’s stable and sustainable development in the coming years.

PART II

ORIENTATION OF THE BOARD OF DIRECTORS’ ACTIVITIES

TERM III (2026 – 2031)

During the 2026–2031 term, the Board of Directors will orient the development of the Corporation toward focusing on its core business areas, increasing value addition throughout the entire value chain from forest planting to processing and trading, while promoting sustainable development associated with digital transformation and innovation. On that basis, the Corporation will continue to restructure its investment portfolio, improve capital efficiency, expand markets, and strengthen corporate governance capacity in order to ensure stable and sustainable growth and enhance value for shareholders.

I. FORECAST OF THE GLOBAL AND DOMESTIC ECONOMIC SITUATION

The global situation in the coming years is expected to remain complex and unpredictable. The Russia–Ukraine conflict and tensions in the Middle East may continue, while strategic competition, geopolitical tensions, and trade protectionism are likely to increase (particularly between the United States and China), creating both tariff and non-tariff barriers that affect the global flow of goods and services. Large corporations are also restructuring supply chains and relocating production facilities to minimize the impact of tariff barriers.

Within the region, Vietnam remained the fastest-growing economy in 2025 with a growth rate of 8.02%. Vietnam continues to aim for an average GDP growth rate of over 10% per year for the period 2026–2030, with per capita income expected to reach approximately USD 8,500 per year by 2030.

- For the forestry sector: With the growing global demand for wood products, consumers are increasingly concerned about high-quality, sustainable, and certified products that are environmentally friendly. Vietnam aims to have 1 million hectares of large-timber plantations (production forests) certified under sustainable forest management standards (FSC or equivalent) by 2030. At the same time, greater attention will be given to the

development of non-timber forest products (such as chestnuts, macadamia, and under-canopy medicinal plants like cinnamon and star anise) as well as forest environmental services.

- For the wood processing industry: Vietnam has set a target that by 2030, the export value of wood products and forest products will reach USD 23–25 billion. In the coming period, new-generation free trade agreements (FTAs) such as the CPTPP, EVFTA, and RCEP will continue to provide tariff advantages and opportunities for Vietnamese wood products to access new markets. In addition, the forest carbon credit market is developing rapidly, creating a new source of revenue for the forestry sector.

II. OPERATIONAL DIRECTIONS OF THE BOARD OF DIRECTORS FOR THE 2026–2031 TERM:

1. Overall objectives:

- To develop the Corporation into a leading enterprise in Vietnam in the field of sustainable forestry production based on modern science and technology. In particular, to become the number one enterprise in high-tech forestry seedling production; striving to achieve revenue growth higher than the industry’s growth rate in the 2026–2030 period, contributing to the national target of economic growth of 10% or more.

- To increase forest coverage on areas allocated or leased by the State; to shift toward intensive planting of large-diameter timber forests, multi-purpose tree species, and native species in order to conserve biodiversity, combat climate change, reduce greenhouse gas emissions, and improve the environment.

- To develop new products from multi-purpose trees and forest carbon credits, and to participate more deeply in domestic and international supply chains in order to enhance the added value of forestry products.

- To invest in expanding and developing the wood processing sector, striving to become one of the leading enterprises in the production, trading, and export of woodchips and wood pellets.

- To promote commercial and trading activities, build supply chains, and strengthen internal consumption within the Corporation. By 2030, Vinafor aims to become one of the top three reputable suppliers of wood raw materials in Vietnam.

- To accelerate the restructuring and innovation of the Corporation’s organizational and management structure in the direction of increasing scale while reducing administrative layers; promoting decentralization and delegation of authority accompanied by strengthened supervision and post-inspection, ensuring transparency, improving operational efficiency, and enhancing the competitiveness of the Corporation and its member units.

- To maintain the current charter capital and keep the State ownership ratio at 51%, ensuring the role of a major state enterprise in the development of the forestry sector.

- To ensure stable employment, improve living standards and income for employees of the Corporation, contracted households, and local communities in areas of operation; and to effectively fulfill the political tasks assigned by the Party and the State.

2. Direction and organization of the implementation of the 5-year production and business plan:

To focus on leading and directing the Corporation to strive to successfully achieve the targets of the 2026–2030 five-year production and business plan, with several key indicators as follows:

No	Indicator	Unit	Est. 5-year	Estimate Actual					5-year Plan	% vs previous
				2026	2027	2028	2029	2030		

			result 2021– 2025						2026– 2030	period	
I	Parent Company										
1	Total Revenue	Tỷ đồng	6,720	1,600	1,650	1,741	1,823	1,906	8,719	130%	
2	Profit Before Tax	Tỷ đồng	1,549	316	324	329	357	365	1,691	109%	
3	Profit After Tax	Tỷ đồng	1,435	290	306	316	338	351	1,600	112%	
4	ROE (Net Profit / Equity)	%	36.2	7.25	7.65	7.88	8.39	8.69	39.9	110%	
	ROA (Net Profit / Total Assets)	%	34.5	6.80	7.29	7.49	7.98	8.25	37.8	110%	
5	State Budget Contribution	Tỷ đồng		According the regulation							
6	Expected Dividend	%/VĐL	37.4	7.5	7.9	8.2	8.9	9.2	41.7	112%	
7	Total Employees (excluding managers)	Người	457	470	489	491	509	509	494	109%	
8	Average Salary (excluding managers)	Tr.đ/ng/thg	16.6	19.0	19.0	19.1	19.8	19.9	19.4	117%	
9	Development Investment Value	Tỷ đồng	486	279	196	44	32	59	611	127%	
II	Consolidated										
1	Seedling Production	Tr.cây	200	52	56	60	65	70	303.6	152%	
2	New Afforestation (Year 1)	Ha	16,032	2,999	3,123	3,106	3,141	3,143	15,512	97%	
-	Large Timber Trees	Ha	1,034	514	511	488	473	515	2,501	242%	
3	Timber Harvesting	Ha	16,584	2,806	3,088	3,203	3,345	3,146	15,588	94%	
5	Total Revenue	Tỷ đồng	11,025	2,325	2,388	2,603	2,651	2,810	12,777	116%	
6	Profit Before Tax	Tỷ đồng	1,857	346	359	388	446	444	1,982	107%	
7	Profit After Tax	Tỷ đồng	1,711	318	321	351	401	389	1,780	104%	

Notes:

- Profit targets for the 2026–2030 period are not expected to increase significantly due to the absence of revenue and profit from the sale of apartments at 32 Dai Tu, as was the case in the 2021–2025 period.

- Details of the targets are provided in Appendices 2A, 2B, 2C, and 2D attached hereto.

- The five-year plan targets for 2026–2030 do not yet take into account additional objective or force majeure factors that may arise during this period.

3. Key tasks for the next term:

3.1. Key tasks for 2026:

- Closely follow the directives of the Party, the Government, the Ministry of Finance, and T&T Group; mobilize all resources and implement all necessary solutions to effectively organize implementation, striving to fulfill and exceed the 2026 plan targets as set.

3.1.1 Investment and development plan for 2026:

In order to continue strengthening the foundation, develop forestry production and deep processing activities, achieve strategic objectives through 2030 with a vision to 2035 as approved by the General Meeting of Shareholders, create breakthroughs, drive

sustainable growth, and deliver high efficiency in the coming years, the Corporation plans to further promote investment and development. In 2026, it is expected to implement projects with total disbursement of approximately VND 279 billions to expand and develop production and business operations, focusing on deep processing projects and increasing charter capital for units with strong potential and competitive advantages to expand and develop forestry production and business activities. Specifically:

- *Investment in intensive afforestation, large timber plantations, and multi-purpose tree planting using advanced technical methods, along with wood processing development at the Parent Company:* Total estimated investment value of approximately VND 55.3 billion. Of which, an additional VND 5.9 billion will be allocated to MDF Gia Lai to continue investing in multi-purpose tree planting (macadamia); and approximately VND 49.4 billion will be allocated to Hoa Binh Forestry to invest in afforestation, upgrade and renovate wood processing workshops, and supplement working capital

- *Dinh Lap wood processing plant construction investment project:* Estimated disbursement in 2026 is approximately VND 180 billion to implement project components.

- *IT development, software upgrading, and digital transformation project of the Corporation:* Estimated disbursement of approximately VND 1.4 billions. This includes investment in HR management software, hiring consultants for KPI development, leasing internet transmission lines, and maintaining the Corporation's office network system.

- *Construction and development investment projects at the Corporation's Head Office and branches:* Continue renovation and repair of fixed assets and facilities at the Head Office to prevent deterioration, ensure working conditions, and improve management and operational efficiency. Estimated disbursement in 2026 is approximately 24 billion VND.

- *Increase in charter capital for certain forestry and forest seed units to expand production and business operations and investment and development:* Estimated disbursement in 2026 is over VND 18.1 billion. Of which, continued disbursement for charter capital increase includes approximately VND 8.8 billion for La Nga Forestry, VND 731 million for Northern Forestry Seed Company, and VND 8.5 billion for Dinh Lap Forestry to invest in afforestation

3.1.2 Successfully organize the General Meeting of Shareholders for the 2026–2031 term of the Corporation.

3.1.3 *Forestry production development;* One of the key task is effectively fulfill the role of a state-owned enterprise in orienting the sustainable development of the forestry production sector; contributing to the country's green economy and circular economy, combating climate change, improving the environment, and ensuring employment, livelihoods, and income for employees of the Corporation.

- Continue to synchronously implement the contents of the Corporation's Development Strategy through 2030, with a vision to 2035, in alignment with the actual conditions of each unit.

- Promote research and pilot planting of new varieties; select high-yield, high-quality, and pest-resistant varieties; enhance production capacity and quality of seedlings; continue upgrading and renovating nurseries and seed production facilities; and expand consumption markets.

- Promote intensive afforestation, large timber plantations, and multi-purpose tree planting in line with Government directives toward green and circular economic development.

- Implement comprehensive solutions in management, silviculture, and seed development to improve plantation forest quality; accelerate the application and innovation of science and technology, as well as digital transformation in land, forest, and seed management; strengthen inspection, supervision, and annual acceptance of forest planting and tending activities.

- Continue directing units to review and complete land-use planning and plans through 2030 and beyond, in line with the orientation of increasing the area of large timber plantations, multi-purpose trees, and certified sustainably managed forests, thereby improving the efficiency of forestry land use..

- Handle assets and state-owned forests held on behalf of the State at forestry seed joint-stock companies.

3.1.4. *Development of the wood processing sector:*

- Build the Corporation's brand and reputation by improving product quality, innovating designs, and creating high value-added wood products that meet market demand.

- Diversify markets, product portfolios, and distribution channels, with a focus on developing the domestic market.

- Enhance production capacity; promote investment in technology and automation to improve competitiveness.

- Implement sustainable forest certification for the remaining units, ensuring legal timber sources for supply to the Corporation's wood processing units.

3.1.5. *Improve the efficiency of non-agricultural land use:*

- Continue implementing Government Decrees and the Prime Minister's Directives on the management and use of housing and land facilities in compliance with legal regulations and local planning..

- Review and assess the efficiency of exploitation and use of the Corporation's non-agricultural land assets to adopt solutions that enhance land-use efficiency and avoid waste.

- Accelerate the completion of legal documentation for the Corporation's non-agricultural land assets in accordance with the established roadmap and plans.

3.1.6 Promote marketing, market development, and trade promotion activities to increase the consumption volume of forestry products, thereby boosting revenue and profit for the Corporation.

3.1.7 Strengthen joint ventures, partnerships, and international cooperation to explore the establishment of new joint ventures and further enhance the efficiency of capital investment in existing joint ventures.

3.1.8 Continue implementing the contents of the Corporation's Restructuring Plan for the 2021–2025 period in accordance with the Government's directives, and develop the Restructuring Plan for the 2026–2030 period for implementation, aiming to enhance the efficiency of the Corporation's production and business operations in a streamlined and effective manner, contributing to achieving double-digit growth in the coming period. Focus will be placed on restructuring units to improve operational efficiency, carrying out transparent and public divestment from certain urgent and underperforming units, and concentrating resources on units with strong potential and competitive advantages, as well as on projects supporting the green and circular economy.

3.1.9 Continue reviewing, amending, supplementing, and finalizing the Corporation's internal regulations and policies to ensure compliance with current legal frameworks and to enhance internal governance efficiency. Priority will be given to revising and supplementing the Charter and internal regulations in line with Law No. 68/2025/QH15 on the Management and Investment of State Capital in Enterprises, the amended Law on Enterprises 2025, and other relevant legal provisions.

3.1.10 Promote innovation, application of science and technology, and digital transformation in the Corporation's production, as well as in its member units; research and develop new, superior, and environmentally friendly products; gradually improve the internal supply chain; and strengthen and develop Vinafor's brand and reputation in both domestic and international markets, thereby enhancing labor productivity, competitiveness, and operational efficiency.

3.1.11. Develop high-quality human resources to improve labor productivity and the efficiency of the Corporation's production and business activities.

3.1.12. Strengthen inspection and supervision of the management and use of capital, assets, land, and legal compliance across the Corporation and its member units; continue directing units to implement the conclusions of the Government Inspectorate and recommendations of the State Audit; and implement solutions for the Vinafor Ha Dong Project to ensure maximum benefits for the Corporation.

3.1.13. Promote thrift practices and anti-waste measures; strengthen control of power to prevent corruption and misconduct; and implement the Corporate Culture Development Project across the Corporation.

3.1.14. Ensure the comprehensive leadership and direction of the Party in implementing the Corporation's key objectives and tasks; build a clean and strong Party organization within the Corporation.

3.1.15. Lead mass organizations, including the Trade Union, Youth Union, departments/divisions, and units, to foster unity and consensus across the Corporation, contributing to the successful achievement of the key objectives and tasks set for 2026.

3.2. Key tasks for 2026-2031 Term.

a. 3.2. Một số nhiệm vụ trọng tâm nhiệm kỳ 2026-2031.

Mobilize all resources and implement all solutions to effectively organize implementation, striving to fulfill and exceed the five-year plan targets for the 2026–2030 period, thereby contributing to the national growth target of over 10% during 2026–2030:

+ Develop sustainable forestry production in harmony with the three pillars: Economic – Social – Environmental, in line with national forestry development strategies and planning; promote the mission and role of a major state-owned enterprise in guiding and leading other economic sectors in the same field, fostering green and circular economic development and environmental improvement..

+ Develop the wood processing sector

+ Expand and develop trading, commercial, and service activities

+ Strengthen land management and improve the efficiency of land use

+ Develop sustainable forestry production in harmony with the three pillars: Economic – Social – Environmental. Continue implementing the arrangement and restructuring of the Corporation in accordance with the Restructuring Plan for the 2021–2025 period under the Government's direction, and develop the Restructuring Plan for the 2026–2030 period for implementation, with a view to enhancing the efficiency of the Corporation's production and business operations through a streamlined organizational structure, cost reduction, and improved performance of its units. This includes carrying out the restructuring of investment capital in other enterprises in a transparent and lawful manner.

(1) Develop high-quality human resources to improve labor productivity, enabling the Corporation to achieve sustainable growth and development.

(2) Continue reviewing, amending, and supplementing the Charter; and finalize the system of internal rules, regulations, and policies of the Corporation in compliance with current legal provisions, with a focus on promoting decentralization and delegation of authority, strengthening inspection, supervision, and post-audit activities, and enhancing the efficiency and transparency of the internal governance system in accordance with the law.

(3) Promote the application of science and technology, innovation, and digital transformation across all aspects of the Corporation's operations (including governance, production and business, and investment) and its member units, in line with Resolution No. 57-NQ/TW of the Politburo, in order to enhance operational efficiency and competitiveness.

(4) Effectively fulfill the political tasks assigned by the Party and the State, contributing to social security, national defense and security, poverty reduction, and new rural development.

b. Promote investment and development:

The total investment value for the 2026–2030 period is estimated at approximately VND 611 billion. Details are as follows **Construction and development investment projects:**

- Invest in concentrated intensive large-timber plantations, multi-purpose tree planting, and wood processing development at MDF Vinafor Gia Lai Branch and Hoa Binh Forestry Company.
- Invest in the application of science and technology and digital transformation.
- Invest in construction, renovation, repair, and upgrading of fixed assets at the Corporation's Head Office and its branches.
- Invest in projects to enhance the efficiency of management and use of non-agricultural land.
- Invest in eco-tourism projects at units with development potential.

- Capital investment in subsidiaries and affiliates:

- Increase charter capital for certain single-member limited liability forestry companies (Loc Binh, Dinh Lap, Ba To, La Nga, etc.) to expand and develop sustainable forestry production, upgrade nurseries, and improve primary wood processing facilities associated with raw material areas.
- Increase charter capital for Vinafor Lang Son Co., Ltd. to implement the project for constructing a wood processing plant at Dinh Lap Industrial Cluster, Lang Son Province.
- Increase charter capital for North Central Forestry Seed Joint Stock Company and Southern Forestry Seed Joint Stock Company to upgrade tissue culture centers, nursery systems, expand high-quality seedling production and business activities, and invest in afforestation.
- Cooperate with Hoang Dai Vuong Co., Ltd., with a plan to acquire equity in an export wood pellet manufacturing plant in Son Dong, Bac Ninh Province.
- Study investment in the construction of a wholly owned wood processing plant of the Corporation in Quang Ngai Province.

c. Sustainable forestry development:

- Continue to promote investment in upgrading and modernizing tissue culture research centers and nursery systems to develop high-quality tree varieties for domestic supply and gradually expand exports to neighboring markets (such as Laos and Cambodia).

- Accelerate intensive afforestation and large-timber plantation development (Acacia); apply new high-quality varieties and advanced technical methods in afforestation. Continue

researching the transition to multi-purpose tree planting; monitor and evaluate planted areas to consider further expansion. Review contracting arrangements and reorganize forest allocation mechanisms to ensure compliance and improve efficiency..

- Research and develop silvicultural procedures, technical standards, and cost norms that are cost-efficient and suitable to site conditions, thereby improving productivity, plantation quality, and overall forestry production efficiency.
- Develop and obtain sustainable forest certification for areas not yet certified.
- Review the entire status of retained land to develop more effective land-use planning and management schemes; proactively coordinate with local authorities to address and recover encroached land, strictly prevent new or repeated encroachments; and ensure that no land is illegally leased, lent, transferred, or repurposed
 - Proactively work with local authorities to complete land measurement, boundary demarcation, land leasing procedures, issuance of land use right certificates, and policies on land rent exemption or reduction; continue implementing tasks in accordance with the conclusions of the Government Inspectorate on land management.
- Implement forest carbon credit projects: (1) develop carbon credit projects for forest areas under the Corporation’s management; (2) coordinate with the Ministry of Agriculture and Environment and proceed to register selected projects with the Ministry to implement forest carbon credit initiatives across Vietnam’s ecological regions.
- Explore expanding forestry investment in Laos, including activities such as seedling production, large-timber plantations, wood processing, sustainable forest management, and carbon credit development..

d. Restructuring and reorganization of the Corporation

Continue implementing the outstanding tasks under the Corporation’s Restructuring Plan for the 2021–2025 period, and proactively develop, finalize, and effectively implement the Restructuring Plan for the 2026–2030 period in line with Resolution No. 79 of the Politburo and Resolution No. 29 of the Government.

e. Expansion and development of trading and service activities

- Gradually reduce the proportion of imported natural timber; diversify product categories and expand the trading of domestically sourced timber.
- Ensure a stable, high-quality, and diversified supply by building long-term relationships with reputable and reliable timber suppliers from importing countries as well as domestic forest owners. Continue leveraging FSC advantages and studying the application of other forest certification schemes such as EUDR and PEFC for traded timber materials to meet new standards in Vietnam’s key export markets, including the United States and Europe, thereby enhancing competitiveness in supplying export-oriented processing units.
- Expand markets by deploying diversified sales channels, including collaboration with e-commerce platforms such as Amazon and Alibaba, and social media platforms with large user bases such as Facebook and TikTok; develop retail chains and distribution channels; and apply information technology in sales and inventory management to improve business efficiency and reduce costs.

g. Improving the efficiency of land use:

- Continue directing units to closely coordinate with local authorities and relevant departments to complete the legal documentation for the Corporation’s non-agricultural land assets in accordance with the established roadmap.
- Review land and property assets that have not yet fully realized their efficiency or potential; support appropriate investment and conversion solutions to enhance land-use

efficiency; and develop comprehensive plans for the effective utilization of land and property assets, avoiding resource waste.

- Direct units and authorized representatives to manage and use land in compliance with legal regulations and local planning; review business cooperation contracts to ensure full compliance with applicable laws.
- Strengthen management, inspection, and supervision of land use; promptly prevent and handle cases of land encroachment, misuse, or inefficient utilization.

h. Human resources development:

- Develop the Corporation’s workforce in a streamlined direction, ensuring efficient utilization of human resources to enhance labor productivity; strengthen cooperation with partners for training and recruitment.
- Focus on workforce planning, training, and capacity building to improve professional qualifications and managerial capabilities for employees and skilled workers, meeting both short-term and long-term human resource needs; establish appropriate remuneration mechanisms based on performance (KPIs).
- Enhance information exchange, staff rotation, training, and cross-training activities across the Corporation’s units.

i. Strengthening internal control and legal compliance:

- Review, amend, and supplement the Charter and the Corporation’s system of internal regulations and policies toward simplifying procedures, promoting decentralization and delegation of authority, and strengthening inspection, supervision, and post-audit activities, thereby enabling units to operate more proactively in production and business activities.
- Develop annual inspection and supervision plans for affiliated units and authorized representative groups, and enhance internal oversight to promptly identify risks and issues and propose timely solutions.
- Inspect and supervise units in implementing recommendations and conclusions from competent state authorities and the Corporation, ensuring quality and adherence to established timelines.
- Control legal risks in contracts, projects, and documents issued by the Corporation; promptly resolve complaints, denunciations, and disputes in accordance with legal regulations.
- Develop annual plans on thrift practice and anti-waste measures, and on anti-corruption and misconduct prevention; implement and periodically report in accordance with regulations; and regularly disseminate and promote awareness of thrift, anti-waste, and anti-corruption practices.

k. Application of science and technology, innovation, and digital transformation:

- Promote the application of science and technology, innovation, and digital transformation across all aspects of the Corporation’s operations, including governance, production and business, and investment and development.
- Select experienced and reputable software solution and IT service providers to advise on and implement critical systems.
- Allocate budget to upgrade network infrastructure, servers, and equipment (such as OCR scanners and online conferencing systems) to ensure sufficient capacity for new applications.
- Organize structured training programs for employees and workers on the use of each software system upon deployment; implement internal communication on the benefits

of digital transformation to enhance awareness and build consensus; ensure that the majority of employees are proficient in working within a digital environment..

1. Strengthening cooperation and joint ventures

- Maintain cooperative relationships and close coordination with traditional partners (such as Sojitz Group, Yamaha Motor Japan, KHI–Hong Kong, etc.); collaborate with partners to develop and apply management standards aligned with trends and the investment and business environment in Vietnam; enhance regular information exchange and share new business and investment ideas to leverage mutual strengths.

- Continue to study projects aimed at expanding cooperation scale, diversifying products, and improving production and business efficiency in joint venture and affiliated companies.

- Seek and engage reputable global partners in the Corporation’s core sectors to learn advanced management practices, update market intelligence, and facilitate the transfer of advanced technologies.

- Through joint ventures and partnerships, promote exchanges and learning of corporate culture from partners in developed countries; proactively apply best practices to internal governance and business operations to enhance professionalism and corporate culture.

4. Operating schedule of the Board of Directors:

- Maintain regular meetings on a monthly basis, or at least once per quarter in accordance with regulations.

- Ensure corporate governance and information disclosure in compliance with regulations applicable to publicly listed companies; organize Annual General Meetings of Shareholders and term-based meetings in accordance with prescribed timelines.

The Board of Directors respectfully submits this report to the General Meeting of Shareholders.

**ON BEHALF OF THE BOARD OF DIRECTORS
CHAIRMAN**

Phí Mạnh Cường