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Hung Yen, May 28, 2026

**REPORT OF THE BOARD OF MANAGEMENT
ON 2025 BUSINESS AND PRODUCTION RESULTS
AND 2026 BUSINESS PLAN**

**To: The General Meeting of Shareholders of Vu Dang Investment & Trading
Joint Stock Company**

On behalf of the Board of Management of Vu Dang Investment & Trading Joint Stock Company (“the Company”), I would like to submit to the General Meeting of Shareholders the Report on 2025 Business and Production Results and the 2026 Business Plan of the Company's Board of Management as follows:

I. Report on 2025 Business and Production Results

1. 2025 Business and Production Performance Results

Unit: VND

No.	Financial Indicators	Year 2025	Year 2024	Growth 2025/2024 (%)
1	Total Assets	331,745,431,338	353,948,658,440	-6.27%
2	Owner's Equity	261,011,790,815	259,729,053,301	0.49%
3	Net Revenue from Sales and Provision of Services	317,200,853,038	342,459,873,057	-7.38%
4	Profit Before Tax	1,282,737,514	13,854,083,731	-90.74%
5	Profit After Tax	1,282,737,514	13,594,782,332	-90.56%

In 2025, despite the impact of a highly volatile economic environment, the Company achieved encouraging results in its business and production operations thanks to the efforts of the Management Board and all staff and employees. The Company proactively adjusted its selling price policies to maintain market share and relationships with traditional customers, stabilizing revenue and profit; concurrently, it enhanced supply chain controls, ensuring input raw materials and adjusting inventory in line with market demand dynamics.

In addition, the Company focused on increasing the proportion of high-margin orders, well-satisfying quality requirements. The Company also continuously expanded its customer portfolio, attracting more potential partners; concurrently, it implemented organizational and product restructuring towards optimizing costs and enhancing production efficiency, thereby contributing to achieving positive business results during the year.

However, the Company's business and production activities still faced many negative impacts from the volatile economic backdrop, such as declining market demand, persistently high inflation, supply chain disruptions, and rising trade protectionism trends in several key markets, which significantly affected product consumption.

Regarding the scale of the Company's total assets, the total asset value in 2025 reached VND 331.7 billion, a decrease of approximately 6.27% compared to the same period in 2024; owner's equity reached VND 261 billion, a slight increase of 0.49% compared to 2024.

Compared to the 2025 targets and plan set by the Company's General Meeting of Shareholders, the revenue target reached VND 317.2 billion, exceeding the set plan, demonstrating that the Company maintained its revenue scale under difficult market conditions. However, profit after tax reached VND 1.3 billion, achieving 64.1% of the plan.

Compared to 2024, net revenue decreased by 7.4% while profit after tax dropped sharply by 90.6%. The primary reason was the narrowed profit margins as the Company prioritized a strategy of retaining orders and production volume, while the cost of goods sold remained high, accounting for a large proportion of revenue. Besides, although financial expenses decreased, this reduction was insufficient to offset the decline in gross profit and financial revenue.

Although the profit results in 2025 did not meet expectations, the efforts in stabilizing operations along with flexible and prudent management solutions contributed to helping the Company maintain stable activities. This will be an important foundation for the Company to continue enhancing business and production efficiency, progressively improving operational efficiency in the following years.

In light of the above results, the Board of Management is fully aware of its responsibility for not fulfilling the profit target according to the plan approved by the General Meeting of Shareholders. The Board of Management has been deploying corrective solutions such as reviewing and optimizing production and administrative expenses, improving capital utilization efficiency, adjusting the product structure towards increasing profit margins, and concurrently strengthening forecasting and risk management to enhance planning quality and improve business results in the coming time.

Advancements achieved by the Company:

- + Maintaining business and production activities, caring for the health and maintaining stable employment for employees.
- + Strengthening cost management work, progressively optimizing production processes and enhancing resource utilization efficiency.
- + Focusing on providing the best customer care, increasing the number of new customers, and retaining existing customers.
- + Formulating appropriate sales policies for each product category, each market, and each phase.

2. Financial Position

❖ Asset Position

As of December 31, 2025, the Company's total assets reached VND 331.75 billion, a decrease of VND 22.20 billion compared to the beginning of the year. Of which:

- Short-term assets were VND 124.59 billion, a decrease of VND 6 billion, equivalent to a decrease rate of 4.61% compared to 2024.
- Long-term assets were VND 207.16 billion, a decrease of VND 16.19 billion, equivalent to a decrease rate of 7.25% compared to 2024.

❖ ***Liability Position***

- Liabilities as of December 31, 2025, were VND 70.73 billion, a decrease of VND 23.49 billion compared to the beginning of 2025, corresponding to a decrease rate of 24.93%. The Company no longer recorded long-term debt because the Company proactively prepaid its loans, contributing to significantly reducing financial pressure and reducing financial costs for the enterprise.
- The Company well managed short-term loans, ensuring fulfillment of working capital needs to serve business and production activities. During the year, the utilization of loan capital was implemented in a prudent direction, contributing to maintaining stable cash flow and supporting production activities amid many market difficulties.

3. Organizational Structure, Management Policies, Labor, and Wages

In 2025, the Company continued to review and adjust its organizational structure towards a lean direction, enhancing coordination efficiency between departments, in line with the actual scale and operational situation. The functions and duties of each department were more clearly defined, contributing to enhancing proactivity and responsibility at work.

In addition, the Company focused on perfecting its internal governance system, strengthening risk control, and improving management efficiency. Internal processes and regulations were reviewed and updated towards strictness and alignment with operational requirements, especially in cost management, accounts receivable management, and capital utilization. In the context of many challenges in business and production activities, the Company also deployed flexible executive solutions, strengthening cost control work, optimizing resources, and enhancing operational efficiency.

Concurrently, human resource policies were adjusted in an appropriate direction, ensuring the maintenance of a stable workforce to meet business and production requirements, thereby creating a basis to progressively improve operational efficiency in the coming time.

Regarding labor, in 2025, the Company continued to maintain and stabilize human resources to meet business and production operational requirements. The Company implemented labor management in a direction consistent with the actual operational situation, arranging and deploying personnel rationally among departments, and enhancing labor utilization efficiency and working productivity. Concurrently, the Company also focused on training and fostering professional expertise, enhancing management capacity and working skills for employees, contributing to meeting development requirements in the new phase.

Regarding wage policies and regimes for employees, the Company implemented the payment of wages, salaries, and regimes and policies in accordance with current regulations, consistent with the business and production efficiency and financial capacity of the Company. Besides, the regimes of social insurance, health insurance, unemployment insurance, welfare regimes, and other benefits of employees were fully implemented in accordance with the provisions of law. The Company

concurrently cared for and improved the working environment, creating conditions for employees to remain committed, stable, and promote their capacity during their course of work.

II. 2026 Business and Production Plan

1. General Assessment of the 2026 Economy

The world economy in 2026 is forecasted to still face many uncertainties due to political situations, trade wars, as well as global climate change... These factors cause a slow economic recovery and weak consumer purchasing power, generally affecting the economy as well as the spinning and textile-garment industry.

2. 2026 Business and Production Target Indicators

No.	Financial Indicators	Unit	2025 Actual	2026 Plan	
				Value	%/2025
1	Revenue	VND billion	317.2	300	-5.4%
2	Profit After Tax	VND billion	1.3	1.2	-6.5%

3. Solutions and Measures to Achieve the 2026 Business Plan Targets

- Monitoring the market to make timely adjustments regarding pricing and materials plans, ensuring the highest business efficiency.
- Staying close to the market, ensuring the good maintenance and stability of the company's core business activities.
- Enhancing the 'quality of human resources, the professionalism of staff, employees, and the leadership and management team.
- Promoting the application of technology in governance, production, and business to optimize costs and enhance product quality.
- Controlling and saving administrative expenses and manufacturing overhead costs of each stage to reduce product costs, increasing competitiveness to secure more orders and increase revenue.
- Strengthening risk management, financial management, and internal control to ensure stable and sustainable development.

The above is the entire report on the 2025 business operations and the 2026 plan of the Company. The Board of Management hereby submits and seeks approval from the General Meeting of Shareholders.

Respectfully!

Recipients:

- As above;
- Board of Management, HR & Admin Dept.;
- Archived at the BOD Office.

ON BEHALF OF THE BOARD OF MANAGEMENT

GENERAL DIRECTOR



VŨ TUẤN PHƯƠNG