**IRC: Annual Corporate Governance Report 2023**

On January 24, 2024, Industrial Rubber JSC announced Report No. 63/BC-HDQT on the corporate governance as follows:

* Name of company: Industrial Rubber JSC
* Head office address: No. 14, 21 thang 4 Road, Xuan Tan Ward, Long Khanh City, Dong Nai Province
* Tel: 0251.3721199 Fax: 0251.3721199
* Charter capital: VND 175,000,000,000
* Securities code: IRC
* Corporate Governance Model: The General Meeting, Board of Directors, Supervisory Board and Executive Manager
* Internal audit: Industrial Rubber JSC has not yet implemented.

1. Activities of the General Meeting

Information about the meetings and General Mandates/Decisions of the General Meeting (including General Mandates approved by collecting shareholders' ballots)

The Annual General Meeting 2023 of Industrial Rubber JSC was held on January 17, 2023.

The Annual General Meeting 2023 of Industrial Rubber JSC was held on April 26, 2023.

The Annual General Meeting 2023 of Industrial Rubber JSC was held on October 26, 2023.

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| No. | General Mandates/Decisions of the General Meeting | Date | Contents |
| 01 | General Mandate No. 12/NQ-DHDCD | January 17, 2023 | Extraordinary General Mandate 2023 |
| 02 | General Mandate No. 157/NQ-DHDCD | April 26, 2023 | Annual General Mandate 2023 |
| 03 | General Mandate No. 328/NQ-DHDCD | October 26, 2023 | Extraordinary General Mandate 2023 |

1. Board of Directors (Report of 2023):
2. Information about members of the Board of Directors:

The Extraordinary General Meeting 2023 held at the Company on January 17, 2023 elected Mr. Hoang Thanh Bach, Mr. Tran Hai Binh, Mr. Nguyen Thai Nguyen as the Company's Board of Directors in the term of 2018-2022 to replace for Mr. Ho Quoc Minh, Mr. Nguyen Cao Tri and Mr. Do Tan Diem.

The Annual General Meeting 2023 held at the Company on April 26, 2023 elected the Company's Board of Directors in the term of 2023-2028, including 05 members: Mr. Pham Nam Hung, Mr. Nguyen Dang Tan, Mr. Nguyen Thai Nguyen, Mr. Hoang Thanh Bach and Mr. Nguyen Cao Duc.

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| No. | Member of the Board of Directors: | Position | Date of appointment/dismissal as member of the Board of Directors | | Note |
| Appointment date | Dismissal date |
| 1 | Mr. Pham Nam Hung | Chair | April 26, 2023 |  |  |
| 2 | Mr. Nguyen Dang Tan | Member | April 26, 2023 |  |  |
| 3 | Mr. Nguyen Cao Tri | Member | February 9, 2018 | January 17, 2023 | Non-executive member of the Board of Directors |
| 4 | Mr. Do Tan Diem | Member | February 9, 2018 | January 17, 2023 |  |
| 5 | Mr. Ho Quoc Minh | Member | June 24, 2021 | January 17, 2023 | Non-executive member of the Board of Directors |
| 6 | Mr. Tran Hai Binh | Member | January 17, 2023 | April 26, 2023 | Non-executive member of the Board of Directors |
| 7 | Mr. Hoang Thanh Bach | Member | April 26, 2023 |  | Non-executive member of the Board of Directors |
| 8 | Mr. Nguyen Thai Nguyen | Member | April 26, 2023 |  |  |
| 9 | Mr. Nguyen Cao Duc | Member | April 26, 2023 |  | Non-executive member of the Board of Directors |

1. Board Resolutions/Board Decisions (2023 Report):

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| No. | Resolutions/Decision | Date | Contents | Note |
| 1 | 06 /NQ-HDQT | January 10, 2023 | Resolution on supplementing documents for Extraordinary General Meeting 2023 |  |
| 2 | 14/QD-HDQT | January 17, 2023 | Decision on term bank deposits (application date in 2023). |  |
| 3 | 73/QD-HDQT | February 20, 2023 | Decision on liquidating dead and broken rubber trees (324 trees). |  |
| 4 | 84/NQ-HDQT | March 01, 2023 | Resolution on the 21th Meeting of the Board of Directors: Production and business results in 2022 and production and business plan in Q1/2023, liquidation of 60.98 hectares of 1994 rubber trees, convening date of the Annual General Meeting 2023, personnel of the Board of Directors and Supervisory Board for the term 2023-2028 and replantation of rubber tree gardens in 2023. |  |
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| 5 | 85 /NQ-HDQT | March 02, 2023 | Decision on the record date to exercise the rights to attend the Annual General Meeting 2023. |  |
| 6 | 90/QD-HDQT | March 07, 2023 | Decision on approving the economic and technical report on adjusting rubber tree replantation in 2023. |  |
| 7 | 119/NQ-HDQT | April 5, 2023 | Approval of the contents of documents to be submitted at the Annual General Meeting 2023 |  |
| 8 | 139/NQ-HDQT | April 24, 2023 | Resolution on the 22th meeting of the Board of Directors: Production and business results in Q1/2023 and production and business plan in Q2/2023; Production and business plan in 2023; Expected list of personnel of the Board of Directors and Supervisory Board in the term of 2023-2028; Supplement contents on crop conversion on land area classified as IV; Approval of the policy of supporting site handover to implement the Xuan Hung-Xuan Tam Road Project, Xuan Loc District, Dong Nai; Auctioning of liquidated rubber lots in 1994 and Plan on replantation rubber gardens in 2023. |  |
| 9 | 158/QD-HDQT | April 26, 2023 | Resolution on electing the Chair of the Board of Directors in the term of 2023-2028. |  |
| 10 | 200/QD-HDQT | June 08, 2023 | Decision on liquidating dead, broken rubber trees and rubber trees affected by Xuan Hung-Xuan Tam Road Project, Xuan Loc District, Dong Nai. |  |
| 11 | 205/QD-HDQT | June 13, 2023 | Decision on selecting an audit company to review the semi-annual financial statements and audit the financial statements in 2023. |  |
| 12 | 213/QD-HDQT | June 16, 2023 | Decision on approving the plan for selecting the contractor: Rubber trees replantation in 2023 with an area of ​​43.45 hectares |  |
| 13 | 214/QD-HDQT | June 16, 2023 | Decision on approving the plan for selecting the garden caring contractor in the 2nd of the Project:  Rubber trees replantation in 2022 with an area of 97.18 hectares |  |
| 14 | 231/QD-HDQT | 26-Jun-23 | Decision on liquidating dead and broken rubber trees (169 trees). |  |
| 15 | 232/QD-HDQT | June 16, 2023 | Decision on investment cooperation in growing cassava on an area of ​​43.83 hectares in Xuan Tan Ward, Long Khanh City and 21.38 hectares in Xuan Hung-Xuan Tam Commune, Xuan Loc District, Dong Nai. |  |
| 16 | 268/QD-HDQT | July 28, 2023 | Decision on liquidating rubber trees affected by Xuan Hung-Xuan Tam Road Project. |  |
| 17 | 282/NQ-HDQT | August 22, 2023 | Resolution on approving production and business results of the first 6 months of 2023 and the production and business plan in Q3/2023, Report on the auction situation of liquidated rubber lot in 1994 (area of ​​60.98 hectares), Human resources work to appoint the Managing Director and Chief Accountant, Liquidation of dead and broken rubber trees (Xuan Loc: 251 trees, Xuan Hung: 18 trees, TD: 249 trees) |  |
| 18 | 283/QD-HDQT | August 22, 2023 | Decision on extending the term of holding the position of the Chief Accountant of Industrial Rubber JSC |  |
| 19 | 284/QD-HDQT | August 22, 2023 | Decisions on re-appointing the position of Managing Director of Industrial Rubber JSC |  |
| 20 | 294/NQ-HDQT | September 11, 2023 | Resolution on changing personnel of the Supervisory Board in the term of 2023-2028 and organization of Extraordinary General Meeting 2023 |  |
| 21 | 314/QD-HDQT | October 06, 2023 | Decision on organizing auction of liquidated rubber lot 1994 (area 60.98 hectares) for the third time |  |
| 22 | 336 /NQ-HDQT | November 01, 2023 | Resolution on approving production and business results for the first 9 months of 2023, estimated to implement production and business in Q4/2023; Policy on investing in replantation in 2024 on an area of ​​60.98 hectares to be liquidated in 2023; Report to the Board of Directors on staff planning in the 2020-2025 period; Manager's Report on planting nacre trees on 3.3 hectares of dead rubber plantation land in Xuan Dinh Commune | Regarding the content of production and business results in the first 9 months of 2023 and the actual estimate in Q4/2023, the voting rate is 3/5 (there are 02 members of the Board of Directors who did not approve) |
| 23 | 366/QD-HDQT | December 26, 2023 | Decision on liquidating dead and broken rubber trees (TD: 80 trees, Xuan Loc: 88 trees, Xuan Hung: 23 trees) |  |

1. Supervisory Board (2023 Report):
2. Information about members of the Supervisory Board:

At the Annual General Meeting 2023 on April 26, 2023, the Company's Supervisory Board for the term of 2023-2028 was elected, including 03 members: Ms. Tran Thi Hong Loan, Ms. Ngo Thi Cam Ha, Ms. Tran Thi Minh Ngan.

At the Extraordinary General Meeting 2023 on October 26, 2023, Ms. Tran Thi Cam was elected to the Company's Supervisory Board in the term of 2023-2028 to replace Ms. Tran Thi Minh Ngan.

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| No. | Member of the Supervisory Board: | Position | Date of appointment/dismissal as member of The Supervisory Board: | Qualification |
| 1 | Ms. Tran Thi Hong Loan | Chief | Appointed on April 26, 2023 | Bachelor in Economics |
| 2 | Ms. Ngo Thi Cam Ha | Member | Appointed on April 26, 2023 | Bachelor in Economics |
| 3 | Ms. Mai Minh Phuong | Member | Dismissed on April 26, 2023 | Bachelor in Economics |
| 4 | Ms. Tran Thi Minh Ngan | Member | Dismissed on October 26, 2023 | Bachelor in Economics |
| 5 | Ms. Tran Thi Cam | Member | Appointed on October 26, 2023 | Bachelor in Laws |

1. Executive Board:

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| No. | Member of The Executive Board | Date of birth | Position | Qualification | Date of appointment/dismissal as member of the Supervisory Board |
| 1 | Mr. Nguyen Dang Tan | April 7, 1966 | Managing Director | Rubber Engineer, Bachelor in Business Administration | Appointed on March 1, 2023 |
| 2 | Mr. Nguyen Thai Nguyen | October 21, 1980 | Deputy Managing Director | Bachelor in Business Administration | Appointed on December 1, 2022 |

1. Chief Accountant

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| Full name | Date of birth | Professional Qualification | Date of appointment/dismissal |
| Mr. Nguyen Van Hung | May 28, 1963 | Bachelor in Economics | Appoint on March 1, 2023 |

1. Training on corporate governance:
2. List of related persons of the public company ( 2023 Report) and transactions between the related persons of the Company with the Company itself
3. Transactions between the Company and related persons of the Company or between the Company and major shareholders, PDMR and related persons of PDMR: None.
4. Transactions between PDMR of the listed company, related persons of PDMR and subsidiaries or companies controlled by the listed company: None.
5. Transactions between the Company and other entities
   1. Transactions between the Company and the companies in which members of the Board of directors, members of the Supervisory Board or Executive Manager (Managing Director) who have been founding members or members of the Board of Directors and Executive Manager (Managing Director) for the past three (03) years (calculated at the date of reporting): None
   2. Transactions between the Company and the companies in which related persons of members of the Board of Directors, members of the Supervisory Board and Executive Manager (Managing Director) who are members of the Board of Directors and Executive Manager (Managing Director): None
   3. Other transactions of the Company (if any) that can bring material or non-material benefits to members of the Board of Directors, members of the Supervisory Board and Executive Manager (Managing Director): None
6. Share transactions of PDMR and related persons of PDMR (2023 Report):
7. Transactions of PDMR and related persons of PDMR for shares of listed companies: None
8. Other transaction of major shareholders: None
9. Other significant issues: None