



**THANH THANH CONG – BIEN HOA  
JOINT STOCK COMPANY**

**SOCIALIST REPUBLIC OF VIETNAM**

**Independence - Freedom – Happiness**

*Tay Ninh, September 30<sup>th</sup> 2025*

**PROPOSAL NO 07**

**ANNUAL GENERAL MEETING OF SHAREHOLDERS  
FOR THE FISCAL YEAR 2024-2025**

*(Regarding approving the company's strategic development orientation for the 2025–2030 period)*

**To: GENERAL MEETING OF SHAREHOLDERS**

- Pursuant to the Law on Enterprise No. 59/2020/QH14 passed by the National Assembly of the Socialist Republic of Vietnam on June 17<sup>th</sup>, 2020 and guiding documents;
- Pursuant to the Charter of Thanh Thanh Cong - Bien Hoa Joint Stock Company;

The Board of Directors of Thanh Thanh Cong – Bien Hoa JSC (“AgriS”) kindly proposes to the General Meeting of Shareholders to approve the company's strategic development orientation until 2025 and vision to 2030 as follows:

**1. General strategic development orientation for the 2025-2030 period:**

The company remains committed to applying the Circular Commercial Value Chain model with 05 main orientations:

- **Organizational model:** 03 Centers – 03 Services – 01 Integrated multinational management System;
- **Trade and International Cooperation:** Expanding a multidimensional international trade chain and enhancing international cooperation in trade and investment;
- **Sustainability Strategy:** Strengthening governance and fulfilling ESG commitments;
- **Human Resources:** Developing a highly competent workforce aligned with the commercial model and responsive to international market demands;
- **Market Value:** Targeting a market capitalization of USD 2.7 billion by 2030.

**2. Execution tasks for the five strategic objectives:**

*AgriS defines its database as a key strategic asset, playing a pivotal role in corporate governance, to be developed into a centralized resource aimed at managing, storing, and processing all data securely and confidentially, while most importantly transforming raw data into valuable information for accurate business decision-making. Accordingly, AgriS is undertaking a significant transformation in line with its **planned roadmap and is investing in a Data Hub system** to realize this strategic objective.*



## **2.1. Strategic priorities of the 2025–2026 fiscal year:**

The 2025–2026 fiscal year plays a pivotal role as it marks the first year of implementing the 2026–2030 Five-Year Strategy. Accordingly, AgriS will focus on building organizational momentum and capacity, achieving breakthrough results, and validating the effectiveness of the strategy to establish a solid foundation for the subsequent years of the plan:

### **a) Strengthen and improve the effectiveness of the ‘3 Centers – 3 Services – 1 Integrated Multinational Management System model, including:**

- Strengthen the operations of the Agriculture Center (AgriC) – a pioneer in applying green, clean, sustainable, circular, and highly efficient agricultural practices to create added value for stakeholders across the agricultural value chain. At the same time, AgriC serves as a key pillar in generating sustainable revenue for AgriS through its “One-stop, Multi-utility service platform”.
- Business Innovation Service (BIS) Center – driving research and development of new products based on strategic crop varieties and the exploitation of crop value chains; and developing technology platforms on cloud computing to advance AgTech and FoodTech solutions.
- Foster a highly connected environment that strengthens synergies among all member companies within the AgriS ecosystem to achieve a multiplier effect, increase value creation, and enhance operational efficiency.

### **b) Execution tasks for the Digitalization and Modernization of the Crop Production Industry:**

- Implementing an integrated model combining the Demofarm (experimental farm), the DigiFarm crop modernization solution, and the National Agricultural Data Framework to place the crop production sector on a path of digitalization and modernization.
- Affirming AgriS’s leadership role in the implementation of Resolution 57-NQ/TW, contributing to the advancement of science, technology, innovation, and national digital transformation. In this, AgriS will act as a pioneer and lead the coordination of the connection among the “Five Stakeholders” – the Government, Farmers, Scientists, Enterprises, and Financial Institutions, both domestic and international.

### **c) Execution tasks for Trade and International Cooperation:**

- Developing international distribution and trade networks in key markets such as Australia, Indonesia, and China to leverage opportunities in the natural food and beverage sector through diversified multidimensional trade cooperation models and Vietnam’s trade advantages. Enhancing the brand value of AgriS in both domestic and international markets.



- Strengthening international cooperation and attracting the participation of foreign organizations and investors in AgriS's commercial value chain, leveraging their distribution networks, export experience, and deep insights into target markets. This will enable AgriS's products and services to penetrate and thrive in international markets, thereby increasing the company's commercial value, competitiveness, and brand strength worldwide.

## **2.2. Execution roadmap towards 2030 Vision:**

### **a) Strategic orientation for trade and international cooperation:**

- Successfully transforming and effectively operating the Circular Commercial Value Chain business model, built on the digitalization of the entire value chain and the integration of ESG principles.
- Maintaining market share in sugar and coconut domestically while accelerating the FBMC (Food – Beverage – Milk – Confectionery) business strategy based on key crops (sugarcane, coconut, rice, and fruit trees). AgriS develops an integrated agricultural value chain, from raw materials to refined products, serving both the domestic consumer market and specialized export markets, thereby meeting the diverse needs of global consumers.

### **b) Strategic orientation for sustainable development:**

- Strengthening corporate governance in line with international practices to enhance operational efficiency; transitioning and adopting accounting standards in accordance with IFRS under a flexible roadmap; adopting integrated reporting aligned with IIRC international standards; ASEAN Corporate Governance Scorecard; OECD Principles of Corporate Governance; and GRI global sustainability reporting standards. These efforts aim to foster green growth, achieve the sustainability strategy, and fully meet the necessary conditions to mobilize green finance and attract international capital flows, thereby positioning the company to seize opportunities when Vietnam's stock market is upgraded.
- Implementing and realizing the Net Zero commitment by 2035.

### **c) Strategic orientation for human capital development:**

Developing a high-performing workforce with global competencies and mindset, consistent with AgriS's corporate culture and international commercial orientation:

- Developing and enhancing workforce capabilities in knowledge, skills, and attitude to meet both domestic and international operational needs, ensuring the achievement of strategic objectives.
- Inheriting, strengthening, and promoting corporate culture centered on AgriS's core values, with a focus on fostering efficiency, creativity, and professionalism. This will create an ideal working environment for employees, deliver high-quality products, ensure customer satisfaction, and enhance AgriS's brand reputation in the market, thereby securing outstanding revenue growth in line with the strategic roadmap to 2030.

**d) Strategic orientation to achieve a market capitalization of USD 2.7 billion by 2030:**

- Strengthening financial management and optimizing resource allocation to reinforce the financial foundation and enhance capital-raising capacity, particularly by attracting international green capital flows into agriculture, consumer sectors, and supporting industries.
- Driving M&A in food enterprises with ESG commitments to expand scale, increase market share, and create synergistic value.
- Flexibly implementing financial policies such as dividend distribution, portfolio optimization, and capital raising through IPOs, tailored to each stage, in order to increase the attractiveness and liquidity of SBT shares.
- Positioning and enhancing the AgriS/SBT brand value through the development of a sustainable product ecosystem, expanding international presence, and strengthening core competitiveness.
- These actions will be carried out in an integrated manner to drive revenue growth, improve operational efficiency and ESG positioning, thereby increasing corporate value and achieving the market capitalization target of USD 2.7 billion by 2030.

**e) Strategic orientation for data commercialization:**

AgriS recognizes the development and ownership of agricultural database assets as a key competitive advantage. Accordingly, AgriS continues to promote the development of its Data Hub to establish a solid governance foundation for comprehensive digital transformation, maximize data value, accelerate innovation, strengthen competitiveness, and realize the Data Commercialization Strategy.

3. Authorize and assign the Board of Directors to organize and ensure the successful implementation of the above development strategy through clearly identifying goals, key tasks, roadmaps and specific implementation plans.

Sincerely proposes to the General Meeting of Shareholders for consideration and approval.

Respectfully./.

**OBO.THE BOARD OF DIRECTORS**

**CHAIRLADY**

**Recipients:**

- *Stated above;*
- *Archived: Corporate Secretary.*

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