

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

To: Shareholders of DamiK Group Joint Stock Company

The Board of Management of DamiK Group Joint Stock Company respectfully reports to the 2026 Annual General Meeting of Shareholders on the 2025 business results and the 2026 business plan as follows:

PART I

SITUATION AND RESULTS OF PRODUCTION AND BUSINESS ACTIVITIES IN 2025

1. Opportunities and challenges in 2025

1.1. Opportunities

In 2025, the Vietnamese economy continued its recovery trend after the previous difficult period, but the degree of recovery was uneven across industries and sectors. The macroeconomy was basically kept stable, and inflation was controlled, creating a certain foundation for the production and business activities of enterprises.

The Government continued to implement solutions to support the economy, such as flexibly managing monetary policy, promoting the disbursement of public investment, and improving the business investment environment. The promotion of key infrastructure projects has contributed to creating additional demand for a number of related industries, including the construction and industrial sectors.

For the Company, maintaining the traditional customer system and long-term cooperative relationships continues to be an important factor helping to ensure a portion of the product output, contributing to maintaining production and business activities in the context of a volatile market.

In addition, at certain times, the input materials market tended to be more stable than in the previous period, contributing to supporting the Company in production planning and cost control to a certain extent.

1.2. Difficulties and challenges

Besides a number of favorable factors, 2025 continued to be a year when enterprises had to face many difficulties and challenges, in which adverse factors accounted for a large proportion and directly impacted the efficiency of production and business activities.

Internationally, the global economic recovery was slow and carried many risks; consumer demand in major markets declined, protectionist trade trends increased, and complex geopolitical factors affected trade, exports, as well as supply chains. Material prices and transportation costs fluctuated unpredictably, increasing risks in the production and business activities of enterprises.

Domestically, although the economy showed signs of recovery, many key markets, especially real estate and construction, were still in a slow and unsustainable recovery process. Demand for construction materials was low and unstable, indirectly affecting consumption volume and production plans of enterprises.

Besides, enterprises' access to capital still faced many difficulties in the context of tightly controlled financial markets, and credit growth limits (credit room) being tightened at certain times. Year-end borrowing interest rates rose, creating additional pressure on cash flow and production and business efficiency.

In addition, cost pressure remained high, including material costs, financial costs, and logistics costs, while product selling prices faced great competitive pressure, leading to narrowed profit margins. Competition in the industry became increasingly fierce, forcing enterprises to continuously adjust pricing and market policies to maintain market share.

For the Company, the above difficulties directly impacted its operational efficiency during the year. In that context, the Company has proactively implemented solutions such as strengthening cost management, optimizing production processes, being flexible in business administration, and seeking to expand markets to adapt to market conditions, maintain stable operations, and limit risks in the long term.

1.3. Implementation of 2025 plan targets (according to audited 2025 financial statement data)

No	Description	Unit	2025 Plan	2025 Actual	2025 Actual vs Plan
1	Revenue from sales and provision of services	Billion VND	302	211.3	69.96%
2	Profit after tax	Billion VND	7.2	0.415	5.76 %
3	Dividend payout rate	%	0	0	0

2. Specific results for each activity

2.1. For production activities

Total production output decreased by 38.81%, mainly due to hydrated, lump lime and dolomite tending to decline deeply. Dolomite decreased mainly due to difficulties in the source of input materials.

Unit: Ton

No	Item	Production Volume 2024	Production Volume 2025	Difference	Change %
1	Dolomite	82,054.42	42,665.54	- 39,388.88	- 48%
2	Powdered lime	2,728.57	4,083.03	1,354.46	+ 49.64%
3	Lump lime	149,393.59	98,256.97	- 51,136.62	- 34.23%
4	Hydrated lime	3,505.70	441.33	- 3,064.37	- 87.41%
	Total	237,682.28	145,446.87	- 92,235.41	- 38.81%

2.2 For the project implementation

In 2025, the Company completed the compensation and site clearance work for phase 2 of the inland waterway port project; and at the same time, was granted the Land Use Right Certificate on February 02, 2026, creating a legal basis to implement the next steps of the project.

Besides, facing the general difficulties of the market and actual implementation conditions, the Company has adjusted the investment schedule for a number of key projects, including: The expanded DLH industrial lime plant project (scale of 2 hectares) and the DLH inland waterway port project. The schedule adjustment has been approved by the competent authority, with the specific implementation plan as follows:

For the expanded DLH lime plant project: Complete construction and put the project into operation before December 31, 2026.

For the DLH inland waterway port project: Complete construction and put the project into operation before June 30, 2026.

2.3 For investment activities

In 2025, the Company received the transfer of 240,000 ordinary shares (corresponding to 48% of the charter capital) in Son Think Joint Stock Company. This investment is expected to contribute to forming a closed production - transport - logistics ecosystem, reducing dependence on road transport, expanding domestic and international consumption markets, and simultaneously creating additional revenue streams from port operations and logistics services, thereby increasing corporate value in the long term.

However, entering the first quarter of 2026, in the context of the international economic situation continuing to develop complicatedly, the high increase in fuel prices

has negatively impacted operating costs, significantly affecting the production and business efficiency of the Company in general and the logistics sector in particular. In addition, the Company needs to focus its financial resources on implementing key projects to ensure cash flow balance and improve capital use efficiency in the current period.

On that basis, the Company's Board of Directors has comprehensively reviewed, evaluated, and decided to divest from Son Think Joint Stock Company to restructure the investment portfolio, focusing resources on core activities and more highly efficient projects.

PART II

2026 PRODUCTION AND BUSINESS PLAN

2026 continues to be considered a year full of difficulties and challenges for enterprises in general, as the economy has not yet shown positive signs of change. However, with the goal of stable and sustainable development, the Board of Management still sets the 2026 business targets as follows:

1. Projected revenue – profit in 2026

No	Description	Unit	Values
1	Net revenue from sales and service provision	Billion VND	230
2	Profit after tax	Billion VND	4.96
3	Dividend payout rate	%	0

2. Other targets in production and business activities in 2026

- Continue to seek and stabilize input material sources, ensuring continuity and efficiency in production;

- Maintain traditional customers, while boosting the business segment to seek new customers and expand the market;

- Strictly control, manage, and save input material costs as well as operational and management costs to optimize production costs;

- Leverage technological strengths in production to improve product quality and increase competitiveness;

- Organize and rearrange the human resources apparatus, perfect processes to improve management efficiency, strongly deploy digital transformation and apply information technology in executive management and business/sales activities;

- Build an effective working environment and build corporate culture.

3. Project implementation in 2026

In 2026, the Company will continue to focus resources on implementing key projects, including the Expanded DLH Industrial Lime Plant Project and the DLH Inland Waterway Port Project according to the approved schedule.

The Company will accelerate construction items, complete related legal procedures, and simultaneously strengthen management and supervision to ensure the quality, schedule, and investment efficiency of the projects. Besides, the Company proactively balances capital sources, controls costs, and is flexible in implementation organization to suit market conditions.

The implementation of the above projects is expected to contribute to improving production capacity, enhancing logistics capacity, and creating a foundation for the stable and sustainable development of the Company in the following years.

Respectfully submitted to the General Meeting of Shareholders for consideration and approval.

ON BEHALF OF BOARD OF DIRECTORS
GENERAL DIRECTOR



TỔNG GIÁM ĐỐC
Lê Quý Sơn

