

REPORT
ACTIVITIES OF THE BOARD OF DIRECTORS IN 2025,
PLAN AND DIRECTION OF OPERATION FOR 2026

To: Shareholders of DamiK Group Joint Stock Company

The Board of Directors of DamiK Group Joint Stock Company respectfully reports to the General Meeting of Shareholders on the execution of its delegated powers and duties in 2025 and the operational plan for 2026, with the following main contents:

PART I
ACTIVITIES OF THE BOARD OF DIRECTORS IN 2025

1. Personnel structure of the Board of Directors in 2025

In 2025, the company's Board of Directors (BOD) maintained a total of 05 members, including:

No	Full name	Position <i>(Independent members of the Board of Directors, non-executive members of the Board of Directors)</i>
1	Mr. Dang Duc Minh	Chairman of the Board of Directors
2	Mr. Vu Manh Hung	Non-executive Member of the Board of Directors
3	Mr. Nguyen Manh Trung	Non-executive Member of the Board of Directors
4	Mr. Nguyen Van Hai	Member of the Board of Directors cum Investment Project Director
5	Mr. Le Quy Son	Member of the Board of Directors cum General Director

2. Assessment of the operation of the Board of Directors in 2025

a) Operation of the Board of Directors



During the year, the Company's Board of Directors held 17 meetings with the attendance rate of the Board of Directors members as follows:

No	Member of the Board of Directors	Number of meetings attended by the Board of Directors	Meeting attendance rate (%)	Reasons for absence
1	Mr. Dang Duc Minh - Chairman of the Board of Directors	17/17	100	-
2	Mr. Vu Manh Hung - Non-executive Member of the Board of Directors	17/17	100	-
3	Mr. Nguyen Manh Trung - Non-executive Member of the Board of Directors	16/17	94.12%	Due to personal matters
4	Mr. Nguyen Van Hai - Member of the Board of Directors cum of Investment Project Director	17/17	100	-
5	Mr. Le Quy Son - Member of the Board of Directors cum General Director	17/17	100	-

With proactivity, flexibility, and acumen, the Board of Directors directed:

- Corporate governance according to the best governance practices to ensure the interests of shareholders and related parties;
- Reasonable cash flow coordination for investment activities, and flexible payment plans to help optimize capital for production and business operations;
- Regimes and policies for employees have been well implemented by the company, creating employees' trust in the company.

In 2025, the Board of Directors held many meetings to discuss and unify contents within the BOD's authority, plan strategies, and make timely decisions and directives to orient the company's business operations. Among them, the essential contents approved are as follows:

- Approving the organization plan and documents to be submitted to the 2025 Annual General Meeting of Shareholders;

- Approving the schedule adjustment of the expanded DLH industrial lime plant project and the DLH inland waterway port project;

- Implementing tasks related to changing the company's seal sample, logo, website, and name, along with changing the organizational structure and amending the Charter, Internal Regulations on corporate governance, Operation Regulations of the Board of Directors, and Operation Regulations of the Board of Supervisors in accordance with the orientation approved at the 2025 Annual General Meeting of Shareholders;

- Approving the business results for the first 6 months and the business plan for the last 6 months of the year;

- Approving the business plan for the next 12 months and proposing the granting of new credit limits, loan plans, issuance of guarantees, and mortgages/pledges of assets;

- Approving the signing of the audit contract for the 2025 financial statements with Vietnam Auditing and Valuation Company Limited - Hanoi Branch.

b. Transactions between the Company and related parties:

The order and procedures for approving transactions between the company and related parties are strictly implemented, ensuring compliance with the law and the company's internal regulations, specifically the contents of the transactions are as follows:

No.	Name of organization/in individual	Relations hip with the company	Certificate Number*, date of issue, place of issue	Resolution/Decision No. approved by GMS/BOD... (if any, specify the date of promulgation)	Contents, quantity, total transaction value
1	Dai Thinh Viet Joint Stock Company	Share common insiders: Mr. Nguyen Van Hai and Ms. Pham Thanh Nhan	0800995604	01/NQ-ĐHĐCĐ dated April 25, 2025	Revenue from sales and service provision: VND 1,713,087,500 Customer receivable balance as of December 31, 2025: VND 202,703,500
2	DLH Transport Co., Ltd.	Share common insiders: Mr. Dang Duc Minh and Mr. Vu Manh Hung	0201154560	01/NQ-ĐHĐCĐ dated April 25, 2025	Purchase of goods and services: VND 1,511,075,000 Payable balance to sellers as of December 31, 2025: VND 132,084,000

3	Khanh An Packaging Manufacturing Joint Stock Company	<p>Mr. Dang Duc Minh's wife is the Chairman of the BOD and Director, shareholder of Khanh An Packaging Production Joint Stock Company.</p> <p>Mr. Vu Manh Hung is a member of the BOD and also a member of the BOD, shareholder of Khanh An Packaging Production Joint Stock Company</p>	0801040766	01/NQ-DHDCD dated April 25, 2025	<p>Purchase of goods and services: VND 290,450,000</p> <p>Payable balance to sellers as of December 31, 2025: VND 0</p>
4	DLH Waterway Transport Co., Ltd.	Share common insiders: Mr. Dang Duc Minh and Mr. Vu Manh Hung	0801386549	01/NQ-DHDCD dated April 25, 2025	<p>Purchase of goods and services: VND 3,699,786,650</p> <p>Prepaid balance to sellers as of December 31, 2025: VND 250,084,832</p>

- In 2025, the company also invested in associated companies, specifically:

No	Company Name	Tax code	Address of the head office	Resolution/Decision No. approved by GMS/BOD... (if any, specify the date of promulgation)	Relationship with the company
1	Son Think Mineral Processing Joint Stock Company	0800844002	Nhat Son Area, Nguyen Dai Nang Ward, Hai Phong City	Decision No. 16/QĐ HDQT dated December 17, 2025, approving the receipt of share transfer at Son Think Mineral Processing Joint Stock Company	<ul style="list-style-type: none"> - DamiK Group Joint Stock Company holds 48% of shares - Mr. Nguyen Van Hai is the Director - Mr. Le Quy Son is a member of the BOD and also the Representative managing shares of DamiK Group JSC

c) Remuneration and other benefits of the Board of Directors in 2025

No	Full name	Title	Remuneration in 2025	Salary for current holding titles (VND)
1	Dang Duc Minh	Chairman of the Board of Directors	0	0
2	Vu Manh Hung	Non-executive members of the Board of Directors	0	0
3	Nguyen Manh Trung	Non-executive members of the	0	0

		Board of Directors		
4	Nguyen Van Hai	Member of the Board of Directors cum Investment Project Director	0	95,470,116
5	Le Quy Son	Member of the Board of Directors cum General Director	0	242,744,615

The Board of Directors recognizes that in 2025, the company still faced many difficulties due to political instability in the world and the global economic downturn. Although the business results have improved significantly, the pressure to repay bank principal and interest is still very large, therefore the members of the Board of Directors propose not to receive the Board of Directors' remuneration for 2026.

c) Fulfilling responsibilities to shareholders

- Information disclosure work is focused on and implemented fully and transparently in accordance with regulations;

- Supporting shareholders in updating personal information and answering information related to shareholders' rights.

d) Supervisory activities of the Board of Directors over the Board of Management

The BOD directs and orients the executive work of the Board of Management, promptly resolves arising issues within the authority of the Board of Directors to facilitate the executive activities of the Board of Management;

The General Director proactively reports and seeks approval from the Board of Directors when problems arise in executive activities to provide timely solutions;

In 2025, the Board of Directors highly appreciated the proactivity, flexibility, and creativity with high determination of the Board of Management and all employees of the company in organizing and implementing business activities, while simultaneously performing well in internal governance, helping the company successfully fulfill the set targets although the general market of the whole industry is still facing many difficulties.

e) Activities of each member of the Board of Directors

Besides fulfilling the common responsibilities of the Board of Directors, the Board of Directors members have successfully completed their assigned tasks, specifically:

The Chairman of the Board of Directors has completed the duties prescribed by the enterprise law and the company's charter in convening and organizing meetings as well as assigning tasks to each Board of Directors member; comprehensively presiding over the company's operational governance.

Non-executive members of the Board of Directors have actively contributed in advising and providing opinions to the Board of Management in governing and directing business and professional operations, organizational governance, and investment governance activities of the Corporation;

Members of the Board of Directors regularly participate in giving opinions and making important contributions in advising, appraising, and promulgating the Company's regulations and policies.

PART II

OPERATIONAL ORIENTATION IN 2026

1. Business solutions

Focus on governance, orient business activities, and provide timely directives to improve business efficiency, ensuring the set plan.

Direct the implementation of enhanced risk control and cost control to improve efficiency.

2. Financial activities

- Prepare capital sources to always be ready to meet production and business activities.
- Proactively work with credit institutions to seek capital sources with preferential interest rates.

- Based on the business performance in 2025 and market conditions in 2026, the BOD and the Company's Board of Management have agreed to set the business targets for 2026 as follows:

Indicators	Plan (billion VND)
Revenue	230
Profit before tax	6.2
Profit after tax	4.96

3. Human resources and shareholder relations

- Build a professional working environment, create opportunities for personal development, and offer competitive income to attract talent to meet the company's development requirements.

- Rejuvenate management-level personnel, enhance the training of direct management personnel at the company.

- Study and consolidate working regulations and company rules, popularize them to employees to enhance work spirit and responsibility towards work; besides, adjust working and remuneration regimes to suit the characteristics of each business segment, creating motivation for employees and increasing work efficiency.

- Promote communication, shareholder, and investor relations.

4. Other activities

- Direct the Board of Management to closely follow and implement the resolutions of the General Meeting of Shareholders and the Board of Directors.

- Continue directing the building and perfecting of the company's internal regulatory document system.
- Maintain full, accurate, and timely information disclosure activities as prescribed.
- Focus on supervising and comprehensively orienting the company's business activities, and strengthening risk management.

The above is the Board of Directors' report on activities in 2025 and operational directions for 2026. We hope that shareholders will contribute many practical opinions to help the BOD become better and better for strong and sustainable development.

The Board of Directors sincerely thanks the support and trust of our shareholders.

Thank you very much!

ON BEHALF OF BOARD OF DIRECTORS
CHAIRMAN



The stamp is circular and red. It contains the text "CÔNG TY CỔ PHẦN TẬP ĐOÀN DAMIR" around the top edge and "M.S.D. N. QUẢN LÝ 012363" around the bottom edge. In the center, there is a logo consisting of a red hexagon with a white shape inside, and the words "DAMIR GROUP" below it. A blue ink signature is written across the stamp.

DANG DUC MINH