

**INFORMATION DISCLOSURE ON THE ELECTRONIC INFORMATION PORTAL OF  
THE STATE SECURITIES COMMISSION AND THE STOCK EXCHANGE**

**To: - The State Securities Commission**

**- Hanoi Stock Exchange**

Name of company: **DAKLAK RUBBER INVESTMENT JOINT STOCK COMPANY (DRI)**

Address: 59 Cao Thang str, Tan An Ward, Buon Ma Thuot City, Dak Lak Province

Telephone: 0084-262-3867676 Fax: 0084-262-3865303

Website: [www.dri.com.vn](http://www.dri.com.vn) Email: [dri@dri.com.vn](mailto:dri@dri.com.vn)

Stock symbol at Ha Noi stock exchange: DRI

Submitted by: **Mr Nguyen Viet Tuong**

Position: Chairman of the Board of Directors

Telephone: 0084-262-3867676

Information disclosure type:

☐ 24 hours ☐ 72 hours ☐ On demand ☐ Irregular ☒ Periodic

**Content of information disclosure:**

The Dak Lak Rubber Investment Joint Stock Company announces the information regarding the documents for the Annual General Meeting of Shareholders in 2025.

This information has also been published on the official website of the Dak Lak Rubber Investment Joint Stock Company on 02 / 4 /2025 at the following link: <http://www.dri.com.vn>, in the Shareholder Relations/Annual General Meeting section.

We hereby commit that the disclosed information is accurate and take full responsibility before the law for the content of the disclosed information.

Sincerely announced./.

**Attached:** anh 2

- Documents for the 2025 Annual General Meeting of Shareholders.

**The legal representative**

**Chairman of the Board of Directors**



**Nguyen Viet Tuong**

**DAK LAK RUBBER INVESTMENT JOINT STOCK COMPANY**



**DRI**

**DOCUMENTS**

**ANNUAL GENERAL MEETING OF  
SHAREHOLDERS  
2025**

**Buon Ma Thuot, April 2025**

## LIST OF MEETING DOCUMENTS 2025 ANNUAL GENERAL MEETING OF SHAREHOLDERS

No	LIST OF DOCUMENTS
1	Notice of invitation to the 2025 Annual General Meeting of Shareholders
2	Agenda of the Annual General Meeting of Shareholders 2025
3	Authorization letter to attend the 2025 Annual General Meeting of Shareholders
4	Working regulations at the 2025 Annual General Meeting of Shareholders
5	Regulations on nomination, candidacy, and election of additional members of the Board of Directors
6	Draft Report of the Board of Directors in 2024 and business plan in 2025
7	Draft Report of the General Director Board on the production and business activities in 2024 and business plan in 2025
8	Draft Report on the Board of Supervisors' activities in 2024 and orientation for 2025
9	Summary report of audit results of 2024 Financial Statements
10	Proposal on Approval of Production, Business, and Investment Targets for 2025
11	Proposal on Profit Distribution and Allocation to Funds for the Year 2024
12	Proposal on Remuneration of the Board of Directors and the Supervisory Board in 2025
13	Proposal on Selection of the Audit Firm for the 2025 Financial Statements
14	Proposal on approval of contracts and transactions with related parties of the Company
15	Proposal on Approval of the Project to replant, care for and exploit 4,081.64 hectares of rubber trees of Dak Lak Rubber Company Limited in Lao PDR
16	Proposal on Regarding the transfer of the Company's stock registration from UpCOM to listing on the Ho Chi Minh Stock Exchange (HOSE)
17	Proposal on dismissal of members of the Board of Directors for term III (2022-2027)
18	Notice of Nomination and Election for Additional Members of the Board of Directors
19	Voting ballot at the 2025 Annual General Meeting of Shareholders
20	Draft Resolution of the 2025 Annual General Meeting of Shareholders

**DAK LAK RUBBER INVESTMENT  
JOINT STOCK COMPANY  
(DRI)**

**SOCIALIST REPUBLIC OF VIETNAM**  
**Independence - Freedom – Happiness**

No: 24 /TB-CT

Buon Ma Thuot, March 31, 2025

**NOTICE OF INVITATION TO ATTEND THE ANNUAL GENERAL MEETING OF  
SHAREHOLDERS YEAS 2025**

Dear Shareholder: .....

Address: .....

Pursuant to the business registration certificate No. 6001271719 dated February 24, 2012, issued by the Department of Planning and Investment of Dak Lak Province, on the issuance of an operating license for Dak Lak Rubber Investment Joint Stock Company.

Pursuant to the Company's Charter which was approved by the General Meeting of Shareholders;

The Board of Directors of Dak Lak Rubber Investment Joint Stock Company respectfully invites shareholders to attend the Annual General Meeting of Shareholders (AGM) for 2025 with the following details:

**1. Time:** 7:30 AM, April 24, 2025.

**2. Venue:** First-floor hall - Dakruco Wedding Center - Dakruco Hotel. 30 Nguyen Chi Thanh, Buon Ma Thuot City, Dak Lak Province, Vietnam.

**3. Agenda and Meeting Materials:**

Shareholders are kindly requested to view the AGM agenda and meeting materials for 2025 on the company's website at <http://www.dri.com.vn> under the Shareholder Relations section – Annual General Meeting. Voting slips will be distributed at the AGM.

**4. Proxy for Attendance:**

If a shareholder wishes to appoint a proxy to attend the AGM, please submit the signed Proxy Form (as per the template) to the company before April 19, 2025. To ensure the success of the meeting, if you are unable to attend, please assign a proxy to attend the meeting on your behalf.

**5. Documents Required for Shareholders/Proxies Attending the Meeting:**

(1) ID card/Passport/Business registration certificate copy; (2) Invitation letter; (3) Valid proxy form (if attending by proxy).

**6. Contact for Assistance:**

Ms. Bui Thi Tuyet Nhung – Head of Human Resources Management Department

Phone: 0262-3867676 - Email: [dri@dri.com.vn](mailto:dri@dri.com.vn)

Address: DRI Company, 59 Cao Thang, Tan An Ward, Buon Ma Thuot City, Dak Lak Province.

Sincerely!

Recipients: *nhung*

- Shareholders;
- For archive.

**ON BEHALF OF THE BOARD OF DIRECTORS  
CHAIRMAN**



Nguyen Viet Tuong

- Attached documents: Authorization form, Meeting agenda;
- According to the list of shareholders as of March 26, 2025.

**DAKLAK RUBBER INVESTMENT JOINT STOCK COMPANY**

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Website: www.dri.com.vn - Email: dri@dri.com.vn

**2025 Annual General Shareholders' Meeting Agenda***(April 24, 2025)*

<b>Time</b>	<b>Content</b>
7:30 AM - 8:00 AM	<b>Reception of Shareholders and Verification of Shareholder Status</b> <ul style="list-style-type: none"><li>- Reception and registration of delegates.</li><li>- Distribution of materials to shareholders.</li></ul>
8:00 AM - 8:30 AM	<b>Opening of the General Shareholders' Meeting</b> <ul style="list-style-type: none"><li>- Declaration of reasons and introduction of delegates.</li><li>- Approval of the shareholder status verification minutes and announcement of the conditions for holding the General Shareholders' Meeting as per legal requirements and the Company's Charter.</li><li>- Introduction of the Presidium – The Presidium takes the stage and the chairperson nominates the secretarial team of the meeting.</li><li>- Official opening of the General Shareholders' Meeting.</li><li>- Approval of the meeting agenda and operational regulations of the General Shareholders' Meeting; approval of the election regulations for the supplementary members of the Board of Directors (Vote). Nomination of the vote counting committee, support team, and request for a vote.</li></ul>
8:30 AM - 10:20 AM	<b>Board of Directors, Supervisory Board Chair, and Executive Board Present Reports and Request Shareholder Votes</b> <ul style="list-style-type: none"><li>- Report by the Board of Directors on 2024 operations and 2025 plans.</li><li>- Report by the Executive Board on the 2024 business performance and 2025 tasks.</li><li>- Independent Auditor's report on the 2024 financial statements.</li><li>- Report by the Supervisory Board on its activities in 2024 and plans for 2025.</li><li>- Presentation of issues for shareholder voting:<ol style="list-style-type: none"><li>1. <i>Proposal on key business performance targets and investment plans for 2025.</i></li><li>2. <i>Proposal on selecting an audit firm for the 2025 financial statements.</i></li><li>3. <i>Proposal on profit distribution and establishment of reserves for 2024.</i></li><li>4. <i>Proposal on the remuneration for the Board of Directors and Supervisory Board for 2025.</i></li><li>5. <i>Proposal on the investment project for replanting, nurturing, and exploiting 4,081.64 hectares of rubber trees by Dak Lak Rubber Company in Laos.</i></li><li>6. <i>Proposal for approval of contracts and transactions with related parties of the Company.</i></li><li>7. <i>Proposal for the approval of the decision to transfer the listing of DRI shares from UpCom to HOSE.</i></li></ol></li><li>- Discussion and clarification of shareholder questions.</li></ul>
10:20 AM - 10:30 AM	Guidance on Voting Procedures for Approval of Contents and Targets.
10:30 AM - 10:40 AM	General Shareholders' Meeting Proceeding with Voting – Collection of Voting Ballots.
10:40 AM - 10:50 AM	<b>Dismissal and Supplementary Election of Board of Directors Members</b> <ul style="list-style-type: none"><li>- Approval of the proposal to dismiss Board of Directors members for the 3rd term (2022-2027).</li><li>- Vote on the dismissal of Board of Directors members using voting cards.</li><li>- Approval of the proposal to elect supplementary members of the Board of Directors for the 3rd term (2022-2027).</li><li>- Finalize the election list of supplementary members for the Board of Directors.</li><li>- Guidance and organization of the election</li></ul>
10:50 AM - 11:00 AM	General Shareholders' Meeting Votes and Collection of Ballots.
11:00 AM - 11:15 AM	Teabreak. Vote Counting Committee Conducts Ballot Counting.
11:15 AM - 11:40 AM	Announcement of Voting and Election Results. Introduction of New Board Members.
11:40 AM - 12:00 PM	<b>Closing of the Meeting:</b> <ul style="list-style-type: none"><li>- Approval of the draft Minutes and Resolutions.</li><li>- Official announcement of the meeting's closure.</li></ul>



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**POWER OF ATTORNEY**

**To Attend the 2025 Annual General Meeting of Shareholders  
DakLak Rubber Investment Joint Stock Company (DRI)**

**Dear: DAKLAK RUBBER INVESTMENT JOINT STOCK COMPANY (DRI)**

Shareholder's Name: ..... Shareholder ID.....  
Business Registration/ID Card/Passport Number:.....Date of Issue:.....  
Issued by: .....  
Representative (for organization): ..... Position:.....  
Permanent Address/Head Office: .....  
Phone Number: .....  
Number of Shares Owned: .....  
(In words:.....)

I/We hereby agree to authorize the person named below to have full authority to represent me/us to attend, discuss, vote, and exercise other rights and obligations of a shareholder according to the provisions of the Company's Charter at the 2025 Annual General Meeting of Shareholders scheduled on April 24, 2025.

**Information of the Authorized Person:**

Full Name: .....  
Business Registration/ID Card/Passport Number:..... Date of Issue: .....  
Issued by: .....  
Permanent Address: .....  
Phone Number: .....  
Number of Shares Authorized: .....  
(In words:.....)

I/We take full responsibility for this authorization and commit to strictly comply with the applicable legal regulations and the Company's Charter; furthermore, I/we commit not to raise any complaints against the Company.

This Power of Attorney is effective from the date of signing until the conclusion of the 2025 Annual General Meeting of Shareholders of DRI.

....., April .... 2025

**SHAREHOLDER AUTHORIZING**  
*(Sign, write full name, and affix seal (if any))*

**AUTHORIZED PERSON**  
*(Sign, write full name)*

**Note:**

1. If the authorizing party is an organization, the signatory must be the legal representative of the organization.
2. The authorized person attending the meeting must bring the original Power of Attorney.
3. In case of multiple authorized persons, a separate Power of Attorney must be made for each person, specifying the number of shares authorized to each representative.



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**(DRAFT)**  
**WORKING REGULATIONS**  
**FOR THE 2025 ANNUAL GENERAL SHAREHOLDERS' MEETING**  
**DAKLAK RUBBER INVESTMENT JOINT STOCK COMPANY**

**Based on:**

- *The Law on Enterprises No. 59/2020/QH14 dated June 17, 2020;*
- *The Securities Law No. 54/2019/QH14 dated November 26, 2019, and related sub-legislative documents;*
- *Decree 155/2020/ND-CP detailing the implementation of several provisions of the Securities Law, effective December 31, 2020;*
- *The Charter on Organization and Operations of Dak Lak Rubber Investment Joint Stock Company;*
- *The Internal Governance Regulations of Dak Lak Rubber Investment Joint Stock Company.S*

In order to ensure the successful and smooth conduct of the 2025 Annual General Shareholders' Meeting of Dak Lak Rubber Investment Joint Stock Company, the Board of Directors has developed the working regulations, principles of conduct, and voting procedures for the meeting to be approved by the General Shareholders' Meeting as follows:

**1. PURPOSE**

- To ensure the order, principles of conduct, and voting procedures at the annual General Shareholders' Meeting of Dak Lak Rubber Investment Joint Stock Company are conducted in accordance with regulations and successfully.

- The resolutions of the General Shareholders' Meeting reflect the collective will of the shareholders, meet the shareholders' aspirations and interests, and comply with the law.

**2. APPLICABILITY AND SCOPE**

- Applicable parties: All shareholders, representatives (authorized persons) of shareholders holding shares of Dak Lak Rubber Investment Joint Stock Company, and invited guests attending the Company's 2025 Annual General Shareholders' Meeting must comply with the regulations outlined in this Charter, the Company's Charter, and applicable legal provisions.

- Scope of application: These regulations apply to the organization of the 2025 Annual General Shareholders' Meeting of Dak Lak Rubber Investment Joint Stock Company.

**3. DEFINITIONS/ACRONYMS**

- Company: Dak Lak Rubber Investment Joint Stock Company
- BOD: Board of Directors
- SB: Supervisory Board
- MTC: Organizing Committee of the General Shareholders' Meeting
- GSM: General Shareholders' Meeting
- Meeting: General Shareholders' Meeting
- Delegate: Shareholders, representatives (authorized persons)

## **4. CONTENT OF THE REGULATIONS**

### **4.1. Conditions for Holding the General Shareholders' Meeting**

- The General Shareholders' Meeting of the Company shall be conducted when the number of delegates present represents over 50% of the total shares with voting rights.

- If the required number of delegates is not present within thirty (30) minutes from the scheduled start time of the meeting, the meeting must be reconvened within thirty (30) days from the intended date of the first General Shareholders' Meeting. The second convening of the General Shareholders' Meeting will proceed if the number of shareholders present represents at least 33% of the total voting shares.

- If the second meeting cannot proceed due to insufficient delegates within thirty (30) minutes from the scheduled start time, the third General Shareholders' Meeting may be convened within twenty (20) days from the intended date of the second meeting. In this case, the meeting will be held regardless of the number of delegates present and will be considered valid, with the authority to decide on all matters that the first General Shareholders' Meeting could approve.

### **4.2. Conditions for Shareholders to Attend the Meeting**

- Shareholders with voting rights, as listed on the record date of March 26, 2025, have the right to attend the General Shareholders' Meeting. They may attend in person or authorize a representative to attend on their behalf. In the case of multiple representatives being authorized in accordance with the law, the number of shares and voting rights for each representative must be clearly specified.

### **4.3. Guests at the Meeting**

- Guests include the Company's management officials, representatives of the independent auditing firm, invited guests, and members of the Organizing Committee of the Meeting who are not shareholders of the Company but are invited to attend the Meeting.

- Guests are not allowed to speak at the meeting (unless invited by the Chairperson of the Meeting or have pre-registered with the Organizing Committee and received approval from the Chairperson).

### **4.4. Delegates Attending the Meeting Must Comply with the Following Regulations**

- Arrive on time, dress appropriately and formally, comply with security checks (if any), and present identification documents as required by the Organizing Committee.

- Receive meeting materials and documents at the reception desk before entering the meeting hall.

- Shareholders who arrive late have the right to register immediately and then participate and vote at the meeting. The Chairperson is not responsible for delaying the meeting to allow late shareholders to register; voting results on matters that have already been voted on before the late delegate's arrival will not be affected.

- Set phones to silent mode or turn them off, and if necessary, step outside for phone conversations.

- No smoking; maintain order in the meeting room.

- Follow the regulations of the Organizing Committee and the directives of the Chairperson conducting the meeting.

- In the case that a delegate does not comply with the regulations regarding checks or the aforementioned measures, the Chairperson, after careful consideration, may refuse or expel the delegate from the meeting to ensure that the meeting proceeds smoothly as planned.

### **4.5. The Chairperson and the Presidium**

- The Presidium consists of three members, including one Chairperson and two Members.

- The Chairperson of the Board of Directors serves as the Chairperson of the General Shareholders' Meeting. The Chairperson shall manage the meeting according to the agenda and content approved by the General Shareholders' Meeting.

- In case the Chairperson of the Board of Directors is absent or temporarily unable to perform their duties, or is absent for more than 30 minutes during the meeting, the remaining members of the Board of Directors shall elect one of them as the Chairperson of the meeting by majority vote. If no one is available to serve as the Chairperson, the Head of the Supervisory Board will preside over the meeting and allow the General Shareholders' Meeting to elect the Chairperson from among the attendees, with the highest vote securing the position.

- In other cases, the person who signed the call for the meeting will manage the meeting to allow the General Shareholders' Meeting to elect the Chairperson, and the person with the highest vote will be appointed as the Chairperson of the meeting.

- Duties of the Presidium:

- To conduct the activities of the General Shareholders' Meeting according to the agenda approved by the Board of Directors and the General Shareholders' Meeting.

- To guide delegates and facilitate the discussion of the items on the agenda.

- To present drafts and conclude on necessary issues for the General Shareholders' Meeting to vote on.

- To respond to issues raised by the meeting.

- To address any arising issues during the course of the meeting.

- Principles of work of the Presidium: The Presidium works collectively, focusing on democratic principles, with decisions made by majority vote.

#### **4.6. The Meeting Secretary**

- The Chairperson of the Meeting will appoint two individuals to serve as secretaries of the meeting.

- Duties and Powers:

- To record the full and accurate content of the meeting.

- To receive registration forms from delegates wishing to speak.

- To prepare the meeting minutes and draft resolutions for the General Shareholders' Meeting.

- To assist the Chairperson in announcing information related to the General Shareholders' Meeting and notifying shareholders in accordance with legal regulations and the Company's Charter.

- To perform other duties as requested by the Chairperson.

#### **4.7. Shareholder Eligibility Verification Committee**

- The Shareholder Eligibility Verification Committee for the meeting consists of three members, including one Head of the Committee and two members, who are introduced by the Chairperson at the meeting.

- Duties of the Shareholder Eligibility Verification Committee:

- + To verify the eligibility and status of shareholders and shareholder representatives attending the meeting.

- + The Head of the Shareholder Eligibility Verification Committee will report to the General Shareholders' Meeting on the attendance status of shareholders. If the meeting has the required number of shareholders and authorized representatives representing the required number of voting shares in accordance with Article 145 of the Law on Enterprises, the General Shareholders' Meeting can proceed.

#### **4.8. Vote Counting Committee**

- The Vote Counting Committee is introduced by the Chairperson and approved by the General Shareholders' Meeting through a vote by raising voting cards. Candidates who are participating in the election or being nominated (during the election process) are not allowed to be part of the Vote Counting Committee.

- Duties of the Vote Counting Committee:

- To explain the principles, rules, and guidelines for voting and elections.
- To review and report to the meeting any violations of the voting or election rules, or any complaints regarding the voting or election results.
- To check and record the voting cards, prepare the vote-counting minutes, announce the results, and submit the minutes to the Chairperson for approval of the voting and election results.

#### **4.9. Speaking at the Meeting**

Delegates attending the meeting who wish to speak must obtain the approval of the Chairperson. Speakers should be brief and focus on the key issues relevant to the discussion, aligning with the agenda approved by the General Shareholders' Meeting. Alternatively, delegates may submit their opinions in writing to the meeting secretary for compilation and reporting to the Chairperson.

The Chairperson will organize the speakers in the order of their registration and will address shareholder concerns during the meeting or note that they will be answered in writing later.

#### **4.10. Voting on Issues at the Meeting**

##### **4.10.1. Principles**

- All issues on the agenda and meeting content must be discussed and voted on publicly by the General Shareholders' Meeting.

- The voting cards and election ballots are printed by the Company, featuring barcodes, and are distributed directly to delegates at the meeting (along with the meeting documentation package). Each voting card and ballot clearly states the shareholder's ID number, full name, number of shares owned, and the number of voting shares for which the shareholder is authorized to vote.

- The voting process is as follows:

- **Voting by Raising Voting Cards:** This method is used to approve issues such as: the meeting agenda; the rules of procedure for the meeting; the election procedure for additional members of the Board of Directors; the election of the Vote Counting Committee; the dismissal of Board members; finalizing the number and list of additional members to be elected to the Board; approval of the meeting minutes, resolutions of the General Shareholders' Meeting, and other issues (if any);

- **Voting by Completing Voting Ballots:** This method is used for issues such as: the report on the Board of Directors' activities; the General Director's report on business performance; the Supervisory Board's activity report; the audited financial statements for 2024; voting on the contents of the motions presented at the meeting (except for the motion regarding the dismissal of Board members); and the election of additional members to the Board.

##### **4.10.2 Voting Method**

- Delegates will vote to Approve, Disapprove, or Abstain on an issue raised at the meeting by raising the Voting Card or marking the corresponding option on the Voting Ballot according to the rules outlined in Section 4.10.1.

- When voting by raising the Voting Card, the front side of the card must be raised and directed toward the Chairperson's team. If a delegate fails to raise the Voting Card in all three voting rounds (Approve, Disapprove, or Abstain) on an issue, it will be counted as an approval for that issue. If a delegate raises the Voting Card more than once when voting on an issue (Approve, Disapprove, or

Abstain), it will be considered an invalid vote. During the voting by raised Voting Cards, the members of the Shareholder Credentials Committee/Vote Counting Committee will mark the shareholder's ID and the corresponding voting option (Approve, Disapprove, Abstain, or Invalid).

- When voting by completing the Voting Ballot, for each issue, shareholders must choose one of the three options: "Approve," "Disapprove," or "No Opinion," which are pre-printed on the Voting Ballot by marking an "X" or "I" in the corresponding box. For the election of additional members to the Board of Directors, it is presented in the Election Regulations for Additional Members to the Board of Directors. After completing all the issues that require voting, delegates should submit the Voting Ballot and the Election Ballot to the sealed ballot box as instructed by the Vote Counting Committee. The Voting Ballot and Election Ballot must include the signature and full name of the delegate.

#### **4.10.3 Validity of Voting Ballots**

- **Valid Voting Ballot:** A valid ballot is one that is in the format provided by the Organizing Committee, not tampered with (no erasures, scratches, or tears), no extra content written outside the designated areas, and must have the delegate's signature with the delegate's full name handwritten. On the voting ballot, voting content (e.g., Report, Proposal, etc.) is considered valid if the delegate marks one (1) of the three (3) available voting boxes. For the election of additional Board members, it is presented in the Election Regulations for Additional Members to the Board of Directors.

##### **- Invalid Voting Ballot:**

- Adding content to the ballot outside the designated areas.
- The ballot not following the pre-printed format provided by the Organizing Committee, lacking the Company's seal or barcode, or not having the signature and full name of the delegate; the ballot is altered (erased, scratched, or additional content written) beyond the designated areas, in which case all the content on the ballot will be deemed invalid. For the election of additional members to the Board of Directors, it is presented in the Election Regulations for Additional Members to the Board of Directors.

##### **- Validity of the Voting Ballot for Each Issue:**

The Voting Ballot will be considered invalid for any issue if none of the three boxes are marked (left blank) or if two or three boxes are marked. However, valid marks for other issues will still be counted for the respective issues.

#### **4.10.4 Voting Rules**

- Each common share represents one voting right. Each delegate attending the meeting, representing one or more voting rights, will be issued a Voting Card and Voting Ballot.

- As of the shareholder list cutoff date (March 26, 2025), the total number of shares with voting rights of the Company is 73,200,000 shares, equivalent to 73,200,000 voting rights.

- Issues to be voted on at the General Meeting can only be approved if more than 50% of the total voting rights of all attending shareholders are in favor. However, in certain cases as specified in Article 21, Clause 1 of the Company's Charter, the approval must be obtained from 65% or more of the total voting rights of all attending shareholders.

##### **- Note:**

+ Shareholders/representatives with a conflict of interest do not have the right to vote on contracts and transactions valued at 10% or more (of the Company's total assets as stated in the latest financial report); these contracts or transactions will only be approved if 65% of the remaining voting rights are in favor (according to Clause 4, Article 167 of the 2020 Enterprise Law).

+ Shareholders/representatives of shareholders holding 51% or more of the total voting shares or related persons of such shareholders do not have the right to vote on contracts and transactions worth more than 10% (of the Company's total assets as stated in the latest financial report) between the

Company and that shareholder (according to Clause 3, Item b, and Clause 4, Article 167 of the 2020 Enterprise Law).

#### **4.10.5. Recording Voting Results**

- At the meeting, the General Meeting of Shareholders will approve the voting results from the Vote Counting Committee.

- The Vote Counting Committee is responsible for collecting Voting Ballots and Election Ballots.

- The Vote Counting Committee will check the number of votes in favor, against, and abstaining for each issue, and is responsible for recording, compiling, and reporting the voting results to the General Meeting of Shareholders.

#### **4.11. Minutes and Resolutions of the General Meeting of Shareholders**

- All matters discussed at the General Meeting of Shareholders must be recorded by the Secretary in the minutes of the meeting.

- The minutes of the General Meeting must be read and approved before the meeting is adjourned.

### **5. IMPLEMENTATION**

- All delegates, representatives, and guests attending the meeting are responsible for fully complying with the provisions outlined in this Regulation, the current regulations, rules, and management regulations of the Company, as well as the relevant laws.

- The person convening the General Meeting of Shareholders has the right to:

- Require all attendees to undergo security checks or other legal and reasonable security measures.

- Request the competent authorities to maintain order during the meeting; expel those who do not comply with the Chair's authority, intentionally disrupt the meeting, obstruct the normal progress of the meeting, or fail to comply with security check requirements from the General Meeting of Shareholders.

- For matters not specifically regulated in this Regulation, the provisions of the Company's Charter, the 2020 Enterprise Law, and other relevant legal documents of the State shall apply.

***This Regulation is effective immediately after being approved by the General Meeting of Shareholders.***

*Buon Ma Thuot, April 24, 2025*

**ON BEHALF OF THE GENERAL MEETING OF SHAREHOLDERS  
CHAIRMAN OF THE BOD**

Nguyen Viet Tuong  
CHAIRMAN OF THE BOARD



**DAKLAK RUBBER INVESTMENT JOINT STOCK COMPANY**

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**REGULATIONS ON NOMINATION, CANDIDACY, AND ELECTION OF  
ADDITIONAL MEMBERS TO THE BOARD OF DIRECTORS FOR THE TERM III  
(2022 – 2027)  
DAK LAK RUBBER INVESTMENT JOINT STOCK COMPANY**

**Basis:**

- The Enterprise Law No. 59/2020/QH14 passed by the National Assembly of the Socialist Republic of Vietnam on June 17, 2020;
- The Securities Law No. 54/2019/QH14 passed by the National Assembly of the Socialist Republic of Vietnam on November 26, 2019;
- Decree No. 155/2020/ND-CP detailing the implementation of several provisions of the Securities Law, passed on December 31, 2020;
- The Charter on the Organization and Operations of Dak Lak Rubber Investment Joint Stock Company, amended and supplemented, approved by the General Meeting of Shareholders on April 19, 2023;
- The Internal Regulation on Corporate Governance of Dak Lak Rubber Investment Joint Stock Company, amended and supplemented, approved by the General Meeting of Shareholders on April 19, 2023.

The General Meeting of Shareholders of Dak Lak Rubber Investment Joint Stock Company hereby sets forth the regulations on the nomination, candidacy, and election of additional members to the Board of Directors at the 2025 Annual General Meeting of Shareholders as follows:

**Article 1. Explanation of Terms/Abbreviations**

- Company: Dak Lak Rubber Investment Joint Stock Company;
- BOD: Board of Directors;
- BTC: Meeting Organizing Committee;
- AGM: Annual General Meeting of Shareholders;
- Delegate: Shareholder, representative (authorized person);

**Article 2. Chairperson at the AGM:**

The chairperson at the AGM is responsible for overseeing the election process, including the following specific tasks:

- Introducing the list of nominations and candidacies for the BOD;
- Supervising the voting process and vote counting;
- Resolving any complaints regarding the election (if any).

**Article 3. Regulations on the Nomination and Candidacy for the Board of Directors:**

- Applicable to the election of Board of Directors members.
- Applicable to the annual general meeting: election of additional Board of Directors members.

- Number of additional Board of Directors members to be elected: 02 members (1 executive/non-executive member and 1 independent member of the Board of Directors).
- Term: 2022 - 2027.
- Maximum number of candidates for the Board of Directors: no limit.

### **1. Rights to Nominate and Candidacy for the Board of Directors** (according to Article 25 of the Company Charter):

- Shareholders holding ordinary shares have the right to pool voting rights to nominate candidates for the Board of Directors. A shareholder or group of shareholders holding from 10% to less than 20% of the total voting shares can nominate one (01) candidate; from 20% to less than 30% can nominate up to two (02) candidates; from 30% to less than 40% can nominate up to three (03) candidates; from 40% to less than 50% can nominate up to four (04) candidates; from 50% to less than 60% can nominate up to five (05) candidates; from 60% to less than 70% can nominate up to six (06) candidates; from 70% to less than 80% can nominate up to seven (07) candidates; from 80% to less than 90% can nominate up to eight (08) candidates.

- Nominees must meet the qualifications listed in Section 2 below.

- If the number of candidates nominated for the Board of Directors is still insufficient, the incumbent Board of Directors will nominate additional candidates to meet the required number, and this must be clearly announced before the AGM votes to elect the Board members according to the law.

### **2. Qualifications of Candidates for the Board of Directors:**

Candidates for the Board of Directors, in addition to the qualifications and conditions specified in Article 155 of the Enterprise Law No. 59/2020/QH14 and Decree No. 155/2020/ND-CP, must meet the following conditions as stipulated in the Charter and the Internal Regulation on Corporate Governance (Article 8 - Internal Regulation on Corporate Governance):

- Possess leadership qualities, integrity, responsibility, maturity, ethics, and gain trust from shareholders, other members of the Board of Directors, management officers, and employees of the Company;

- Ability to balance the interests of all relevant parties and make reasonable decisions;

- Possess the necessary professional experience and educational qualifications to operate effectively;

- Ability to translate knowledge and experience into practical solutions;

- Accurate judgment;

- Ability and willingness to face challenges and explore new ideas;

- Good communication skills;

- Board members of the Company cannot simultaneously be members of the board of more than five (05) other companies. If the candidate is an independent member of the Board of Directors, they must meet the conditions specified in point (d) of Clause 2, Article 155 of the 2020 Enterprise Law.

### **3. Selection of Candidates:**

Based on the nomination and candidacy applications submitted by shareholders or groups of shareholders, the organizing committee of the 2025 Annual General Meeting of Shareholders will compile a list of candidates who meet the qualifications as per the regulations and submit the list to the General Meeting of Shareholders for election of additional members to the Board of Directors.

### **Article 4. Election Principles:**

- Compliance with legal regulations and the Company's Charter.

- Voting rights are based on the number of shares owned, including proxies representing shareholders. The election result is calculated based on the number of voting shares of the shareholders present at the meeting.
- For each election, a shareholder representative is only allowed to use one ballot corresponding to the number of shares owned or represented.
- The vote-counting committee will be appointed by the chairperson and approved by the General Meeting of Shareholders. Members of the vote-counting committee cannot be included in the list of nominees or candidates for the Board of Directors.

## **Article 5. Election Method:**

- **Election method:** (According to Clause 3, Article 148 of the 2020 Enterprise Law)
  - The cumulative voting method will be used: each shareholder has a total number of votes corresponding to the total number of shares owned multiplied by the number of members to be elected to the Board of Directors.
  - Shareholders may allocate all or part of their total votes to one person, several people, or all candidates, with the remaining votes not assigned to any candidate. The total number of votes allocated to candidates cannot exceed the total number of votes allowed for the shareholder, nor can it exceed the number of candidates approved by the General Meeting of Shareholders.
  - Each shareholder attending the meeting will be provided with one voting ballot for the Board of Directors. The representative should check the information on the ballot and report any errors to the vote-counting committee.
- **Voting Methods:** There are two ways to vote:
  - Cumulative voting (differentiated distribution): Shareholders directly allocate votes for each candidate in the "Differentiated Cumulative Voting" column. The number of votes for each candidate may differ based on the voter's trust in the candidates, but the total number of votes distributed to selected candidates cannot exceed the total number of votes allowed.
  - Cumulative voting (even distribution): Shareholders simply mark a cross (X) in the "Even Cumulative Voting" column corresponding to the number of Board members the shareholder trusts.

## **Article 6. Voting Ballots**

**1. List of Candidates for the Board of Directors:** The list of candidates for the Board of Directors will be arranged alphabetically by name, with full names written on the voting ballot.

### **2. Voting Ballot and Voting Instructions:**

- The voting ballot is standardized and includes the total number of voting shares according to the participation code; the ballot will be used to elect additional members to the Board of Directors.
- Shareholders or their representatives will be issued one (1) voting ballot for electing additional independent members to the Board of Directors according to the participation code (including shares owned and those represented by proxy).
- Shareholders or authorized representatives must fill in the number of votes for each candidate in the respective blank space on the ballot, sign it, and clearly write their name.
- In case of mistakes, if the ballot has not yet been placed in the ballot box, the shareholder may request the Vote Counting Committee to replace it with a new one.

### **3. Invalid Voting Ballots:**

- Ballots not in the format prescribed by the Organizing Committee, without the seal of Dak Lak Rubber Investment Joint Stock Company.
- Ballots that are torn, erased, altered, include additional writings, or contain incorrect names, or names not in the list of candidates approved by the General Meeting of Shareholders before the voting;

ballots casting votes for more candidates than the prescribed number or left blank without voting for any candidate.

- Ballots that lack the signature and clear name of the attending representative.
- Ballots where the total number of votes allocated to candidates exceeds the total voting rights held by the shareholder (including shares owned and those represented by proxy).
- Voting ballots submitted to the Vote Counting Committee after the voting has ended and the ballot box has been sealed.

## **Article 7. Vote Counting Committee, Voting Principles, and Ballot Counting:**

### **1. Vote Counting Committee:**

- The Vote Counting Committee will be nominated by the Organizing Committee and approved by the General Meeting of Shareholders.
- The Vote Counting Committee is responsible for:
  - + Issuing voting ballots and instructing voters on how to fill them out.
  - + Conducting vote counting using vote-counting software.
  - + Announcing the election results before the meeting.
- Those nominated as candidates for the Board of Directors cannot be listed in the nominations or candidacies for the Vote Counting Committee.

### **2. Voting and Ballot Counting Principles:**

- The Vote Counting Committee will check the ballot box in the presence of shareholders.
- Voting begins when the distribution of ballots is completed and ends when the last shareholder casts their vote.
- The vote counting must begin immediately after voting ends, and the count should be done using the vote-counting software.
- The results of the vote counting will be recorded in writing and announced by the Chair of the Vote Counting Committee to the General Meeting of Shareholders. The vote-counting data will be stored in the Company's Administration Room, and the ballots will be sealed and stored at the Company's document office.

## **Article 8. Election Principles and Selection of Candidates** (According to Article 148 of the Enterprise Law 59/2020/QH14)

- The elected candidates are determined based on the number of votes received, starting from the highest number of votes and continuing until the required number of members is elected.
- In the case where two (02) or more candidates receive the same number of votes for the last available position, a re-election will be held among the candidates with the same number of votes.
- If the first round of voting does not result in the required number of members, additional rounds of voting will be held until the required number of members is elected.
- The election results will be recorded in the minutes of the Board of Directors election.

## **Article 9. Compilation and Announcement of the Vote Counting Minutes**

- After the vote counting, the Vote Counting Committee must compile the vote counting minutes.
- The full text of the vote counting minutes must be announced to the General Meeting of Shareholders.

### **Complaints Regarding Voting and Vote Counting:**

- If, after the election results have been announced, any shareholder raises a complaint or requests a recount of the election results, the Vote Counting Committee will directly re-examine the results.

- Complaints regarding the election and vote counting will be resolved by the chairperson of the meeting and recorded in the minutes of the General Meeting of Shareholders.

**Article 10. Application Documents for Nominations and Candidacies to the Board of Directors:**

The application documents for candidacy or nomination to the Board of Directors include:

- Application form for candidacy/nomination to the Board of Directors (according to Appendix 1, 2);

- Curriculum vitae (according to Appendix 3);

- A copy of the following documents: National ID card/Identity card/Passport/Temporary residence registration;

- Commitment statement (according to Appendix 4);

- Educational and professional qualification certificates (if any);

- A confirmation letter regarding the shareholder/shareholder group's ownership percentage that meets the nomination conditions as stipulated in the company's charter.

- The nominator to the Board of Directors is responsible under the law and to the General Meeting of Shareholders for the accuracy and truthfulness of the contents in their application documents.

Applications must be submitted to Dak Lak Rubber Investment Joint Stock Company by 17:00 on April 14, 2025, at the following address:

**Dak Lak Rubber Investment Joint Stock Company Office**

**Address: 59 Cao Thắng, Tan An Ward, Buon Ma Thuot City, Dak Lak Province**

**Phone: 0262-3867676**

**Fax: 0262-3865303**

This is the full nomination and candidacy regulation for the election of additional Board members at the Annual General Meeting of Shareholders in 2025 of Dak Lak Rubber Investment Joint Stock Company. We respectfully submit this to the General Meeting of Shareholders for approval.

This election regulation will be read publicly before the Annual General Meeting of Shareholders in 2025 for voting and will be effective immediately at the meeting./.

**ON BEHALF OF THE GENERAL MEETING OF SHAREHOLDERS  
CHAIRMAN**

Nguyen Viet Tuong  
CHAIRMAN OF THE BOARD



**DAKLAK RUBBER INVESTMENT JOINT STOCK COMPANY**

Address: 59 Cao Thang - Buon Ma Thuot City - Dak Lak Province

Tel: (84) 262-3867676 - Fax: (84) 262-3865303

Website: www.dri.com.vn - Email: dri@dri.com.vn

**Appendix 1**

**CANDIDACY APPLICATION  
FOR BOARD OF DIRECTORS MEMBERSHIP**

**To: The Organizing Committee of the General Meeting of Shareholders  
Dak Lak Rubber Investment Joint Stock Company**

I, the undersigned, am named: .....  
Date of birth: ..... Place of birth: .....  
ID card/Identity card/Passport number: ..... Date of issue: .....  
Place of issue: .....  
Educational qualifications: .....  
Professional qualifications: .....  
Number of shares owned as of the shareholder list closing date for the 2024 Annual General Meeting (if any): ..... accounting for .....% of the company's charter capital.  
Experience and achievements related to the position I am applying for:  
.....  
.....  
.....  
.....  
.....  
.....  
.....

Based on Notification No. .... /TB-CT dated .../.../..... regarding the announcement of the General Meeting of Shareholders of Dak Lak Rubber Investment Joint Stock Company, the Company's Charter, and the current Enterprise Law, I believe that I meet the necessary qualifications and conditions to apply for membership in the Board of Directors (BOD) for the 3rd term (2022-2027) of Dak Lak Rubber Investment Joint Stock Company (DRI).

I hereby confirm that the information provided is correct and I take full responsibility for the accuracy of the information provided. If I am trusted by the shareholders to be elected as a member of the Board of Directors, I commit to dedicating my full capacity and efforts to contribute to the development of Dak Lak Rubber Investment Joint Stock Company.

Thank you very much!

**APPLICANT**  
(Signature and full name)

**Attached Documents**

- Curriculum vitae completed by the candidate;
- Valid copy of ID card/Identity card/Passport;
- Commitment statement;



**DAKLAK RUBBER INVESTMENT JOINT STOCK COMPANY**

Address: 59 Cao Thang - Buon Ma Thuot City - Dak Lak Province

Tel: (84) 262-3867676 - Fax: (84) 262-3865303

Website: www.dri.com.vn - Email: dri@dri.com.vn

**Appendix 2**

**NOMINATION APPLICATION  
FOR BOARD OF DIRECTORS MEMBERSHIP  
(For Shareholders/Shareholder Groups)**

**To: The Organizing Committee of the General Meeting of Shareholders  
Dak Lak Rubber Investment Joint Stock Company**

The shareholder/shareholder group consisting of:

No.	Shareholder Name	ID Card/Identity Card/Passport Number, Date of Issue, Place of Issue	Address	Number of Shares Owned	Signature
1					
2					
3					
4					
5					

Based on Notification No. ....../TB-CT dated ....../..... regarding the organization of the General Meeting of Shareholders of Dak Lak Rubber Investment Joint Stock Company, the regulations of the Company's Charter, and the Online Voting Rules for the Company's General Meeting of Shareholders, We, the undersigned, hereby agree as follows:

1. Agreement to appoint Mr./Ms. with the following information as the representative of the group to carry out the procedures for nominating candidates for the Board of Directors of Dak Lak Rubber Investment Joint Stock Company, term 3 (2022-2027):

- Full Name: .....
- ID Card/Identity Card/Passport Number: .....
- Date of Issue: ..... Place of Issue: .....
- Permanent Address: .....

2. Agreement to nominate the following individuals for the Board of Directors of Dak Lak Rubber Investment Joint Stock Company, term 3 (2022-2027):

No.	Full Name	ID Card/Identity Card/Passport Number, Date of Issue, Place of Issue	Professional Qualifications	Permanent Address
1				
2				
3				
4				
5				
6				
7				

I/We hereby affirm that the individuals listed above meet the necessary qualifications and conditions to be nominated for the position of Board Member according to the regulations of the Election Rules at the General Meeting of Shareholders of Dak Lak Rubber Investment Joint Stock Company to be held on April 25, 2024.

Thank you very much!

**NOMINATOR (OR ORGANIZATION NOMINATOR)**  
*(Sign and provide full name, stamp if an organization)*

**Attached Documents**

- *Curriculum Vitae completed by the candidate;*
- *Certified copy of ID card/Passport/Identity Card;*
- *Commitment letter from each candidate.*

### Appendix 3

## **SOCIALIST REPUBLIC OF VIETNAM**

Independence - Freedom - Happiness

### **CURRICULUM VITAE**

(For candidates for the Board of Directors of Dak Lak Rubber Investment Joint Stock Company, term 3 (2022-2027))

1. Full Name: .....
2. Gender: Male / Female
3. Date of Birth: .....
4. Nationality: .....
5. ID Card/Identity Card/Passport Number: .....Date of Issue: .....Place of Issue: .....
6. Permanent Address: .....
7. Contact Phone Number: .....
8. Educational Background: .....
9. Professional Qualifications: .....
10. Work Experience:

From year... to year...	Workplace	Position	Achievements

11. Current position in the Company (DRI): .....
12. Positions currently held at other organizations: .....
13. Number of shares held:  
Number of shares held (as of [date]): ..... shares, accounting for ..... % of the company's charter capital
  - Shares held on behalf of others: ..... shares, accounting for ..... % of the company's charter capital
  - Shares held personally: ..... shares, accounting for ..... % of the company's charter capital
14. Commitments related to shareholding (if any): .....
15. Related interests to DRI (if any): .....
16. List of related parties holding shares in DRI:
  - Relationship: ....., Name of individual/organization: ....., holding ..... shares, accounting for ..... % of the charter capital.
  - Relationship: ....., Name of individual/organization: ....., holding ..... shares, accounting for ..... % of the charter capital.
  - .....

I affirm that the information provided above is true and I take full responsibility before the law for the accuracy of the information provided.

**Attached Documents:**

1. *Copy of ID card/Passport/Identity card;*
2. *Diplomas certifying educational and professional qualifications;*
3. *Photocopy of Household Registration.*

....., on the ... day of ..., 2025.

**Candidate**  
*(Sign and write full name)*

## **Appendix 4**

### **SOCIALIST REPUBLIC OF VIETNAM**

Independence - Freedom - Happiness

### **COMMITMENT STATEMENT OF A MEMBER OF THE BOARD OF DIRECTORS FOR THE TERM 3 (2022 – 2027)**

**To: The General Meeting of Shareholders of Dak Lak Rubber Investment Joint Stock Company**

My name is: .....

Date of birth: .....

Place of birth: .....

ID/CCCD Number: .....

Place of origin: .....

Permanent address: .....

Professional qualifications: .....

Current position: .....

Current workplace: .....

If I am elected as a member of the Board of Directors, I commit to:

1. Using all my abilities and responsibilities to contribute to the stable and sustainable development of Dak Lak Rubber Investment Joint Stock Company.
2. Fully fulfilling the duties and responsibilities of a member of the Board of Directors according to the company's charter, internal management regulations, and the law.
3. Providing accurate and truthful personal information for the company's management purposes as required.

Sincerely,

....., *Date ..... Month ..... Year 2025*

**THE COMMITTING PERSON**

(Sign and full name)

**(DRAFT)**

**REPORT  
BOARD OF DIRECTORS' ACTIVITIES IN 2024  
AND ORIENTATION FOR 2025**

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**Esteemed:   - Presidium,  
              - Dear Shareholders Attending the General Meeting.**

In accordance with the Company's Charter, on behalf of the Board of Directors (BOD), I would like to present to the 2025 Annual General Meeting of Shareholders (AGM 2025) a report on the BOD's activities in 2024 and its key tasks for 2025, with the following main contents:

**I. Board of Directors' Activities in 2024**

**1. Structure and Composition of the Board of Directors:**

As of December 31, 2024, the Board of Directors of Dak Lak Rubber Investment Joint Stock Company comprised six members as follows:

<b>No.</b>	<b>Full Name</b>	<b>Position</b>	<b>Date of Appointment</b>	<b>Date of Dismissal</b>
1	Nguyen Viet Tuong	Chairman of the BOD, Non-executive Member	16/09/2015	—
2	Bui Quang Ninh (*)	Vice Chairman of the BOD, Non-executive Member	25/10/2012	25/04/2024
3	Le Thanh Can	Executive BOD Member, CEO of DRI	15/04/2017	—
4	Tran Le (**)	Independent BOD Member	19/04/2022	25/04/2024
5	Ta Quang Tong	Non-executive BOD Member	19/04/2022	—
6	Nguyen Tran Giang	Non-executive BOD Member	05/04/2019	—
7	Nguyen Minh	Non-executive BOD Member	15/04/2017	—
8	Le Dinh Huyen	Independent BOD Member	25/04/2024	—

(\*) Mr. Bui Quang Ninh was temporarily suspended from his position as a BOD member, which was agreed upon by the BOD but has not yet been presented to the AGM for approval.

(\*\*) Mr. Tran Lê resigned due to personal reasons, and his resignation was approved by both the BOD and the AGM.

## **2. Board of Directors' Activities in 2024:**

The Board of Directors (BOD) closely supervised operations, promptly addressing challenges and obstacles, creating the most favorable conditions for the Executive Board to carry out its tasks in accordance with the Company's Charter, as well as resolutions of the AGM and the BOD.

BOD members actively visited operational sites, assessed the situation, and played their roles effectively by providing practical and creative inputs. These efforts helped direct business operations in a timely manner while mitigating risks and potential losses for the Company.

### **2.1. Successfully Organized the 2024 Annual General Meeting of Shareholders (AGM)**

The AGM 2024 successfully approved the following matters:

- Reports from the BOD, Supervisory Board (SB), and the audited 2023 Financial Statements; the Executive Board's report on 2023 business performance and the 2024 strategic direction.
- Approval of business and investment targets for 2024, profit distribution for 2023, remuneration for the BOD and SB in 2024, and the selection of an audit firm for the 2024 financial statements.
- Amendments to certain articles of the Company's Charter and the Internal Corporate Governance Regulations.
- Approval of contracts and transactions with related parties.
- Adjustments to the liquidation and replanting schedule for rubber plantations at Daklaoruco.
- Dismissal of Mr. Tran Le as an Independent BOD Member and election of Mr. Le Đình Huyen as an Independent BOD Member for the 2022-2027 term.

### **2.2. Summary of BOD Meetings:**

The BOD ensured that at least one meeting was held per quarter. Each meeting reviewed the implementation of previous resolutions, assessed achievements, identified challenges, and proposed solutions. The BOD also supervised the Executive Board's performance based on the Supervisory Board's inspection reports, providing timely guidance to rectify issues.

All BOD decisions were made with unanimous consensus, aligning with the Company's Charter and serving as strategic directives for short-, medium-, and long-term business operations. To ensure operational flexibility, the BOD delegated certain powers to the Chairman and CEO, who reported back at subsequent meetings.

In 2024, the BOD conducted 5 in-person meetings and 7 written consultations, issuing 12 Resolutions to guide and oversee business operations. Details are as follows:

No.	Resolution No.	Date	Content
1	01/NQ-HĐQT	23/01/2024	Amendments to Articles 8 and 9, Chapter III of the Procurement Regulations for Business Operations and Regular Activities of Dak Lak Rubber Investment JSC and subsidiaries (per Decision No. 54/QĐ-HĐQT dated 22/10/2020).
2	02/NQ-HĐQT	27/02/2024	Approval for DRI High-Tech Agriculture Co., Ltd. to sign a consulting and supply contract for durian orchard care in 2024; Approval of AGM 2024 agenda.
3	03/NQ-HĐQT	19/03/2024	Approval of the "Sustainable Forest Management Plan 2024-2054" for Dak Lak Rubber Co., Ltd.

4	04/NQ-HĐQT	26/03/2024	Approval of Q1/2024 business performance report and key tasks for Q2/2024; Preparation for AGM 2024; Performance evaluation of BOD and CEO for 2023; Approval of related-party transactions; Proposal for dismissal of Independent BOD Member Mr. Trần Lê.
5	05/NQ-HĐQT	26/04/2024	Temporary suspension of Vice Chairman Mr. Bui Quang Ninh from 25/04/2024.
6	06/NQ-HĐQT	07/05/2024	Selection of an audit firm for 2024 financial statements; Approval of bonus coefficients from the 2023 Management Bonus Fund.
7	07/NQ-HĐQT	12/07/2024	Approval of H1/2024 business performance report and key tasks for H2/2024; Durian plantation development at Daklaoruco; Procurement regulations; Extension of CEO Le Thanh Can's tenure until AGM 2025; 20th anniversary celebration of Daklaoruco; Dividend payment schedule for 2023.
8	08/NQ-HĐQT	23/08/2024	Extension of debt repayment deadline for Dakruco's loan from DRI.
9	09/NQ-HĐQT	18/10/2024	Approval of Q3/2024 business performance report and key tasks for Q4/2024; Supplementary financial plan for CNC DRI; Expansion of durian plantations at Daklaoruco; Approval of additional fertilizer plans; Dividend advance payment for 2024.
10	10/NQ-HĐQT	12/11/2024	Dividend advance payment plan for 2024; Financial support for Dakruco; Liquidation of 134.29 ha of rubber plantations and preparation for 2025 rubber nursery at Daklaoruco.
11	11/NQ-HĐQT	09/12/2024	Procurement of two vehicles for Daklaoruco; FSC certification maintenance consulting contract for 2025; Loan agreement between Daklaoruco and DRI; Sale of cashew trees at Daklaoruco.
12	12/NQ-HĐQT	31/12/2024	Preliminary report on 2024 business performance and 2025 business plan; Financial targets for 2025; Finalization of 2024 salary funds for DRI and subsidiaries; Profit advance for CNC DRI; Rubber latex sales formula for 2025; Durian investment project at Daklaoruco; Second phase of rubber plantation liquidation at Daklaoruco.

### 3. Supervision Results of the Executive Board's Operations:

Pursuant to the Company's Charter, the Board of Directors (BOD) supervises the General Director and other management units in implementing the Resolutions of the General Meeting of Shareholders (GMS) and the BOD. The BOD promptly addresses emerging issues within its authority to facilitate the Executive Board's operations effectively.

The BOD directly directs and oversees the Executive Board's activities through reports on resolution implementation, quarterly, semi-annual, nine-month, and annual business performance reports for 2024. For critical matters, the BOD always consults with the Executive Board before making decisions to ensure consensus on key policies and strategies.

The Executive Board has demonstrated high commitment and effectively complied with legal regulations. It has timely and efficiently implemented most of the GMS and BOD resolutions, closely monitored the business situation, and proactively addressed challenges, optimizing costs. Key performance results for 2024 are as follows:

No.	Indicator	Unit	2024 Plan	2024 Actual	% of Plan Achieved
<b>1</b>	<b>Production Volume</b>	<b>Tons</b>			
1.1	Rubber	Tons	14,000	11,116	79.40%
1.2	Cashew	Tons	137.00	153.42	111.98%
1.3	Banana	Tons	655.54	578.19	88.20%
1.4	Durian	Tons	300.00	423.01	141.00%
<b>2</b>	<b>Revenue</b>	<b>Billion VND</b>	<b>462.50</b>	<b>494.34</b>	<b>106.88%</b>
<b>3</b>	<b>Cost of Goods Sold</b>	<b>Million VND/ton</b>			
3.1	Rubber	Million VND/ton	30.336	31.980	105.42%
3.2	Cashew	Million VND/ton	21.527	10.340	48.03%
3.3	Banana	Million VND/ton	4.352	4.496	103.31%
3.4	Durian	Million VND/ton	34.759	31.175	89.69%
<b>4</b>	<b>Profit Before Tax</b>	<b>Billion VND</b>	<b>74.41</b>	<b>139.68</b>	<b>187.72%</b>
	<b>Profit After Tax</b>	<b>Billion VND</b>	<b>60.63</b>	<b>110.40</b>	<b>182.09%</b>
<b>5</b>	<b>Export Ratio</b>	<b>%</b>	<b>65%</b>	<b>68.07%</b>	<b>104.72%</b>
<b>6</b>	<b>Expected Dividend</b>	<b>%</b>	<b>6%</b>	<b>9%</b>	<b>150.00%</b>
<b>7</b>	<b>Employee Income</b>	<b>Million VND/person/month</b>			
7.1	Average Indirect Labor Salary	Million VND/person/month	18.68	21.67	116.01%
7.2	Average Direct Labor Salary	Million VND/person/month	6.02	5.39	89.58%

In 2024, DRI and Daklaoruco collaborated with FSC consulting units and successfully obtained FSC certifications, including FSC-FM/CoC for rubberwood and latex products across a total rubber plantation area of 6,148.03 hectares. Additionally, FSC-CoC certification was granted for the processing plant in Laos and commercial rubber sales at DRI, with 80 tons of FSC-certified rubber products exported. Furthermore, DRI prepared necessary conditions to comply with the EUDR requirements and successfully exported 420 tons of rubber to the European Union under these standards.

The Vietnam Rubber Association conducted periodic supervision and assessment of the Vietnam Rubber Trademark for natural rubber products SVR3L, SVRCV60, and SVR10, confirming compliance, leading to the continued renewal of the trademark usage rights.

Despite these achievements, the Executive Board still faces certain challenges, including the lack of sustainable managerial staff development in Laos. The management team consists mainly of

Vietnamese personnel, leading to high turnover. Additionally, production organization remains suboptimal, worker skill levels in latex harvesting are relatively low, and there is a significant shortage and fluctuation of latex tappers. Efforts to curb latex theft have also been ineffective, affecting plantation productivity and output.

#### **4. Remuneration and Operating Expenses of the BOD and Supervisory Board:**

- The remuneration payments for the BOD and Supervisory Board were made in accordance with Circular 28/2016/TT-BLDTBXH, as follows:

- o Total planned remuneration fund: VND 777.6 million;
- o Actual payments: VND 705.66 million;
- o % of Plan Achieved: 90.75%

*(Details available in the 2024 Annual Report)*

The remuneration fund was allocated only to non-executive BOD members (6 members) and the Supervisory Board (3 members). The BOD member concurrently holding the General Director position did not receive remuneration but instead received a salary from the management payroll in accordance with Circular 28/2016/TT-BLDTBXH.

- The operating expenses of the BOD and Supervisory Board for 2024 amounted to VND 27.5 million out of the planned VND 60 million, achieving 45.8% of the plan. These expenses covered meeting costs, business travel expenses, and other related costs.

#### **5. Transactions Between the Company and Major Shareholders, Internal Shareholders, and Related Parties:**

In 2024, the Company engaged in transactions with related parties as follows:

**5.1. Transactions between DRI and Daklak Rubber Joint Stock Company (Dakruco), a Major Shareholder Holding 60.84% of DRI's Charter Capital:**

- Dakruco repaid principal debt under Loan Agreement No. 01/2022/HĐVV dated September 5, 2022: VND 40 billion.

- DRI extended a loan to Dakruco with a credit limit of VND 40 billion as per BOD Resolution No. 05 dated May 18, 2023, with a maximum loan term of 60 months. The loan carries a floating interest rate not lower than Vietinbank Daklak's lending rate. The collateral provided by Dakruco is DRI shares owned by Dakruco. Disbursements included VND 33 billion in 2023 and VND 7 billion in January 2024, bringing the total disbursed amount to VND 40 billion by December 31, 2024.

- DRI also provided Dakruco with a long-term loan (Loan Agreement No. 01/2024/HĐVV dated November 22, 2024) with a credit limit of VND 40 billion under BOD Resolution No. 10 dated November 12, 2024, for a term of 36 months. Disbursements included VND 20 billion on December 4, 2024, and another VND 20 billion on December 24, 2024.

#### **5.2. Transactions between DRI and Its Subsidiaries:**

a. DakLak Rubber Limited Company (Daklaoruco), a 100%-Owned Subsidiary of DRI:

- DRI purchased rubber latex from Daklaoruco, including SVR3L (5,554.54 tons), SVR10 (1,016.4 tons), SVRCV50 (171.36 tons), and SVRCV60 (744.66 tons), with a total transaction value of VND 315.86 billion.

- Daklaoruco made an early repayment under Loan Agreement No. 01/HĐVV-2022-DRI dated December 30, 2022, amounting to USD 907,795.55 (equivalent to VND 22.56 billion).

- DRI extended a medium-term investment loan (Loan Agreement No. 02/HĐVV-2024-DRI dated December 30, 2024) with a credit limit of USD 1.75 million as per BOD Resolution No. 11 dated December 9, 2024.

b. DRI High-Tech Agriculture Limited Company, an 83.87%-Owned Subsidiary of DRI:

- DRI extended a loan limit of VND 15 billion for 36 months as per Loan Agreement No. 02/2023/HĐVV dated July 20, 2023, under BOD Resolution No. 06 dated July 10, 2023. Disbursed amount: VND 14 billion.

- Interest paid to DRI in 2024: VND 1.24 billion.

All transactions complied with the 2024 AGM Resolutions, with no transactions involving related parties of internal shareholders.

## **II - ORIENTATIONS AND TASKS FOR 2025:**

### **1. Assessment of the 2025 Situation:**

In 2025, geopolitical dynamics are expected to remain complex, coupled with unpredictable tariff policies under President Donald Trump. Notably, the recent imposition of a 25% import tariff on goods from Canada and Mexico, along with an additional 10% tariff on Chinese goods effective from March 4, 2025, signals a potential escalation of global trade tensions. These developments could disrupt supply chains and trigger inflationary pressures, leading to increased costs for raw materials and production inputs.

However, tire manufacturing in China is expected to sustain growth with limited impact, as the U.S. is no longer a primary export market. According to data from the International Trade Center, China's tire exports to the U.S. market have significantly declined from 15% in 2018 to just 3.6% in 2024. Meanwhile, the shift of tire production to emerging markets, including Vietnam, is expected to drive domestic demand.

The shrinking supply of raw materials, driven by deforestation prevention policies and unfavorable weather conditions, will support rubber prices in 2025-2026 and likely beyond. Given the positive outlook for rubber consumption and pricing, alongside effective cost management, DRI holds a competitive advantage by obtaining FSC certification for latex and rubberwood products. With well-established processing and trade operations and readiness to meet EUDR requirements for exports to the European Union, DRI is well-positioned for continued revenue and profit growth in 2025. However, escalating climate change risks and increasing latex theft at Daklaoruco, if not effectively addressed, could adversely impact productivity, output, revenue, and profitability.

### **2. Key Targets and Strategic Tasks of the Board of Directors in the 2025 Business Plan:**

- Key performance targets for 2025:

(1) Rubber latex extraction: 13,500 tons (dry equivalent); Fresh cashew production: 40 tons; Durian production: 640 tons.

(2) Revenue target: VND 612.95 billion; Pre-tax profit: VND 137.37 billion; Export ratio of rubber latex: 65% of total sales volume.

(3) Dividend payout: 9% of charter capital.

(4) Investment in new plantations: 30 hectares of durian; 95 hectares of rubber replanting at Daklaoruco.

### **3. Key Strategic Initiatives:**

- Provide close guidance to the Executive Board in organizing production and achieving the targets set by the General Meeting of Shareholders, ensuring profitability and financial stability. Maintain a stable dividend distribution for shareholders.

- Accelerate digital transformation initiatives, including the redesign of the DRI and Daklaoruco websites and the implementation of document management and plantation management software. These systems will integrate sales modules in compliance with EUDR regulations, streamlining management from the parent company to subsidiaries.

- Direct Daklaoruco to explore recruitment and retention strategies to minimize labor shortages. DRI will support Daklaoruco in recruiting additional indirect labor while coordinating with local authorities to enhance security measures, ensuring the protection of latex output and the achievement of production targets.

- Continue recruiting, appointing, and training leadership and management personnel across all levels, from the parent company to subsidiaries, to meet operational demands effectively.

- Maintain a steadfast commitment to sustainable development, balancing economic growth with environmental and social responsibility. Strengthen market presence in high-potential export destinations such as the U.S., EU, South Korea, and Taiwan, sustaining a 65% export ratio for total rubber latex sales. Enhance marketing efforts for FSC FM/CoC-certified products and finalize plantation management software to facilitate EUDR-compliant sales to the European Union.

- Implement the rubber plantation liquidation plan at Daklaoruco, as approved by the 2024 Annual General Meeting of Shareholders, in a flexible manner aligned with the company's financial position. Secure funding for rubber replanting and new durian plantations, with 95 hectares of rubber replanting and 30 hectares of new durian planting planned for 2025. Guide Daklaoruco in procuring raw latex materials for processing SVR10 and SVR20 products, compensating for production shortfalls due to plantation liquidation, with an external procurement target of 1,000 tons in 2025. Seek investors for the establishment of a wood processing or biomass pellet plant at Daklaoruco to utilize rubberwood from phased plantation liquidation.

- Direct DRI's capital representatives at DRI High-Tech Agriculture Co., Ltd. to optimize durian orchard management and ensure harvest targets are met or exceeded. Explore export opportunities for durian to enhance market access and sales autonomy.

The above outlines the 2024 operational review and the key objectives for 2025. The Board of Directors invites discussion and feedback from the General Meeting of Shareholders to refine and successfully implement the 2025 business strategy.

**ON BEHALF OF THE BOARD OF DIRECTORS  
CHAIRMAN**

***Nguyen Viet Tuong***

**REPORT**  
**Business Performance in 2024**  
**and Directions and Tasks for 2025**  
**(at the DRI Annual General Meeting on April 24, 2025)**

**To: The General Meeting of Shareholders of Dak Lak Rubber Investment Joint Stock Company**

After a year of implementing the Resolution of the General Meeting of Shareholders and the Resolutions and Decisions assigning business and production tasks for 2024 from the Board of Directors, the Executive Board of Dak Lak Rubber Investment Joint Stock Company would like to report the results as follows:

**PART ONE**  
**BUSINESS PERFORMANCE IN 2024**

**I. ADVANTAGES AND CHALLENGES**

**1. Advantages:**

- The company consistently received timely and close guidance from the Board of Directors, especially in implementing business and production plans.
- The staff is dedicated to their work, and the Board members and key executives have extensive experience in the agricultural sector. The quality of products has been continuously improved, earning customer trust and high appreciation.
- The company's financial situation has significantly improved, with no long-term debt, resulting in lower financial costs and minimal impact from exchange rate fluctuations.
- The export activities of the parent company, DRI, have been favorable, with a stable customer base and market. The company's latex products have been well received and highly rated by many customers.
- Durian production in 2024 was favorable, with an annual output reaching 423 tons, exceeding the plan by 41%. Durian prices have remained high and stable in recent years.

**2. Challenges:**

- The economic situation in Laos has declined with no signs of recovery. Increasing social issues and rubber latex theft have affected security and order in the region, impacting the company's business efficiency and making it difficult to monitor and protect latex products.
- Labor recruitment, including both direct and indirect workers at Daklaoruco, faced challenges, affecting production management, plantation care, and latex harvesting. The percentage of vacant worker positions in 2024 at Daklaoruco reached 12.02%.

- Climate change continues to have increasingly negative impacts on agricultural production activities.

## II. BUSINESS AND PRODUCTION MANAGEMENT RESULTS IN 2024

### 1. Agricultural Production Activities:

- The total plantation area managed by DRI at Daklaoruco is 9,276.07 hectares, including: 8,592.30 hectares of rubber trees, 501.80 hectares of cashew trees, 13.35 hectares of other crops (eucalyptus, nurseries), and 168.62 hectares of vacant land, hydrological areas, and protective corridors along streams.
- In 2024, the total tapped rubber plantation area was 8,299.30 hectares, with an annual dry rubber latex production of 11,116.40 tons out of the planned 14,000 tons, achieving 79.40% of the annual target. This represents a decrease of 2,736 tons compared to 2023. The average yield per hectare was 1.34 tons, down 0.29 tons/ha from the previous year's performance.

**Rubber Latex Production in 2023 and 2024 (Unit: Tons)**

Unit	2023 Target (tons)	2023 Actual (tons)	2023 % Target Achieved	2024 Target (tons)	2024 Actual (tons)	2024 % Target Achieved	Change (2024 vs 2023)
NT1	4,000	3,723	93.06%	3,750	2,942	78.46%	-780
NT2	3,750	3,088	82.35%	3,300	2,764	83.77%	-324
NT3	4,350	4,117	94.65%	4,200	3,183	75.78%	-934
NT4	2,900	2,924	100.83%	2,750	2,227	80.98%	-697
<b>Company</b>	<b>15,000</b>	<b>13,852</b>	<b>92.35%</b>	<b>14,000</b>	<b>11,116</b>	<b>79.40%</b>	<b>-2,736</b>

Main reasons for failing to meet the production target:

- Labor shortages: Recruitment and mobilization of latex tapping workers at Daklaoruco faced many difficulties. Additionally, disciplinary dismissals (mainly due to latex theft and violations of labor regulations) resulted in a high vacant worker rate of 12.02%, with 3.16% due to labor shortages and 8.86% due to unassigned tapping areas.
- Rubber latex theft: Despite numerous preventive measures and enhanced security, theft incidents persisted, reducing the company's production output.
- Climate change: Extreme weather conditions negatively impacted latex extraction. Prolonged dry spells during the tapping season and continuous heavy rains during the rainy season led to latex loss.
- **Processed Rubber Latex Products:** The total amount of processed finished latex was 11,457.73 tons, including 9,360.06 tons from liquid latex processing lines and 2,097.67 tons from secondary latex processing lines. The downgrade rate in processing was 0.45% of total output (51.98 tons downgraded).
- **Cashew production:** In 2024, the total harvested cashew output was 153.42 tons out of the planned 137.00 tons, achieving 111.98% of the target and increasing by 23.64 tons compared to 2023.
  - NT1: 66.73 tons / 46.00 tons, 145% of the plan
  - NT3: 86.7 tons / 91.00 tons, 95% of the plan

## **Tree Plantation and Maintenance Activities:**

- Total labor days for plantation care in 2024: 116,610/247,464 days, achieving 47.12% of the labor plan.
  - Rubber plantations in production: 105,577/232,395 labor days used, achieving 45.43% of the labor plan. Key activities included weeding, fire prevention, tapping design, rain protection setup, and fertilization.
  - Developing rubber plantations: 10,578/12,309 labor days used, achieving 85.93% of the labor plan.
  - Cashew plantations: 455/2,759 labor days used, achieving 16.50% of the labor plan. Lower labor usage was due to Muong Khong's cashew plantation being transitioned into an FSC-compliant ecological model, temporarily halting investment in care.

## **2. Import-Export Business:**

### **2.1. Rubber Latex Products**

- Total rubber latex sales volume in 2024: 10,108.24 tons, 72.2% of the annual target.
- Revenue: \$17.97 million, with an average selling price of \$1,788.19/ton, exceeding the company's minimum price by \$93.53/ton and increasing 26.27% compared to 2023.
- Direct export share: 68.07%, exceeding the plan by 3.07%.
- Best-selling rubber grades:
  - SVR 3L: 71.5%
  - SVR 10: 12.7%
  - Other grades (SVR CV50, CV60, SVR5): below 10%
- Key export markets: India, Taiwan, the USA, and EU countries.
- Industry ranking: In 2024, DRI ranked 45th in the "Top 50 Leading Natural Rubber Exporters by Revenue", as compiled by the Vietnam Rubber Association.

#### **- EUDR & FSC-certified sales:**

- 423.2 tons of EUDR-certified rubber and 80.64 tons of FSC-certified rubber were sold at \$150-200/ton higher than the market price.

### **2.2. Fresh Cashew Sales**

- Revenue: 3.70 billion VND / 2.84 billion VND planned, achieving 130.43% of the target.
- Production increased by 11.98%, and the average selling price increased by 16.5%.

## **3. Human Resources, Salaries, and Welfare Policies**

- Total workforce as of 12/31/2024: 2,623 employees
  - Indirect employees: 246 (9.38%)
  - Direct employees: 2,377 (90.62%)
  - Vietnamese employees: 233 (8.88%)
  - Lao employees: 2,390 (91.12%)
- Average salary:

- Indirect employees: 21.67 million VND/month (116.01% of the target, up 18.49% from 2023)
- Direct employees: 5.39 million VND/month (89.58% of the target, up 44.17% from 2023)

#### 4. DRI High-Tech Agriculture Company Investment Projects

- Total cultivated area: 131.34 hectares, including 69.09 hectares of durian (2018) and 62.25 hectares of banana intercropped with durian (2020).
- Banana harvest: 578.19/655.5 tons, achieving 88.20% of the plan.
- Durian production: 423.01/300 tons, achieving 141.00% of the target.
- Pre-tax profit: 8.59 billion VND.

#### 5. ISO and Sustainable Rubber Development

- Daklaoruco maintained ISO 9001:2015, ISO/IEC 17025:2017, and achieved ISO 14001:2015 certification.
- Vietnam Rubber Brand certification for SVR3L, SVRCV60, and SVR10 continued.
- FSC certification was obtained for 6,845.36 hectares of rubber plantations and rubber processing facilities.

### III. BUSINESS PERFORMANCE RESULTS FOR 2024

#### *Financial indicators assigned by the General Meeting of Shareholders (GMS)*

No.	Item	Unit	2024 Plan	2024 Actual	% of Plan Achieved
<b>1</b>	<b>Production Volume</b>	<b>Tons</b>			
1.1	Rubber	Tons	14,000	11,116	79.40%
1.2	Cashew	Tons	137.00	153.42	111.98%
1.3	Banana	Tons	655.54	578.19	88.20%
1.4	Durian	Tons	300.00	423.01	141.00%
<b>2</b>	<b>Revenue</b>	<b>Billion VND</b>	<b>462.50</b>	<b>494.34</b>	<b>106.88%</b>
2.1	Rubber	Billion VND	434.70	444.57	102.27%
2.2	Cashew	Billion VND	2.84	3.70	130.43%
2.3	Banana	Billion VND	1.97	2.02	102.75%
2.4	Durian	Billion VND	15.00	20.79	138.60%
2.5	Other Revenue	Billion VND	8.00	23.26	290.75%
<b>3</b>	<b>Cost of Goods Sold (COGS)</b>	<b>Million VND/ton</b>			

No.	Item	Unit	2024 Plan	2024 Actual	% of Plan Achieved
3.1	Rubber	Million VND/ton	30.336	31.980	105.42%
3.2	Cashew	Million VND/ton	21.527	10.340	48.03%
3.3	Banana	Million VND/ton	4.352	4.496	103.31%
3.4	Durian	Million VND/ton	34.759	31.175	89.69%
4	Profit before tax	Billion VND	74.41	139.68	187.72%
	Profit after tax	Billion VND	60.63	110.40	182.09%
5	Export Rate	%	65%	68.07%	104.72%
6	Expected Dividend	%	6%	9%	150.00%
7	Average Monthly Income	Million VND/person			
7.1	Indirect Labor		18.68	21.67	116.01%
7.2	Direct Labor		6.02	5.39	89.58%

*Investment indicators assigned by the GMS*

No.	Item	Unit	2024 Plan	2024 Actual	% of Plan Achieved
I	Agricultural Investment	Billion VND	11,290.32	10,767.87	95.37%
1	Rubber Investment	Billion VND	4,994.69	5,185.37	103.82%
2	Durian Investment	Billion VND	6,295.63	5,582.50	88.67%
II	Infrastructure Investment	Billion VND	25,641.81	19,590.88	76.40%
1	DakLak Rubber Investment JSC	Billion VND	1,612.02	279.69	17.35%
2	DakLak Rubber Co., Ltd	Billion VND	23,174.60	18,557.57	80.08%
3	DRI High-Tech Agriculture Co., Ltd	Billion VND	855.19	753.63	88.12%
Total		Billion VND	36,932.13	30,358.75	82.20%

### *Consolidated Business Results for 2024*

No.	Item	2023 Actual	2024 Actual	% Change 2024/2023
1	Net Revenue from Sales & Services	443,508,685,141	471,071,619,679	106%
2	Cost of Goods Sold (COGS)	284,218,803,700	281,492,627,642	99%
3	Financial Income	17,798,917,259	23,205,067,083	130%
4	Financial Expenses	19,260,401,577	6,929,393,135	36%
5	Selling Expenses	34,421,706,984	30,531,491,942	89%
6	General & Administrative Expenses	26,784,815,048	34,232,229,930	128%
7	Other Income (Loss)	(2,882,825,571)	(1,414,555,386)	49%
*	<b>Profit before Tax</b>	<b>93,739,049,520</b>	<b>139,676,388,727</b>	<b>149%</b>
8	Corporate Income Tax	20,081,207,096	29,273,507,253	146%
**	<b>Profit after Tax</b>	<b>73,657,842,424</b>	<b>110,402,881,474</b>	<b>150%</b>

- In 2024, the production volume of rubber latex and fresh bananas did not meet the planned targets. However, the production of durian and cashew exceeded expectations, and revenue and profit surpassed the targets assigned by the GMS.
- Total revenue reached 494.34 billion VND, achieving 106.88% of the target.
- Profit after tax reached 110.40 billion VND, achieving 182.09% of the target, an increase of 36.75 billion VND compared to 2023.

#### *Reasons for Increased Profitability*

##### 1. Higher Rubber Prices

- The average selling price of rubber in 2024 increased by 26.27% compared to 2023.
- Additional revenue from durian sales reached 20.79 billion VND, contributing to a 6% revenue growth.
- Meanwhile, cost of goods sold (COGS) decreased by 1%, leading to a 19% increase in gross profit.

##### 2. Financial Gains

- Financial income increased by 5.4 billion VND due to favorable exchange rate differences from USD sales.
- Financial expenses decreased by 12.3 billion VND as the company had no long-term loans in USD and reduced short-term bank borrowings, leading to a 40% reduction in interest expenses compared to 2023.
- The company was no longer impacted by exchange rate losses from USD-denominated debts.

**PART TWO**  
**BUSINESS ORIENTATION AND TASKS FOR 2025**

**I. Business Performance Targets**

**1. Business and Production Targets:**

**1.1. Rubber:**

- Harvesting: 13,500 tons of dry latex; average yield of 1.65 tons/ha.
- Processing volume: 13,500 tons.
- Expected sales volume: 13,500 tons.
- Average selling price: 42.37 million VND/ton (1,695 USD/ton).
- Cost of goods sold (COGS): 33.74 million VND/ton (1,350 USD/ton).
- Export rate: 65% of total sales volume.

**1.2. Cashew:**

- Production volume: 40 tons of fresh cashew nuts.
- Average selling price: 20.0 million VND/ton (800 USD/ton).
- COGS: 11.28 million VND/ton (451 USD/ton).

**1.3. Durian:**

- Production volume: 640 tons.
- Average selling price: 50.05 million VND/ton.
- COGS: 30.59 million VND/ton.

**1.4. Business Plan for 2025:**

- Total revenue and other income: 612,955 million VND.
  - Sales revenue: 604,855 million VND, including:
    - Rubber: 572,020 million VND
    - Cashew: 800 million VND
    - Durian: 32,035 million VND
  - Financial income and other income: 8,100 million VND.
- Total expenses: 475,590 million VND, including:
  - Rubber: 455,557 million VND
  - Cashew: 451 million VND
  - Durian: 19,581 million VND
- Consolidated profit before tax: 137,365 million VND.
- Estimated net profit after tax: 110,374 million VND.
- Rubber export rate: 65% of total sales volume.
- Dividend payout ratio for 2024: 9% of charter capital.

## **2. Investment Targets:**

- **Investment in immature plantations:** 22,832 million VND, including:
  - Rubber plantations: 9,371 million VND, averaging 24.21 million VND/ha.
  - Newly planted durian orchards at Daklaoruco: 5,441 million VND, averaging 178.52 million VND/ha.
  - Durian orchards at DRI High-Tech Agriculture Co., Ltd.: 8,019 million VND, averaging 128.81 million VND/ha.
- **Infrastructure investment: 51,931 million VND, including:**
  - Investment at Daklaoruco: 50,435 million VND.
  - Investment at DRI High-Tech Agriculture Co., Ltd.: 1,496 million VND.

## **3. Sustainable Development Targets:**

- Maintain FSC-FM/CoC certification for rubber plantations and FSC-CoC certification at Daklaoruco and DRI.
- Continue to maintain Vietnam Rubber Brand certification and ISO 9001:2015, ISO 14001:2015, ISO/IEC 17025:2017 certifications.
- Update digital management records to comply with EUDR (EU Deforestation Regulation).
- Develop and implement rubber latex traceability software and iOffice document management software for the entire company.
- Redesign the DRI and Daklaoruco websites.
- Seek investment for a wood processing plant and/or energy pellet production plant to support rubber plantation replanting and liquidation.

## **II. Implementation Solutions**

### **1. Organizational and Human Resource Solutions:**

- Strengthen organizational structure at Daklaoruco, focusing on recruiting qualified management personnel, especially technical staff.
- Consolidate company-wide and plantation management teams to ensure effective operations.
- Continue leadership and management training to meet business requirements.
- Promote digital transformation in company management and administration.

### **2. Technical and Production Solutions:**

- Implement effective rubber latex harvesting techniques to achieve production targets.
- Optimize latex extraction, processing, and quality control.
- Recruit and allocate sufficient labor resources while focusing on training and skill development.
- Ensure proper care of plantations to support healthy tree growth and yield maximization.

- Strengthen security and plantation protection in cooperation with local authorities.

### **3. Financial and Compensation Solutions:**

- Control costs and production expenses to ensure profitability.
- Optimize financial management to minimize financial expenses and exchange rate risks.
- Ensure timely salary payments and employee benefits to enhance productivity and retain workers.

### **4. Business and Export Strategies:**

- Maintain strong relationships with existing customers while expanding into new markets.
- Monitor market price trends to implement optimal sales strategies.
- Focus on selling FSC-certified rubber products to enhance brand value and compliance with EUDR.
- Continue purchasing raw rubber materials at Daklaoruco to compensate for reduced supply from replanting.

### **5. Quality Management Solutions:**

- Ensure Daklaoruco maintains ISO 9001:2015, ISO 14001:2015, ISO/IEC 17025:2017, and Vietnam Rubber Brand certification.
- Maintain FSC-FM certification for rubber plantations and FSC-CoC certification at Daklaoruco and DRI.
- Direct DRI High-Tech Agriculture Co., Ltd. to effectively manage durian plantations and expand customer networks for sales.

This report outlines the 2024 business performance results and 2025 business targets. We respectfully submit it to the General Meeting of Shareholders (GMS) for review and feedback to ensure successful execution of the assigned tasks.

Sincerely!

#### ***Recipients:***

- *Annual General Meeting of Shareholders 2025;*
- *Members of the Board of Directors, Supervisory Board;*
- *Archives.*

**GENERAL DIRECTOR**

**Le Thanh Can**

**“DRAFT”**

**REPORT**  
**Results of Inspection at the Company in 2024**  
**Presented to the Annual General Meeting of Shareholders**  
\*\*\*\*\*

Based on the functions, duties, and authority of the Company's Supervisory Board as stipulated in the Company's DRI charter;

Based on the Company's management regulations and the results of monitoring the Company's operations in 2024,

The Supervisory Board (SB) hereby reports to the Annual General Meeting of Shareholders on the inspection activities in 2024 and the orientation for 2025 as follows:

**A. INSPECTION RESULTS IN 2024**

**I. Supervisory Board Activities in 2024**

The SB comprises three members: two independent members and one concurrently serving as a technical officer of the Company.

In 2024, the SB conducted four periodic inspections at the parent company and two subsidiaries: DakLak Rubber Company Limited (Daklaoruco) and DRI High-Tech Agriculture Company Limited (CNC Company). Each inspection had a specific schedule and content. The main focus areas included finance and accounting, payroll, production, management and administration, investment and procurement, and product protection. The SB also supervised the implementation of resolutions from the General Meeting of Shareholders (GMS) and the Board of Directors (BOD) at the parent company and subsidiaries, ensuring compliance with legal regulations and company regulations.

All SB members actively participated in the inspections, recorded observations, provided recommendations, and highlighted issues for the Company's management to address. The SB also participated in all BOD meetings, reviewed documents, and provided strategic recommendations.

The SB was facilitated by the Company's executive board and subsidiaries with full access to required documents. The reports and recommendations provided were objective, constructive, and honest.

**II. OVERSIGHT OF COMPANY OPERATIONS**

**1. Activities of the Board of Directors in 2024**

The BOD effectively maintained regular meetings and solicited written opinions when necessary, issuing 12 resolutions to implement and evaluate performance. The BOD frequently monitored the subsidiaries to direct and support management in achieving the company's strategic goals. It paid special attention to human resources, organizational structure, salary policies, product protection, and local relations.

The BOD also oversaw the implementation of sustainable rubber development programs (FSC certification) and compliance with the EU Deforestation Regulation (EUDR) for exports to Europe. Strategic initiatives included rubber plantation liquidation plans and experimental durian cultivation for diversification. Additionally, the BOD supervised investments in durian

cultivation at CNC Company and the reallocation of resources from banana plantations to durian farming.

All BOD members demonstrated high responsibility in decision-making, ensuring alignment with company strategy. The BOD maintained unity and effectively guided the executive team in achieving business targets.

#### Key Performance Indicators (KPIs) Achieved

No.	Indicator	Unit	2024 Plan	2024 Actual	% of Plan Achieved
<b>1</b>	<b>Production</b>	<b>Tons</b>			
1.1	Rubber	Tons	14,000	11,116	79.40%
1.2	Cashew	Tons	137.00	153.42	111.98%
1.3	Banana	Tons	655.54	578.19	88.20%
1.4	Durian	Tons	300.00	423.01	141.00%
<b>2</b>	<b>Revenue</b>	<b>Billion VND</b>	<b>462.50</b>	<b>494.34</b>	<b>106.88%</b>
<b>3</b>	<b>Pre-tax profit</b>	<b>Billion VND</b>	<b>74.41</b>	<b>139.68</b>	<b>187.72%</b>
	<b>Post-tax profit</b>	<b>Billion VND</b>	<b>60.63</b>	<b>110.40</b>	<b>182.09%</b>
<b>4</b>	<b>Export ratio</b>	<b>%</b>	<b>65%</b>	<b>68.07%</b>	<b>104.72%</b>
<b>5</b>	<b>Dividend (expected)</b>	<b>%</b>	<b>6%</b>	<b>9%</b>	<b>150.00%</b>

Despite challenges such as inflation, adverse weather, labor shortages, and security concerns at Daklaoruco, the company achieved significant results. Although rubber production fell short, higher selling prices and cost reductions helped subsidiaries exceed profit targets, contributing to the overall company's financial success.

Unmet targets primarily stemmed from lower rubber yield (79.4% of the target, missing 2,736 tons), attributed to unfavorable weather, labor shortages, and product losses. Banana production also underperformed due to divestment in favor of durian cultivation.

In 2024, despite initial signs of recovery in rubber prices, achieving production targets remained highly challenging. However, the Board of Directors closely monitored the situation and successfully led the Company to surpass its profit targets. In light of this strong performance, the Board has decided to propose an increase in the dividend payout ratio from 6% to 9% at the General Meeting of Shareholders, ensuring greater benefits for shareholders and investors in alignment with the Company's business results.

## 2. On the Company's Executive Management

The Executive Board has promptly implemented the resolutions of the Board of Directors. The organizational structure, from the Executive Board down to the departments, has demonstrated effective coordination. Departments have maximized their capabilities, taken responsibility, and completed assigned tasks.

The Company's leadership has closely monitored business and production activities at its subsidiaries. At certain times and in specific areas, additional personnel have been deployed to support subsidiaries to ensure overall performance. The Company's sales operations have been effective, maintaining close market monitoring, proactively researching and preparing sales documentation in accordance with EUDR regulations, and offering prices above the company's established pricing framework.

Challenges arising from Daklaoruco have impacted production targets. These challenges include:

- Weather conditions: Severe drought at the beginning of the year, followed by continuous storms in Q3 due to climate change.
- Labor shortages and high turnover: A large number of workers resigned and had to be replaced frequently, leading to a decline in skill quality.
- Work environment pressure: A stressful and demanding work environment made it difficult to recruit and retain key personnel. Internal rotations were significant, causing a severe shortage of successor management personnel, while the company's recruitment policies failed to yield effective results.
- Rubber theft incidents: Theft of latex was prevalent, with cases of collusion between tappers and some supervisory personnel. A total of 1,114 incidents were detected and prosecuted, recovering 66.2 tons of dry latex equivalent.

Despite these difficulties in product management, Daklaoruco excelled in cost control. For instance, while cashew production exceeded targets, expenses were only 41% of the planned budget. Regarding rubber business operations, apart from extraction-related labor costs tied to output, other cost reductions were achieved:

- Care & maintenance expenses: 45.4% of the budget
- Raw material costs: 84.1%
- Transportation costs: 68.5%
- Processing costs: 88.8%

Total latex sold was 10,714 tons out of the planned 14,000 tons (76.5%), but revenue nearly met the target due to higher selling prices (\$1,746/ton vs. planned \$1,500/ton).

At DRI High-Tech Agriculture Company, the leadership team was assigned to closely monitor and oversee the entire process from care to harvesting. Despite exceeding production targets, expenses remained stable except for labor costs, with additional reductions in administrative costs such as office supplies, event expenses, and equipment. Notably, this was the most profitable year for DRI thanks to durian production results.

The Executive Board also successfully:

- Completed the FSC-FM/CoC certification process
- Finalized the replanting roadmap for rubber trees
- Developed a pilot project for durian cultivation in Laos as per the Board of Directors' directive
- Supervised investment in durian tree care at DRI in preparation for the upcoming season

*Existing Challenges:*

- Lack of an effective recruitment strategy to support subsidiaries in Laos.
- Insufficient oversight in rubber latex product management.
- Weak internal coordination at the Laos subsidiary, with unclear delegation of responsibilities and ineffective management oversight. High turnover among mid-level managers and administrative staff has disrupted stability, and leadership has failed to address the issue promptly.
- Weak technical staff in Laos, resulting in poor guidance for workers and widespread issues such as over-tapping, excessive tree damage, poor regeneration of tapped areas, and an increasing rate of trees becoming unproductive.

### **3. Evaluation of Internal Transactions**

In 2024, DRI provided a short-term loan to the parent company to address temporary financial difficulties, which was approved at the 2024 Annual General Meeting of Shareholders (AGM). The loan agreement was signed based on commercial bank interest rates, with DRI shares pledged as collateral. All transactions were carried out with Board of Directors (BOD) resolutions in place.

A review of this loan transaction confirmed that it did not significantly impact the financial stability or liquidity of the company. No irregularities were found, and all transactions were conducted in full compliance with legal regulations and the resolutions of the 2024 AGM.

As of the issuance of this report, the financial position of DAKRUCO (a major shareholder of DRI) remains highly positive. DAKRUCO has successfully sold DRI shares at a favorable price as planned and has secured bank loans for rubber replanting investments. This indicates a strong ability to meet debt obligations in the near future.

#### 4. Financial Position of the Company

The Supervisory Board has reviewed and agreed with the audited financial statements for 2024, which were independently examined and published. These reports have been presented in detail at the Annual General Meeting of Shareholders (AGM) and made available on the Company's information portal.

### CONSOLIDATED BALANCE SHEET

As of December 31, 2024

Unit: VND

No.	ASSETS	Code	Notes	As of 31/12/2024	As of 01/01/2024
<b>A</b>	<b>CURRENT ASSETS</b>	<b>100</b>		<b>223,161,266,873</b>	<b>180,145,227,844</b>
I	Cash and Cash Equivalents	110		81,129,688,423	60,334,618,849
II	Short-term Financial Investments	120		10,000,000,000	10,000,000,000
III	Short-term Receivables	130		7,504,461,050	38,308,179,204
IV	Inventories	140		115,992,123,201	65,399,095,898
V	Other Current Assets	150		8,534,994,199	6,103,333,893
<b>B</b>	<b>NON-CURRENT ASSETS</b>	<b>200</b>		<b>506,282,506,815</b>	<b>462,345,391,115</b>
I	Long-term Receivables	210		80,000,000,000	43,000,000,000
5	Long-term Loan Receivables	215	5.5	80,000,000,000	43,000,000,000
II	Fixed Assets (220 = 221+224+227)	220		375,452,097,992	358,532,083,781
1	Tangible Fixed Assets (221 = 222+223)	221	5.9	370,055,797,147	353,135,782,936
-	Cost	222		752,260,910,266	671,660,545,112
-	Accumulated Depreciation (*)	223		(382,205,113,119)	(318,524,762,176)
3	Intangible Fixed Assets (227 = 228+229)	227	5.10	5,396,300,845	5,396,300,845
-	Cost	228		5,909,403,812	5,892,241,116
-	Accumulated Amortization (*)	229		(513,102,967)	(495,940,271)
IV	Long-term Work in Progress	240		36,786,161,163	46,576,970,160
V	Long-term Financial Investments	250		3,000,000,000	3,000,000,000
VI	Other Non-current Assets	260		11,044,247,660	11,236,337,174
	<b>TOTAL ASSETS</b>	<b>270</b>		<b>729,443,773,688</b>	<b>642,490,618,959</b>
<b>C</b>	<b>LIABILITIES (300 = 310+330)</b>	<b>300</b>		<b>138,818,057,129</b>	<b>105,239,078,828</b>

No.	ASSETS	Code	Notes	As of 31/12/2024	As of 01/01/2024
I	Short-term Liabilities	310		138,818,057,129	105,239,078,828
<b>D</b>	<b>OWNER'S EQUITY (400 = 410+430)</b>	<b>400</b>		<b>590,625,716,559</b>	<b>537,251,540,131</b>
I	Owner's Equity	410	5.22	590,625,716,559	537,251,540,131
1	Owner's Contributed Capital	411	5.22	732,000,000,000	732,000,000,000
-	Common Shares with Voting Rights	411a		732,000,000,000	732,000,000,000
7	Foreign Exchange Differences	417	5.22	(350,133,069,914)	(376,878,191,350)
8	Development Investment Fund	418	5.22	50,211,220,806	43,186,847,037
11	Undistributed Post-tax Profit	421	5.22	152,506,887,437	134,255,665,451
	<b>TOTAL LIABILITIES &amp; OWNER'S EQUITY</b>	<b>440</b>		<b>729,443,773,688</b>	<b>642,490,618,959</b>

Overall, the company's financial position has strengthened, with both short-term assets and cash reserves increasing compared to the previous year. The long-term receivables mainly consist of loans provided to the parent company, as detailed in the internal transactions section.

The inventory currently includes 2,803 tons of rubber latex, recorded at VND 20.8 million per ton, while the current market price is double that value, ensuring significant profitability. Fixed assets have been depreciated to approximately 50% of their original value.

In terms of capital structure, the foreign exchange difference of VND 350 billion stems from the conversion of Lao Kip (LAK) to Vietnamese Dong (VND). Over the past five years, the LAK has continuously depreciated against the VND, from an exchange rate of VND/LAK 2.6 to VND/LAK 1.13. This depreciation has led to a recorded forex difference, which will resolve itself once the LAK stabilizes.

Currently, the company exports rubber latex in USD, benefiting significantly from the strong USD against the Lao Kip.

With rubber prices recovering and stabilizing, the company is actively restructuring its management at Daklaoruco, leveraging a strong financial foundation. Additionally, at DRI High-Tech Agriculture Company, the durian orchards are thriving, with an expected increase in production compared to last year.

This positive financial outlook suggests that DRI is well-positioned for strong performance in 2025, promising greater returns for shareholders and investors.

## **B/ CONTROL PLAN FOR 2025**

In accordance with the Company's Charter and Governance Regulations, the Supervisory Board has established the following key oversight objectives and strategic tasks for 2025:

### **1. Corporate Governance and Compliance Oversight:**

- Supervise the Board of Directors (BoD) and Executive Management to ensure compliance with corporate regulations.
- Audit and monitor production, business operations, and investment activities at both the Parent Company and its Subsidiaries.
- Oversee financial accounting, procurement, and sales activities to ensure operational efficiency.
- Monitor related-party transactions and ensure compliance with corporate governance standards.
- Ensure transparency in information disclosure, adherence to labor policies, and compliance with legal and regulatory frameworks.

## **2. Periodic Audit and Risk Management at Subsidiaries:**

- Conduct quarterly compliance and performance audits at Daklaoruco and CNC DRI to assess financial and operational risks.

## **3. Risk Assessment and Mitigation:**

- Identify and assess potential risks related to legal compliance, labor policies, environmental sustainability, operational processes, and plantation asset management.
- Provide early warnings and recommend risk mitigation strategies.

## **4. Special and Ad-Hoc Inspections:**

- Execute audits and investigations upon requests from the BoD, shareholders, or major shareholder groups.
- Conduct special audits in response to identified irregularities, non-compliance, or operational inefficiencies.

## **5. Governance Feedback and Strategic Recommendations:**

- Provide timely reports to the BoD and Executive Management regarding detected inefficiencies or governance issues.
- Propose corrective measures and strategic improvements to enhance operational effectiveness.

## **6. Participation in Corporate Governance Decision-Making:**

- Engage in BoD meetings, actively contribute insights, and provide consultative input to support strategic corporate decisions.

## **7. Regulatory Compliance and Corporate Best Practices:**

- Ensure adherence to corporate governance policies, risk management frameworks, and the Company's Charter in all supervisory activities.

This report presents the Supervisory Board's Assessment for 2024 and outlines the Corporate Oversight and Risk Management Strategy for 2025, to be formally presented at the Annual General Meeting of Shareholders (AGM).

### ***Recipients:***

- *Annual General Meeting of Shareholders 2025;*
- *Members of the Board of Directors, Supervisory Board;*
- *Archives.*

**CONTROL BOARD**

**Nguyen Thac Hoanh**

**Summary Report on the Audit Results of the 2024 Financial Statements – AFC Vietnam Auditing Company Limited** *(This report only provides a preliminary summary of the consolidated business results; detailed financial statements have been published on the Company's website.)*

**1. Consolidated Business Results for 2024**

*(According to Audit Report No. 208/2025/BCKTHN-HCM.00895 dated March 10, 2025 of AFC Vietnam Auditing Co., Ltd.)*

No.	Contents	2024 (VND)	Notes
<b>1</b>	<b>Revenue</b>	<b>494.327.686.762</b>	
1.1	Net revenue from sales & services	471.071.619.679	
1.2	Financial income	23.205.067.083	
1.3	Other income	51.000.000	
<b>2</b>	<b>Total expenses</b>	<b>354.651.298.035</b>	
2.1	Cost of goods sold	281.492.627.642	
2.2	Selling expenses	30.531.491.942	
2.3	General and administrative expenses	34.232.229.929	
2.4	Financial expenses	6.929.393.135	
2.5	Other expenses	1.465.555.387	
<b>3</b>	<b>Profit before tax</b>	<b>139.676.388.727</b>	
<b>4</b>	<b>Current corporate income tax expense</b>	<b>29.273.507.253</b>	
<b>5</b>	<b>Profit after tax</b>	<b>110.402.881.474</b>	
<b>6</b>	<b>Basic earnings per share (EPS)</b>	<b>1.489</b>	

**2. Auditor's Opinion:**

In our opinion, the consolidated financial statements fairly and accurately reflect, in all material respects, the Group's consolidated financial position as of December 31, 2024, as well as its consolidated business results and cash flows for the financial year then ended. These financial statements comply with Vietnamese Accounting Standards, the Vietnamese Corporate Accounting System, and relevant legal regulations regarding the preparation and presentation of consolidated financial statements.

*Buon Ma Thuot, March 31, 2025*

No: 06/TTr-HDQT

## **PROPOSAL**

### **Re: Approval of Production, Business, and Investment Targets for 2025**

**Dear Shareholders,**

- Based on the Law on Enterprises No. 59/2020/QH14 dated June 17<sup>th</sup>, 2020;
- Based on the Business Registration Certificate of Dak Lak Rubber Investment Joint Stock Company issued by the Department of Planning and Investment of Dak Lak Province on February 24, 2012;
- Based on the Company's Charter approved at the 2023 Annual General Meeting of Shareholders;
- Pursuant to Resolution No. 12/NQ-HDQT dated December 31<sup>st</sup>, 2024; Resolution No 03/NQ-HDQT dated 28 March 2025 of the Board of Directors.

The Board of Directors respectfully submits to the General Meeting of Shareholders for consideration and approval of the production, business and investment targets for 2025:

#### **I. Business Targets for 2025**

##### **1. Production Targets**

##### **1.1. Total Planted Area: 9,418.24 ha**

- Total area of rubber trees: 8,588.69 ha, including:
  - + The area of immature rubber trees: 387.03 ha;
  - + The area of rubber trees under exploitation: 8,201.66 ha
- The area of cashew trees: 465.67 ha.
- The area of high-Tech Agricultural Plantation (DRI): 142.17 ha
- The area of durian plantation at Daklaoruco: 30.48 ha
- The area of other plantations (Acacia trees + Streamside buffer zone): 191.23

ha

##### **1.2. Production Output in 2025:**

- Rubber latex: 13,500 tons (dry latex), with an average yield of 1.65 tons/ha.
- Cashew nuts: 40 tons (fresh fruit), with an average yield of 86 kg/ha
- Durian: 640 tons, with an average yield of 62 kg/tree

##### **2. Revenue, Expenses, Profit, and Dividend Targets:**

##### **2.1. Total Revenue and Other Income: VND 612.95 billion, including:**

- + Sale of processed rubber latex: VND 572.02 billion (average price: USD 1,695/ton), of which 65% of the total sales volume (13,500 tons) is for export.
- + Fresh cashew nuts Durian revenue: VND 0.8 billion (average price: USD 800/ton).

+ Durian revenue: VND 32.03 billion (average price: VND 50.05 million/ton).

+ Financial revenue & other income: VND 8.1 billion.

**2.2. Total Expenses: VND 475.59 billion, including:**

+ Rubber business operations: VND 455.55 billion (cost price: USD 1,350/ton).

+ Cashew business operations: VND 0.45 billion (cost price: USD 451/ton).

+ Durian business operations: VND 19.58 billion (cost price: VND 30.59 million/ton).

**2.3. Profit Before Tax: VND 137.37 billion**

**2.4. Expected Dividend Payout Ratio for 2025: 9% of charter capital**

**3. Average Income Indirect labor:** VND 18.68 million/person/month Direct labor: VND 6.02 million/person/month.

**II. Investment Targets for 2025:**

**1. Investment in Immature Plantations: VND 22.83 billion, including:**

- Rubber trees: VND 9.37 billion, covering 387.04 ha, with an average investment cost of VND 24,213,814/ha.

- Newly planted durian at Daklaoruco: VND 5.44 billion, covering 30.48 ha, with an average investment cost of VND 178,520,867/ha.

- Durian plantation expansion: VND 8.02 billion, for an area of 62.25 ha, with an average investment cost of VND 128,814,585/ha.

**2. Capital Construction Investment:**

Total investment in 2025: VND 51.19 billion, including: VND 1.49 billion for DRI High-Tech Company Limited; Daklaoruco accounts for VND 49.70 billion.

This is the Board of Directors' report on the company's production, business, and investment plan for 2025. We respectfully submit to the General Meeting of Shareholders for consideration and approval.

**Recipients:**

- As above;
- Board of Supervisors;
- Archive.

**ON BEHALF OF THE BOARD OF DIRECTORS**

**CHAIRMAN**



**Nguyen Viet Tuong**

**DAK LAK RUBBER  
INVESTMENT JOINT STOCK  
COMPANY  
(DRI)**

No: 07/TTr-HDQT

**SOCIALIST REPUBLIC OF VIETNAM**  
**Independence - Freedom – Happiness**

Buon Ma Thuot, March 31, 2025

**PROPOSAL**

**Re: Profit Distribution and Allocation to Funds for the Year 2024**

*Dear Mr/Mrs Shareholders,*

Based on the Law on Enterprises No. 59/2020/QH14 dated June 17<sup>th</sup>, 2020;

Based on the Charter of Daklak Rubber Investment Joint Stock Company as approved by the 2023 Annual General Meeting of Shareholders;

Based on the 2024 Consolidated Financial Statements of Daklak Rubber Investment Joint Stock Company audited by AFC Vietnam Auditing Co., Ltd.;

Based on the Resolution No. 03/NQ-HDQT dated 28/3/2025 of the Company's Board of Directors.

The Board of Directors respectfully submits to the General Meeting of Shareholders for consideration and approval the plan for profit distribution and fund allocation for the year 2024 of Daklak Rubber Investment Joint Stock Company with the details below:

Target	Amount (VND)	Note
1. Profit of the year 2023 carried forward	0	As approved in the 2024 General Meeting of Shareholders' Resolution
2. Profit after tax for the year 2024	110.402.881.474	According to the audited 2024 financial statements
3. Retained profit	5.991.447.274	Subsidiary's profit offset against accumulated losses, dividends of non-controlling shareholders, and fund appropriation at the company
4. Consolidated undistributed profit as of December 31 <sup>st</sup> , 2024: 4 = (1+2-3)	104.411.434.200	
5. Appropriation to funds: 5 = (5.1+5.2+5.3)	21.530.286.840	
5.1 Appropriation to bonus and welfare fund: 10%	10.441.143.420	10% of distributable profit
5.2 Appropriation to investment and development fund: 10%	10.441.143.420	10% of distributable profit
5.3 Appropriation to the Bonus Fund for Managers	648.000.000	According to Point a, Clause 2, Article 18 of Circular No. 28/2016/ Circular - MOLISA
6. Remaining profit after fund appropriation 6= (4-5)	82.881.147.360	
7. Expected dividend in 2024: 9% of charter capital	65.880.000.000	9% of charter capital

<b>8. Withholding tax on profit repatriated from Laos to Vietnam</b>	<b>8.048.119.409</b>	<i>10% of the expected profit to be repatriated (with estimated tax of LAK 7.16 billion VND according to the statement).</i>
<b>9. Remaining profit after tax: 9= (6-7-8)</b>	<b>8.953.027.951</b>	<i>This amount will be distributed to shareholders in 2026</i>

(Figures based on the 2024 consolidated financial statements)

The proposed dividend rate increased from 6% of the plan to 9% due to the company's profit meeting expectations.

- Interim dividend for 2024 already paid: 4%
- Remaining dividend: 5%, equivalent to VND 500/share
- Dividend payment period: Expected from July 15<sup>th</sup> 2025 to August 15<sup>th</sup>, 2025

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

**Recipients:**

- 2025 Annual General Meeting of Shareholders;
- Board of Directors;
- Supervisory Board;
- For archive

**ON BEHALF OF THE BOARD OF DIRECTORS**

**CHAIRMAN**



**Nguyen Viet Tuong**

**(DRI)**

No: 08 /TTr-HDQT

Buon Ma Thuot, March 31, 2025

**PROPOSAL**

**Re: Remuneration of the Board of Directors and the Supervisory Board in 2025**

*Dear Shareholders,*

Based on the Enterprise Law No. 59/2020/QH14 dated June 17<sup>th</sup>, 2020;

Based on the Securities Law No. 54/2019/QH14 dated November 26, 2019;

Decree 44/2025/ND-CP dated February 28<sup>th</sup>, 2025 of the Government stipulating the Management of Labor, Wages, Remuneration, and Bonuses in State-Owned Enterprises;

Pursuant to the Charter of Dak Lak Rubber Investment Joint Stock Company approved by the 2023 Annual General Meeting of Shareholders;

Based on Resolution No. 03/NQ-HDQT dated 28/03/2025 of the Company's Board of Directors;

The Board of Directors reports to the General Meeting of Shareholders on the implementation of remuneration expenses for the Board of Directors and the Supervisory Board in 2024 as well as the proposed remuneration levels for the Board of Directors and the Supervisory Board in 2025 as below:

**1. Performance Results in 2024 according to the Resolution of the 2024 Annual General Meeting of Shareholders:**

- The total Planned Remuneration Fund : 777.6 million VND;
- Actual Payment : 705.66 million VND;
- % Actual/Planned : 90.75%

The above remuneration level applies to non-executive managers (6 non-executive members of the Board of Directors and 3 members of the Supervisory Board).

**2. Proposed Remuneration for the Board of Directors and Supervisory Board in 2025:**

In 2025, in accordance with Decree No. 44/2025/ND-CP dated February 28<sup>th</sup>, 2025, the remuneration paid to non-executive managers (7 non-executive members of the Board of Directors and 3 members of the Supervisory Board) is set at 20% of the planned average salary of executive management members. The total remuneration fund for non-executive managers is 864 million VND, which is higher than the actual amount in 2024 due to the planned profit of over 137 billion VND in 2025 and the projected labor productivity is expected to increase by 18.19% compared to 2024. This remuneration is included in the production costs for 2025.

Therefore, it is proposed that the General Meeting of Shareholders approve the remuneration for the Board of Directors and the Supervisory Board in 2025 at 864 million VND.

Respectfully submitted to the General Meeting of Shareholders!

**Recipients:**

- 2025 Annual General Meeting of Shareholders;
- Member of the Board of Directors;
- Supervisory Board;
- For archive.

**ON BEHALF OF THE BOARD OF DIRECTORS  
CHAIRMAN**



**Nguyen Viet Tuong**

**DAK LAK RUBBER  
INVESTMENT JOINT  
STOCK COMPANY  
(DRI)**

**SOCIALIST REPUBLIC OF VIETNAM**  
**Independence - Freedom – Happiness**

Buon Ma Thuot, March 31, 2025

No: 09/TTr-HĐQT

**PROPOSAL**

**Re: Selection of the Audit Firm for the 2025 Financial Statements**

*Dear Mr/Mrs Shareholders,*

Based on the Law on Enterprises No. 59/2020/QH14 dated June 17<sup>th</sup>, 2020;

Based on the Law on Securities No. 54/2019/QH14 passed on November 26<sup>th</sup>, 2019;

Based on the list announcement from auditing firms and auditors approved to audit issuing organizations, listed organizations, and securities business organizations by the State Securities Commission;

Based on the Company Charter approved by the General Meeting of Shareholders on April 19<sup>th</sup>, 2023;

Based on Resolution No. 03/NQ-HĐQT dated March 28<sup>th</sup>, 2025 of the Company's Board of Directors;

The Board of Directors has reviewed the audit firms below:

1. A&C Auditing and Consulting Co., Ltd.
2. AFC Vietnam Auditing Co., Ltd.
3. KPMG Vietnam Co., Ltd.

They have enough capability and experience to audit the Company's 2025 financial statements; both A&C Auditing and Consulting Co., Ltd. and AFC Vietnam company used to audit the company in previous years, so they understand the specificity of business lines of the company.

KPMG Vietnam Co., Ltd has expressed a desire to cooperate and provide consultancy on converting the financial statements to FIRS for the following year.

The Board of Directors suggests that the General Meeting of Shareholders should authorize the Board of Directors and the Supervisory Board to select one of the above-mentioned audit firms to audit the Company's 2025 financial statements.

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

**Recipients:**

- 2025 Annual General Meeting of Shareholders;
- Member of the Board of Directors;
- Supervisory Board;
- For archive

**ON BEHALF OF THE BOARD OF DIRECTORS**

**CHAIRMAN**



Nguyễn Việt Tuong

**PROPOSAL**

**Re: Approval of contracts and transactions with related parties of the Company  
To: The 2025 Annual General Meeting of Shareholders**

Based on the Law on Enterprises No. 59/2020/QH14 passed by the National Assembly of the Socialist Republic of Vietnam on June 17<sup>th</sup>, 2020;

Based on the Law on Securities No. 54/2019/QH14 passed by the National Assembly of the Socialist Republic of Vietnam on November 26, 2019;

Based on Decree No. 155/2020/NĐ-CP dated December 31<sup>st</sup>, 2020 of the Government providing detailed regulations for the implementation of certain provisions of the Law on Securities;

Based on Point r, Clause 2, Article 15 and Clause 3, Article 49 of the Charter of Daklak Rubber Investment Joint Stock Company as approved by the General Meeting of Shareholders on April 19<sup>th</sup>, 2023;

Based on Resolution No. 03/NQ-HDQT dated 28 March 2025 of the Board of Directors of the Company;

The Board of Directors of Daklak Rubber Investment Joint Stock Company (DRI) respectfully submits to the 2025 Annual General Meeting of Shareholders for consideration and approval with the execution of contracts and transactions between the Company and related parties that fall under approval of the General Meeting of Shareholders, specifically as follows:

1. Through the policy of signing contracts and transactions from DRI company with a value equal to or greater than 10% of the Company's total asset value of the Company listed in the financial statements which were published at the most recent time.

- Parties to the contracts/transactions: Daklak Rubber Co., Ltd. (a wholly-owned subsidiary of DRI); Daklak Rubber Joint Stock Company (a major shareholder of DRI); DRI High-Tech Agriculture Co., Ltd. (a subsidiary with 83.87% capital contributed by DRI).

- The content of signing the contracts/transactions: contracts for the purchase and sale of materials, equipment, finished products, loans, lending, guarantees, etc., based on the value at each point of time and each specific contract, ensuring the interests of the Company and compliance with the Company's regulations and the law.

2. The execution period of the contracts/transactions: taken effect from the date of the Resolution of the 2025 Annual General Meeting of Shareholders approving the above-mentioned contents to a new resolution is issued by the General Meeting of Shareholders to replace it.

3. The General Meeting of Shareholders authorizes the Board of Directors and the General Director of the Company to approve or sign and implement each specific contract/transaction based on the current situation of the company. This authorization will be effective from the date of Resolution adopted by the 2025 Annual General Meeting of Shareholders until it is replaced by a new resolution of the General Meeting of Shareholders and is not limited to a one-year term.

Based on the above contents, the Board of Directors respectfully proposes that the 2025 Annual General Meeting of Shareholders consider and approve it.

Respectfully submitted!

**Recipients:**

- As above;
- Supervisory Board;
- For archive.

**ON BEHALF OF THE BOARD OF DIRECTORS**



**Nguyen Viet Tuong**

No: 44 /TTr-HDQT

Buon Ma Thuot, March 31, 2025

**PROPOSAL**

**Re: Approval of the Project to replant, care for and exploit 4,081.64 hectares of rubber trees of Dak Lak Rubber Company Limited in Lao PDR**

**Dear The General Meeting of Shareholders,**

Based on the Enterprise Law No. 59/2020/QH14 dated June 17<sup>th</sup>, 2020;

Based on the Business Registration Certificate of Dak Lak Rubber Investment Joint Stock Company issued by the Department of Planning and Investment of Dak Lak Province on February 24<sup>th</sup>, 2012;

Based on the Charter of Dak Lak Rubber Investment Joint Stock Company approved by the 2023 Annual General Meeting of Shareholders;

Based on Resolution No. 12/NQ-HDQT dated December 31<sup>st</sup>, 2024; Resolution No. 03/NQ-HDQT, dated 28/03/2025 of the Board of Directors of the Company.

The Board of Directors respectfully submits the project for replanting, caring for, and exploiting 4,081.64 hectares of rubber trees at Daklaoruco to the General Meeting of Shareholders for consideration and approval as follows:

**1. Legal basis:**

Based on Resolution No. 01/NQ-ĐHĐCĐ dated April 25<sup>th</sup>, 2024 from the 2024 Annual General Meeting of Shareholders of Dak Lak Rubber Investment Joint Stock Company, which approves the change of the area and the plan for the liquidation of the replanting rubber tree gardens at Daklaoruco.

Based on Resolution No. 01/NQ-HĐQT dated January 20<sup>th</sup>, 2025, of the Board of Directors of the Company regarding the agreement to hire a consulting unit to develop the rubber tree replanting project and the approval of the total cost for hiring the consulting unit.

Based on the project for replanting, caring for, and exploiting 4,081.64 hectares of rubber trees of Dak Lak Rubber Co., Ltd in the Lao People's Democratic Republic, which was developed by the consulting unit.

**2. Approval of the project for replanting, caring for, and exploiting 4,081.64 hectares of rubber trees by Dak Lak Rubber Co., Ltd. in the Lao People's Democratic Republic, specifically:**

- Project name: **The project for replanting, caring for, and exploiting 4,081.64 hectares of rubber trees by Dak Lak Rubber Co., Ltd. in the Lao People's Democratic Republic.**

- Investor unit: Dak Lak Rubber Co., Ltd.

- Implementing unit: Dak Lak Rubber Co., Ltd.

- Location: Farm 1, Farm 2, Farm 3, Farm 4, located in Champasak Province and Salavan Province, Lao People's Democratic Republic.

- Investment period: from 2025 to 2032; business cycle (latex exploitation) 20 years.

- Project scale: **4,081.64 hectares.**

+ Farm 1: 1,117.58 hectares

+ Farm 2: 1,255.41 hectares

- + Farm 3: 862.84 hectares
- + Farm 4: 845.81 hectares
- Total investment capital (2025-2032): 36,423,300 USD

Details of investment items:

No	Item	Total cost (USD)	Proportion (%)
1	Investment cost for the rubber tree garden	31.304.138	85,95%
2	Interest expenses	5.119.162	14,05%
3	Investment in fixed assets (not investment in the tree garden)	0	0%
@	<b>Total</b>	<b>36.423.300</b>	<b>100%</b>

- Investment sources:
- Company's own capital: 14,510,403 USD (# 40%)
- Bank loan capital: 21,912,897 USD (# 60%)
- Investment form: The investor directly manages and implements the project  
(Attached with Project details)

Above is the proposal of the Board of Directors regarding the project for replanting, caring for, and exploiting 4,081.64 hectares of rubber trees by of Dak Lak Rubber Co., Ltd. in the Lao People's Democratic Republic.

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

Recipients:

- General Meeting of Shareholders;
- Board of Directors;
- Supervisory Board;
- For archive.

ON BEHALF OF THE BOARD OF DIRECTORS  
CHAIRMAN



Nguyễn Việt Tuong

**SOCIALIST REPUBLIC OF VIETNAM**  
**Independence – Freedom – Happiness**

**DRAFT**

## **REPLANTING PROJECT**

**PLANTING, CARING FOR, AND EXPLOITING 4,081.64  
HECTARES OF RUBBER TREES OF DAK LAK RUBBER CO.,  
LTD. IN THE LAO PDR**

**Investor: DAK LAK RUBBER INVESTMENT JOINT STOCK COMPANY**



**Year 2025**

**SOCIALIST REPUBLIC OF VIETNAM**  
**Independence – Freedom – Happiness**

## **REPLANTING PROJECT**

**PLANTING, CARING FOR, AND EXPLOITING 4,081.64  
HECTARES OF RUBBER TREES OF DAK LAK RUBBER CO.,  
LTD. IN THE LAO PDR**

**PROJECT INVESTOR**

**ADVISORY FIRM**

**Year 2025**

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# INTRODUCTION

## I. REASONS FOR PROJECT FORMATION:

The rubber tree originates from the tropical forests of the Amazon region in South America. Due to its elastic and waterproof properties, natural rubber has been widely used as a raw material in various industries since the early 1900s, with the largest application in tire manufacturing for automobiles and aircraft. Although synthetic rubber has been introduced as a substitute, natural rubber remains an indispensable raw material, with its demand continuously increasing in line with global economic growth.

Up to now, with the application of new processing technologies, rubberwood has become the second most important product from the rubber tree. This has further increased the economic value of the tree while significantly reducing deforestation for timber, helping to mitigate the environmental damage caused by forest destruction.

From an ecological perspective, rubber plantations have significantly contributed to soil coverage and erosion prevention. Researchers have demonstrated that rubber trees return a substantial amount of nutrients to the soil, similar to forest trees, through their annual leaf shedding. Rubber trees have a low fertilizer requirement and possess a remarkable ability to absorb large amounts of carbon dioxide. As a result, they are increasingly seen as a solution to mitigate the greenhouse effect caused by industrial emissions.

Many countries around the world recognize rubber trees as forest trees. In Vietnam, they are now considered multi-purpose trees, suitable for both agricultural and forestry uses, as officially declared by the Ministry of Agriculture and Rural Development in Decision No. 2855/QĐ/BNN-KHCN dated September 17, 2008.

Given the significant economic, social, and environmental benefits of rubber trees, since 2004, Đắk Lắk Rubber Investment Joint Stock Company has successfully implemented projects in southern provinces of Laos. Although the harvesting cycle has now ended, the company continues to manage and utilize the land under the land concession contract signed between Dak Lak Rubber Co., Ltd. and the Lao government.

Therefore, the company is developing a replanting project to replace underperforming rubber plantations and low-density areas affected by storms and heavy rain during production. The goal is to optimize land use, stabilize the company's rubber plantation area, and ensure a concentrated supply of raw materials. This will strengthen the link between agricultural production and industrial processing, ultimately enhancing economic efficiency.

To implement the policy of the two governments under economic cooperation agreements on rubber tree development, efficient land resource utilization, and the stabilization and expansion of rubber plantations in southern Laos, Đắk Lắk Rubber

Investment Joint Stock Company (DRI) has assigned Đắk Lắk Rubber Co., Ltd. to manage 8,605.76 hectares of rubber trees, 577.93 hectares of cashew trees, and other crops in the southern provinces of Laos.

However, some rubber plantations have shown poor growth, with low tree density due to damage and breakage, making them unproductive for harvesting. Therefore, it is essential for the company to clear these underperforming plantations and implement a rubber replanting program from 2025 to 2032.

To align with current investment realities and balance financial resources for future plantation development, Đắk Lắk Rubber Investment Joint Stock Company (DRI) is initiating a project to replant, maintain, and harvest 4,081.64 hectares of rubber trees managed by Đắk Lắk Rubber Co., Ltd. in the Lao People's Democratic Republic.

## **II. Legal Basis for Project Establishment**

Law on the Promotion and Management of Foreign Investment in the Lao People's Democratic Republic (2011 and 2014)

Law on Investment No. 61/2020/QH14 dated June 17, 2020, of the National Assembly of the Socialist Republic of Vietnam.

Law on Enterprises No. 59/2020/QH14 dated June 17, 2020, and its implementing guidelines.

Foreign Investment License No. 111-04/UBH issued by the Committee for Planning and Investment of the Lao People's Democratic Republic on December 6, 2004.

License No. 2488/GP dated June 22, 2005, issued by the Minister of Planning and Investment of the Socialist Republic of Vietnam, regarding the approval for Đắk Lắk Rubber Company to establish and invest in Salavan and Champasak provinces in the Lao People's Democratic Republic.

Amended Investment Certificate No. 2488/BKH-ĐTRNN/DDC3 issued on December 25, 2014, by the Ministry of Planning and Investment of the Socialist Republic of Vietnam.

Land Concession Registration (4th Amendment) No. 016-16/KĐ/ĐT4 dated March 30, 2016, issued by the Ministry of Planning and Investment of the Lao People's Democratic Republic to Đắk Lắk Rubber Co., Ltd.

Decision No. 4689/QĐ-BNN-TT dated December 1, 2021, on the "Issuance of Technical Procedures for Rubber Trees" by the Ministry of Agriculture and Rural Development.

The land concession contract granted by the government for the implementation of the rubber plantation and industrial crop project in Champasak and Salavan provinces, dated November 31, 2009; Official documents and policies issued by the two provinces Champasak and Salavan related to the land lease agreement for the development of the Company's rubber plantation project.

Charter on the organization and operation of Dak Lak Rubber Investment Joint Stock Company.

Resolution No. 10/NQ-HĐQT dated December 30, 2023, issued by the Board of Directors of Dak Lak Rubber Investment Joint Stock Company.

Minutes signed on September 8, 2023, between representatives of Dak Lak Rubber Co., Ltd., the Department of Agriculture and Forestry of Champasak Province, and Dong Hua Sao National Park, regarding: Determination of overlapping land areas, Regulations on obligation payment rates, Contract duration for management, issuance of plantation certificates, and other relevant matters at Dong Hua Sao National Park.

Minutes signed on July 3, 2024, between representatives of Dak Lak Rubber Co., Ltd. and the Department of Agriculture and Forestry of Champasak Province, regarding the management and protection of Dong Hua Sao National Park, Champasak Province (including land use allocation, obligation payment regulations, and lease duration).

Results of the land use status survey and assessment of Dak Lak Rubber Co., Ltd. (Daklaoruco) in June 2023.

Technical process for rubber trees, issued under Decision No. 4689/QĐ-BNN-TT dated December 1, 2021, by the Ministry of Agriculture and Rural Development.

# CHAPTER I

## NECESSITY OF INVESTMENT

### I. Market Analysis

#### 1. Forecast of Rubber Consumption Demand

Forecasting rubber consumption demand is crucial for planning the development strategy of natural rubber. Historically, the price of natural rubber has always been regulated by demand rather than supply. Demand from the tire manufacturing industry, which accounts for 60–70% of total rubber consumption, is the primary factor influencing the global rubber market.

##### 1.1. Global Demand

The global demand for natural rubber from now until 2035 is expected to increase steadily, according to research and predictions from various international organizations. This growth aligns with economic expansion, global population increase, and rising living standards, which in turn drive the strong development of the tire manufacturing industry and other sectors that use natural rubber.

Rubber is a polymer material known for its elasticity, friction resistance, compression resistance, and durability, making it widely used in producing tires, inner tubes, automotive parts, medical equipment, gloves, conveyor belts, belts, mattresses, footwear, toys, etc. About 70% of the total rubber production is used for tires and inner tubes. As a result, the rubber industry heavily depends on the growth of the automobile industry.

In the coming decades, fast-growing emerging economies with large populations such as China, India, Brazil, and other Asian, Eastern European, and South American countries will significantly increase their demand for automobile tires. Additionally, in developed countries, the demand for natural rubber in aircraft and racing tires will also grow, as these nations are the leading suppliers of such products worldwide.

Given political instability in oil-producing regions, the depletion of oil resources, and volatile crude oil prices, the production of synthetic rubber (derived from petroleum) has become increasingly challenging. These factors further accelerate the demand for natural rubber.

The forecasted demand for natural and synthetic rubber until 2035 is outlined in the following table:

**Table 1: Forecast of Natural Rubber Demand (2000-2035)**

Unit: 1.000 tons

Product	2000	2005	2010	2015	2020	2025	2030	2035
1. Used for tire manufacturing	9.827	11.164	12.688	14.267	15.838	17.428	19.032	20.651
2. Other products	6.081	6.758	7.476	8.103	8.734	9.394	10.091	10.651
3. Natural rubber	7.204	8.493	9.528	10.601	11.681	12.784	13.893	15.027
4. Synthetic rubber	8.164	9.429	10.627	11.770	12.891	14.038	15.158	16.275
<b>Total (3+4)</b>	15.368	17.922	20.155	22.370	24.572	26.821	29.050	31.301

*Source: LMC International and Pro Forest, May 2005 (Rubber Eco Project of IRSG).*

The proportion of natural rubber used in total rubber consumption has recovered since 1990, rising from 30% in 1980 to 35% in 1990 and reaching 42–45% today. The continuous increase in crude oil prices has affected synthetic rubber prices, prompting many industrial manufacturers to turn back to natural rubber as a substitute. Additionally, environmental protection perspectives have supported the growing use of biological raw materials.

The global rubber industry is currently experiencing a slight supply shortage. According to estimates by the Association of Natural Rubber Producing Countries (ANRPC), natural rubber consumption in 2023 reached 15.50 million tons, up 9.1% compared to 2022, while production only increased by 3.4%, reaching 15.14 million tons. This has resulted in a global market shortfall of approximately 0.36 million tons.

The latest estimates from Phu Hung Securities (PHS) indicate that the global rubber market will continue to experience a shortfall of about 0.6–0.8 million tons per year during 2024–2025 as production struggles to keep up with demand. Specifically, with the recovery in consumption demand seen in the second half of 2023, PHS forecasts that global natural rubber consumption during 2024–2025 will grow at an average rate of 4–6%, driven by strong growth in key consuming industries such as automobile tire manufacturing and medical equipment production. Notably, Michelin, the world's leading tire manufacturer, reported that global original equipment manufacturer (OEM) tire consumption in 2023 had returned to 2019 levels, while the replacement tire market continued to experience stable growth.

In China alone, which accounts for 40% of the world's total natural rubber consumption, tire production in 2023 surged by 15.5% compared to 2022, and tire exports increased by more than 11%, reaching their highest level in seven years. Some major Chinese tire manufacturers have reported that orders remain high this year and are expected to maintain full production capacity. Similarly, tire production and exports in Thailand and India also grew positively in 2023 and are forecasted to continue rising. Meanwhile, global natural rubber supply is expected to grow by only 1–3% per year during 2024–2025. Supply growth from countries such as Côte d'Ivoire,

Vietnam, India, and China—which together account for 30% of global natural rubber production—is expected to reach its maximum extraction capacity in the next few years. Meanwhile, rubber plantation areas in Thailand and Indonesia, which contribute 51% of the world's total latex production, have been continuously declining with no signs of recovery due to rubber tree diseases and a shift among farmers toward other cash crops with higher economic returns, as rubber trees take 5–7 years before they can be tapped for latex.

Since the beginning of 2024, global natural rubber prices have increased significantly, mainly due to extreme weather conditions, particularly prolonged high temperatures and dry conditions caused by the El Niño phenomenon in key production areas in Southeast Asia. These unfavorable climate conditions have led to insufficient rainfall, restricting raw rubber production and tightening market supply. Although weather conditions have improved recently, Typhoon Yagi in September severely impacted rubber production in Vietnam, China, Thailand, and Malaysia, affecting raw material supply during the peak season. In China, Super Typhoon Yagi caused significant damage to key rubber-producing regions on Hainan Island, such as Lin Gao and Cheng Mai, disrupting expected supply increases during the peak season and driving rubber prices higher. The Vietnam Rubber Association (VRA) forecasts that Vietnam's rubber export revenue will reach approximately USD 3 billion in 2024.

## **1.2 Domestic Demand in Vietnam:**

Vietnam's domestic natural rubber processing industry is still underdeveloped, consuming only about 30% of the total production. Around 300,000 tons of rubber are used in domestic manufacturing, while over 1 million tons of raw rubber are exported. This situation presents a significant opportunity for rubber exports, especially as global supply shortages persist. As the rubber processing industry develops, domestic demand for natural rubber is expected to rise significantly. In recent years, growth has averaged over 10% per year. The government encourages economic sectors to invest in this industry, particularly foreign-invested projects.

Currently, more than 20 tire manufacturers operate in Vietnam, with major companies under the Vietnam Chemical Corporation, including Southern Rubber Industry JSC (Casumina), Danang Rubber JSC, and Sao Vang Rubber JSC. Additionally, some joint ventures and foreign-invested companies participate in the market. Vietnam produces only 65-70% of its domestic demand for automobile and truck tires. The production of two-wheeler and bicycle tires has increased, meeting domestic needs and expanding exports to markets such as Taiwan, Malaysia, Singapore, Argentina, Brazil, Italy, France, Greece, and some African countries. Bias-ply tires dominate the Vietnamese market, though radial tires have gained traction due to improved road infrastructure. Casumina, for example, produces only about 50,000 radial tires per year.

According to forecasts by the Ministry of Industry and Trade, automobile consumption in Vietnam will continue to grow strongly in the coming years, especially as multiple bilateral free trade agreements (FTAs) take effect. Specifically, by 2025, Vietnam's automobile demand is expected to reach approximately 800,000 – 900,000

vehicles, and by 2030, it will increase to 1.5 – 1.8 million units. The regulation to increase the proportion of domestically manufactured and assembled vehicles will create growth potential for domestic tire consumption. Given this situation, it is forecasted that this year and in the coming years, automobile tire sales are likely to grow significantly, particularly for radial tires (steel-belted tires).

According to forecasts, the global automotive tire market is expected to reach a value of \$122 billion by 2026, with a compound annual growth rate (CAGR) of over 3% during the forecast period from 2021 to 2026. In this context, the growth rate in value of Vietnam's tire market is projected to be twice as high as the global average and also higher than the 6% average of developing markets.

Additionally, the demand for rubberwood consumption must also be considered. Rubberwood has played and continues to play a crucial role in both the rubber and wood industries. In recent years, the rubber industry has supplied approximately 4.5–5 million cubic meters of wood to the market annually. Rubberwood has also become an essential source of raw materials for Vietnam's wood industry. This supply comes from domestic rubber plantations that are liquidated after 25–27 years, once latex yield is no longer economically viable. The volume of liquidated rubberwood supplied to the market each year during the 2018–2023 period has significantly decreased, to less than 50% of the annual supply in the 2015–2017 period. However, in 2024, the volume of liquidated wood is predicted to surge compared to 2018–2023, reaching 7.3 million cubic meters. From 2026 to 2030, the annual volume of liquidated rubberwood is expected to be equivalent to the average supply during the 2015–2017 period.

## 2. Forecast of Natural Rubber Production

The International Rubber Study Group (IRSG) and LMC International Ltd., London, have conducted research, analysis, and forecasts on global natural rubber production up to 2035, as shown in the table below:

**Table 2: Forecast of Global Natural Rubber Production (2000-2035)**

Unit: (thousand tons)									
Year	1995	2000	2005	2010	2015	2020	2025	2030	2035
Production	6.026	7.017	8.793	9.528	10.601	11.681	12.784	13.893	15.027

The forecast for natural rubber production in the world's leading producing countries is as follows:

**Table 3: Forecast of Natural Rubber Production in Leading Producing Countries**

Unit: (thousand tons)

Country	2005	2010	2015	2020	2025	2030	2035	% Growth
Thailand	2.997	3.031	3.163	3.306	3.446	3.645	3.825	1%
Indonesia	1.925	2.175	2.625	3.425	3.775	4.400	4.975	3%
Malaysia	1.219	1.141	1.057	1.000	898	801	693	-2%
India	753	847	918	998	1.089	1.173	1.268	2%
China	602	649	709	774	843	917	996	2%
Vietnam	469	548	634	728	827	936	1.054	3%

*Source: LMC International and Forest, 5/2005 (Rubber Eco Project of IRSG)*

Regarding supply, the Association of Natural Rubber Producing Countries (ANRPC) has continued to revise its forecast for the natural rubber supply shortage this year. ANRPC has lowered its 2024 natural rubber supply estimate from 14.54 million tons to 14.5 million tons due to unfavorable climatic conditions during the transition from El Niño to La Niña. The widespread leaf fall disease has negatively impacted both the production volume and quality of rubber. Farmers in several countries, including Thailand, Indonesia, and Malaysia, are not yet ready to expand their rubber plantation areas. Additionally, major rubber-supplying nations have implemented policies to limit production and cooperate on supply management to balance the market. Thailand, which accounts for 33% of global rubber production, plans to reduce its rubber plantation area over the next 20 years. Indonesia, the world's second-largest rubber exporter, is shifting its rubber plantation land to palm oil and other high-value agricultural crops.

Globally, the total plantation area is about 14.5 million hectares. Indonesia has the largest rubber plantation area, with 3.55 million hectares, followed by Thailand with 2.94 million hectares and Malaysia with 1.0 million hectares. China ranks fifth with 800,000 hectares, while India is sixth with 650,000 hectares. Vietnam ranks fourth in terms of plantation area. According to the Vietnam Rubber Association (VRA), by the end of 2023, the total rubber plantation area in Vietnam reached over 911,200 hectares, accounting for 6.3% of the global total, with approximately 723,200 hectares under harvest.

Vietnam's Natural Rubber Export Performance, for many years, Vietnam has ranked as the world's third-largest natural rubber exporter, behind Thailand and Indonesia in both volume and export value, surpassing strong competitors such as India, Malaysia, and China. Since 2011, Vietnam has been ranked fourth in net rubber exports, with an export volume of 760,000 tons, following Thailand, Indonesia, and Malaysia. Vietnam primarily processes Standard Vietnamese Rubber (SVR) from latex

collected from large-scale rubber plantations, accounting for approximately 80% of total production. SVR 3L is currently the main product, making up around 42.9% of total output. By 2023, Vietnam's natural rubber exports had reached 2.14 million tons.

Vietnam's rubber industry has accumulated extensive experience, capital, and technical advancements, enabling the development of high-yield rubber varieties and efficient plantations. This has provided a strong advantage for investment and expansion in neighboring countries such as Laos and Cambodia. Since 2005, several rubber plantation projects have been implemented in Laos. Currently, the Vietnam Rubber Group (GVR) manages 124,127 hectares of rubber plantations in Laos and Cambodia. Its member companies not only focus on production and business activities but also prioritize worker welfare and social security in project areas. In recent years, Laos has maintained stable plantation productivity. In recent years, the Laos region has maintained stable plantation productivity. Specifically, in 2019, 19,872.13 hectares were harvested, yielding 35,072.7 tons; in 2020, 20,427 hectares were harvested, yielding 36,265.3 tons; in 2021, 21,161.4 hectares were harvested, yielding 35,752.09 tons; in 2022, 21,554.4 hectares were harvested, yielding 36,357.9 tons; and in 2023, 22,473.9 hectares were harvested, yielding 33,844.2 tons.

## **II. FAVORABLE CONDITIONS FOR RUBBER DEVELOPMENT INVESTMENT IN LAOS**

The project area connects with central and southern Laos as well as northeastern Thailand through National Highways 13 and 18. Notably, National Highway 18 links to the Bo Y International Border Gate in Vietnam. The project area is strategically located within the development triangle of Vietnam, Laos, and Cambodia, connecting to Thailand and Myanmar. This advantageous location provides substantial economic development opportunities and regional integration benefits.

Since 2004, as part of the Vietnam-Laos economic cooperation program, particularly in supporting Laos, Dak Lak Rubber Investment Joint Stock Company (DRI) was granted permission to implement rubber plantation projects in four southern Lao provinces. Initially, the company faced various challenges, including community engagement and awareness-raising efforts. Over time, local residents understood and supported the project, recognizing its potential benefits.

With strong backing from the Lao government, provincial authorities, and related agencies, Dak Lak Rubber Co., Ltd. has successfully completed the initial project objectives over the past 20 years. The project has not only generated substantial economic returns but has also improved the livelihoods of local communities while strengthening the enduring friendship between Vietnam and Laos.

The southern provinces of Laos offer numerous advantages for rubber cultivation. The soil in these regions is predominantly fertile red basalt with deep layers, good drainage, and rich nutrients. The climate features mild winds during the dry season, an extended rainy season lasting up to eight months, and an average elevation of 250-280 meters above sea level. These natural conditions are highly suitable for rubber plantations and other high-value crops like cashew and cocoa.

However, strong winds during the dry season can impact young rubber trees during the early growth phase, necessitating windbreak measures.

The support of local governments and communities has played a crucial role in the project's development. Rubber plantations have positively transformed local livelihoods, providing thousands of jobs for residents. This has contributed significantly to maintaining social stability and security in the region while driving economic growth.

Dak Lak Rubber Co., Ltd. currently manages over 8,605.76 hectares of rubber plantations. The entire rubber plantation area is located in two districts, Bachieng and Pathoomphone of Champasak Province, and Lao Ngam District of Salavan Province, comprising four plantations. Most of the trees planted in 2004–2005 are now nearing the end of their commercial cycle, leading to an annual decline in the company's production. One of the key solutions to improving rubber latex productivity and output is rubber replanting, which is a crucial objective in the company's business strategy in Laos, aimed at environmental protection and production enhancement. With years of technical expertise from project area specialists and workers, careful variety selection and plantation care, the replanting process not only helps maintain but also strengthens the vitality of rubber trees, ensuring a stable source of income for the company. From 2025, the company plans to carry out rubber plantation replanting according to its schedule.

Market analysis has demonstrated the increasing global and domestic demand for rubber products. Coupled with favorable natural conditions and a long-term land concession agreement with the Lao government, accelerating the implementation of this project is imperative. By maximizing land-use efficiency and minimizing investment costs, Dak Lak Rubber Investment Joint Stock Company has decided to proceed with the Replanting, Care, and Exploitation of 4,081.64 Hectares of Rubber Trees in Laos project.

## CHAPTER II:

### PROJECT AREA INTRODUCTION

#### I. NATURAL CONDITIONS

##### 1. Geographical Location

The project area is situated on the Bolaven Plateau in southern Laos, spanning two districts in Champasak Province (Bachiang and Pathoomphone) and one district in Salavan Province (Lao Ngam). The total managed and utilized land area is 10,186.67 hectares, divided into two regions:

- Region 1 (Champasak Province – Bachiang and Pathoomphone districts): Located between 14°59'24" - 15°10'48" N latitude and 108°49'48" - 109°03'00" E longitude, with a total managed land area of 6,010.56 hectares.

- Region 2 (Salavan Province – Lao Ngam district): Located between 15°27'00" - 15°28'24" N latitude and 108°52'48" - 109°08'24" E longitude, with a total managed land area of 4,176.11 hectares.

#### Coordinates of the Project's Subdivisions:

No.	Subdivision	District	Longitude (E)		Latitude (N)		Managed Area (ha)
			From	To	From	To	
1	Farm 1	Bachiang	105,909	105,984	15,042	15,144	2.888,33
2	Farm 2	Lao Ngam	105,045	105,955	15,447	15,574	2.478,47
3	Farm 3	Pathoomphone	105,912	105,995	14,875	15,002	3.122,23
4	Farm 4	Lao Ngam	106,002	106,144	15,420	15,621	1.697,64

#### Headquarters Locations:

Farm 1: Located in May Sivilay village, Bachiang District, Champasak Province.

Farm 2: Located in Vankhanan village, Lao Ngam District, Salavan Province.

Farm 3: Located in Lak 29 village, Pathoomphone District, Champasak Province.

Farm 4: Located in Noong Ke village, Lao Ngam District, Salavan Province.

## **2. Topography**

The project area is located on the Bolaven Plateau, characterized by relatively flat terrain with minimal surface division. The land gradually slopes downward from the Truong Son mountain range toward the Mekong River valley, with an average elevation of 280 meters above sea level.

The terrain features a gentle slope ranging from 3-8°, making it suitable for agricultural development, particularly for high-value industrial crops such as rubber and cashew...

## **3. Climate and Weather**

The project area falls within a tropical monsoon climate zone, with two distinct seasons: Rainy season: From May to October and Dry season: From October to April of the following year.

### **\* Temperature:**

- Champasak Province: Average annual temperature: 27.9°C, Average temperature during the rainy season: 28.17°C and Average temperature during the dry season: 27.55°C

- + Maximum recorded temperature: 32.5°C

- + Minimum recorded temperature: 23.2°C

- Salavan Province: Average annual temperature: 24.2°C, Average temperature during the rainy season: 27.95°C and Average temperature during the dry season: 26.5°C

- + Maximum recorded temperature: 34.9°C

- + Minimum recorded temperature: 20.6°C

### **\* Humidity:**

- Champasak Province: Average annual humidity: 70%; Rainy season average humidity: 78.67%; Dry season average humidity: 61.5%.

- Salavan Province: Average annual humidity: 77%; Rainy season average humidity: 82%; Dry season average humidity: 71.5%.

### **\* Rainfall:**

- Champasak Province: Total annual rainfall: 2,347 mm; Rainy season average monthly rainfall: 294.35 mm; Dry season average monthly rainfall: 11 mm. Peak rainfall months: September, December, January (minimal or no rainfall).

- Salavan Province: Total annual rainfall: 2,452 mm; Rainy season average monthly rainfall: 380 mm; Dry season average monthly rainfall: 26 mm.

**\* Wind Speed:**

Average wind speed: 2 m/s; Wind direction varies by season: From February to September: Southeast winds; From October to January: Northern winds. Occasionally, dry season winds reach 4-5 m/s, requiring windbreak tree belts for young rubber plantations.

**Summary of Meteorological Indicators in Salavan & Champasak**

No.	Indicator	Unit	Champasak	Salavan
1	Average annual air temperature	°C	27,9	24,2
2	Average maximum air temperature	°C	32.2	31.8
3	Average minimum air temperature	°C	23.3	16.5
4	Average annual humidity	%	70	75
5	Average humidity in rainy months	%	79	81
6	Average humidity in dry months	%	62	70
7	Average annual rainfall	mm	2.347	2.452
8	Average rainfall in rainy months	mm	294	380
9	Average rainfall in dry months	mm	11	26
10	Number of rainy days	days	144	142
11	Annual evaporation rate	mm	1.137	
12	Evaporation rate in rainy months	mm	58	
13	Evaporation rate in dry months	mm	110	
14	Total sunshine hours	hours	2.476	2.204

**4. Hydrology and Water Resources**

Both Champasak and Salavan provinces have numerous streams and rivers. In Salavan, key water sources include Ten, Tan, and Pang streams, which provide water even during the dry season. Other smaller streams tend to dry up. Champasak features major rivers such as the Nam Om and Lu Si streams, along with the Mekong River. However, the region experiences significant seasonal variation in water flow: Rainy

season: High water levels cause temporary flooding in low-lying areas; Dry season: Many streams dry up, and river flow decreases significantly.

## **5. Soil Characteristics**

The project's land in Champasak and Salavan provinces primarily consists of red basalt soil, known for its deep profile, stability, and favorable chemical composition for agriculture. These soils are well-aerated, rich in nutrients, and highly suitable for long-term industrial crops like rubber, coffee, and cashew.

### **- Red Basalt Soil Characteristics:**

Distributed in plantations 1, 2, and 4, basaltic red soil has a soil layer thickness of over 100 cm and possesses the following physical and chemical characteristics:

+ Physical Properties: High clay content (>60%), good structure, high moisture retention.

+ Chemical Properties: Slightly acidic surface layer (pH 5.2 - 5.5); High levels of carbon, nitrogen, and phosphorus; Medium levels of potassium and exchangeable cations (calcium, magnesium);

### **- Sandy Loam Soil Characteristics:**

Mainly distributed in Plantation 3, this soil type has a low clay content, resulting in the following characteristics: rapid water absorption, poor water retention, susceptibility to drought, good aeration, fast decomposition and leaching of organic matter, and low humus content in the soil.

## **II. SOCIO-ECONOMIC CONDITIONS OF THE PROJECT AREA**

### **1. Overview of Socio-Economic Conditions**

#### **1.1 Salavan Province**

The province's economic development primarily relies on agriculture and forestry; industries, commerce, and services remain underdeveloped. People's living standards are challenging, and the economic, cultural, educational, and healthcare infrastructure is insufficient. The project area is located far from the provincial center, in a sparsely populated and underdeveloped region. However, the land conditions are favorable for rubber plantation development.

##### **1.1.1. Population, Ethnicity, and Labor**

The province has 10 ethnic groups, with the main ones being Lao Lum and Lao Thang. The two main religions are Buddhism and Christianity.

Total population: 424,808 people, of which 214,379 are women.

The working-age population: 317,538 people, including 162,261 women.

### **1.1.2. Economy**

#### **+ Agriculture and Forestry:**

The agricultural sector includes cultivation, animal husbandry, forestry, and irrigation. The production aims to meet food demand, with some products being exported: Rice: 1.9 million tons (88% of the plan), an increase of 13% over five years; Coffee: 130,000 tons (77% of the plan); Sweet potatoes: 116,000 tons, more than double the planned amount; Cassava: 2.8 million tons, tripling the previous output; Maize: 79,000 tons, double the planned target; Expansion of aquaculture, cattle, and pig farming.

**Forestry** The province has implemented measures to protect, restore, and develop forests, aiming to preserve the environment. It manages three types of forests: conservation, production, and protection forests. A total of 40,449 hectares of new forests have been planted, contributing to a forest coverage of 300,000 hectares, accounting for 62% of the total forest area.

#### **+ Industry**

There are 533 industrial factories, an increase of 47 compared to five years ago. The total value of processed industrial and handicraft products reached 1,700 billion Kip, exceeding the plan by 12%; Trade transactions amounted to 7,652 billion Kip, surpassing the plan by 42%; Export value 1,853 billion Kip, exceeding the plan by 69%.

#### **+ Energy and Mining**

Produced 2,244 million kWh of electricity, an increase of 11% compared to five years ago, exceeding the plan by 2.2%. Expanded the power grid to 126 villages, ensuring 100% electricity coverage in all 8 districts. Coal mining reached 480 thousand tons, limestone extraction reached 1,650 thousand tons, clay extraction reached 150 thousand tons, and construction stone extraction reached 70 thousand tons.

### **1.1.3. Society**

#### **+ Education and Sports:**

The education system has expanded and improved in quality. The shortage of teachers has been addressed significantly, with Salavan becoming the seventh province in the country to achieve universal secondary education. Total schools: 785:

- Kindergarten: 84 public and private schools (including 3 private), with 11,963 students (6,036 female) and 534 teachers (523 female).

- Primary schools: 605 public schools, 51,388 students (24,735 female), and 2,208 teachers (1,182 female).

- Secondary schools: 94 schools, 29,499 students (14,029 female), and 1,594 teachers (804 female).

- Vocational training: 2 vocational schools (1 private), 853 students (230 female), and 66 teachers (17 female).

- Higher education: 1 teacher training college, 1 Vietnamese language center, and 1 ICT center.

- + Healthcare Efforts have been made to enhance the quality and accessibility of diverse healthcare services, including free medical services and programs aligned with the Sustainable Development Goals (SDGs).

- + Culture and Tourism:

- Established 19,720 cultural families and 203 cultural villages, formed 10 exemplary provincial-level departments and 39 district-level departments. Major tourism investment in Phu Pha Suk, a scenic cave area with a surveyed length of over 7 km, surrounded by natural forests. Infrastructure includes roads, electricity, reservoirs, fish ponds, and observation pavilions. Enhancement of tourist attractions such as Lo Waterfall, Keng Ku, and Pak Set... The province received 490,000 visitors, generating over 69 million USD in direct and indirect revenue.

## **1.2 Champasak Province:**

Champasak is a relatively developed province, with the project area situated near populated areas and major roads connecting Champasak to Salavan, Sekong (to the east), and Savannakhet (to the north).

### **1.2.1. Population, Ethnicity, and Labor**

- The province has 22 ethnic groups, with the main ones being Lao Lum, Lao Thang, and Lao Suong.

- The two main religions are Buddhism and Christianity.

- Total population: 705,876 (355,130 female).

- Workforce: 554,346, distributed as follows: Agriculture: 335,729 (61%); Industry: 60,080 (11%); Services: 132,562 (24%); Unemployment rate: 5% (25,975 people), an increase of 21.36% from 2023.

### **1.2.2. Economy**

Overall Economic and Social Situation of the Province: The province's economy has shown a positive development trend, maintaining social and political stability. The total domestic product value reached 42,993.11 billion kip, exceeding the planned target by 17.2%. The growth rate reached 6%, surpassing the target by 0.6%. The per capita income is USD 2,532. The total domestic product value in 2024 reached 42,993.11 billion kip, with a provincial growth rate of 6.1%. Specifically: Agriculture sector: 32.59%; Industry sector: 23.58%; Service sector: 43.83% of GDP.

Export Situation: Achieved USD 434.58 million. The main export goods include agricultural raw materials, fruits, and processed industrial products. Import

Situation: Achieved USD 377.76 million. The main imported goods are consumer products such as food, office supplies, production materials, electronics, vehicles, and spare parts.

State Budget Revenue: Achieved 3,075.18 billion kip. State Budget Expenditure: Achieved 968.3 billion kip / planned 760.76 billion kip.

+ Agriculture and Forestry: The structure of the agriculture and forestry sector includes crop production, livestock farming, forestry, and irrigation:

- Crop Production: Includes food crops, fruit trees, and industrial crops. Food crops: Covering an area of 70,586 ha, with a total yield of 1,434,977 tons. Rice: Two cropping seasons in a year (Winter-Spring and Summer-Autumn). Vegetables, tubers, and fruits: 26,640 ha, with a yield of 116,101 tons. Key crops: Coffee: Harvested area of 49,080 ha, yielding 452,662 tons of red cherries, equivalent to 214,597 tons of green beans. Rubber: Harvested area of 29,424 ha, with a latex yield of 147,120 tons. Fruit trees: Harvested area of 12,234 ha, with a yield of 85,800 tons. Main fruits include avocado, durian, longan, rambutan, etc.

- Livestock Farming: Includes livestock (pigs, cattle, sheep, etc.), poultry (industrial chickens, ducks, quails, etc.). Total production: 47,296 tons.

- Forestry: With a forest area of 1,062,648 ha, the province has been implementing activities to protect, restore, and develop forests to preserve the environment and minimize environmental impacts related to forests.

+ Industry – Trade:

- Total domestic product procurement: 21,374.4 billion kip, an increase of 8.4% compared to the same period, reaching 99.5% of the planned target.

- Total processed and handicraft products: Achieved 6,421.68 billion kip, an increase of 13% compared to the same period, exceeding the planned target by 8.7%. Total industrial and handicraft product consumption: 8,575.53 billion kip, an increase of 12% compared to the same period, exceeding the planned target by 7.5%.

- Total export value of goods: USD 283.81 million, including: Rubber exports: USD 64.93 million; Processed coffee exports: USD 4.05 million; Glutinous rice exports: USD 9.92 million; Other forestry product exports: USD 4.18 million.

### **1.2.3. Social Aspects**

+ Education

Preschool Education: In the 2019-2020 academic year, the province had 273 childcare centers and public and private kindergartens, with a total of 749 classes. The total number of students was 17,987, including 8,981 females. The total number of teachers was 217, with 212 females.

Primary Education: The province had 748 public and private primary schools, with a total of 2,882 classes. The total number of students was 76,984, including 37,624 females. The total number of teachers was 3,041, with 1,982 females.

Lower Secondary Education: The province had 167 lower secondary schools (including middle schools and combined middle-high schools), with a total of 1,720 classes. The total number of students was 52,530, including 26,072 females. The total number of teachers was 3,428, with 2,009 females.

Upper Secondary Education: The province had 82 upper secondary schools, with a total of 1,161 classes. The total number of students was 35,065, including 17,769 females. The total number of teachers was 1,292, with 700 females.

Vocational Training: The province had 33 vocational training institutions, English language centers, and IT centers.

Higher Education: The province had 10 higher education institutions (universities and colleges), both public and private. There was one university in the province, Champasak University, located at Km 7, Pakse City, Champasak Province.

+ Culture:

Cultural Activities: Efforts were made to restore and promote the national culture with a focus on ethnic identity and progress. A total of 1,000 families were recognized as cultural families, and 10 villages were designated as cultural villages.

Tourism Activities: The province focused on improving and providing tourism information for both domestic and international visitors, promoting Champasak's tourism products at various exhibitions, and planning, developing, and managing tourism services. Special attention was given to mobilizing and promoting tourism businesses, enhancing service quality, and ensuring compliance with regulations to provide convenient and accurate services.

The total number of visitors in the province was 117,116, including: 57,613 domestic visitors; 17,807 international visitors; 41,695 cross-border tourists. Total tourism revenue was USD 12.26 million, achieving 19% of the planned target.

+ Healthcare: The province had one provincial general hospital with 250 beds. There were four Type A community hospitals and five Type B community hospitals. The province also had one health service center, 75 small hospitals, 53 private clinics, and 257 private pharmaceutical stores.

## **2. Infrastructure**

### **2.1. Transportation**

+ Roadways:

National Highway 13 passes through the project area, connecting Ho Chi Minh City to Vientiane via Binh Duong and Binh Phuoc provinces, through the Hoa Lu international border gate (Vietnam) to Kratie and Stung Treng provinces (Cambodia),

and then to Pakse City (Laos). Currently, there is a daily bus route between Ho Chi Minh City and Pakse.

National Highways 15, 16, 18, and 23 connect Champasak Province with Saravane, Sekong, and Attapeu provinces, leading to the Bo Y border gate and other border gates adjacent to Kon Tum, Quang Nam, and Thua Thien Hue provinces (Vietnam). There are daily passenger and cargo transportation services between the two countries.

Provincial and district roads to villages and plantations: In general, the road network is well-connected to the main transportation routes of the East-West Economic Corridor, linking the northeastern provinces and Bangkok (Thailand) with the Central Highlands, the central coastal regions, and Ho Chi Minh City (Vietnam), as well as the northeastern provinces and Phnom Penh (Cambodia). The asphalt roads are in good condition, providing smooth and convenient travel.

+ Airways: Currently, Pakse International Airport operates flights to Vientiane, Luang Prabang, and Ho Chi Minh City (Vietnam).

+ Waterways: The Mekong River flows through the region, forming the northern border between Thailand and Laos. However, river transport is not well developed. In the southern section, waterfalls obstruct navigation, preventing the formation of a direct river route to Phnom Penh and the southern provinces of Vietnam.

+ Existing provincial roads in the project area:

Salavan region: Main routes include Provincial Road 16 from Sedone to Lao Ngam, passing through the project area for 13 km with a gravel roadbed. Provincial Road 161 runs from Ban Hokongbe - Lao Ngam to Ban Natan Dong - Sedone, crossing the project area for about 24 km with a gravel roadbed. Additionally, there are inter-village roads within the project area.

Champasak region: Rubber plantations are connected by National Highway 13, with additional connecting routes built and gravel roads serving rubber plantation development. Some residential roads have been upgraded.

## **2.2. Power System**

Hydropower is Laos' strength, and both currently and in the future, Laos remains an electricity exporter to Thailand, Vietnam, and Cambodia. Large-scale hydropower projects have been and are being invested in and constructed. Electricity production has increased significantly since 2010. The project area is stably supplied with electricity from hydropower sources, with high-voltage transmission lines of 220kV, 110kV, and a network of substations and low-voltage power lines delivering electricity to plantation centers and residential areas. Currently, the company is using national grid electricity to power its rubber processing plant with a capacity of 18,000 tons per year, and household electricity needs are ensured.

In the project area in Champasak and Salavan provinces, villages have access to electricity for daily living. In the Champasak region, areas surrounding the project site are connected to the national power grid, and plantations already utilize national grid electricity, ensuring a stable supply that is highly convenient for production and daily life.

### **3. Company's Business and Production Situation**

Dak Lak Rubber Co., Ltd. is a subsidiary of Dak Lak Rubber Investment Joint Stock Company (DRI), with 100% capital investment. Currently, there is no more available land for sustainable rubber development. However, Dak Lak Rubber Co., Ltd. possesses the necessary capability, experience, financial resources, and advanced technology, along with a stable market for its products. In particular, it has a highly experienced management team, technical staff, and skilled workers, which serve as key advantages in successfully investing in replanting, caring for, and harvesting rubber in the Lao People's Democratic Republic.

**Land Area:** The company leases land from the Lao government, managing and utilizing it effectively for its intended purposes. The total land area used for rubber latex and timber production is 10,186.67 hectares, consisting of 7,912.31 hectares leased directly from the Lao government and 2,274.36 hectares within Dong Hua Sao National Park, where the company has been permitted to manage and use the land until 2054 before returning it per agreement. The company currently oversees 8,605.76 hectares of rubber plantations, some of which have insufficient tree density for harvesting due to wind damage or low latex yield, making them ineffective.

**Technology:** The company has progressively applied modern technologies and advancements in management and production, including IT systems, improved plant varieties, mechanized land preparation and logging, and advanced processing technologies. These efforts contribute to streamlining the company's management structure and increasing labor productivity.

**Business Performance:** Despite various difficulties in recent years, the company's business and production activities have remained stable and gradually developed. Capital has been preserved, and the company continues to generate profit. Revenue, profit, tax contributions, and employee income have all increased yearly. The company has fully complied with tax obligations to the government and labor policies. Additionally, the company creates employment and increases income for thousands of local residents and those from neighboring districts, contributing to poverty reduction and maintaining security and stability in its operating area.

**Investment Activities:** The company consistently formulates plans and ensures the required capital for business operations. It practices intensive, sustainable production with a closed-cycle approach, covering all stages from planting, care, management, and protection to harvesting, product distribution, and replanting. Since its establishment, the company's plantations have provided a stable supply of raw latex for industrial use, as well as timber for wood processing and construction industries after the latex production phase ends.

## **4. Project Area Evaluation**

### **4.1. Advantages**

**Natural Conditions:** The climate and soil are well-suited for the growth and development of rubber trees.

**Experience:** Dak Lak Rubber Co., Ltd. has been operating in Laos for 20 years and has extensive experience in rubber planting, care, harvesting, and processing.

**Infrastructure:** The transportation system in the project areas has been significantly improved, making it convenient to transport materials and seedlings for the project. Furthermore, the internal transportation network, field roads, and housing infrastructure at plantations and production teams have been previously invested in and are in good condition, reducing investment costs for project-related infrastructure.

**Skilled Workforce:** The replanting project primarily employs workers who were previously contracted to care for the rubber plantations. Their technical skills are well-developed, making project implementation highly efficient.

### **4.2. Challenges**

**Inflation in Laos** has risen sharply, and the depreciation of the Lao currency significantly affects the livelihood and mindset of company employees, particularly Vietnamese workers in Laos.

**Adverse weather conditions** in recent years, including prolonged sunlight hours and high-temperature fluctuations, have negatively impacted rubber tree growth, reducing latex yield and quality.

**Limited expansion opportunities:** The potential for expanding rubber plantations in the project area is highly restricted, and some land is gradually being converted for the company's sustainable forest project (FSC).

**Labor shortages:** Workforce instability remains a major challenge, as labor shortages persist, and recruitment efforts have not met expectations. Additionally, product management in rubber latex operations faces significant difficulties

# **CHAPTER III**

## **INTRODUCTION OF THE INVESTOR, OBJECTIVES, AND PROJECT SCALE**

### **I. INTRODUCTION OF THE INVESTOR:**

#### **1. Investor:**

Company name: DAK LAK RUBBER INVESTMENT JOINT STOCK COMPANY

Business registration certificate number: 6001 271719 issued by the Business Registration Office - Department of Planning and Investment of Dak Lak Province on February 24, 2012. The most recent amendment (9th) was made on June 9, 2022.

Head office address: No. 59 Cao Thang, Tan An Ward, Buon Ma Thuot City, Dak Lak Province.

Phone: 0262.3867676; Fax: 0262.3867033

Charter capital: 732,000,000,000 VND.

Bank account number: 111 0000 90039 at Vietnam Joint Stock Commercial Bank for Industry and Trade - Dak Lak Branch (Vietinbank).

Tax code: 6001271719.

Main business activities: Trade and import-export business.

#### **2. Information on the economic organization established in Laos:**

Vietnamese transaction name: Dak Lak Rubber Company Limited

English transaction name: DAKLAK RUBBER LIMITED COMPANY

Abbreviated name: DAKLAORUCO

Website: <http://www.Daklaoruco.com>

Head office address: Tha Luong Village, Pakse City, Champasak Province, Lao PDR.

Charter capital: USD 25,000,000.

Bank account numbers: 030.00.12.0000824 (LAK), 03001120003999 (USD) at Lao-Viet Bank - Pakse Branch.

Tax code: 223869929900.

Main business activities: Planting and caring for rubber trees; rubber latex harvesting and processing; rubber latex export; import of materials and equipment for rubber production and processing, and essential consumer goods.

- Currently, Daklaoruco manages and utilizes 10,186.67 hectares (including leased land from the Lao PDR and land temporarily used until 2054 from Dong Hua Sao National Park), consisting of rubber plantations, cashew plantations, and other crops. The company operates a processing plant with a capacity of 18,000 tons per year, producing high-quality rubber products that meet customer requirements. The company has built a product quality testing laboratory that meets ISO/IEC 17025:2005 standards and operates under ISO 9001:2015 management standards.

### 3. Business performance:

#### 3.1. Indicators:

In 2024, despite difficulties caused by the global economic situation affecting demand and market prices for commodity groups such as rubber latex and cashew products, the company, under its leadership, has fundamentally achieved the production and business targets set for the year.

**Table 4: Key production and business indicators:**

No.	Category	Planned 2024 (tons)	Actual 2024 (tons)	Achievement Rate (%)
<b>I</b>	<b>Rubber</b>			
1	Harvested Output	14.000	11.116,40	79,40
2	Purchased Latex	500	510,47	102,09
<b>II</b>	<b>Cashew</b>			
1	Harvested Output	137	153,42	112,0
2	Sold Output	137	153,42	112,0

**Source:** Company Report No. 03/BC-CT dated January 7, 2025, by Dak Lak Rubber Co., Ltd.Total

- Total Processed Products: 11,457.73 tons of rubber latex.
- Total Sold Products: 10,714.64 tons of rubber latex.
- Average selling price of rubber latex: USD 1,692.50/ton (146.5% of the planned price of USD 1,155/ton).
- Average selling price of fresh cashews: USD 934.05/ton (89.81% of the planned price of USD 1,040/ton).
- Total sales revenue in 2024: LAK 394.1 billion.
- Net profit from business operations: LAK 113.6 billion.
- Pre-tax accounting profit: LAK 112.6 billion.

- Corporate income tax expense: LAK 23.6 billion.
- Net profit after tax: LAK 88.9 billion.

### **3.2. Product Market:**

Market analysis: All of the company's products are exported, with sales primarily handled through Daklak Rubber Investment Joint Stock Company (DRI - the parent company).

The main export markets in 2023 included India, Taiwan, South Korea, and the United States. Key market distribution: Americas (USA and other): 1,532.16 tons (10.61%); India: 2,419.2 tons (16.75%); Taiwan: 2,329.28 tons (16.12%); South Korea: 1,693.44 tons (11.72%); Direct sales to other partners in Vietnam: 5,511.98 tons (38.16%)

### **4. General Assessment of Production and Business Management Results:**

According to the report from the Rubber Company Limited, the company's investment in rubber plantation development in Laos has achieved many positive results in two provinces. The total land area currently used by the company for rubber latex and timber business is 10,186.67 hectares, including 7,912.31 hectares leased stably from the Lao PDR government and 2,274.36 hectares under the management of Dong Hua Sao National Park. The company is permitted to manage and use this land until 2054, after which it will be returned to the national park as per the agreement.

Currently, the company has a total of 2,552 employees, consisting of 1,016 women and 1,536 men. This includes 1,079 employees with indefinite-term labor contracts and 1,315 employees with fixed-term contracts of 12 months or more. Among them, local workers (Lao nationals) account for 2,400 employees, making up 94.0% of the company's total workforce, mainly from the two provinces of Champasak and Salavan. The company consistently prioritizes the well-being and legitimate interests of its employees.

In recent years, the company's production and business activities have remained stable and gradually developed, ensuring capital preservation and profitability. Revenue, profit, tax contributions, and employee income have all been maintained and improved. The company has fully met its tax obligations to the state and adhered to policies regarding employee benefits.

All of the company's products are 100% exported, with sales primarily conducted through Daklak Rubber Investment Joint Stock Company (DRI), its parent company. DRI's main markets in 2023 included India, Taiwan, South Korea, and the United States.

### **5. Business Production Orientation**

The company's business production strategy aligns with the economic and social development direction of the project area.

Efficiently manage and utilize 9,183.69 hectares of land, preventing forest encroachment and illegal occupation of company-managed forestry land. Improve productivity to achieve an average latex yield of 1.8 tons/ha/year and timber reserves of 153 m<sup>3</sup>/ha to 178 m<sup>3</sup>/ha by the end of the business cycle. Expected total latex production for the entire cycle (2024-2054) is 363,874 tons, averaging 11,738 tons per year, along with approximately 240,817 m<sup>3</sup> of timber. Annual revenue is projected to exceed 320.546 billion Kip, with an average annual tax contribution of around 25 billion Kip.

Ensure stable employment and income for employees and workers, with an average monthly income of 4.2 million Kip per person. Generate local employment through rubber plantation maintenance, protection, and harvesting, gradually improving the livelihoods of residents in the project area. More importantly, the company has played a key role in transforming local lifestyles from nomadic shifting cultivation to permanent settlement and large-scale commercial production.

Throughout its operations, the company has contributed to infrastructure development and social welfare in the project area by building roads, schools, and clinics and supporting communities affected by natural disasters in collaboration with local socio-political organizations.

Reforestation vacant land suitable for rubber or other tree species; replanting forests after timber harvesting at the end of the business cycle; effectively protecting the current 9,183.69 hectares of forest, including 8,605.76 hectares of rubber plantation. Some rubber areas do not meet the required density for tapping due to wind damage or low latex productivity. Therefore, the company will focus on rubber replanting to optimize land potential and economic development while ensuring compliance with the Lao government's land lease agreements.

## **II. OBJECTIVES, INVESTMENT FORM, AND PROJECT SCALE**

### **1. Objectives:**

The rubber replanting investment project is a crucial goal in the company's business production strategy, ensuring the stability of rubber plantations in Laos in alignment with the company's land lease cycle. The project aims to:

Stabilize and expand the company's rubber plantation area while implementing new technical measures such as improved rubber varieties and advanced cultivation techniques to enhance latex yield and quality.

Create stable employment opportunities and long-term livelihoods, increasing income for company staff and local workers.

Optimize land resources by integrating agricultural development with processing industries, thereby producing high-quality export products, increasing company profits, and contributing more to the national budget.

Promote local socio-economic development while ensuring ecological sustainability, preserving landscapes, soil resources, and water resources.

Contribute to local security and order while improving the living standards of residents in the project area.

## **2. Investment Form:**

The investor, Dak Lak Rubber Co., Ltd., will directly manage and operate the project.

The investment model involves replanting rubber trees, starting with land preparation after clearing old rubber plantations, followed by replanting, maintenance, and latex extraction.

The rubber tree's economic cycle is 28 years: 1 year for new planting, 7 years for immature growth, and 20 years of harvesting. After plantation clearance and rubberwood sales, replanting for the second cycle will begin.

The project is funded through the company's equity and bank loans:

- Total investment capital: \$31,304,138 USD
- Equity (30%): \$9,391,241 USD
- Bank loan (70%): \$21,912,897 USD
- Annual debt repayment plan: 20%
- Interest expense during the immature period (8%): \$5,119,162 USD

- Equity and loan interest repayment will be covered through annual asset depreciation and the development investment fund, sourced from post-tax profits per the resolution of the Dak Lak Rubber Investment JSC (DRI) General Meeting of Shareholders.

### **+ Investment Components:**

- Rubber plantation investment: \$31,304,138 USD
- Replanting investment per hectare: New planting: \$2,455.5 USD/ha; Immature period (years 1-4): \$792.0 USD/ha; Immature period (years 5-7): \$682.0 USD/ha (*Detailed breakdown available in Appendix Table No. 02*).
- Total plantation and maintenance cost per hectare (excluding bank loan interest and asset depreciation): \$7,670 USD/ha.

## **3. Project Scale:**

Total rubber plantation area: 4,081.64 hectares

Planting distance: 6.0m x 3.0m. Average planting density: 555 trees/ha

Average latex yield over the cycle: 1.9 tons/ha (over 20 years)

Annual average latex production: 7,091.5 tons

Total latex production for the entire cycle: 141,830 tons

## CHAPTER IV

### INVESTMENT PROGRAM

#### I. AGRICULTURAL INVESTMENT

The replanting, new planting, and rubber tree care investment project of Dak Lak Rubber Co., Ltd. in the Lao PDR will utilize all existing infrastructure at its affiliated plantations for rubber production and business activities. The project will focus on:

Utilizing existing infrastructure such as administrative buildings at plantations, production teams, warehouses, yards, supporting facilities, machinery, and equipment. These facilities were previously fully invested in and remain in good condition, eliminating the need for additional investment.

Ensuring the protection of replanting rubber trees, especially during the new planting stage and the first three years of the immature period, by preventing damage from livestock. The project will allocate funds for the construction of livestock-proof fences and for road repairs at plantations to facilitate the transportation of materials and seedlings for project operations.

##### 1. Land Use Plan

Based on the actual land situation and available infrastructure at the project site under the management of Dak Lak Rubber Co., Ltd., the land use plan for each plantation is outlined below:

**Table 5: Summary of Project Land Investment**

No.	Farm	Existing Rubber Area (ha)	Area for Continued Business (ha)	Replanting Area (ha)
1	Farm 1	1.514,39	396,81	1.117,58
2	Farm 2	2.164,70	909,29	1.255,41
3	Farm 3	1.344,53	481,69	862,84
4	Farm 4	1.467,93	622,12	845,81
	<b>Total</b>	<b>6.491,55</b>	<b>2.409,91</b>	<b>4.081,64</b>

- Total rubber plantation area under the project: 6,491.55 ha

- Area of rubber trees still within the harvesting cycle and to be continued for production: 2,409.91 ha

- Rubber Replanting Area: 4,081.64 ha. Total Replanted Plots: 301 rubber replanting plots, including Farm 1: 91 plots; Farm 2: 87 plots; Farm 3: 59 plots; Farm 4: 64 plots (*Detailed list of each replanted plot is attached to the report*).

The replanting plan follows a pure rubber monoculture approach, with plots designed according to predefined layouts, using a planting distance of 6m x 3m, with an average planting density of 555 rubber trees per hectare.

The total number of replanting plots is 301 plots.

## 2. Investment and Business Production Plan

+ Rubber Plantation Investment Plan: The investment plan for rubber plantations spans 8 years, including 1 year for planting and 7 years for immature period (infrastructure development and maintenance). The detailed replanting schedule for each farm is as follows: (See Appendix Table 01 for details).

**Table 6: Rubber Replanting Area Plan**

No.	Year	Farm 1 (ha)	Farm 2 (ha)	Farm 3 (ha)	Farm 4 (ha)	Total Area(ha)
1	2025	94,55				94,55
2	2026	190,8	94,32			285,12
3	2027	206,84	146			352,84
4	2028	239,31	175,63	53,78	198,91	667,63
5	2029	202,77	217,58	202,99	206,29	829,63
6	2030	183,31	218,46	194,39	227,44	823,6
7	2031		198,62	231,4	213,17	643,19
8	2032		204,8	180,28		385,08
	<b>Total</b>	<b>1.117,58</b>	<b>1.255,41</b>	<b>862,84</b>	<b>845,81</b>	<b>4.081,64</b>

+ Plan for Rubber Tree Maintenance during Immature Period and Transition to Exploitation (Annex Table No. 03 attached).

- Liquidation Timing depends on the scale of replanting areas, with land clearance and handover to be completed by February 28 each year.

- Post-Handover Process: Farms will carry out land design, hole drilling, fertilizer mixing, and backfilling in a rolling manner, to be completed by May 15 each year.

- Replanting Schedule: From early June each year, replanting will commence when rainfall ensures adequate soil moisture.

- Immature Period Duration: 8 years (1 year for planting and 7 years for maintenance).

**Table 7: Investment Costs for New Rubber Plantation and Maintenance (Per Ha)**

No.	Category	Frequency	Unit	Unit Price (USD)	New Planting		Immature Period (Years 1-4)		Immature Period (Years 5-7)	
					Qty	USD	Qty	USD	Qty	USD
<b>I</b>	<b>Land Preparation &amp; Planting</b>					<b>805</b>		-		-
1	Land Clearing	1	Labor	10	15,0	150		-		-
2	Plot Design	1	Labor	10	2,5	25		-		-
3	Hole Drilling	1	Hole	0,5	555	278		-	-	-
4	Fertilizer Mixing & Hole Filling	1	Hole	0,4	555	222		-	-	-
5	Planting & Replanting	1	Seedling	0,2	650	130		-		-
<b>II</b>	<b>Labor for Maintenance</b>					<b>350</b>		<b>355</b>		<b>245</b>
1	Weeding	4	Labor	10	16,0	160	16,0	160	8,0	80
2	Fertilization	2	Labor	10	2,0	20	2,0	20	2,0	20
3	Soil Cultivation	2	Hectare	30	2,0	60	2,0	60	-	-
4	Disease Prevention Spraying	2	Hectare	10	2,0	20	2,0	20	2,0	20
5	Pruning & Shaping	10	Labor	10	5,0	50	5,0	50	5,0	50
6	Fire Prevention	1	Labor	10	3,0	30	3,0	30	6,0	60
7	End-of-Year Tree Inspection	1	Labor	10	1,0	10	1,5	15	1,5	15
<b>III</b>	<b>Materials</b>					<b>1.101</b>		<b>237</b>		<b>237</b>
1	Organic Fertilizer	1	m <sup>3</sup>	15	15,0	225		-		-
2	Urea Fertilizer	2	kg	1	100,0	100		-		-
3	NPK Fertilizer	2	kg	0,9	-	-	250,0	225	250,0	225
4	Pesticides	2	Liter	4	2,0	8	3,0	12	3,0	12
5	Rubber Seedlings	1	Seedling	1,2	640,0	768		-		-
<b>IV</b>	<b>General Production Costs</b>			<b>200</b>		<b>200</b>		<b>200</b>		<b>200</b>
	<b>Total Investment Cost (USD)</b>					<b>2.455,5</b>		<b>792,0</b>		<b>682,0</b>

+ Rubber Tree Replanting Investment Plan (Annex Table No. 4 attached).

**Table 8: Investment Plan for Rubber Tree Replanting**

No.	Category	Investment Capital (USD)	Notes
1	New Planting	10.022.467	Rubber tree replanting
2	Immature Period (Year 1)	3.232.659	Maintenance for 4,081.64 ha of immature rubber trees
3	Immature Period (Year 2)	3.232.659	
4	Immature Period (Year 3)	3.232.659	
5	Immature Period (Year 4)	3.232.659	
6	Immature Period (Year 5)	2.783.678	
7	Immature Period (Year 6)	2.783.678	
8	Immature Period (Year 7)	2.783.678	
	<b>Total</b>	<b>31.304.138</b>	

**Table 9: Annual Investment Plan for Rubber Replanting**

No.	Year	Investment Capital (USD)	Allocate		Notes
			Loan Capital (USD)	Own Capital (USD)	
1	2025	232.168	162.517	69.650	New rubber planting
2	2026	774.996	542.497	232.499	New planting, immature care
3	2027	1.167.097	816.968	350.129	
4	2028	2.219.513	1.553.659	665.854	
5	2029	3.146.067	2.202.247	943.820	
6	2030	3.777.927	2.644.549	1.133.378	
7	2031	3.955.858	2.769.101	1.186.758	
8	2032	3.792.663	2.654.864	1.137.799	Immature rubber care
9	2033	3.014.160	2.109.912	904.248	
10	2034	2.728.449	1.909.914	818.535	
11	2035	2.397.216	1.678.051	719.165	
12	2036	1.871.142	1.309.799	561.343	
13	2037	1.262.975	884.083	378.893	
14	2038	701.280	490.896	210.384	
15	2039	262.625	183.837	78.787	
	<b>Total</b>	<b>31.304.138</b>	<b>21.912.897</b>	<b>9.391.241</b>	

+ Plan for Rubber Plantation Area, Yield, and Production Throughout the Business Period (*Annex Table No. 09 attached*).

**Table 10: Rubber Latex Harvesting Area, Yield, and Production Plan**

No.	Year	Harvesting Area (ha)	Average Yield (tons/ha)	Rubber Latex Production (tons)	Percentage of Total (%)
1	2033	94,55	1,50	142	0,10
2	2034	379,67	1,62	617	0,43
3	2035	732,51	1,78	1.308	0,92
4	2036	1400,14	1,80	2.523	1,78
5	2037	2229,77	1,85	4.115	2,90
6	2038	3053,37	1,92	5.866	4,14
7	2039	3696,56	1,99	7.370	5,20
8	2040	4081,64	2,04	8.334	5,88
9	2041	4081,64	2,11	8.611	6,07
10	2042	4081,64	2,11	8.630	6,08
11	2043	4081,64	2,09	8.550	6,03
12	2044	4081,64	2,07	8.438	5,95
13	2045	4081,64	2,01	8.217	5,79
14	2046	4081,64	1,97	8.043	5,67
15	2047	4081,64	1,96	8.017	5,65
16	2048	4081,64	1,97	8.046	5,67
17	2049	4081,64	1,98	8.068	5,69
18	2050	4081,64	1,95	7.960	5,61
19	2051	4081,64	1,89	7.708	5,43
20	2052	4081,64	1,84	7.515	5,30
21	2053	3987,09	1,80	7.190	5,07
22	2054	3701,97	1,77	6.561	4,63
<b>Total</b>			<b>1,91</b>	<b>141.830</b>	<b>100,00</b>

### 3. Technical Solutions and Plantation Care:

Based on the actual conditions of the rubber plantation plots, the company has carried out liquidation as planned. The replanted rubber plots of the project are

relatively flat, taking advantage of existing infrastructure such as road divisions and plot boundaries. The replanting process follows the Rubber Tree Technical Procedures issued under Decision No. 4689/QD-BNN-TT on December 1, 2021, by the Ministry of Agriculture and Rural Development.

### **3.1. Land Preparation**

After the liquidation of rubber plantations, contractors who purchase the rubber trees will proceed with felling them. The investor will clear the land before February 28 each year on a rolling basis. All rubberwood will be transported and delivered to customers.

Land preparation must be completed before the new planting season. Infrastructure work for the plantation, including main roads and plot roads, must be finished before the rubber trees are planted.

The process of replanting and preparing the land includes several tasks: Small branches, leaves, and plant debris will be collected and evenly spread over a 3-meter-wide rubber strip to decompose naturally, enriching the soil (burning is prohibited). A 3-meter-wide strip of land, cleared of plant debris, will be designated for planting rubber trees. Land leveling, root removal, and cleaning of residual roots, stumps, and branches on the planting strips.

In areas affected by root diseases, insects, or rodents, collected roots and branches will be stacked, dried, and burned under controlled conditions.

Some of the above steps may be skipped depending on actual conditions. After root removal and site cleaning, no plowing should be done on either flat or sloped land.

The land must be cleared of stumps, termite mounds (2-3m in diameter), pits, and ditches to facilitate land preparation and planting.

On flat land, if soil porosity is adequate, deep plowing without soil inversion is recommended. On sloped land, deep plowing should only be done along the planting rows.

Plantation plots will be designed in sizes of 20-25 hectares (500 x 500 meters) for areas with slopes below 8%. Plots near streams or with higher slopes will be designed at smaller sizes of 10-15 hectares per plot. Inter-plot roads will have a width of 6 meters, and plot roads will be 4 meters wide.

- Row design and planting hole preparation: Row orientation will be determined based on terrain conditions, preferably perpendicular to the land's slope. In relatively flat areas, rows will be oriented north-south.

- Planting density: Rubber trees will be spaced 6 meters between rows and 3 meters between trees (6m x 3m), with a density of 555 trees per hectare.

### **3.2. Planting Hole Preparation**

- Holes can be dug manually or using machinery, depending on terrain conditions. Deep plowing is encouraged 1-2 months before the rainy season for land preparation.

- + Mechanical drilling: Hole diameter  $\geq 60$  cm, depth  $\geq 60$  cm.

- + Mechanical digging: The width of the digging bucket must be  $\geq 60$  cm, and the depth must be  $\geq 60$  cm. The topsoil from the first dig will be placed near the hole, while subsequent layers will remain inside. The hole must be left to air-dry for at least 15 days before fertilizer is mixed in and the hole is refilled.

- + Manual digging: Hole dimensions: 60 cm (length) x 60 cm (width) x 60 cm (depth), with a bottom width of 50 cm. Topsoil and deeper soil layers must be separated.

- On contour-planted areas, the hole's center must be at least 1 meter from the downslope edge.

- Fertilizer application: Each hole will receive 300 grams of phosphate fertilizer and 5-10 kg of decomposed organic fertilizer or biological organic fertilizer, as advised by agricultural experts.

- Fertilizer mixing and hole refilling: This must be done at least 15 days before planting. Topsoil will fill half the hole, then fertilizer will be mixed with surrounding soil before completely refilling. A stake will be placed in the hole center to mark the planting point.

### **3.3. Seedlings and Planting Season**

The project follows the recommended rubber tree varieties for the period 2022-2026, with a vision toward 2030. The planned varieties include RRIV 209, RRIV 114, RRIV 124, RRIV 103, RRIV 106, and RRIV 1.

Establishment of Rubber Budwood Garden: From 2025, the company will design and centrally plant a 3-hectare rubber budwood garden at Plantation No. 1. The garden will be planted according to the technical standards of the Vietnam Rubber Group (VRG). Once the garden meets the necessary conditions, the Vietnam Rubber Research Institute will be invited to conduct trials and certify the rubber varieties.

Rubber Variety Structure: Approved by the DRI Board of Directors under Resolution No. 18/NQ-HĐQT dated October 11, 2022. The RRIV 209, RRIV 114, and RRIV 124 varieties will occupy 80% of the budwood garden area, while RRIV 103, RRIV 106, and RRIV 1 will cover 20% of the area.

Establishment of a 10-Month-Old Bagged Stump Nursery (2-3 Leaf Layers): The total number of seedlings required for replanting is determined at 610 trees/ha, with a planting density of 555 trees/ha. Seedling quality is crucial as it directly affects the quality of the replanted rubber plantation. Therefore, seedlings must be uniform, with an expected nursery survival rate of 85% for replanting and gap filling. To

establish 1 hectare of rubber plantation, 718 bagged stumps will be required. The nursery will be prepared annually based on replanting areas. In the initial years, before the budwood garden is fully developed, bare-root stump seedlings will be imported from Vietnam for nursery planting. The nursery will be managed following the current technical standards of the Vietnam Rubber Group (VRG).

**Planting Season:** Planting will only be conducted under favorable weather conditions, from June to July (with an allowable deviation of  $\pm 15$  days). Gap-filling must be completed before July 31 of the planting year. The planting season must be executed promptly to take advantage of early-season tree growth.

### **3.4. Plant Varieties**

Seedlings used for replanting must be genetically pure, have clear origins and provenance, and meet published quality standards before being distributed. The project will use bagged stump planting materials.

To facilitate uniform care and growth, seedlings within a single plot must have consistent quality. Mixing seedlings with different levels of stable leaf development is strictly prohibited.

**Seedling specifications:** The seedlings must be pruned-topped with 1 to 3 leaf layers. The planting bags must remain intact, with no root damage or loose bases. The grafted rootstock must have a diameter of at least 12 mm (measured just below the grafting point). The grafted bud should have a green or green-brown axillary bud, and the rootstock must be free from peeling bark, scratches, or disease.

### **3.5. Rubber Tree Planting**

**Site preparation:** Before planting, clear weeds, tree roots, and debris around the planting hole. Use a hoe to loosen the soil at the planting spot within the hole, ensuring the size is slightly larger than the soil bag and deep enough to match its height.

**Root preparation:** Use a sharp knife to cut the bottom of the soil bag and any protruding taproots. If the taproot is twisted inside the bag, trim off the twisted part.

**Planting:** Place the soil bag into the hole in an upright position, with the grafted bud facing the main wind direction. The lower edge of the grafted bud should be level with the ground surface.

**Bag removal and soil compaction:** Cut the PE bag vertically, then gently pull it up while simultaneously filling the hole with soil to secure the seedling. Avoid breaking the soil bag.

**Disposal:** Collect and dispose of used planting bags according to regulations.

### **3.6. Replanting (Gap Filling)**

- **Objective:** Shape the plantation in the first year within 60 days after initial planting or, at the latest, in the second year. Use seedlings of the same variety with similar growth and development as the existing trees.

- Replanting in the first year:

- + For plantations using bagged seedlings with leaf layers, 20 days after planting, use seedlings with 2-3 stable leaf layers to replace dead trees.

- + Prepare 10% more seedlings than the total number of trees replanted in the first year.

- Replanting in the second year:

- + Use bagged seedlings with at least 3 leaf layers.

- + Prepare seedlings based on the inventory results at the end of the first year, with a maximum of 5% additional seedlings. If conditions allow, core tum seedlings are encouraged for replanting from the second year.

- Timing: Replanting starts at the beginning of the replanting season and lasts for a maximum of one month.

### **3.7. Plantation Maintenance and Fertilization**

- + Mulching for Newly Planted Rubber Trees: Conduct mulching at the end of the rainy season when the soil still retains sufficient moisture. Before mulching, break the soil crust, loosen the topsoil, and maintain a 10 cm gap from the tree base. Mulching Process: Diameter: 0.8 meters; Thickness: At least 10 cm; Covering: After mulching, apply a 5 cm soil layer on top.

- + Weeding for Rubber Trees:

- General Requirement: Remove weeds around the rubber tree base, especially before fertilization in the first and second years. Prevent overgrowth that may smother young trees. Minimize soil erosion on sloped areas.

- Weeding Methodology: Newly planted trees: Clear weeds within a 0.8 m radius and trim weeds along the row. Second and third years: Expand the weed-free radius to 1 meter. From the fourth year to the end of the immature phase (KTCB): Maintain a 1.5-meter weed-free zone.

- Weeding Techniques: First-year: Initial weeding is manual; second weeding combines manual and soil mulching at the end of the rainy season using plows, keeping 1-meter distance from the trees. From the second year onwards: Combine mechanized and manual methods. Use herbicides only for persistent weeds (e.g., cogon grass, American grass, bamboo).

- Weeding Frequency per Year: Year 1: 2 times; Year 2: 3 times; Year 3: 2 times; Year 4 & 5: 4 times; Year 6+: 1 time.

+ Fertilization for Rubber Trees:

- Requirements: Ensure proper management and technical standards for fertilizer use. Prevent nutrient loss and avoid fertilizers derived from peat. Foliar fertilizers can be used to stimulate faster growth.

- Immature Rubber Plantation: Fertilization should be adjusted based on soil conditions and tree growth status, reducing fertilizer for well-growing trees and increasing it for weak-growing trees and poorly growing areas, ensuring that the total fertilizer amount does not exceed the prescribed limit according to the procedure.

- Only use fertilizers that meet the quality standards specified in the National Technical Regulations, have been certified for compliance, and are in accordance with current fertilizer management regulations; Organic fertilizers that are self-produced (if any) should be used with attention to environmental protection; Priority should be given to applying fertilization based on regional nutritional diagnosis methods to improve the economic-technical efficiency of fertilizer use; If there is no regional nutritional diagnosis result, apply the recommended chemical fertilizers according to the table below:

**Table 11: Fertilizer Application Indicators for Rubber Trees**

Soil classification	The planting year	Pure (kg/ha)			NPK fertilizer (kg/ha)	Or Single-nutrient fertilizers (kg/ha)		
		N	P <sub>2</sub> O <sub>5</sub>	K <sub>2</sub> O	NPK 16-16-8	Ure	P	KCl
I	Year 1	20	20	10	125	43	125	16
	The second year onwards	40	40	20	250	86	250	33
II	Year 1	22	22	11	137	47	137	18
	The second year onwards	45	45	22	281	97	281	36
III	Year 1	25	25	12	156	54	156	20
	The second year onwards	50	50	25	312	108	312	41

*Note: If the soil pH (H<sub>2</sub>O) is ≥ 6, fused phosphate (NC) should be replaced with superphosphate.*

### **3.8. Controlled Pruning of Lateral Shoots**

Year 1: Prune lateral shoots only when the topmost leaf tier is stable.

From Year 2 Onward: Controlled pruning should be conducted on the top two stable leaf tiers (Tier A and B, counted from the bottom up) always retain 2-3 well-developed shoots at each tier; Prune Tier A when Tier C stabilizes but keep 2-3 old shoots from Tier B and 2-3 new shoots from Tier C. Continue this process for Tier D, E, and beyond until the tree's canopy is fully formed.

- For trees aged 2-3 years with heights exceeding 3 meters but without branching, topping is required: Conduct topping at the beginning of the rainy season when the topmost leaf tier is stable. Cut the tip at a height of >3 meters, ensuring 3 leaves remain at the cut point.

- Canopy Formation: Retain branches within the 3.0-3.5m range for shaping the canopy. Only one branch should be retained at each branching point on the main trunk.

### **3.9. Pest and Disease Control**

After planting, rubber trees are often susceptible to various diseases; therefore, regular monitoring is necessary for timely prevention and treatment. During the humid rainy season, black leaf blight frequently appears, causing young leaves to fall, deforming older leaves, making their surfaces rough, and leading to tip and branch dieback or even the death of the entire tree.

Disease symptoms, prevention methods, types of pesticides, and dosage should follow the technical guidelines for rubber trees outlined in the 2020 Rubber Industry Group Technical Manual.

If unusual pests or diseases appear in the rubber plantation, the responsible state management agency must be informed. Samples of the affected plant parts should be sent to the Rubber Research Institute for identification of the harmful agents and appropriate treatment measures.

Regularly update information on pest situations and refer to directives from the state management agency, as well as state regulations and decisions on plant protection, to ensure compliance.

Do not use plant protection chemicals that have not undergone economic and technical effectiveness trials. The recommended pesticide concentration is specified in terms of active ingredient percentage (%) and parts per million (ppm). The recommended adhesive concentration refers to the commercial product concentration.

Limit or avoid using pesticides containing heavy metal compounds (such as copper, lead, etc.) on rubber plantations.

Follow safety measures when managing and using pesticides.

Always use clean, impurity-free, and neutral pH water for mixing pesticides.

Pesticide mixing must strictly follow current procedures.

### **3.10. Fire Prevention for Rubber Plantations**

Annually, before the dry season (November - December), fire prevention measures should be implemented:

- Create firebreaks at intervals of 50-100 meters.
- Clear grass around plantation edges.
- During the leaf-shedding season, sweep or blow fallen leaves into the row centers or designated pits. Do not burn or remove leaves from the plantation.
- Install “No Fire” warning signs on main roads and inter-plot roads.
- Establish a firefighting team with sufficient firefighting equipment and assign staff for fire-watch duty.

### **3.11. Protection and Management of the Plantation**

Replanted rubber tree plots that are vulnerable to damage by buffaloes, cattle, or other livestock must have protective structures. Livestock-proof fencing should be installed based on the specific conditions of each plot. A security team must be assigned to guard the plantation.

A complete map of plots and garden parcels must be finalized after planting. Each rubber plot must have a plantation record to facilitate management and inspection.

Each rubber plot must have a sign at the entrance displaying essential information such as plot name, planting year, area, density, variety, and planting method. By December each year, a comprehensive inventory of the plantation must be conducted to determine the survival rate and plantation quality for management purposes.

### **3.12. Standards for Rubber Trees Entering Latex Tapping**

Only start tapping on trees with a circumference of 50 cm at a height of 1.0 meter from the ground. The bark thickness must be greater than 6mm. A young rubber plantation (KTCB) can be put into tapping when at least 70% of the effective trees meet the tapping standards.

Tapping schedule: Initial tapping is conducted in March-April (before the rainy season) or November (after the rainy season). Trees in active tapping should have a rest period during the leaf-shedding season (January-February). Latex tapping is only conducted when the bark is dry.

A normally productive rubber plantation is subjected to controlled upward tapping from the 11th tapping year. Classification of tapped plantations:

Group I: Plantations in tapping years 01 to 09.

Group II: Plantations in tapping years 10 to 16.

Group III: Plantations in tapping years 17 to 20.

Stimulation of latex: The latex stimulant used contains the active ingredient ethephon (2-chloroethyl phosphonic acid). The application concentration is 2.5% for trees in Groups 1 and 2, and 5% for trees in Group 3 and for final tapping before clearance.

The latex stimulant is applied on the regenerated bark (Pa) and on the tapping panel (La) during the months of May, June, July, October, and November.

Application technique: Apply the stimulant 24–48 hours before the next tapping incision; do not apply when the tree is still wet, and do not apply during the dry season or leaf-shedding period.

### **3.13. Care and Protection of Rubber Plantations in the Exploitation Phase**

Maintenance of rubber plantations in production: Clear weeds within a 1-meter radius around each rubber tree. Regularly trim the grass between rubber tree rows while maintaining a grass cover of 10–15 cm to prevent soil erosion. Plowing between rubber tree rows is not allowed.

Fertilization: Apply fertilizer to the exploited rubber plantations according to the approved annual standards. Ensure proper management and technical requirements, including fertilizer quality and type. Fertilization may be carried out using a regional nutritional diagnostic method to improve economic and technical efficiency.

In addition to similar tree diseases occurring during the immature stage, rubber plantations under exploitation are also affected by the following trunk diseases:

(+) Stripe Canker on Tapping Panel (*Phytophthora* sp.): This disease appears during the rainy season in plantations under exploitation when temperatures are low. Control measures include applying Ridomil MZ-72 at a 2% concentration in water or with an adhesive agent, brushing a 1–1.5m wide band on the tapping panel after latex collection.

(+) Tapping Panel Dryness (TPD) (either complete or partial latex drying): This occurs due to improper tapping practices. Treatment involves suspending tapping, using a probe to check for latex flow below the affected area to determine the boundary of dryness. A parallel cut is made to the old tapping line, deep enough to reach the cambium layer to isolate the affected area and prevent further spread. Tapping is suspended for 1–2 months; if the condition improves, tapping resumes at a reduced intensity.

(+) Powdery Mildew: A white fungal growth appears on both sides of the leaves. Treatment includes using wettable sulfur powder (Kumulus, Sulox) at a 0.3% concentration or Anvil 5SC, Callihex 50SC at 0.15% concentration. Spraying is done when 10% of young leaves emerge in the plantation and stops when 80% of leaves

mature. Three sprays are performed, each 5–7 days apart, preferably in the early morning when wind levels are low.

## **II. INVESTMENT IN INFRASTRUCTURE CONSTRUCTION**

Daklak Rubber Co., Ltd. has been operating in Laos for 20 years. The company currently manages and utilizes 10,186.67 hectares, including four affiliated plantations. The infrastructure conditions are relatively complete, serving the planting, care, exploitation, and processing of rubber latex up to the present time.

The replanting project will utilize all existing facilities at the plantations (Plantation 1, Plantation 2, Plantation 3, Plantation 4), which have been operating for the management, planting, care, and exploitation of rubber. However, the company will invest in protective fencing for newly planted areas during the first three years of the immature period (KTCB) and reinforce or repair certain road sections that have been damaged over time to ensure they serve the replanting project effectively.

### **1. Buildings and Architectural Structures:**

Daklak Rubber Co., Ltd. has its main office located in Thaluong village, Pakse city, Champasak province. The working headquarters include:

Farm 1: Located in Maysivilay village, Bachieng district, Champasak province.

Farm 2: Located in Vankhanan village, Laongam district, Salavan province.

Farm 3: Located in Lak 29 village, Pathumphone district, Champasak province.

Farm 4: Located in Noong Ke village, Laongam district, Salavan province.

The plantations managed by Daklak Rubber Co., Ltd. (including office buildings, security houses, warehouses, garages, worker dormitories, restrooms, electricity and water facilities) were previously invested in and are still in good condition. Therefore, no additional investment is required for these facilities under this project.

Processing factory: The project will utilize the company's existing factory, which has a processing capacity of 18,000 tons per year, located in Champasak province.

### **2. Transportation:**

The replanting project will use the existing road system within the plantations, maintaining the main roads, plantation roads, and plot boundaries of the liquidated rubber plantations.

These roads are already integrated with the local main road system, facilitating the transportation of latex, materials, and finished products.

### **3. Electricity System:**

The project area is stably supplied with electricity from hydroelectric sources, including high-voltage transmission lines of 220KV and 110KV, as well as substations and low-voltage distribution networks supplying power to plantation centers. The power supply is stable and highly favorable for production and daily activities.

Currently, the company uses the national grid to power the rubber processing factory with a capacity of 18,000 tons per year, ensuring smooth production operations.

### **4. Water Supply and Drainage System:**

Water supply for office buildings: The project will utilize the existing water supply and drainage system, which is currently in good working condition.

### **5. Communication System:**

The company has invested in a fully developed communication system, including telephones, fax machines, and internet networks for the central office and plantations. This system is operating efficiently, and the project will continue to use it without requiring additional investment.

## **CHAPTER V**

### **PRODUCTION PROGRAM**

#### **I. PROCUREMENT OF INPUT MATERIALS AND SUPPLIES**

During the investment process, essential materials and supplies for rubber planting, maintenance, and processing will be procured. These include fuel (gasoline and diesel), fertilizers, plant protection chemicals, and specialized tools and equipment. Priority will be given to using locally available goods, materials, and equipment or those produced in Vietnam.

For inorganic fertilizers, chemicals, and fuels of imported origin, the project will only use materials that have been officially recognized and authorized for circulation in Laos according to regulations.

#### **II. PRODUCT PLAN AND SALES ORGANIZATION**

Harvested latex (liquid and coagulated) will be processed immediately at the company's factory. The company's processing plant has been fully invested in and currently operates at a production capacity of 18,000 tons per year. The company's processing plant produces the following products:

- The main products of the project will be high-quality crumb rubber, including SVR CV50, SVR CV60, SVR 3L, SVR 5L, which are processed directly from freshly harvested latex transported to the factory. Coagulated latex will be processed into SVR 10 and SVR 20.

- The production volume and type of processed products will be adjusted based on market demand and customer requirements.

- The finished rubber products will be sold to Dak Lak Rubber Investment Joint Stock Company for export to Asia, Europe, and America, or sold directly for export.

- Additionally, by-products such as rubberwood and firewood will be generated when rubber plantations reach the end of their economic lifecycle and are liquidated.

#### **III. PROJECTED PRODUCTIVITY AND OUTPUT**

Standards for tapping rubber trees: Rubber trees are eligible for tapping when the trunk circumference reaches 50 cm or more at a height of 1 meter from the ground. A plantation block is considered ready for tapping when at least 70% of the trees meet the tapping standard. The estimated duration for planting and immature phase development of rubber trees is 8 years. The first newly planted rubber trees (from 2025) are expected to begin tapping by 2033. However, efforts will be made to shorten the immature phase to improve investment efficiency.

Expected rubber yield and output: Based on the standard yield of the rubber varieties applied to the project, along with forecasts of advancements in intensive cultivation techniques and management practices during the care and exploitation of rubber plantations, the expected yield is as follows:

**Projected rubber yield and total production:**

Estimated average yield: 1.93 tons/ha/year

Rubber tapping period per plantation: 20 years

Total exploitation period of the project: 22 years (2033-2054)

Total projected rubber production over 22 years: 141,830 tons

Peak production years: From 2041 to 2043, with an annual output exceeding 8,500 tons. Average production in the 6 peak years (2040-2045): 8,463 tons/year, with an estimated yield of 2.07 tons/ha.

**By-products:**

At the end of the rubber tree lifecycle, the liquidation of plantations will yield rubberwood and firewood as by-products.

## CHAPTER VI

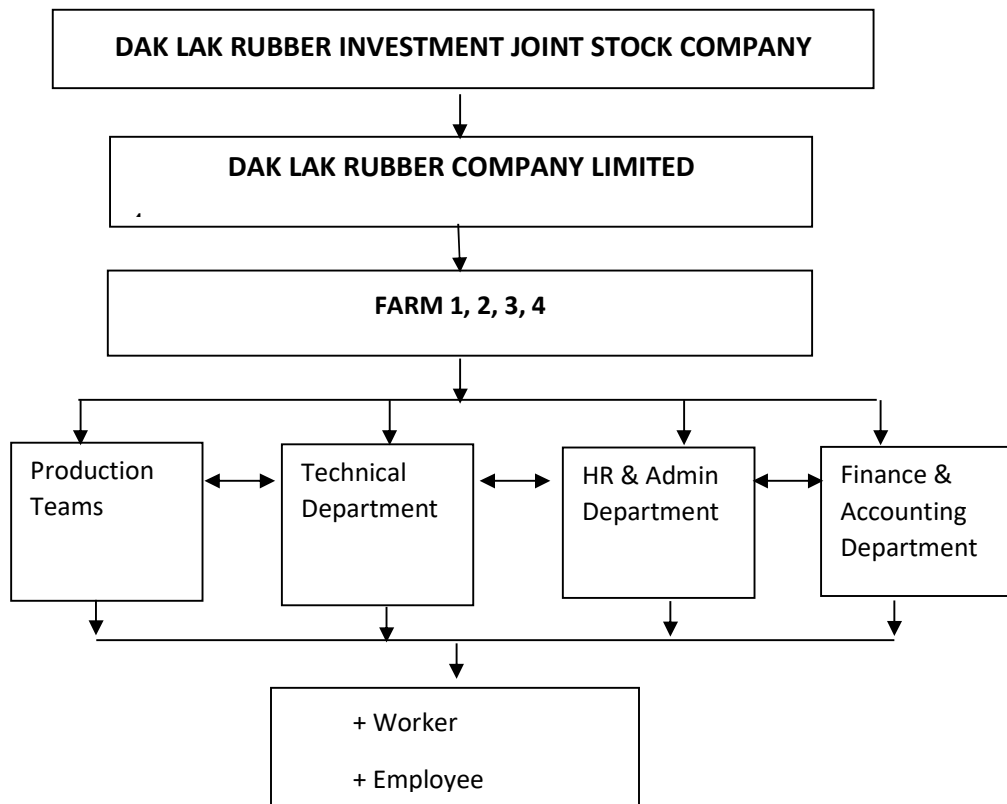
### ORGANIZATION OF PRODUCTION MANAGEMENT

#### I. ORGANIZATION AND MANAGEMENT

##### 1. Organizational Structure of Production and Business

This project focuses on replanting, new planting, maintenance, and exploitation of 4,081.64 hectares of rubber plantations managed by Dak Lak Rubber Co., Ltd. in the Lao People's Democratic Republic. The production model follows the parent-subsidiary structure, in which Dak Lak Rubber Investment Joint Stock Company (DRI) holds 100% ownership of Dak Lak Rubber Co., Ltd. The company is directly responsible for managing and operating the production and business activities at its affiliated plantations according to the following organizational structure:

##### Project Management Organizational Chart



The production teams are subordinate units of the plantations, under the supervision and management of the Plantation and the Company in terms of technical aspects. The Company implements a contracting system for workers, who are responsible for all labor costs and minor tool expenses, specifically as follows:

- New planting, care of immature rubber plantations (KTCB) and mature rubber plantations (KD): The Company assigns production plans to the plantations. Based on these plans, norms, and technical requirements, the units contract local workers for specific tasks.

- Rubber latex harvesting: At the beginning of the tapping season, plantations divide the tapping areas (approximately 450 to 500 trees per tapping section) and determine the expected latex yield per section. These are then contracted to workers directly engaged in rubber tapping. The Company conducts periodic inspections to ensure fair and transparent rewards and penalties.

- Workers receive piece-rate wages, with wage unit prices set by the Company and communicated to workers and local authorities at the beginning of the season.

## **2. Organizational Structure and Implementation**

Production Organization Model: Dak Lak Rubber Investment Joint Stock Company (Parent Company) owns 100% of the capital in Dak Lak Rubber Co., Ltd.

Dak Lak Rubber Co., Ltd. is assigned to directly manage the project, overseeing and operating all production and business activities. This includes the previously established and currently operational plantations within the rubber plantation area under the Company's assignment. The plantations (Plantation 1, Plantation 2, Plantation 3, Plantation 4) are the direct units implementing the project, carrying out new planting and replanting activities. The organizational structure consists of:

Plantation Management Board: (01 Director, 01 or 02 Deputy Directors)

Departments under the Management Board: Finance - Accounting Department, Technical Department, Administration & Human Resources Department.

The current structure of production teams managing rubber replanting areas remains unchanged, tasked with two main responsibilities: planting & maintenance and latex harvesting.

## **II. LABOR ALLOCATION**

Dak Lak Rubber Co., Ltd. manages and directs the entire project.

The management teams at each plantation and their respective departments will remain unchanged.

Direct Labor (Field Workers): The company hires seasonal local laborers based on specific tasks and work demands for rubber tree maintenance.

Rubber Tapping Workers: The average allocation is one worker per 3 hectares of rubber plantation.

Indirect Labor (Supervisory Staff): The company will continue to employ existing plantation managers and production team supervisors who were previously assigned and appointed.

Recruitment Policy: Priority is given to previous plantation workers who were responsible for tree maintenance and are still within the working age and in good health to continue their assigned duties.

### **III. TRAINING AND COMPENSATION POLICIES**

#### **1. Training Policy**

Workers recruited for the project must have a certain level of technical proficiency. On average, the minimum training period required for agricultural workers is 120 days, excluding continuous training sessions conducted throughout the project's cycle to implement new technical advancements. On-site training is the primary method, conducted through short-term courses and hands-on learning, ensuring that workers can acquire the necessary skills while working. Training is aligned with the project's implementation schedule and promptly applies new techniques. Experienced technical staff and skilled workers will lead demonstration models, agricultural extension programs, and annual skill competitions to improve workforce capabilities.

Direct laborers will receive ongoing training on rubber planting, maintenance, and tapping techniques to enhance their expertise.

Workers requiring higher technical qualifications, as well as technical management staff, will receive financial support for additional training.

#### **2. Compensation Policy**

Wages and Benefits: The company will provide salary, health insurance (BHYT), social insurance (BHXH), and unemployment benefits in compliance with state regulations.

The minimum wage will be applied according to government regulations.

A salary grading system will be established for indirect labor based on job title, qualifications, seniority, and profession, in accordance with existing regulations.

Wages for Rubber Tapping Workers: Workers involved in latex harvesting will be paid based on output during the business cycle.

Plantations will allocate tapping areas (per worker), estimate expected latex yield, and establish piece-rate wages, which will be publicly announced to workers and local authorities before the tapping season begins. The company will conduct regular inspections to ensure fair and transparent incentives and penalties.

## CHAPTER VII

### PROJECT IMPACTS ON THE ENVIRONMENT

#### I. Impacts During Land Clearing, Planting, and Early-Stage Rubber Tree Care

During the initial land clearing, planting, and maintenance phases, several activities may cause environmental impacts, as summarized in the following table:

**Table 12: Environmental Pollution Sources During Land Clearing, Planting, and Early-Stage Rubber Tree Care**

No.	Activity	Source of Impact	Pollutants
1	Cutting old rubber trees, uprooting stumps, root raking, and transporting timber over 4,081.64 ha	Chainsaws, trucks, excavators, trailers, tractors	Exhaust emissions, dust, noise
2	Land leveling and drilling holes for planting	Drilling machines, bulldozers, tractors	Exhaust emissions, dust
3	Rubber tree maintenance: Fertilizer application, pesticide spraying, weeding	Transport trucks, machinery, laborers	Exhaust emissions, dust, noise, packaging waste (fertilizers, pesticides, agricultural waste)
4	Machinery and equipment maintenance	Transport vehicles, machines, equipment	Used oil and grease waste

Air pollution from vehicles such as those transporting harvested rubberwood, seedlings, and materials during the planting and maintenance of rubber plantations. During land clearing, activities such as hole filling, root removal, and hole drilling for planting rubber trees will be carried out. However, since the project area is far from residential zones and rubberwood harvesting follows an eight-year cycle with replanting immediately after land clearing, the impact of vehicle emissions on air quality is negligible.

Dust pollution from transportation and land clearing: The process of land preparation, including hole filling, root removal, and hole digging for rubber tree planting, generates dust. Given that the replanting areas are relatively flat and already have main roads, field roads, and inter-field roads, no extensive leveling is required. The land preparation process occurs over a short period, so the dust generated is not significant to the surrounding environment. However, this activity may still have some impact on workers, and it is essential to ensure protective measures, including:

- + Preventing exposure to harmful creatures such as insects, snakes, and venomous mosquitoes.

- + Minimizing exposure to dust, vehicle emissions, and pollution from construction activities.

- + Protecting workers from high temperatures while working outdoors in open areas.

- + Preventing workplace accidents, as safety risks are inherent to any construction site. Given the project's long implementation period, strict safety regulations, provision of protective gear, and emergency medical equipment must be ensured.

Impact on the surrounding environment: During the design and construction phase of the plantation, certain negative environmental impacts may arise, including:

- + Dust dispersion into the surrounding environment: Particulate dust (soil, sand) may affect the health of nearby residents, though the impact is limited due to the project's distance from residential areas.

- + Effects on vegetation: Dust accumulation on leaves of plants in nearby areas can hinder photosynthesis, leading to stunted growth. However, the short duration of construction activities, along with seasonal rainfall in the tropical monsoon climate, significantly mitigates these adverse effects.

- + Soil erosion and water pollution: The replanting process removes the vegetative ground cover, which may lead to surface runoff and reduce soil fertility during the rainy season, potentially causing short-term pollution of surface water

sources near the project area. To mitigate this, technical measures such as planting layout design for sloped areas will be strictly followed.

Noise pollution has minimal impact on the surrounding environment due to the large project area and low population density. However, in cases where multiple machines operate simultaneously, leading to noise accumulation, the company will implement noise reduction measures to ensure compliance with permissible noise limits.

Management of worker sanitation and waste: Although worker-generated waste is minimal, proper worker accommodations will be established with adequate water supply, drainage, and sanitation facilities. Hygiene regulations will be enforced to limit environmental pollution from domestic wastewater and solid waste.

Use of pesticides and air pollution: During the immature rubber tree care phase, pesticides are used annually to prevent plant diseases. The use of these chemicals may result in unpleasant odors that affect worker health and air quality. As this is a significant pollution source, the company will implement appropriate mitigation measures to minimize and control these impacts.

## **II. Environmental Impacts During Rubber Tree Maintenance and Latex Harvesting**

Once the project transitions from the investment and establishment phase into the commercial operation phase, the mature rubber trees will contribute to soil coverage, improved air quality, and a better microclimate. However, certain activities during this phase may still impact the environment, as outlined below:

**Table 13: Environmental Pollution Sources During Rubber Tree Maintenance and Latex Harvesting**

<b>No.</b>	<b>Pollution Categor</b>		<b>Pollutants</b>
1	Air Pollution	Transportation activities	- Exhaust emissions, dust, noise
		Transport of fertilizers, pesticides, fuel.	- Chemical odors (pesticides, fertilizers, fuel vapor).
		Latex harvesting and transportation.	- Latex odor, dust from transportation
2	Water Pollution	Runoff from rainwater	- Pollutants washed away by rain
		Tree maintenance activities.	- Fertilizers and pesticides dissolved in water.
3	Soil Pollution	Tree maintenance activities.	- Hazardous solid waste (fertilizer bags, chemical bottles, etc.)
		Fertilization and pesticide application	- Residual fertilizers and chemicals.

Dust and emissions generated by vehicles transporting materials, fertilizers, chemicals, and latex collected daily from rubber plantations to the rubber processing plant. However, as these activities are not extensive, their impact on the environment is minimal.

During the maintenance of rubber trees in the commercial phase, a small amount of plant protection chemicals such as Mexyl MZ 72, Vaseline (for disease control), and Ammonia (for coagulation prevention) is used annually. The use of these chemicals emits odors that can affect the health of workers and the air quality in the area. The company will implement measures to minimize pollution from these sources.

Rainwater runoff will gradually decrease over the years as the rubber trees grow. By the time the plantation reaches 7–22 years old, surface runoff is reduced to approximately 2%. Therefore, the environmental impact of rainwater runoff in this phase is considered negligible for soil and water resources in the area.

Improper management of fertilizer packaging, empty pesticide containers, and latex stimulant bottles can lead to water pollution in the region.

As rubber trees mature, the microclimate in the area will change positively compared to the initial planting phase, especially when the trees reach canopy closure and become ready for harvesting.



## CHAPTER VIII

### FINANCIAL ANALYSIS

#### I. INVESTMENT CAPITAL

##### 1. Investment Demand

##### 1.1. Total Investment

Total investment capital: \$36,423,300

(In words: Thirty-six million, four hundred twenty-three thousand, three hundred USD)

##### 1.2. Sources of Investment

Equity capital (30%): \$9,391,243

Loan capital (70%): \$21,912,897

##### 2. Investment Timeline

##### 2.1. Investment Items

**Table 14: Summary of Investment Capital and Loan Interest**

Investment Year	Rubber Replanting Investment (USD)	Allocate		Loan Interest During Investment Period (USD)	Total Investment (USD)
		Equity Capital (30%) (USD)	Loan Capital (70%) (USD)		
2025	32.168	69.650	162.517	13.001	245.169
2026	774.996	232.499	542.497	53.801	828.797
2027	1.167.097	350.129	816.968	107.878	1.274.975
2028	2.219.513	665.854	1.553.659	207.819	2.427.333
2029	3.146.067	943.820	2.202.247	334.789	3.480.856
2030	3.777.927	1.133.378	2.644.549	461.906	4.239.833
2031	3.955.858	1.186.758	2.769.101	559.276	4.515.134
2032	3.792.663	1.137.799	2.654.864	611.880	4.404.544
2033	3.014.160	904.248	2.109.912	591.483	3.605.643
2034	2.728.449	818.535	1.909.914	546.185	3.274.634
2035	2.397.216	719.165	1.678.051	487.016	2.884.232
2036	1.871.142	561.343	1.309.799	413.850	2.284.992

2037	1.262.975	378.893	884.083	329.976	1.592.951
2038	701.280	210.384	490.896	242.980	944.260
2039	262.625	78.787	183.837	157.323	419.947
<b>TOTAL</b>	<b>31.304.138</b>	<b>9.391.241</b>	<b>21.912.897</b>	<b>5.119.162</b>	<b>36.423.300</b>

(See details in Appendix Tables No. 12, 13)

- Rubber plantation investment: \$31,304,138

- Loan interest during development phase: \$5,119,162

Thus, the investment cost per hectare (including loan interest) is \$8,924/ha:  
Excluding loan interest: \$7,670/ha. Loan interest alone: \$1,254/ha.

## 2.2. Investment Capital Disbursement

Annual investment calculations are based on the rubber replanting schedule, ensuring capital allocation aligns with financial capacity.

Detailed breakdown of annual replanting volumes and investment values is provided in Appendix Table No. 04.

**Table 15: Investment Phasing (2025-2032)**

**Unit: USD**

No.	Category	Investment phasing by year							
		2025	2026	2027	2028	2029	2030	2031	2032
1	New planting year	232.168	700.112	866.399	1.639.365	2.037.156	2.022.350	1.579.353	945.564
2	Investment year 1	-	74.884	225.815	279.449	528.763	657.067	652.291	509.406
3	Investment year 2	-	-	74.884	225.815	279.449	528.763	657.067	652.291
4	Investment year 3	-	-	-	74.884	225.815	279.449	528.763	657.067
5	Investment year 4	-	-	-	-	74.884	225.815	279.449	528.763
6	Investment year 5	-	-	-	-	-	64.483	194.452	240.637
7	Investment year 6	-	-	-	-	-	-	64.483	194.452
8	Investment year 7	-	-	-	-	-	-	-	64.483
	<b>TOTAL</b>	<b>232.168</b>	<b>774.996</b>	<b>1.167.097</b>	<b>2.219.513</b>	<b>3.146.067</b>	<b>3.777.927</b>	<b>3.955.858</b>	<b>3.792.663</b>
	- Loan Capital (70%)	162.517	542.497	816.968	1.553.659	2.202.247	2.644.549	2.769.101	2.654.864
	- Equity Capital (30%)	69.650	232.499	350.129	665.854	943.820	1.133.378	1.186.758	1.137.799

**Table 16: Investment Phasing (2033-2039)**

Unit: USD

No.	Category	Investment phasing by year						
		2033	2034	2035	2036	2037	2038	2039
1	New planting year							
2	Investment year 1	304.983						
3	Investment year 2	509.406	304.983					
4	Investment year 3	652.291	509.406	304.983				
5	Investment year 4	657.067	652.291	509.406	304.983			
6	Investment year 5	455.324	565.808	561.695	438.656	262.625		
7	Investment year 6	240.637	455.324	565.808	561.695	438.656	262.625	-
8	Investment year 7	194.452	240.637	455.324	565.808	561.695	438.656	
	<b>TOTAL</b>	<b>3,014.160</b>	<b>2,728.449</b>	<b>2,397.216</b>	<b>1,871.142</b>	<b>1,262.975</b>	<b>701.280</b>	<b>262.625</b>
	- Loan Capital (70%)	2,109.912	1,909.914	1,678.051	1,309.799	884.083	490.896	183.837
	- Equity Capital (30%)	904.248	818.535	719.165	561.343	378.893	210.384	78.787

## II. BUSINESS EFFICIENCY ANALYSIS

### 1. Projected Annual Revenue

#### 1.1. Calculation Basis

The annual output is calculated based on the projected area for exploitation and the designed yield of the rubber plantation, following a 20-year harvesting cycle.

Rubber latex selling price: The rubber latex market is characterized by long price fluctuation cycles, typically ranging from 3 to 5 years. The selling price of rubber latex in the project is determined based on the average selling price of DRI during the period from 2017 to 2023. Details are as follows:

No	Year	Average Selling Price (USD/ton)
1	2017	1.617
2	2018	1.413
3	2019	1.370
4	2020	1.427
5	2021	1.835
6	2022	1.627
7	2023	1.430

	<b>Average Selling Price</b>	<b>1.552</b>
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The selling price of rubber latex products is 1,552 USD/ton (calculated based on the company's average selling price over 7 years).

Selling Price of Liquidated Rubberwood: Rubber plantations, after being planned and approved by the Board of Directors for replanting, will be liquidated for timber sales to rubberwood processing businesses. The harvesting of rubberwood is carried out in the year prior to replanting preparations. The liquidation process follows the method of selling standing trees in the plantation. The estimated selling price of liquidated rubber trees is based on an average of 300 trees per hectare, with a selling price of 80,000 Kip per tree. The revenue from liquidated rubberwood is estimated at 24,000,000 Kip/ha, equivalent to 1,143 USD (based on the survey at the time of project planning).

## 1.2. Annual Revenue Projection

**Table 17: Summary of Annual Revenue and Profit**

<b>No.</b>	<b>Year</b>	<b>Harvested Area (ha)</b>	<b>Production (tons)</b>	<b>Revenue (USD)</b>
1	2033	94,55	141,83	220.112
2	2034	379,67	616,78	957.243
3	2035	732,51	1.307,51	2.029.256
4	2036	1400,14	2.523,49	3.916.455
5	2037	2229,77	4.115,29	6.386.935
6	2038	3053,37	5.866,29	9.104.476
7	2039	3696,56	7.370,41	11.438.875
8	2040	4081,64	8.333,62	12.933.778
9	2041	4081,64	8.610,63	13.363.695
10	2042	4081,64	8.629,74	13.393.356
11	2043	4081,64	8.549,96	13.269.544
12	2044	4081,64	8.438,21	13.096.096
13	2045	4081,64	8.217,07	12.752.886
14	2046	4081,64	8.043,18	12.483.009
15	2047	4081,64	8.016,94	12.442.288

No.	Year	Harvested Area (ha)	Production (tons)	Revenue (USD)
16	2048	4081,64	8.046,41	12.488.031
17	2049	4081,64	8.068,40	12.522.157
18	2050	4081,64	7.960,27	12.354.336
19	2051	4081,64	7.707,87	11.962.616
20	2052	4081,64	7.514,64	11.662.720
21	2053	3987,09	7.189,98	11.158.852
22	2054	3701,97	6.561,50	10.183.446
	<b>Total</b>			<b>220.120.162</b>

*(See details in Appendix Table No. 10 attached).*

## **2. Estimated Costs:**

### **2.1. Calculation Basis:**

- Rubber Latex Harvesting Costs:

+ Direct labor costs: Based on the company's wage regulations.

+ Costs for maintenance machinery, materials, tools, and labor protection:  
According to the company's standards.

- Rubber Latex Processing Costs:

+ Cost of transporting latex to the factory: 107.52 USD/ton.

+ Cost of transporting by-product latex to the factory: 105.63 USD/ton.

*(See details in Appendix Table No. 07 attached).*

- Export sales costs: 79.57 USD/ton based on the following estimate:

No.	Item	Unit	Norm	Price (USD)	Cost per ton (USD)	Notes
1	<b>Labor Costs</b>					
1.1	Forklift driver	Work/ton		0,90	0,90	
1.2	Loading goods onto truck	Work/ton		2,00	2,00	
2	Fuel for exports	Liters/ton	0,150	1,10	0,17	

3	Export clearance fees	USD/ton			1,50	
4	Transportation & Taxes	USD/ton			75,00	
	<b>Total Cost per Ton</b>				<b>79,57</b>	

#### - Depreciation Costs

+ Rubber plantation depreciation: Based on a 20-year extraction cycle (*details in Appendix Table 11*).

+ Other infrastructure depreciation: Based on planned investments (*details in Appendix Table 14*).

## 2.2. Rubber Production Cost Calculation

Total average cost per ton of processed rubber latex (over the entire cycle): 1,402 USD/ton. This includes: transportation, processing, environmental treatment, plantation depreciation, infrastructure depreciation, general production costs, business loan interest, and sales expenses. Cost structure is based on the 2024 business plan of the company.

## 3. Business Performance Over the Entire Cycle

+ Total rubber production & sales (over 20 years): 141,830 tons.

+ Total revenue: 220,120,162 USD.

+ Total costs: 189,356,539 USD.

+ Total pre-tax profit: 28,254,784 USD.

+ Total corporate tax (20%): 5,693,492 USD.

+ Total net profit: 22,561,256 USD.

**Table 18: Summary of Business Performance Over the Entire Cycle**

No.	Year	Revenue (USD)	Costs (USD)	Profit Before Tax (USD)	Corporate Tax (20%) (USD)	Net Profit (USD)
1	2033	220.112	245.872	-25.760	-	-25.760
2	2034	957.243	996.765	-39.522	-	-39.522
3	2035	2.029.256	2.174.177	-144.922	-	-144.922
4	2036	3.916.455	3.918.964	-2.509	-	-2.509
5	2037	6.386.935	5.789.201	597.733	119.547	478.187
6	2038	9.104.476	7.975.916	1.128.560	225.712	902.848

No.	Year	Revenue (USD)	Costs (USD)	Profit Before Tax (USD)	Corporate Tax (20%) (USD)	Net Profit (USD)
7	2039	11.438.875	9.711.177	1.727.697	345.539	1.382.158
8	2040	12.933.778	10.758.379	2.175.399	435.080	1.740.319
9	2041	13.363.695	11.075.402	2.288.292	457.658	1.830.634
10	2042	13.393.356	11.177.991	2.215.365	443.073	1.772.292
11	2043	13.269.544	11.155.657	2.113.887	422.777	1.691.110
12	2044	13.096.096	11.115.190	1.980.906	396.181	1.584.725
13	2045	12.752.886	10.945.981	1.806.905	361.381	1.445.524
14	2046	12.483.009	10.849.091	1.633.918	326.784	1.307.134
15	2047	12.442.288	10.886.273	1.556.015	311.203	1.244.812
16	2048	12.488.031	10.890.941	1.597.090	319.418	1.277.672
17	2049	12.522.157	10.886.439	1.635.717	327.143	1.308.574
18	2050	12.354.336	10.813.069	1.541.267	308.253	1.233.014
19	2051	11.962.616	10.649.622	1.312.994	262.599	1.050.395
20	2052	11.662.720	10.468.539	1.194.180	238.836	955.344
21	2053	11.158.852	10.069.716	1.089.136	217.827	871.309
22	2054	10.183.446	9.311.049	872.397	174.479	697.918
	<b>Total</b>	<b>220.120.162</b>	<b>189.356.539</b>	<b>28.254.748</b>	<b>5.693.492</b>	<b>22.561.256</b>

*(See details in Appendix Table No. 10)*

### III. FINANCIAL PERFORMANCE INDICATORS OF THE PROJECT

#### 1. Payback Period:

Based on depreciation and accumulated net profit data *(refer to Appendix Table No. 17: Revenue, Costs, and Profit over the Entire Cycle)*.

The project's undiscounted payback period is 22 years and 4 months.

**2. Average Profit Margin Over the Entire Project Cycle:** 22.561.256 USD/220.120.162 USD = 10,25%

#### 3. Net Present Value (NPV):

- Net cash flow: 40,602,748 USD

- Net Present Value of the Project: NPV=3,610,178 USD>

*(Refer to Appendix Table No. 15 for project cash flow details.)*

#### 4. Internal Rate of Return (IRR):

The Internal Rate of Return (IRR) is the discount rate at which the Net Present Value (NPV) of the project is greater than zero. In terms of profitability, IRR represents the maximum rate of return that the project can achieve. In terms of payment capability, IRR indicates the highest loan interest rate that the project can afford when mobilizing investment funds. With this significance, the IRR rate of the project is 11.2%.

*(See Appendix Table No. 16: Analysis of Some Financial Indicators)*

Conclusion: Investing in the project for replanting, maintaining, and exploiting 4,081.64 hectares of rubber trees by Dak Lak Rubber Co., Ltd. in Laos is economically effective.

#### 5. Financial Contribution to the State Budget:

Corporate income tax over the entire cycle: 5,693,492 USD.

### IV. ABILITY TO REPAY INVESTMENT LOANS

The project is structured to pay interest annually, while the principal repayment will begin one year after the first loan (2025). The entire loan principal and interest will be fully repaid by 2039, using sources such as depreciation funds, net project profits, and other legitimate financial resources during the immature rubber plantation period.

#### 1. Loan Plan:

The project will secure medium- and long-term loans starting in 2025 for implementation. Principal repayment begins after a 1-year grace period, following the immature rubber plantation phase. Principal repayment period: 5 years after each loan is taken.

- Loan and capital balance details: (See Appendix Tables No. 04 and 05).

- Estimated loan interest rate: 8.0% per year (See Appendix Table No. 12 for detailed loan interest calculations).

**Table 19: Long-Term Investment Loan Repayment Plan**

(Unit: USD)

No.	Year	Annual Loan Amount	Annual Interest	Total Loan Repayment per Year	Notes
1	2025	162.517	13.001		
2	2026	542.497	53.801	32.503	

<b>No.</b>	<b>Year</b>	<b>Annual Loan Amount</b>	<b>Annual Interest</b>	<b>Total Loan Repayment per Year</b>	<b>Notes</b>
3	2027	816.968	107.878	141.003	
4	2028	1.553.659	207.819	304.396	
5	2029	2.202.247	334.789	615.128	
6	2030	2.644.549	461.906	1.055.578	
7	2031	2.769.101	559.276	1.551.984	
8	2032	2.654.864	611.880	1.997.305	
9	2033	2.109.912	591.483	2.364.884	
10	2034	1.909.914	546.185	2.476.135	
11	2035	1.678.051	487.016	2.417.668	
12	2036	1.309.799	413.850	2.224.369	
13	2037	884.083	329.976	1.932.508	
14	2038	490.896	242.980	1.578.352	
15	2039	183.837	157.323	1.254.549	
16	2040		84.576	909.333	
17	2041		38.678	573.723	
18	2042		13.737	311.763	
19	2043		2.941	134.947	
20	2044			36.767	
	<b>TOTAL</b>	<b>21.912.897</b>	<b>5.259.095</b>	<b>21.912.897</b>	

*(See Appendix Table No. 13 for further details.)*

All loan interest incurred during the immature phase of the rubber plantation is included in the total investment cost and classified as part of the fixed asset formation (rubber plantation business assets).

Interest during the harvesting period will be allocated based on the annual rubber latex production.

## **2. Loan Repayment Plan**

- Sources of Loan Repayment:

+ Annual asset depreciation funds

+ Post-tax profits from the company's overall business operations

- Repayment Period: 5 years, starting immediately after the year in which the loan is disbursed.

### **3. Balancing Capital for Loan and Interest Repayment**

The company is simultaneously: Replanting 4,081.64 hectares of rubber trees, planting 238.93 hectares of durian trees, continuing business operations on the existing rubber plantation that has not yet undergone replanting. As a result, the loan and interest repayment plan is balanced within the company's overall annual business activities.

**Loan plans, interest-bearing obligations, repayment schedules, and funding sources for loan repayment are analyzed in detail** (*See Appendix Table No. 14 for more details*).

## **V. SOCIO-ECONOMIC BENEFITS OF THE PROJECT**

### **1. Contribution to the State Budget**

During the implementation of the rubber replanting investment project, the company will strictly comply with the laws and regulations issued by the Lao government. Contributing to the state budget is an obligation of the company.

Once the plantation enters the harvesting phase and generates profits, the project is expected to contribute \$5,693,492 USD in corporate income tax to the state budget. Additionally, the company will pay 10% personal income tax in accordance with its agreement with the Lao government since 2004.

### **2. Socio-Economic Impact**

Establishing a sustainable agricultural production model and improving land use efficiency.

The project will create valuable export products, generate jobs, increase income, and improve living standards for the people of Champasak and Salavan provinces, particularly for local workers in the project area.

It will help stabilize the local population, support sustainable economic growth, and enhance the knowledge and skills of local residents. This will also have a positive impact on security, social order, and policy awareness in the regions where the company operates.

The project will provide stable and long-term employment for over 1,280 workers, including plantation laborers and local residents involved in rubber cultivation and care.

The company will enhance support measures, provide vocational training, and organize technical workshops on rubber planting and farming techniques. This will help local people achieve a sustainable livelihood, promote smallholder rubber farming, and accelerate the application of scientific advancements in industrial crop production.

Through its investment partnership policy, supported by strong financial resources, management expertise, and experience in rubber development, the project offers significant benefits to local communities by collaborating in investment, management, and profit-sharing.

### **3. Environmental Benefits**

The project contributes to the protection and sustainable use of local land resources, following the principles of sustainable agriculture. It also helps restore ecosystems, protect natural resources, and improve environmental conditions.

Replanting rubber trees not only serves economic purposes but also increases forest coverage, prevents soil erosion, maintains soil moisture, and enhances ecological balance.

By completing the replanting of rubber trees, the project will create a green windbreak belt, stabilize the local climate, regulate water sources, and strengthen watershed protection functions in the region.

The replanting investment by Dak Lak Rubber Co., Ltd. will maintain the company's plantation area, ensuring both business stability and ecological balance.

The company actively participates in the FSC-FM/CoC sustainable rubber development program, which contributes to global environmental improvements by meeting international sustainability standards.

## **CHAPTER IX**

### **CONCLUSION AND RECOMMENDATIONS**

#### **I. CONCLUSION**

The natural, economic, and social conditions, as well as the current production and business situation in the project area, demonstrate that rubber replanting investment is an essential goal. It is a necessary and appropriate business strategy to ensure the stability of the company's rubber plantation area and to contribute to the socio-economic development of the region.

The project generates comprehensive socio-economic benefits, contributing not only to the state budgets of Laos and Vietnam but also improving the company's business efficiency. It creates stable jobs for workers, particularly local laborers, while also maintaining ecological balance.

The project promotes the rational use of natural resources, fostering a sustainable agricultural model that strengthens regional security, increases agricultural output, enhances land-use efficiency, and reforests cleared land after the liquidation of old rubber plantations.

The project ensures business profitability through comprehensive financial and investment indicators, including loan repayment capacity. Most importantly, it guarantees the continuation of the company's land lease cycle in Laos.

#### **II. RECOMMENDATIONS**

Request the Departments and authorities of Champasak and Salavan provinces, local district governments, and project area management bodies to support and facilitate the company in completing investment procedures, land use processes, local labor recruitment, and overall business operations in the region.

Propose that the project be granted investment incentives in accordance with current laws of Laos, as it has already been granted land lease rights since 2004. Such incentives may include land rental reductions, tax exemptions, and other financial benefits, especially during the rubber plantation's immaturity phase, given its long-term economic and social significance.

Advocate for macroeconomic stability policies to minimize adverse impacts on businesses, particularly concerning exchange rates, interest rates, and import-export policies.

**PROJECT CONSULTANT**  
**CONSULTING**  
**NATURAL RESOURCES -**  
**ENVIRONMENT AND SURVEYING JSC**

**PROJECT INVESTOR**  
**DAK LAK RUBBER**  
**INVESTMENT JSC**

## LIST OF REPLANTED GARDEN TREE PROFILES

No	Plot Name	Area (ha)	Busines year	Team	Variety	Year of Planting	Conserved Forest Area (ha)	Replanting Area (ha)
<b>I</b>	<b>TOTAL Farm 1</b>	<b>1.155,69</b>					<b>38,11</b>	<b>1.117,58</b>
1	9.2KH	15,78	BY 10	Team 7	RRIV4	2008		15,78
2	10.4KH	3,08	BY 10	Team 7	RRIV4	2008		3,08
3	15.1b	12,99	BY 11	Team 10	RRIV4	2006		12,99
4	15.1c	3,95	BY 11	Team 10	RRIV4	2006		3,95
5	15.3	10,00	BY 11	Team 10	PB260	2006		10,00
6	15.4b	4,53	BY 11	Team 10	RRIV4	2006		4,53
7	15.2	4,10	BY 11	Team 4	RRIV4	2006		4,10
8	15.5	14,30	BY 11	Team 4	RRIV4	2006	2,96	11,34
9	7.5a	9,45	BY 11	Team 5	RRIV4	2007		9,45
10	9.1	3,91	BY 11	Team 7	RRIV4	2006		3,91
11	10.1	8,02	BY 11	Team 7	RRIV4	2006		8,02
12	5.3	1,62	BY 12	Team 1	PB260	2005		1,62
13	5.4	7,07	BY 12	Team 1	PB260	2005		7,07
14	5.5	16,44	BY 12	Team 1	PB260	2005		16,44
15	6.3	15,92	BY 12	Team 1	PB260	2005		15,92
16	15.1a	7,88	BY 12	Team 10	RRIV4	2006		7,88
17	15.4a	7,52	BY 12	Team 10	RRIV4	2006		7,52
18	16.1	17,32	BY 12	Team 10	RRIV4	2006		17,32
19	16.3a	7,38	BY 12	Team 10	RRIV4	2006		7,38
20	16.3b	24,30	BY 12	Team 10	RRIV4	2006		24,30
21	16.4	8,80	BY 12	Team 10	RRIV4	2006		8,80
22	17.1	25,22	BY 12	Team 10	RRIV4	2006		25,22
23	1.1	10,29	BY 12	Team 2	PB260	2005		10,29
24	1.2	18,42	BY 12	Team 2	PB260	2005		18,42
25	1.3	5,47	BY 12	Team 2	PB260	2005		5,47
26	2.1	7,54	BY 12	Team 2	PB260	2005		7,54
27	2.2	12,96	BY 12	Team 2	PB260	2005		12,96

No	Plot Name	Area (ha)	Busines year	Team	Variety	Year of Planting	Conserved Forest Area (ha)	Replanting Area (ha)
28	3.4	9,36	BY 12	Team 2	GT1	2005		9,36
29	3.5	10,69	BY 12	Team 2	PB260	2005		10,69
30	3.6	9,28	BY 12	Team 2	PB260	2005		9,28
31	3.8	5,29	BY 12	Team 2	PB260	2005		5,29
32	4.4	15,95	BY 12	Team 2	GT1	2005		15,95
33	4.5	6,97	BY 12	Team 2	GT1	2005		6,97
34	4.6	3,00	BY 12	Team 2	PB260	2005		3,00
35	4.7	3,33	BY 12	Team 2	PB260	2006		3,33
36	4.8a	3,18	BY 12	Team 2	PB260	2005		3,18
37	4.9	8,17	BY 12	Team 2	PB260	2005		8,17
38	1.6a	23,15	BY 12	Team 3	PB260	2006		23,15
39	4.12b	11,50	BY 12	Team 3	RRIV4	2006		11,50
40	7.9	24,86	BY 12	Team 3	RRIV4	2006		24,86
41	7.10a	2,26	BY 12	Team 3	RRIV4	2006		2,26
42	7.11	20,33	BY 12	Team 3	RRIV4	2006		20,33
43	7.14a	8,44	BY 12	Team 3	RRIV4	2006		8,44
44	7.5	21,61	BY 12	Team 5	PB260	2005		21,61
45	7.6	19,31	BY 12	Team 5	PB260	2005		19,31
46	8.1a	5,88	BY 12	Team 5	PB260	2005		5,88
47	8.1b	7,27	BY 12	Team 5	RRIV4	2005		7,27
48	9.2	16,55	BY 12	Team 7	RRIV4	2006		16,55
49	9.3	11,65	BY 12	Team 7	RRIV4	2006	6,96	4,69
50	10.2	2,26	BY 12	Team 7	RRIV4	2006		2,26
51	10.5	13,73	BY 12	Team 7	PB260	2006	6,85	6,88
52	10.6	23,84	BY 12	Team 7	RRIV4	2006		23,84
53	11.1	12,51	BY 12	Team 7	PB260	2006		12,51
54	11.2	11,04	BY 12	Team 7	RRIV4	2006	6,03	5,01
55	13.1	6,92	BY 12	Team 9	RRIV4	2006		6,92
56	13.2	23,45	BY 12	Team 9	RRIV4	2006		23,45
57	13.3	14,42	BY 12	Team 9	RRIV4	2006		14,42

No	Plot Name	Area (ha)	Busines year	Team	Variety	Year of Planting	Conserved Forest Area (ha)	Replanting Area (ha)
58	13.4	24,79	BY 12	Team 9	RRIV4	2006		24,79
59	14.1a	11,24	BY 12	Team 9	RRIV4	2006		11,24
60	14.2	23,19	BY 12	Team 9	RRIV4	2006		23,19
61	14.3	21,52	BY 12	Team 9	RRIV4	2006	6,43	15,09
62	3.1	25,54	BY 13	Team 1	RRIV4	2005		25,54
63	3.2	20,19	BY 13	Team 1	RRIV4	2005		20,19
64	3.3	10,30	BY 13	Team 1	RRIV4	2005		10,30
65	4.1	3,62	BY 13	Team 1	RRIV4	2005		3,62
66	4.2	4,20	BY 13	Team 1	RRIV4	2005		4,20
67	4.3	13,32	BY 13	Team 1	RRIV4	2005		13,32
68	5.1	8,44	BY 13	Team 1	RRIV4	2005		8,44
69	5.2	2,12	BY 13	Team 1	RRIV4	2005		2,12
70	6.2	31,68	BY 13	Team 1	RRIV4	2005		31,68
71	6.4	5,74	BY 13	Team 1	RRIV4	2005		5,74
72	1.4a	27,57	BY 13	Team 2	RRIV4	2005		27,57
73	2.3	24,33	BY 13	Team 2	PB260	2005		24,33
74	4.10a	18,10	BY 13	Team 3	PB260	2005		18,10
75	5.6	13,12	BY 13	Team 5	RRIV4	2005		13,12
76	5.7	16,01	BY 13	Team 5	RRIV4	2005		16,01
77	6.5	3,07	BY 13	Team 5	RRIV4	2005		3,07
78	7.1	14,40	BY 13	Team 5	RRIV4	2005		14,40
79	7.2	2,46	BY 13	Team 5	RRIV4	2005		2,46
80	7.3	3,41	BY 13	Team 5	RRIV4	2005		3,41
81	7.4	7,59	BY 13	Team 5	RRIV4	2005		7,59
82	7.7	21,76	BY 13	Team 5	RRIV4	2005		21,76
83	7.7a	15,90	BY 13	Team 5	RRIV4	2005		15,90
84	7.8	21,22	BY 13	Team 5	PB260	2005		21,22
85	8.2a	20,28	BY 13	Team 5	RRIV4	2005		20,28
86	8.3	12,94	BY 13	Team 5	RRIV4	2005		12,94
87	8.4	10,31	BY 13	Team 5	RRIV4	2005		10,31

No	Plot Name	Area (ha)	Busines year	Team	Variety	Year of Planting	Conserved Forest Area (ha)	Replanting Area (ha)
88	16.2	6,51	BY 13	Team 10	RRIV4	2006		6,51
89	16.5	21,49	BY 13	Team 10	RRIV4	2006	8,88	12,61
90	3.7	10,58	BY 13	Team 2	PB260	2006		10,58
91	1.5	38,29	BY 13	Team 3	RRIV4	2006		38,29
<b>II</b>	<b>TOTAL Farm 2</b>	<b>1.255,41</b>					<b>-</b>	<b>1.255,41</b>
1	A1.7	14,61	BY 10	Team 8	2008	RRIV4		14,61
2	A1.8	17,47	BY 10	Team 8	2008	RRIV4		17,47
3	A1.9	18,06	BY 10	Team 8	2008	RRIV4		18,06
4	A3.1	4,36	BY 10	Team 8	2008	RRIV4		4,36
5	A3.2	2,94	BY 10	Team 8	2008	RRIV4		2,94
6	B4.1	20,78	BY 10	Team 5	2007	RRIV4		20,78
7	B4.2	16,92	BY 10	Team 5	2007	RRIV4		16,92
8	B4.3	7,38	BY 10	Team 5	2007	RRIV4		7,38
9	B4.4	10,80	BY 10	Team 5	2007	RRIV4		10,80
10	B4.6	3,23	BY 10	Team 5	2007	RRIV4		3,23
11	B4.7	8,13	BY 10	Team 5	2007	RRIV4		8,13
12	B4.8	3,78	BY 10	Team 5	2007	RRIV4		3,78
13	B6.2	1,51	BY 10	Team 5	2007	RRIV4		1,51
14	B6.3	1,56	BY 10	Team 5	2007	RRIV4		1,56
15	B6.4	10,03	BY 10	Team 5	2006	RRIV4		10,03
16	C2.4	16,71	BY 10	Team 1	2007	RRIV4		16,71
17	C3.1	1,27	BY 10	Team 1	2006	RRIV4		1,27
18	C3.2	2,47	BY 10	Team 1	2007	RRIV4		2,47
19	G5.5	7,49	BY 10	Team 9	2008	RRIV4		7,49
20	G5.6	14,36	BY 10	Team 9	2008	RRIV4		14,36
21	G5.7	11,30	BY 10	Team 9	2008	RRIV4		11,30
22	G5.8	12,11	BY 10	Team 9	2008	RRIV4		12,11
23	D3.5b	3,97	BY 10	Team 2	2006	RRIV4		3,97
24	D4.3	1,74	BY 10	Team 2	2006	RRIV4		1,74
25	E1.2	23,52	BY 10	Team 6	2007	RRIV4		23,52

No	Plot Name	Area (ha)	Busines year	Team	Variety	Year of Planting	Conserved Forest Area (ha)	Replanting Area (ha)
26	D4.5a	10,85	BY 11	Team 2	2006	RRIV4		10,85
27	D3.8	4,31	BY 11	Team 2	2006	RRIV4		4,31
28	D4.4	18,90	BY 11	Team 2	2006	RRIV4		18,90
29	A2.4	9,91	BY 11	Team 8	2006	PB260		9,91
30	C1.2	26,21	BY 11	Team 1	2007	RRIV4		26,21
31	C1.1a	24,48	BY 11	Team 1	2007	RRIV4		24,48
32	C2.3	19,39	BY 11	Team 1	2007	RRIV4		19,39
33	C2.2	29,93	BY 11	Team 1	2007	RRIV4		29,93
34	C1.3	23,18	BY 11	Team 1	2007	RRIV4		23,18
35	C1.4	3,69	BY 11	Team 1	2007	RRIV4		3,69
36	C2.1	14,85	BY 11	Team 1	2007	RRIV4		14,85
37	E1.1	15,33	BY 11	Team 6	2007	RRIV4		15,33
38	B2.5	27,80	BY 12	Team 6	2005	RRIV4		27,80
39	B3.5	17,87	BY 12	Team 6	2005	RRIV4		17,87
40	B1.1	14,92	BY 12	Team 7	2005	RRIV4		14,92
41	B2.2	30,92	BY 12	Team 7	2005	RRIV4		30,92
42	B2.3	15,94	BY 12	Team 7	2005	RRIV4		15,94
43	B3.2	44,59	BY 12	Team 7	2005	RRIV4		44,59
44	B3.3	34,69	BY 12	Team 7	2005	RRIV4		34,69
45	B3.4	30,85	BY 12	Team 7	2005	RRIV4		30,85
46	D3.3	9,17	BY 12	Team 2	2006	RRIV4		9,17
47	D3.4	15,71	BY 12	Team 2	2006	RRIV4		15,71
48	D3.5a	9,76	BY 12	Team 2	2006	RRIV4		9,76
49	D3.6	12,68	BY 12	Team 2	2006	RRIV4		12,68
50	D3.7	5,28	BY 12	Team 2	2006	RRIV4		5,28
51	D4.1	2,91	BY 12	Team 2	2006	RRIV4		2,91
52	D4.2	7,78	BY 12	Team 2	2006	RRIV4		7,78
53	D4.5b	6,69	BY 12	Team 2	2006	RRIV4		6,69
54	D4.6	1,48	BY 12	Team 2	2006	RRIV4		1,48
55	D4.7	4,34	BY 12	Team 2	2006	RRIV4		4,34

No	Plot Name	Area (ha)	Busines year	Team	Variety	Year of Planting	Conserved Forest Area (ha)	Replanting Area (ha)
56	D4.8	16,83	BY 12	Team 2	2006	RRIV4		16,83
57	B1.6	20,62	BY 12	Team 5	2006	RRIV4		20,62
58	B1.7	4,47	BY 12	Team 5	2006	RRIV4		4,47
59	B2.10	16,65	BY 12	Team 5	2006	RRIV4		16,65
60	B2.9	22,08	BY 12	Team 5	2006	RRIV4		22,08
61	B4.5a	8,07	BY 12	Team 5	2006	RRIV4		8,07
62	B6.1	14,67	BY 12	Team 5	2006	RRIV4		14,67
63	E2.11	14,59	BY 12	Team 5	2006	RRIV4		14,59
64	E2.12	26,51	BY 12	Team 5	2006	RRIV4		26,51
65	E3.17	20,08	BY 12	Team 5	2006	RRIV4		20,08
66	B1.5	13,91	BY 12	Team 6	2006	RRIV4		13,91
67	B2.8	22,05	BY 12	Team 6	2006	RRIV4		22,05
68	A2.2	21,40	BY 12	Team 8	2006	RRIV4		21,40
69	A2.3	33,47	BY 12	Team 8	2006	RRIV4		33,47
70	A1.5	16,19	BY 12	Team 8	2007	RRIV4		16,19
71	A1.1	16,11	BY 12	Team 8	2007	RRIV4		16,11
72	A1.2	17,25	BY 12	Team 8	2007	RRIV4		17,25
73	B1.2	27,36	BY 13	Team 6	2005	RRIV4		27,36
74	B2.4	22,96	BY 13	Team 7	2005	RRIV4		22,96
75	C1.5	38,20	BY 13	Team 1	2006	RRIV4		38,20
76	C1.6	1,00	BY 13	Team 1	2006	RRIV4		1,00
77	C2.5	26,26	BY 13	Team 1	2006	RRIV4		26,26
78	C2.6	2,60	BY 13	Team 1	2006	RRIV4		2,60
79	C3.3	26,50	BY 13	Team 1	2006	RRIV4		26,50
80	C3.4	1,12	BY 13	Team 1	2006	RRIV4		1,12
81	D3.1	3,70	BY 13	Team 2	2006	RRIV4		3,70
82	D3.2	14,38	BY 13	Team 2	2006	RRIV4		14,38
83	B1.4	13,26	BY 13	Team 6	2006	RRIV4		13,26
84	B2.7	12,94	BY 13	Team 6	2006	RRIV4		12,94
85	A1.3	11,35	BY 13	Team 8	2006	RRIV4		11,35

No	Plot Name	Area (ha)	Busines year	Team	Variety	Year of Planting	Conserved Forest Area (ha)	Replanting Area (ha)
86	A1.4	12,41	BY 13	Team 8	2006	RRIV4		12,41
87	A2.1	5,51	BY 13	Team 8	2006	RRIV4		5,51
<b>III</b>	<b>TOTAL Farm 3</b>						<b>120,92</b>	<b>862,84</b>
1	4.2	22,82	BY 10	TEAM 1	2007	RRIV4		22,82
2	3.5a	9,19	BY 10	TEAM 2	2007	RRIV4		9,19
3	4.1b	24,89	BY 10	TEAM 2	2007	RRIV4		24,89
4	2.2	20,24	BY 10	TEAM 4	2007	RRIV4		20,24
5	2.3b	24,76	BY 10	TEAM 4	2007	RRIV4		24,76
6	2.5	7,95	BY 10	TEAM 4	2007	RRIV4		7,95
7	2.7b	9,47	BY 10	TEAM 4	2007	RRIV4		9,47
8	2.18a	8,59	BY 10	TEAM 5	2007	RRIV4	2,02	6,57
9	1.4	37,66	BY 10	TEAM 7	2007	RRIV4		37,66
10	1.5b	16,78	BY 10	TEAM 7	2007	RRIV4		16,78
11	1.5c	13,55	BY 10	TEAM 7	2007	RRIV4		13,55
12	1.10	15,05	BY 10	TEAM 7	2007	RRIV4		15,05
13	5.5a2	9,86	BY 10	TEAM 8	2008	RRIV4		9,86
14	5.14	25,00	BY 10	TEAM 9	2008	RRIV4		25,00
15	3.1	20,69	BY 11	TEAM 2	2007	RRIV4		20,69
16	3.2a	5,19	BY 11	TEAM 2	2007	RRIV4		5,19
17	3.2b	4,48	BY 11	TEAM 2	2007	RRIV4		4,48
18	3.3a	17,06	BY 11	TEAM 2	2007	RRIV4		17,06
19	3.3b	1,49	BY 11	TEAM 2	2007	RRIV4		1,49
20	3.5b1	9,59	BY 11	TEAM 2	2007	RRIV4		9,59
21	3.5b2	7,93	BY 11	TEAM 2	2007	RRIV4		7,93
22	3.7	22,22	BY 11	TEAM 3	2007	RRIV4		22,22
23	3.9	20,94	BY 11	TEAM 3	2007	RRIV4		20,94
24	3.10	13,87	BY 11	TEAM 3	2007	RRIV4	7,80	6,07
25	2.1a	3,24	BY 11	TEAM 4	2007	RRIV4		3,24
26	2.1b	4,17	BY 11	TEAM 4	2007	RRIV4		4,17
27	2.3a1	28,12	BY 11	TEAM 4	2007	RRIV4		28,12

No	Plot Name	Area (ha)	Business year	Team	Variety	Year of Planting	Conserved Forest Area (ha)	Replanting Area (ha)
28	2.3a2	6,09	BY 11	TEAM 4	2007	RRIV4		6,09
29	2.4	16,86	BY 11	TEAM 4	2007	RRIV4		16,86
30	2.6	13,88	BY 11	TEAM 4	2007	RRIV4		13,88
31	2.8	24,83	BY 11	TEAM 4	2007	RRIV4		24,83
32	2.9	21,97	BY 11	TEAM 4	2007	RRIV4		21,97
33	2.10	26,72	BY 11	TEAM 4	2007	RRIV4	14,72	12,00
34	2.11	19,73	BY 11	TEAM 4	2007	RRIV4	10,43	9,30
35	2.15	20,65	BY 11	TEAM 5	2007	RRIV4		20,65
36	2.16	8,80	BY 11	TEAM 5	2007	RRIV4		8,80
37	2.18b	8,40	BY 11	TEAM 5	2007	RRIV4		8,40
38	2.19a	22,53	BY 11	TEAM 5	2007	RRIV4		22,53
39	1.1	4,58	BY 11	TEAM 7	2007	RRIV4		4,58
40	1.2	22,39	BY 11	TEAM 7	2007	RRIV4		22,39
41	1.3	24,48	BY 11	TEAM 7	2007	RRIV4		24,48
42	1.9	16,09	BY 11	TEAM 7	2007	Pb260		16,09
43	1.11	17,03	BY 11	TEAM 7	2007	RRIV4	2,17	14,86
44	1.12	31,46	BY 11	TEAM 7	2007	RRIV4	26,56	4,90
45	1.5aKD12	12,11	BY 12	TEAM 7	2007	RRIV4		12,11
46	1.6	17,23	BY 12	TEAM 7	2007	Pb260		17,23
47	1.7	25,39	BY 12	TEAM 7	2007	Pb260		25,39
48	1.8	11,16	BY 12	TEAM 7	2007	Pb260		11,16
49	2.14	21,98	BY 12	TEAM 5	2007	RRIV4	3,84	18,14
50	2.19b	9,65	BY 12	TEAM 5	2007	RRIV4		9,65
51	2.20	24,57	BY 12	TỔ 6	2007	RRIV4	17,87	6,70
52	2.21	21,07	BY 12	TỔ 6	2007	RRIV4		21,07
53	2.22	22,40	BY 12	TỔ 6	2007	RRIV4	20,47	1,93
54	2.7a	12,09	BY 12	TEAM 4	2007	RRIV4		12,09
55	3.6	29,00	BY 12	TEAM 2	2007	RRIV4		29,00
56	3.8	17,69	BY 12	TEAM 3	2007	RRIV4		17,69
57	4.1a	15,41	BY 12	TEAM 2	2007	RRIV4		15,41

No	Plot Name	Area (ha)	Busines year	Team	Variety	Year of Planting	Conserved Forest Area (ha)	Replanting Area (ha)
58	4.5a	13,85	BY 12	TEAM 3	2007	RRIV4	2,18	11,67
59	4.5b	18,87	BY 12	TEAM 3	2007	RRIV4	12,86	6,01
<b>IV</b>	<b>TOTAL Farm 4</b>						-	<b>845,81</b>
1	A1.4	7,15	BY 10	Team 1	2008	RRIV4		7,15
2	A1.5	11,35	BY 10	Team 1	2008	RRIV4		11,35
3	A1.6	11,87	BY 10	Team 1	2008	RRIV4		11,87
4	A2.3	8,75	BY 10	Team 1	2008	RRIV4		8,75
5	A3.3b	7,58	BY 10	Team 1	2008	RRIV4		7,58
6	B2.6	1,64	BY 10	Team 2	2007	RRIV4		1,64
7	E1.1a	4,27	BY 10	Team 4	2008	RRIV4		4,27
8	E1.2	8,78	BY 10	Team 4	2008	RRIV4		8,78
9	E1.3	17,22	BY 10	Team 4	2008	RRIV4		17,22
10	E1.4	11,36	BY 10	Team 4	2008	RRIV4		11,36
11	E1.5	0,59	BY 10	Team 4	2008	RRIV4		0,59
12	E2.1a	10,65	BY 10	Team 4	2008	RRIV4		10,65
13	E2.1b	2,79	BY 10	Team 4	2008	RRIV4		2,79
14	E2.2	9,92	BY 10	Team 4	2008	RRIV4		9,92
15	E2.3	20,83	BY 10	Team 4	2008	RRIV4		20,83
16	E2.4	24,67	BY 10	Team 4	2008	RRIV4		24,67
17	E2.5	21,07	BY 10	Team 4	2008	RRIV4		21,07
18	E3.3a	6,10	BY 10	Team 4	2008	RRIV4		6,10
19	E3.4b	6,94	BY 10	Team 4	2008	RRIV4		6,94
20	E4.4	13,20	BY 10	Team 4	2008	RRIV4		13,20
21	E4.5a	12,11	BY 10	Team 4	2008	RRIV4		12,11
22	D1.1	3,81	BY 10	Team 5	2008	RRIV4		3,81
23	D1.2	10,24	BY 10	Team 5	2008	RRIV4		10,24
24	D2.1	0,63	BY 10	Team 5	2008	RRIV4		0,63
25	D2.2	18,10	BY 10	Team 5	2008	RRIV4		18,10
26	D2.3	19,26	BY 10	Team 5	2008	Pb260		19,26
27	D2.4	17,00	BY 10	Team 5	2008	Pb260		17,00

No	Plot Name	Area (ha)	Busines year	Team	Variety	Year of Planting	Conserved Forest Area (ha)	Replanting Area (ha)
28	D2.5	20,07	BY 10	Team 5	2008	Pb260		20,07
29	D2.6	1,40	BY 10	Team 5	2008	RRIV4		1,40
30	D3.2	3,30	BY 10	Team 5	2008	RRIV4		3,30
31	D3.3	10,33	BY 10	Team 5	2008	Pb260		10,33
32	D3.4	12,17	BY 10	Team 5	2008	Pb35		12,17
33	A1.1	20,50	BY 12	Team 1	2007	RRIV4		20,50
34	A1.2	24,44	BY 12	Team 1	2007	RRIV4		24,44
35	A1.3	24,54	BY 12	Team 1	2007	RRIV4		24,54
36	A2.1	20,08	BY 12	Team 1	2007	RRIV4		20,08
37	A2.2	21,45	BY 12	Team 1	2007	RRIV4		21,45
38	A2.4	21,19	BY 12	Team 1	2007	RRIV4		21,19
39	A3.1	12,85	BY 12	Team 1	2007	RRIV4		12,85
40	A3.2	11,66	BY 12	Team 1	2007	RRIV4		11,66
41	A3.5	20,88	BY 12	Team 1	2007	RRIV4		20,88
42	A3.3a	16,40	BY 12	Team 1	2006	RRIV4		16,40
43	A3.4a	4,92	BY 12	Team 1	2006	RRIV4		4,92
44	B1.1	18,28	BY 12	Team 2	2007	RRIV4		18,28
45	B1.2	20,93	BY 12	Team 2	2007	RRIV4		20,93
46	B1.3	14,70	BY 12	Team 2	2007	RRIV4		14,70
47	B1.4	21,51	BY 12	Team 2	2007	RRIV4		21,51
48	B1.5a	17,42	BY 12	Team 2	2007	RRIV4		17,42
49	B1.5b	7,22	BY 12	Team 2	2007	RRIV4		7,22
50	B1.6	17,72	BY 12	Team 2	2007	RRIV4		17,72
51	B2.2	12,29	BY 12	Team 2	2007	RRIV4		12,29
52	B2.3	10,22	BY 12	Team 2	2007	RRIV4		10,22
53	B2.4	11,80	BY 12	Team 2	2007	RRIV4		11,80
54	B2.5	6,77	BY 12	Team 2	2007	RRIV4		6,77
55	B3.1	13,76	BY 12	Team 2	2007	RRIV4		13,76
56	B3.2	32,03	BY 12	Team 2	2007	RRIV4		32,03
57	B3.3	15,51	BY 12	Team 2	2007	RRIV4		15,51

No	Plot Name	Area (ha)	Business year	Team	Variety	Year of Planting	Conserved Forest Area (ha)	Replanting Area (ha)
58	B3.4	30,26	BY 12	Team 2	2007	RRIV4		30,26
59	B4.1	20,19	BY 12	Team 3	2007	RRIV4		20,19
60	B4.2a	15,87	BY 12	Team 3	2007	RRIV4		15,87
61	B4.3b	9,10	BY 12	Team 3	2007	RRIV4		9,10
62	B4.4a	14,91	BY 12	Team 3	2007	RRIV4		14,91
63	E3.3b	0,82	BY 7	Team 4	2009	RRIV4		0,82
64	E1.1b	0,44	BY 9	Team 4	2008	RRIV4		0,44
<b>301</b>	<b>THE TOTAL</b>						<b>159,03</b>	<b>4.081,64</b>

**(DRI)**

No: 12/TTr-HĐQT

*Buon Ma Thuot, March 31, 2025*

**PROPOSAL**

**Re: Regarding the transfer of the Company's stock registration from UpCOM  
to listing on the Ho Chi Minh Stock Exchange (HOSE)**

**To:** The General Meeting of Shareholders of Dak Lak Rubber Investment Joint Stock Company

Based on the Enterprise Law No. 59/2020/QH14 passed by the National Assembly on June 17<sup>th</sup>, 2020;

Based on the Securities Law No. 54/2019/QH14 passed by the National Assembly on November 26<sup>th</sup>, 2019;

Based on Law No. 56/2024/QH15 amending and supplementing some articles of the Securities Law passed by the National Assembly on November 29<sup>th</sup>, 2024;

Based on Decree No. 155/2020/ND-CP of the Government dated December 31<sup>st</sup>, 2020, detailing the implementation of several articles of the Securities Law;

Based on Circular No. 120/2020/TT-BTC of the Ministry of Finance dated December 31<sup>st</sup>, 2020, regulating the trading of listed shares, registration for trading, and certificates of funds, corporate bonds, and warrants listed on the securities trading system;

Based on the amended and supplemented Charter of Dak Lak Rubber Investment Joint Stock Company approved by the General Meeting of Shareholders on April 19<sup>th</sup>, 2023;

Based on Resolution No. 03/NQ-HĐQT dated 28/3/2025 of the Board of Directors of the Company;

The shares of Dak Lak Rubber Investment Joint Stock Company have been centrally deposited at the Vietnam Securities Depository (VSDC) and traded on the UpCOM market under the ticker symbol **DRI**.

In the future, to promote the image and brand of Dak Lak Rubber Investment Joint Stock Company as well as enhance the liquidity of the Company's shares, the Board of Directors respectfully submits a proposal to transfer the Company's shares from the Unlisted Public Companies Market (UpCOM) to the Ho Chi Minh Stock Exchange (HOSE) with the following details:

**1. Transfer the share registration of Dak Lak Rubber Investment Joint Stock Company from UpCOM to HOSE:**

1.1 Approval of the Delisting of Shares of Dak Lak Rubber Investment Joint Stock Company on UpCOM.

- Number of shares to be delisted: 73,200,000 shares
- Type of shares: Common shares
- Stock code: DRI

1.2. Approval of the Listing Registration of Shares of Dak Lak Rubber Investment Joint Stock Company on the Ho Chi Minh City Stock Exchange (HOSE).

- Number of shares to be listed: 73,200,000 shares

- Type of shares: Common shares
- Stock code: DRI

**2. Approval of the authorization and delegation to the Board of Directors to carry out related tasks:**

- Proactively prepare and complete the necessary documents and procedures related to the listing of shares on HOSE (including authorizing the Company's General Director to sign contracts related to the listing procedures and other tasks associated with the share listing).

- Proactively determine the appropriate listing time and share listing price to maximize benefits for the Company's shareholders, in line with market conditions and in compliance with relevant legal regulations.

- Have full authority to decide and handle arising issues related to the procedures, documents, and process of share listing registration on HOSE, including making decisions and resolving matters under the authority of the General Meeting of Shareholders (if any) during the implementation process.

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

**Recipients:**

- As above;
- Supervisory Board;
- For archive

**ON BEHALF OF THE BOARD OF DIRECTORS**



**Nguyen Viet Tuong**

**PROPOSAL**

**Regarding the dismissal of members of the Board of Directors for the term III (2022 – 2027)**

**To: General Meeting of Shareholders of Dak Lak Rubber Investment Joint Stock Company**

Pursuant to the Enterprise Law No. 59/2020/QH14 passed by the National Assembly on June 17, 2020;

Pursuant to the amended and supplemented Charter of Dak Lak Rubber Investment Joint Stock Company approved by the General Shareholders' Meeting on April 19, 2023;

Pursuant to Resolution No. 05/NQ-HDQT dated April 25, 2024 of the Board of Directors of DRI, agreeing to temporarily suspend the position of Vice Chairman of the Board of Directors for Mr. Bui Quang Ninh – a non-executive member of the Board of Directors at DRI;

Pursuant to the resignation letter from Mr. Le Thanh Can for the position of Board Member dated March 7, 2025;

Pursuant to Resolution No. 03/NQ-BOD dated 28/03/2025 of the Board of Directors of the Company;

The Board of Directors respectfully submits to the 2025 Annual General Meeting of Shareholders for consideration and approval of the dismissal of members of the Board of Directors, as follows:

- Dismissal of Mr. Bui Quang Ninh – Vice Chairman of the Board of Directors. Reason: Mr. Bui Quang Ninh is under prosecution for legal violations at Dak Lak Rubber One Member Limited Liability Company (now Dak Lak Rubber Joint Stock Company) and does not meet the required standards for being a member of the Board of Directors of DRI.

- Dismissal of Mr. Le Thanh Can – Member of the Board of Directors. Reason: Mr. Le Thanh Can has submitted his resignation to retire.

- Effective date of dismissal: from the date of issuance of the Resolution of the General Shareholders' Meeting in 2025.

The Board of Directors respectfully submits to the 2025 Annual General Meeting of Shareholders for consideration of the dismissal of Mr. Bui Quang Ninh and Mr. Le Thanh Can from the position of members of the Board of Directors of Dak Lak Rubber Investment Joint Stock Company for the term III (2022 – 2027), as per regulations.

We respectfully submit to the 2025 Annual General Meeting of Shareholders!

**Recipients:**

- 2025 Annual General Meeting of Shareholders;
- Board of Directors;
- Supervisory Board;
- For archive.

**ON BEHALF OF THE BOARD OF DIRECTORS  
CHAIRMAN**



**Nguyen Viet Tuong**

**NOTICE**

**Regarding the Nomination and Election of Board of Directors Members  
Term III (2022-2027)**

**Dear Shareholders of Dak Lak Rubber Investment Joint Stock Company,**

- Based on the Business Registration Certificate No. 6001271719 dated February 24, 2012, issued by the Department of Planning and Investment of Dak Lak Province, regarding the issuance of the operating license for Dak Lak Rubber Investment Joint Stock Company.

- Based on the amended and supplemented Charter of the Company, which was approved by the Annual General Meeting of Shareholders in 2023.

- Based on Resolution No. 05/NQ-HĐQT dated April 25, 2024, of the Board of Directors of DRI, agreeing to temporarily suspend the position of Vice Chairman of the Board of Directors for Mr. Bui Quang Ninh – a non-executive member of the Board of Directors at DRI.

- Based on the resignation letter of Mr. Lê Thanh Cần from the position of Board Member dated March 7, 2025.

- Based on Article 8 of Resolution No. 03/NQ-HĐQT dated March 28, 2025, of the Board of Directors, agreeing to propose to the Annual General Meeting of Shareholders in 2025 the dismissal of Mr. Bùi Quang Ninh and Mr. Lê Thanh Cần from their positions as members of the Board of Directors.

Thus, the Board of Directors, at the time of the dismissal of the two Board members, will have a vacancy of two members. To ensure the Board has the required number of 07 members in accordance with the Company's Charter and to meet the requirements when the Company registers for listing on the Ho Chi Minh Stock Exchange, there must be at least two independent Board members. At the Annual General Meeting of Shareholders in 2025, scheduled for April 24, 2025, in addition to the matters prescribed by the regulations for the Annual General Meeting of Shareholders, this meeting will proceed with the election to supplement two Board members (one executive/non-executive member and one independent Board member) for the remaining term of Term III (2022-2027).

To prepare for the election of additional Board members as mentioned above, Dak Lak Rubber Investment Joint Stock Company hereby notifies shareholders of the nomination and election of Board members as follows:

**1. Standards and Conditions for Board Members** (According to Clauses 1 and 2, Article 155 of the 2020 Enterprise Law):

1.1. Board members must meet the following standards and conditions:

- Not fall under the categories specified in Clause 2, Article 17 of the 2020 Enterprise Law;
- Possess professional qualifications and experience in business management or in the field/industry of the company's business, and it is not necessary for them to be shareholders of the company, unless the Company's Charter stipulates otherwise;
- A Board member of the company may also serve as a Board member of another company;

- For state-owned enterprises as stipulated in Point b, Clause 1, Article 88 of the 2020 Enterprise Law, and for subsidiaries of state-owned enterprises as stipulated in Clause 1, Article 88 of the 2020 Enterprise Law, a Board member must not be a family member of the CEO, General Director, or other managers of the company; or of the manager or the person authorized to appoint the managers of the parent company.

1.2. Independent Board Members must meet the following standards and conditions:

- Must not be a person currently working for the company, its parent company, or its subsidiaries; and must not have worked for the company, its parent company, or its subsidiaries for at least the past 03 consecutive years;

- Must not be a person receiving salary or compensation from the company, except for the allowances that Board members are entitled to according to regulations;

- Must not be a person whose spouse, biological or adopted parents, biological or adopted children, or siblings (brothers, sisters) are major shareholders of the company, or are managers of the company or its subsidiaries;

- Must not be a person directly or indirectly holding at least 1% of the total voting shares of the company;

- Must not be a person who has served as a member of the Board of Directors or the Supervisory Board of the company for at least the past 05 consecutive years, except in the case of being reappointed for two consecutive terms.

1.3. In addition to the standards and qualifications for Board members as stipulated in Article 155 of the 2020 Enterprise Law, Board members must also meet the requirements set out in Clause 1, Article 8 of the internal regulations on corporate governance of Dak Lak Rubber Investment Joint Stock Company, as well as the legal provisions applicable to independent Board members. Specifically:

- Must possess leadership qualities, integrity, responsibility, maturity, ethics, and earn the trust of shareholders, other Board members, management staff, and employees of the Company;

- Must have the ability to balance the interests of all parties involved and make reasonable decisions;

- Must have the necessary professional experience and educational qualifications to perform effectively;

- Must have the ability to translate knowledge and experience into practical solutions;

- Must have accurate judgment;

- Must possess the ability and willingness to face challenges and seek new opportunities;

- Must have good communication skills;

- A Board member of the Company must not simultaneously serve as a Board member at more than 05 other companies.

## **2. Number of Board Members to be Elected:**

- Quantity: 02 members, including: 01 executive/non-executive member and 01 independent Board member.

- Term: For the remainder of Term III (2022 – 2027).

- Maximum number of candidates for the Board: No limit.

- Voting method: Cumulative voting.

**3. Conditions for Nominating and Electing Board Members:** In accordance with Article 25 and Article 26 of the Company's Charter (DRI).

4. Shareholders/shareholder groups are requested to complete the nomination and election documents for independent Board members in accordance with the regulations in the Nomination, Election, and Supplementary Election Rules for Board Members, which were approved by the Board of Directors on March 28, 2025, and are expected to be presented at the 2025 Annual General Meeting of Shareholders. Shareholders can view the election rules and download the forms on the Company's website: [www.dri.com.vn](http://www.dri.com.vn), under the "Shareholder Relations/Annual General Meeting" section.

5. The nomination and election documents for Board members should be sent to the Board Secretary at least 10 days before the Annual General Meeting (no later than April 14, 2025) for the Board of Directors to review and include them in the list for election at the AGM, and to carry out the information disclosure as required by regulations.

The documents should be sealed and sent to the following address:

Board Secretary, DRI Company, 59 Cao Thắng, Tan An Ward, Buon Ma Thuot City, Dak Lak Province.

Phone: (84)2623.867676 – Fax: (84)2623.865303.

6. In the event that shareholders/shareholder groups do not nominate or elect candidates, the Board of Directors will proceed with nominations as per regulations.

We kindly request shareholders/shareholder groups to exercise their rights to nominate and elect Board members according to the regulations.

Sincerely!

Recipients: 

- Shareholders;
- For archive.

ON BEHALF OF THE BOARD OF DIRECTORS  
CHAIRMAN



Nguyễn Việt Tuong



**VOTING SLIP AT THE 2025 ANNUAL GENERAL MEETING OF SHAREHOLDERS**  
(April 24, 2025)

Shareholder:		Number of Shares:		
ID Card/Business Registration Number:		Total Voting Shares:		
No.	Content of the Vote	Approve	Disapprove	Abstain
1	Voting to approve reports at the 2025 Shareholders' Meeting:			
	i- Report of the Board of Directors;			
	ii- Report of the Executive Board;			
	iii- 2024 Financial Report audited by AFC Audit Co., Ltd;			
	iv- Report of the Supervisory Board.			
2	Voting on the 2025 Production and Business Targets and Investment according to Proposal No. 06/TTr-HĐQT dated March 31, 2025			
3	Voting on the Profit Distribution Plan and Allocation to Funds for 2024 according to Proposal No. 07/TTr-HĐQT dated March 31, 2025;			
4	Voting on the Remuneration & Operating Expenses of the Board of Directors and the Supervisory Board for 2025 according to Proposal No. 08/TTr-HĐQT dated March 31, 2025;			
5	Voting on the authorization for the Board of Directors and the Supervisory Board to select the auditing firm for the 2025 Financial Statements according to Proposal No. 09/TTr-HĐQT dated March 31, 2025;			
6	Voting on contracts and transactions with related parties of the Company according to Proposal No. 10/TTr-HĐQT dated March 31, 2025;			
7	Voting to approve the project for replanting, caring for, and harvesting 4,081.64 hectares of rubber trees by Dak Lak Rubber Co., Ltd. in the Lao People's Democratic Republic according to Proposal No. 11/TTr-HĐQT dated March 31, 2025;			
8	Voting to approve the transfer of the Company's share registration from the UpCOM market to listing on the Ho Chi Minh City Stock Exchange (HOSE) according to Proposal No. 12/TTr-HĐQT dated March 31, 2025.			

*Buon Ma Thuot, April ..., 2025*

(Signed, full name, and seal if the shareholder is an organization)

**Note:**

- Shareholders mark (x) in one of the columns: Approve, Disapprove, Abstain.
- An invalid ballot is one that has no selected opinion or contains two or more opinions for a single voting item.

**DAK LAK RUBBER INVESTMENT  
JOINT STOCK COMPANY  
DRI**

**SOCIALIST REPUBLIC OF VIETNAM**  
Independence - Freedom - Happiness

*Buon Ma Thuot, April ..., 2025*

No: ...../NQ-DHDCD

**(DRAFT)  
RESOLUTION  
THE ANNUAL GENERAL MEETING OF SHAREHOLDERS  
DAK LAK RUBBER INVESTMENT JOINT STOCK COMPANY - 2025**

The Annual General Meeting of Shareholders of Dak Lak Rubber Investment Joint Stock Company will begin at 8:00 AM on April 24, 2025, at the 1st Floor Wedding Center, Dakruco Hotel, located at 30 Nguyen Chi Thanh Street, Tan An Ward, Buon Ma Thuot City, Dak Lak Province. The meeting will be attended by .... shareholders and proxies, representing ..... shares with voting rights, accounting for .....% of the total shares of DRI, thus meeting the quorum required to proceed with the meeting.

Based on the Law on Enterprises No. 59/2020/QH14 of the National Assembly of the Socialist Republic of Vietnam;

Based on the Charter of Dak Lak Rubber Investment Joint Stock Company;

Based on the Minutes of the 2025 Annual General Meeting of Shareholders of DakLak Rubber Investment Joint Stock Company, held on April 24, 2025.

**RESOLUTION**

**Article 1.** It is agreed to approve the following reports:

1. Report on the activities of the Board of Directors (BOD) for 2024 and the plan for 2025;
2. Report on the business performance in 2024 and the direction and tasks for 2025 by the Executive Board of Dak Lak Rubber Investment Joint Stock Company;
3. The audited financial report for 2024 of the company, audited by AFC Vietnam Auditing Firm;
4. Report on the activities of the Supervisory Board in 2024 and the direction for 2025.

**Article 2.** It is agreed to approve the main business production and investment targets for 2025 as per Proposal No. 06/TTr-HĐQT dated March 31, 2025.

**Article 3.** It is agreed to approve the profit distribution plan and fund allocations for 2024 as per Proposal No. 07/TTr-HĐQT dated March 31, 2025.

**Article 4.** It is agreed to approve the remuneration for the Board of Directors (BOD) and Supervisory Board in 2025 as per Proposal No. 08/TTr-HĐQT dated March 31, 2025.

**Article 5.** It is agreed to authorize the Board of Directors and the Supervisory Board to select the auditing firm for the 2025 financial statements as per Proposal No. 09/TTr-HĐQT dated March 31, 2025.

**Article 6.** It is agreed to approve the contracts and transactions with related parties of the company as per Proposal No. 10/TTr-HĐQT dated March 31, 2025.

**Article 7.** It is agreed to approve the replanting, care, and exploitation project for 4,081.64 hectares of rubber trees by Dak Lak Rubber Co., Ltd. in the Lao People's Democratic Republic as per Proposal No. 11/TTr-HĐQT dated March 31, 2025.

**Article 8.** It is agreed to transfer the company's stock trading registration from the UpCOM market to the listing of shares at the Ho Chi Minh City Stock Exchange (HOSE) as per Proposal No. 12/TTr-HĐQT dated March 31, 2025.

**Article 9.** The General Meeting of Shareholders agrees to relieve Mr. Bui Quang Ninh and Mr. Le Thanh Can from their positions as members of the Board of Directors as per Proposal No. 13/TTr-HĐQT dated March 31, 2025.

**Article 10.** The General Meeting of Shareholders elected additional members to the Board of Directors for the third term (2022-2027) as follows:

- Mr./Ms. ...., born on: ....., professional qualifications: .....
- Mr./Ms. ...., born on: ....., professional qualifications: .....

**Article 11.** The 2025 Annual General Meeting of Shareholders of Dak Lak Rubber Investment Joint Stock Company assigns the Board of Directors to direct and organize the implementation of the contents approved at this Annual General Meeting in accordance with the law and the company's charter.

Accompanying this resolution are the documents presented at the 2025 Annual General Meeting of Shareholders.

This resolution was adopted by the 2025 Annual General Meeting of Shareholders of Dak Lak Rubber Investment Joint Stock Company, with 100% of the voting shares in favor, and takes effect from the date of signing.

**Recipients:**

- BOD, SB, Executive Board;
- Information Disclosure: State Securities Commission, HNX, Company Website;
- File Archive.

**ON BEHALF OF THE GENERAL MEETING  
OF SHAREHOLDERS  
CHAIRMAN**

**NGUYEN VIET TUONG**