

HaNoi, May 14, 2026

**REPORT OF THE BOARD OF DIRECTORS  
AT THE 2025 ANNUAL GENERAL MEETING OF SHAREHOLDERS**

**To: THE 2026 ANNUAL GENERAL MEETING OF SHAREHOLDERS**

The Board of Directors of Central Pharmaceutical Joint Stock Company No. I – Pharbaco respectfully presents to the General Meeting of Shareholders the results of the Board’s activities in 2025 and the orientation and tasks for 2026 as follows:

**PART I**

**PERFORMANCE OF THE BOARD OF DIRECTORS IN 2025**

**1. Structure of the Board of Directors in 2025**

The Board of Directors for the 2022–2027 term consists of 5 members:

- |                          |                         |
|--------------------------|-------------------------|
| 1. Mr. Nguyen Dinh Tuan  | – Chairman of the Board |
| 2. Ms. Nguyen Thi Thu Ha | – Member of the Board   |
| 3. Mr. Vu Hong Khoa      | – Member of the Board   |
| 4. Ms. Luu Quynh Mai     | – Member of the Board   |
| 5. Mr. To Thanh Hung     | – Member of the Board   |

The members of the Board possess strong professional qualifications and extensive experience in managing and operating the Company’s business activities.

**2. Evaluation of the Board’s activities in 2025**

- The Board members upheld a high sense of responsibility, attended meetings fully, and effectively performed their functions of direction, management, and supervision in accordance with regulations. In 2025, the Board successfully organized the Annual General Meeting of Shareholders and held 16 meetings to promptly issue resolutions and strategies aligned with the Company’s development situation.
- All meetings were well-prepared with detailed agendas and properly notified to all members. Participants actively discussed and provided strategic directions to the Executive Board.
- The Board approved and directed the implementation of the 2025 business plan in line with the Company’s development strategy.
- The Board reached high consensus in adopting resolutions and meeting minutes, promptly addressing difficulties arising in business operations and providing

appropriate strategic direction. It also supervised and directed the Executive Board to ensure fulfillment of business plans and stable employment for employees.

### 3. Direction of the Executive Board in implementing the 2025 business plan

- The Board regularly monitored the implementation of key operational targets committed by the Executive Board at the Annual General Meeting of Shareholders.
- Directed the Board of Management to continuously improve organizational structure and strengthen risk management to enhance governance capacity.
- Ensured the implementation of AGM resolutions with strong internal unity across the Company, achieving the following results:

#### 2025 Business Results:

Indicator	2024 Result	2025 Plan	2025 Actual	% vs 2024	% vs Plan
1. Revenue (billion VND)	1,065.09	1,380.00	1,077.70	101.2%	78.1%
2. Net Profit After Tax (billion VND)	21.67	50.00	31.50	145.4%	63%
3. Dividend (%)	3%	3%	3%		

- Organizational and human resources
  - Continued to improve organizational structure to match new development stages.
  - Implemented salary mechanisms based on productivity and job position.
  - Paid attention to technical staff and skilled workers, ensuring competitive remuneration in line with market conditions.
  - Fully implemented employee benefits including social insurance, health insurance, unemployment insurance; conducted annual health check-ups; organized training on occupational safety and fire prevention.
- Training
  - Regularly organized internal and external training programs to improve employee capacity and work efficiency.
  - Facilitated access to modern technologies to meet development requirements.
- Product research and registration
  - Product R&D and registration remained a top priority.
  - In 2024, the Company registered 56 new products and renewed 37 drug registrations.

### 4. Evaluation of individual Board members

- Board members fulfilled their assigned rights and responsibilities.



- Responsibilities were clearly allocated by expertise to support the Chairman in decision-making.
- Members actively participated, supervised implementation, and ensured resolutions were effectively executed.
- All decisions were made with high consensus, focusing on shareholder interests and sustainable development.

## II. SUPERVISION OF THE EXECUTIVE BOARD

The Board conducted supervision through:

- Monitoring the implementation of AGM and Board resolutions.
- Reviewing monthly/quarterly reports from the CEO to ensure timely decision-making.
- Providing direction and resolving arising issues within its authority.
- Closely monitoring business and financial performance.
- Coordinating with the Supervisory Board to strengthen risk management.

The Board highly appreciates the efforts of the Executive Board, particularly the decisive leadership of the CEO in fulfilling the 2025 business plan.

## III. REMUNERATION AND OPERATING EXPENSES

- Remuneration: VND 10 million/person/month
- Total: VND 600 million/year
- Expenses were implemented in accordance with Company regulations.

## PART II ORIENTATION AND TASKS FOR 2026

In 2026, the BOD will closely follow market developments and work with the Executive Board to issue appropriate decisions to help Pharbaco achieve its business targets, as follows:

### 1. Business targets for 2026

Indicator	2025 Actual	2026 Plan	% vs 2025
1. Revenue (billion VND)	1,077.70	1,380.00	128%
2. Net Profit After Tax (billion VND)	31.50	69.00	219%
3. Dividend (%)	3%	5%	166%

2. **Strengthen governance and coordination with the Board of Management** in organizing business operations in line with the Company's strategic direction and the resolutions of the General Meeting of Shareholders; implement solutions to improve

product quality, reduce costs, and enhance competitiveness against peers in the same industry within the operating areas.

3. **Build and promote the Company's brand and key product brands;** develop marketing strategies and enhance product promotion to consumers.
4. **Expand markets** by increasing major customers and extending market presence to large cities.
5. **Enhance management and control of production and business operations** through a centralized executive structure and effective application of management software across all Company activities.
6. **Continue improving the organizational model and governance system** to ensure scientific, transparent, and efficient operations.
7. **Develop and implement corporate restructuring plans** in line with future development trends.
8. **Prepare and implement a plan for share issuance to pay dividends for 2025,** subject to approval by the 2026 Annual General Meeting of Shareholders.

The Board respectfully submits this report on 2025 performance and 2026 orientation for the General Meeting of Shareholders' consideration and approval..

Sincerely yours.

ON BEHALF OF THE BOARD OF DIRECTORS  
CHAIRMAN



To Thanh Hung

