



**THE VIET NAM NATIONAL GENERAL EXPORT -  
IMPORT JOINT STOCK COMPANY NO.1**

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BOARD OF DIRECTORS

Hanoi, April ....., 2026

**ANNUAL GENERAL MEETING OF SHAREHOLDERS 2026**

**REPORT ON THE PERFORMANCE OF THE BOARD OF DIRECTORS  
FOR TERM 4 (2021-2026)  
AND OPERATIONAL DIRECTIONS FOR TERM 5 (2026-2031)**

*Dear: Distinguished delegates,  
Dear Shareholders.*

On behalf of the Board of Directors of Vietnam General Import-Export Corporation I, I would like to respectfully report to the Annual General Meeting of Shareholders 2026 on the results of the Board of Directors' activities during its 4th term (2021–2026) and the operational direction of the Board of Directors for its 5th term (2026–2031) as follows:

**PART I: REPORT ON THE OPERATIONS OF THE BOARD OF DIRECTORS  
DURING TERM 4 (2021-2026)**

**I. Assessing the overall situation:**

The 2021–2026 term was a particularly challenging period, but it also presented many opportunities for the Company. From the beginning of the term, the Company was severely impacted by the Covid-19 pandemic, leading to supply chain disruptions, shortages of goods, limitations in cash flow, and human resources.

However, with the economic recovery after the pandemic, the Company gradually stabilized its operations and shifted strongly towards areas of advantage such as agricultural trade and import/export, and real estate leasing.

Throughout the term, the Board of Directors closely supervised the restructuring of finances, reorganized the organizational structure towards a lean and efficient model, boosted the trading business, and expanded into potential markets. Particularly during the period of 2024-2025, the company has strongly promoted its image, sought new sources of supply and partners to build key product lines, bring the GE1 brand back to the market, and create a foundation for strong development in the trading and import-export business with key products including cashew nuts, pepper, coffee... while continuing to research and develop new products and markets.

**II. Registered capital size and Board of Directors personnel**

**1. Registered capital size**

The company's current registered capital is: 135.392.670.000 vnd





## **2. Board of Directors personnel**

The Board of Directors for the 4th term was restructured in accordance with the law and the Company's Charter, ensuring a structure consistent with the development orientation.

During the term, the Board of Directors experienced certain personnel changes, but maintained stability in governance, ensuring continuity in operations and strategic direction.

## **III. Report on the activities of the Board of Directors for the 4th term (2021 – 2026)**

Based on the long-term 5-year development plan (2021-2026) approved by the General Meeting of Shareholders on April 28, 2021, and in fulfilling its functions, duties, and powers in leading and managing operations as stipulated in the Company's Charter, the Board of Directors hereby reports to the General Meeting of Shareholders the results of its leadership and direction of the Company's activities during the 2021-2026 term as follows:

### **1. Management, direction, operation, and implementation**

- During the 2021-2026 term, the Board of Directors held 73 meetings to review and decide on matters within its authority, with expanded participation from the Supervisory Board. These meetings were conducted in accordance with the procedures stipulated in the Enterprise Law, the Company Charter, and related regulations;

- Information disclosure and reporting to relevant authorities were carried out transparently and in accordance with the law. Information from shareholders was received and processed promptly.

- During the past term, the Board of Directors issued 82 resolutions within its authority, following the procedures stipulated in the Company Charter and internal regulations.

- The Board of Directors regularly assessed the operational situation, production and business performance, and the implementation of General Meeting of Shareholders' resolutions to provide timely and close guidance;

- Completing internal legal documents: Directing the review, evaluation, and improvement of the internal management regulations and rules based on the Company's charter, legal regulations, and especially the Company's new production and business activities.

- Building and developing human resources: Continuing to implement the Company's human resource development strategy. Implementing plans for new recruitment, training, planning, deployment, and utilization of personnel in accordance with the current situation and business development needs. Simultaneously, the Board of Directors approved the streamlining of the organizational structure to ensure business requirements and reduce costs.

- Coordinating effectively with the Supervisory Board, continuing supervision to maintain the safety and ensure the smooth operation of the enterprise.

- Performing the functions of managing the Company's operations within the scope, authority, and duties of the Board of Directors as stipulated in the Company's charter, the Company's governance regulations, and relevant legal regulations.

## **2. Results of business operations during the 4th term (2021 – 2026)**

### ***Key business indicators:***



potential, also pose risks related to payment and political instability, requiring businesses to have appropriate access strategies.

The trend of restructuring global supply chains after the pandemic and geopolitical shifts continues strongly, towards diversifying supply sources and reducing dependence on a single market. This creates opportunities for Vietnamese agricultural import and export businesses to participate more deeply in regional and global supply chains. However, it also places higher demands on management capacity, financial capacity, risk control capabilities, and the ability to meet international standards.

In this context, the agricultural trade business is expected to experience stable growth, but profit margins tend to narrow due to increased competition and fluctuating input costs. Businesses need to shift from a purely commercial business model to developing value chains, strengthening linkages between raw material sources, investing in deep processing, and improving management capacity to ensure sustainable development in the medium and long term.

## **II. Orientation and development plan from 2026-2031:**

### **1. General orientation:**

Building upon the achievements of previous years, Vietnam General Import-Export Corporation I continues to focus on developing a more in-depth agricultural value chain, concentrating on consolidating stable supply sources, expanding into new export markets, and diversifying partners. Simultaneously, the company strengthens risk control regarding price, exchange rates, and accounts receivable, and improves product quality standards to meet the increasingly stringent requirements of international markets, thereby gradually enhancing business efficiency and sustainability in its trading operations.

### **2. Strategic objectives:**

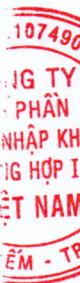
#### ***a. Immediate goals***

- Direct and manage the company's operations to achieve the targets set at the 2026 Annual General Meeting.
- Collaborate with the Executive Board to find and implement solutions to expand the market, customer base, and product lines to discover new directions for the company.
- Stabilize management and promote real estate leasing.

#### ***b. Long-term goals:***

##### ***\* Commercial Business Sector:***

- Build, maintain, and expand export markets by participating in domestic and international trade promotion activities, maintaining diplomatic relations with trade offices to enhance the company's reputation and brand, especially by participating in major international food fairs on an annual basis.
- Continue to leverage the advantages of warehouses and factories to facilitate goods supply during short-term market fluctuations. Simultaneously, combine contract manufacturing





*Unit: ~ billion VND*

No	Target	2021	2022	2023	2024	2025
1	Total revenue	277	344	442	738	1.692
2	Total cost	38	467	394	713	1.673
3	Net profit after tax	239	(123)	42	25	19

Despite facing numerous challenges common to the economy and specific to the agricultural import and export industry, General Corporation 1 has maintained a stable operational foundation, both sustaining traditional products and markets while continuing to explore and expand into new products and markets. This is an important basis for the company to develop a sustainable growth plan for the coming years and improve the efficiency of utilizing existing resources.

### **3. Review of the Board of Directors' performance during its 4th term (2021-2026):**

The Board of Directors has been fully aware of the difficulties the company has faced throughout its five-year term, consistently working alongside the Executive Board to guide and support the resolution of these challenges, closely monitoring the company's operational developments to best fulfill the tasks assigned by the General Meeting of Shareholders, and overcoming difficult financial and business circumstances.

The Board of Directors ensures compliance with all legal regulations in its governance activities. Resolutions issued by the Board of Directors are based on the high consensus of its members. Each member has strived to successfully complete their tasks in managing the company's operations in accordance with the development direction, acting in the best interests of shareholders and for the overall development of the enterprise.

## **PART II: DIRECTIONS AND TASKS FOR TERM 5 (2026-2031):**

### **I. Assessing the overall situation over the next 5 years:**

During the period 2026–2031, the business environment in the agricultural import and export sector is projected to continue to be influenced by a complex interplay of economic, political, and global trade trends. While the global economy shows signs of recovery after periods of volatility, it remains vulnerable to inflationary pressures, exchange rate fluctuations, geopolitical conflicts, and the increasing trend of trade protectionism in some countries.

For the agricultural sector, climate change and extreme weather events continue to directly impact supply, leading to short-cycle and unpredictable price fluctuations. Meanwhile, global demand for agricultural products continues to rise, but with a clear differentiation between markets, demanding increasingly higher standards for quality, food safety, traceability, and sustainable development.

Major import markets such as China, the European Union, and the United States continue to tighten technical regulations and quality control, shifting strongly from informal to formal import channels, while also increasing standards related to the environment and emissions. In addition, the Middle East and African markets, while having good growth



for suitable orders to assess production capacity, proactively secure supplies, and build customer trust.

- Build a streamlined, efficient, and professional workforce, adhering to established principles in the workplace.

- Regarding imports: Focus on researching and developing high-volume and high-value items such as coal and minerals... while seeking new opportunities and diversifying business lines to generate profits for the company;

Focus on developing rental real estate in a professional manner.

**\* Real Estate Management and Development.**

Focus on optimally utilizing existing assets and closely follow government policies to implement and finalize land-related legal frameworks when appropriate.

**III. Some basic solutions:**

To achieve the above targets, the company's Board of Directors and Executive Board have developed specific solutions with a detailed roadmap, focusing on the following solutions:

**1. Human resources solutions:**

- Focus on strengthening and supplementing the workforce with qualified personnel, especially those in direct sales departments;

- Refine and develop regulations and policies on recruitment, training, and compensation to suit the needs of human resource development, with the goal of encouraging and attracting talented and efficient employees.

**2. Solutions regarding funding sources and capital utilization:**

- Preserve equity capital and utilize capital efficiently. Enhance financial management capabilities and ensure the safety and efficiency of the entire enterprise. Direct and strictly control operating costs for the entire company.

**3. Solutions to enhance business operations:**

- Continue to strengthen the Company's core business of Trade - Import & Export, actively explore and expand into other business lines where conditions permit, in line with the Company's development orientation and long-term strategic goals;

- Propose appropriate solutions and policies to encourage and attract customers in the real estate rental sector to maximize the utilization of the Company's existing properties, while aiming to develop professional real estate rental business and management.

**4. Management, operational, and risk management solutions**

- Effectively manage the company's governance, continuously improving the Board of Directors' performance while strictly adhering to legal regulations and the Company's Charter;

- Strengthen risk management across the entire enterprise, control risks related to accounts receivable and inventory, and further promote the recovery of bad debts to stabilize business capital and reduce the Company's financial burden;

- Regularly monitor the Executive Board's implementation of resolutions and decisions of the General Meeting of Shareholders and the Board of Directors;





- Direct and closely supervise the management of import and export business activities, financial investments, and real estate.

***Distinguished delegates!***

The above is the summary report of the 4th term (2021-2026) and the direction for the 5th term (2026-2031) of the Board of Directors of Vietnam General Import-Export Corporation I.

The Board of Directors would like to express its sincere gratitude to the Executive Board and all employees of the Company for their contributions in helping the Board of Directors fulfill the tasks assigned by the General Meeting of Shareholders. During the implementation process, there will undoubtedly be limitations and shortcomings; the Board of Directors respectfully requests feedback from shareholders.

Thank you./.

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



**NGUYEN VINH HUY**