



SUSTAINABLE DEVELOPMENT REPORT 2025



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ABOUT THE SUSTAINABLE DEVELOPMENT REPORT 2025



As the world increasingly faces environmental, social, and governance (ESG) challenges, sustainable development has become an imperative for any enterprise seeking long-term growth and resilience.

Despite ongoing difficulties in the business environment, KSB remains steadfast in its commitment to pursuing sustainable development strategies. We strive to ensure operational efficiency while consistently prioritizing environmental protection and contributing to the well-being of the broader community. KSB also aims to implement corporate governance in line with international best practices, enhance transparency and disclosure, and safeguard the interests of all stakeholders.

To better communicate our sustainability performance to stakeholders, KSB continues to publish a standalone Sustainable Development Report, separate from the Annual Report. This report places a strong focus on the Company's material issues across three key dimensions – Economic, Environmental, and Social – which are not covered in depth in the Annual Report.

REPORTING PERIOD

This Sustainable Development Report was prepared for the fiscal year 2024, covering the period from January 1, 2025, to December 31, 2025.

REPORTING STANDARDS

The report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards-Core option, the Disclosure Guidelines on Environmental and Social Information issued by the State Securities Commission of Vietnam, and Circular No. 96/2020/TT-BTC guiding information disclosure on the securities market, issued by the Ministry of Finance.

REPORT BOUNDARY

The report is based on data and information gathered from KSB's headquarters, factories, subsidiaries, and other business units operating within the territory of Vietnam.

CONTACT INFORMATION

KSB highly values your feedback as it helps us better fulfill our sustainable development goals, meet stakeholder expectations for transparency and long-term business growth, and uphold our corporate responsibility to the community.

Should you have any questions or suggestions related to our sustainability initiatives, please contact us at:

BINH DUONG MINERALS AN CONSTRUCTION JOINT STOCK COMPANY (KSB)

- Head Office: No. 8 Nguyen Thi Minh Khai Street, Group 9, Hoa Lan 1 Quarter, Thuan Giao Ward, Ho Chi Minh City, Vietnam
- Tel: (0274) 3822.602
- Fax: (0274) 3823.922
- Email: info@ksb.vn

MESSAGE FROM THE CHAIRMAN

**Dear Valued Shareholders, Customers and Partners of
Binh Duong Minerals And Construction Joint Stock Company (KSB)**

In 2025, amid geopolitical uncertainties and inflationary pressures, KSB proactively restructured its operations and further integrated ESG principles into its development strategy. The Company remains committed to its approach of not compromising environmental standards for economic gains, with regulatory compliance and environmental responsibility forming the foundation of its sustainable development.

Through the application of technology and automation, KSB continued to improve operational efficiency while managing environmental impacts. The Company focused on optimizing operations across its mineral extraction and industrial park segments, contributing to reduced emission intensity and more efficient resource utilization.

Parallel to its environmental objectives, KSB identifies social responsibility and employee welfare as strategic priorities. Despite facing financial pressures, the Company allocated 3.6 billion VND to community initiatives and maintained stable employment for 195 personnel. Indicators such as its Budget Contribution (121.9 billion VND) and Economic Value Shared (1,062.48 billion VND) serve as clear evidence of KSB's role in spreading prosperity to all stakeholders.

“ At KSB, we do not compromise environmental sustainability for short-term growth. Instead, we create long-term value through a balanced and responsible approach to profitability.

Looking toward the future, KSB will focus on accelerating green product research and leveraging technological applications to enhance competitive advantages within its multi-sector conglomerate model. We remain steadfast in our goal to establish new ESG standards, ensuring a harmony between economic interests and human values, while creating sustainable benefits for all employees, shareholders, and partners.

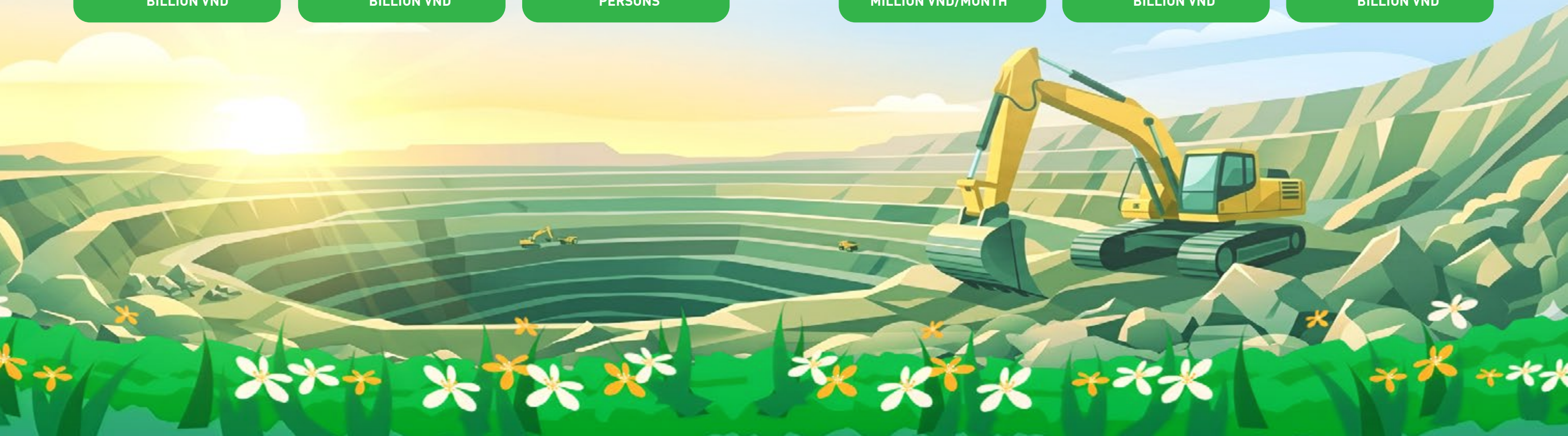
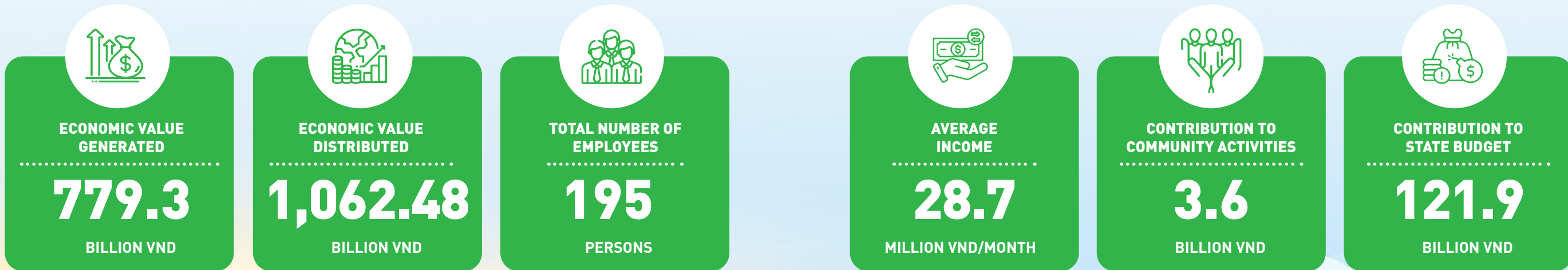
Sincerely yours,



PHAN TAN DAT
Chairman of the Board of Directors



SUSTAINABLE DEVELOPMENT ACHIEVEMENTS IN 2025





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CORPORATE PROFILE

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GENERAL INFORMATION

GENERAL INFORMATION

Transaction name

CÔNG TY CỔ PHẦN KHOÁNG SẢN VÀ
XÂY DỰNG BÌNH DƯƠNG

English name

BINH DUONG MINERAL AND CONSTRUCTION
JOINT STOCK COMPANY

Abbreviated name

BIMICO

Headquarters

No. 8 Nguyen Thi Minh Khai Street, Group 9, Hoa Lan 1
Quarter, Thuan Giao Ward, Ho Chi Minh City, Vietnam

Business Registration

The Enterprise Registration Certificate was first issued
by the Department of Planning and Investment of
Binh Duong Province on April 27, 2006, and has since
undergone multiple amendments. The most recent
change was the 28 revision, made on May 19, 2025.

Independent Auditing Company

Ernst & Young Vietnam Ltd.

LISTING INFORMATION

Stock code

KSB

Stock exchange

Ho Chi Minh Stock Exchange - HOSE

Charter capital

VND 1,147.79 billion

Owners' equity

VND 2,779.94 billion (as at 31/12/2025)

CONTACT INFORMATION

Telephone

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Fax

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info@ksb.vn

Website

www.ksb.vn

VISION - MISSION - CORE VALUES



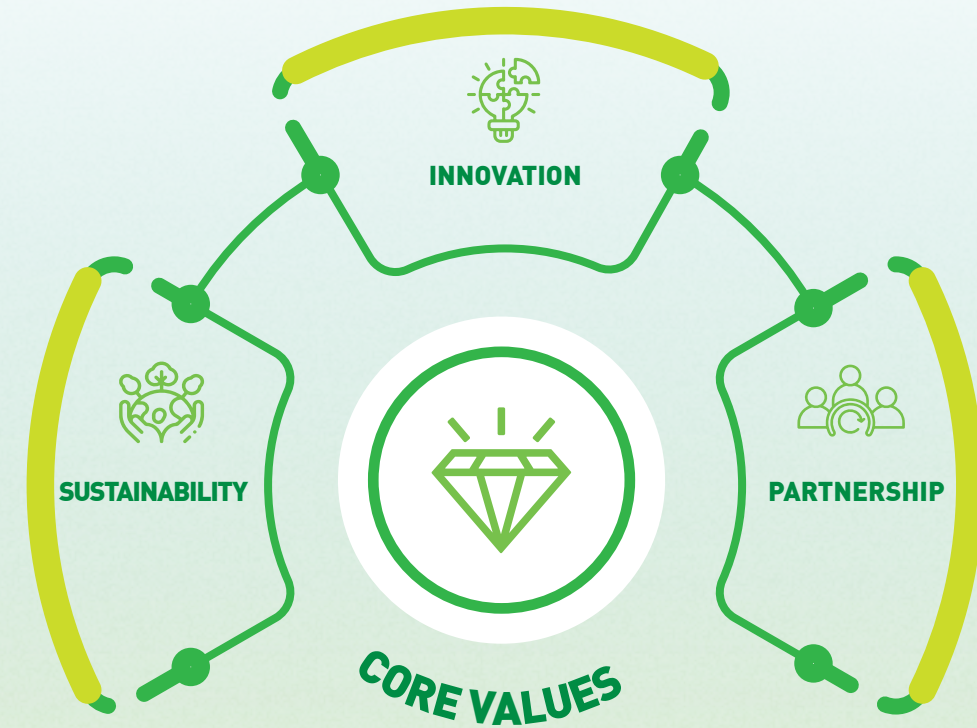
VISION

To become a leading multi-industry corporation in the region, pioneering the development of a sustainable ecosystem driven by innovative thinking and comprehensive growth.



MISSION

To continuously innovate in delivering sustainable solutions that enhance competitiveness while accompanying the modernization of infrastructure, industry, and the broader economy.



Measured by our value system:
DEVELOPMENT - PIONEERING - RESPONSIBILITY



DEVELOPMENT MILESTONES

1993 - 1997

KSB was established on 13/01/1993 under Decision No. 62/QDUB of the People's Committee of Song Be Province, now Binh Duong province, formerly known as State-owned enterprise.

When Song Be Province was divided into two provinces Binh Duong and Binh Phuoc, SONGBEMINEXCO was renamed into Binh Duong Mineral Exploiting and Exporting Company under Decision No. 568/QD-UB dated 01/03/1997 of Binh Duong People's Committee.

2000 - 2007

Binh Duong Mineral Exploiting and Exporting Company was renamed into Binh Duong Mineral and Construction Joint Stock Company under Decision No. 179/2000/QD-UB dated 29/12/2000 of Binh Duong People's Committee.

2007, KSB was officially approved with the registration of the public company by the State Securities Commission of Vietnam.

2006

In May 2006, KSB was equitized with charter capital of VND 70 billion, and the State held 51% of the shares.

2015 - 2016

In July 2015, KSB issued additional 5,400,000 shares from owners' equity, raised charter capital to VND 234 billion, State capital (SCIC) holding of 50.05%.

From 24 to 26 February 2016, SCIC sold all its shares in KSB, and KSB became a non-state enterprise. Shares were held by companies, funds, employees and other shareholders.

KSB proved itself as a leading company in the field of mining minerals for construction materials.

2010 - 2012

In January 2010, the Company increased Charter capital to VND 107 billion, listed shares on HOSE with symbol KSB, and State's capital holding of 50.5%.

On 9/3/2012, KSB accelerated charter capital for the second time to VND 180 billion, State's capital holding of 50.5%.

2018

KSB issued shares to pay dividends and issue ESOP shares to employees. The charter capital of Company was increased to over VND 537.80 billion.

2017

KSB issued 23,400,000 new shares from owners' capital, increased charter capital to VND 468 billion.

Sales exceeded VND 1,100 billion; Celebrated the 25th anniversary of establishment, received 2nd Level Labor Medal; Started to produce VSI stone and artificial sand replacing natural sand; Participated in providing construction materials for the highest building in Vietnam Landmark 81.

KSB Industrial Zone Development Co., Ltd. was established with 300 billion VND of charter capital, strategic investment in the ecosystem of IZs.

2019

KSB Investment Co., Ltd. was established to expand the industrial real estate segment. KSB also established KSB Kaolin Co., Ltd. to expand kaolin mining and processing activities.

2020

Despite facing many difficulties due to the Covid-19 epidemic and stalled economic activities,

KSB continued to have the successful year with net revenue of VND 1,322.5 billion, after-tax profit of VND 327.8 billion and owners' equity is nearly VND 1,584 billion.

Honored to be awarded Top 10 Best Annual Reports for Mid Cap Companies - Vietnam Listed Companies Awards and Outstanding Enterprise Award of Vietnam - ASEAN+3 in 2020.

2021

2021 is the year that the Company's main area of operation is the Southeast region, which is heavily affected by the Covid-19 epidemic, causing the real estate and construction market to stall. However, with solid courage and flexible solutions, KSB team overcame the challenges and achieved quite positive business results compared to the market, with revenue of VND 884.27 billion and profit after tax of VND 252.81 billion, equivalent to 90.3% of the plan.

2022

Net revenue in 2022 reached VND 859.1 billion, only a slight decrease of 2.8% compared to the previous year. Meanwhile, profit before tax maintained at VND 184.1 billion, profit after tax was recorded at VND 152.1 billion.

2023

Last year, overcoming many challenges, KSB recorded revenue from production and business activities reaching VND 528.62 billion, Profit before tax reached VND 105.28 billion, Profit after tax reached VND 73.77 billion. At the end of 2023, KSB was approved by the People's Committee of Binh Duong province for investment policy for Tam Lap 3 open-pit construction stone mine, opening up potential growth opportunities in the near future.

2024

KSB was among the few listed companies to successfully increase its charter capital from VND 766.31 billion to VND 1,147.79 billion.

At the same time, KSB achieved several strategic milestones, including the acquisition of Hoa Lu Industrial Park (Binh Phuoc) with a total area of nearly 350 hectares.

The commencement of operations at Tam Lap 3 quarry, and preparations for the expansion phase of Dat Cuoc Industrial Park.

2025

Transformation and Brand Repositioning

In 2025, KSB officially introduced a refreshed corporate identity, reinforcing its positioning as a modern and sustainable enterprise.

During the year, the Company continued to strengthen its financial foundation, accelerate investments in industrial park development, and enhance its governance framework, laying the groundwork for long-term growth.

BUSINESS LINES AND LOCATIONS

CORE BUSINESS ACTIVITIES

01

EXPLORATION, MINING, AND PROCESSING OF MINERAL RESOURCES

02

INDUSTRIAL REAL ESTATE

03

LOGISTICS & WAREHOUSING SERVICES



BUSINESS LOCATIONS

The Company's business operations span across the Southern Key Economic Region, with a strategic focus on the Southeast region.



KEY CUSTOMERS AND PARTNERS

Leveraging an extensive domestic and international network, KSB continuously strengthens and expands partnerships with leading reputable enterprises, while progressively enhancing its integration capabilities and broadening its business vision within the global market.

The Company's diverse customer portfolio spans across multiple sectors, including heavy industry, civil construction, logistics, and FDI enterprises - clearly reflecting our robust supply capacity and high market credibility. Successfully meeting the stringent and diverse standards of our clients serves as a testament to KSB's superior product quality, service excellence, and operational prowess.

The trust and long-term partnership of our stakeholders and customers form the vital foundation for KSB to advance its sustainable development, continuously scale operations, and strive toward ambitious long-term growth objectives.



KEY PRODUCTS AND SERVICES



EXPLORATION, MINING, AND PROCESSING OF MINERAL RESOURCES



KSB is setting new benchmarks by pioneering a new era of precision mining and high-tech processing. We deliver premium construction materials that surpass the most rigorous international standards. By harnessing cutting-edge automation, perfecting extraction techniques, and championing resource stewardship, KSB is maximizing operational performance and ensuring uncompromising safety- powering the resilient growth of the nation's industrial backbone.

INDUSTRIAL REAL ESTATE



KSB is redefining industrial zones by building a comprehensive ecosystem where businesses find the perfect springboard for growth. Our prime land assets and integrated facilities serve as a premier magnet for multinational giants, playing a pivotal role in the evolution of global supply chains.

LOGISTICS & WAREHOUSING SERVICES



KSB is revolutionizing logistics through smart warehousing systems that guarantee speed, precision, and peak operational efficiency. Our high-capacity facilities and seamless connectivity networks create an agile supply chain, empowering partners to slash costs and sharpen their global competitive edge. By leveraging a robust foundation and elite strategic alliances, KSB continues to bridge commercial flows, fueling market momentum and driving sustainable, long-term prosperity.

OUTSTANDING AWARDS



FIRST-CLASS LABOR ORDER AWARDED
by the President of Vietnam



AWARD: INDUSTRIAL REAL ESTATE DEVELOPER WITH OUTSTANDING GREEN TRANSFORMATION STRATEGIES 2025
by Finance & Investment Magazine & VIREA



TOP 10 BEST ANNUAL REPORTS MID CAP CATEGORY
at the Vietnam Listed Companies Awards in 2020 and 2022



TOP 10 VIETNAM GOLD STAR AWARD 2021
granted by Vietnam Young Entrepreneurs Association



ASIA PACIFIC ENTERPRISE EXCELLENCE AWARDS 2021 & 2022
hosted by Enterprise Asia



RANKED AMONG ASIA'S TOP 200 MOST EFFECTIVE COMPANIES
by Forbes - for the third time



TOP 50 MOST EFFECTIVE BUSINESS COMPANIES IN VIETNAM, AWARDED
by Nhip Cau Dau Tu Magazine and Thien Viet Securities



OUTSTANDING ENTERPRISE AWARD OF VIETNAM - ASEAN+3 IN 2020
Organized by Enterprise Asia

MEMBER UNITS



FACTORIES AND ENTERPRISES SUBSIDIARY AND AFFILIATE COMPANIES		
PHUOC VINH STONE EXPLOITATION AND PROCESSING ENTERPRISE <i>(License extended until June 21, 2027)</i> <ul style="list-style-type: none"> Address: Quarter 8, Phuoc Vinh Town, Phu Giao Commune, Ho Chi Minh City. Mining area: 30 ha Reserves: 10.6 million m³. Capacity: 1.2 million m³ in situ/year. Mining method: Open-pit mining using advanced technology, with a crushing and screening system capacity of 150-350 tons/hour. Quality management system: ISO 9001:2015. 	TAN MY STONE EXPLOITATION AND PROCESSING ENTERPRISE <ul style="list-style-type: none"> Address: Hamlet 1, Tan My Commune, Bac Tan Uyen Commune, Ho Chi Minh City. Mining area: 41 ha Reserves: 22 million m³ in situ, equivalent to 32 million m³ loose volume. Capacity: 1.5 million m³/year, equivalent to 2.2 million m³ loose volume/year. Mining method: Open-pit mining using advanced technology, with a crushing and screening system capacity of 150-250 tons/hour. The site includes independent internal roads and inland waterway systems, offering advantages for both road and waterway transportation. Quality management system: ISO 9001:2015. 	TAM LAP 3 CONSTRUCTION STONE QUARRY <ul style="list-style-type: none"> Address: Quarter 8, Phuoc Vinh Town, Phu Giao Commune, Ho Chi Minh City. Mining area: 20 ha Reserves: 7.5 million m³. Capacity: 1 million m³ in situ/year. Mining method: Open-pit mining using advanced technology, equipped with a crushing and screening system with a capacity of 150-350 tons/hour Quality management system: ISO 9001:2015.
PHUOC HOA CLAY BRICK EXPLOITATION ENTERPRISE <i>(License expired)</i> <ul style="list-style-type: none"> Address: Bo La Hamlet, Phuoc Hoa Commune, Ho Chi Minh City 		

FACTORIES AND ENTERPRISES SUBSIDIARY AND AFFILIATE COMPANIES		
KSB INDUSTRIAL DEVELOPMENT COMPANY LIMITED (KSB IDC) <i>(Merged into KSB)</i> <ul style="list-style-type: none"> Address: Lot A1, D1 Street, Area A, Dat Cuoc Industrial Park, Bac Tan Uyen Commune, Ho Chi Minh City 	KSB INDUSTRIAL DEVELOPMENT INVESTMENT COMPANY LIMITED <ul style="list-style-type: none"> Address: Lot A1, D1 Street, Area A, Dat Cuoc Industrial Park, Bac Tan Uyen Commune, Ho Chi Minh City Dat Cuoc Industrial Park is located within the overall economic-urban development zone of Ho Chi Minh City. With a strategic location, convenient transportation connectivity, and well-developed infrastructure, it provides an ideal destination for both domestic and international investors seeking sustainable business success 	MINH LONG KSB KAOLIN CO., LTD. <ul style="list-style-type: none"> Address: Street No. 7, Group 13, Minh Long 1 Quarter, Minh Hung Ward, Dong Nai Province
HOA LU BINH PHUOC INVESTMENT JOINT STOCK COMPANY <i>(KSB ownership: 88.24%)</i> <ul style="list-style-type: none"> Address: Group 6, National Highway 13, Quarter 10, Chon Thanh Ward, Dong Nai Province Planned area for development: 348 ha 	THANG LONG MINING TRANSPORT SERVICE COOPERATIVE <ul style="list-style-type: none"> Address: Group 11, Ong Huong Quarter, Tan Hien Street, Trang Dai Ward, Dong Nai Province Mining area: 12 ha Reserves: 5.3 million m³ in situ, equivalent to 7.8 million m³ loose volume. 	BIEN HOA CONSTRUCTION AND BUILDING MATERIALS PRODUCTION JOINT STOCK COMPANY <i>(KSB ownership: 22.05%)</i> <ul style="list-style-type: none"> Address: K4/79C Nguyen Tri Phuong Street, Bien Hoa Ward, Dong Nai Province



02

MANAGEMENT TOWARDS SUSTAINABLE DEVELOPMENT

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KSB'S SUSTAINABLE DEVELOPMENT ORIENTATION

SHORT-TERM OBJECTIVES

Actively pursue M&A opportunities with companies in the same industry that own large quarries, while increasing production output to achieve sustainable growth targets.

Continue enhancing the management system to ensure efficient business operations while minimizing impacts on the environment, society, and local communities.

Maintain regular and ad-hoc inspections and monitoring of machinery maintenance to ensure uninterrupted business operations and reduce environmental emissions.

MEDIUM AND LONG-TERM OBJECTIVES

Develop recruitment and training plans for the next generation of employees to ensure a high-quality workforce for KSB's future expansion activities.

Continuously review and adjust HR policies, including compensation and benefits schemes, to retain high-quality talent and sustain KSB's competitive advantage in human resources.

Invest in technological innovation and modern equipment to support business operations, with the aim of diversifying product offerings and advancing sustainable development.



SUSTAINABLE DEVELOPMENT GOVERNANCE AT KSB

SUSTAINABLE MINERAL EXTRACTION PRACTICES

The United Nations' World Commission on Environment and Development introduced the concept of **"sustainable development"** in its 1987 report *Our Common Future* (also known as the Brundtland Report), which remains the most widely recognized definition to date. According to the report, sustainable development is defined as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs." Based on this concept, achieving sustainable development requires balancing three core pillars: economic growth, environmental protection, and social responsibility.

In the mining industry, sustainable development refers to investments in mineral projects that are economically viable, technologically appropriate, environmentally sound, and socially responsible. Today, companies engaged in the extraction of non-renewable resources must embed sustainability principles into their operational activities and strategic decision making processes. Responsible companies can move toward sustainability by adopting appropriate management initiatives and industry best practices.



ENVIRONMENT

Implementing robust environmental management practices at mining sites is essential for maintaining operational continuity while minimizing risks and negative environmental impacts. Effective environmental management not only safeguards natural ecosystems but also contributes to operational efficiency. Conversely, poor environmental oversight can lead to pollution incidents, serious environmental accidents, operational disruptions, and substantial remediation costs.



SAFETY

Given the nature of the mining industry - where accidents can result in severe consequences for both people and the environment - safety must be a top priority. Accidents not only cause human and material losses but also attract significant media and political attention. Therefore, ensuring workplace safety is critical to sustainable development.



ECONOMY

From both a mining and general business perspective, economic performance remains a central concern. Companies strive to minimize costs and maximize profits to ensure value creation for stakeholders and support long-term sustainable growth.



COMMUNITY

Local communities are among the most directly affected stakeholders in mining activities. Maintaining positive community relations is essential to minimizing social opposition and ensuring smooth operations. This is especially critical in developing countries, where mining companies must secure and maintain a "social license to operate." This can be achieved through initiatives such as prioritizing local employment, offering training programs, and equipping community members with transferable skills for life after mine closure.



OPERATIONAL EFFICIENCY

The methods and systems used to extract and manage mineral resources must be closely regulated to ensure uninterrupted operations, optimize extraction efficiency, and promote long-term sustainability, and avoid violating legal regulations on natural resource extraction. Conversely, poor extraction practices or resource mismanagement can lead to production losses, regulatory breaches, or degradation of natural resources.

SUSTAINABLE DEVELOPMENT GOVERNANCE AT KSB

10

PRINCIPLES SET FORTH BY THE INTERNATIONAL COUNCIL ON MINING AND METALS (ICMM)



Beyond maximizing shareholder value, we recognize that environmental and social stewardship is fundamental to our long-term resilience. At KSB, we are redefining the equilibrium between aggressive business targets and sustainable development, ensuring that our corporate growth and planetary responsibility move in lockstep.

Implement and maintain ethical business practices and sound corporate governance systems that support sustainable development

Integrate sustainable development considerations into corporate strategy and decision-making processes.

Respect the fundamental human rights, interests, cultures, customs, and values of employees and communities affected by corporate operations

Implement effective risk management strategies and systems based on sound scientific evidence, and communicate risk-related perspectives transparently to stakeholders.

Continually seek ways to improve health and safety performance.



Continuously strive to improve environmental performance, particularly in areas such as water management, energy efficiency, and climate change.

Contribute to the conservation of biodiversity and the integration of biodiversity considerations into land-use planning.

Facilitate and support the responsible design, use, reuse, recycling, and disposal of products.

Contribute to the social, economic, and institutional development of communities where projects are located.

Proactively engage with key stakeholders on sustainable development challenges and opportunities in an open and transparent manner. Provide effective reporting and independent verification of progress and performance.

SUSTAINABLE DEVELOPMENT GOVERNANCE AT KSB

CORPORATE GOVERNANCE STRUCTURE FOR SUSTAINABLE DEVELOPMENT



In 2025, KSB consistently strives to implement sound corporate governance practices aligned with international best practices in order to enhance transparency, operational efficiency, and long-term value creation for all stakeholders. Every member of KSB plays a distinct role and holds specific responsibilities in contributing to the Company's sustainable development journey.



BOARD OF DIRECTORS

Sets strategic goals and provides development orientations based on a comprehensive assessment of the Company's capabilities, laying the foundation for sustainable implementation plans to achieve sustainable development goals.



BOARD OF MANAGEMENT

Ensures effective execution of the strategies and directions set by the BOD, and assumes responsibility before the BOD for all matters related to sustainable development.



SUSTAINABLE DEVELOPMENT COMMITTEE

Responsible for implementing the Company's sustainable development strategies and directions across all functional departments, and reporting directly to the Board of Management and the Board of Directors on related matters.



FUNCTIONAL DEPARTMENTS

Accountable for executing the sustainable development strategy, communicating objectives to all employees, and ensuring effective implementation throughout the organization.



EMPLOYEES

As key stakeholders, employees directly contribute to creating long-term value and are integral to the Company's sustainable development efforts.

In addition, risk management is a key component of corporate governance at KSB. Risk management activities are conducted on a regular and periodic basis, in alignment with the Company's operations across all business units. Risks are assessed comprehensively and led by senior management, based on detailed reports from all departments. Based on the identified risks and their severity, the BOD and BOM implement appropriate control measures and assign responsibilities for follow-through. For more details, please refer to the Risk Management section of the 2025 Annual Report.

SUSTAINABLE DEVELOPMENT GOVERNANCE AT KSB

RESOURCES FOR KSB'S SUSTAINABLE DEVELOPMENT

To effectively implement its sustainable development strategy, KSB must mobilize and optimize a diverse range of resources. These resources not only serve as the foundation for achieving the Company's Environmental, Social, and Governance (ESG) objectives, but also play a critical role in enhancing adaptability, fostering innovation, and generating long-term value.



HUMAN RESOURCES

People are a critical factor in KSB's sustainable value chain and represent a key resource enabling the Company to fulfill its responsibilities to shareholders and investors, the environment, society, and the community at large. Human capital development is considered an essential pillar of KSB's social responsibility - one of the three core pillars of sustainable development.



R&D CENTER

KSB continues to invest in research and development to enhance its competitiveness, diversify its products and services, better respond to market prove customer satisfaction.

In addition, the R&D Center plays a meaningful role in advancing the Company's sustainable development objectives.



LAND BANK & INDUSTRIAL ZONE PLANNING

In response to actual demand for industrial land among manufacturing enterprises and the long-term potential for profit generation, KSB has designated portions of its land holdings for industrial zone development. This initiative not only aligns with regional economic trends but also significantly contributes to the Company's economic growth targets.



EXTRACTION & PROCESSING EQUIPMENT

KSB has made bold investments in advanced technology and modern equipment for its mineral extraction operations. These investments are aimed at improving operational efficiency and productivity while minimizing environmental impact.



MINERAL RESOURCES

KSB possesses high-quality stone and kaolin reserves with large quantities in the region. The Company is also actively developing new resource areas to enhance productivity and ensure sustainable economic growth.



SUSTAINABLE STAKEHOLDER ENGAGEMENT AND MATERIAL ISSUES




At KSB, Sustainable development is not only a goal but also a long-term commitment that KSB integrates into all aspects of its operations. The Company recognizes that maintaining strong, lasting relationships with stakeholders is the foundation for achieving this objective. Each stakeholder group has distinct expectations and varying levels of influence on the Company’s operations and conversely, KSB also impacts them in different ways. As such, the Company not only seeks to balance interests but also proactively engages in dialogue, cooperation, and active listening to foster harmony and drive shared value.

With mining and real estate development as its core business areas, KSB is committed to maximizing stakeholder value while minimizing negative impacts on the environment, communities, and society. Strategic environmental and social goals are embedded in the Company’s business activities to ensure sustainable and harmonious development.


01. ENVIRONMENTAL COMMITMENT

2025 marks a new chapter for KSB with our philosophy: ‘Mining meets Conservation.’ We are setting our own internal standards—stricter than even the law—to better protect our planet.




SUSTAINABLE USE OF NATURAL RESOURCES

- **Smart Mining:** Applying digital management models to maintain optimal output, preventing resource waste and geological degradation.
- **Modern Technology:** Enhancing technical solutions to minimize vibrations, protecting the natural landscape and structures surrounding the mining sites.
- **Ecological Restoration:** Proactively restoring the environment after mining operations end by planting trees and converting quarries into water reservoirs to regulate and efficiently reuse water resources.



PROTECTION OF ECOSYSTEMS AND WATER RESOURCES

- **Water Control:** Implementing a closed-loop wastewater treatment system to maximize reuse, ensuring 100% of treated water meets technical standards before being discharged into the environment
- **Biodiversity Conservation:** Establishing “green belts” around project areas to protect the natural habitats of local flora and fauna.



POLLUTION CONTROL AND GREEN TECHNOLOGY

- **Dust-Free Production:** Maintaining continuous water spraying and misting at mining sites, industrial yards, and transport routes to minimize dust dispersion into the surrounding environment.
- **Smart Waste Management:** Ensuring no toxic chemicals are released into the soil; classifying and treating waste in strict compliance with Environmental Protection Laws and official regulations.
- **Renewable Energy:** Researching and deploying solar power systems at office areas to conserve energy and contribute to reducing greenhouse gas emissions.

SUSTAINABLE STAKEHOLDER ENGAGEMENT AND MATERIAL ISSUES

02. SOCIAL RESPONSIBILITY AND COMMUNITY ENGAGEMENT

Alongside business objectives, KSB prioritizes social responsibility, ensuring its operations generate meaningful benefits for employees and local communities.



HEALTH PROTECTION AND SAFETY



EMPLOYEE RIGHTS AND WELFARE



RESPECT FOR CULTURE AND COMMUNITY VALUES



COMMUNITY CONTRIBUTION AND SOCIAL RESPONSIBILITY

- **Proactive Safety Culture:** Upgrading our goal to “Zero Incidents - Zero Risks” by integrating AI into workplace safety monitoring.
- **Comprehensive Care:** Ensuring 100% of employees receive premium insurance and regular health check-ups using modern medical technology.
- **Community Well-being:** Guaranteeing that transport and production activities do not disrupt the living environment or daily lives of local residents.
- **Inspirational Workspace:** Maintaining an equitable workplace where creativity and dedication are honored. We are committed to fostering green spaces within our offices.
- **Exceptional Benefits:** Continuously improving salary and welfare policies, empowering employees to consider KSB their “second home.”
- **Nurturing Future Leaders:** Investing heavily in modern management training programs to prepare our workforce for the Industry 4.0 era
- **Equality & Human Rights:** Ensuring zero discrimination and respecting diversity in gender, culture, and religious beliefs.
- **Local Integration:** Proactively contributing to the preservation of cultural identities and traditions in the communities where KSB operates.
- **Impactful Philanthropy:** Focusing on educational projects, building charity houses, and providing medical support to underprivileged regions.
- **Local Infrastructure Development:** Partnering with authorities to upgrade roads and public lighting, enhancing the landscape of both rural and urban areas.

03. ENGAGEMENT WITH CUSTOMERS, PARTNERS, AND INVESTORS

Beyond its environmental and social responsibilities, KSB is committed to building lasting, transparent, and fair partnerships with customers, business partners, and shareholders.



CUSTOMERS



PARTNERS AND SUPPLIERS



INVESTORS AND SHAREHOLDERS

- **Green Products:** Providing eco-friendly construction materials through clean production processes and developing industrial infrastructure that meets the latest sustainability standards.
- **Integrity in Business:** Upholding our reputation in every transaction and using customer satisfaction as the ultimate measure of our brand value.
- **Win-Win Partnerships:** Building a network of trusted partners based on mutual respect, shared risks, and shared rewards.
- **Responsible Supply Chain:** Prioritizing suppliers who demonstrate a commitment to environmental protection and ethical business practices.
- **100% Transparency:** Providing real-time, accurate financial and operational information through integrated digital platforms.
- **Profit Optimization:** Pursuing consistent compound growth to ensure stable dividends and enhance share value based on solid business foundations.
- **Multi-layered Risk Management:** Proactively identifying and responding to market fluctuations to safeguard investor capital.

KSB is proud to present our 2025 Sustainability Report. More than just figures on a page, this report stands as a testament to our leadership’s unwavering resolve: Achieving breakthrough growth without compromising our environment or social values. At KSB, every cubic meter of resource awakened and every square meter of infrastructure built must carry the profound values of Integrity and Sustainability.

SUSTAINABLE STAKEHOLDER ENGAGEMENT AND MATERIAL ISSUES

STAKEHOLDER ENGAGEMENT

One of the core foundations of sustainable development lies in identifying and understanding the concerns and expectations of stakeholders. This process not only helps businesses shape appropriate strategies, but also fosters trust, strengthens partnerships, and promotes long-term sustainable value.

To gather and assess stakeholder concerns and expectations, KSB employs a variety of engagement methods. These interactions not only promote transparency and two-way communication but also contribute to the development of inclusive and practical sustainability strategies.

STAKEHOLDER	CONSULTATION CHANNEL	CONCERNS AND EXPECTATIONS
CUSTOMERS	<ul style="list-style-type: none"> • Conferences • Communication channels • Polls • Internal publications • Website & email 	<ul style="list-style-type: none"> • Quality and price of products • Stability of supply and price of products • Safety of product and transportation process
CONTRACTORS/SUPPLIERS	<ul style="list-style-type: none"> • Meeting, presentation • Visiting factory, construction site • Website 	<ul style="list-style-type: none"> • Sustainable economic efficiency - supply opportunities, payment processes and solvency • Fairness in contract terms • Responsibility and management on supply chain • Safety of transportation process
EMPLOYEES	<ul style="list-style-type: none"> • Labor Conference • Labor union activities • Training programs • Internal communication channel 	<ul style="list-style-type: none"> • Regimes on salary, bonus and welfare • Working environment and career opportunities • Training program for capacity development • Occupational safety

STAKEHOLDER	CONSULTATION CHANNEL	CONCERNS AND EXPECTATIONS
SHAREHOLDERS/INVESTORS	<ul style="list-style-type: none"> • GMS • Workshop, conference, • IR activities • Website and media channels 	<ul style="list-style-type: none"> • Performance operating in the fields of economy, society and environment • Risk management • Information disclosure and transparency • Equity in rights and interests among stakeholders • Brand development and create new business opportunities
STATE AGENCIES	<ul style="list-style-type: none"> • Participate in periodic meetings, conferences and seminars organized by the Government, Ministries/ Departments • Media • Official and unofficial documents 	<ul style="list-style-type: none"> • Compliance with the law • Occupational safety and sanitation • Contribute to the socio-economic development • Managing environmental issues
LOCAL COMMUNITY	<ul style="list-style-type: none"> • Meet face-to-face with local authorities and regulatory authorities to find out local community aspirations 	<ul style="list-style-type: none"> • The impact of production and business activities on the living environment of the local community • Career opportunities and benefits for local workers • Contribute to the local community • Social infrastructure • Compensation and reduction of environmental impacts

Consulting with key stakeholders enables the Company to promptly understand their concerns and expectations, thereby strengthening strategic alignment. In addition, stakeholder consultation supports the identification of key content areas for the Sustainable Development Report, ensuring it reflects the priorities and interests of stakeholders. Through this process, KSB is also able to pinpoint issues that may impact the Company’s sustainable development strategy.

SUSTAINABLE STAKEHOLDER ENGAGEMENT AND MATERIAL ISSUES



MATERIAL ISSUES FOR THE SUSTAINABLE DEVELOPMENT REPORT

Beyond responding to stakeholder expectations and enhancing strategic cohesion, understanding and addressing the concerns of stakeholders allow KSB to identify material issues to be included in the Sustainability Report. This process also contributes to clarifying stakeholder inquiries and reinforcing the transparency and relevance of the Company's sustainability disclosures.



SUSTAINABLE MINERAL PRODUCTION AND EXTRACTION

- Sustainable mineral extraction policy
- Compliance with environmental protection laws - Impact mitigation management
- Energy and water consumption management - Cost efficiency
- Emissions, sewage, and waste management



EMPLOYEES

- Workplace environment: modern, professional, safe, equitable, and sustainable
- Occupational health and safety - a top priority with strict management



ECONOMIC CONTRIBUTIONS

- Economic performance
- Market presence
- Green capital market activities
- Community contributions





03

SUSTAINABLE MINERAL PRODUCTION AND EXTRACTION

Sustainable mineral extraction policy	50
Compliance with environmental protection laws - Impact mitigation management	52
Energy and water consumption management - Cost efficiency	54
Emissions, sewage, and waste management	57

SUSTAINABLE MINERAL EXTRACTION POLICY

The United Nations Commission on Environment and Development introduced the widely recognized definition of “sustainable development” in the Brundtland Report (Our Common Future) in 1987. According to this definition, sustainable development is “development that meets the needs of the present without compromising the ability of future generations to meet their own needs.” Based on this concept, three core pillars must be considered to achieve sustainability: economic growth, environmental protection, and social responsibility.

In the context of mineral extraction, the principles of sustainable development are reflected in investment activities that ensure economic profitability, technological appropriateness, environmental friendliness, and social responsibility. Developing the mineral industry is an essential priority for developing countries like Vietnam. When approached in a responsible and strategic manner, it can effectively harness available resources and contribute to national economic growth.

However, in 2025, the reality is clearer than ever: mineral resources are finite and non-renewable. Without rigorous control, extraction can trigger severe consequences—from biodiversity loss and landscape alteration to soil erosion and the degradation of water and air quality, alongside critical safety risks.

Consequently, for players in the non-renewable sector, integrating Sustainability (ESG Standards) into the core of operations and strategic decision-making is no longer optional—it is a mandate. Visionary companies must lead the way, achieving sustainability through transparent governance, circular economy models, and the world’s most advanced environmental mitigation solutions.



Based on these principles, KSB has established the following goals and commitments in its business operations:

01

Strict compliance with all legal regulations on mineral extraction and environmental protection throughout the project lifecycle from feasibility studies, licensing, operational phases to mine closure ensuring alignment with sustainable development principles.

02

Adherence to all applicable safety and health standards, with a commitment to zero environmental incidents and zero violations related to occupational safety and environmental protection that may result in regulatory penalties.

03

Effective management and mitigation of negative environmental impacts resulting from the Company’s operations, including emissions, solid waste, and wastewater.

04

Integration of environmental protection into business practices, such as extracting resources within permitted limits, conserving electricity and water, and implementing appropriate waste treatment measures.

05

Contribution to the socio-economic development and institutional capacity of local communities in project areas.

COMPLIANCE WITH ENVIRONMENTAL PROTECTION LAWS - IMPACT MITIGATION MANAGEMENT

Since its inception, KSB has upheld the principle of “not trading the environment for economic gains” as a foundational element of its development strategy. This commitment allows the Company to pursue economic growth while preserving resource reserves for future generations and minimizing adverse environmental impacts.

To realize this strategic goal, KSB prioritizes environmental considerations from the earliest stages of investment planning. This includes conducting thorough environmental impact assessments (EIAs) for all mineral extraction and processing projects, with a focus on screening out projects that involve outdated technology or pose high environmental risks.

At the same time, KSB places great emphasis on professional training for its management team and technical mining workforce. The Company continuously adopts scientific and technological advancements, boldly invests in infrastructure, and modernizes equipment to improve productivity and product quality while minimizing environmental impacts.

Throughout its mining and mineral processing operations, KSB maintains close cooperation with local authorities and communities, adhering to a

spirit of transparency and full compliance with all legal regulations on mineral resource management. Specifically: All waste generated during extraction is properly collected and treated;

Waste management: Overburden and waste rock are stored at designated sites and reused for environmental rehabilitation;

Water source control: Wastewater from mining areas is directed through drainage systems to prevent uncontrolled discharge into the environment;

Emission treatment: Dust and emissions are effectively controlled and mitigated; Transport vehicles operate within permitted load limits and are properly covered to prevent spillage during transit.

Pursuant to the provisions of the Law on Environmental Protection, all organizations and individuals conducting mineral exploration, exploitation and processing activities must comply with the requirements on environmental protection and environmental restoration.

All of KSB’s plants and facilities undergo mandatory environmental impact assessments and are subject to environmental protection commitments prior to operation. Environmental measurements and monitoring are conducted quarterly, covering various indicators such as noise, microclimate, and workplace air quality. Results are reported to regulatory authorities to ensure strict compliance with environmental laws. In cases where corrective actions are required by authorities, KSB promptly and fully complies.

To mitigate the environmental impacts associated with mineral extraction and use, KSB continually innovates in extraction and processing technologies. The Company is moving toward automation, energy and resource efficient systems, and lower emission practices. KSB also invests in R&D for

environmentally sound technologies and maintains responsible extraction limits to avoid degradation of lakes, rivers, and ecosystems. The Company avoids the use of toxic chemicals and ensures that its operations do not contaminate water sources or food supplies.

Additionally, KSB is actively improving policies and mechanisms related to the responsible and efficient use of mineral resources. Environmental management activities are becoming increasingly integrated with the Company’s core business operations, reflecting a strategic balance between production and environmental stewardship.

IN 2025, KSB RECORDED ZERO VIOLATIONS OR PENALTIES RELATED TO ENVIRONMENTAL PROTECTION REGULATIONS.



ENERGY AND WATER CONSUMPTION MANAGEMENT - COST EFFICIENCY

ENERGY CONSUMPTION

In addition to strictly complying with environmental protection regulations, KSB is fully committed to minimizing the use of energy and water resources as part of its strategy to reduce operational costs, enhance business efficiency, and conserve natural resources.

To achieve this goal, KSB has implemented a drastic technology transformation roadmap:

01

The Company has gradually replaced outdated, energy-intensive equipment with more modern, energy efficient alternatives,

02

Integrated automation technologies into its production processes, and applied variable frequency drives to control motor speeds based on actual operational requirements.



KSB also actively promotes internal communication campaigns on energy saving practices to raise employee awareness and encourage environmentally responsible behavior. These efforts not only help mitigate the environmental impact of operations but also reduce production costs and improve overall performance.

Employees are further encouraged to propose energysaving initiatives and promote the adoption of advanced technologies in business operations to enhance productivity and operational efficiency.

ENERGY-SAVING SOLUTIONS DURING USAGE

AIR CONDITIONING SYSTEM

- Perform regular maintenance and servicing of equipment.
- Maintain indoor temperatures at 25-27°C to reduce the temperature difference between indoor and outdoor spaces.
- Optimize room layout to minimize direct exposure to solar radiation.
- Switch off all air conditioning units after 5:00 PM.

LIGHTING SYSTEM

- Replace low-efficiency lighting (e.g., incandescent bulbs, magnetic ballasts) with energy-efficient options such as compact fluorescent lamps (CFLs) and electronic ballasts.
- For outdoor lighting, use automated control systems based on time schedules or ambient light sensors.

ENERGY-SAVING SOLUTIONS DURING OPERATIONS

- 01 Operate and manage energy systems based on actual demand to avoid unnecessary consumption
- 02 Encourage employees to continue developing innovative energy-saving initiatives.
- 03 Conduct regular inspections and maintenance of machinery to improve energy efficiency, enhance production capacity, and ensure uninterrupted business operations.



ENERGY AND WATER CONSUMPTION MANAGEMENT - COST EFFICIENCY

WATER CONSUMPTION

Water is a vital resource for both production and daily life, and must be managed and used in an efficient and responsible manner. Guided by the philosophy that “water is central to sustainable development goals,” KSB has adopted a range of measures to safeguard this critical resource, including water-saving practices, increased recycling and reuse, and ensuring that wastewater is treated to meet regulatory standards.

KSB uses water for both domestic and industrial purposes, with its supply provided by the Binh Duong Provincial Water Supply and Sewerage Company. Water

consumption is calculated based on monthly water bills and adjusted according to the actual production output for each month. The Company maintains strict control over wastewater and waste treatment processes to minimize environmental impacts and ensure that its business operations and production facilities do not harm the surrounding environment or local biodiversity. KSB has invested in a comprehensive wastewater treatment system and post-treatment reservoirs, allowing treated water to be reused for purposes such as watering plants and suppressing dust on internal roads-replacing the need for tap water. These efforts have significantly reduced overall water consumption and contributed to the protection of natural water resources.

To further enhance water efficiency, the Company organizes production schedules in a scientific and continuous manner to reduce the frequency of equipment cleaning and, consequently, the volume of water used. In addition, routine inspections of the water supply system are conducted to detect and prevent leaks, ensuring that water is not wasted during operations.



AMOUNT OF WATER USED AT SOME TYPICAL UNITS

Business Unit	Unit	2021	2022	2023	2024	2025
Phuoc Vinh	m ³	112,432	83,901	-	-	9,898
Tan My	m ³	48,030	95,238	89,231	83,822	79,529

EMISSIONS, SEWAGE, AND WASTE MANAGEMENT

EMISSION, WASTE WATER AND WASTE management activities help protect human health, protect the environment, save resources, adapt to climate change and move towards sustainable development.

MINING OPERATIONS

Air pollution mitigation measures are routinely implemented, such as spraying water at dustgenerating areas of the stone crushing machines, watering roads used for transportation, and planting trees around the mine, factory, and production areas. Trucks are loaded to the correct weight and size, tarps are used to cover cargo securely, and transportation routes are regularly cleaned.

OFFICE OPERATIONS

KSB regularly disseminates environmental hygiene regulations and workplace cleanliness protocols to all employees. Even small individual actions can make a significant contribution to environmental protection efforts. Maintaining a clean workplace not only protects the health and safety of employees but also contributes to safeguarding the environment.

Additionally, the Company monitors and upgrades its wastewater treatment systems regularly, ensuring that machine inspection, maintenance, and calibration activities are performed to enhance equipment efficiency and lifespan, while minimizing negative environmental impacts.



EMISSIONS, SEWAGE, AND WASTE MANAGEMENT

EMISSION REDUCTION IN ENERGY CONSUMPTION AND SUPPLY

KSB actively communicates about energy saving within the company to raise awareness of each employee to minimize negative impacts on the environment.

Efforts to reduce environmental pollution emissions are carried out through the minimization of emissions from transportation vehicles and machinery. The Company's operations primarily generate electricity and diesel fuel (DO) consumption for machinery used in extraction activities.

equipment productivity, and reducing energy consumption.

KSB encourages employees to propose energysaving initiatives and promotes the application of scientific and technological advances in production to improve efficiency, reduce costs, and limit greenhouse gas emissions. These efforts are integral to KSB's commitment to reducing environmental pollution and improving overall business performance.

To optimize energy use, reduce greenhouse gas emissions, and enhance business efficiency, KSB has proactively implemented several emission reduction solutions, including energy savings, the adoption of advanced technologies to improve

ENERGY/FUEL CONSUMPTION & CO₂ EMISSIONS

Type of fuel, energy	Unit	2022	2023	2024	2025	Increase/Decrease (%)	CO ₂ emission factor	CO ₂ emissions (tons)
Electricity	Kwh	13,780,571	7,937,346	6,834,797	10,559,159	54.49%	0.6766 tCO ₂ /MWh	7,144.33
DO Oil	ton	112.3	24.6	8.2	40.27	391.11%	3.165 tCO ₂ /ton	127.46

ELECTRICITY CONSUMPTION & CO₂ EMISSIONS AT SOME TYPICAL UNITS

Business Unit	Unit	2022	2023	2024	2025	Increase/Decrease (%)	CO ₂ emission factor	CO ₂ emissions (tons)
Phuoc Vinh	Kwh	7,345,900	603,900	314,752	3,423,088	987.55%	0.6766	212.96
Tan My	Kwh	5,992,611	5,575,638	6,384,101	7,136,071	11.78%	0.6766	4,319.48
Office and Waterworks	Kwh	157,460	157,460	132,869	133,900	0.78%	0.6766	90.60
Total	Kwh	13,780,571	6,392,878	6,834,797	10,693,059	54.49%	0.6766	7,237.01

WASTEWATER AND WASTE MANAGEMENT

Integrated solid waste management activities help protect human health, safeguard the environment, conserve resources, adapt to climate change, and contribute to sustainable development.

KSB regularly inspects and monitors its wastewater and waste treatment systems to ensure effective environmental protection measures. Specifically, wastewater analysis, monitoring, and measurement are conducted at discharge points and in the working and production areas on a quarterly basis to promptly implement corrective actions if any parameters exceed the prescribed standards.



In addition, KSB collaborates with inspection teams for regular checks at the production and operational areas as well as the surrounding industrial zones where the Company operates. This ensures accurate and transparent assessment results.



04

EMPLOYEES: STREAMLINED - ENGAGED - SUSTAINING COMPETITIVE ADVANTAGE

Workplace environment: modern, professional, safe, equitable, and sustainable
Occupational health and safety - a top priority with strict management

62

75

WORKPLACE ENVIRONMENT: MODERN, PROFESSIONAL, SAFE, EQUITABLE, AND SUSTAINABLE



KSB recognizes that a highly qualified workforce is a core driver of long-term competitive advantage-especially in an era of deepening global integration and intensifying competition. Therefore, the Company places strong emphasis on building a modern, professional, safe, and equitable working environment where every

individual is respected, encouraged to reach their full potential, and inspired to innovate and create.

KSB continuously improves its compensation and benefits policies, ensuring competitive income while fostering an open, cohesive corporate culture where employees are empowered to share



THE TOTAL NUMBER OF KSB EMPLOYEES IN 2025

195
PEOPLE

ideas and demonstrate their capabilities. The Company invests heavily in modern workplace infrastructure and the application of advanced technologies to enhance productivity and provide employees with a comfortable, efficient working environment.

In addition, KSB prioritizes training and professional development, equipping employees with the skills and expertise needed for long-term career growth. All employees are placed in suitable, stable roles under legally compliant labor contracts and are ensured a high quality of life, both materially and mentally.

KSB is committed to cultivating a friendly and sustainable work environment-where every employee not only performs effectively but also feels a deep sense of belonging, purpose, and motivation to grow alongside the Company.

We are committed to elevating the value of our workforce through four strategic pillars:

- 01 **Elite Compensation System:** Continuously optimizing salary and welfare policies to ensure competitive income that aligns with individual merit and contribution..
- 02 **Culture of Innovation:** Fostering an open environment that encourages breakthrough thinking and eliminates administrative barriers to conquer new growth milestones together.
- 03 **Modern Infrastructure:** Investing heavily in premium workspaces and digital integration to optimize performance and inspire daily creativity.
- 04 **Clear Career Path:** Prioritizing specialized training and leadership development, empowering our team to sharpen their skills and thrive alongside the company's long-term prosperity.

WORKPLACE ENVIRONMENT: MODERN, PROFESSIONAL, SAFE, EQUITABLE, AND SUSTAINABLE

SUSTAINABLE STRUCTURE – COHESIVE CULTURE THAT SUSTAINS COMPETITIVE ADVANTAGE

To maintain operational efficiency, KSB continues to streamline its organizational structure. In the past year, the Company laid off 41 employees as part of its restructuring efforts, while simultaneously recruiting 11 new staff to ensure a balanced and sustainable workforce. All departing employees were provided with full legal entitlements and support in accordance with labor regulations.

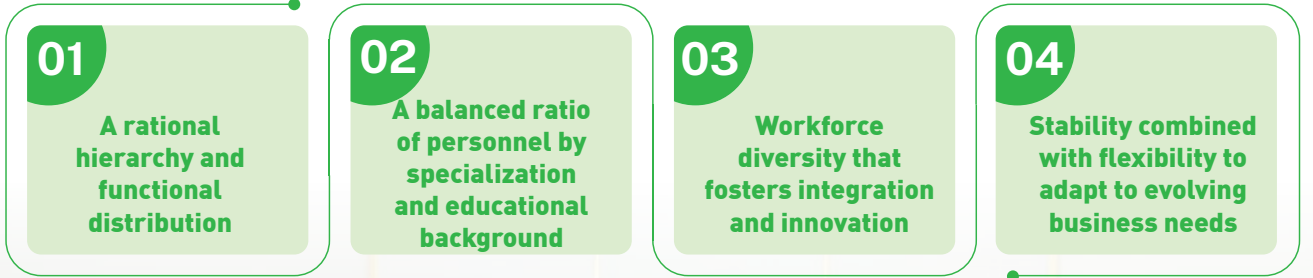
Our restructuring process is driven by the principles of Responsible Human Resource Management. For departing employees, KSB guarantees full transparency and the strict fulfillment of all benefits and support policies in compliance with the law, ensuring harmony and the utmost respect for their contributions. This strategic workforce renewal not only secures a sustainable labor structure but also serves as the key for KSB to maintain a sharp competitive edge in the market.



Criteria	Unit	2021	2022	2023	2024	2025
New recruits	Person	17	21	0	11	11
Terminated contracts	Person	46	35	69	27	41

An ideal workforce structure must be balanced, flexible, and efficient-aligned with the company’s sustainable development strategy and long-term competitiveness. Such a structure not only enhances operational efficiency but also serves as a solid foundation for sustainable growth, talent attraction, and long-term employee retention. Despite ongoing economic challenges and a difficult business environment, KSB has maintained a high-quality workforce structure-one of its key competitive advantages in ensuring operational effectiveness moving forward.

KSB’s workforce is structured according to the following principles:



WORKPLACE ENVIRONMENT: MODERN, PROFESSIONAL, SAFE, EQUITABLE, AND SUSTAINABLE

SUSTAINABLE STRUCTURE – COHESIVE CULTURE THAT SUSTAINS COMPETITIVE ADVANTAGE

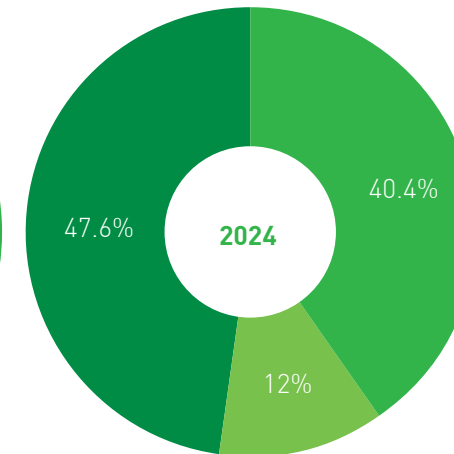
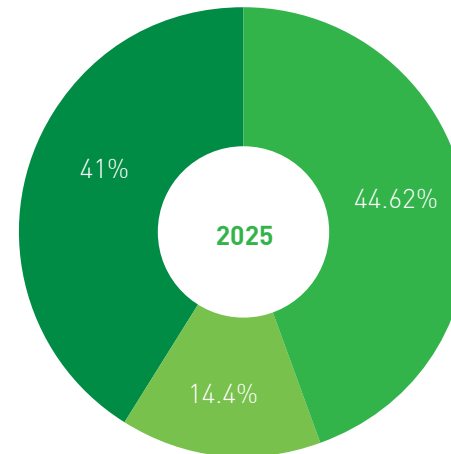
In 2025, KSB reaffirmed its position as an industry leader with a highly skilled workforce and an optimized personnel structure.

Detailed statistics reveal that employees holding university degrees or higher continue to represent a dominant share, with 87 individuals accounting for 44.6% of the total workforce. When combined with those holding college and professional vocational diplomas (28 individuals, or 14.4%), the total proportion of qualified professionals at KSB reached 59% - surpassing our 55% target and serving as a testament to our rigorous investment in high-quality human capital.

Given the nature of KSB's industry, technical and general labor accounts for 41.0% of the workforce. This group is not only deeply experienced but also extensively trained to operate high-capacity machinery, ensuring maximum operational efficiency while maintaining absolute compliance with the most stringent workplace safety standards.



Labor structure by qualifications	2021		2022		2023		2024		2025	
	Quantity (person)	Ratio (%)	Quantity (person)	Ratio (%)	Quantity (person)	Ratio (%)	Quantity (person)	Ratio (%)	Quantity (person)	Ratio (%)
Bachelor degree or higher	105	31.7	103	33.2	91	37.8	91	40.4	87	44.6
College's degree/ Trade school's degree	38	11.5	32	10.3	23	9.5	27	12	28	14.4
Technical workers/ General workers	188	56.8	175	56.5	127	52.7	107	47.6	80	41.0
Total	331	100	310	100	241	100	225	100	195	100



Labor structure by qualifications

- Bachelor degree or higher
- College's degree/ Trade school's degree
- Technical workers/ General workers

WORKPLACE ENVIRONMENT: MODERN, PROFESSIONAL, SAFE, EQUITABLE, AND SUSTAINABLE

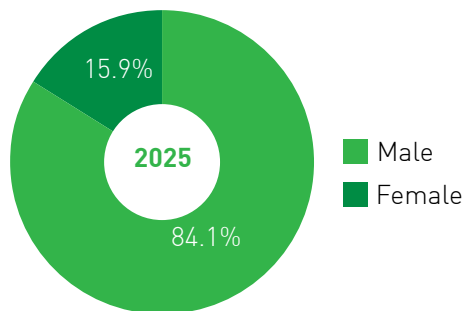
SUSTAINABLE STRUCTURE – COHESIVE CULTURE THAT SUSTAINS COMPETITIVE ADVANTAGE

The gender distribution remains consistent with the rigorous nature of the construction and mining sectors, with male employees making up 84.10% of the workforce, while female staff account for 15.9%. This balance effectively aligns with our specialized operational requirements.

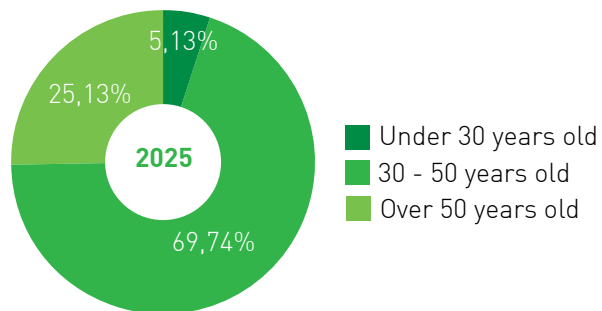
In terms of age demographics, KSB’s workforce is primarily concentrated within the under 30 to 50 age bracket, representing an overwhelming 69.74% of the total staff. This group is considered to be at a mature stage in terms of expertise, serving as the core force that directly operates our modern production systems and executes strategic projects. Employees aged over 50 represent 25.13% of the workforce; they serve as a vital reservoir of experience, playing a crucial role in mentoring and guiding the next generation. This ensures that corporate knowledge is transferred seamlessly, maintaining leadership stability and long-term continuity.

Labor structure by	2021		2022		2023		2024		2025	
	Quantity (person)	Ratio (%)	Quantity (person)	Ratio (%)	Quantity (person)	Ratio (%)	Quantity (person)	Ratio (%)	Quantity (person)	Ratio (%)
Gender										
Male	293	88.5	275	88.7	209	86.7	193	85.8	164	84.10
Female	38	11.5	35	11.3	32	13.3	32	14.2	31	15.90
Age										
Under 30 years old	17	5.1	21	6.8	13	5.4	16	7.1	10	5.13
30 - 50 years old	259	78.2	243	78.4	162	67.2	162	72	136	69.74
Over 50 years old	55	16.6	46	14.8	66	27.4	47	20.9	49	25.13

Labor structure by Gender



Labor structure by Age



SALARY, BONUS, AND BENEFIT POLICIES - DRIVING FORCE FOR EMPLOYEE DEVELOPMENT

KSB applies a salary and bonus policy based on work performance and individual capacity, aiming to encourage the positive contributions of employees while ensuring competitiveness in the labor market.

COMPETITIVE AND TRANSPARENT SALARY SYSTEM



- Salaries are determined based on the value of the work, qualifications, and skills, ensuring income is commensurate with employee capabilities.
- The salary policy is benchmarked against the market and industry standards, ensuring competitiveness and fairness.
- The Company’s base salary is always higher than the regional minimum wage, improving the living standards of employees and reducing income inequality.

FLEXIBLE AND DIVERSE BONUS MECHANISM



- **Performance-based bonuses:** Based on the work results of individuals and departments.
- Business performance bonuses: Employees share in the company’s success when it exceeds profit targets.
- Innovation and improvement bonuses: Encourages employees to propose solutions that improve work efficiency.
- Holiday and year-end bonuses: Contributing to increased income and boosting employee morale.
- ESOP stock option policy: For long-term employees, enhancing motivation and commitment to the Company.

WORKPLACE ENVIRONMENT: MODERN, PROFESSIONAL, SAFE, EQUITABLE, AND SUSTAINABLE

SALARY, BONUS, AND BENEFIT POLICIES - DRIVING FORCE FOR EMPLOYEE DEVELOPMENT

COMPREHENSIVE WELFARE BENEFITS, ENSURING EMPLOYEE WELL-BEING



- **Full insurance coverage:** Participation in Social Insurance (SI), Health Insurance (HI), and Unemployment Insurance (UI) as per regulations, along with enhanced health insurance.
- **Support for housing, transportation, lunch, fuel, and phone expenses, depending** on the job position.
- **Financial support in times of hardship:** For employees facing difficulties such as accidents, illness, natural disasters, or fire.
- **Employee family care:** Tuition support for employees' children, gifts for birthdays, weddings, and maternity leave.



RICH SPIRITUAL LIFE AND COMMUNITY ENGAGEMENT



- **Community Connectivity:** Promoting employee well-being through annual retreats, sports, and team-building activities.
- **Celebrating Values:** Events such as New Year gatherings, International Women's Day (8/3), Vietnamese Women's Day (20/10), serve as pivotal moments to strengthen collegial bonds.
- **Empowering Environment:** A friendly and cohesive work environment is built to help employees maximize their potential, encourage teamwork, and cultivate a corporate culture based on respect and cooperation.

	Unit	2021	2022	2023	2024	2025
Average salary/month	VND Million	13.5	14.2	9.8	14.5	23.0
Average income/month	VND Million	18.3	17.7	11.6	16.8	28.7

WORKPLACE ENVIRONMENT: MODERN, PROFESSIONAL, SAFE, EQUITABLE, AND SUSTAINABLE

EMPLOYEE-COMPANY RELATIONSHIP - COLLABORATION, RESPECT, AND LONG-TERM ENGAGEMENT

At KSB, the relationship between employees and the company is built on the foundations of collaboration, respect, and long-term engagement. Employees consistently treat each other with courtesy and friendliness, with no discrimination based on gender, ethnicity, or any other factors within the company. This fosters a united, open, and friendly working environment.

01 COLLECTIVE LABOR AGREEMENT - ENSURING RIGHTS AND RESPONSIBILITIES

KSB places great importance on the establishment and implementation of a Collective Labor Agreement, which formalizes an agreement between the workforce and the employer. The contents of the agreement include the rights, obligations, and responsibilities of both parties, contributing to harmonious labor relations and ensuring mutual benefits. This helps maintain long-term employee commitment and improves work efficiency.

02 EMPLOYEE CONFERENCES - LISTENING, UNDERSTANDING, AND ADJUSTING

In addition to the Collective Labor Agreement, the company and the Trade Union regularly organize Employee Conferences. These conferences provide an opportunity to listen to employees' concerns, aspirations, and challenges, allowing for timely recognition and appropriate adjustments. Feedback from employees serves as the basis for KSB to improve the working environment, enhance working conditions, and build a sustainable development foundation. Through enhanced dialogue and listening, KSB not only maintains a strong relationship with employees but also builds a corporate culture that centers on people, aiming for sustainable growth and a harmonious balance of interests between the company and its employees.

TRAINING AND DEVELOPMENT OF HUMAN RESOURCES - A KEY FOCUS

KSB places great emphasis on the training and development of human resources to ensure that the workforce possesses high professional qualifications, meets job requirements, and is prepared for future leadership. This is a core element to maintaining a competitive advantage and ensuring the company's sustainable growth



To build a highly skilled and professional workforce, KSB has heavily invested in training and nurturing talent. The company focuses on enhancing professional competencies, management skills, and practical expertise to ensure effective and stable business operations.

DIVERSE AND SPECIALIZED TRAINING PROGRAMS

Technical Training:

Organizing training sessions to improve the skills of workers and technical staff. Management personnel and exemplary workers participate in advanced skill development courses hosted by professional organizations.

Management Skills Training:

Regular training courses for middle and senior management to improve leadership, human resource management, and strategic planning skills.

Internal Training:

Regular safety training, operational safety, and maintenance courses for employees working in high-risk environments. This helps raise awareness and ensure safety during work.

WORKPLACE ENVIRONMENT: MODERN, PROFESSIONAL, SAFE, EQUITABLE, AND SUSTAINABLE

TRAINING AND DEVELOPMENT OF HUMAN RESOURCES - A KEY FOCUS

01 TRAINING BUDGET INVESTMENT

KSB consistently allocates a large training budget for various training programs tailored to different groups. In 2025, the company implemented numerous training programs with a total of 195 participants *(on average, an employee participates in 13 hours of training per year.)* and an expenditure of 96.2 million VND *(net spending growth reached 167% compared to 2024).* This effort ensures that all employees have access to timely and effective capacitybuilding programs.

02 KNOWLEDGE SHARING AND CONTINUOUS LEARNING

In addition to formal training courses, KSB organizes small-scale professional exchange sessions to provide employees with opportunities to share practical experiences, learn essential skills, and understand job requirements. This enhances the connection between departments and promotes a continuous learning culture.

No.	Criteria	Unit	2022	2023	2024	2025
1	Number of training	Course	3	1	1	4
a	Internal training	Course	-	1	-	1
b	Outside training	Course	3	0	1	3
2	Number of people attending training	Turn	174	208	136	195
a	Staff level	Turn	154	181	136	153
b	Management level	Turn	20	27	0	42
3	Number of training hours/employee	Hour	1.760	0.269	68	13
4	Costs for training activities		0.075	0.020	0.48	0.9620
a	Planned costs for training	Billion VND	0.075	-	-	0.2225
b	Actual training costs	Billion VND	0.075	0.020	0.036	0.9620
c	Ratio of actual expenses/budget	%	100%	-	100%	43.24%

OCCUPATIONAL HEALTH AND SAFETY: A TOP PRIORITY WITH STRICT MANAGEMENT

Occupational health and safety (OHS) is one of the Company's most rigorously managed areas, aimed at ensuring the best possible working environment for employees and maintaining uninterrupted business operations free from accidents or incidents. This is considered a critical factor in sustaining the Company's stability, efficiency, and long-term development.

PROTECTIVE EQUIPMENT AND SAFE WORKING CONDITIONS:



Protective equipment and safe working conditions: Employees are always equipped with adequate personal protective equipment (PPE) tailored to the nature of their work. The Company regularly inspects, maintains, and replaces PPE to ensure it meets safety and quality standards. Furthermore, all occupational safety and hygiene regulations are strictly adhered to, including the inspection and calibration of machinery, equipment, and materials subject to safety requirements.



Occupational safety communication: Annual safety and security communication campaigns are implemented to raise awareness of workplace safety and community responsibility. The Company proactively collaborates with local authorities, clients, and employees to disseminate information, safety regulations, and risk prevention measures. Occupational safety inspections regularly commend the Company's compliance, particularly in the management of explosives, fire prevention and control, and site security.



Safety training and awareness: The Company conducts regular safety training programs for all employees, particularly those working in high-risk environments. The training covers accident prevention, emergency response skills, and proper use of protective equipment. In addition, regular sessions are held to provide hands-on guidance on machinery operation safety procedures, aiming to minimize the risk of occupational accidents.



Occupational health care: The Company conducts routine health screenings and health classification for all employees. For female workers and those exposed to hazardous environments, specialized medical examinations are arranged to detect and address occupational health issues promptly. Additionally, the Company implements mental wellness programs to support employee well-being, encouraging long-term commitment and a healthy work-life balance.



05

ECONOMIC CONTRIBUTIONS: PROACTIVELY SHARING RESPONSIBILITY AMID ONGOING CHALLENGES

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ECONOMIC PERFORMANCE

DIRECT ECONOMIC VALUE GENERATED:

Outstanding growth amidst a challenging business environment

In 2025, the economy continued its positive recovery; public investment and the implementation of key infrastructure projects were accelerated, thereby increasing the demand for construction materials and providing active support for the Company's product consumption.

Besides, the Company continued to leverage its geographical advantages, with quarries located near many major projects, contributing to reducing transportation costs, enhancing supply capacity, and meeting the progress requirements of large-scale works such as: Tao Luc Road, Vanh dai 3 Road, Vanh dai 3 Road, the Ho Chi Minh City - Thu Dau Mot - Chon Thanh Expressway, Long Thanh International Airport, and other key infrastructure projects.

In 2025, KSB's net revenue from production and business activities was recorded at VND 710.9 billion, a 77.1% increase compared to the previous year. However, Financial Income reached VND 43.8 billion. Although this was a decrease compared to the previous year, a positive point was that Financial Expenses (mainly interest loans) also dropped sharply to VND 117.4 billion, helping to significantly reduce the pressure on net profit.

In total, KSB generated an economic value of VND 779.3 billion in 2025, recording a growth rate of 42.6% compared to 2024. The outstanding growth in net revenue is a direct result of the strategy to optimize capacity at key quarries such as Tam Lap 3 and the stable contribution from the Dat Cuoc Industrial Park infrastructure segment. Maintaining a high rate of value creation amidst market volatility proves the strategic agility of the Board of Management in capturing the wave of public investment and the urgent demand for construction materials for national mega-projects.

Criteria (VND Billion)	2021	2022	2023	2024	2025	Increase/Decrease (%)
Net revenue from goods sold and services rendered	884.3	859.1	528.6	401.3	710.9	7.17%
Financial income	102.7	93.9	79.7	122.3	43.8	-64.2%
Other income	18.5	27.1	38.3	23.0	24.6	7%
Total	1,005.6	980.1	646.6	546.6	779.3	42.6%



ECONOMIC VALUE GENERATED

779.3

VND BILLION

Up 42.6%
year-on-year

ECONOMIC VALUE DISTRIBUTED

Enhancing stakeholder benefits

In the context of business expansion, the Company's Operating Expenses increased by 11.3%, significantly lower than the revenue growth rate. In particular, Financial Expenses and Interest Expenses dropped sharply by -17.1% and -17.5% respectively, demonstrating effective cash flow management and efforts to reduce debt pressure, creating a secure financial foundation for the next phase.

Maintaining a high level of contribution reaffirms KSB's position as a law-abiding enterprise that actively contributes to the national economy. The value of State Budget contributions in 2025 reached VND 121.9 billion, an outstanding growth of 49.20% compared to 2024.

Fixed asset investment costs reached VND 199.13 billion, a decrease of 35.26% compared to the previous year. This adjustment is part of the roadmap to optimize existing assets and shift the focus toward the efficient operation and exploitation of key mineral mines and industrial parks.

Although the total distributed economic value in 2025 reached VND 1,062.48 billion, an increase of only 0.1% due to the optimization of investment costs and interest loans, the distribution structure shows a positive shift: heavily focusing on human factors, social responsibility, and enhancing capital efficiency.



ECONOMIC VALUE DISTRIBUTED

1,062.48

VND BILLION

Up 0.1% year-on-year

Criteria (VND Billion)	2022	2023	2024	2025	Increase/Decrease (%)
Operating expenses	793.8	551.8	497.3	553.5	11.1%
Employee salary and benefits	48.3	33.5	31.0	66.95	115.97%
Financial expenses	135.1	160.6	141.6	117.4	-17.1%
Interest expenses	135.1	160.6	141.5	116.7	-17.5%
Cash dividend	-	-	-	-	-
Capital expenditure	509.0	217.9	307.6	199.13	-35.26%
Contribution to State budget	133.5	73.6	81.7	121.9	49.20%
Contributions to the community and society	3.1	2.5	2.5	3.6	46.00%
Total	1,622.8	1,039.9	1,061.7	1,062.48	0.1%

MARKET PRESENCE

Despite the challenging economic landscape and ongoing difficulties in KSB's business sectors, the Company continuously evaluates and implements restructuring initiatives to optimize operational efficiency. However, maintaining stable employment and income for workers remains a top priority across all circumstances. Employee retention is only sustainable when compensation is fair and commensurate with contributions. In addition, the development of a local workforce is a meaningful way to contribute directly to the communities where KSB operates.

As such, KSB strives to ensure the well-being of its employees, which is particularly reflected in its salary and welfare policies. In addition to monthly wages, employees also receive various forms of support including gifts, allowances, and bonuses throughout the year as a way to motivate the workforce and share in the value they help create. These efforts contribute to improving local living standards and promoting economic development in surrounding communities.

This approach is aligned with the principles of good corporate governance and supports the broader goals of sustainable development. Offering wages above the regional minimum also helps eliminate inequality, including gender pay gaps and income disparities across geographic regions.



GREEN CAPITAL MARKET ACTIVITIES

Vietnam is entering a pivotal phase of the National Strategy on Green Growth, heading toward a 2050 vision with a primary goal of achieving Net Zero emissions. The period leading up to 2025 has set key tasks to cut greenhouse gas emissions, minimize pollution, and strongly promote green production models.

The inevitable transition from traditional capital markets to green capital markets is creating sustainable and far-reaching financial channels. Recognizing this trend, KSB identifies that sustainable development can only be achieved by harmonizing economic growth goals with social responsibility and environmental protection. In 2025, KSB continues its efforts to move step-by-step toward green development criteria through strategic actions:

PROCESS REVIEW:

Continuously adjusting and optimizing internal operating processes to eliminate negative impacts on the environment and stakeholders.

TECHNOLOGY INVESTMENT & R&D:

Stepping up investment in advanced technology to enhance extraction efficiency. In particular, Research and Development (R&D) is a top priority to provide new types of construction materials such as manufactured sand, helping to reduce the pressure on natural sand mining and protect river systems.



COMMUNITY CONTRIBUTIONS

KSB regularly engages in activities that support the material and spiritual well-being of local communities, such as creating employment opportunities for local workers and organizing charity programs to assist disadvantaged people in the areas where it operates. These community initiatives are consistently embraced by the Company’s leadership and employees, reflecting a shared commitment to social responsibility.

In 2025, under the impact of the global economic downturn, the domestic economy was also heavily affected, and business activities faced numerous challenges. The KSB Community Development Fund was no exception to this impact; its activities were not implemented as frequently as in previous years. However, the total budget for social security and charitable activities increased sharply by 56.5%, reaching VND 3.6 billion. This increase in resources is the clearest evidence of KSB’s sense of responsibility: as the business grows, the community is the first to share in the achievements. The empathy and spirit of mutual support from the Board of Management and the entire collective of employees were materialized through typical programs:



The Program: Accompanying the Construction of Tam Viet Inclusive Education Development Support Center – Phase 2:

Continuing to support children with disabilities in QuangNgaiprovince,KSBsponsoredtheconstruction of a new two-story building equipped with full functional rooms, helping the center expand its operations and improve educational quality.

The “Godmother - Love and Sharing” Program:

Accompanying and supporting orphaned children and those in especially difficult circumstances, providing them with a solid foundation to strive forward in life.



The “Den on dap nghia” Program:

Regularly visiting and paying tribute to families of wounded soldiers, martyrs, and those with meritorious service to the revolution, reflecting the nation’s tradition of “When drinking water, remember its source

In addition, KSB actively participates in environmental protection programs, raising community awareness about sustainable development, and contributing to the spread of humanitarian values and social responsibility.



GRI REFERENCE

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