

No: 04/SĐ5-HĐQT

Hanoi, March 2026

REPORT OF THE BOARD OF DIRECTORS

on the results of operations in 2025, and the production and directions and tasks
in 2026

(Submitted to the 2026 Annual General Meeting of Shareholders)

In fulfilling the duties and powers of the Board of Directors of Song Da 5 Joint Stock Company as stipulated in the Company's Charter, and to assess the implementation of the 2025 General Meeting of Shareholders' Resolution, the Board of Directors of Song Da 5 Joint Stock Company reports on the Board's activities and the results of production and business operations in 2025, and the direction and tasks for 2026 as follows:

A. STRUCTURE OF THE BOARD OF DIRECTORS:

The Board of Directors of Song Da Joint Stock Company has 05 full-time members, including 01 Chairman and 04 Board members:

- Mr. Le Van Tuan - Chairman of the Board of Directors
- Mr. Nguyen Ngoc Dong - Member of Board of Directors and General Director
- Mr. Vu Duc Quang - Member of Board of Directors
- Mr. Nguyen Manh Toan - Member of Board of Directors
- Mr. Nguyen Van Ngoc - Member of Board of Directors

B. ACTIVITIES OF THE BOARD OF DIRECTORS IN 2025

I. The Board of Directors' performance in 2024 is as follows:

In 2025, the Board of Directors (BOD) of Song Da 5 Joint Stock Company fully performed the functions and powers of the Board of Directors as prescribed in the Company Charter and current legal provisions, specifically:

1. Successfully organize the 2025 Annual General Meeting of Shareholders on April 22, 2025.

2. Supervise the implementation of the contents approved in the Resolution of the 2025 Shareholders' Meeting, including:

2.1. Activities of the Board of Directors :

The Board of Directors held quarterly and extraordinary meetings and issued Resolutions and Decisions in accordance with its authority and in accordance with the procedures prescribed by the Company and the Law, specifically:

- Number of sessions: 04 sessions
- Number of meetings to resolve production and business activities: 5 sessions
- Number of Resolutions issued: 46 Resolutions

- Number of Decisions issued: 15 Decisions.

2.2. Monitor the implementation of the contents approved by the 2025 Annual General Meeting of Shareholders, including:

- a. Implement the 2025 production and business plan;
- b. Direct to accelerate the construction progress at Nam Phak Hydropower Project, Song Cho 1 Reservoir Project, Hoa Phat – Dung Quat Iron and Steel Production Complex, Bao Lac A – Thuong Ha Hydropower Projects, Lao Cai – Vinh Yen 500KV Transmission Line Project, Cat Bi Airport Cargo Terminal Construction Project, Hai Phong Container Terminals No. 3 and No. 4 Power Supply System Project. Especially the design work at Nam Phak Hydropower Project, construction of Bao Lac A – Thuong Ha Hydropower Project and the construction work of 500KV Transmission Line Projects ensure the construction progress at the construction site and the progress committed to the Investor;
- c. Monitor and direct the balance of liquidity, debt repayment, debt restructuring, and reduction of short-term loan balance;
- d. Closely direct debt collection, especially bad debts.
- e. Direct the strengthening of internal management and contracting work for projects being implemented by the Company;
- f. Direct the implementation of the 2025 focus on improving corporate governance, developing the "Project to restructure Song Da 5 Joint Stock Company for the period 2025÷2030".
- g. Continue and strengthen the direction of recruitment and training to improve the quality of human resources, focusing on training to improve the quality of human resources to meet the needs of international integration; at the same time, increase competitiveness with the goal of becoming the leading EPC contractor in Vietnam in the field of small and medium hydropower construction, competing with contractors in countries in the region.
- h. Direct and supervise the assurance of employee benefits in accordance with the law, in accordance with the Company's internal regulations and collective labor agreements; ensure salary, bonus and welfare policies so that employees can feel secure in their commitment to the company;
- i. Direct and supervise other contents related to the responsibilities of the Board of Directors according to the provisions of the Law and the Company Charter.
- k. Regularly discuss and exchange with the Board of Supervisors, compare with the provisions of law and the internal regulations of the Company, so that all Resolutions and Decisions of the Board of Directors have high consensus among the members of the Board of Directors, ensuring the interests of shareholders and the provisions of law, the Charter and the internal regulations of the Company.

3. Company management

In accordance with the Charter of Organization and Operation of Song Da 5 Joint Stock Company, in 2025 the Board of Directors fully performed its functions and duties assigned by the General Meeting of Shareholders, playing a strategic guiding role and supervising the activities of the Executive Board. The Board of Directors maintained

regular and extraordinary meetings as prescribed, promptly considering and deciding on matters within its authority to ensure transparent and effective corporate governance, and fully implemented periodic reporting and information disclosure as required.

In 2025, members of the Board of Directors, Board of Supervisors, General Director and management staff updated new documents related to corporate governance such as Enterprise Law, Securities Law, Investment Law... and implementation guidance documents to best serve the management.

II. Results of business performance in 2025:

Entering the year 2025, amidst a volatile construction market, Song Da 5 Joint Stock Company has maintained stable production and business operations, expanded its market, and exceeded many planned targets. Key projects have been implemented on schedule, and corporate governance has continued to improve.

The company's Board of Directors has focused on closely adhering to the set goals and plans for the year, seeking solutions to overcome difficulties and boost production and business activities. As a result, the company has completed and exceeded the main production and business targets and tasks assigned by the 2025 Annual General Meeting of Shareholders, specifically:

1. On implementing key indicators:

No.	Indicators	Unit	2025		% performed / plan
			Plan	Performed	
1	Total production and business value	10 ⁹ VND	2,046.87	3,566.34	174%
2	Total revenue	10 ⁹ VND	1,986.13	3,551.40	179%
3	State budget payments	10 ⁹ VND	33.98	39.03	115%
4	Profit before tax	10 ⁹ VND	30.92	34.73	112%

2. General assessment of the implementation of production and business targets in 2025:

2.1. Revenue, production and profit indicators:

Production, revenue and profit indicators in 2025 all meet the set plan, specifically:

- Production: Achieved 3,566.34 billion VND/Planned 2,046.87 billion VND, reaching 174% of the plan.
- Revenue: Achieved 3,551.40 billion VND/Planned 1,986.13 billion VND, reaching 179% of the plan.
- Profit before tax: Achieved 34.73 billion VND/Planned 30.92 billion VND, reaching 112% of the plan.
- Profit after tax: Achieved 23.76 billion VND/Planned 23.13 billion VND, reaching 103% of the plan.

Assessment: Production and revenue in 2025 both exceeded the set plan, including:

(i) Projects carried over from 2024 reached 163%, with most projects exceeding the set plan. The NamPhak project reached 179%, the Hoa Phat project reached 478%, the Bao Lac A project reached 142%, and the Thuong Ha project reached 128%.

(ii) In addition, in 2025, thanks to the company's efforts in marketing, bidding, and job seeking, 6 projects were signed with a total after-tax value of VND 951 billion. The output of newly signed contracts in 2025 reached VND 271.08 billion.

2.2. Main construction progress milestones :

- Nam Phak Hydropower Project: The value of work completed in 2025 reached **2,342.23 billion VND/planned 1,308.38 billion VND**, achieving 179% of the plan. To date, construction progress at the site has basically met the overall project schedule, with quality ensuring compliance with the technical requirements of the contract signed with the Investor.

- Hoa Phat Steel Plant - Dung Quat Project: The value of work completed in 2025 reached **56.75 billion VND/planned 11.88 billion VND**, achieving 478% of the plan. The ongoing construction packages are on schedule according to the contract with the Investor. The project is focusing its resources on final settlement, aiming to complete the settlement of all packages in Q2/2026.

- Bao Lac A Hydropower Project: The value of work completed in 2025 reached **212.08 billion VND/planned 149.47 billion VND**, achieving 142% of the plan. The project's construction progress is on schedule according to the contract with the Investor.

- Thuong Ha Hydropower Project: The value of work completed in 2025 reached **99.57 billion VND/planned 77.99 billion VND**, achieving 128% of the plan. The project's construction progress is on schedule according to the contract with the Investor.

- Hai Phong Container Terminals No. 3 and No. 4 Power Supply System Project: The value of work completed in 2025 reached **43.91 billion VND/ planned 44.51 billion VND** (99% of the plan). The entire contract package was completed and handed over to the Investor in December 2025.

- Cat Bi International Airport Cargo Terminal Project: The value of work completed in 2025 reached **75.21 billion VND/ planned 143.64 billion VND** (52% of the plan). Construction progress is slower than planned due to the Investor's delay in handing over the site for some items. Currently, the company has worked with the Investor to extend the deadline and is focusing resources to accelerate construction to ensure the overall progress of the entire project.

- Lao Cai – Vinh Yen 500KV power line project: The value of work completed in 2025 reached **180.17 billion VND/ planned 184.04 billion VND**, achieving 98% of the plan. The project's progress is basically complete; currently, one embankment location and one grounding location are awaiting revised drawings, and two grounding locations are awaiting compensation and land clearance agreements from the investor.

- Tri An Hydropower Plant Expansion Project: The value of work completed in 2025 reached **17.35 billion VND**. The contract was signed in July 2025, with excavation progress for the powerhouse foundation reaching an elevation of +22.00m.

- High-tech paper mill project: The value of work completed in 2025 reached 66.53 billion VND. 3 packages were signed and construction began in August 2025. Construction progress is on schedule as per the contract with the Investor.

- Geotechnical Investigation Package - Nam Kong 1A Hydropower Project: Value of implementation in 2025 reaches 4.20 billion VND. Geotechnical investigation work at Nam Kong 1A hydropower project will be carried out within 97 days, starting in October 2025 and completing fieldwork in December 2025.

- Construction Package for addressing issues related to reinforcement at downstream of Tuyen Quang Hydropower Plant after the 2025 flood season: Value of implementation in 2025 reaches 2.83 billion VND. The contract was signed in November 2025 and construction began in December 2025, with construction progress on schedule as per the contract with the Investor.

- New urban area project in Dong Vinh and Cua Nam wards, Nghe An: The contract was signed in November 2025. The company is working with the investor to hand over the site for construction, with the investor expected to hand over the site in March 2026.

2.3. Administrative tasks:

- Appointing the General Director and two Deputy General Directors of the Company.

- Organizing training regarding AI and application in businesses for the Company's employees.

- Reorganizing and restructuring the Company's functional departments.

- Expanding the Company's operations and investing in several power generation projects of appropriate scale and efficiency. Accordingly, the Company has established and issued the functions and duties of the Investment Preparation Board for Overseas Hydropower Projects to research and understand legal procedures for investment and to organize the search, survey, evaluation, and selection of projects.

- Continuing to refine, amend, and supplement the Company's internal management regulations and rules.

2.4. Bidding:

- In 2025, the company will continue to participate in bidding and sign 6 projects with a total after-tax value of VND 951.55 billion, including:

No.	Description	Post-tax Value (VND)
1	Lao Cai - Vinh Yen 500KV Transmission Line Project	202,448,759,636
2	Tri An Hydropower Plant Expansion Project	228,742,904,668
3	High-Tech Paper Mill Project (3 packages)	92,276,825,373
4	Geotechnical Investigation Package - Nam Kong 1A Hydropower Project	5,725,000,000
5	Construction Package for Repairing Reinforcement Items Downstream of Tuyen Quang Hydropower Plant After the 2025 Flood Season	200,000,000,000

6	New Urban Area Project in Dong Vinh and Cua Nam Wards, Nghe An Province	222,352,433,458
	TOTAL	951,545,923,135

2.5. Recovery of Work-in-Progress value and debts:

The company has actively implemented solutions to minimize the Work-in-Progress value and debts in projects. As of December 31, 2025, the total value of debts and Work-in-Progress is:

+ Debts: **685.93 billion.**

+ Work-in-Progress: **379.88 billion**

- For projects awarded through direct contracting that have completed construction: The final settlement for the Tuyen Quang Hydropower Project has been completed. Coordination with the General Corporation is underway to finalize the settlement for the Xekaman 3 Hydropower Project and the blueprints.

- For projects awarded through competitive bidding that have completed construction: Bac Me Hydropower Project continues to finalize documentation for submission to the Court as required.

- For projects under construction: Focusing manpower on shortening the time for completing acceptance and payment documents to definitively recover capital for the unfinished work, with the goal of completing all unfinished work by December 31, 2025, in the first quarter of 2026.

2.6. Investment:

In 2025, the actual investment value reached 12.42 billion VND/99.26 billion VND (planned), achieving 12.5% of the plan, including:

- Investment in construction equipment: Based on the investment plan approved by the shareholders' general meeting and the actual construction, the unit has prepared and submitted the investment project for approval in accordance with the regulations of the State, the Corporation, and the Company's charter. The actual investment value in 2025 reached 11.57 billion VND/79.82 billion VND (planned), achieving 14% of the plan.

- Regarding investment research projects: The unit is researching and exploring investment and/or cooperation in several power generation projects of suitable scale and efficiency (> 30MW), with an implementation cost of 0.85 billion VND/19.44 billion VND (planned), achieving 4% of the plan..

C. TASKS & PLAN FOR 2026

Based on the results achieved in 2025 and the restructuring orientation for the period 2025-2030, the Board of Directors has developed the business plan for 2026 as follows:

1. Main indicators:

No.	Indicators	Unit	2026 Plan	Remark
1	Total production and business value	10 ⁹ VND	1,700.00	
2	Total revenue	10 ⁹ VND	1,690.00	
3	Payment to the state budget	10 ⁹ VND	33.94	

No.	Indicators	Unit	2026 Plan	Remark
4	Profit before tax	10 ⁹ VND	26.65	
5	Expected dividend rate	%	7	

2. Key tasks

2.1. Construction Implementation at Projects:

- Focus on deploying manpower, vehicles, equipment, and materials to ensure the construction progress of projects according to the contracts signed with the Investor.
- Maintain construction progress at key projects (Nam Phak, Bao Lac A, Thuong Ha, Tri An expansion, etc.), ensuring safety, quality, and efficiency.
- Strengthen coordination between the Management Boards and functional departments to reduce inventory, reduce indirect costs, and complete acceptance and payment documents according to schedule.
- Strengthen safety supervision and organize regular safety training for workers to minimize potential safety incidents.
- Manage design work to meet the schedule, quality, and efficiency requirements at projects where Song Da 5 acts as the general contractor for design and construction.

2.2. Enterprise Restructuring and Innovation:

- Focus on researching and investing in improving corporate governance capabilities, such as investing in AI systems, digital signatures, and BIM for direct application to the practical work of each individual and department.
- Regularly provide training to improve the professional skills, management skills, and foreign language proficiency of project managers, preparing them to meet the demands of new projects with foreign funding requiring high-level management personnel.
- Complete and issue internal management regulations to improve governance and ensure the stability and development of the enterprise.
- Continue implementing the enterprise restructuring plan for the period 2025-2030.

2.3. Marketing and Bidding Plan for Job Seeking in 2026:

Strengthen marketing and bidding activities to ensure production targets for 2026 and subsequent years are met. Specifically, the solutions include:

- For the domestic market: Intensify marketing, bidding, and job seeking activities for 2026; focusing on traditional sectors with strengths such as hydropower, transportation, infrastructure, industry, and energy projects.
- For the international market: Continue collecting, researching, and gathering market information on hydropower construction in Laos.

2.4. Recovery of Work-in-Progress and Outstanding Debts:

Implement solutions to expedite acceptance and payment processes to recover capital and minimize work-in-progress. Specifically:

- For projects awarded through direct contracting that have completed construction: Focus resources on working with the Management Board and the Investor to continue the final settlement of Xekaman 3 HPP, Ban Ve HPP, and Bac Me HPP.

- For projects under construction: Focus human resources on shortening the time to complete acceptance and payment documents to definitively recover capital for the remaining work, especially the Hoa Phat Steel Plant project.

- Capital and debt recovery plan for 2026:

+ Revenue value : VND 1,690.00 billion.

+ Debt recovery value : VND 1,714.35 billion.

2.5. Financial and accounting:

- Capital & Liquidity: Balance and arrange capital in a timely manner for production and business; expand and build relationships with new credit institutions to diversify capital sources and reduce borrowing costs.

- Strictly control cash flow and improve the efficiency of capital utilization for each project/construction site to ensure economic efficiency.

- Participate in assessing the financial capacity and capital sources of investors in the bidding packages the Company participates in, ensuring payment ability during construction.

- Focus on recovering capital and debts from projects while urging the recovery of overdue personal advances. Develop plans and measures to recover difficult-to-collect debts that have been outstanding for many years.

- Transparency & Accounting Support: Fully implement audits and information disclosure; strengthen accounting support at construction sites; develop a plan to recover long-standing difficult-to-collect debts.

2.6. Internal Management - Risk Control:

- Continue to build and improve the internal governance system, enhancing the effectiveness of supervision and transparency in operations.

- Strengthen internal inspection and supervision at all units; implement risk control in financial management, contracts, and occupational safety.

- Continue to periodically (quarterly, annually) and upon project completion, analyze the effectiveness of production and business operations; inspect the implementation of regulations on subcontracting and settlement of subcontracting to address shortcomings in management.

- Periodically, on a quarterly basis, establish internal inspection teams to work on projects to analyze and evaluate potential risks in production and business operations, provide warnings about potential dangers, and implement solutions, preparing warning and risk control reports to be submitted to the Board of Directors and the General Director's Office quarterly.

2.7. Management of Quantity, Schedule, and Safety:

- Strengthen the management of quantity and schedule, especially the acceptance and collection of funds at projects.

- Timely approval of major material requirements for projects to ensure construction progress.

- Timely design and approval of main construction methods as a basis for project sites to implement construction.

- Implement and organize construction to ensure the quantity and schedule objectives of the contract are met.

- Strengthen safety supervision and organize regular safety training for workers to minimize potential safety incidents.

- Build and strengthen a safety management team capable of meeting the requirements of the task.

2.8. Management and Utilization of Materials and Equipment:

- Proactively arrange and mobilize machinery and equipment to suit each project; perform regular maintenance and repairs; dispose of old, low-efficiency equipment.

- Prepare an equipment investment plan for 2026 aimed at optimizing construction capacity and reducing costs.

- Seek options for renting or purchasing warehouses with reasonable costs to replace the current rented warehouse in An Khanh.

2.9. Human Resource Management:

- Continue to strengthen the management structure and key personnel at construction sites.

- Review and assess the current personnel status and labor force allocation for the entire Company and its subsidiaries, as a basis for developing the 2026 personnel plan, managing staffing and payroll.

- Strengthen training, skills development, and labor discipline; adjust salary, bonus, and welfare policies to align with productivity, quality, and work efficiency.

- Regularly update, evaluate, and comprehensively review the personnel plan for the 2025-2030 period, identifying the need for additions, replacements, training, development, and rotation in accordance with the Company's human resource development strategy.

- Balance and review the existing workforce needs at construction sites to implement solutions to meet demand and improve the quality of labor for each project.

- Liaise with vocational schools and job placement centers to sign training and recruitment contracts, ensuring the direct supply of labor for projects.

2.10. Investment:

- Investing in upgrading machinery and equipment for construction to meet the requirements of each project.

- Continuing to research and invest in energy projects to promote investment options and solutions in areas within Song Da 5's strengths, such as medium and small-scale hydropower projects, wind power projects, and solar power projects, in line with the Company's capabilities.

The above is the report on the Board of Directors' activities in 2025 and the direction and tasks for 2026. The Board of Directors of Song Da 5 Joint Stock Company respectfully submits this report to the General Meeting of Shareholders for consideration, discussion, and approval. The Board of Directors commits to continuing to direct and manage the Company to operate efficiently, develop sustainably, and ensure the interests of shareholders and employees.

ON BEHALF OF BOARD OF DIRECTORS

CHAIRMAN



Le Van Tuan