

**SONG DA CORPORATION – JSC**  
**SONG DA 10 JOINT STOCK COMPANY**  
 Number: 306E/BC-SĐ10

**SOCIALIST REPUBLIC OF VIETNAM**  
**Independence – Liberty – Happiness**  
*Hanoi, April. 4<sup>th</sup>...., 2026*

## **ANNUAL REPORT**

### **Fiscal year 2025**

To: The State Securities Commission  
 Hanoi Stock Exchange

#### **I. General information**

##### **1. Overview**

- Trading Name: Song Da 10 Joint Stock Company (hereinafter referred to as the “Company”)
- Business registration certificate number: 5900189357, initially registered on December 26, 2005 and amended for the 12th time on September 15, 2025.
- Charter capital: 427,323,110,000 VND (Four hundred twenty-seven billion, three hundred twenty-three million, one hundred ten thousand Vietnamese dong).
- Owner’s Equity: 427,323,110,000 VND.
- Address: 11th Floor, Block B, Song Da Building, Pham Hung Street, My Dinh 1 Ward, Nam Tu Liem District, Hanoi, Vietnam.
- Phone Number: +84 24 37683998
- Website: songda10.com.vn
- Stock Code: SDT

##### **Establishment and development process**

Song Da 10 Joint Stock Company is a member unit of Song Da Corporation. It originated from the Underground Construction Company, which was established under Decision No. 154/BXD-TCCB on February 11, 1981, by the Minister of Construction. The Company’s formation stages are as follows:

- In 1963, it was named Cement Grouting and Drilling Construction Site, under Thac Ba Hydropower Construction Company.
- From early 1979, it became Tunnel and Cement Groumber 5, 1979, it was renamed Tunnel Construction Enterprise, still under Song Da Hydropower Construction Company.
- In 1981, the Tunnel Construction Enterprise was transformed into the Underground Construction Company under Song Da Hydropower Construction Corporation, following Decision No. 154/BXD-TCCB dated February 11, 1981, issued by the Ministry of Construction;
- In 2002, it was renamed Song Da 10 Construction Company under Decision No. 285/QD-BXD dated March 11, 2002, by the Ministry of Construction.
- In line with the Party and State's policy on restructuring, innovation, and enhancing the competitiveness of enterprises in the economy, the Company gradually carried out equitization from 2005. On November 14, 2005, the Minister of Construction issued Decision No. 2114/QD-BXD, officially converting Song Da 10 Company into a Joint Stock Company.

On December 26, 2005, the Company officially began operations as a joint-stock Company under Business Registration Certificate No. 0103010419 issued by the Hanoi Department of Planning and Investment. Throughout its operation, the Company has amended its Business Registration Certificate 11 times. Currently, the Company operates under Business Registration Certificate No. 5900189357, issued on November 11, 2022.

At the time of its establishment as a joint-stock Company, the Company's charter capital was 60,000,000,000 VND. Over the years, through various capital-raising issuances, the Company's charter capital has increased to 427,323,110,000 VND by the end of the reporting year. The details of the capital increase process are outlined in section II.5.c of this report.

The Company was approved for listing its common shares on the Hanoi Securities Trading Center, now the Hanoi Stock Exchange, under Listing License No. 43/QD-TTGDHN dated November 27, 2006, with the stock code SDT. The official trading date of the shares was December 14, 2006.

On 27 December 2023, the Company was subject to compulsory delisting pursuant to Notification No. 5590/TB-SGDHN issued by the Hanoi Stock Exchange, and its shares were transferred from the listed market HNX to the UPCOM market.



The Company specializes in tunnel excavation and underground construction, blasting for site preparation and foundation pits, ground reinforcement through jet grouting, and tunnel formwork fabrication. With over 60 years of operation, the Company has participated in the construction of numerous major energy and transportation projects in Vietnam and the Lao People's Democratic Republic.

For the energy sector: The Company has participated in the construction of major domestic projects such as the Hoa Binh Hydropower Plant (1,920MW); Yaly (720MW); Tuyen Quang (342MW); Son La (2,400MW); Huoi Quang (520MW); and Lai Chau (1,200MW); Bac Ai Pumped Storage Hydropower Project as well as hydropower projects in the Lao People's Democratic Republic, including Nam Theun (670MW); Nam Emoun (129MW); and Nam Phak (168MW).

For the transportation sector: The Company has participated in the construction of projects such as the Hai Van Pass Road Tunnel; Ho Chi Minh Road; Deo Ngang Road Tunnel; Co Ma Tunnel – part of the Deo Ca Tunnel project; Da Nang – Quang Ngai Expressway Tunnel; Deo Ca Road Tunnel; Noi Bai – Lao Cai Expressway; and Mui Trau Tunnel – part of the Ho Chi Minh Road project,...

In 2025, the Company participated in the construction of the following projects:

- + Son Trieu Tunnel and Ea Trang Tunnel under the North-South Expressway construction project.

- + Bac Ai Pumped Storage Hydropower Project

- + Hoa Binh – Moc Chau Expressway Project.

- + Deo Ngang Road Tunnel Expansion Project.

- + Noi Bai - Lao Cai Expressway (expansion)

The projects undertaken by the Company are always completed on schedule, ensuring high quality at reasonable costs, and are highly appreciated by investors.

The year 2025 marked an important milestone in the sustainable development strategy of Song Da 10 Joint Stock Company. In addition to its traditional strengths in the construction of hydropower plants and irrigation works, the Company has been actively allocating resources to expand its scale in the field of bridge and road construction (transport infrastructure projects).

This expansion is not only grounded in the Company's extensive experience but is also underpinned by a professional management system, as evidenced by the following: (i) **Internationally certified Quality Management System:** All construction processes are strictly controlled in accordance with ISO 9001:2015 standards; (ii) **Reputable certifications:** The Company's capabilities have been assessed and certified by GCL International, with international validity and recognition by UKAS and IAF; (iii) **Commitment to quality:** With certification valid through July 2027, the Company committed to maintaining the highest technical and quality standards for key transport infrastructure projects in the future. Accordingly, with thorough preparation in both human resources and technology, the Company is confident in becoming a reliable partner to investors in bridge and road construction projects, thereby contributing to the modernization of the national transportation network.

## 2. Business lines and locations of the business

### 2.1 Business lines

- Construction of other civil engineering works: Construction and installation of transportation, industrial, civil, electrical, hydraulic, and underground complex projects;
- Construction of railways and roads: Construction of highways, roads, streets, other types of roads, pedestrian pathways; construction of railways and subways;
- Site preparation: Clearing construction sites; transportation of soil: excavation, backfilling, leveling, and grading of construction sites; drainage, rock transportation, blasting; exploratory drilling, test hole drilling, and sample collection for geological and geophysical examination;
- Construction of various types of buildings;
- Iron ore mining: Extraction of iron-rich ores; beneficiation and collection of iron-containing ores;
- Extraction of stone, sand, gravel, and clay;
- Manufacture of metal structures: Production of metal frames or skeletons for construction and their components;
- Mechanical processing, metal treatment, and coating;
- Repair of machinery and equipment;
- Electricity generation, transmission, and distribution: Production and commercial distribution of electricity;



- Trading of spare parts and auxiliary components for automobiles and other motor vehicles;
- Wholesale of machinery, equipment, and spare parts: Wholesale of machinery and equipment used in mining and quarrying such as drilling machines, crushing machines, screening machines, compressors, etc...; Wholesale of other machinery and equipment not classified elsewhere, used in industrial production;
- Wholesale of construction materials and installation equipment: including construction materials such as sand, gravel;
- Real estate business, land use rights owned, used, or leased: Investment in the development and business of urban areas, industrial zones, economic zones; Office leasing;
- Architectural and related technical consulting activities: Engineering design and consulting services for civil engineering projects, pipeline engineering, and transportation architecture;
- Rental of machinery, equipment, and other tangible goods: Rental of construction and civil engineering machinery and equipment without operators.

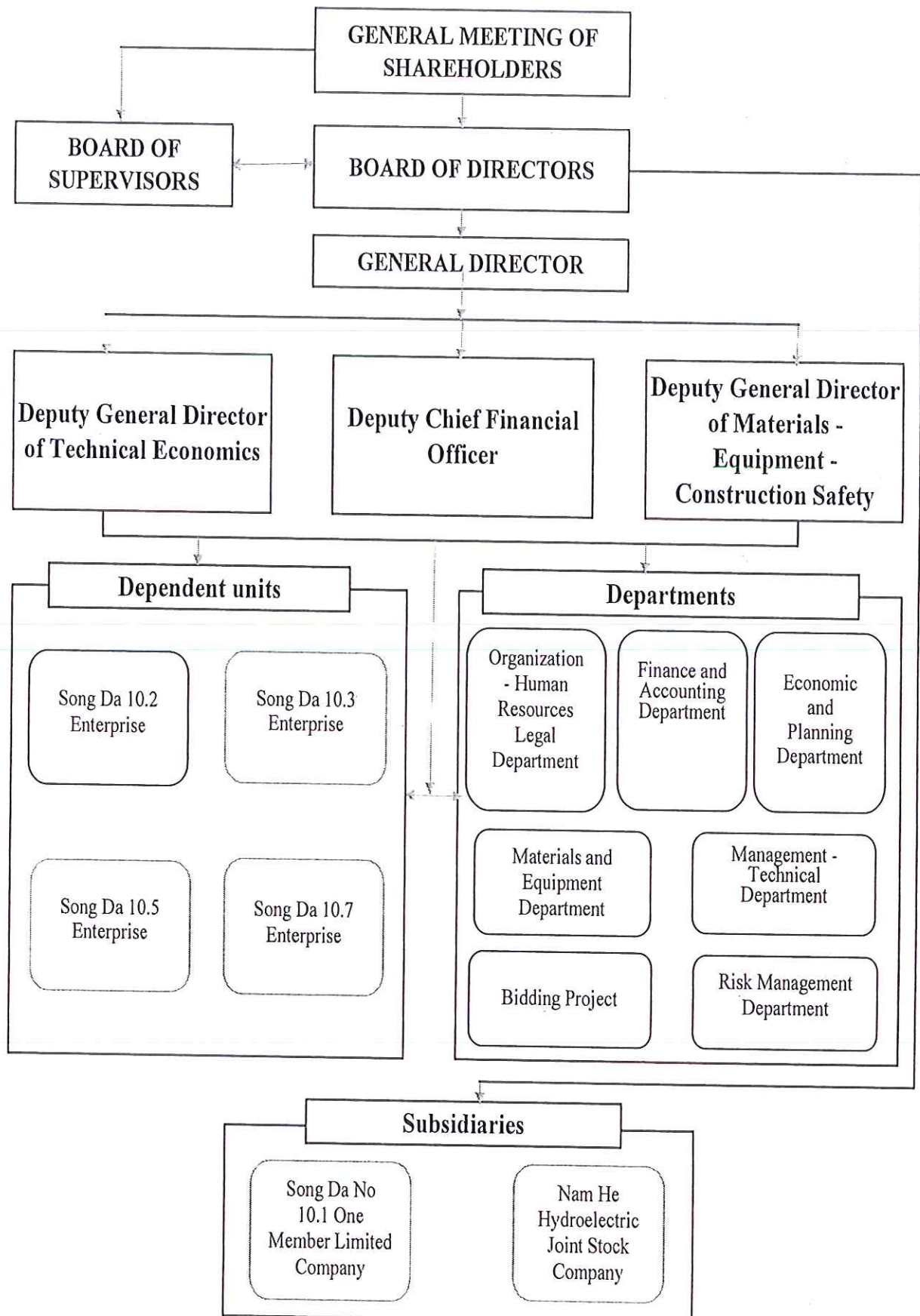
**2.2 Locations of business:** In the past two years, the Company has primarily carried out projects in the following locations:

- Lao People's Democratic Republic: Xekaman 3, Nam Phak, and Nam Emoun projects.
- Gia Lai Province: Yaly Hydropower Plant Expansion Project.
- Dak Lak and Binh Dinh Provinces: North-South Expressway Component Project.
- Quang Tri and Ha Tinh Provinces: Deo Ngang Tunnel Project
- Ninh Thuan Province: Bac Ai Pumped Storage Hydropower Project
- Lao Cai Province: Component project of the Noi Bai – Lao Cai Expressway

### **3. Information about governance model, business organization and managerial apparatus**

**3.1 Governance model:** Song Da 10 Joint Stock Company operates under the joint-stock Company model. The Company's organizational structure is as follows:

# ORGANIZATION CHART OF SONG DA 10 JOINT STOCK COMPANY





In 2025, the Company carried out a restructuring of certain dependent accounting units, including: (i) termination of operations of Song Da 10.6 Enterprise; (ii) merger of Song Da 10 Mechanical Enterprise into Song Da 10.5 Enterprise.

### **3.2 Company management structure**

- Board of Directors: Comprising 05 members.
- Supervisory Board: Comprising 03 members.
- Executive Board: Consisting of the General Director, 03 Deputy General Directors, and the Chief Accountant.

### **3.3 Subsidiaries and associated companies**

#### **3.3.1 Subsidiaries**

##### **– Song Da no 10.1 One Member Limited Company**

Address: Block 1, Phan Dinh Phung Street, Chu Pah Commune, Gia Lai Province..

Chapter capital: 46,630,600,000 VND.

Business sectors: Construction of hydroelectric civil, industrial and transport.

The Company's ownership and voting ratio: 100%

##### **– Nam He Hydropower Joint Stock Company**

Address: Muong Tung Village, Muong Tung Commune, Dien Bien Province.

Chapter capital: 130,000,000,000 VND.

Business sectors: Trading of commercial electricity and other trading activities.

The Company's ownership and voting ratio: 57.45%

#### **3.3.2 Associated companies: None**

## **4. Development orientation**

### **4.1 Key objectives of the Company**

- Continue to develop the Company into a strong enterprise in the construction and installation of hydropower projects and underground structures, utilizing advanced technology. Expansion and development of the bridge and road construction sector.
- Ensure the Company's stable and sustainable growth, maintaining its reputation as a leading construction enterprise in Vietnam, with specific targets as follows:

- + Average growth rate of 6.5-8% per year;
- + Pre-tax profit margin/revenue averaging 1-2%;
- + Optimized, professional management model with advanced management practices;
- + Preservation and growth of owners' equity;
- + Continuous improvement in workforce quality and management capabilities;
- + Modernization of machinery, equipment, and construction technology

#### **4.2 Medium and long-term development strategy**

##### **– *Corporation restructuring***

The Company will continue implementing the "Corporate Restructuring Plan" by 2028, with a particular focus on the following aspects:

- + Organizational structure: Reorganizing affiliated units by expanding their scale in terms of both workforce and machinery; Dissolving underperforming units that do not meet business and production requirements, reducing intermediary units to enhance management efficiency and improve business operations.

- + Completely divesting from ineffective non-core financial investments to allocate capital toward the Company's primary business activities. Withdrawing investments from Nam He Hydropower Joint Stock Company; Song Da 10.9 Joint Stock Company and entrusted investments through Song Da Corporation.

##### **– *Management and operational strategy in business production***

- + Continue developing a management and operational model that aligns with the Company's current scale.

- + Focus on directing and managing activities while innovating leadership methods to suit the Company's operations.

- + Continue to develop, amend, and refine management and personnel organization regulations in a way that ensures reasonable delegation and decentralization, granting autonomy and accountability while enhancing the role and responsibility of organizations and their leaders in personnel management.

- *Market develop strategy*: Continue to build and maintain strong relationships with traditional customers. Focus on developing the domestic market, expanding into international markets, and enhancing competitiveness in bidding processes:



+ Domestic market: Maintain and further increase market share in the construction sector, including: Hydropower projects, underground works, drilling and blasting, grouting and ground reinforcement, foundation treatment, and bridge and road construction. Closely monitor the progress of State-invested infrastructure development projects, such as: Tunnel and road projects (new construction and expansion) and high-speed railways, in order to proactively market and secure new contracts through bidding, direct appointment and consortium of arrangements.

+ International market: Continue expanding into countries like Laos and other regions to maximize the Company's resources in mining and transportation infrastructure projects.

+ Strengthen joint ventures and partnerships to bid for construction packages outside the Company's core strengths. The goal is to enhance competitiveness in bidding by leveraging the advantages of brand reputation, credibility, and the combined effectiveness of three key factors: quality, cost, and project timeline.

– *Strategy for enhancing management and construction capabilities:* Research and apply advanced technologies in design and construction. Continue investing in the modernization of construction equipment and technology to produce high-quality products that meet market demands and customer needs, both domestically and internationally, thereby increasing the Company's competitiveness. Continue to implement and complete the BIM (Building Information Modeling) application project across the Company.

– *Economic and financial management*

+ Improve the quality of economic contract signing, with a focus on investment capital sources and the payment capacity of project owners.

+ Continue developing new internal regulations and revising existing ones (if necessary) to ensure strict control over Company operations.

+ Continue divesting from ineffective investments that do not align with the Company's traditional business sectors.

– *Strategy for development and improvement of human resource quality.*

+ Develop a highly skilled and specialized workforce to ensure competitive capability in the context of economic integration.

+ Implement incentive policies regarding salaries, bonuses, employment, and social welfare. Provide financial support and create opportunities for employees to pursue further education and skill enhancement, encouraging and attracting highly qualified professionals to work for the Company.

- + Ensure job stability and income for employees, organize accommodations and living arrangements for workers at construction sites. Fully equip employees with necessary work tools and protective gear to ensure a safe working environment.

- *Corporation culture development and quality policy strategy*

- + Continue to effectively operate risk management processes and policies at all levels of the Company in compliance with ISO 9001:2015 standards for the constructions: Hydropower plants, Transport infrastructure works, and Irrigation projects.

- + Maintain and promote traditional Company values while enhancing all resources to achieve better productivity, construction progress, product quality, and economic efficiency, meeting increasingly strict customer demands.

- *Information technology development strategy*

- + Continue researching underground construction technologies, including subway construction, to prepare for potential investments in relevant equipment and technology when feasible.

- + Standardize project management processes, including quality management, progress tracking, risk management, material and equipment management, as well as occupational health, safety, and environmental management, to align with large-scale project requirements. Invest in IT applications across Company operations and workforce training to enhance project execution capabilities.

- + Maintain and develop weekly or irregular online meetings with construction sites to promptly solve problems, improve management efficiency and reduce operational costs.

#### **4.3 Sustainable development goals**

- Develop sustainably towards the professionalization and modernization of construction services, especially underground construction projects, bridge and road construction works.

- Prioritize economic efficiency and the sustainable growth of the enterprise as a core mission, ensuring a balanced benefit for the state, customers, shareholders, and employees.

- Participate in community support activities and movements, such as aiding people in disaster-affected areas and contributing increasingly to the well-being of society and human life.

## **5. Risks**



All macroeconomic changes affect businesses in general, and the Company is no exception to these fluctuations. Given the Company's business sector, economic fluctuations may pose several risks, including:

- Due to the long construction timelines of hydropower projects and fixed-price bidding contracts, rising material costs significantly impact the Company's profitability. Increases in exchange rates and input material prices, such as steel and fuel, further affect the Company's efficiency.
- Today, growing environmental concerns, the depletion of natural resources and energy, and the imbalance in the ecological system have led to a shrinking market for hydropower plant construction, affecting the Company's traditional business sector. Entering new markets, such as subway construction, remains a challenge for the Company.
- Participating in bidding and executing projects abroad presents several risks, including: Differences in legal systems, economic policies, exchange rates, and payment currencies between countries can lead to additional costs and challenges in the Company's management processes.
- Delayed payments from investors due to factors such as capital shortages, slow loan disbursement, and prolonged capital settlement create difficulties for the Company in making payments, settling projects, and recovering capital.
- The number of directly awarded projects is decreasing or disappearing, forcing the Company to engage in intense price competition to win bids, leading to lower profit margins.
- Additionally, unpredictable risks such as extreme weather conditions, climate change, and natural disasters such as storms causing landslides, prolonged droughts, or unexpected fires and explosions can disrupt operations and even cause significant damage to assets and human resources. These are objective, force majeure risks beyond the Company's control, which any construction and energy business may encounter.

## **II. Business operations in 2025**

### **1. Production and business activities**

#### **a) Results of production and business activities**

Pursuant to Resolution No. 740/NQ-ĐHĐCĐ dated June 26, 2025 of the General Meeting of Shareholders regarding the 2025 business plan, the key economic targets (output, revenue, and profit) were set at relatively high levels compared to the 2024 performance, while the contracted workload accounted for only 54% of the annual plan. In response to these challenges, the Company's management and all employees have set out the following



objectives: (1) Focus on executing contracted projects that are eligible for construction in order to meet and exceed schedule targets; (2) Actively seek and approach new projects. Expanding business activities into the bridge and road construction sector.

Achievements in construction progress: All construction projects have met or exceeded the planned schedule while ensuring compliance with design requirements and the quality standards set by investors. The Company's business operations and management have been demonstrated through the following activities:

- **Project management at key construction sites:** Project management at key construction sites: Weekly online meetings are conducted with all affiliated units to oversee operations. Issues arising during on-site construction and business management are promptly solved.

- **Construction resource organization:** Fully concentrate resources on capital, people and equipment ready for construction as planned. Machinery and equipment are maintained and repaired to ready for construction activities, especially machinery and equipment, as well as a team of engineers specialized in bridge and road construction for key transportation projects.

- **Market activities:** In 2025, the Company has worked with the main contractors or investors to resolve construction challenges and handle additional work volumes for ongoing contracted projects. Additionally, the Company, in collaboration with Song Da Corporation and reputable contractors, has participated in project bidding. The total value of awarded projects in 2025 is 1,340 billion VND/1,200 billion VND. Specifically:

- + Construction Contract No. 10/2025 TCTSD-SD10 dated April 24, 2025 signed with Song Da Corporation for the construction and installation works of the Bac Ai Pumped Storage Hydropower Plant – Phase 2 (Phase 1), under the Bac Ai Pumped Storage Hydropower Project, with a value of 621.286 billion VND;

- + Construction Contract No. 2703/HDXL/VCG/SD10 dated March 27, 2025 signed with VINACONEX for: Excavation and temporary support of the ventilation tunnel (Section 1: from tunnel portal to Construction Adit No. 1) under the Bac Ai Pumped Storage Hydropower Project, with a value of 77.49 billion VND;

- + Contract No. 152/HD-VEC/2025, Package XL1-NBLC signed with Vietnam Expressway Development Investment Corporation (VEC) - One Member Limited Liability Company for the expansion works of the section from Km123+080 to Km190+420 under the Yen Bai - Lao Cai expansion



project of the Noi Bai - Lao Cai Expressway with a value of 594.566 billion VND;

+ Sign the contract appendix for the expansion of the left branch tunnel of Son Trieu road tunnel under the North-South Expressway Project (Quy Nhon - Chi Thanh section), with a value of 47.239 billion VND.

– **Financial and credit operations**

+ Worked with investors, EPC contractors or main contractors to secure advance payments and carry out acceptance and settlement of completed construction volumes. The total cash inflows during the year reached 952.170 billion VND. However, certain projects had been completed for a long time but remained unresolved, resulting in significant outstanding receivables (Xekaman 3 Hydropower Project); or some projects faced financial difficulties on the part of the investors, with insufficient funds for payment, leading to long-outstanding receivables that have not been recoverable for many years, thereby reducing the Company's business efficiency (Tram Tau, Nam He and Nam Ly projects).

+ Promoting the acceptance and settlement activities has timely met the Company's working capital needs for production and business operations and has had a positive impact on its financial position during the year. Specifically: (i) Timely repayment of loan principal and interest to banks, reducing outstanding borrowings to levels appropriate to the scale of operations. Outstanding loan principal at year-end decreased significantly compared to the beginning of the year, as follows: the Parent Company reduced to 173 billion VND (from 252 billion VND); Nam He Company reduced to 190 billion VND (from 223 billion VND); Song Da 10.1 Company fully repaid its entire loan principal and interest of 65 billion VND, resulting in no outstanding bank borrowings at year-end, according to the interest expenses decreased, contributing to improved operating efficiency of the Company; (ii) Full and timely fulfillment of tax obligations and statutory insurance contributions to the State Budget; (iii) Timely payment of employee benefits and entitlements.

+ Worked with financial institutions and leasing companies to mobilize capital, ensuring sufficient funding for business operations and project investments at reasonable interest rates.

+ Conducted business accounting in compliance with Vietnamese Accounting Standards (VAS), the Vietnamese Enterprise Accounting System, and other relevant legal regulations. Cost management was carried out through the Company's internal norms and pricing system.

- + Audit financial statements, disclose and transparent information in accordance with the State's regulations for listed companies with public interests.

- **Economic management**

- + Strictly supervise the Company's internal management regulations, including: Delegation and contract management; Financial regulations; materials decentralization and management, etc.,...

- + Closely coordinated with investors and consultants to promptly resolve construction-related issues on-site, as well as economic and payment mechanism concerns, to accelerate acceptance and capital recovery.

- + Continue finalizing completed projects, including: Contracts relating to: Xekaman 3; Xekaman 1; Package 1B-2 – Deo Ca Tunnel; Namphak; Yaly Expansion; Dak Mi 1; Son Trieu Tunnel and Eatrang Tunnel under the North-South Expressway Project..

- **Technical management and occupational safety**

- + Prepared construction documentation before project execution and strictly adhered to technical procedures and safety measures during construction, ensuring compliance with approved design drawings and approved construction methods.

- + Strictly complied with legal regulations on occupational safety and labor protection during construction. The Company regularly conducts training on operating procedures for equipment requiring strict safety standards and provides full personal protective equipment (PPE) for workers. Strict adherence to regulations on transportation, storage, and use of explosives, as well as fire prevention and firefighting measures, is ensured.

- + Proactively monitored and controlled construction progress according to signed contracts with investors, assessed, and promptly implemented effective construction measures as needed.

- + Conducted internal acceptance inspections before performing official acceptance with relevant parties. Maintained a quality control and supervision team on-site, reporting progress and quality through both images and specific data, ensuring that all projects met the investor's requirements.

- + Applied technology in construction and project management, achieving significant results such as better control of excavation volume in blasting operations, minimizing material loss during shotcrete application, and improving formwork design methods.



+ Ensured proper working and living conditions (electricity, water, air quality, etc.) for workers at both accommodation and work sites before project implementation.

**b) Implementation of major targets compared to the plan**

**b.1) Implemented in 2025 compared to the plan**

Order number	Indicators	Unit	Plan	Perform	Completion rate
1	Total value of production and business	Billion VND	1,392.000	820.625	58.95%
2	Total revenue	Billion VND	1,267.000	881.768	69.59%
3	Budget payments	Billion VND	49.000	33.776	68.93%
4	Profit before tax	Billion VND	25.300	67.567	267.06%
5	Profit after tax	Billion VND	20.240	62.473	308.66%
6	Average monthly income per person	Million Dong	17.740	18.080	101.91%

**\* Reasons for targets not being achieved/exceeded the plan:**

– Output value did not meet the plan due to:

+ Hoa Binh - Moc Chau Expressway project: Construction has not been carried out due to obstacles in site clearance from the Investor, resulting in no access road for construction implementation.

+ The value of contracted projects only accounted for 54% of the annual plan, while the Company has not secured any new projects.

– Revenue did not meet the plan due to:

+ Output did not meet the plan

+ For several projects, the Company planned revenue in 2025, however due to issues with project settlement or the investors not being able to arrange payment funds (e.g., Tram Tau; Xekaman 1&3; Deo Ca), it resulted in not being able to collect the capital within the year.

– Contributions to the State budget did not meet the plan due to: Production and revenue not meeting the plan.

– Profit exceeded the plan due to: the Company's profit before tax and profit after tax recorded a significant increase and surpassed the annual targets. This profit comes from Song Da 10.1 One Member Limited Liability Company (a subsidiary of the Company). Details of this profit are presented in Section II.3.b of this Report.

**\* Progress of project construction implementation**

– Actual output at key projects :

Order number	Project	Unit	Plan	Perform	Completion rate
1	Yaly Hydropower Expansion	10 <sup>6</sup> VND	-	553	
2	Son Trieu Tunnel North-South Expressway	10 <sup>6</sup> VND	209,991	156,195	74.4%
3	NamPhak Hydropower	10 <sup>6</sup> VND	-	2,181	
4	EaTrang Tunnel North-South Expressway	10 <sup>6</sup> VND	248,449	299,349	120.5%
5	Deo Ngang Tunnel Expansion Project	10 <sup>6</sup> VND	179,250	184,234	102.8%
6	Bac Ai Pumped Storage Hydropower Project	10 <sup>6</sup> VND	-	71,531	
7	Noi Bai – Lao Cai Expressway			25,479	
8	Hoa Binh – Moc Chau Expressway	10 <sup>6</sup> VND	80,000	-	
9	Projects expected to be bid	10 <sup>6</sup> VND	591,410	-	0.0%
10	Electricity business	10 <sup>6</sup> VND	58,200	60,152	103.4%
11	Other projects	10 <sup>6</sup> VND	24,700	20,951	84.8%

– Achieving construction progress goals:

+ Son Trieu Tunnel and Ea Trang Tunnel Projects, part of the North-South Expressway: Complete all work items according to the 2025 schedule and finish construction in accordance with the contract signed with the investor.

+ Deo Ngang Tunnel Project: Complete 100% of planned targets for all work items and finish construction such as: Tunnel excavation and support/tunnel portal works; reinforced concrete tunnel lining; internal and external drainage systems; installation of mechanical and electrical and fire protection systems; finishing works inside and outside the tunnel.

+ Bac Ai Pumped Storage Hydropower Project: Complete the construction volume according to the 2025 annual plan for the items, including: (i) Cable tunnel - ventilation: open excavation of soil/rock; perimeter drilling; reinforced tunnel excavation; leveling the foundation for the 500kV substation. (ii) Operation construction tunnel - air supply: reinforced tunnel excavation. (iii) Plant: reinforced tunnel excavation; horizontal tunnel drainage drilling; M300 shotcrete spraying with steel mesh in the horizontal tunnel.

+ Hoa Binh - Moc Chau Expressway: Completed excavation of foundation pits with a total volume of 808.17 m<sup>3</sup>.

+ Lao Cai - Yen Bai transport tunnel: The project commenced on October 1, 2025. In accordance with the plan, the Company completed preparatory



works, including construction camps and auxiliary facilities, mobilization of machinery, equipment and manpower, and access road development for construction, specifically:

(i) Expanded expressway tunnel: foundation pit construction at both tunnel portals reached 60%, while access opening at both the North-South portals reached 100%; (ii) Van Xuan 2 Bridge: foundation pit works, bored piling for abutments and girder casting reached 20%; and Suoi Nau Bridge: foundation reinforcement, bored piling, and construction of pile caps and abutments reached 80%.

## b.2) Implemented in 2025 compared to 2024

Order number	Indicators	Unit	Year 2024	Year 2025	Rate
A	B	C	1	2	3=2/1
1	Total value of production and business	Billion VND	1,071.262	820.625	76.60%
2	Total revenue	Billion VND	1,028.909	881.768	85.70%
3	Budget payments	Billion VND	29.477	33.776	114.58%
4	Profit before tax	Billion VND	-0.677	67.567	9976.99%
5	Profit after tax	Billion VND	-4.226	62.473	1478.21%
6	Average monthly income per person	Million Dong	18.645	18.080	96.97%

Output value and revenue in 2025 decreased compared to 2024. However, profit in 2025 increased significantly due to an exceptional profit (59.502 billion VND) recorded by Song Da 10.1 One Member Limited Liability Company - a subsidiary of the Company. This profit arose from the waiver of loan interest by BIDV - Gia Lai Branch, following an agreement reached in 2025 between the two parties on the settlement of loan principal and part of the interest. Accordingly, the bank decreased most overdue interest and accrued interest for the Company.

In addition, in 2024, the Parent company made a provision for doubtful receivables from customers amounting to 36.354 billion VND. As a result, profit in 2024 was low.

## 2. Organization and personnel

### 2.1 List of Executive Board members

– **Mr. Nguyen Tuan Anh**

Position: Member of the Board of Directors and CEO of the Company

Gender: Male, Date of birth: November, 10, 1977

Nationality: Vietnamese, Ethnicity: Kinh

Hometown: Than Khe Commune - Hung Yen Province

Contact: 024 37683998

Education: 12/12

Specialized qualification: Civil engineer in underground construction and mining

Number of shares held: 6.607.407 shares. Of which:

+ Represents the State-owned shares: 6,607,407 shares.

### **Employment history**

4/2001 - 8/2002	: Technical Management Specialist - Song Da 10.3 Enterprise
9/2002 - 12/2005	: Deputy Head of Technical Management Department - Song Da 10.3 Enterprise
01/2006 - 6/2006	: Head of Technical Management Department, Song Da 10.3 Enterprise
7/2006 - 12/2007	: Deputy Director of Song Da 10.3 Enterprise
01/2008 - 4/2015	: Deputy Director of Song Da 10.6 Enterprise
5/2015 - 9/2015	: Deputy Head of Technical Management Department, Song Da 10 Joint Stock Company
10/2015 - 4/2022	: Head of Technical Management Department, Song Da 10 Joint Stock Company
5/2022 - 10/2022	: Deputy General Director - Acting General Director of Song Da 10 Joint Stock Company
11/2022 to present	: General Director of Song Da 10 Joint Stock Company

### **- Mr. Tran Dinh Tu**

Position: Deputy General Director of the Company

Gender: Male, Date of birth: May 21, 1972

Nationality: Vietnamese, Ethnicity: Kinh

Hometown: Gia Vuong, Gia Vien, Ninh Binh

Contact: 024 37683998

Education: 12/12

Specialized qualification: Bachelor's degree in Finance and Accounting



Number of shares held: 0 shares.

### **Employment history**

6/1994 - 11/1997	: Economic and planning department staff - Song Da 4 Company
11/1997 - 8/1998	: Deputy Chief Accountant - Song Da 10 Company - in Bien Hoa - Dong Nai
8/1998 - 6/2003	: Head of Finance and Accounting Department - Song Da 8 Company
6/2003 - 01/2005	: Staff of finance and accounting department of Song Da 10 Company
02/2005 - 04/2010	: Deputy Chief Accountant of Song Da 10 Joint Stock Company
05/2010 - 03/2017	: Chief Accountant of Song Da 10 Joint Stock Company
04/2017 - 9/2018	: Head of Internal Control Department, Song Da 10 Joint Stock Company
10/2018 - 26/12/2025	: Deputy General Director of Song Da 10 Joint Stock Company
Từ 26/12/2025:	: Termination of labor contract - Due to the employee's death on December 8, 2025

### **– Mr. Pham Hoang Phuong**

Position: Deputy General Director of the Company

Gender: Male, Date of birth: November 25, 1979

Nationality: Vietnamese, Ethnicity: Kinh

Hometown: Dai Xuyen Commune – Ha Noi City

Contact: 024 37683998

Education: 12/12

Specialized qualification: Civil engineer in underground construction and mining

Number of shares held: 0 shares.

### **Employment history**

8/2001 - 5/2004	: Technical staff of Song Da 10 Company
5/2004 - 3/2005	: Deputy of Technical Department, Hai Van Tunnel Management Board
3/2005 - 6/2009	: Head of Technical Management Department, Song Da 10.2 Enterprise
7/2009 - 4/2014	: Deputy Director of Song Da 10.2 Enterprise
5/2014 -9/2015	: Deputy Director of Deo Ca Project Management Board
10/2015 -11/2016	: Deputy Director of Song Da 10.4 Enterprise, Commander of Deo Ca Tunnel Project
12/2016 -01/2019	: Deputy Director of Song Da 10.2 Enterprise
02/2019 - 7/2019	: Director of Nam Emoun Project Management Board
8/2019 to present	: Deputy General Director of Song Da 10 Joint Stock Company

– **Mr. Nguyen The Bao**

Position: Deputy General Director of the Company  
 Gender: Male, Date of birth: February 12, 1969  
 Nationality: Vietnamese, Ethnicity: Kinh  
 Hometown: Co Le Commune - Ninh Binh Province  
 Contact: 024 37683998  
 Education: 12/12

Specialized qualification: Mechanical Engineer

Number of shares held: 0 shares

**Employment history**

7/1993 - 9/1994	: Mechanical Engineer, Underground Construction Company
10/1997 - 12/2004	: Repair workshop manager - mechanical factory
1/2005 - 10/2017	: Deputy Director of Song Da 10.2 Enterprise
11/2017 to present	: Deputy General Director of Song Da 10 Joint Stock Company

– **Mr. Nguyen Trung Kien**

Position: Chief Accountant of the Company  
 Gender: Male, Date of birth: September 20, 1981



Nationality: Vietnamese, Ethnicity: Kinh  
 Hometown: Bac Tien Hung Commune - Hung Yen Province  
 Contact: 024 37683998  
 Education: 12/12  
 Specialized qualification: Bachelor's degree in economics  
 Number of shares held: 1,170 shares (Personal ownership)

### **Employment history**

8/2003 - 10/2005 : Finance and Accounting Department Staff - Song Da 10.3 Enterprise  
 11/2005 - 10/2006 : Deputy Chief Accountant of Song Da 10.3 Enterprise  
 11/2006 - 4/2008 : Chief Accountant of Song Da Branch 4.10  
 8/2008 - 12/2015 : Chief Accountant of Song Da 10.6 Enterprise  
 01/2016 - 2/2017 : Deputy Head of Internal Control Department, Song Da 10 Joint Stock Company  
 3/2017 to present : Chief Accountant of Song Da 10 Joint Stock Company

## **2.2 Changes in the Executive Board**

- Change in Board of Directors members: No
- Change in the Executive Board (CEO Board): On December 26, 2025, the Company issued Decision No. 1653/QĐ-TGD regarding: Termination of the labor contract with Mr. Tran Dinh Tu (born on May 21, 1972), holding the position of Deputy General Director of Construction. Reason: The employee passed away on December 8, 2025.

## **2.3 Number of staff and changes in labor policies**

- As of December 31, 2025, the total number of employees at the Company is: 567 people.
- The Company pays salaries and other benefits in accordance with the labor code, the collective labor agreement, and the internal management regulations of the Company. Regularly reviews and develops, amends, and issues new regulations and salary scales in compliance with the State's labor and wage policies.
- The Company registers and fully participates in social insurance, health insurance, and unemployment insurance for employees according to the regulations of the Social Insurance Law and related guiding documents.

- Implement grassroots democracy regulations: Regularly organize employee conferences to facilitate direct dialogue, thereby strengthening the connection between employees and the Company. Ensure all employee benefits are met so they can work with peace of mind and stay committed to the Company long-term.
- Organize training programs, conduct new training and retraining sessions to improve employees' professional skills and expertise to meet production and business requirements.
- Assign the workforce throughout the Company from departments, enterprises to production groups and teams.
- Training in occupational safety and health, fully equipped with labor protection equipment for employees.
- Organize annual health check-ups for employees. Promptly encourage and reward achievements such as: Initiatives in production to improve labor productivity. Launching a production emulation campaign to achieve the construction progress of works.

### **3. Investment situation, implementation of projects**

a) **Investments:** In 2025, the Company did not carry out any investment in machinery and equipment; Nor did it undertake any financial investment activities.

b) **Subsidiaries:** In 2025, the Company did not make any additional capital investments in its subsidiaries. Some key financial indicators for the year of the subsidiaries are as follows:

#### **- Song Da 10.1 One Member Limited Company**

Business production value	: 117.060 Billion VND
Revenue	: 195.783 Billion VND
Profit before tax	: 61.660 Billion VND

In 2025, the Company recorded a sudden profit as it settled all outstanding loan principal and part of the interest in accordance with its commitments with BIDV - Gia Lai Branch. Accordingly, the Company received a reduction of the both current and overdue interest expenses, as notified under Document No. 3389/TB-BIDV.GL dated December 22, 2025 issued by BIDV - Gia Lai Branch.

#### **- Nam He Hydropower Joint Stock Company**

Business production value	: 59.536 Billion VND
Revenue	: 55.720 Billion VND



Profit before tax (loss) : 8.670 Billion VND

#### 4. Financial situation and main financial indicators of the Company

##### a) Financial situation (Unit: VND)

Indicators	Year 2024	Year 2025	% change
Total asset value	2,106,786,892,594	2,021,116,606,445	-4.1%
Net revenue	1,022,145,168,340	775,458,737,493	-24.1%
Profit from business activities	-673,231,085	-19,022,850,718	2725.6%
Other profits	-3,998,407	86,589,960,641	2165711.5%
Profit before tax	-677,229,492	67,567,109,923	10077.0%
Profit after tax	-4,226,241,029	62,472,596,801	1578.2%

##### b) Main financial indicators

Chỉ tiêu	Năm 2024	Năm 2025	Ghi chú
1. Chỉ tiêu về khả năng thanh toán			
+ Hệ số thanh toán ngắn hạn (Tài sản ngắn hạn/Nợ ngắn hạn)	1.40	1.44	
+ Hệ số thanh toán nhanh (Tài sản ngắn hạn - Hàng tồn kho)/Nợ ngắn hạn	1.07	1.08	
2. Chỉ tiêu về cơ cấu vốn			
+ Hệ số Nợ/Tổng tài sản	0.62	0.57	
+ Hệ số Nợ/Vốn chủ sở hữu	1.64	1.35	
3. Chỉ tiêu về năng lực hoạt động			
+ Vòng quay hàng tồn kho (Giá vốn hàng bán/hàng tồn kho bình quân)	2.17	1.90	
+ Doanh thu thuần/Tổng tài sản	0.49	0.38	
4. Chỉ tiêu sinh lời			
+ Hệ số lợi nhuận sau thuế/Doanh thu thuần	-0.41%	8.06%	
+ Hệ số lợi nhuận sau thuế/Vốn chủ sở hữu	-0.53%	7.25%	
+ Hệ số lợi nhuận sau thuế/Tổng tài sản	-0.20%	3.09%	
+ Hệ số lợi nhuận từ HĐKD/Doanh thu thuần	-0.07%	-2.45%	

## 5 Shareholder structure, changes in ownership capital

### a) Shares

Total number of shares in circulation : 42,732,311 shares

Total number of freely transferable shares : 42,732,311 shares

Number of shares with transfer restrictions : 0 shares

### b) Shareholder structure: As of 02/4/2026

STT	Content	Number of shareholders	Number of shares owned	Ratio
1	<b>Major shareholders and minor shareholders</b>	1,325	42,732,311	100%
	- Major shareholder	2	30,241,007	70.77%
	- Minority shareholder	1,323	12,491,304	29.23%
2	<b>Institutional shareholders and individual shareholders</b>	1,325	42,732,311	100%
	- Institutional shareholders	14	28,090,732	65.74%
	- Individual shareholders	1,311	14,641,579	34.26%
3	<b>Domestic and foreign shareholders</b>	1,325	42,732,311	100%
	- Domestic shareholders	1,277	42,462,416	99.37%
	- Foreign shareholders	48	269,895	0.63%
4	<b>State shareholders and other shareholders</b>	1,325	42,732,311	100%
	- State shareholder	1	26,607,407	62.27%
	- Other shareholders	1,324	16,124,904	37.73%

### c) Changes in owner's investment capital

– 2006: Establishment of the Joint Stock Company: The Company was converted from a state-owned enterprise to a joint-stock Company. The owner's investment capital at the time of establishment was 60 billion VND. The capital increase process of the Company from the time of privatization to the end of the reporting year is as follows:

– 2007: Issued an additional 5,700,000 shares, increasing the capital from 60 billion VND to 117 billion VND through: (1) Selling 4,000,000 shares to



existing shareholders at 10,000 VND per share with a ratio of 3:2; (2) Offering 1,700,000 shares to public.

- 2011: Issued an additional 9,360,000 shares, increasing the capital from 117 billion VND to 210.6 billion VND through: Issuing bonus shares to existing shareholders at a ratio of 100:80.
- 2013: Issued an additional 6,317,996 shares, increasing the capital from 210.6 billion VND to 273.780 billion VND through: Issuing bonus shares to existing shareholders at a ratio of 10:3
- 2014: Issued an additional 15,354,315 shares, increasing the capital to 427.323 billion VND through: (1) Private placement of 12,567,407 shares to strategic investors; (2) Share swap for shareholders of the subsidiary Company (Song Da 10.1 Joint Stock Company) after the merger into the parent Company, totaling 2,786,908 shares.

All capital increases of the Company have been approved and licensed by the State Securities Commission.

The Company's owner's equity has remained unchanged since 2014 until the time of making this report.

**d) Treasury stock transactions:** In 2025, the Company did not conduct any treasury stock transactions.

## **6. Report on the Company's environmental and social impacts**

### **6.1 Management of raw materials**

The Company primarily operates in the construction of hydroelectric projects and road tunnels. The main raw materials used in these activities include explosives, drilling materials, cement, steel, sand, and stone.

The Company has established comprehensive regulations on the procurement, management, and use of raw materials. Management responsibilities are delegated from the Company to various operational levels. In particular, the management of explosives must strictly comply with legal regulations.

### **6.2 Compliance with environmental protection laws**

The Company strictly complies with legal regulations on environmental protection in construction projects, including measures for handling hazardous waste generated during construction as required.

a) Number of violations fined for non-compliance with environmental laws and regulations: None

b) Total amount of fines for non-compliance with environmental laws and regulations: None

### **6.3 Labor-related policies**

a) Number of employees: 567 people. Average salary: 18,1 billion VND per person per month.

b) Labor policies to ensure employee health, safety, and welfare:

+ Fully implementing salary policies and other benefits for employees in accordance with the Labor Law, the Collective Labor Agreement, and the Company's internal regulations;

+ Fulfilling all obligations related to employee insurance policies;

+ Conducting annual health check-ups and organizing Company trips and vacations to help employees rejuvenate and improve their well-being.

+ Regularly providing support and assistance to families facing difficulties, ensuring employees feel secure in their careers and development at the Company.

c) Employee training programs: The Company prioritized training and retraining in 2025, achieving the following results: 8 technical staff received Blasting Commander Certificates. Technical workers were trained in professional skills and occupational safety and hygiene as per regulations. The workforce quality meets the Company's operational requirements, with a stable ratio of direct and indirect labor, aligned with the Company's business scale (University and postgraduate: 26.4%; College: 3.7%; Intermediate level: 3.5%).

### **6.4 Report on responsibility to the local community**

+ The Company strictly complies with local regulations in areas where it undertakes construction projects;

+ Actively participates in community activities initiated by local authorities;

+ Fully fulfills financial support obligations for social welfare.

## **III. Report and assessment by the Executive Board**

### **1. Evaluation of business performance**

– **Overview of Company operations compared to the plan:** In 2025, the Executive Board focused on directing and managing the Company's operations. The achieved economic indicators are as follows:

+ Business production value: Achieved 821 billion VND/Planned 1,392 billion VND, reaching 58.95%



+ Revenue: Achieved 882 billion VND/Planned 1,267 billion VND, reaching 69.59%

+ State contributions: Achieved 34 billion VND/Planned 49 billion VND, reaching 68.93%

+ Profit before tax: Achieved 68 billion VND/Planned 25 billion VND, reaching 267.06%

+ Profit after tax: Achieved 62 billion VND/Planned 20 billion VND, reaching 308.66%.

Report economic indicators did not meet and exceeded the plan: The reasons for this have been analyzed in section b.1, part II.1 of this report.

#### – **Achievements of the Company**

+ Completed all construction progress targets at the projects. The Hoa Binh - Moc Chau expressway project did not meet the plan (construction has not started) due to the investor's delay in handing over the site, with no access road for construction.

+ Prepared equipments and workforce for new projects.

+ Ensured and maintained sufficient capital resources to support the Company's operations. Fulfilled all financial obligations to the State and business partners. Ensured full and timely payment of employee benefits and entitlements.

+ Carried out internal inspection and supervision of the Company as planned.

+ Completed the expansion of business lines into the bridge and road construction sector, aiming to access new opportunities in infrastructure development for key national projects.

+ Completed the restructuring of certain affiliated units, including: Termination of operations of Song Da 10.6 Enterprise and merger of Song Da 10 Mechanical Workshop into Song Da 10.5 Enterprise.

+ Fulfilled credit restructuring commitments between Song Da 10.1 One Member Limited Liability Company and BIDV - Gia Lai Branch. Accordingly, the Company was granted a waiver of a substantial portion of both current and overdue interest, resulting in a significant increase in profit compared to 2024. This represents a major effort by the Company in 2025.

#### – **Existence**

+ Finalization has not yet been completed for certain projects (Tram Tau, Vung Ang, Nam Cau, Xekaman 1 & 3,...), although construction had been

completed several years earlier, due to delays from investors in project implementation.

+ Difficulty attracting highly skilled personnel due to the irregular nature of Company projects, remote and challenging work locations, and compensation packages that may not be competitive enough for recruitment. Especially the recruitment of engineers specialized in bridge and road construction.

## **2. Financial situation: Assets; Liabilities**

Total assets at the end of 2025 decreased by 4.07% compared to the beginning of the year (from 2,107 billion VND to 2,021 billion VND). However, the Company's asset and liability structure changed in a positive direction. Specifically:

- Accounts receivable from customers (both long-term and short-term) decreased by 10.93%; inventories decreased by 7.3%.

- Bank borrowings decreased significantly compared to the beginning of the year (363 billion VND at year-end / 530 billion VND at the beginning of the year, decreased by 31.46%). Accordingly, interest expenses decreased by 11.832 billion VND, equivalent to a reduction of 24.29% compared to 2024, thereby improving the Company's operating efficiency. Especially, in 2025, Song Da 10.1 One Member Limited Liability Company fulfilled its commitments regarding the repayment of loan principal and interest to BIDV - Gia Lai Branch. As a result, the Company was granted a waiver of a substantial portion of both current and overdue interest.

- Total liabilities decreased in both absolute value and as a proportion of total assets.

- Although total assets decreased, cash and cash equivalents increased significantly compared to the beginning of the year (from 177 billion VND to 300 billion VND at year-end, representing an increase of 70.33%). This reflects the Company's efforts in working with investors to secure payments and advance funding for its projects.

The main financial indicators are as follows: (*Unit: VND*)



STT	Chỉ tiêu	Năm 2025	Năm 2024	% tăng/giảm
<b>I</b>	<b>Tình hình tài sản</b>			
1	Tổng tài sản	2,021,116,606,445	2,106,786,892,594	-4.07%
2	Tài sản ngắn hạn	1,377,217,437,931	1,530,174,872,307	-10.00%
	Trong đó:			
-	Tiền và các khoản tương đương tiền	300,696,390,198	176,541,358,555	70.33%
-	Các khoản phải thu ngắn hạn	689,930,739,810	924,332,884,086	-25.36%
-	Hàng tồn kho	337,411,698,118	363,972,987,514	-7.30%
-	Tài sản ngắn hạn khác	49,178,609,805	65,327,642,152	-24.72%
3	Tài sản dài hạn	643,899,168,514	576,612,020,287	11.67%
<b>II</b>	<b>Tình hình nợ phải trả</b>			
1	Tổng nợ phải trả	1,159,948,258,641	1,308,091,141,591	-11.33%
	(Trong đó: Nợ Ngân hàng)	363,207,663,974	529,904,546,303	-31.46%
2	Nợ ngắn hạn	959,163,019,421	1,090,905,773,095	-12.08%
3	Nợ dài hạn	200,785,239,220	217,185,368,496	-7.55%
<b>III</b>	<b>Tỷ lệ</b>			
1	Nợ phải trả/Tổng tài sản	57.39%	62.09%	-7.57%
2	Nợ phải trả NH/Tổng nợ phải trả	31.31%	40.51%	-22.70%

### 3. Future development plan

- Continue to restructure, dissolve and merge certain affiliated units to align with the Company's current scale of operations;
- Review human resources, plan leadership positions for the current term, and establish plans for the next term;
- Focus on directing the execution of key projects, ensuring the committed progress targets with investors are met;
- Resolve outstanding financial issues with investors; strengthen the acceptance and payment process to meet planned targets;
- Continue marketing and bidding for approved investment projects as an independent contractor, a joint venture, or a subcontractor; Specially national transport infrastructure projects;
- Continue reviewing, categorizing, and implementing detailed plans and measures for debt recovery, especially bad debts, to ensure sufficient capital for operations;
- Continue divesting from non-core businesses or underperforming enterprises;

- Optimize human and equipment resources before commencing construction;
- Strengthen risk management across all areas of the Company;
- Continue strictly adhering to safety procedures and technical measures in construction. Conduct safety training for workers before operating machinery and equipment, ensure safety in transportation, storage, and use of explosives, as well as fire prevention and control;
- Strengthen construction progress management, supervision, and internal quality acceptance. Continue to research and innovate technologies, improve the quality of construction method design in order to adopt optimal construction solutions, accelerate project progress, and reduce costs;
- Improve resource quality, ensure employees' well-being, and continue building and developing corporate culture to uphold the Company's reputation. Further promote labor emulation movements.

**4. Explanation of the Executive Board regarding the audit opinion:**  
None

#### **IV. Evaluation of the Board of directors on the Company's operations**

##### **1. Assessment of the implementation of the Shareholders' General Meeting Resolution and the Company's activities in 2025**

Based on the data on the implementation of key financial targets for 2025 assigned by the General Meeting of Shareholders (as presented in Section II.1.b.1), the Board of Directors evaluates as follows:

The year 2025 marked an important turning point for Song Da 10 Joint Stock Company. After facing numerous challenges, particularly persistent financial difficulties, the Board of Directors resolutely directed the Management to implement restructuring solutions, enabling the Company to achieve encouraging results:

- **Profit recovery:** The Company officially returned to profitability in 2025, ending the consecutive years of losses. This achievement resulted from strict cost control and accelerated acceptance and settlement of key projects.

- **Financial restructuring:** The Board of Directors successfully directed negotiations with credit institutions (notably the loan at BIDV - Gia Lai Branch of Song Da 10.1 One Member Limited Liability Company - a subsidiary of the Company) to restructure debt and implement interest waiver/reduction measures, thereby significantly improving financial position of the Company.



- **Production and business activities:** Maintaining progress at key hydropower, transport infrastructure projects; at the same time, maximizing the utilization of existing equipment capacity to improve labor productivity.

- **Assessment of the Company's environmental and social responsibilities**

As a company operating in infrastructure construction, hydropower, and tunnel engineering, the Board of Directors affirms that sustainable development is not only a goal but also a top responsibility of Song Da 10 toward the community and stakeholders. In 2025, the Company achieved the following results:

- + **Control of construction impacts:** Ensured 100% of ongoing projects prepared Environmental Impact Assessment (EIA) reports. Strictly implemented measures for the treatment of industrial wastewater, dust, and noise, particularly in densely populated areas.

- + **Optimize resources:** Encouraged the Management to adopt new technical solutions to save fuel for machinery and equipment and reduce construction costs. Improvements in blasting processes significantly reduced electricity consumption and material waste. Promoted the use of electrically powered transportation equipment instead of fossil fuels.

- + **Site restoration:** Effectively carried out environmental restoration and site reinstatement upon completion of construction works in accordance with commitments to investors and local authorities.

## 2. Evaluation of the Board of Directors on the performance of the Executive board

In 2025, the Board of Directors closely supervised the activities of the Board of Management and provided the following assessments:

### a) Decisive in leadership and management

The Board of Directors acknowledges the outstanding efforts of the Board of Management in effectively implementing the Resolutions of the General Meeting of Shareholders and the Board of Directors in compliance with the Law on Enterprises, the Company's Charter, and relevant regulations of the State. In a year of significant volatility, the Board of Management demonstrated flexible and responsive leadership, closely aligned with on-site project realities, enabling the Company not only to maintain stable operations but also to achieve growth in profit after a prolonged period of difficulties. Specifically:

- The implementation of the resolutions of the General Meeting of Shareholders and the Board of Directors by the Executive Board has been

systematically planned with specific timelines and task assignments for each individual or department. Weekly or irregular meetings are held to review production progress at construction sites and to promptly adjust internal management strategies as needed;

- For matters beyond the decision-making authority of the Executive Board, the Company has complied with the requirement to submit reports or written requests to the Board of directors for guidance and approval before proceeding;

- Ensuring the readiness of resources for production (human resources, equipment, capital, etc.), particularly for key projects, has been a top priority for the Executive Board, with timely execution.

**b) Effectiveness in financial management and restructuring:** This represents the most significant highlight in the Company's operations in 2025:

- **Debt restructuring:** The Board of Management proactively and persistently worked with banks (especially BIDV) to negotiate options for interest waivers and reschedule loan principal repayments. The results significantly reduced financial cost pressures and helped generate healthy cash flows.

- **Cost and cash flow management:** The Board of Management effectively controlled material consumption norms, optimized administrative expenses, and accelerated the collection of outstanding receivables and advances from investors, thereby contributing to the improvement of the Company's financial capacity.

**c) Project management and technical work**

- **Progress and quality:** The Board of Management closely directed construction units to ensure progress across key projects, particularly tunnel and underground engineering projects, traditional strengths of Song Da 10. Acceptance and settlement of completed work volumes were carried out more promptly compared to previous years.

- **Management innovation:** The Executive Management proactively researched and progressively implemented the Building Information Modeling (BIM) model in the Company's production and business activities.

**d) Existing issues and limitations need to be addressed**

In addition to the results achieved, the Board of Directors also noted that the General Management Board needs to focus on addressing some issues in the coming year:



- Greater determination is required to fully resolve long-outstanding doubtful receivables.
- Proactively seek and bid for additional large-scale projects to ensure a steady pipeline of work for the coming years and maintain stable employment for employees.

**Overall assessment:** The Board of Directors assesses that the Board of Management has successfully fulfilled its assigned duties in 2025. All management decisions were made in compliance with applicable laws, the Company's Charter, and the strategic direction of the Board of Directors, thereby directly contributing to the strong recovery of Song Da 10.

From a material perspective, the Board of Directors has not identified any irregularities in the Executive Board's management of the Company's business operations in 2025.

### 3. Key plans, tasks and orientations of the Board of Directors in 2026

#### 3.1 Key targets for 2026

- |  |                       |
|--|-----------------------|
| – Total production and business value: | 1,055.408 Billion VND |
| – Revenue:                             | 970.183 Billion VND   |
| – Contributions to the State budget:   | 40.645 Billion VND    |
| – Pre-tax profit:                      | 24.732 Billion VND    |
| – Average monthly income per employee: | 17.94 Million VND     |

#### 3.2 Opportunities and difficulties

##### a) Opportunities

- **Opportunities from the wave of public infrastructure investment:** The Government continues to accelerate the disbursement of public investment, targeting the completion of 5,000 km of expressways by 2030. Many key transport infrastructure projects, high-speed railways, and urban underground works are entering substantive implementation phases in 2026, creating abundant job opportunities for companies with specialized capabilities such as Song Da 10.
- **Improved financial foundation:** Thanks to decisive restructuring efforts and strong support from banks in 2025, pressure from interest expenses has been significantly reduced. This enables the Company to maintain more proactive cash flows to participate in bidding for large-scale projects and invest in technological innovation.
- **Brand position and reputation:** With extensive experience in tunnel construction and hydropower projects, Song Da 10 continues to maintain its

position as a leading contractor. The reputation from completed projects gives the Company a significant competitive advantage when approaching packages that require complex technical expertise.

- **Digital transformation and technology:** Beginning to master BIM technology and modern construction equipment helps optimize productivity, reduce waste, and meet the strict technical and environmental standards of domestic and international partners.
- The government is implementing economic stimulus packages and enterprise support measures, such as tax reductions for certain business sectors and lower loan interest rates. The national economy is recovering, and inflation remains well-controlled;
- The traffic tunnel construction sector still holds significant growth potential;
- Equipment investments from previous years ensure that all machinery is in place and ready for operations;
- Most of the output value of the Company in 2026 has already been contracted;
- The Company has an experienced management team and a highly skilled workforce, particularly in handling underground construction in challenging geological conditions.

#### **b) Difficulties**

- **Fluctuations in raw material and energy prices:** The construction materials market (steel, cement, gasoline, and oil) is forecasted to still have many unpredictable fluctuations due to the impact of global geopolitical situations. This directly puts pressure on the profit margins of construction contracts that have been signed at fixed prices.
- **Fierce competition in the industry:** The infrastructure construction sector is witnessing the strong rise of major private conglomerates. Therefore, to maintain market share, the Company must continuously enhance its equipment capabilities and invest in human resources. Meet the strict requirements of investors regarding: Quality, progress, and cost. Accordingly, enhance the ability to win project bids.
- **External factors about weather:** Infrastructure projects are significantly affected by extreme weather conditions (such as floods and landslides in mountainous areas where the Company operates). In addition, pressure from investors to meet completion deadlines requires the Company to focus



substantial resources, which may lead to risks of additional costs (equipment and labor).

- **Challenges in high-quality human resources:** The simultaneous implementation of multiple large-scale projects and the adoption of new technologies (BIM, digital equipment) require engineers and technical workers to undergo continuous training and upskilling, creating pressure in terms of training costs and talent retention.
- The recovery of certain old debts (Xekaman1 Project, Tram Tau, Nam Cau, Nam He, Co Ma, Deo Ca) of the Company has faced many difficulties due to obstacles in payment settlement or the Investor lacking capital, resulting in the source of funds for production being affected;
- The Company is experiencing a shortage of skilled workers, making recruitment difficult, especially for technical positions. Many experienced workers are reaching retirement age, while newly recruited younger workers have yet to meet the required skill level;
- The commercial electricity operations of Nam He Hydropower JSC have not improved significantly, as they are heavily dependent on weather conditions, posing ongoing financial challenges for the Company.

### **3.3 Directions of activities and tasks**

Based on the achievements in 2025, to accomplish the objectives for 2026, the Company's Board of Directors has outlined several key tasks, including:

#### **a) Regarding business production activities and the market**

- Focus resources to assert absolute superiority in the field of underground construction, transportation infrastructure, and hydropower. The Board of Directors is oriented to expand the search for key national transportation infrastructure projects, expressways, and urban railway projects.
- Proactively engage with investors to explore cooperation opportunities, bidding for projects with stable funding sources and high profit margins.

#### **b) Regarding financial management and restructuring**

Continue to decisively direct the work of debt recovery, resolve all doubtful receivables. Review and implement a divestment roadmap for financial investments outside core business areas in order to concentrate capital on key tunnel and technical infrastructure projects. The goal is to gradually reduce the debt-to-equity ratio, and enhance the creditworthiness with financial institutions.

**c) Regarding investment and technology, digital transformation in management**

Promote the application of information technology in project management, human resource management, and cost control to establish an integrated data system from construction sites to the head office.

**d) Regarding human resource development**

Develop a succession team, focus on training, nurturing young technical and managerial staff with competence and dedication to be ready to take on key positions in the future.

**e) Commitment to shareholder benefits**

The Board of Directors commits to fully complying with information disclosure regulations, ensuring transparency in all activities. Strive to maintain profitable business results to ensure dividend payments to shareholders and to return the Company's shares to trading on the HNX stock exchange..

**f) Other contents**

- Convening and organizing the 2026 Annual General Meeting of Shareholders, directing the development of the 2026 business and production plan to be presented at the meeting.
- Ensuring the Company's stable operations and meeting contractual obligations. Strengthening and enhancing construction capabilities as well as the efficiency of management and operations.
- Developing both short-term and long-term business plans for approval by the General Meeting of Shareholders.
- Formulating quarterly business plans to guide the Executive Board in implementation.
- Closely managing progress milestones and construction quality as committed to investors in various projects.
- Direct the implementation of construction, acceptance and payment of projects. Urge and closely direct the recovery of debts, finance and credit work to ensure the balance of capital sources for production. Establishing plans and measures to recover long - outstanding debts and uncollectible debts.
- Working with investors and relevant parties to finalize settlements for completed projects.
- Continue directing marketing and bidding efforts to secure sufficient projects for 2026 and beyond through various forms: partnering with reputable



entities in joint ventures, acting as an independent contractor, or as a subcontractor. The goal for 2026 is for the Company to sign construction contracts valued at approximately 1,200 billion VND.

- Continue overseeing the divestment of financial investments in subsidiaries and other entities as per the approved plan.
- Continue to streamline the organizational structure to ensure efficiency suitable for the company's operational situation. Reorganize the operations of Song Da 10.7 Enterprise.
- Supervise the Executive Board in implementing resolutions from the General Meeting of shareholders and the Board of directors while ensuring compliance with legal regulations and internal management policies.
- Balance investment in new machinery and equipment, with an estimated budget of 31.18 billion VND, to support newly awarded projects.
- Other activities such as employee training, labor policies, and corporate social responsibility initiatives.

## V. Corporate governance

### 1. Board of Directors

a) **Members and structure of the Board of Directors:** Comprising 05 members

Order number	Full name	Position in the company	Number of shares representing capital (shares)	Voting share ownership ratio
1	Tran Tuan Linh	Chairman of the Board	10,000,000	23.40%
2	Nguyen Tuan Anh	Board Member and General Director	6,607,407	15.46%
3	Do Duc Manh	Board Member	5,000,000	11.70%
4	Pham Van Tang	Board Member	5,000,000	11.70%
5	Pham Hoang Phuong	Board Member and Deputy General Director	0	0.00%
	<b>Total</b>		<b>26,607,407</b>	<b>62.27%</b>

b) **Committees under the Board of Directors**

The Board of Directors has not established any subcommittees. Instead, its members perform their duties based on assigned responsibilities, with specific areas of focus designated for each member.

**c) Activities of the Board of Directors**

In 2025, the Board of Directors fully performed its functions and responsibilities in accordance with the Law on Enterprises and the Company's Charter:

**Supervision and direction:** Organize periodic meetings to assess the implementation of the General Meeting of Shareholders' resolutions. Focus on directing the Executive Management to accelerate the collection of outstanding receivables and the finalization of completed projects.

**Risk management:** Proactively identify risks arising from market fluctuations and interest rate volatility to make timely decisions and safeguard shareholders' interests.

**Transparency and disclosure:** Ensure proper disclosure of information on the UPCOM market, providing full, timely, and accurate reflection of the Company's operational performance.

**Assessment of coordination with the Executive Management.**

The Board of Directors highly appreciated the efforts of the Board of Management and all employees over the past year.

The Executive Management closely adhered to the targets and plans assigned by the Board of Directors.

There was a harmonious coordination between the strategic direction of the Board of Directors and the execution by the Executive Management, especially in the application of new technologies and the optimization of the management apparatus.

The Board of Directors has carried out its supervisory role over the Executive Board in accordance with the Company's charter and the Internal Corporate Governance Regulations issued by the Board.

Over the past year, the Company's Board of Directors has closely followed the economic targets approved by the General Meeting of Shareholders to direct all aspects of the Company's production activities, including the following key tasks:

- Organizing research, preparing reports, and formulating plans to submit to the competent authorities for issuance and implementation by the General Director;



- Timely resolving and directing issues related to business operations within the functions, duties, and authority of the Board of Directors, in accordance with legal regulations and the Company's internal management policies;
- Deciding on or approving matters within the authority of the Company's Board of directors;
- Supervising the General Director and the Executive Board in implementing the resolutions of the General Meeting of shareholders and the Board of Directors, as well as ensuring compliance with legal regulations and the Company's internal management policies;
- Quarterly or irregularly, the Board of Directors shall hold a meeting to: Review the production and business situation of the previous quarter and implement the plan of the next quarter; To decide or approve matters falling under the competence of the Board of Directors.

Throughout the year, the Board held both regular and ad-hoc meetings to review the Company's business performance and make decisions within its authority. These meetings were convened in compliance with the Company's Charter, with full participation of the members.

In 2025, the Board of Directors held 4 meetings, during which key decisions were made on the following fundamental matters:

STT	Session	Main content	Number of members attending the meeting	Voting results
1	31/03/2025	Approval of the agenda of the 2025 Annual General Meeting of Shareholders	5	100%
2	31/3/2025	Approval of the 2024 business performance and the 2025 business plan	5	100%
3	25/07/2025	Approval of the business performance for the first six months and the business plan for the last six months of 2025	5	100%
4	27/08/2025	Board of Directors' approval of the expansion of business activities into bridge and road construction	5	100%

**d) Activities of the Independent Board members**

The Company has no independent members of the Board of Directors.

**e) List of Board members with Corporate governance training certification**

However, due to scheduling constraints, members of the Board of Directors, the Supervisory Board, the Executive Board, and other management personnel have not yet attended corporate governance training courses at institutions recognized by the State Securities Commission.

**2. Supervisory Board**

**a) Members and structure of the Supervisory Board**

The Company's Supervisory Board consists of 3 members as follows:

Order number	Full name	Position	Number of voting shares	Voting Share Ownership Ratio	Note
1	Le Thi Mai Huong	Chief Controller	0	0%	
2	Nguyen Van Thanh	Board Member	0	0%	
3	Vu Thi To Nga	Board Member	0	0%	

**b) Activities of the Supervisory Board**

**b.1 Evaluate activities of the Supervisory Board**

All members of the Supervisory Board hold concurrent positions and regularly exchange information regarding the Company's activities in their assigned areas. In 2025, the Supervisory Board operated in accordance with its functions and duties as stipulated in the Law on Enterprises, the Company's Charter, and the Organization and Operation Regulations of the Board. The Board developed work plans, established work programs, assigned specific tasks to each member, and conducted inspections and supervision of the Company's operations with the following results:

- Organized Supervisory Board meetings to monitor and assess the implementation of the resolutions of the 2025 General Meeting of Shareholders, as well as the management and operations of the Board of Directors and the Executive Board;
- Examined the legality and rationality of the Board of Directors and the Executive Board in corporate governance and management;



- Attended Board of Directors meetings to stay informed and oversee the Company's activities, while also reviewing the implementation of the business plan by the Board of Directors and the Executive Board;
- Reviewed internal management regulations and policies, and examined resolutions and decisions issued by the Board of Directors;
- Conducted inspections and oversight of the Company's financial and accounting activities, including the appraisal of the Company's 2025 financial statements and the audit report of UHY Auditing and Consulting Co., Ltd.

#### **b.2 Number, content and outcomes of Supervisory Board meetings**

In 2025, the Supervisory Board held two meetings to approve reports for submission to the General Meeting of Shareholders and to discuss the Board's activity plan.

#### **b.3 Coordination between the Supervisory Board, the Board of Directors and the Executive Board**

The coordination between the Supervisory Board, the Board of Directors, and the Executive Board has been conducted in compliance with the Law on Enterprises and the Company's Charter, specifically:

- All documents from the Board of Directors and the Executive Board were provided in full and on time to Supervisory Board members.
- During their work, the Supervisory Board was given complete access to relevant information, records, and documents related to their responsibilities.
- At meetings: The opinions and recommendations of the Supervisory Board were timely discussed and addressed by the Board of Directors and the Board of Management. Outstanding issues raised by the Supervisory Board were acknowledged and considered for resolution by the Board of Directors and the Board of Management in the course of the Company's management and operations.

### **3. Transactions, remuneration and benefits of the Board of Directors, Executive Board, and Supervisory Board**

#### **a) Salaries, bonuses, remuneration and benefits: (Unit: VND)**

Order number	Full name	Position in the company	Salary	Remuneration	Total
A	B	C	1	2	3=1+2
<b>I</b>	<b>Board of Directors</b>		<b>1,670,400,000</b>	<b>230,400,000</b>	<b>1,900,800,000</b>
1	Tran Tuan Linh	Chairman of the Board	648,000,000		648,000,000
2	Nguyen Tuan Anh	Board Member and General Director	561,600,000	57,600,000	619,200,000
3	Pham Hoang Phuong	Board Member and Deputy General Director	460,800,000	57,600,000	518,400,000
4	Do Duc Manh	Board Member		57,600,000	57,600,000
5	Pham Van Tang	Board Member		57,600,000	57,600,000
<b>II</b>	<b>Board of Managements</b>		<b>460,800,000</b>		<b>460,800,000</b>
1	Nguyen The Bao	Deputy General Director	460,800,000		460,800,000
<b>III</b>	<b>Board of Supervisors</b>			<b>100,800,000</b>	<b>100,800,000</b>
1	Le Thi Mai Huong	Chief Controller		43,200,000	43,200,000
2	Nguyen Van Thanh	Board Member		28,800,000	28,800,000
3	Vu Thi To Nga	Board Member		28,800,000	28,800,000
	<b>Total</b>		<b>2,131,200,000</b>	<b>331,200,000</b>	<b>2,462,400,000</b>

**b) Transactions of internal shareholders**

There were no stock transactions involving members of the Board of Directors, Supervisory Board, Executive Board, Company Secretary, major shareholders or related parties of internal persons.

**c) Contracts or transactions with internal persons :** No such contracts or transactions occurred.

**d) Compliance with corporate governance regulations**

In 2025, the Company has seriously and fully implemented the regulations on corporate governance. Make timely reports as well as periodically disclose information on the Company's governance on quarterly, semi-annual and annual basis to State management agencies and investors.

**VI. Financial statements**

**1. Auditing unit reports:** UHY Auditing and Consulting Co.,Ltd.

**2. Audit opinion**

Extract from the auditor's opinion in Audit Report No. 633/2026/UHY-BCKT dated 30 March, 2026 issued by UHY Auditing and Consulting



Company Limited on the consolidated financial statements of Song Da 10 Joint Stock Company for the financial year ended 31 December, 2025, as follows:

“...In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of Song Da 10 Joint Stock Company as at 31 December, 2025 and its consolidated results of operations and consolidated cash flows for the year then ended, in accordance with Vietnamese Accounting Standards, the Vietnamese Accounting System, and relevant legal regulations relating to the preparation and presentation of financial statements.”

### 3. Audited financial statements

Website address for publication and provision of the Company's financial statements: **songda10.com.vn**

The audited consolidated financial statements for 2024 include:

- Statement of the Board of General Directors;
- Independent Auditor's Report;
- Balance sheet;
- Income statement;
- Cash flow statement;
- Notes to the financial statements.

#### *Recipients:*

- State Securities Commission (SSC);
- Hanoi Stock Exchange (HNX);
- Archive: HR; Accounting (01).

**GENERAL DIRECTOR**



*Nguyen Tuan Anh*

