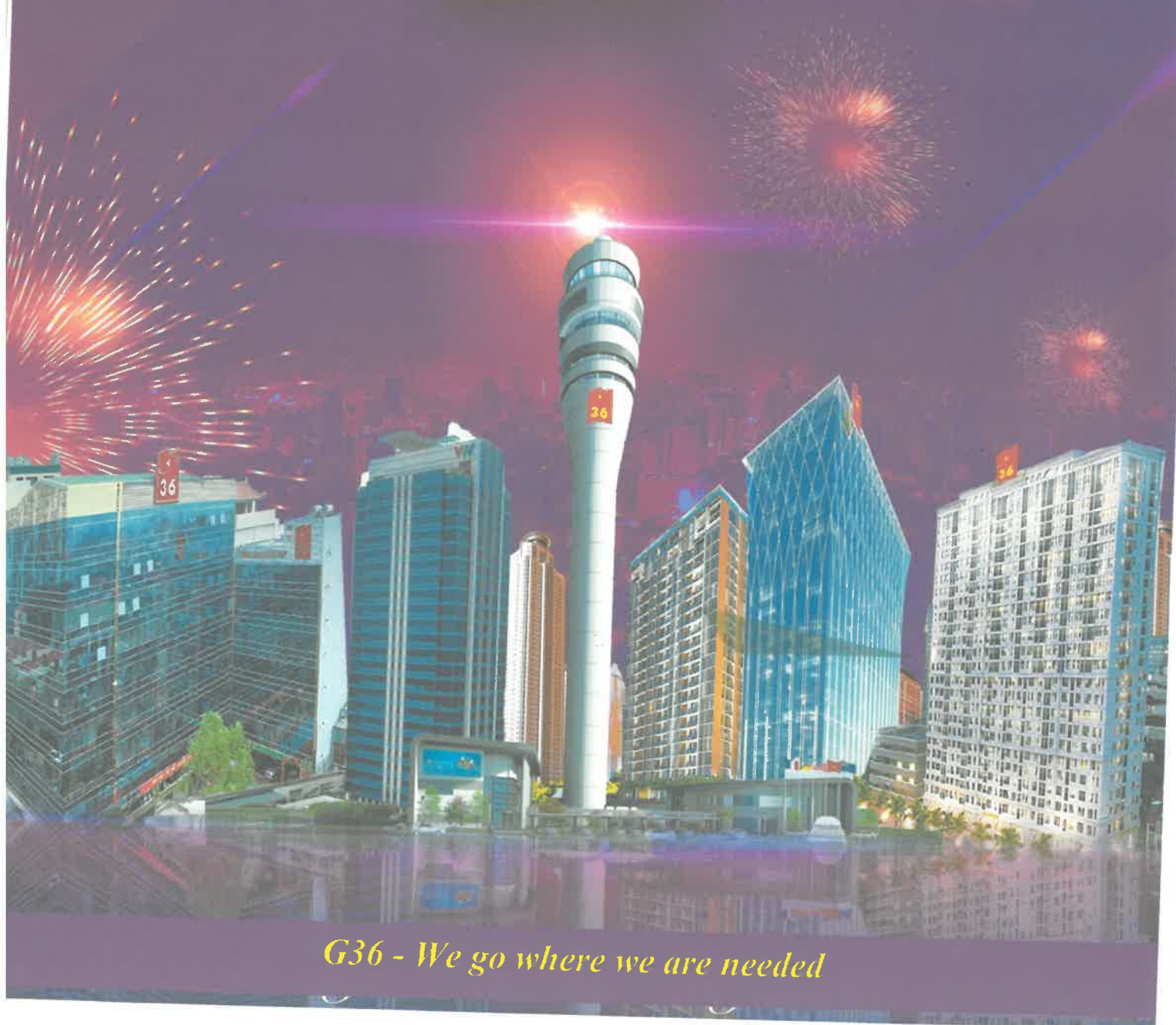




36 CORPORATION

ANNUAL REPORT

2025



G36 - We go where we are needed

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OPEN LETTER



Labour Hero
NGUYEN DANG GIAP
Chairman of the Board of
Directors

Dear Esteemed Clients, Investors, and Partners,

On behalf of The 36 Corporation – a Heroic Unit – I extend our most profound and respectful salutations.

As visionary architects committed to shaping core values that serve both humanity and society, we firmly believe that human capital is the ultimate catalyst for success. Guided by the principle that “Talented individuals constitute a nation’s vital essence,” The 36 Corporation continuously prioritizes the development of an exceptional workforce, strategically fostering expertise, dynamism, and professionalism to meet the most rigorous demands of our esteemed clients.

When entrusted with opportunities, we deliver diverse, high-caliber projects that seamlessly integrate technological innovation and cultural sophistication. Each of our endeavors encapsulates the essence of national heritage – an artful blend of tradition and modernity – defining the unique identity of our developments. Our extensive capabilities span mid-tier to premium markets, including prestigious international projects. With relentless pursuit of cutting-edge technology and scientific advancements, we remain steadfast in our mission to create breakthrough solutions, establishing world-class developments while preserving distinct regional identities. Looking beyond national borders, we aspire to expand our footprint on the global stage.

Our commitment extends to setting new industry benchmarks, pioneering sustainable construction methodologies, overcoming challenges, and ensuring unparalleled client satisfaction. We pledge to be your dedicated and unwavering partner, bringing boundless enthusiasm, unwavering commitment, and the highest standards of professional integrity to every endeavor.

We invite you to place your trust in us and explore mutually rewarding collaborations as we chart a course toward a prosperous future. The 36 Corporation eagerly welcomes partners, investors, and clients to seize transformative opportunities that promise exceptional value and a trajectory of long-term growth, stability, and sustainability.

We extend our most sincere wishes for continued success, abundant opportunities, and lasting prosperity!

Respectfully,

GENERAL INFORMATION

INTRODUCTION



With 29 years of experience, the 36 Corporation – Heroic Unit is a versatile contractor with the expertise to execute complex construction projects across multiple sectors, including Civil and industrial construction, Transportation infrastructure, Water management and hydroelectric projects, Real estate development, Systems installation (HVAC, elevators), and Design consultation. Notable projects undertaken by 36 Corporation include Government Buildings, Government Office Headquarters, General Department of Taxation Headquarters, State Audit Office Headquarters, State Bank of Vietnam Headquarters, 108 Central Military Hospital, Transport Hospital, North Central Regional Hospital, Vinh Phuc Provincial Hospital, Scientific Research Center - Military Technical Academy, Military Medical Academy, Hanoi Law University, National Economics University, North-South Expressway - Cam Lo - La Son section, My Thuan - Can Tho Expressway, Bung - Van Ninh Expressway, Can Tho - Hau Giang Expressway, and various projects. At the “mega project” of Long Thanh International Airport, the 123-meter air traffic control tower constructed by 36 Corporation proudly rises high, becoming the “all-seeing eye” guarding the skies of Southern Vietnam. Shaped like an elegant lotus blossom - a symbol of the Vietnamese spirit and character - the structure is the crystallization of modern technology and the resilience of workers. Amid the harsh sun and wind at the construction site, the “three shifts, four crews” work rhythm never stops. Each additional floor built is another affirmation of the capability to conquer the most complex technical heights. The air traffic control tower is not only the soul of the airport, but also a symbol of a new stature for 36 Corporation: a unit always ready to reach international standards, laying the foundation for the takeoff of Vietnam’s civil aviation industry.



Key real estate developments comprise BOT National Highway 19 Project; BOT National Highway 6 Project; 326 Le Trong Tan Apartment Complex; Metropolitan Apartment Complex (Group 55, Dinh Cong, Hoang Mai, Hanoi); 4-678 Apartment Project, B6 Giang Vo Apartment Complex; High-rise Residential, Commercial, and Hotel Complex Project (6-8 Chua Boc); Real Estate and Semi-detached House Sale Project at Central Bac Ha Town, Lao Cai Province; Mixed-Use Commercial and Residential Complex Service Project in Quan Hanh Town, Nghi Loc District, Nghe An Province; Residential Area Project in Mao Khe Ward, Dong Trieu Town, Quang Ninh; and Residential Commercial Complex Project in Sa Pa Town, Sa Pa District, Lao Cai Province. Viet Huong LakeSide Social Housing Project. This is the first strike of a pickaxe for a vow written with human compassion and social responsibility. For 36 Corporation, building social housing is not merely about creating affordable apartments, but about architecting a civilized living ecosystem that approaches modern standards for laborers. Viet Huong LakeSide will be the place where dreams of settlement take shape, where warm flames spread within every home by the banks of the poetic Han River. The project serves as a testament to the Corporation's sustainable development orientation: Placing people at the center and using the prosperity of the community as the measure of brand value.



36 CORPORATION

English Name: 36 CORPORATION

Abbreviated Name: 36 CORPORATION

Business Registration Certificate No. 0105454762, initially issued by the Hanoi Authority for Planning and Investment on March 22, 2006, and issued for the 26th amendment on July 31, 2025

Charter Capital: VND 1,037,450,670,000 (One trillion thirty-seven billion four hundred fifty million six hundred seventy thousand Vietnam dong)

Equity: VND 1,037,450,670,000 (One trillion thirty-seven billion four hundred fifty million six hundred seventy thousand Vietnam dong)

Address: No. 141 Ho Dac Di Street, Nam Dong, Kim Lien Ward, Hanoi City

Tel.: (84-24) 66636625

Email: tongcongy36ctcp@gmail.com

Website: www.36corp.com

Ticker Symbol: G36

Exchange Platform: Upcom



DEVELOPMENT TIMELINE

1996

April 4, 1996: The Ministry of Defense establishes Construction Enterprise 36 (predecessor of the 36 Corporation) under Decision No. 400/QD-BQP.

2006

April 9, 2006: The Ministry of Defense issues Decision No. 39/2006/QD-BQP to establish 36 State-Owned Investment, Construction, and Trading One-Member Limited Liability Company – the first limited liability company model in the military.

2008

July 21, 2008: The Ministry of Defense issues Decision No. 109/QD-BQP to merge 56 Construction Company into 36 State-Owned Investment, Construction, and Trading One-Member Limited Liability Company.

2011

August 23, 2011: The Ministry of Defense issues Decision No. 3036/QD-BQP to establish 36 Corporation as a parent-subsidary company, restructuring 36 State-Owned Investment, Construction, and Trading One-Member Limited Liability Company.

2014

March 25, 2014: The Minister of Defense issues Decision No. 916/QD-BQP approving the full equitization of the parent-subsidary structure of 36 Corporation. The equitization aimed to attract investment resources, optimize development opportunities, and maximize the benefits of a joint-stock company model.

2016

June 13, 2016: The Hanoi Authority for Planning and Investment issues Business Registration Certificate No. 0105454762.

July 1, 2016: The 36 Corporation officially transitions to a joint-stock company with a charter capital of VND 430 billion. In accordance with legal provisions, 36 Corporation inherits all rights, legal interests, and obligations of its pre-equitization entity.

December 26, 2016: The 36 Corporation commences stock trading on the Upcom exchange under the ticker symbol G36.

2017

August 2017: The 36 Corporation completes a capital increase, raising its charter capital from VND 430 billion to VND 936 billion.

2020

The 36 Corporation completes a stock dividend payment, increasing its charter capital from VND 936,000,000,000 to VND 965,637,490,000.

2021

The 36 Corporation completes a stock dividend payment, raising its charter capital from VND 965,637,490,000 to VND 1,017,565,750,000.

2023

The 36 Corporation completes a stock dividend payment, raising its charter capital from VND 1,017,565,750,000 to VND 1,037,450,670,000.

KEY ACHIEVEMENTS

The 36 Corporation was honored to receive the UNESCO Cultural Enterprise Gold Plaque in 2011, awarded by the Chairman of the World Federation of UNESCO Clubs and the Chairman of UNESCO Vietnam, in recognition of its exemplary commitment to corporate social responsibility and the promotion of Vietnamese cultural heritage. The Corporation was also awarded one First-Class Labor Medal, two Second-Class Labor Medals – including one bestowed by the Lao People’s Democratic Republic – three Third-Class Labor Medals, and the Government Performance Flag in 2011. The Ministry of Defense recognized its excellence with Performance Flags in 2010, 2014, and 2015, as well as the Leading Unit Flag for two consecutive five-year periods (2006-2010 and 2010-2015). In 2011, the General Political Department of the Vietnam People’s Army awarded The 36 Corporation its Outstanding Unit Flag, while its Party Committee was recognized as one of the Top 100 Exemplary Party Organizations Nationwide. Over the years, the company has also received numerous certificates of merit, commendations, golden cups, and prestigious awards from various business associations. In December 2020, the People’s Committee of Hanoi City commended the 36 Corporation for its excellence in tax compliance.

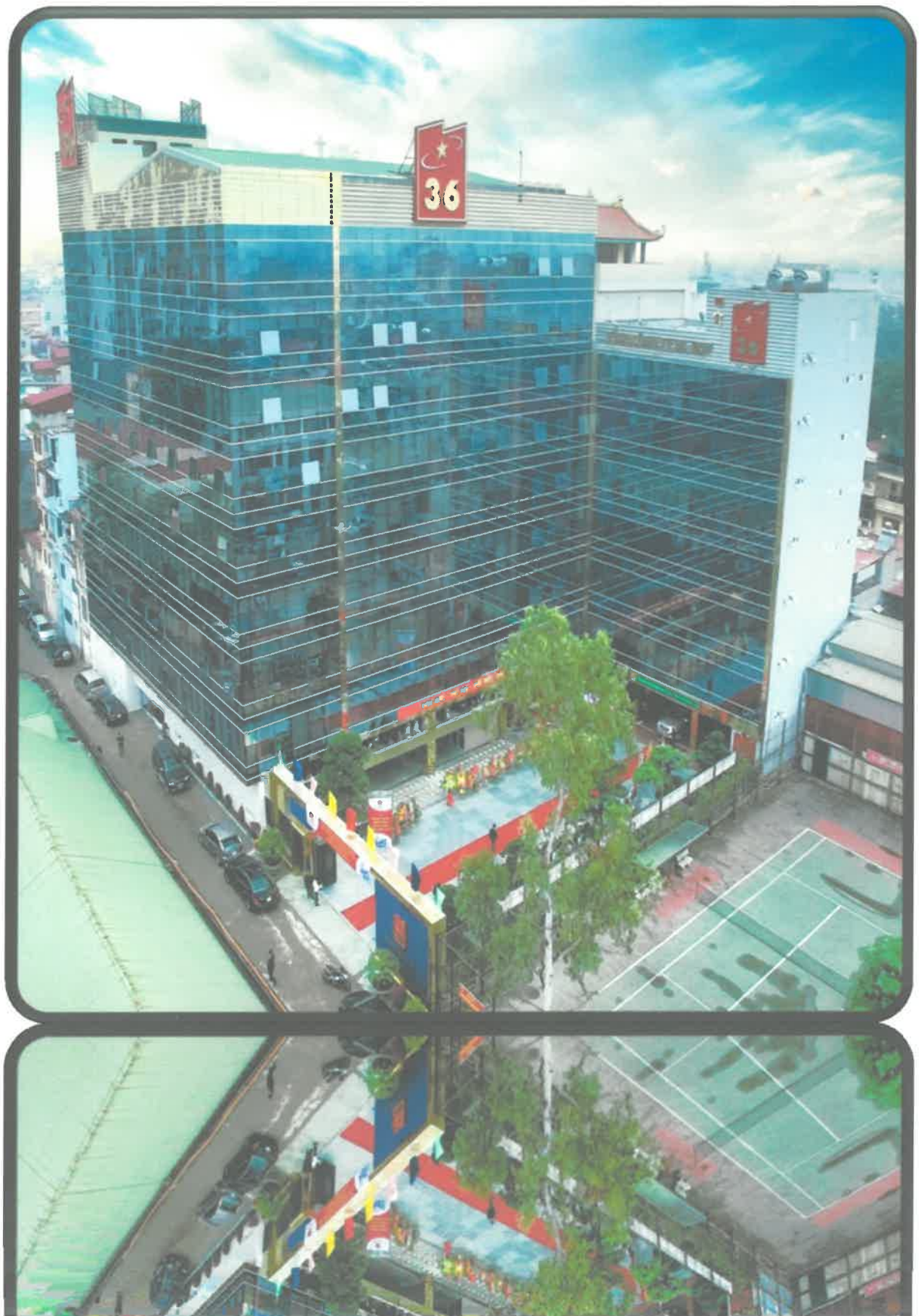
Notably, in 2010, the 36 Corporation was conferred the title of Labor Hero, while its Chairman of the Board of Directors was also honored with the same title that year. In subsequent years, the Chairman continued to receive distinguished accolades, including the Asia-Pacific Entrepreneur Award (APEA) in 2018, 2021, and 2022, presented by the World Business Federation. Additionally, the 36 Corporation has consistently ranked among the Top 500 Largest Enterprises in Vietnam.

Most recently, in 2024, Chairman Nguyen Dang Giap was honored with the Global Brand Leadership Award by the Global Brand Awards.



TYPICAL AWARDS





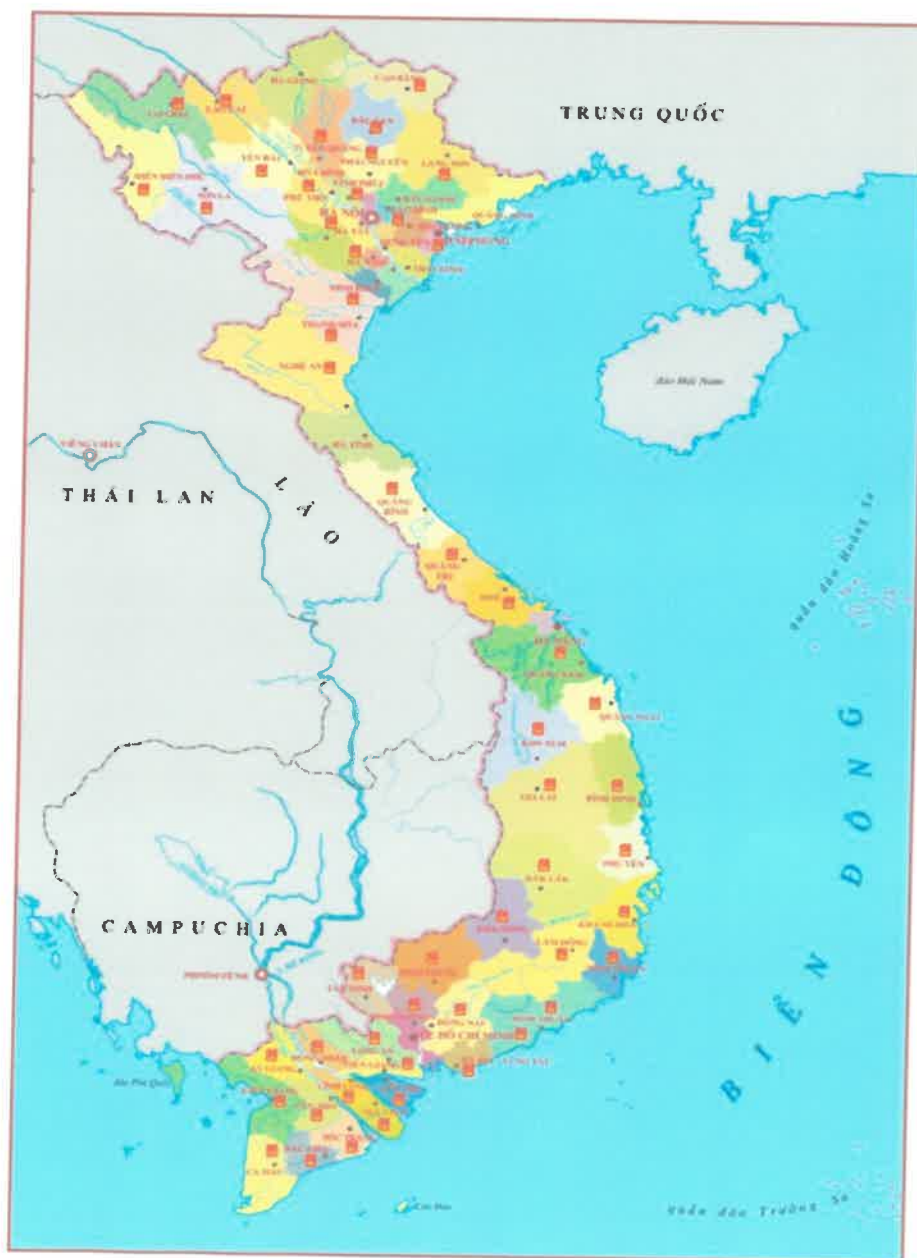
BUSINESS LINES

- ❖ Construction of various types of buildings. In detail: Construction of residential, industrial, water supply and drainage projects, public projects, urban infrastructure, and industrial zones;
- ❖ Architectural and related technical consulting services. Architectural design of buildings; Structural design of residential, industrial, and transportation projects; Supervision of construction and completion of transportation projects; Supervision of construction and completion of residential and industrial buildings.
- ❖ Investment project development and implementation: Development and execution of commercial centers, high-rise buildings, and office leasing projects; Topographical surveying; Geotechnical investigation; Construction project management, including traffic toll station management; Project management consulting; preparation of bidding documents and bid evaluation for construction and procurement packages (excluding pricing consultancy for bidding packages and construction contracts).
- ❖ Specialized design activities.
- ❖ Installation of electrical systems. In detail: Installation of mechanical and electrical equipment; Installation of wiring and electrical devices, communication lines, computer networks, and television cables (including optical cables), burglar alarm systems, and runway lighting for airports.
- ❖ Installation of water supply, drainage, heating, and air conditioning systems. In detail: Installation of water supply equipment for construction projects.
- ❖ Consulting, brokerage, real estate auction, and land use rights auction.
- ❖ Real estate business, including the ownership, use rights, or leased land use rights.



OPERATING NETWORK

With over 28 years of development and growth, 36 Corporation has become one of Vietnam's leading construction enterprises. Its operations extend across the entire country as well as in Laos and India.

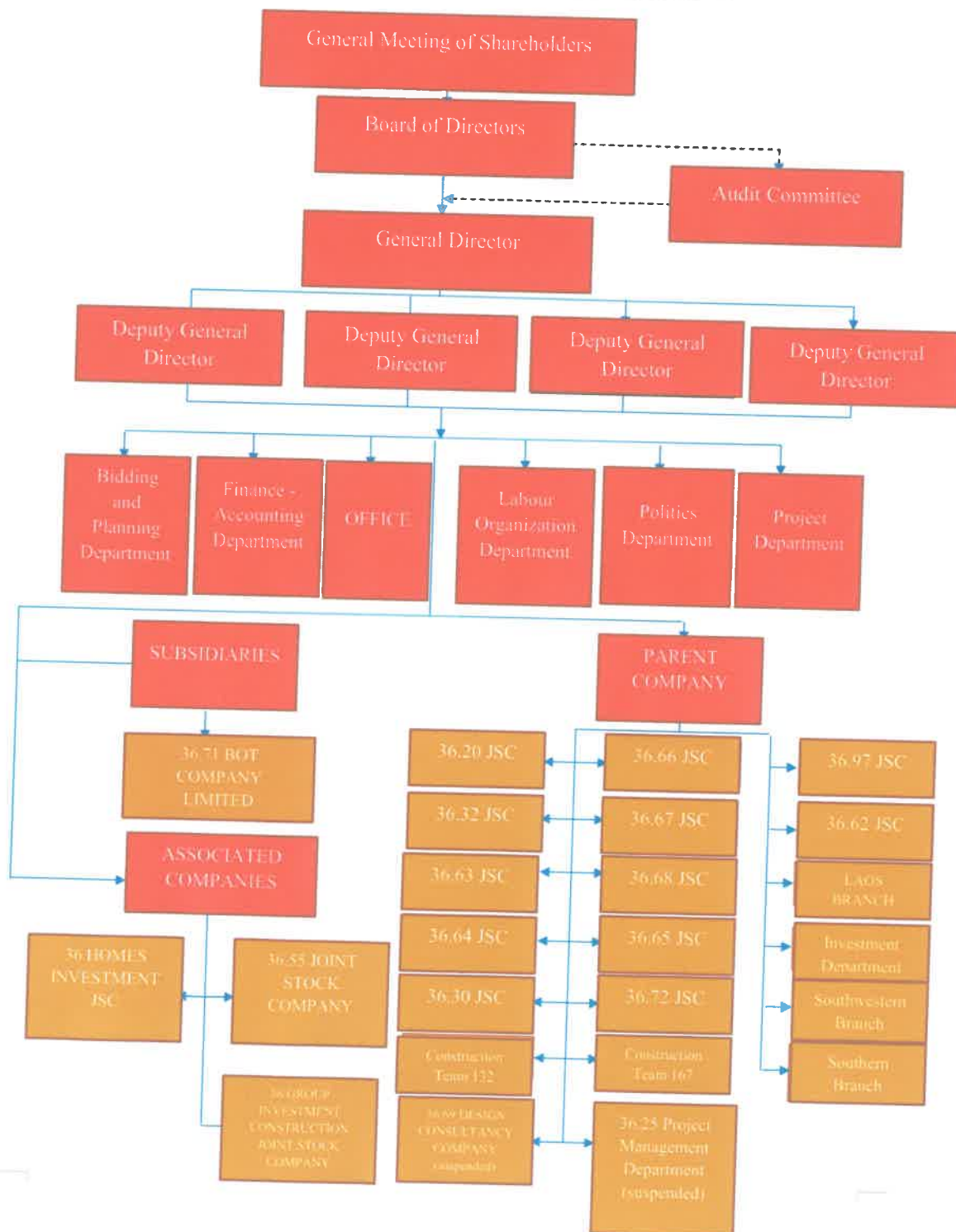


CORPORATE GOVERNANCE MODEL OF 36 CORPORATION

36 Corporation operates under the joint-stock company management model as stipulated in Point b, Clause 1, Article 137 of the Enterprise Law, which includes:

1. General Meeting of Shareholders – The highest body of 36 Corporation
2. Board of Directors – The governing body of 36 Corporation
3. Audit Committee – A subcommittee under the Board of Directors of 36 Corporation
4. Board of General Directors – The executive management body of 36 Corporation

ORGANIZATIONAL STRUCTURE OF 36 CORPORATION



Currently, 36 Corporation has 02 subsidiary, 05 associated companies, 15 branches, 01 Investment Department, and several dependent units that are either operational or temporarily suspended. The details are as follows:

No.	Company Name	Company Information
I	Subsidiary	
1.	36.71 BOT Company Limited	<ul style="list-style-type: none"> - Address: No. 141, Ho Duc Di Street, Nam Dong Ward, Dong Da, Hanoi - Principal business lines: Project development and operations in the field of railway and road transportation construction; construction of civil engineering projects. - Registered and contributed charter capital: VND 279,501,000,000 - Ownership percentage of 36 Corporation: 100%
2.	TMQ Dong Thinh Company Limited	<ul style="list-style-type: none"> - Address: No. 46, Phuong Linh Street, Thanh Hoa City, Thanh Hoa Province, Vietnam - Principal business lines: Project development and operations in the field of railway and road transportation construction; construction of civil engineering projects. - Registered and contributed charter capital: VND 20,339,310,000 - Ownership percentage of 36 Corporation: 51%
II	Associated companies	
1.	36.55 Joint Stock Company	<ul style="list-style-type: none"> - Address: No. 38, Alley 25, Lane 358, Bui Xuong Trach, Khuong Dinh, Thanh Xuan, Hanoi - Principal business lines: Construction of civil engineering projects; Completion of construction projects; Construction of railway and road projects; Construction of civil engineering projects. - Registered and contributed charter capital: VND 30,000,000,000 - Ownership percentage of 36 Corporation: 30%
2.	Global Housing Development Investment Joint Stock Company	<ul style="list-style-type: none"> - Address: 8th Floor, Bach Dang Complex Building, No. 50 Bach Dang Street, Hai Chau Ward, Da Nang City - Principal business lines: Construction of civil engineering projects; Completion of construction projects; Construction of railway and road projects; Construction of civil engineering projects. - Registered and contributed charter capital: VND 74,000,000,000 - Ownership percentage of 36 Corporation: 20%
3.	TMT Dong Tan Company Limited	<ul style="list-style-type: none"> - Address: No. 109 Cao Son Street, An Hung Ward, Thanh Hoa City, Thanh Hoa Province, Vietnam - Principal business lines: Construction of civil engineering projects;

		<p>Completion of construction projects; Construction of railway and road projects; Construction of civil engineering projects.</p> <ul style="list-style-type: none"> - Registered and contributed charter capital: VND 82,860,000,000 - Ownership percentage of 36 Corporation: 30%
4.	36 Homes Investment Joint Stock Company	<ul style="list-style-type: none"> - Address: No. 6-8, Chua Boc, Quang Trung Ward, Dong Da District, Hanoi - Principal business lines: Project development and operations in construction; construction of other civil and technical engineering projects. - Registered charter capital: VND 500,000,000,000 - Ownership percentage of 36 Corporation: 30%.
5.	36 Investment Group Joint Stock Company	<ul style="list-style-type: none"> - Address: No. 141, Ho Duc Di Street, Nam Dong Ward, Dong Da, Hanoi - Principal business lines: Projects development and operations in the field of construction; construction of technical and civil engineering projects. - Registered charter capital: VND 600,000,000,000 - Ownership percentage of 36 Corporation: 30%.
III	Dependent units – Branches of 36 Corporation and Investment Department	
1.	36.20 Joint Stock Company (Branch of 36 Corporation)	<ul style="list-style-type: none"> - Address: Residential Group 1, Tay Tuu Ward, Bac Tu Liem, Hanoi - Principal business lines: Site preparation; Surveying; Detection and disposal of unexploded ordnance.
2.	36.30 Joint Stock Company (Branch of 36 Corporation)	<ul style="list-style-type: none"> - Address: No. 26, Cau Tien Street, Thinh Liet Ward, Hoang Mai, Hanoi - Principal business lines: Construction of civil engineering projects; Construction of buildings; Construction of railway and road projects.
3.	36.32 Joint Stock Company (Branch of 36 Corporation)	<ul style="list-style-type: none"> - Address: No. 26, Cau Tien Street, Thinh Liet Ward, Hoang Mai, Hanoi - Principal business lines: Construction of civil engineering projects; Construction of buildings; Construction of railway and road projects.
4.	36.63 Joint Stock Company (Branch of 36 Corporation)	<ul style="list-style-type: none"> - Address: Ha Huy Tap Ward, Vinh City - Principal business lines: Construction of civil engineering projects; Construction of buildings; Construction of railway and road projects; Installation of other building systems.

5.	36.64 Joint Stock Company (Branch of 36 Corporation)	<ul style="list-style-type: none"> - Address: No. 26, Cau Tien Street, Thinh Liet Ward, Hoang Mai, Hanoi - Principal business lines: Construction of civil engineering projects; Construction of buildings; Construction of railway and road projects.
6.	36.65 Joint Stock Company (Branch of 36 Corporation)	<ul style="list-style-type: none"> - Address: No. 26, Cau Tien Street, Thinh Liet Ward, Hoang Mai, Hanoi - Principal business lines: Construction of civil engineering projects; Construction of buildings; Construction of railway and road projects.
7.	36.66 Joint Stock Company (Branch of 36 Corporation)	<ul style="list-style-type: none"> - Address: No. 141, Ho Dac Di Street, Nam Dong Ward, Dong Da, Hanoi - Principal business lines: Construction of civil engineering projects; Construction of buildings; Construction of railway and road projects.
8.	36.67 Joint Stock Company (Branch of 36 Corporation)	<ul style="list-style-type: none"> - Address: No. 141, Ho Dac Di Street, Nam Dong Ward, Dong Da, Hanoi - Principal business lines: Construction of civil engineering projects; Construction of buildings; Construction of railway and road projects.
9.	36.68 Joint Stock Company (Branch of 36 Corporation)	<ul style="list-style-type: none"> - Address: No. 26, Cau Tien Street, Thinh Liet Ward, Hoang Mai, Hanoi - Principal business lines: Construction of civil engineering projects; Construction of buildings; Construction of railway and road projects.
10.	36.72 Joint Stock Company (Branch of 36 Corporation)	<ul style="list-style-type: none"> - Address: No. 26, Cau Tien Street, Thinh Liet Ward, Hoang Mai, Hanoi - Principal business lines: Construction of civil engineering projects; Construction of buildings; Construction of railway and road projects.
11.	36.97 Joint Stock Company	<ul style="list-style-type: none"> - Address: Group 6, Chien Thang Area, Xuan Mai Town, Chuong My, Hanoi - Principal business lines: Construction of civil engineering projects; Construction of buildings; Construction of railway and road projects; Mining of stone, sand, gravel, and clay.
12.	Laos Branch	<ul style="list-style-type: none"> - Address: Vientiane City, Laos - Principal business lines: Construction of civil engineering projects; Construction of buildings; Construction of railway and road projects; and other civil engineering constructions.

13.	36.62 Joint Stock Company	<ul style="list-style-type: none"> - Address: No. 26, Cau Tien Street, Thinh Liet Ward, Hoang Mai, Hanoi - Principal business lines: Construction of civil engineering projects; Construction of buildings; Construction of railway and road projects.
14.	Southwestern Branch	<ul style="list-style-type: none"> - Address: No. 43, Street 11, Dong Thuan 8, My Phuoc Ward, Long Xuyen City, An Giang Province, Vietnam - Principal business lines: Mining of stone, sand, gravel, and clay.
15.	Southern Branch	<ul style="list-style-type: none"> - Address: No. 11, Village 4, Dinh Trung Commune, Binh Dai District, Ben Tre Province, Vietnam - Principal business lines: Mining of stone, sand, gravel, and clay.
16.	Investment Department	<ul style="list-style-type: none"> - Address: No. 141, Ho Dac Di Street, Nam Dong Ward, Dong Da, Hanoi - Principal business lines: Management of real estate investment projects; Ownership, use, or lease of land use rights.



RISK FACTORS

ECONOMIC RISKS

Infrastructure and real estate construction are fundamental to socio-economic development. As a company specializing in civil construction, transportation infrastructure, real estate, and hydraulic works, the 36 Corporation operates in an industry that is directly influenced by macroeconomic conditions. In 2025, the government introduced policies to stimulate economic growth through accelerated public investment disbursement. However, economic fluctuations, including shifts in material prices and capital availability, may impact project timelines and costs. To mitigate these risks and ensure financial stability, the 36 Corporation actively monitors key economic indicators such as economic growth rate, inflation trends, state budget disbursement, and foreign investment inflows. By continuously analyzing these factors, the company develops strategic responses to minimize risks and maintain sustainable operations.

LEGAL RISKS

As a construction and real estate enterprise, the 36 Corporation operates within a complex regulatory framework, subject to laws and regulations such as the Law on Enterprises, Commercial Law, Construction Law, Investment Law, Land Law, and Tax and Social Insurance Regulations. As a large-scale public company listed on the Upcom exchange, the corporation must also comply with the Securities Law and other relevant financial and corporate governance regulations.

In 2025, the State promulgated numerous laws, decrees, and circulars providing guidance on the implementation of laws. In particular, strategic resolutions were issued to support medium- and long-term growth. Resolution No. 66 focuses on streamlining the organizational apparatus from the central to local levels, reducing administrative procedures, removing unnecessary legal barriers, and creating a more transparent and favorable legal environment. Resolutions No. 68 and No. 198 serve as driving forces to promote small and medium-sized enterprises, as well as to develop multinational and multi-sector enterprises with stronger integration into the global supply chain.

Breakthroughs in science and industry are promoted under Resolution No. 57, while the development of high-quality human resources for long-term growth is emphasized through Resolutions No. 71 and No. 72. In addition, in order to enhance the state-owned economy with a vision toward 2030–2045, Resolution No. 79-NQ/TW was issued. The Corporation must regularly monitor and update itself in order to promptly apply new regulations and ensure legal compliance. At the same time, the Corporation has proactively cooperated with business consulting units to ensure that information is delivered to shareholders and regulatory authorities in a timely manner and in the prescribed form. The Corporation has also issued an information disclosure regulation so that all employees within the Corporation can promptly update themselves and perform their duties in full compliance with legal regulations.

BUSINESS RISKS

As the 36 Corporation primarily engages in construction, real estate development, and hydraulic works, the Corporation faces several industry-specific risks, including:

Market Risks: The construction and real estate industry is inherently capital-intensive and presents several operational challenges, including high capital requirements, extended project execution timelines, phased project acceptance and handover, delayed capital disbursement, and complex project settlement and approval processes. These factors contribute to high debt ratios, prolonged capital turnover cycles, exposure to interest rate risks, and liquidity constraints. To mitigate market risks, the 36 Corporation prioritizes comprehensive market research and trend analysis, strategic selection of market segments, and optimizing product structure to align with market demands.

Capital Risks: In 2025, the downturn in the real estate market created significant challenges for construction enterprises, particularly in securing financing from banks and credit institutions. The burden of debt repayment, including both principal and interest, also intensified. In response, the 36 Corporation has maintained a minimum level of equity and ensured compliance with key financial indicators and commitments in large-scale infrastructure projects. However, these financial parameters may fluctuate. While the corporation has historically met these requirements, ensuring continued compliance in the future may become increasingly difficult. Failure to meet capital requirements could weaken the company's ability to secure project bids, potentially impacting its financial position and overall business performance.

Material Risks: In the construction and installation sector, material price volatility is among the most critical risks for contractors, as material costs constitute a substantial portion of total project expenses and are often beyond the contractor's control. Specifically:

- Material prices depend on project location – Costs vary by region, as construction must be carried out on-site. To optimize transportation costs, The 36 Corporation typically sources materials from nearby suppliers. However, working with new suppliers may result in fewer incentives compared to long-standing partnerships. As a result, projects in new regions often have lower profit margins and higher risk exposure.

- Construction materials are bulk commodities that require significant resources for production – Their manufacturing is concentrated in resource-rich areas or locations with well-developed transportation infrastructure. Consequently, material costs fluctuate across regions, depending on proximity to production facilities and raw material availability.

A sudden spike in input material prices could directly impact the 36 Corporation's business operations, potentially leading to a reduction in both the number and scale of investment projects, which in turn could affect long-term revenue. To mitigate these risks in large-scale and long-term projects, and to ensure a stable supply while preventing supplier monopolies, the corporation has signed agreements with multiple suppliers. By selecting vendors offering the most competitive pricing at any given time, the 36 Corporation optimizes costs and safeguards profitability.

ENVIRONMENTAL RISKS

Environmental risks pose both immediate and potential threats to human well-being and society, arising from wastewater, emissions, waste disposal, and resource depletion. Acknowledging the importance of environmental sustainability, the 36 Corporation has proactively implemented measures such as upgrading equipment and enhancing waste treatment systems to minimize pollution and safeguard public health. As a real estate developer, the corporation prioritizes projects built on clean land, with a vision of creating modern, eco-friendly living spaces that seamlessly integrate with nature – an enduring commitment at the core of the 36 Corporation's development strategy.

INTEREST RATE RISK

To sustain business operations and investments, nearly all enterprises rely on borrowed capital, making interest rates – the cost of capital – a crucial component of financial planning. While loan interest rates are factored into business and investment strategies, they remain subject to external forces beyond corporate control. Fluctuations in interest rates can disrupt financial projections, leading to substantial operational risks. The higher a company's debt exposure, the more severe the impact of these fluctuations, which, if prolonged, could even threaten solvency. Like many enterprises, The 36 Corporation utilizes traditional credit channels for capital financing, making it sensitive to interest rate fluctuations. Even minor adjustments in the State's monetary policies can significantly impact borrowing costs, directly affecting the corporation's financial expenses and profitability.

Interest rate risk materializes when borrowing costs exceed a company's ability to generate returns. The severity of this risk varies across industries, depending on their debt structures. Rising interest rates make it increasingly difficult for enterprises, including the 36 Corporation, to secure capital for business operations and expansion, posing a challenge to financial stability.

OCCUPATIONAL SAFETY RISKS

The 36 Corporation considers human capital the foundation of its growth and development. In the face of intense competition within the construction sector, enterprises must continuously enhance their workforce, integrate advanced technologies, and optimize management systems. Strengthening these capabilities is key to maintaining a competitive edge and securing contracts. This strategic approach is widely adopted and, in many cases, essential for success in the construction industry. To achieve sustainable growth in a challenging market, the 36 Corporation is committed to improving quality, reducing costs, and accelerating project timelines. The Corporation regularly conducts safety training, team assessments, and compliance inspections. Machinery, electrical systems, and fire prevention equipment undergo periodic maintenance, while all

personnel are equipped with necessary technical safety gear. Additionally, new construction equipment is continuously procured and subjected to stringent safety controls to uphold the highest operational standards.

OTHER RISKS

Uncontrollable risks such as wars, natural disasters, fires, and pandemics, though infrequent, have the potential to cause significant disruptions to the 36 Corporation in terms of asset damage, personnel safety, and business continuity. While these risks cannot be entirely eliminated, they can be mitigated. The Corporation enforces strict adherence to occupational safety and fire prevention regulations while closely monitoring weather patterns, geopolitical developments, and social conditions. By proactively assessing potential threats, the 36 Corporation ensures timely preventive measures, minimizing the impact of unforeseen events.



TÌNH HÌNH HOẠT ĐỘNG TRONG NĂM 2025 OPERATIONAL PERFORMANCE IN 2025

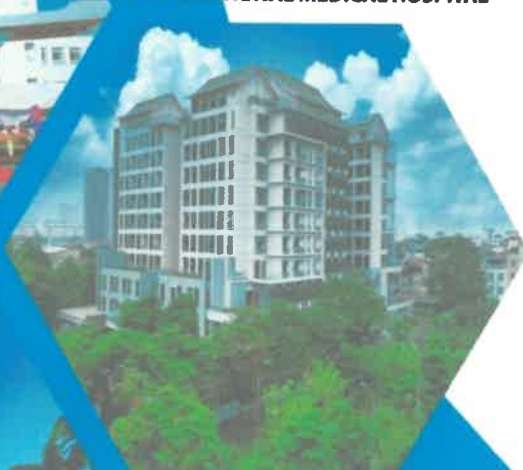
**BỆNH VIỆN HỮU NGHỊ ĐA KHOA NGHỆ AN
NGHE AN DIVISION HOSPITAL**



**BỆNH VIỆN BẠCH MAI - CẤP ĐỘ 2
BACH MAI HOSPITAL - BASIC 2**



**BỆNH VIỆN Y HỌC CỔ TRUYỀN QUÂN ĐỘI
MILITARY TRADITIONAL MEDICAL HOSPITAL**



**BỆNH VIỆN TRUNG ƯƠNG QUÂN ĐỘI TỈNH
CENTRAL MILITARY HOSPITAL TOWN**



**BỆNH VIỆN ĐA KHOA
BẮC MIỀN TRUNG
GENERAL HOSPITAL
NORTH CENTRAL REGION**



**BỆNH VIỆN ĐA KHOA GTVT TRUNG ƯƠNG
CENTRAL TRANSPORTATION
UNIVERSITY HOSPITAL**



**BỆNH VIỆN ĐA KHOA VĨNH PHÚC
VINH PHUC GENERAL HOSPITAL**

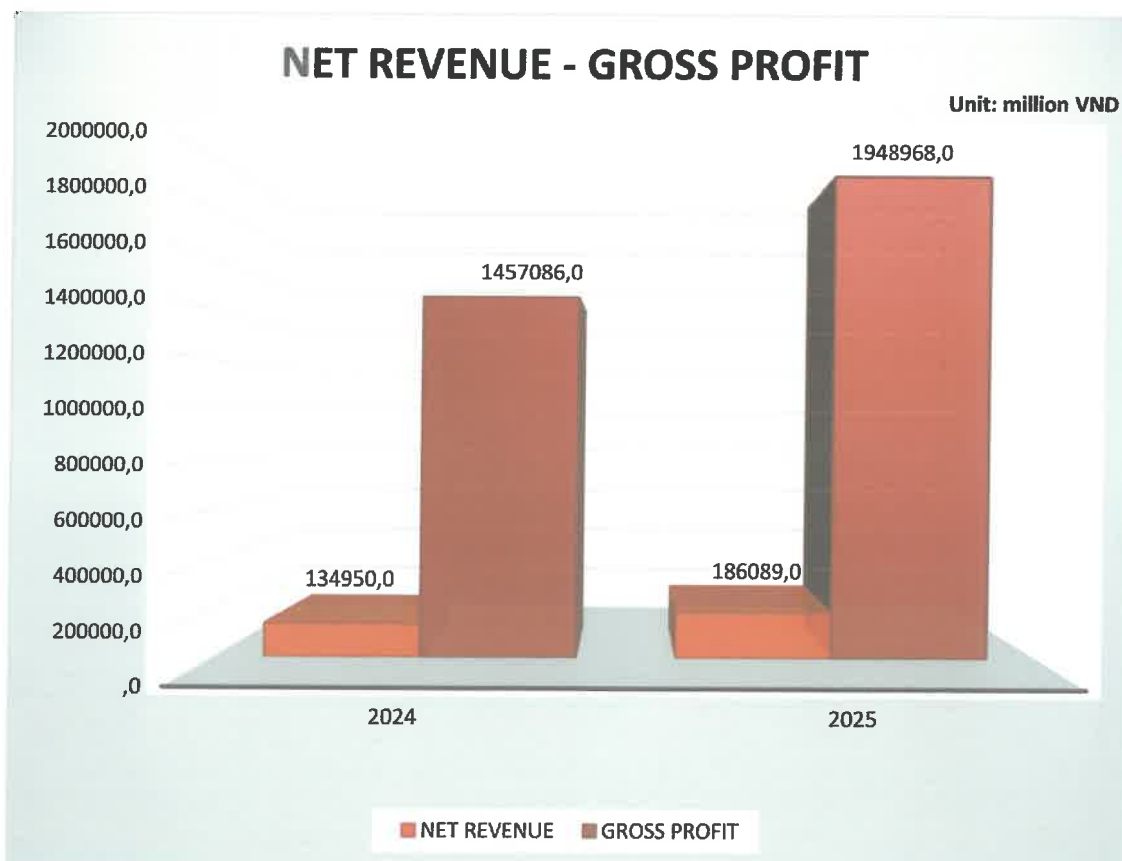
OPERATING PERFORMANCE

Unit: million VND

Items	2024	2025
Net revenue	1,457,086	1,948,968
Gross profit	134,950	186,089
Profit before tax	31,078	35,310
Profit after tax	26,672	26,639
Dividend	3.81%	2.31%

(Source: Audited Consolidated Financial Statements for 2024 and 2025 of 36 Corporation)

By the end of 2025, the total net revenue from sales and provision of services of TCT36 reached VND 1,948.968 billion. Profit after tax reached VND 26.639 billion.



ORGANIZATION AND PERSONNEL

LIST AND CURRICULUM VITAE OF THE BOARD OF MANAGEMENT



1. Mr.: Nguyen Dang Giap - Chairman of the BoD

- Date of birth: June 16, 1954
- Place of birth: Nghe An
- Nationality: Vietnamese
- Permanent address: No. 92, Pham Ngoc Thach Street, Trung Tu Ward, Dong Da District, Hanoi.
- Educational background: 12/12
- Professional qualifications: Bachelor of Laws
- Work experience:

Period	Workplace	Position
01/1972 - 02/1972	Training Unit 22, Military Zone 4	Soldier
03/1972 - 04/1972	Military Zone 4 Driving Training School	Trainee
05/1972 - 06/1975	Military Station 14, Unit 559	Driver Soldier
07/1975 - 12/1986	C35, Unit 576 (Savannakhet, Laos)	Implementing International Mission
01/1987 - 04/1990	Brigade 394, Corps 11	Assistant in charge of Vehicle and Equipment Supplies
05/1990 - 07/1992	Station T02, Corps 11	Chief of Station
08/1992 - 08/2001	Company 665, Corps 11	Team Leader
09/2001 - 09/2003	Enterprise 37, Company 665, Corps 11	Deputy Director
10/2003 - 02/2006	Enterprise 36, Corps 11	Director
03/2006 - 08/2011	Company 36, Corps 11	Director
09/2011 - 06/2016	36 Corporation /Ministry of National Defense	Chairman & General Director
07/2016 - 12/2017	36 Corporation	Chairman of the BoD & General Director
01/2018 - 08/4/2021		Member of the BoD & General Director
08/4/2021 - present	36 Corporation	Chairman of the BoD

- Current position: Chairman of the BoD of 36 Corporation
- Position held at other organizations: None
- Number of shares currently held:
 - Representative ownership: None
 - Individual ownership: 17,886,131 shares, accounting for 17.24% of charter capital.
- Number of shares currently held by related persons:

No.	Full name	Relationship with the declarant	Number of shares	Percentage (%)
1	Nguyen Thi Thu An	Daughter	13,145	0.01
2	Nguyen Thi Thu Ha	Daughter	5,669	0.01
3	Nguyen Dang Trung	Younger brother	3,439,362	3.32
4	Nguyen Dang Thuan	Younger brother	13,346,153	12.86
5	Nguyen Dang Hieu	Younger brother	1,330,325	1.28
6	Nguyen Dang Hung	Younger brother	1,642,031	1.58
7	Nguyen Van Hien	Younger brother	2,833,324	2.73

- Debts to 36 Corporation: None
- Interests related to the issuer: 17,542,302 G36 shares personally owned by Mr. Nguyen Dang Giap are used as collateral for loan obligations of 36 Corporation at the Bank for Investment and Development of Vietnam - Hoan Kiem Branch.
- Violations of law: None
- Conflict of interest with 36 Corporation: None



2. Mr.: Nguyen Dang Thuan - Member of the BoD/Deputy General Director

- Date of birth: November 06, 1978
- Place of birth: Nghe An
- Nationality: Vietnamese
- Permanent address: No. 6, lane 102, group 33, Dai Kim ward, Hoang Mai, Hanoi
- Educational background: 12/12
- Professional qualifications: Doctor of Economics
- Work experience:

Period	Workplace	Position
11/2002 - 08/2003	Enterprise 36, Corps 11	Economic Staff

Period	Workplace	Position
09/2003 - 12/2003	Military School of Zone III	Military Trainee
01/2004 - 09/2006	Enterprise 36, Corps 11	Finance Assistant
10/2006 - 09/2009	Company 36, Corps 11	Assistant to Finance Department
10/2009 - 09/2011	Company 36, Corps 11	Deputy Director of Enterprise 63
10/2011 - 11/2011	36 Corporation/Ministry of National Defense	Deputy Director of Enterprise 63
12/2011 - 05/2012	36 Corporation/Ministry of National Defense	Acting Director of Company 36.70
06/2012 - 02/2013	36 Corporation/Ministry of National Defense	Head of General Planning Department
03/2013 - 06/2016	36 Corporation/Ministry of National Defense	Deputy General Director cum Director of 36.67 JSC (Branch of 36 Corporation)
07/2016 - present	36 Corporation	Member of the BoD cum Deputy General Director cum Director of 36.67 JSC (Branch of 36 Corporation)

- Current position: Member of the BoD cum Deputy General Director of 36 Corporation
- Position held at other organizations: Director of 36.67 JSC (Branch of 36 Corporation)
- Number of shares currently held: 13,346,153 shares, accounting for 12.86% of charter capital.
- Representative ownership: 13,346,153 shares, accounting for 12.86% of charter capital.
- Individual ownership: 0 shares, accounting for 0% of charter capital.
- Number of shares currently held by related persons:

No.	Full name	Relationship with the declarant	Number of shares	Percentage (%)
1	Nguyen Dang Giap	Elder brother	17,886,131	17.24
2	Nguyen Dang Trung	Elder brother	3,439,362	3.32
3	Nguyen Dang Hieu	Elder brother	1,330,325	1.28
4	Nguyen Dang Hung	Elder brother	1,642,031	1.58

No.	Full name	Relationship with the declarant	Number of shares	Percentage (%)
5	Nguyen Van Hien	Elder brother	2,833,324	2.73

- Debts to 36 Corporation: None
- Interests related to the issuer: None
- Violations of law: None
- Conflict of interest with 36 Corporation: None



3. Mr.: Tran Thai Binh - Member of the BoD/Deputy General Director

- Date of birth: January 21, 1976
- Place of birth: Thai Binh
- Nationality: Vietnamese
- Permanent address: Room B404, Multi-purpose Building, No. 7 Tran Phu, Van Quan, Ha Dong, Hanoi.
- Educational background: 12/12
- Professional qualifications: Civil Engineer
- Work experience:

Period	Workplace	Position
09/2002 - 08/2009	Hochiminh Museum Construction Joint Stock Company	Site Manager
09/2009 - 11/2013	Bach Dang Joint Stock Company No. 10	Construction Team Leader
12/2013 - 11/2016	Lanmak Property Investment Construction Joint Stock Company	Construction Team Leader
01/2017 - 12/2017	Hochiminh Museum Construction Joint Stock Company	Team Leader, Deputy Director of Construction Enterprise No. 4
01/2018 - 12/2020	UDIC Construction and Investment Joint Stock Company	Deputy Director
03/2022 - 04/2023	36 Corporation	Deputy General Director
07/4/2023 - present	36 Corporation	Member of the BoD cum Deputy General Director

- Current position: Member of the BoD cum Deputy General Director of 36 Corporation
- Position held at other organizations: None
- Number of shares currently held: None
- Number of shares currently held by related persons: None
- Debts to 36 Corporation: None
- Interests related to the issuer: None
- Violations of law: None
- Conflict of interest with 36 Corporation: None



4. Mr.: Bui Quang Bat - General Director

- Date of birth: June 09, 1976
- Place of birth: Phu Tho
- Nationality: Vietnamese
- Permanent address: Group 19 Thinh Liet, Hoang Mai, Hanoi
- Educational background: 12/12
- Professional qualifications: Civil Engineer
- Work experience:

Period	Workplace	Position
08/2000 - 10/2003	Construction Company 665 / Corps 11	Technical Staff
11/2003 - 06/2006	Construction Enterprise 36 / Corps 11	Technical Staff
07/2006 - 12/2008	Investment, Construction, and Trading Company 36 / Corps 11	Technical Staff
01/2009 - 08/2011	Investment, Construction, and Trading Company 36 / Corps 11	Director of Enterprise
09/2011 - 04/2016	36 Corporation/ Ministry of National Defense	Director of Company 36.30
05/2016 - 01/2023	Bot Quoc Lo 6 - Hoa Lac - Hoa Binh One-Member Limited Liability Company	Director
02/2023 - present	36 Corporation \	General Director

- Current position: General Director 36 Corporation
- Position held at other organizations: None
- Number of shares currently held:
- Representative ownership: None

- Individual ownership: 41,958 shares, accounting for 0.04% of charter capital.
- Number of shares currently held by related persons: None
- Debts to 36 Corporation: None
- Interests related to the issuer: None
- Violations of law: None
- Conflict of interest with 36 Corporation: None

5. Mr.: Vo Van Ba - Deputy General Director



- Date of birth: August 18, 1975
- Place of birth: Nghe An
- Nationality: Vietnamese
- Permanent address: Apartment No. 2054 Park 7 Times City, Mai Dong, Hoang Mai, Hanoi
- Educational background: 12/12
- Professional qualifications: Bachelor of Military Engineering Vehicles
- Work experience:

Period	Workplace	Position
09/1995 - 08/2000	Cadet of the Military Engineering Officer School	Student
09/2000 - 06/2010	Platoon Leader of Warehouse K77 Military Engineering, General Staff of Military Zone 4	Team Leader
06/2010 - 11/2011	Deputy Team Leader of Team 20, 36 Corporation	Deputy Team Leader
12/2011 - 04/2012	Acting Director, Mine Action Center 20, 36 Corporation	Director
05/2012 - 12/2020	Director, Mine Action Center 20, 36 Corporation	Director
01/2020 - 11/2024	Director, 36.20 JSC. 36 Corporation	Director
12/2024 - present	36 Corporation	Deputy General Director, cum Director of 36.20 JSC

6. Mr.: Nguyen Dang Trung - Deputy General Director



- Date of birth: June 06, 1970
- Place of birth: Nghe An

- Nationality: Vietnamese
- Permanent address: P101- H3A Thanh Xuan, Nam Thanh Xuan, Hanoi
- Educational background: 12/12
- Professional qualifications: Bachelor of Economics, Civil Engineer
- Work experience:

Period	Workplace	Position
10/1991 - 03/2000	Team 18, Company 665	Economic staff
04/2000 - 07/2004	Team 18, Company 665	Economic staff
08/2004 - 09/2007	Enterprise 36, Corps 11	Deputy Team Leader
10/2007 - 09/2009	Enterprise 63, Company 36, Corps 11	Deputy Director
10/2009 - 08/2011	Company 36, Corps 11	Head of Bidding Project Department
2011 - 06/2016	36 Corporation/Ministry of National Defense	Head of Bidding Project Department cum Director of Company 36.66 (Branch of 36 Corporation)
07/2016 - 04/2021	36 Corporation	Member of the BoD cum Deputy General Director cum Director of Company 36.66 (Branch of 36 Corporation)
04/2021 - present	36 Corporation	Deputy General Director cum Director of Company 36.66 (Branch of 36 Corporation)

- Current position: Deputy General Director of 36 Corporation
- Position held at other organizations: Director of Company 36.66 (Branch of 36 Corporation)
- Number of shares currently held:
 - Representative ownership: None
 - Individual ownership: 3,439,362 shares, accounting for 3.32% of charter capital.
- Number of shares currently held by related persons:

STT	Full name	Relationship with the declarant	Number of shares	Percentage (%)
1	Nguyen Dang Giap	Elder brother	17,886,131	17.24
2	Nguyen Dang Thuan	Younger brother	13,346,153	12.86
3	Nguyen Dang Hieu	Younger brother	1,330,325	1.28

STT	Full name	Relationship with the declarant	Number of shares	Percentage (%)
4	Nguyen Dang Hung	Elder brother	1,642,031	1.58
5	Nguyen Van Hien	Elder brother	2,833,324	2.73

- Debts to 36 Corporation: None
- Interests related to the issuer: None
- Violations of law: None
- Conflict of interest with 36 Corporation: None



7. Mr.: Nguyen Tuan Anh - Chief Accountant

- Date of birth: February 01, 1979
- Place of birth: Hanoi
- Nationality: Vietnamese
- Permanent address: 94 Giap Bat street, Giap Bat ward, Hoang Mai district, Hanoi city.
- Educational background: 12/12
- Professional qualifications: Master of Accounting

Work experience:

Period	Workplace	Position
05/2005-01/2006	Team 18, Construction Enterprise 36, Corps 11/ General Department of Logistics	Economic staff
02/2006-03/2007	Team 2, Construction Enterprise 36, Corps 11/ General Department of Logistics	Financial Supervisor
04/2007-07/2011	Team 2, Investment, Construction, and Trading Company 36, Corps 11/BQP	Financial Supervisor
08/2011-06/2016	36.64 JSC, 36 Corporation/Ministry of National Defense	Head of Finance and Accounting Department
07/2016- 12/2016	36 Corporation	Member of the Supervisory Board
01/2017- 06/2020	Real Estate Investment Project Management Board - 36 Corporation	Financial Supervisor
07/2020-10/2022	36 Corporation	Deputy Head of Finance and Accounting Department
11/2022 - present	36 Corporation	Chief Accountant

- Current position: Chief Accountant of Finance Department of 36 Corporation
- Position held at other organizations: None
- Number of shares currently held:
 - Representative ownership: None
 - Individual ownership: 11,827 shares, accounting for 0.011% of charter capital.
- Number of shares currently held by related persons:

STT	Full name	Relationship with the declarant	Number of shares	Percentage (%)
1	Vu Thi Thanh Huyen	Wife	3,599	0.0036

- Debts to 36 Corporation: None
- Interests related to the issuer: None
- Violations of law: None
- Conflict of interest with 36 Corporation: None



8. Ms.: Do Thi Ha – Head of Finance and Accounting Department

Date of birth: April 28, 1972

Place of birth: Bac Ninh

Nationality: Vietnamese

Permanent address: CT36 Building No. 50, Lane 28, Xuan La - Tay Ho, Hanoi

Educational background: 12/12

Professional qualifications: Bachelor of Economics

Work experience:

Period	Workplace	Position
01/1997-12/2002	National Defense Employee, Traffic Construction Enterprise 37 - Construction Installation Company 665	Economic staff
01/2003-3/2004	National Defense Employee, Concrete Mixing Plant - Construction Installation Company 665	Economic staff
4/2004-7/2006	Professional Lieutenant, Construction Installation Company 665	Accountant
8/2006-11/2008	Professional Captain, Enterprise 61 Construction Installation Company 665	Chief of Finance Committee
18/11/2008-8/2011	Professional Major, Company 36- Corps	Accountant

Period	Workplace	Position
11		
9/2011-4/2014	Professional Major, 36 Corporation	Accountant
4/2014-7/2017	Professional Major, 36 Corporation	Acting Deputy Head of Finance and Accounting Department
8/2017-11/2024	Lieutenant Colonel, 36 Corporation	Acting Deputy Head of Finance and Accounting Department
12/2024 - present	36 Corporation	Head of Finance and Accounting Department

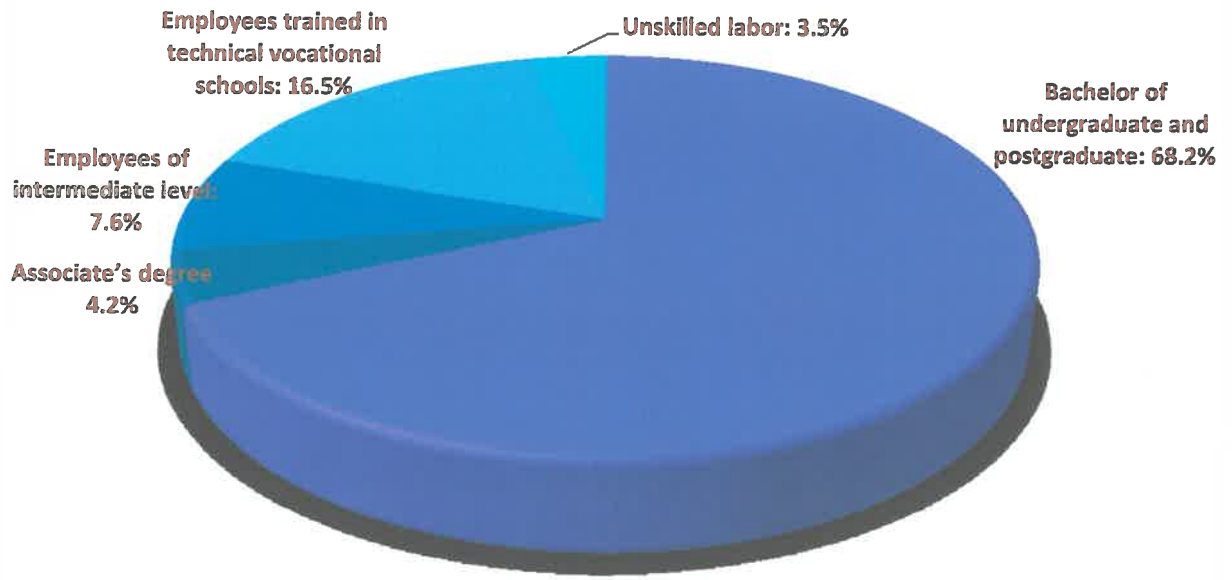
- Current position: Chief Accountant of Finance Department of 36 Corporation
- Position held at other organizations: None
- Number of shares currently held:
- Representative ownership: None

PERSONNEL AND WORKFORCE

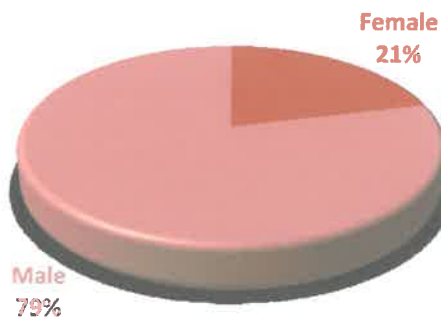
Personnel statistics

Total number of official employees as of December 31, 2025:

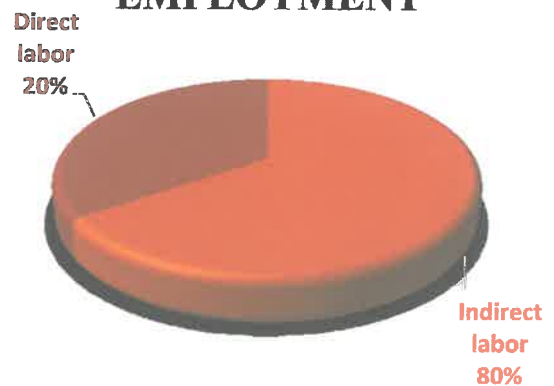
485 employees



LABOR STRUCTURE BY GENDER



FORM OF EMPLOYMENT



EMPLOYEE POLICIES

Wage Policy

The wage and income distribution policy of 36 Corporation is set out to be reasonable, democratic, transparent, and in full compliance with legal regulations.

36 Corporation's wage payment follows a labor-based contribution principle. Employees are remunerated according to their capacity, job position, and contribution to the Corporation, maintaining a clear distinction between different levels, positions, and roles within the organization. The leadership believes that wage and income distribution should serve as a motivation to encourage employees to consistently enhance productivity, improve work quality, and efficiently accomplish their tasks.

36 Corporation's wage policy is also associated with a labor streamlining strategy, gradually reshaping the workforce and enhancing labor quality. The Corporation offers incentive policies to attract and retain employees with advanced technical skills and strong management capabilities.

The wage fund, after being allocated to the required reserves as per the Corporation's guidelines and state regulations, is directly distributed to employees working at the Corporation. The wage fund shall not be used for any other purposes.

Bonus Policy

The source of 36 Corporation's bonus fund is derived from the annual distributed profit.

Types of bonus: Depending on the operating results, 36 Corporation may award bonuses periodically on a quarterly, semi-annual, or annual basis. Bonuses may be given to teams or individuals for outstanding achievements, on holidays or special occasions, for exceptional performance in operating activities, or for contribution to the successful completion of operating targets.

Training Policy

For newly recruited employees, to help them quickly adapt to their work, 36 Corporation requests relevant departments/divisions/boards to assign qualified personnel to train and guide such employees at the workplace.

Skill enhancement training: To make the most of human resources and improve labor quality and work efficiency, the Human Resources Department shall, in collaboration with other departments/divisions/boards, carry out training and development programs aimed at enhancing the workforce's skills.

PROJECT INVESTMENT AND IMPLEMENTATION

6-8 Chua Boc Project: Hanoi Orchard Park High-Rise Residential, Commercial, and Hotel Complex

On January 06, 2026, the Project was approved by the People's Committee of Hanoi City under Decision No. 26/QD-UBND on the approval of the investment policy and the recognition of 36 Corporation as the project investor for the project: Construction of a high-rise residential building combined with commercial and service facilities at land plot No. 6–8 Chua Boc Street, Kim Lien Ward, with a total investment of approximately VND 2,798.245 billion. The implementation schedule is from Q4/2025 to Q4/2029.

According to the requirements set out in Clause 2, Article 2 of Decision No. 26/QD-UBND dated January 06, 2026 issued by the City People's Committee, the Project currently needs to adjust its architectural plan to ensure compliance with the regulations under Decision No. 34/2024/QD-UBND dated May 27, 2024 issued by the City People's Committee. At present, the Project Department is submitting the dossier to the competent authorities for consultation regarding the adjustment.

Currently, the Project Department is carrying out legal procedures to obtain the construction permit, and the Project is expected to commence construction in Q2/2026.

Bac Ha Project – Lao Cai:

The Project has completed construction and acceptance of 28 terraced houses. Sale and purchase contracts have been signed with 24 out of 28 customers, with 04 units remaining unsold.

Sa Pa Project – Lao Cai:

On-site construction status: 90 out of 97 units have been constructed and completed. The remaining 07 units cannot be constructed yet due to the unavailability of site clearance.

- Sales status: Sale and purchase contracts have been signed for 86 out of 90 constructed units.

Dong Trieu Project – Quang Ninh:

The Project has completed construction and acceptance of the terraced houses, and sale and purchase contracts have been signed with 48 out of 48 customers.

Quan Hanh Project – Nghe An:

- Construction progress:

+ Low-rise houses: 100% completion of Lot LK01. Lots LK02, LK03, and LK04 have completed structural works, plastering, and roofing. Currently, finishing works are being carried out, including painting, installation of various types of doors, connection of electricity and water systems for each unit, and completion of infrastructure works.

+ Commercial and service building: Reinforced concrete works, MEP systems, and fire prevention and fighting (FPF) systems have been completed; brickwork and plastering are basically completed. Tiling and interior wall painting are currently in progress.

- Sales status: Sale and purchase contracts have been signed with 11 out of 32 customers for the low-rise housing component.

Dong Thinh Project – Thanh Hoa:

a. Legal procedure implementation progress:

- TMQ Dong Thinh Company Limited (the project company) was established on October 07, 2025.

36 Corporation has completed its capital contribution obligation with an amount of VND 20,339,310,000, representing 51% of the charter capital.

b. Site clearance: The District People's Committee has issued 02 Decisions approving compensation plans with a total area of 23,013 m² and a total compensation cost of VND 3,486,812,000. The total amount paid by the investor/project company is VND 1,945,808,000.

c. Implemented bidding packages:

- Contracts have been signed for the following packages: adjustment of the 1/500 detailed zoning plan; topographic and geological survey; clearance of bombs, mines and explosives; preparation of the environmental impact assessment report; project measurement and boundary marking; preparation of FPF consultation dossiers, construction drawing design dossiers and FPF cost estimates; and preparation of the feasibility study report.

Currently, the project company is actively coordinating with local authorities to continue site clearance works, make payments to the remaining households, complete procedures for extension of the investment policy approval, and obtain approval for construction drawing designs and cost estimates, etc.

Dong Tan Project - Thanh Hoa:

- Decision No. 383/QD-UBND dated February 22, 2025 has been issued by the People's Committee of Thanh Hoa Province approving the Investor to implement the project; Decision approving the local adjustment of the 1/500 scale detailed planning (Decision No. 980/QD-UBND dated April 2, 2025, from the Thanh Hoa Provincial People's Committee).

- TMT Dong Tan Company Limited (the project company) was established on December 19, 2024. 36 Corporation has fulfilled its capital contribution obligation with an amount of VND 82.86 billion, representing 30% of the charter capital of the project company.

- 2026 plan: Complete site clearance and commence construction works.

Da Nang Social Housing Project:

- The project received Decision No. 1941/QD-UBND dated June 24, 2025, from the People's Committee of Da Nang City approving the investor selection results; the project enterprise was established on July 25, 2025.

- The project has obtained the land allocation decision, the approval decision for the Feasibility Study Report (FSR) appraisal, and the Firefighting & Prevention (FFP) design appraisal document. Regarding the construction permit exemption dossier: the Department of Construction appraised the FSR, and the Fire Prevention and Rescue

Police Division (PC03) appraised the FFP as qualified for construction; the Investment and Construction FSR for the project has been approved.

- On February 12, 2026, Global Housing Development Investment Joint Stock Company issued Notice No. 03/TB-KC regarding the project's commencement.

- Construction status: Contractors are currently carrying out mass pile pressing and excavation for the underground sections of the buildings.

- Sales and business activities: Currently receiving housing purchase registration dossiers and finalizing the sales contract templates for submission to the Department of Industry and Trade for approval.



Progress Updates & Addition Of New Projects

No.	Construction works	Value of contract + contract appendix	Expected completion time	Progress updates
1	Package No. 18.XL: Construction of roadbed, pavement, and related structures on Route 1 (Km4+100 - Km8+799.03) under Project: Central Backbone Road connecting National Highway 1 (bypass section of Ky Anh town) to Vung Ang - Son Duong deep-water port complex in Ha Tinh province	99,671,736	8/2025	9/2026
2	Package No. XL01: Construction of section Km625+000 - Km655+285.04 (including surveying and design of shop drawing) under Bung - Van Ninh section Subproject	581,884,192	10/2025	31/3/2026
3	Package No. 05: Construction and equipment installation for the Sat - Phu agricultural canal dredging and reinforcement project, Binh Giang District.	34,907,817	12/2025	31/3/2026
4	Package DCKTCB 4/2025: Entire construction and installation works – Chau Binh drainage canal adjustment category under the Ban Mong Reservoir project, Nghe An Province.	76,720,000	12/2025	2026
5	Supply of remaining materials and construction & installation under Nguyen Cuu Phu Route Primary Distribution Network Development Project	246,355,673	2022	6/2026
6	Construction of the Commercial Center under the Quan Hanh Project – Nghe An.	83,361,286	2026	
7	Bach Mai hospital construction package - No. 01 (Code: XDBM-01) under Facility 2 Construction Investment Project for Bach Mai Hospital	1,510,690,902	30/9/2020	4/2026
8	Construction package No. XD02: “Construction and Related Works” under Long Thanh International Airport Project (Phase 1)	421,874,295	30/9/2025	2026
9	Package No. TB01: “Supply and installation of building equipment” under Long Thanh Airport	168,730,911	9/2025	2026

10	Package: Construction and installation of equipment for Buon Ho Town General Hospital Project in Dak Lak Province	46,105,526	2026	
11	Package No. PMU-CW-01: Surveying, design of shop drawing, and construction of infrastructure under Hanoi University of Science and Technology Construction Project	179,763,105	15/4/2023	12/2027
12	Package No. PMU-CW-02: Surveying, design of shop drawing, and construction of buildings under Hanoi University of Science and Technology Construction Project	1,818,611,922	29/3/2023	12/2027
13	Construction package: Comprehensive route construction (including surveying and design of shop drawing) under Can Tho - Hau Giang section Subproject, a part of the North-South Expressway (Eastern Route) Construction Project, Phase 2021-2025	1,412,093,000	10/2025	6/2026
14	Package No. 01: Construction, supply, and installation of equipment (excluding the supply and installation of interior furniture and curtains) – Investment project for the expansion of the Academy of Finance - Construction of the Administration Building block.	147,224,335	12/2026	
15	Rough construction, finishing of exterior part and landscape infrastructure under commercial housing project located at Plots LK 17, LK 18, LK 19, LK 24 on T3, T8, T10, T11 Roads in the Northwest Resettlement and Population Arrangement Area in Western Sa Pa Town, Lao Cai Province	188,745,053	12/2024	12/2026
16	Package: Construction works and procurement and installation of equipment under the Project “Construction of a Radio and Television Broadcasting Station in Houaphanh Province, Lao PDR”.	63,744,654	12/2026	
17	Package No.: DN-CW-04: Construction works and equipment installation for the Administrative Building TN1, Laboratory Building TN2, and internal landscape works under the Concentrated Science Research and Experimentation Center, belonging to the Project: Subproject 1 – Construction of technical infrastructure and essential facilities for the University of Da Nang in Hoa Quy – Dien Ngoc, financed by the World Bank.	318,729,235	2027	

36 CORPORATION: PROJECTS THAT WRITE ASPIRATIONS AND TRUST

December 19, 2025 marked a historic milestone for Vietnam’s transport and construction sectors, as 234 projects and works nationwide were simultaneously inaugurated and commenced. In the heroic atmosphere of the vibrant race during the final days of 2025, 36 Corporation – a proud Heroic Unit – took part in five outstanding projects, demonstrating its exceptional construction capability and its spirit of dedication to society and service to the Fatherland.

(Image)

In particular, at key national projects, the workers of 36 Corporation composed a symphony of determination, turning harsh challenges into victories.

(Image)

* Long Thanh Air Traffic Control Tower: The “Pink Lotus Bud” Reaching for the Sky



At the “mega project” of Long Thanh International Airport, the 123-meter air traffic control tower constructed by 36 Corporation proudly rises high, becoming the “all-seeing eye” guarding the skies of Southern Vietnam. Shaped like an elegant lotus blossom - a symbol of the Vietnamese spirit and character - the structure is the crystallization of modern technology and the resilience of workers. Amid the harsh sun and wind at the construction site, the “three shifts, four crews” work rhythm never stops. Each additional floor built is another affirmation of the capability to conquer the most complex technical heights. The air traffic control tower is not only the soul of the airport, but also a symbol of a new stature for 36 Corporation: a unit always ready to reach international standards, laying the foundation for the takeoff of Vietnam’s civil aviation industry.

* North–South Expressway, Can Tho – Hau Giang Section: A Boulevard of Aspiration Connecting the Lifeline of the Alluvial Land



If Long Thanh represents the aspiration to rise high, then the North–South Expressway section from Can Tho to Hau Giang is a bond of deep gratitude to the land of the “Nine Dragons”. More than 7 km of the main route crossing soft ground and muddy terrain once became a challenging “bottleneck.” However, with the spirit of “enduring the sun and overcoming the rain,” the workers of 36 Corporation accomplished a remarkable journey of “crossing the Dragon Gate.” Going beyond the boundaries of profit and loss, accepting additional material costs in exchange for ensuring the smooth flow of the transportation lifeline of the Mekong Delta, 36 Corporation proved that national interests and the people’s trust are always its highest guiding principles. The road inaugurated

today not only shortens geographical distances, but also connects hearts, opens vibrant trade opportunities, and lays the foundation for a prosperous and sustainable Mekong Delta region.

*** Viet Huong LakeSide Project: Sowing the Seeds of Humanity on the Banks of the Han River**

While other projects were celebrating ribbon-cutting ceremonies, in Da Nang, 36 Corporation was planting a new seed of hope: the Viet Huong LakeSide Social Housing Project. This was the first groundbreaking strike of a vow written in humanity and social responsibility. For 36 Corporation, developing social housing is not merely about providing affordable apartments, but about creating a civilized living ecosystem that approaches modern standards for workers. Viet Huong LakeSide will be where dreams of stable housing take shape, where warmth spreads through every home along the poetic banks of the Han River. The project stands as a clear testament to the Corporation's sustainable development orientation: placing people at the center, and taking the prosperity of the community as the benchmark for brand value.



FINANCIAL POSITIONS

Unit: million VND

No.	Item	2024	2025
1	Total assets	4,404,208	4,130,713
2	Net revenue	1,457,086	1,948,968
3	Net operating profit	9,369	18,570
4	Other profit	21,708	16,740
5	Profit before tax	31,078	35,310
6	Profit after tax	26,673	26,639
7	Dividend Payout ratio	3.81%	

KEY FINANCIAL ITEMS

No.	Item	Unit	2024	2025
1	Liquidity ratio			
	Current ratio	time	1.01	1.11
	Quick ratio	time	0.52	0.65
2	Capital structure ratio			
	Debt to total asset ratio	%	74.71	72.90
	Debt to equity ratio	%	295.37	269.06
3	Activity ratio			
	Inventory turnover ratio	time	1.16	1.69
	Total asset turnover ratio	time	0.32	0.34
4	Profitability ratio			
	Profit after tax to net revenue ratio	%	1.83	1.83
	Return on average equity	%	2.42	2.33
	Return on average assets	%	0.59	0.62

	Operating profit to net revenue ratio	%	0.64	1.27
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(Source: Audited Consolidated Financial Statements for 2024 and 2025 of 36 Corporation)

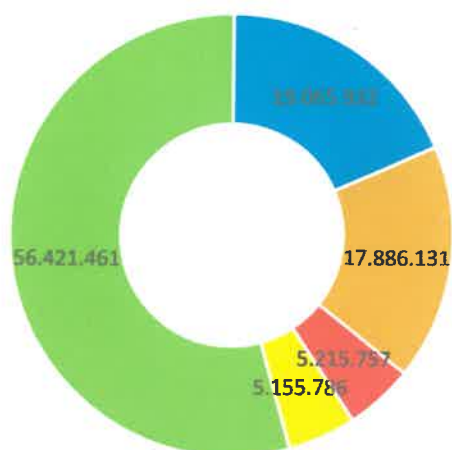
SHARE INFORMATION IN 2025

- Ticker symbol: **G36**
- Total issued shares: 103,745,067 shares
 - Outstanding shares: 103,745,067 shares
 - Freely transferable shares: 103,745,067 shares
 - Treasury shares: 0 shares
- Share type: Common shares
- Par value: VND 10,000 /share

SHAREHOLDER STRUCTURE IN 2025

No.	Shareholders	No. of shares	Ownership /charter capital
1	Ministry of National Defense	19,065,932	18.38%
2	Mr. Nguyen Dang Giap, the Chairman of the BoD	17,886,131	17.24%
3	Truong Loc Construction and Trading Joint Stock Company	5,215,757	5.03%
4	Anh Quan Transportation and Trading Joint Stock Company	5,155,786	4.97%
5	Other domestic shareholders	56,421,461	54.38%
	Total:	103,745,067	100%

(Source: According to the final list of shareholders from Vietnam Securities Depository and Clearing Corporation)



- Ministry of National Defense
- Mr. Nguyen Dang Giap, the Chairman of the BoD
- Truong Loc Construction and Trading Joint Stock Company
- Anh Quan Transportation and Trading Joint Stock Company
- Other domestic shareholders

Treasury stock transactions: None

Other securities: None



BÁO CÁO BAN TỔNG GIÁM ĐỐC GENERAL DIRECTOR'S REPORT

**ĐƯỜNG ĐÔI LƯỠNG DỤNG KHÔNG A
DOUBLE SUGAR USED KONG A**

**ĐƯỜNG NỐI QL1A - CẢNG THỊNH HÒA
ROAD CONNECTING 1A - DANG HUU PORT**

**ĐƯỜNG HOÀNG MAI - THÁI HÒA
HOANG MAI ROAD - THAI HOA**

**ĐƯỜNG HỒ CHÍ MINH
HO CHI MINH ROAD**

**ĐƯỜNG TUẦN TRA BIÊN GIỚI
KIÊN GIANG
BORDER PAPER ROAD KIEN GIANG**

**CÁNG LỘ CAM LỘ - LA SƠN
CAM LO - LA SON EXPRESSWAY**

**MỸ THUẬN - CẦN THƠ
MY THUAN - CAN THO**

PERFORMANCE RESULTS OF SOME KEY INDICATORS

In 2025, the Corporation carried out its tasks in the context of continued complex developments in the world and the region, particularly the tax policies of the United States, the Russia–Ukraine conflict, the Israel–Hamas and Israel–Iran conflicts, civil wars in several African countries, and historical border disputes leading to clashes between Cambodia and Thailand, along with other conflict hotspots. These developments have had a profound impact on many countries, including Vietnam. Domestically, the political and social situation remained basically stable, and the economy achieved many important results. However, there were still numerous difficulties and challenges. Natural disasters and storms (especially Storm No. 9 – Ragasa, Storm No. 10 – Bualoi, and Storm No. 11 – Matmo) developed in an abnormal and severe manner, causing serious consequences and heavy losses of lives and property in certain localities. This directly affected the Corporation’s construction activities at various works and projects. The Corporation implemented its tasks under conditions of fierce competition in the labor market, a wide and scattered operational area, and a lack of workload in certain units. The management and operation of production and business activities at some projects and works encountered difficulties, including shortages of site commanders and technical staff. In addition, fill material sources for North–South Expressway projects remained scarce, causing significant challenges. Toll revenue from the BOT National Highway 19 Project failed to meet the financial plan. The completion of legal procedures for certain real estate projects progressed slowly due to changes in mechanisms and policies. The key personnel team experienced significant fluctuations, with several individuals transferring to other positions, especially among officers and professional workers. In that context, under the decisive leadership of the Board of Directors (BoD), the Party Committee, and the Board of Management, the Corporation proactively overcame difficulties to carry out its production and business tasks and build the organization. The Corporation successfully fulfilled its 2025 missions with the following specific results:

Results of the implementation of certain key indicators

No.	Key indicators	Unit	2025			
			Plan	Performance	Rate of implementation against the annual plan	2025 performance compared to 2024 performance
1	Production value	Billion VND	1.956,760	1.579,570	80.72%	84.20%
2	Total revenue	Billion VND	1.574,955	1.984,852	126.03%	133.77%
3	Profit before tax	Billion VND	25,332	35,311	139.39%	113.62%

No.	Key indicators	Unit	2025			
			2024	2025	2025/2024	2025/2024
4	Profit after tax	Billion VND	20,265	26,640	131.46%	99.88%
5	Charter capital	Billion VND	1.037,451	1.037,451	100.00%	100.00%
6	Average workforce	People	420	342	81.43%	85.29%
7	Average income	Million VND/ person/ month	11,632	15,730	135.23%	141.99%

(Source: Audited Consolidated Financial Statements for 2025 of 36 Corporation)

PERFORMANCE RESULTS OF SOME KEY OPERATIONAL ACTIVITIES

1. Planning

- Timely directed the preparation of the 2025 production and business plan, assigned targets to member units, and organized the implementation, inspection, and supervision with clear focus and priorities, especially for key national projects of large value and urgent schedules that were required to be completed and handed over in 2025. Strictly maintained regular production briefings and held ad-hoc meetings to promptly resolve difficulties and obstacles, ensuring smooth production and business operations. Closely monitored and managed A–B economic contracts; strictly implemented internal contracting and assignment of construction tasks.

- In 2025, 36 Corporation had 06 major packages inaugurated, technically opened to traffic, or commenced, including 05 packages under 05 out of 234 large and key national projects nationwide to celebrate the 14th National Congress of the Communist Party of Vietnam, specifically: 04 projects inaugurated/technically opened to traffic, namely Long Thanh Airport, Ban Mong Reservoir, Bach Mai Hospital – Facility 2, and Can Tho – Hau Giang; 01 project commenced, namely the Social Housing Project at Apartment Land Plot No. 5 under Zone B – Nam Cau Cam Le Residential Area, Da Nang City; and 01 expressway project technically opened to traffic on April 30, 2025: Bung – Van Ninh Expressway. The inaugurated and technically opened projects were highly evaluated in terms of quality and technical and aesthetic standards.

- In 2025, the Corporation won bids and signed 03 A–B economic contracts with a total value of VND 175.37 billion, including: the Radio and Television Broadcasting Station in Houaphanh Province, Lao PDR (VND 63.74 billion); the construction package – Adjustment item of Chau Binh Drainage Canal under the Ban Mong Reservoir Project (VND 76.72 billion); and Package No. 05 under the Project “Dredging and Reinforcement of the Sat – Phu Central Irrigation Canal”, Hai Duong Province (VND 34.91 billion). In addition, the Corporation acted as an investor in the consortium that won the bid for the above-mentioned Social Housing Project at Apartment Land Plot No.

5 under Zone B – Nam Cau Cam Le Residential Area, Da Nang City, with an estimated total investment of VND 1,849.636 billion.

Furthermore, in March 2026, the Corporation won the bid and signed an A–B contract for Package DN-CW-04: Construction works and equipment installation for the Administrative Building TN1, Laboratory Building TN2, and internal landscape works under the Concentrated Science Research and Experimentation Center of the University of Da Nang, with a contract value of VND 318.729 billion, ensuring part of the workload for 2026 and extending partially into 2027.

2. Marketing and bidding

In 2025, the Corporation proactively led and directed the implementation of marketing activities, searched for new sources of work, organized bidding for construction and installation works, and cooperated with investors in bidding for investment projects. The Corporation promptly collected and analyzed information on construction investment projects, selecting construction packages and investment projects suitable to its capacity and production and business orientation. Although the construction market faced significant difficulties, the Corporation overcame these challenges and focused on marketing and bidding activities to secure part of the workload for 2025 and carry it forward into 2026.

3. Finance and Accounting

- In 2025, the Corporation's finance and accounting activities were maintained in a stable manner, meeting the requirements for managing assets, capital sources, revenue, expenses, receivables and payables, and production and business results. Capital management was carried out strictly, in compliance with State regulations and the Bank's funding conditions. Investment limits and outstanding loan balances were regularly monitored to ensure a reasonable financial balance, meeting capital requirements and maintaining financial safety.
- The advance funding and payment activities in 2025 focused on providing advances for key national projects such as the Can Tho – Hau Giang Expressway Project, Bung – Van Ninh Expressway, Long Thanh International Airport, etc., ensuring timely capital availability and construction progress, thereby improving capital utilization efficiency.
- The Corporation continued to improve, revise, and supplement the regulations on advance funding and payment for construction works in order to ensure construction progress, financial safety for the Corporation, align with actual production and business operations, and comply with legal regulations.
- Final account settlement and debt recovery activities were strengthened and implemented in a synchronized manner, from controlling capital sources for each project, acceptance and preparation of settlement dossiers, to monitoring disbursement by project owners. This helped reduce capital backlog and improve the efficiency of financial management.
- The Corporation strictly complied with State budget payment obligations. Accounting and preparation of financial statements were carried out fully and in a timely manner, meeting the requirements for management and operation.

4. Workforce Organization

- **Organizational structure:** As of the end of December 2025, the Corporation had 07 departments/divisions at the Corporation's head office, 16 dependent accounting units, 02 subordinate teams (Construction Team 132 and Construction Team 167), 02 subsidiaries, namely BOT 36.71 Company Limited and TMQ Dong Thinh Company Limited, and 02 associated companies.
- **Labor and salary management:** The Corporation properly complied with the regulations of the Ministry of National Defense and the provisions of the Labor Code and the Law on Employment regarding the execution of labor contracts and the management and utilization of labor. Salaries were paid to employees in association with production and business performance, encouraging income increases based on improved labor productivity and economic efficiency. The Corporation fully paid benefits for sickness, maternity leave, and convalescence/health recovery leave, and ensured salary, bonus, and meal allowance regimes for employees. Personnel records of military staff were strictly managed and fully updated. The database on relatives of military personnel and professional soldiers was regularly updated to settle policies and benefits. The Corporation properly implemented salary grade increases, rank/class upgrades, and group transfers for professional soldiers and contracted employees, ensuring that policy-based salary increases were granted to the right eligible persons. In 2025, the Corporation proposed that the Ministry of National Defense issue decisions on periodic salary increases and A80 salary increases, as well as salary scale group transfers for 70 professional soldiers. The Corporation also issued decisions on salary increases and salary scale group transfers for 48 contracted employees. For professional soldiers who were not yet eligible for retirement but whose qualifications, capability, or health conditions were insufficient to meet job requirements, or who faced difficult family circumstances, voluntarily requested discharge/termination, or violated discipline, the Corporation processed demobilization or employment termination in accordance with regulations. In 2025, the Corporation settled retirement benefits for 13 persons (02 officers and 11 professional soldiers), processed transfers for 06 persons (05 officers and 01 professional soldier), terminated labor contracts for 63 cases, recruited 25 contracted employees, and achieved an average income in 2025 of VND 15.73 million per person per month.
- **Social insurance, health insurance, and unemployment insurance:** The Corporation effectively updated the working history of military personnel to review social insurance books. It strictly complied with legal regulations on compulsory insurance. The collection and payment of social insurance, health insurance, and unemployment insurance to the Ministry of National Defense and local social insurance authorities were carried out accurately and on time in accordance with regulations.
- **Personnel subject to compulsory social insurance:** 342 persons, including 44 officers, 82 professional soldiers, and 216 contracted employees.
- **Occupational safety, hygiene, and fire and explosion prevention:** The Corporation effectively carried out inspection and guidance for units in implementing occupational safety, hygiene, and fire and explosion prevention in accordance with new regulations. Relevant documents and information were promptly updated and disseminated following the consolidation of State management agencies. Training on occupational safety, hygiene, and fire and explosion prevention was organized for target groups as required. The Corporation coordinated the organization of internal fire-fighting and rescue drills, inspected and reviewed the status of fire prevention and fighting equipment at the

Corporation's headquarters, and fully complied with reporting requirements on occupational safety, hygiene, and occupational accidents in accordance with regulations.

- Shareholder management: During the year, the Corporation successfully organized the 2025 Annual General Meeting of Shareholders, completed the Corporate Governance Report and the Annual Report 2025, and fully and timely disclosed information (periodic disclosures, extraordinary disclosures, and disclosures on transactions by insiders and related persons of insiders) in accordance with the Securities Law.

5. Party and Political Work

- The Corporation led the dissemination, thorough study, and serious implementation of directives and resolutions issued by the Central Committee, the Central Military Commission, and leadership resolutions of Party committees at all levels within the Party Committee of the Corporation.

- The Corporation strictly complied with the principles of Party organization and Party activities. The Corporation effectively carried out education to enhance political steadfastness, professional qualifications, and intellectual capacity for cadres and Party members. The Corporation successfully organized the 8th Congress of the Party Committee of 36 Corporation with good results, and the Corporation participated in the 12th Congress of the Party Committee of the Vietnam People's Army and the 11th Army-wide Emulation and Determination-to-Win Congress in accordance with superior guidance.

- The Corporation completed procedures for proposing and organizing the presentation of decisions on promotion of military ranks and salary increases for 38 officers and professional soldiers holding management positions. The Corporation completed procedures for transfers and retirement of cadres in compliance with regulations. The Corporation completed dossiers, reports, and evaluations of key cadres at all levels for submission to the Department of Personnel. The Corporation completed procedures for requesting the issuance of officer identification cards for personnel promoted in rank and granted salary increases in 2025. The Corporation gradually addressed personnel staffing levels in accordance with the guidance of the Department of Personnel in order to implement Decision No. 1501/QĐ-BQP dated April 11, 2025 of the Ministry of National Defense.

- The Corporation led and directed the dissemination and strict implementation of resolutions, directives, and regulations regarding inspection, supervision, and Party discipline. The Corporation successfully organized the Conference summarizing inspection, supervision, and enforcement of Party discipline within the Party Committee of the Corporation for the 2020–2025 period.

- The Corporation actively launched and signed various emulation campaigns, with a focus on the 2025 Determination-to-Win Emulation Movement and peak emulation campaigns. The Corporation strictly maintained the grassroots democracy regulation and effectively implemented policy work and mass mobilization activities. The Corporation participated in donation and support activities, visits, and timely encouragement of policy beneficiaries during holidays and Tet holiday, achieving good and practical results.

- The Corporation maintained and implemented Party affairs and political work in a regular, effective, and high-quality manner. The Corporation paid attention to creating favorable conditions for mass organizations to operate in accordance with their functions

and duties. The Corporation successfully organized the Conference summarizing the activities of mass organizations at all levels for the 2021-2025 period.

6. Office Administration

- Management and use of defense land: The Corporation managed and used 07 defense land sites with a total area of 30,812.7 m² in compliance with legal regulations and the regulations of the Ministry of National Defense. The boundaries and markers of the land sites were clearly defined, minimizing encroachment, disputes, and improper use of defense land.

However, there is a land site located at Lane 1043 Giai Phong Street, Hoang Mai Ward, Hanoi City (area: 78 m²) which is interspersed among residential households and has not yet been granted a Land Use Rights Certificate. The site is currently vacant land, and the Corporation has been unable to carry out construction works because local residents have repeatedly submitted petitions to the leadership of the Ministry of National Defense and local authorities requesting that the land be used as a community activity area, while also obstructing the Corporation's construction activities. The Corporation has issued multiple official letters reporting to the Ministry of National Defense and local authorities for resolution; however, the matter has not yet been fully settled.

In 2025, the working team of the Ministry of National Defense worked with 36 Corporation to determine the amount payable for defense land use from 2018 to 2024, totaling VND 8,838,205,873, and the Corporation also determined the provisional amount for 2025 as VND 2,237,823,202. After offsetting, the Corporation paid the defense land use fee to the Ministry of National Defense in the amount of VND 6,004,281,924.

- Management and use of the Corporation's office premises: During the year, the Corporation rearranged and adjusted office space for departments and units in order to improve the efficiency of facility utilization. The Corporation recovered the office space on the 3rd floor of the 8-storey building at No. 1075 Giai Phong Street for direct management by the Corporation, and simultaneously relocated the offices of Company 36.71 and 36.20 JSC from the 8-storey building at No. 1075 Giai Phong Street to the Corporation's headquarters at No. 141 Ho Duc Di Street, Hanoi.

- Management of the Corporation's real estate assets: The Corporation continued to manage and protect the premises of 36.63 JSC in Vinh and implemented procedures for the transfer of assets attached to leased land in accordance with regulations. The management and monitoring of real estate lease contracts (parking facility operation, basement leasing, commercial kiosks, kindergarten premises, land plots, etc.) were carried out strictly, ensuring efficiency and legal compliance. In 2025, the total revenue generated from leasing and operating the Corporation's real estate assets reached VND 22.14 billion.

- Monitoring and handling of stone quarries:

+ Len Trot stone quarry: The Corporation signed a contract with a consulting unit to prepare a mine closure plan in order to carry out procedures for returning the mining license in accordance with regulations. During dossier preparation, a discrepancy arose between the permitted reserves and the actual extracted reserves. The Corporation is currently coordinating with the consulting unit to finalize the report and request guidance from the People's Committee of Nghe An Province for handling.

+ Xom Song stone quarry: The Corporation is carrying out mine closure procedures in accordance with the mine closure plan approved under Decision No. 1918/QD-UBND dated June 29, 2025 issued by the People's Committee of Hoa Binh Province (now Phu Tho Province). As of December 31, 2025, the Department of Agriculture and Environment of Hoa Binh Province conducted inspection and acceptance of the site rehabilitation works in accordance with regulations. On March 20, 2026, the People's Committee of Phu Tho Province issued Decision No. 872/QD-UBND on the mine closure.

The Corporation has signed an agreement with its partner regarding the expansion (or issuance of a new license) for mineral exploitation at the Xom Song quarry area. Currently, the Corporation has signed the dossier requesting approval of the investment policy and recognition of the investor and has submitted it to the People's Committee of Phu Tho Province.

- Logistics activities: The Corporation ensured the maintenance of a green, clean, and beautiful barracks environment, preserved security and order, and promoted a civilized lifestyle. The Corporation effectively ensured logistics support, materials, vehicles, equipment, and facilities to maintain smooth, efficient, and cost-saving daily operations of the Corporation's offices. The Corporation fully met requirements for working conditions, meetings, and receptions in accordance with regulations, and ensured lunch meals for staff in compliance with standards, nutrition requirements, and food safety and hygiene regulations.

- During the year, the Corporation took care of the spiritual well-being of cadres and employees. In cases of bereavement or joyful family events, representatives of the Corporation's leadership and departments visited, encouraged, and shared in a timely manner, providing motivation for employees to successfully fulfill their duties.

- Fire prevention and fighting:

+ The Corporation ensured the continuous operation of the building's fire prevention and fighting system. Regular inspections were conducted for foam extinguishers, gas extinguishers, and hydrant systems to detect issues and implement corrective measures, ensuring uninterrupted operation.

+ The Corporation is coordinating with departments and divisions to implement renovation and repair works of the fire prevention and fighting system to complete the acceptance dossier for the Corporation's head office in compliance with regulations.

- Military medical activities: The Corporation regularly monitored and took care of the health of the Corporation's commanders, controlled disease outbreaks and community health, and guided units in working with local hospitals and medical facilities at stationed locations to provide medical examination and treatment services for cadres and employees in accordance with regulations.

- The Corporation maintained strict compliance with internal regulations, working discipline, and working hours, effectively controlled access to the Corporation's premises, and managed incoming and outgoing documents in accordance with confidential document procedures, ensuring that all documents were handled and processed accurately and promptly.

7. Vehicle and Equipment Management

- Documentation procedures and inspection for operation: The Corporation always ensured and maintained the periodic inspection and registration of automobiles, regularly monitored, inspected, and supervised the inspection and technical safety compliance for equipment requiring strict occupational safety standards, conducted periodic maintenance for machinery and vehicles to maximize operational efficiency. In 2025, the Corporation successfully completed inspection and registration procedures for 12 automobiles of various types.
- Investment in vehicle and equipment: During the year, the Corporation invested in 01 electronic weighing station to serve the construction works of the Can Tho – Hau Giang Project, with a total investment capital of VND 275 million.

8. Legal Affairs

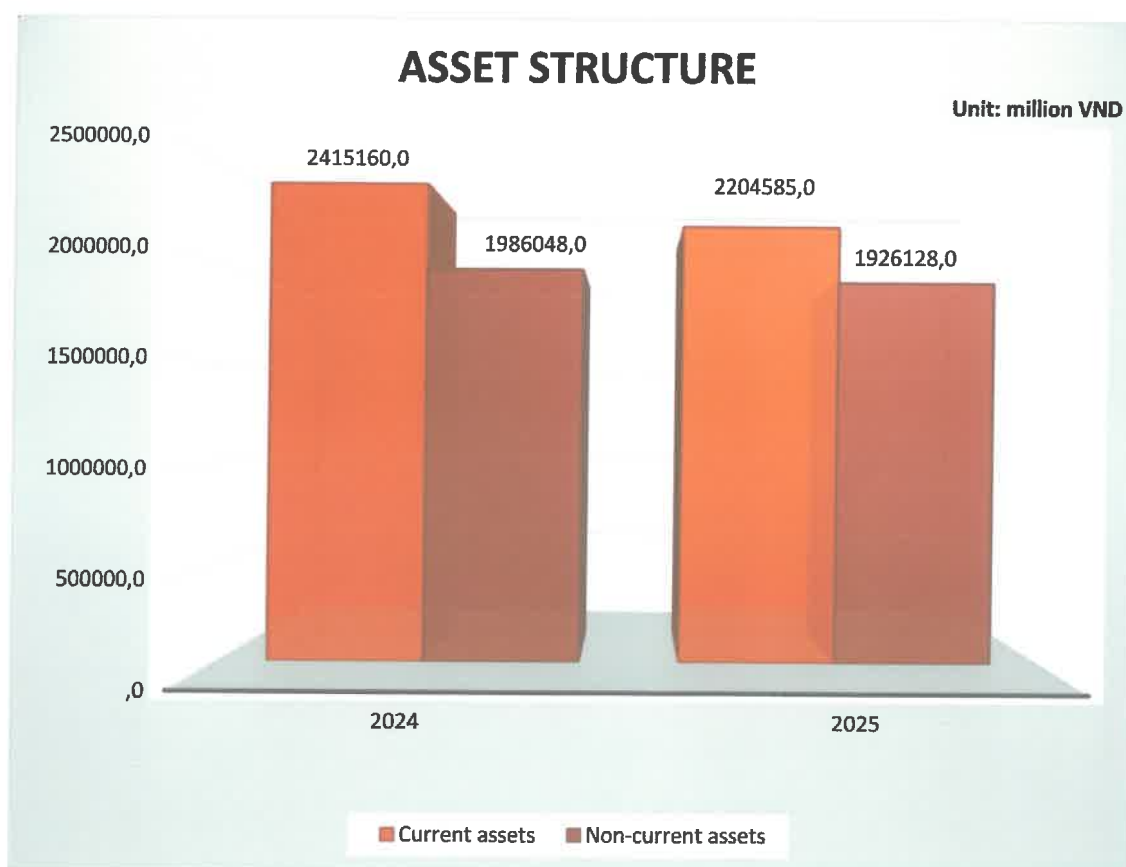
- In 2025, the Corporation completed the enforcement of the judgment related to Coma 18 and several other cases involving customers' debt claims against 36 Corporation. Regarding the dispute case concerning the VPBank guarantee certificate in which VPBank filed a lawsuit against the Corporation, the appellate court conducted the trial and rejected VPBank's claims.
- The Corporation has actively urged and successfully recovered long-overdue debts from the Owner, coordinated with relevant units and individuals to negotiate debt reduction agreements with customers.
- The Corporation fully and promptly updated newly issued legal documents, drafted, reviewed, and revised construction, business, commercial, service, and credit contracts, etc., ensuring strong legal compliance. The Corporation also effectively provided legal consultancy and support related to its business activities, as well as customer complaints and petitions.

FINANCIAL POSITION

ASSETS

Items	2024		2025	
	Value (million VND)	Proportion (%)	Value (million VND)	Proportion (%)
Current assets	2,415,160	54.9%	2,204,585	53.4%
Non-current assets	1,986,048	45.1%	1,926,128	46.6%
Total assets	4,401,208	100%	4,130,713	100%

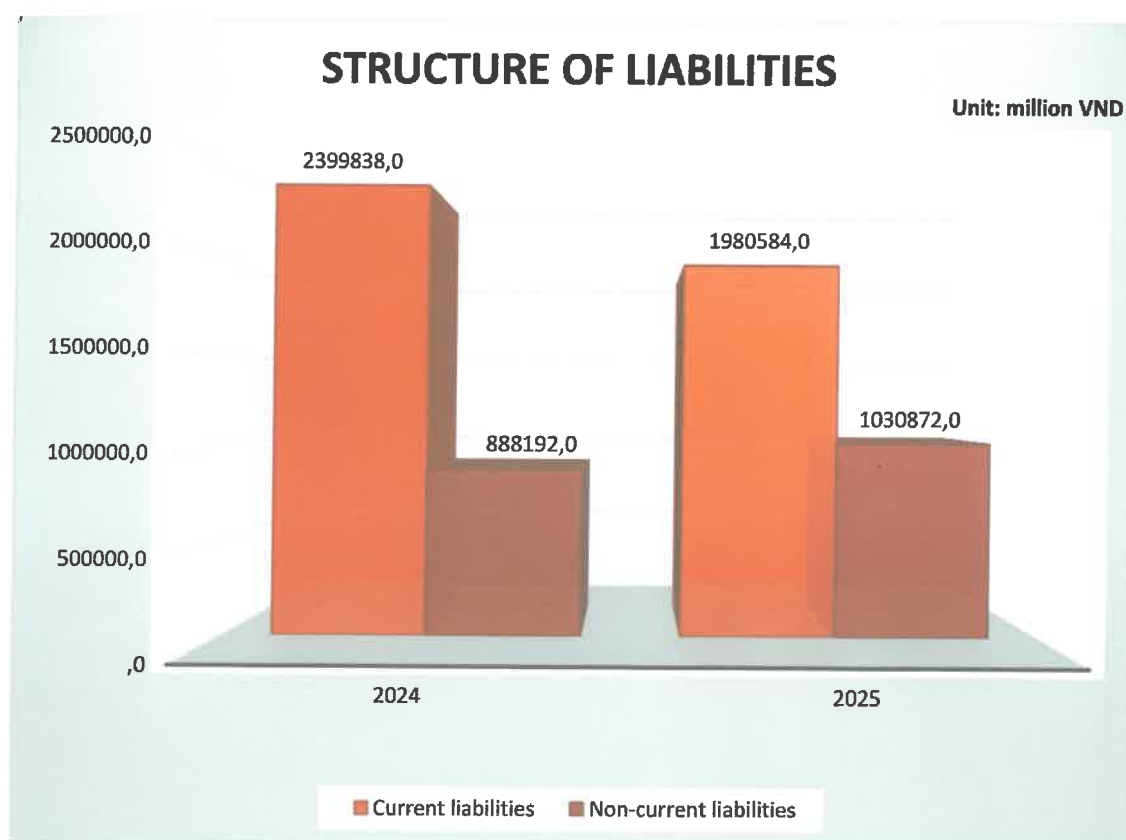
(Source: Audited Consolidated Financial Statements for 2024 and 2025 of 36 Corporation)



LIABILITIES

Items	2024		2025	
	Value (million VND)	Proportion (%)	Value (million VND)	Proportion (%)
Current liabilities	2,399,838	72.9%	1,980,584	65.8%
Non-current liabilities	888,192	27.1%	1,030,872	34.2%
Liabilities	3,288,030	100%	3,011,457	100%

(Source: Audited Consolidated Financial Statements for 2024 and 2025 of 36 Corporation)



ORIENTATION AND TASKS FOR 2026

The year 2026 is expected to continue facing many difficulties and challenges. Many units will no longer have ongoing carry-over projects, leading to prolonged shortages of work. Bidding activities will remain highly competitive. Although public investment is being strongly promoted under the Government's attention and direction, the implementation progress of several projects remains slow due to obstacles related to investment procedures, site clearance, and adjustments to total investment capital. In addition, the global situation is expected to remain complicated, especially in the Middle East. The increasing conflict between the United States–Israel and Iran has negatively affected the global economy and intensified fluctuations in energy, supplies, and material prices, thereby significantly impacting input costs and domestic production and business activities, directly affecting production and business efficiency. Based on these challenges, the Board of General Directors, in coordination with the Board of Directors, will focus on leading and directing the successful implementation of the targets and tasks of the 2026 plan, and set out the following objectives and solutions:

Expected key plan targets for 2026

- Production value: VND 1,820.702 billion, an increase of 15.3% compared to the 2025 actual performance.
- Revenue: VND 1,875.195 billion, equivalent to 94.5% compared to the 2025 actual performance.
- Profit before tax: VND 37.027 billion, equivalent to 104.9% compared to the 2025 actual performance.
- Profit after tax: VND 27.691 billion, equivalent to 103.9% compared to the 2025 actual performance.
- Average workforce: 370 employees.
- Average income: VND 16,520,000 per person per month, an increase to 105% compared to the 2025 actual performance.

OBJECTIVES AND PLAN FOR 2026

36 Corporation has identified its key focus as maintaining stability, ensuring financial safety, and achieving sustainable development. The Corporation will concentrate on restructuring its organization, renewing management thinking, streamlining its apparatus, and improving the operational efficiency of its member units. The Corporation will strictly control costs and strengthen the recovery of receivables, especially long-outstanding debts. At the same time, the Corporation will maintain construction and installation activities as well as real estate investment, strengthen cooperation and partnerships, and enhance human resources and equipment capacity for marketing and bidding. The Corporation will prioritize projects funded by public investment, with clear funding sources and stable cash flow, ensuring jobs, income, and living standards for all officers and employees throughout the Corporation.

IMPLEMENTATION MEASURES

1. Study and rationally restructure and streamline dependent accounting units through mergers, temporary suspension of operations, or dissolution of inefficient units or units without work, in line with the current actual situation of the Corporation.

2. Continue recruiting additional personnel, especially site managers and technical staff in transportation and construction; assign qualified personnel with suitable expertise to attend professional training courses to obtain and complete required diplomas and certificates for site manager positions; consider investing in additional equipment to strengthen its capacity for marketing, bidding, and construction execution.

3. Closely coordinate with the Project Management Unit and relevant authorities to urgently complete legal procedures in order to resume construction of Packages No. CW01 and CW02 of the Hanoi University of Science and Technology as soon as possible. At the same time, strengthen marketing and bidding activities to ensure sufficient workload in 2026 and carry forward work into subsequent years, focusing on large-scale projects with clear and transparent funding sources, especially projects in transportation, healthcare, education, irrigation, etc.

4. For real estate investment projects, the Corporation will complete the construction of the Quan Hanh Project and the Sa Pa Project on schedule, and accelerate sales activities for projects that have been completed and are eligible for signing Sale and Purchase Contracts. The Corporation will cooperate with reputable distribution units to implement communication and marketing campaigns to attract potential customers for the Quan Hanh Project, enabling the signing of Sale and Purchase Contracts as soon as eligible conditions are met. In addition, the Corporation will closely coordinate with local authorities to complete site clearance and prepare investment procedures for the Dong Thinh and Dong Tan Projects in Thanh Hoa Province, especially the Dong Thinh Project, which is currently behind schedule in site clearance and pre-investment procedures. The Corporation will coordinate with consortium members to properly implement the Social Housing Project at Apartment Land Plot No. 5 under Zone B – Nam Cau Cam Le Residential Area, Da Nang City, ensuring quality and compliance with the approved schedule. The Corporation will also closely follow up with departments and agencies under the People's Committee of Hanoi City to obtain the construction permit and commence construction of the 6–8 Chua Boc Project in Q2/2026. Besides the above projects, the Corporation will continue promoting joint ventures and partnerships to cooperate as project developers for real estate projects, expand its market, and act as investor for social housing projects, etc., in order to increase revenue and strengthen the Corporation's capacity.

5. Strengthen financial management and focus on mobilizing sufficient capital to ensure stable production and business activities as well as the unit's regular operations, striving to successfully achieve the planned targets; continue to maintain its brand reputation and credibility within the banking credit system in order to obtain preferential loans with low interest rates for production and business activities; accelerate final account settlement, debt recovery, A–B contract liquidation, and internal settlement and liquidation of projects already liquidated under A–B contracts, ensuring a clean and healthy financial position.

6. Conduct research to develop additional business lines; continue to promote the application of technology, engineering solutions, and innovation in corporate management and operation, bidding, and on-site construction activities to meet the requirements of the Industry 4.0 era, reduce management costs, and improve production and business efficiency.

7. Implement Party affairs and political work activities in accordance with superior guidance; continue to address personnel staffing levels in line with the guidance of the Department of Personnel to implement Decision No. 1501/QD-BQP dated April 11, 2025 of the Ministry of National Defense; properly settle policies and benefits for military personnel after divestment, and arrange and stabilize human resources with appropriate plans and policies for demobilized military personnel who continue working at the Corporation.

8. Maintain and fully implement all policies and benefits for the unit, including employment, social insurance, health insurance, unemployment insurance, periodic medical check-ups, and settlement of transfer-out procedures for eligible persons who have such requests; strictly maintain confidential document management procedures, make breakthroughs in administrative reform, strengthen discipline and compliance, enhance accountability of organizations and individuals in performing assigned duties, and maximize the utilization efficiency of the Corporation's head office and member units' facilities.



BÁO CÁO HỘI ĐỒNG QUẢN TRỊ BOARD OF DIRECTORS' REPORT



EVALUATION OF THE BOARD OF DIRECTORS' PERFORMANCE IN 2025

In 2025, the Board of Directors provided leadership and guidance to the Board of Management in executing the resolutions approved by the General Meeting of Shareholders including marketing and bidding to secure investment projects and ensure stable employment for workers; overseeing construction activities to ensure timely project completion with high technical quality; managing real estate investment and business operations; restructuring the organization and appointing personnel in line with the company's operational model; expediting payment documentation and debt recovery; and addressing shareholder-related matters.

Business and production results in 2025:

No.	Item	Unit	Amount
1.	Production value	Billion VND	1,579.570
2.	Revenue	Billion VND	1,984.852
3.	Profit before tax	Billion VND	35.311
4.	Profit after tax	Billion VND	26.640
5.	Average income	Million VND/person/month	14.025

The Corporation's current charter capital is: VND 1,037,450,670,000 (One trillion thirty-seven billion four hundred fifty million six hundred seventy thousand Vietnam dong).

BOARD OF DIRECTORS' REMUNERATION AND OPERATING EXPENSES

The remuneration of the Board of Directors (BoD) in 2025 is VND 840,000,000.

The Board of Directors, the Executive Management Board, and relevant departments have successfully completed the tasks assigned under the Resolution of the 2025 Annual General Meeting of Shareholders. Due to general difficulties in the construction and real estate market, production output did not meet expectations. However, other key indicators such as revenue, profit, and average employee income increased by 20% to over 30% compared to the plan. This is considered a positive achievement in the current economic context. Therefore, in 2026, the Board of Directors has determined that timely policies and decisions are required to further enhance production and business efficiency and support the Corporation's development in the new situation.

DIRECTION FOR THE BOARD OF DIRECTORS' OPERATIONS IN 2026

The year 2026 is expected to continue to face many challenges: many units will have no ongoing carry-over projects, resulting in prolonged work shortages; bidding competition will remain intense; and the implementation of some projects will continue to be delayed due to obstacles in administrative procedures, site clearance, and adjustments to total investment capital. In addition, the global situation remains complicated, particularly the conflict between the United States–Israel and Iran, which has pushed the world toward an energy crisis, causing sharp increases in fuel, materials, and construction input costs, thereby significantly affecting production costs. Furthermore, the restructuring and

consolidation of administrative systems from central to local levels will strongly impact job acquisition activities, change many regulations and procedures related to production and business operations, and also affect policies for cadres and employees within the Corporation. Given these challenges, the Board of Directors must focus on leading and directing the implementation of resolutions set forth by the General Meeting of Shareholders. To ensure effective execution of key tasks in the coming years, the following strategic solutions will be prioritized:

1. Lead and direct the unit to fulfill its tasks for 2026, with the following projected targets:

- Production value: VND 1,820.702 billion, an increase of 15.3% compared to the 2025 actual performance.

- Revenue: VND 1,875.195 billion, equivalent to 94.5% of the 2025 actual performance.

- Profit before tax: VND 37.027 billion, equivalent to 104.9% of the 2025 actual performance.

- Profit after tax: VND 27.691 billion, equivalent to 103.9% of the 2025 actual performance.

- Average income: VND 15,430,000 per person per month, an increase of 10.5% compared to the 2025 actual performance.

2. Closely oversee business operations, ensuring strict supervision of the execution of the plan approved by the General Meeting of Shareholders. The Board of General Directors must implement all necessary measures to enhance labor productivity, optimize costs, and improve business efficiency.

3. Place special emphasis on financial management and supervision, ensuring adequate capital mobilization, prioritizing investments and key construction projects. Strengthen the debt collection, especially difficult-to-recover debts from investors. Accelerate the settlement of prolonged project finalizations, streamline payment procedures to recover capital promptly.

4. Intensify efforts to seek new work opportunities, thoroughly study projects, and approach projects with high feasibility and clear, transparent funding sources. Promote joint ventures and partnerships to cooperate as project investors in real estate projects, and expand investment into other sectors such as transportation, energy, education, industrial parks, irrigation, and social housing. Regardless of the sector of investment, efficiency and capital preservation must be ensured. For real estate investments, special attention must be paid to dossier preparation; contracts must be strict, specific, and legally compliant to avoid disputes with customers. Approach FDI projects, public investment projects, and projects funded by foreign capital that are suitable for a joint-stock enterprise in order to expand the unit's market share.

5. Direct the Board of Management to closely monitor and coordinate with relevant authorities to urgently complete legal procedures so as to resume construction of the two packages CW01 and CW02 of the University of Science and Technology of Hanoi (USTH) at the earliest possible time.

6. Study the expansion into new business lines. Continue to promote the application of technology and engineering solutions in the unit's operations, contributing

to reduced management costs and improved efficiency in production and business activities.

7. Proactively engage with relevant authorities, complete legal procedures for the implementation of pending real estate projects. Continue seeking solutions to remove difficulties for the National Highway 19 BOT project.

8. Closely direct the restructuring and reorganization of the organizational structure, streamlining staffing levels to meet the unit's operational requirements. Continue resolving matters relating to military personnel in accordance with guidance to implement Decision No. 1501/QĐ-BQP dated April 11, 2025 of the Ministry of National Defense; properly handle policies and benefits for military personnel after divestment; and arrange stabilization measures, including plans and policies for the human resources who are demobilized soldiers continuing to work at the unit.

9. Focus on seeking high-quality human resources to strengthen the management team of the Corporation. Promote training and capacity-building programs to improve professional and technical qualifications for managers, employees, and workers.



QUẢN TRỊ CÔNG TY CORPORATE GOVERNANCE

TRƯỜNG ĐẠI HỌC KINH TẾ QUỐC DÂN
UNIVERSITY OF INTERNATIONAL ECONOMY



ĐẠI HỌC NGOẠI THƯƠNG
FOREIGN TRADE UNIVERSITY



HỌC VIỆN TÀI CHÍNH
FINANCIAL INSTITUTIONS



TRƯỜNG ĐẠI HỌC LUẬT
LAW UNIVERSITY



HỌC VIỆN QUÂN Y
MILITARY MEDICAL UNIVERSITY



HỌC VIỆN PHỤ NỮ
WOMEN'S ACADEMY

BOD'S PERFORMANCE

Corporate governance is a cornerstone of effective growth and long-term sustainable development. To maximize corporate value, the Board of Directors and the Board of Management of the 36 Corporation are committed not only to driving business performance for short-term revenue and profit growth but also to continuously enhancing governance practices in accordance with international standards. This strategic approach ensures the efficient utilization of resources, attracts investment capital, and fosters long-term, sustainable value creation.

The Corporation upholds a steadfast commitment to corporate governance in full compliance with applicable Vietnamese laws. It aligns with and applies internationally recognized governance principles, including the Corporate Governance Code for Public Companies in Vietnam, Decree No. 155/2020/ND-CP, and Circular No. 116/2020/TT-BTC, to establish a rigorous governance framework. This framework is designed to ensure accountability, transparency, and efficiency while mitigating business risks. The Corporation maintains strict compliance with regulatory requirements for information disclosure, ensuring timely, accurate, and comprehensive reporting in accordance with the law and the regulations of the Stock Exchange and the State Securities Commission. Furthermore, it prioritizes the continuous enhancement of shareholder relations.

BOARD OF DIRECTORS' MEMBERS

No.	Full Name	Position	Shares Owned	Ownership (%)	Independent/ Non-Executive Member	Notes
1	Mr. Nguyen Dang Giap	Chairman of the BOD	17,886,131	17.24		
2	Mr. Nguyen Dang Thuan	BOD Member	0	0		
3	Mr. Dang Thanh The	BOD Member	233	0.0002	Independent Member	
4	Mr. Tran Thai Binh	BOD Member	0	0		
5	Ms. Mai Thuy Dung	BOD Member	3,772	0.0036	Non-Executive Member	

BOD'S COMMITTEES: The Board of Directors has one established committee: the Audit Committee, which operates under an approved and regulated framework.

BOD'S PERFORMANCE:

In 2025, the BOD has fulfilled its functions and responsibilities as outlined in the Articles of the 36 Corporation, specifically:

- The BOD actively followed to the Resolutions of the General Meeting of Shareholders (GMS) to implement the Corporation's business operations accurately and effectively, ensuring the successful execution of the strategies, policies, and measures established; At the same time, the BOD supervised the Board of Management's activities in carrying out the Resolutions and Decisions made by the BOD.

- Maintaining regular meetings as stipulated and holding extraordinary meetings when necessary to develop strategies and solutions to address issues related to the development strategy and implementation of business plans. The BOD has issued 70 decisions/resolutions, which were widely agreed upon in BOD meetings and promptly offered effective solutions to overcome challenges in the Board of Management's governance of the Corporation's operations, specific decisions/resolutions include the following:

- Regularly establishing mechanisms to monitor and supervise the activities of the Board of General Directors through regular, and whenever necessary, to propose timely solutions, meeting the requirements of the Corporation's strategic orientation set out under the resolutions approved by the Board of Directors and the General Meeting of Shareholders;

- Strengthening financial supervision and management, promoting cost savings across the Corporation, reducing unnecessary expenses, and avoiding wastefulness.

Results of directing production and business operations

The BOD led and directed the development of the 2025 production and business plan and assigned targets to member units. The implementation of the plan was carried out effectively, with focused and key supervision, inspection, and monitoring. Priority was given to important projects of high value and urgent progress requirements for handover. The Board also directed the completion of technical dossiers, as-built dossiers, A-B payment and finalization dossiers, internal finalization, and contract liquidation with project owners, as well as internal liquidation.

Results of marketing and job-seeking activities

- The BOD has identified marketing for job seeking as a critical issue of an enterprise. The Corporation leverages its traditional strengths in civil construction, infrastructure – transportation, and irrigation, while gradually affirming its position in the real estate investment and BOT projects; focusing on marketing major projects with high feasibility and clear funding sources. At the same time, efforts are being made to expand opportunities into the private sector and projects funded by foreign investments (FDI, WB, ODA, JICA), as well as public-private partnership projects. The bids are well-prepared with high-quality and competitive pricing, resulting in both successful bidder and direct contract awards. In 2024, the Corporation successfully won bids and signed A-B economic contracts for five bid packages with a total value of VND 497.42 billion, as follows: Package for Expansion of the Vietnam Women's Academy Training Facility (VND 47.02 billion), Package TB01: "Supply and Installation of Equipment for the Project" at Long Thanh International Airport (VND 168.73 billion), Package: Anti-Erosion Embankment Construction for the O Mon River – Can Tho City (VND 87.20 billion), Package: Construction and Installation of Equipment for the Buon Ho General Hospital Project, Buon Ho Town, Dak Lak Province (VND 47.25 billion), Package No.

01: Construction, Supply, and Installation of Equipment for the Administration Building – Academy of Finance (VND 147.22 billion).



December 19, 2025 marked a historic milestone for Vietnam’s transport and construction sectors, as 234 projects and works nationwide simultaneously held inauguration and groundbreaking ceremonies. Amid the heroic and vibrant atmosphere of the year-end race in 2025, 36 Corporation – an honored Heroic Unit proudly participated in five (05) outstanding projects, demonstrating its superior construction capability and its spirit of dedication to society and service to the Fatherland.

- In 2025, several notable projects were completed, inaugurated, and handed over for use, including: the Quang Ninh Post Office Project, Vietnam National Cancer Hospital - Campus 1 at No. 43 Quan Su Street, Hanoi, the Tea Irrigation Area Construction Project in Tan Linh Commune, Thai Nguyen Province, and the Head Office of the Vietnam Development Bank - Can Tho Branch Project. At the “mega project” of Long Thanh International Airport, the 123-meter air traffic control tower constructed by 36 Corporation proudly rises high, becoming the “all-seeing eye” guarding the skies of Southern Vietnam. Shaped like an elegant lotus blossom - a symbol of the Vietnamese spirit and character - the structure is the crystallization of modern technology and the resilience of workers. Amid the harsh sun and wind at the construction site, the “three shifts, four crews” work rhythm never stops. Each additional floor built is another affirmation of the capability to conquer the most complex technical heights. The air traffic control tower is not only the soul of the airport, but also a symbol of a new stature for 36 Corporation: a unit always ready to reach international standards, laying the foundation for the takeoff of Vietnam’s civil aviation industry.

- The Corporation’s Board of Management has directed the Bidding and Planning Department to advise and propose specific mechanisms to the BOD regarding marketing for job seeking, particularly for projects funded by private capital and FDI sources. All resources have been focused on executing the construction process, ensuring safety, quality, and schedule, thereby solidifying trust with higher management, the owners, and maintaining the Corporation’s brand reputation. Efforts will continue to expand investment fields to increase profit margins and ensure sufficient job opportunities for the

coming years, in line with the Resolutions of the 2025 Annual General Meeting of Shareholders.

- Collaborated closely with the BOD to organize, lead, and direct the development of plans, assigning responsibilities to commanders and departments according to their functions. Successfully held the 2025 Annual General Meeting of Shareholders. Completed the 2024 Report on Corporate Governance and submitted it to the State Securities Commission of Vietnam and HNX; Published information (periodic, extraordinary, etc.) as required by the Law on Securities; Engaged with major shareholders and strategic shareholders to gather information related to business operations in 2025 and the development strategy for the upcoming time.

Results of shareholder and securities-related activities

In 2025, the BOD prepared all required dossiers and procedures and worked with VSDC to finalize the shareholder list for the General Meeting of Shareholders and to carry out cash dividend payments from the undistributed profits of 2023 and 2024. It also reported to the Ministry of National Defense on matters relating to state capital and share depository activities, as well as decisions related to the appointment and dismissal of personnel.

4. BOD's Resolutions/Decisions:

No.	Resolution/ Decision No.	Date	Content	Approval rate
1	01/2025/NQ-HDQT	17/1/2025	Re: Approval for the implementation of transactions between 36 Corporation and related parties	100
2	01/QD-HDQT	17/1/2025	Re: Handling outstanding costs for certain units and project managers	100
3	02/QD-HDQT	17/1/2025	Re: Provisioning and reversal of provisions of 36 Corporation	100
4	03/QD-HDQT	28/2/25	Re: Borrowing from Joint Stock Commercial Bank for Foreign Trade of Vietnam (Vietcombank) – Thanh Cong Branch	100
5	04/QD-HDQT	05/03/2025	Re: Capital contribution to establish TMQ Dong Thinh Company Limited and appointment of the authorized representative for the capital contribution of 36 Corporation	100
6	02/2025/NQ-HDQT	17/3/25	Re: Preparation of the shareholder list and organization of the 2025 Annual General Meeting of Shareholders	100

7	05/QD-HDQT	17/3/2025	Re: Establishment of the Organizing Committee for the 2025 Annual General Meeting of Shareholders	100
8	04/2025/NQ-HDQT	26/3/2025	Re: Extension of the time for holding the 2025 Annual General Meeting of Shareholders	100
9	06/QD-HDQT	31/3/2025	Re: Approval of transactions with related parties	100
10	07/QD-HDQT	31/3/2025	Re: Investment in and procurement of a 120T electronic truck scale to serve the construction package: Construction of the entire route (including survey and construction drawing design) under the component project of the Can Tho – Hau Giang section	100
11	08/QD-HDQT	31/3/2025	Re: Participation in a contractor consortium to register and bid for selection of an investor for the social housing project in Tam Hiep Ward, Bien Hoa City, Dong Nai Province	100
12	09/QD-HDQT	18/4/2025	Re: Approval and selection of the supplier of a 120T electronic truck scale to serve the construction package: Construction of the entire route (including survey and construction drawing design) under the component project of the Can Tho – Hau Giang section	100
13	10/QD-HDQT	21/4/2025	Re: Approval of the selling prices of 32 terraced houses under the Commercial Complex combined with Residential Housing Project in Quan Hanh Town, Nghi Loc District, Nghe An Province	100
14	11/QD-HDQT	19/5/2025	Re: Approval of transactions with related parties	100

15	12/QD-HDQT	19/5/2025	Re: Approval of the plan to adjust the advance payment limit for the construction package under the Project: O Mon River anti-erosion embankment (section from Ba Rich estuary to Tam Vu Canal), Thoi Hoa and Thoi An Wards, O Mon District (left bank of O Mon River, from O Mon Bridge toward Hau River) – Phase 2: section from Irrigation Canal No. 1 to opposite Rach Ranh	100
16	13/QD-HDQT	19/5/2025	Re: Approval of the plan to adjust the special advance payment limit for the construction package: Construction of the entire route (including survey and construction drawing design) under the component project of the Can Tho – Hau Giang section of the Eastern North–South Expressway Construction Project, phase 2021–2025	100
17	14/QD-HDQT	19/5/2025	Re: Overdraft borrowing from Joint Stock Commercial Bank for Investment and Development of Vietnam (BIDV) – Hoan Kiem Branch	100
18	16/QD-HDQT	19/5/2025	Re: Approval of adjustment to the advance payment limit for Package No. 14 – Ban Mong Reservoir Project	100
19	17/QD-HDQT	19/5/2025	Re: Approval of the contribution rate of 1.5% of revenue for the remaining workload undertaken by 36.67 JSC for the construction package under the Can Tho – Hau Giang component project of the Eastern North–South Expressway Construction Project, phase 2021–2025	100
20	18/QD-HDQT	19/5/2025	Re: Approval of the contribution rate of 2.8% of revenue (excluding equipment supply) for Package No. 01 under the Project on expansion investment of the Academy of Finance – Administration Building Block construction	100

21	19/QD-HDQT	19/5/2025	Re: Approval of investment preparation tasks and cost estimate for the investment preparation phase of the High-rise Housing combined with Commercial Services Project at No. 6-8 Chua Boc, Quang Trung Ward, Dong Da District, Hanoi	100
22	20/QD-HDQT	19/5/2025	Re: Approval of contractor selection for the investment preparation phase of the High-rise Housing combined with Commercial Services Project at No. 6-8 Chua Boc, Quang Trung Ward, Dong Da District, Hanoi	100
23	21/QD-HDQT	6/6/2025	Re: Amendment and supplementation of the decision approving the Residential Area Project (north of Vinh Thong residential area) in Mao Khe Ward, Dong Trieu Town	100
24	22/QD-HDQT	6/6/2025	Re: Participation in the auction of land use rights for implementation of the housing development project in the Dong Canh Ga area, Hung Vuong Ward, Hong Bang District, Hai Phong City	100
25	23/QD-HDQT	6/6/2025	Re: Selection of an audit firm to conduct the review of the 6-month 2025 financial statements and audit the 2025 financial statements	100
26	24/QD-HDQT	27/6/2025	Re: Approval of transactions with related parties	100
27	25/QD-HDQT	17/7/2025	Re: Capital contribution to establish Global Housing Development Investment Joint Stock Company and appointment of the authorized representative for the capital contribution of 36 Corporation	100
28	26/QD-HDQT	17/7/2025	Re: Handling project costs, provisioning and reversal of provisions of 36 Corporation	100

29	27/QD-HDQT	17/7/2025	Re: Approval of the plan for short-term credit borrowing from Joint Stock Commercial Bank for Investment and Development of Vietnam (BIDV) – Hoan Kiem Branch	100
30	05/2025/NQ-HDQT	1/8/2025	Re: Termination of branch operations	100
31	27/QD-HDQT	01/8/2025	Re: Amendment of certain contents regarding advance payments for construction works	100
32	28QD-HDQT	01/8/2025	Re: Termination of operations of 36.20 JSC (branch of 36 Corporation)	100
33	29QD-HDQT	01/8/2025	Re: Termination of operations of Company 36.30 (branch of 36 Corporation)	100
34	30QD-HDQT	01/8/2025	Re: Termination of operations of 36.63 JSC (branch of 36 Corporation)	100
35	31QD-HDQT	01/8/2025	Re: Termination of operations of 36.65 JSC (branch of 36 Corporation)	100
36	32QD-HDQT	01/8/2025	Re: Termination of operations of 36.64 JSC (branch of 36 Corporation)	100
37	33QD-HDQT	01/8/2025	Re: Termination of operations of 36.68 JSC (branch of 36 Corporation)	100
38	34QD-HDQT	01/8/2025	Re: Termination of operations of 36.69 JSC (branch of 36 Corporation)	100
39	35QD-HDQT	01/8/2025	Re: Termination of operations of 36.72 JSC (branch of 36 Corporation)	100
40	36QD-HDQT	10/8/2025	Re: Amendment of certain contents regarding advance payments for construction works	100
41	37QD-HDQT	28/8/2025	Re: Transactions with related parties	100
42	38QD-HDQT	28/8/2025	Re: Mobilization of loans from organizations and individuals for the Corporation's production and business activities	100
43	38QD-HDQT	29/8/2025	Re: Appointment of personnel	100

44	39QD-HDQT	18/9/25	Re: Change of the authorized representative for the Corporation's capital contribution in TQM Dong Thinh Company Limited	100
45	40QD-HDQT	18/9/25	Re: Approval of the contribution rate of 2% of revenue for the work items undertaken by 36.20 JSC and subcontracted under Package No. 5 of the Project: Dredging and reinforcement of Sat-Phu irrigation canal, Binh Giang District	100
46	06/2025/NQ-HDQT	18/9/25	Re: Voting at the General Meeting of Shareholders of Global Housing Development Investment Joint Stock Company	100
47	07/2025/NQ-HDQT	1/10/2025	Re: Termination of operations of branches under 36 Corporation	100
48	41QD-HDQT	01/10/2025	Re: Termination of operations and termination of tax code validity of 36.32 JSC (branch of 36 Corporation)	100
49	42QD-HDQT	01/10/2025	Re: Termination of operations and termination of tax code validity of Board of Management of 36.25 JSC (branch of 36 Corporation)	100
50	43QD-HDQT	01/10/2025	Re: Approval of transactions with related parties	100
51	44QD-HDQT	01/10/2025	Re: Approval of transactions with related parties	100
52	45QD-HDQT	01/10/2025	Re: Personnel reassignment	100
53	46QD-HDQT	27/10/202	Re: Payment of 2025 cash dividends	100
54	47QD-HDQT	27/10/2025	Re: Handling project costs for 36.32 JSC in Q3	100
55	48QD-HDQT	27/10/2025	Re: Handling project costs for 36.63 JSC in Q4	100
56	49QD-HDQT	17/11/2025	Re: Approval of transactions with related parties	100

57	50QD-HDQT	17/11/2025	Re: Change of the authorized representative for the capital contribution of 36 Corporation in TMT Dong Tan Company Limited	100
58	51QD-HDQT	17/11/2025	Re: Credit borrowing from Tien Phong Commercial Joint Stock Bank (TPBank) – Cau Giay Branch	100
59	52QD-HDQT	17/11/2025	Re: No contribution collection for the volume of sand supplied to contractors (other than 36 Corporation) from the sand mine in the mineral area on Tien River in Dinh Trung Commune, Binh Dai District, Ben Tre Province (ST.13)	100
60	53QD-HDQT	17/11/2025	Re: Amendment and supplementation of the Commercial Housing Project at lots LK17, LK18, LK19, LK24 on roads T3, T8, T10, T11 in the Northwest Resettlement and Population Arrangement Area, Sa Pa Town	100
61	54QD-HDQT	10/12/2025	Re: Participation in the auction of land use rights for implementation of the project on investment and construction of a low-rise housing area at plot CT in the 8.5-ha resettlement area, Phu Dien Ward, Bac Tu Liem District (now Phu Dien Ward), Hanoi	100
62	55QD-HDQT	15/12/2025	Re: Application of a 0% revenue contribution rate for Package DCKTCB 4/2025: Entire construction work portion – Adjusted item of Chau Binh drainage canal under the Project Component on compensation, resettlement, site clearance for the Ban Mong Reservoir Project, Nghe An Province	100
63	56QD-HDQT	15/12/2025	Re: Dismissal of the Director of 36.71 BOT Company Limited	100
64	57QD-HDQT	15/12/2025	Re: Appointment of the Director of 36.71 BOT Company Limited	100
65	58QD-HDQT	15/12/2025	Re: Appointment	100

66	59QD-HDQT	15/12/2025	Re: Resolution on voting at the Members' Council meeting of TMT Dong Tan Company Limited	100
67	60QD-HDQT	15/12/2025	Re: Resolution on voting at the Members' Council meeting of TMQ Dong Thinh Company Limited	100
68	61QD-HDQT	15/12/2025	Re: Participation in a consortium to propose and implement the Vinh Thai Social Housing Project in Nam Nha Trang Ward, Khanh Hoa Province	100
69	62QD-HDQT	15/12/2025	Re: Implementation of the project on investment in exploitation and processing of limestone for common construction materials in Song Hamlet, Lien Son Commune, Phu Tho Province	100
70	63QD-HDQT	15/12/2025	Re: Approval of the contribution rate of 2% of the remaining construction and equipment revenue from December 1, 2025 until completion of the project for the package "Construction of Bach Mai Hospital - No. 1 (code: XDBM-01), including: geological survey for the technical design stage; design works (excluding the portion undertaken by VK Company); pile testing; construction works; and supply and installation of equipment associated with the main building block under the project: Investment in the construction of the new Facility 2 of Bach Mai Hospital".	100

AUDIT COMMITTEE'S PERFORMANCE

AUDIT COMMITTEE'S MEMBERS

No.	Full Name	Position	Shares Owned	Ownership (%)
1	Mr. Dang Thanh The	Audit Committee Chairman	233	0.0002
2	Ms. Mai Thuy Dung	Audit Committee Member	3,772	0.0036

AUDIT COMMITTEE'S PERFORMANCE IN 2025

I. AUDIT COMMITTEE'S PERFORMANCE IN 2025

1. The Audit Committee is a body under the BOD and consists of two (02) members: Mr. Dang Thanh The, Chairman of the Audit Committee, and Ms. Mai Thuy Dung, Member of the Audit Committee. During the year, the Audit Committee held meetings in accordance with regulations, with full participation of all members.
2. Submitted to the BOD for approval the Audit Committee's operational plan for 2025.
3. Conducted inspection and supervision of production and business operations through meetings of the BOD and the Board of Management, and reviewed reports on the Corporation's production and business performance and financial statements.
4. Provided comments and contributions to the amendments of certain internal regulations.
5. Coordinated with the Board of Management in corporate governance of production and business operations, ensuring efficiency and compliance with legal regulations; supervised the coordination between the Finance and Accounting Department and the independent auditing firm in conducting the review of the 6-month financial statements and the audit of the 2025 financial statements.
6. Requested the Board of Management to urge subordinate units to actively recover and resolve outstanding receivables and costs, ensuring working capital cash flow for the Corporation and improving the efficiency of production and business operations.
7. Performed other tasks in accordance with its functions and duties.

II. EVALUATION OF THE BOD'S AND BOARD OF MANAGEMENT'S PERFORMANCE

1. The Board of Directors ("BOD") and the Board of Management complied with the regulations of State laws, relevant Circulars and Decrees, and the Charter regarding the governance and management of the Corporation.
2. The Corporation's information disclosure in accordance with securities laws and other relevant legal documents was fully implemented and made within the prescribed timelines.
3. The BOD strictly implemented the Resolutions of the 2025 General Meeting of Shareholders ("GMS"). It issued resolutions and decisions relating to production and business operations, construction investment, staffing of departments/divisions, units, and personnel in accordance with the Corporation's Articles.
4. The Board of General Directors timely implemented the resolutions and decisions of the BOD and adopted necessary management measures to address difficulties and shortcomings in the Corporation's production and business operations in 2025. It regularly directed subordinate units to maximize the Corporation's capacity and enhance the efficiency of construction and installation operations as well as investment activities.
 - On a monthly/quarterly basis, the BOD and the Board of General Directors reviewed assigned tasks and directed professional departments/divisions to assess the results of the Corporation's production and business operations and propose solutions to

resolve difficulties and shortcomings in the production and business activities of each department/unit.

5. Supervision of financial statement preparation and financial status

a) Quarterly and semi-annual financial statements were prepared and disclosed in accordance with applicable accounting standards, accounting regimes, and current legal regulations. The financial statements truthfully reflected the Corporation's financial position.

b) The preparation of financial statements during the year complied with statutory deadlines, serving the Corporation's governance requirements and timely information disclosure to shareholders.

c) In 2025, the BOD entered into an audit service contract with AASC Auditing Firm Company Limited.

6. Internal control system and risk management

a) During the year, the Audit Committee noted that the BOD closely directed the Board of Management to develop, amend, and supplement internal procedures and regulations to ensure compliance with current legal regulations, enhance the effectiveness of the risk management system, and ensure the sustainable development of the Corporation.

b) Through inspection and internal audit/internal control activities, as well as review and completion of the system of internal management procedures and regulations, the Corporation was able to warn against and limit potential risks in subsequent works and projects.

7. Transactions between internal persons of the Corporation and their related parties with subsidiaries and dependent branches controlled by the Corporation. Transactions between internal persons and their related parties were fully disclosed by the Corporation in accordance with regulations (information disclosed on the website and in internal governance reports submitted to the State Securities Commission).

8. Coordination between the Audit Committee and the BOD, Board of Management, and other managers

a) In 2025, the Audit Committee received close coordination and favorable conditions to perform its duties from the BOD, the Board of General Directors, and relevant departments/divisions of the Corporation, through the provision of sufficient reports and documents relating to the Corporation's governance, business operations, and financial status.

b) To properly perform its duties, the Audit Committee regularly communicated with functional departments/divisions to promptly obtain information regarding the governance and management activities of the BOD and the Board of General Directors.

9. Remuneration, operating expenses, and other benefits of the Audit Committee

The remuneration, operating expenses, and other benefits of the Audit Committee complied with the Law on Enterprises, the Corporation's Articles, and the regulations on salary, bonus, and financial management of the Corporation.

10. Key indicators of production and business performance and financial position of the Corporation as at December 31, 2025

- a) Charter capital: VND 1,037.45 billion
- b) Total revenue: VND 1,984.85 billion
- c) Profit after tax: VND 26.63 billion

III. AUDIT COMMITTEE'S 2026 OPERATIONAL PLAN

1. Continue supervising compliance with the provisions of laws, the Articles, resolutions of the General Meeting of Shareholders ("GMS") and the Board of Directors ("BOD"), as well as the Corporation's internal regulations, procedures, and management processes.

2. Advise the BOD on internal governance matters, including: recovery of receivables to optimize cash flow in production and business operations; restructuring of member units; and review of departmental positions/titles to ensure alignment with the salary regulations in a streamlined and efficient manner.

3. Maintain close coordination among the Board of Management and departments/divisions within the Corporation; conduct periodic internal inspections as approved by the BOD; and propose to the BOD the implementation of ad-hoc inspections focusing on receivables recovery in order to minimize and prevent risks.

4. Participate in professional training courses to enhance expertise in auditing and internal control activities, and fully update and comply with new legal policies and regulations.

TRANSACTIONS AND REMUNERATION OF THE BOARD OF DIRECTORS AND BOARD OF MANAGEMENT

➤ Internal Transactions

1. Transactions between the Corporation and its related parties; or between the Corporation and major shareholders, internal persons, and related parties of internal persons:

No.	Name of organization/individual	Relations hip with the Corporation	NSH No., date of issue, place of issue	Head office address/ Contact address	Time of transactions with the Corporation	Resolution No. / Decision No. approved by the GMS/ BOD	Content, quantity, total value of transaction	Notes
1	Nguyen Dang Hung	Younger brother of the Chairman of the Board	04006852117, issued on November 22, 2021 by the Police Department for Administrative Management of Social Order	Group 33, Dai Kim Ward, Hoang Mai District, Hanoi City	05/3/2025	Decision No. 04/QD-HDQT dated March 5, 2025 on capital contribution to establish TMQ Dong Thinh Company Limited and appointment of the authorized representative for the capital contribution of 36 Corporation	36 Corporation approved the capital contribution to establish TMQ Dong Thinh Company Limited with a capital amount of VND 20,339,310,000, representing 51% of the charter capital, and appointed Mr. Nguyen Dang Hung as the authorized representative to manage the entire contributed capital	
2	Truong Loc Construction & Trading Joint Stock	Related company	0101396301, issued on October 14, 2021 by the Hanoi Authority for Planning and	Group 33, Dai Kim Ward, Hoang Mai District,	31/3/2025	Decision No. 06/QD-HDQT	Contract for purchase and sale of electrical equipment. Estimated contract value: VND	

No.	Name of organization/individual	Relationship with the Corporation	NSH No., date of issue, place of issue	Head office address/Contact address	Time of transactions with the Corporation	Resolution No. / Decision No. approved by the GMS/ BOD	Content, quantity, total value of transaction	Notes
	Company		Investment	Hanoi City			2,147,000,000	
3	Truong Loc Construction & Trading Joint Stock Company	Related company	0101396301, issued on October 14, 2021 by the Hanoi Authority for Planning and Investment	Group 33, Dai Kim Ward, Hoang Mai District, Hanoi City	19/5/2025	Decision No. 11/QD-HDQT	Contract for installation of elevator equipment Estimated contract value: VND 11,800,000,000	
4	Anh Quan Transportation and Trading Joint Stock Company	Related company	2900547448, issued on February 26, 2016 by the Department of Planning and Investment of Vinh City, Nghe An Province	No. 65, Truong Chinh Street, Le Loi Ward, Vinh City, Nghe An Province	27/6/2025	Decision No. 24/QD-HDQT	Contract for purchase and sale of ready-mixed concrete and provision of concrete pumping services. Estimated contract value: VND 4,540,262,220	
5	Mai Thuy Dung	Member of the Board	011193007008, issued on May 26, 2022 by the Police Department for Administrative Management of Social Order	P1204CT2, Ecogreen City Urban Area, Tan Trieu, Thanh Tri, Hanoi	17/7/2025	Decision No. 25/QD-HDQT	36 Corporation approved the capital contribution to establish Global Housing Development Investment Joint Stock Company with a capital amount of VND 74,000,000,000, representing 20% of the charter capital, and appointed Ms. Mai Thuy Dung as the authorized representative to manage the entire contributed capital	
7	Global Housing Development Investment Joint Stock Company	Related company			01/10/2025	Decision No. 43/QD-HDQT	Loan agreement between 36 Corporation and Global Housing Development Investment Joint Stock Company. Contract value: VND 64,000,000,000	
8	Nguyen Dang Hung	Younger brother of the Chairman of the Board	04006852117, issued on November 22, 2021 by the Police Department for Administrative Management of Social Order	Group 33, Dai Kim Ward, Hoang Mai District, Hanoi City	01/10/2025	Decision No. 44/QD-HDQT	Loan agreement between 36 Corporation and Mr. Nguyen Dang Hung. Contract value: VND 125,000,000,000	
9	Nguyen Dang Hung	Younger brother of the Chairman of the Board	04006852117, issued on November 22, 2021 by the Police Department for Administrative Management of Social Order	Group 33, Dai Kim Ward, Hoang Mai District, Hanoi City	17/11/2025	Decision No. 49/QD-HDQT	House purchase and sale agreement between 36 Corporation and Mr. Nguyen Dang Hung. Contract value: VND 9,319,681,659	

2. Transactions of internal persons and their related parties in relation to the Corporation's shares:

No.	Transaction Executor	Relationship with internal persons	Number of shares held at the beginning of the period		Number of shares held at the end of the period		Reason(s) for increase/decrease
			Number of shares	Proportion	Number of shares	Proportion	
1	Vcapital Investment And Technology Joint Stock Company Legal representative: Mr. Nguyen Hai Dang	Son-in-law of Mr. Nguyen Dang Giap, Chairman of the Board of Directors of 36 Corporation	0	0%	3,000,000	2.982%	Investment portfolio structure

➤ **Remuneration of the Board of Directors and the Board of General Directors**

The Board of Directors and the Board of General Directors received salaries and bonuses in accordance with their professional duties. In addition, the Board of Directors received an additional monthly remuneration as a responsibility allowance, as follows:

<i>Full Name</i>	<i>Remuneration (VND/person/month)</i>	<i>No. of Members</i>	<i>Duration (Months)</i>	<i>Total (VND)</i>
I. BOD		05		840,000,000
1. Chairman of the Board	20,000,000	01	12	240,000,000
2. BOD Members	10,000,000	03	12	360,000,000
3. Independent BOD Member	20,000,000	01	12	240,000,000



TRÁCH NHIỆM VỚI XÃ HỘI SOCIAL RESPONSIBILITY



TRỤ SỞ ĐẠI SỨ QUÁN VIỆT NAM TẠI LÀO
VIETNAM EMBASSY OFFICE IN LAOS

TRỤ SỞ LÀM VIỆC VÀ NHÀ Ở CÁN BỘ,
CHỦ TỊCH LÃNH SỰ QUÂN VIỆT NAM TẠI SAVANAKHET
WORKING OFFICE AND OFFICER HOUSE,
CIVIL CONSULAR OFFICE OF VIETNAM IN SAVANAKHET



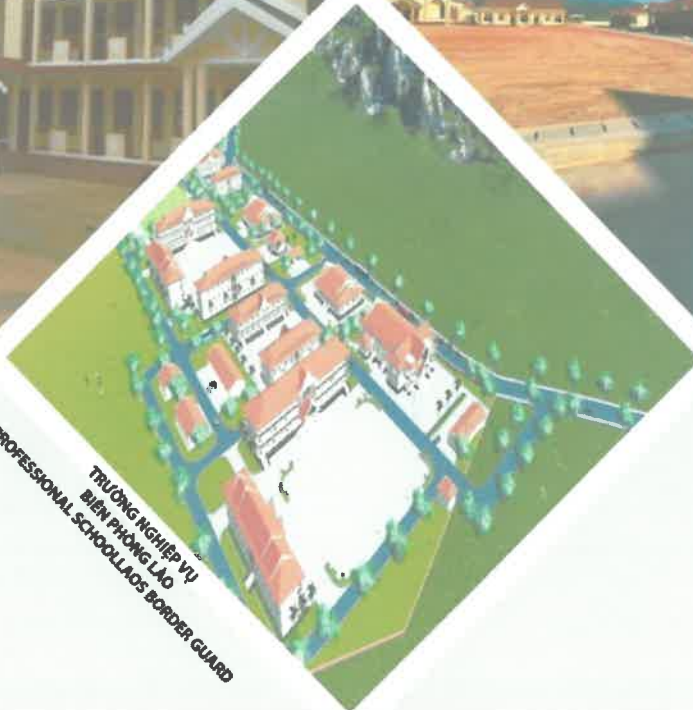
NHÀ VĂN HÓA CAYSONPHONVIHAN
CAYSONPHONVIHAN CULTURE HOUSE



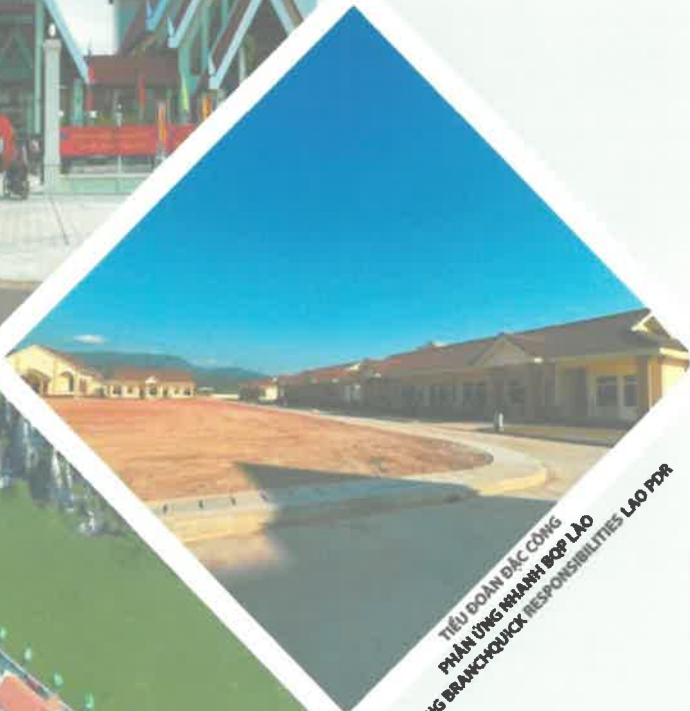
TRƯỜNG PHỔ THÔNG
DÂN TỘC NỘI TRÚ LÀO
HIGH SCHOOL INTERNATIONAL PEOPLE LAOS



TRƯỜNG NGHIỆP VỤ
BIÊN PHÒNG LÀO
PROFESSIONAL SCHOOL LAOS BORDER GUARD



TIỂU ĐOÀN ĐẶC CÔNG
PHẢN ỨNG NHANH ĐỢT LÀO
READING BRANCH-QUICK RESPONSIBILITIES LAO PDR



The 36 Corporation integrates economic development with social responsibility, actively supporting local communities in project areas.

It has always actively participated in social welfare activities, including gratitude and remembrance programs, military rear policy support, and visits to beneficiaries and policy families in the areas where it is stationed and where its projects are under construction. The Corporation contributed to the Fund for the Poor and the Gratitude Fund with a total amount of nearly VND 100 million, and donated VND 25 million to the charity fund of Quang Trung Ward, Dong Da District, Hanoi. On the occasion of July 27, the Corporation presented gifts to officers, professional soldiers, and employees who are children of war invalids and martyrs currently working at 36 Corporation. The Corporation also organized memorial incense offerings at the Gio Linh Martyrs' Cemetery in Quang Tri. In addition, the Corporation presented gifts to excellent students at various levels and to children of its officials, employees, and workers on the occasions of International Children's Day (June 1) and the Mid-Autumn Festival 2025, with a total value of over VND 100 million. The Corporation has always been proactive and active in supporting local communities in disaster and epidemic prevention, economic development, and stabilizing livelihoods. It also assisted residents in the stationed areas by upgrading village roads and alleys, contributing more than 300 man-days and over 50 machine and vehicle shifts of various types. Through these efforts, the Corporation has contributed to strengthening public support and further consolidating solid relations with local Party committees, authorities, and residents.





EMPLOYEE POLICIES

The development journey over the past years cannot be mentioned without acknowledging the extremely important role of human resources throughout 36 Corporation. The leadership of 36 Corporation always pays close attention to and places strong emphasis on officials, employees, and workers. Specifically, this is reflected through the following policies:

➤ Salary and Allowance Policies

- 36 Corporation has rebuilt a new salary grade system and salary policy for the entire Corporation following the transition period after equitization. The implementation of the new salary policy aims to encourage and enhance business performance for 36 Corporation. In addition, 36 Corporation has also issued and amended certain business salary policies to suit the business situation at each period, thereby creating motivation and encouraging the business team to work more effectively and proactively;
- The allowance policy continues to be maintained as before the Company became a joint stock company, including: mobile allowance, concurrent duty allowance, responsibility allowance, hazardous working condition allowance, telephone allowance, travel allowance, seniority allowance, etc. These allowances serve as additional monthly income, helping employees feel secure and committed to their work.

➤ Insurance Policies

Social insurance, health insurance, and unemployment insurance schemes are implemented by 36 Corporation in full compliance with legal regulations, ensuring that all officials and employees are fully entitled to the prescribed insurance benefits.

TOTAL PERSONNEL

347 people

DIRECT EMPLOYEES

60 people

INDIRECT EMPLOYEES

287 people

MALES

273 people

FEMALES

74 people

AVERAGE INCOME

16,460,000

VND/person/month

EMPLOYEE POLICIES (continued)

➤ Incentive and Reward Policies

To foster motivation and recognize outstanding contributions, the Corporation has established a structured reward system linked to individual and collective performance. Incentives include:

- 13th-month salary;
- Awards for exemplary individuals and teams;
- Quarterly and annual business performance bonuses;
- Bonuses for early project completion.

➤ Additional Employee Benefits

Beyond salaries, bonuses, and statutory insurance, the 36 Corporation offers various welfare programs. Employees receive holiday bonuses for significant national celebrations, including the anniversary of the Vietnam People's Army, the Corporation's founding anniversary, and National Day. The Corporation also maintains welfare initiatives such as regular health check-ups and financial assistance for employees facing personal hardships. Additionally, female employees receive special support on International Women's Day and Vietnam Women's Day, along with maternity benefits as part of the Corporation's commitment to employee well-being.



RESPONSIBILITY TO INVESTORS

The 36 Corporation is committed to transparency, accuracy, and consistency in information disclosure, ensuring shareholders, investors, analysts, and other stakeholders have equal access to corporate updates via its official website: www.36corp.com. The Corporation guarantees fair treatment for all shareholders, regardless of shareholding size, type (individual or institutional), or nationality (domestic or foreign). Investor-related materials and financial reports are regularly updated and available for viewing and download in the Investor Relationships section of the website.

Investor Relationships (IR) activities focus on strict compliance with disclosure regulations, ensuring that all public information is timely, accurate, and aligned with legal requirements. The IR department serves as the central liaison between the Corporation and shareholders, investors, financial institutions, and securities firms.

In 2025, the IR Department carried out various activities to share information and listen to feedback from shareholders, investors, securities companies, etc., with the aim of improving the effectiveness of IR activities. It maintained a standard and harmonious relationship among stakeholders within the enterprise, ensuring the rights and roles of all shareholders as well as other related parties in the Corporation's operations.



FINANCIAL STATEMENTS

AUDITOR'S OPINION

The financial statements of the 36 Corporation fairly and accurately represent the Corporation's financial position as of December 31, 2025, as well as its business performance and cash flow activities for the fiscal year ending on the same date. These statements have been prepared in accordance with prevailing Vietnamese Accounting Standards, the Corporate Accounting Regime, and all relevant legal regulations governing financial reporting.

AUDITED FINANCIAL STATEMENTS

The audited annual financial statements include the Balance Sheet, the Income Statement, the Cash Flow Statement, and the Notes to the Financial Statements, all prepared in full compliance with applicable accounting and auditing standards.

The full audited financial statements of the 36 Corporation have been officially disclosed to the State Securities Commission of Vietnam, the Hanoi Stock Exchange, and on the Corporation's website at: www.36corp.com

Legal Representative

CHAIRMAN OF THE BOARD OF DIRECTORS



Nguyễn Đăng Giap

