

SONG DA CORPORATION - JSC
SONG DA CONSULTING JOINT STOCK COMPANY



REPORT
ON BUSINESS RESULTS FOR 2025
AND BUSINESS GOALS, TASKS AND PLANS FOR 2026

Hanoi, March 2026

REPORT
ON BUSINESS RESULTS FOR 2025
AND BUSINESS GOALS, TASKS AND PLANS FOR 2026

A. BUSINESS RESULTS FOR 2025

I. Key business items

No.	Items	Unit	Business results for 2025			Actual results for 2024	Business results for 2025 in comparison with 2024
			Planned	Actual results	Percentage of completion of plan		
I	Total production and business value	VND 10 ³	72,800,000	72,868,841	100.1%	67,237,012	108.4%
1	Design and supervision consulting	VND 10 ³	23,900,000	14,658,183	61.3%	14,945,806	98.1%
2	Surveying and grouting	VND 10 ³	30,800,000	40,729,965	132.2%	40,836,505	99.7%
3	Construction testing	VND 10 ³	15,400,000	14,871,581	96.6%	9,171,372	162.2%
4	Other businesses	VND 10 ³	2,700,000	2,609,113	96.6%	2,283,330	114.3%
II	Sales	VND 10 ³	67,407,407	65,324,232	96.9%	71,946,476	90.8%
III	Payment to the budget	VND 10 ³	5,942,696	5,658,950	95.2%	5,476,039	103.3%
IV	Profit						
1	Profit before tax	VND 10 ³	2,750,516	2,752,177	100.1%	2,535,503	108.5%
2	Profit after tax	VND 10 ³	2,200,413	2,189,618	99.5%	1,946,442	112.5%
V	Return on sales						
1	Return on sales (profit before tax/sales)	%	4.1%	4.2%		3.5%	
2	Profit after tax/Charter capital	%	8.4%	8.4%		7.5%	
3	Profit after tax/Equity	%	4.4%	4.3%		3.9%	
VI	Equity	VND 10 ³	50,198,754	50,336,417	100.3%	50,151,623	
VII	Charter capital	VND 10 ³	26,097,100	26,097,100	100.0%	26,097,100	
VIII	Total assets	VND 10 ³	85,000,000	92,834,260	109.2%	80,645,433	
IX	Debt-to-equity ratio	Times	0.693	0.844		0.608	
X	Expected dividend payout ratio	%	5.0%	5		5	
XI	Labor and salary						
	Average number of employees	Persons	142	150	105.6%	137	109.5%
	Average monthly income per employee	VND 10 ³	14,599	16,674	114.2%	13,000	128.3%
XII	Investment plan	VND 10 ³	4,114,000	4,971,799	120.9%	4,395,850	113.1%

1. Total production and business value

The total production and business value realized by the Company was VND 72.87 billion, against the plan of VND 72.8 billion, achieving 100.1% of the annual plan and representing 108.4% of the performance in 2024 (VND 72.87 billion/VND 67.24 billion), of which:

- a. For the design and supervision consulting sector: the production value realized was VND 14.66 billion, against the plan of VND 23.9 billion, achieving 61.3% of the annual plan and representing 98.1% of the performance in 2024 (VND 14.66 billion/VND 14.94 billion).
- b. For the surveying and grouting sector: the production value realized was VND 40.73 billion, against the plan of VND 30.8 billion, achieving 132.2% of the annual plan and representing 99.7% of the performance in 2024 (VND 40.73 billion/VND 40.8 billion).

- c. For the construction testing sector: the production value realized was VND 14.87 billion, against the plan of VND 15.4 billion, achieving 96.6% of the annual plan and representing 162.2% of the performance in 2024 (VND 14.87 billion/VND 9.17 billion).
- d. For other businesses: the production value realized was VND 2.61 billion, against the plan of VND 2.7 billion, achieving 96.6% of the annual plan and representing 114.3% of the performance in 2024 (VND 2.61 billion/VND 2.1 billion).
2. Sales
Sales realized in 2025 was VND 65.32 billion, against the plan of VND 67.41 billion, achieving 96.9% of the annual plan and representing 90.8% of the performance in 2024 (VND 65.32 billion/VND 71.94 billion).
3. Profit before tax
Profit before tax realized in 2025 was VND 2.752 billion, against the plan of VND 2.750 billion, achieving 100.1% of the annual plan and representing 108.5% of the performance in 2024 (VND 2.750 billion/VND 2.535 billion). (Note: Minor inconsistency in the original text regarding the 2024 comparison figure is retained as provided.)
4. Payment to the budget
Payment to the budget realized in 2025 was VND 5.66 billion, against the plan of VND 5.94 billion, achieving 95.2% of the annual plan and representing 103.3% of the performance in 2024 (VND 5.66 billion/VND 5.47 billion).
5. Return on sales
 - Profit-to-sales ratio in 2025: 4.2%
 - Profit-to-equity ratio in 2025: 4.3%
6. Equity in 2025: VND 50.336 billion
7. Charter capital in 2025: VND 26.097 billion
8. Total assets in 2025: VND 92.834 billion
9. Expected dividend payout ratio in 2025: 5%
10. Average monthly income per employee in 2025: VND 16.674 million
11. Investment value in 2025: VND 4.971 billion

II. Overall assessment of business performance

- In the year, the Company focused all resources on implementing the set production and business targets, intensified marketing efforts and job-seeking activities to ensure sufficient work for 2025 and to lay the groundwork for 2026, and addressed and resolved difficulties and obstacles to maintain stable operations across the Company.
- The direction and management of operations were consistent throughout the Company and closely aligned with actual conditions; technical management, quality control, and occupational safety during construction were always maintained at the highest standards; surveying, testing, and consulting services at the projects met contractual requirements.

- The Company ensured sufficient capital balance and smooth cash flow to promptly meet production and business needs and to fully fulfill its tax obligations to the State; social insurance premiums were paid on time every month, ensuring benefits for employees; all terms of credit contracts were strictly observed, debts were repaid on schedule, and there were no overdue debts.
- The Company always paid due attention to marketing and bidding activities to secure employment for employees. In the year, 57 contracts and 06 appendices were signed with a total value of VND 128.64 billion, against the plan of VND 84.20 billion, achieving 152.8% of the annual plan.
- Cost management: Task-based cost allocation was implemented for the units and expenses were accounted for in accordance with the assigned norms.
- The Company strengthened various measures to recover capital and outstanding debts. In the year, the Company recovered long-overdue debts from several projects with a total value of approximately VND 4.0 billion.
- The Company completed the payment of 2023 dividends; sufficient cash flow has been prepared to pay 2024 dividends to shareholders.
- The welfare of employees was always a priority. Salaries were paid in full and on time in accordance with the Company's Regulations, contributing to stable livelihoods so that employees remain long-term committed to the Company, maintaining internal unity and creating collective strength for the whole Company, which serves as the foundation for successfully fulfilling assigned tasks. Social and mass organization activities were given due attention and implemented effectively.
- All contents of the Resolutions approved at the 2025 Annual General Meeting of Shareholders were strictly implemented.

II. Investment activities

- Investment in office equipment for the Company's head office (computers, air conditioners, etc.), surveying, grouting and testing machinery and equipment, and transport vehicles, with a total value of VND 4.97 billion.

III. Management and administration activities

4.1. Corporate organization, restructuring and innovation

- Completed the addition of business lines to the Company's business registration certificate.
- Newly appointed 02 Deputy Directors of the Testing Branch and 01 Deputy Director of Consulting Center 2; dismissed the Director of the Electro-Mechanical Center; merged the Electro-Mechanical Center into Consulting Center 1.
- Approved the salary scale, salary table, and salary allowance regime for employees in accordance with Decree No. 293/2025/ND-CP.
- Issued the Training Regulations; Regulations on telephone cost norms; and Regulations on management of capital representatives at other enterprises.
- Developed the Regulations on investment, procurement and asset management.

4.2. Technical management, quality, progress and occupational safety

- Met the requirements on progress, quality and occupational safety at the projects; no obstacles arose.
- 4.3. Economic and planning activities
- Prepared and reported on the implementation of monthly, quarterly and annual production and business plans for the whole Company and assigned production and business plans to each unit in accordance with regulations.
 - Conducted quarterly and annual inventory of work-in-progress production volumes for the whole Company, ensuring timely progress.
 - Reviewed acceptance and payment work, directed units to develop monthly and quarterly acceptance and payment plans, and inspected and urged units to implement them.
 - Regularly monitored, directed, urged and resolved difficulties in the performance of economic contracts; acceptance, settlement and liquidation of contracts upon completion.
 - Completed and signed internal task-based contracts for the units in full and on time in accordance with the internal task allocation regulations.
- 4.4. Financial, credit and accounting activities
- Ensured sufficient capital to support production and business activities throughout the year.
 - Fully and timely paid social insurance, health insurance and unemployment insurance premiums; paid taxes to the State in accordance with regulations; repaid debts to credit institutions on schedule.
 - Continuously reviewed and monitored debt recovery efforts. Directed and coordinated with units to develop monthly and quarterly debt recovery plans and inspected and urged units to implement them.
 - Completed the preparation of quarterly and annual financial statements as required.
 - Paid monthly salaries to employees in full and on time.
- 4.5. Marketing, bidding and market expansion
- In 2025, 57 contracts and 06 appendices were signed with a total value of VND 128.64 billion, against the plan of VND 84.20 billion, achieving 152.8% of the annual plan. Of which: design and supervision consulting sector: VND 18.81 billion; surveying and grouting sector: VND 72.62 billion; testing sector: VND 37.11 billion.
- 4.6. Human resource development
- The current total number of employees is 150. In the year, 20 employment contracts were terminated and 33 new employees were recruited. The workforce remained stable to ensure the performance of the assigned production and business tasks.
- 4.7. Management of vehicles, machines and equipment
- Machinery and equipment were regularly inspected and only put into use or operation with the approval of the safety officers of the Employer or main

contractor.

- Records were maintained for all types of machinery and equipment to ensure compliance with safety and quality requirements.

4.8. Other activities

- Successfully organized the 2025 Annual General Meeting of Shareholders of the Company.
- Successfully organized the 7th Congress of the Company's Party Committee for the 2025-2030 term.
- Successfully organized the 6th Congress of the Company's Trade Union for the 2025-2030 term.
- Successfully organized the 8th Congress of the Company's Ho Chi Minh Communist Youth Union for the 2025-2027 term.
- Successfully organized the 2025 Annual General Meeting of Shareholders of Song Da Urban and Rural Development Joint Stock Company.
- Invested in 02 pickup trucks for production and business activities; invested in 02 sets of surveying drilling rigs for the surveying sector; supplemented testing machinery and equipment for projects.
- Completed the 2025 emulation and commendation work; completed the review and assessment of the quality of officials and Party members in 2025 throughout the Company's Party Committee.
- Organized vacation trips and celebrations of traditional holidays in 2025 for officials, employees and workers of the Company.

B. BUSINESS GOALS, TASKS AND PLAN FOR 2026

I. Opportunities and challenges

1. Opportunities

- In 2026, the Government sets the goal of building a streamlined, efficient and modern administrative apparatus, which will improve the business environment and attract investment; the Government promotes public investment projects to stimulate the economy and implements investment in many key infrastructure projects such as the Lao Cai – Hanoi – Hai Phong railway project; the North-South high-speed railway project; nuclear power projects; expressway projects; underground liquefied gas storage projects; etc.
- Song Da Corporation - JSC and its member units continue to consolidate internal strength to seize opportunities from the country's important infrastructure projects. This is one of the main development orientations, aiming to leverage the experience and strengths of the Corporation in the construction and installation sector. Member companies are actively seeking investment and participating in bidding for new hydropower projects both domestically and internationally.

2. Challenges

- Rising interest rates and inflation, especially increasing fuel prices, affect production costs; conflicts and geopolitical instability worldwide impact supply chains and import-export activities. The demand for highly skilled labor may continue to be a challenge for manufacturing and service industries.

- In addition, the State is focusing on restructuring the economy towards digital transformation, green transformation and sustainable energy transition; continuing to implement restructuring and streamlining of the apparatus and divestment from state-owned enterprises. Moreover, climate change and unpredictable, extreme natural disasters also pose a major challenge.

II. Key targets and volumes

Based on the results of the 2025 production and business plan and actual market conditions, the Company has set the 2026 production and business plan with the following key economic indicators:

1. Total production and business value in 2026: VND 80.5 billion, detailed by sector as follows:
 - Design and supervision consulting: VND 18.5 billion, accounting for 23.0% of the total production and business value.
 - Surveying and grouting: VND 42.0 billion, accounting for 52.2% of the total production and business value.
 - Construction testing: VND 18.0 billion, accounting for 22.4% of the total production and business value.
 - Other businesses: VND 2.0 billion, accounting for 2.5% of the total production and business value.
2. Total sales: VND 74.54 billion
3. Profit before tax: VND 3.03 billion
4. Payment to the budget: VND 7.34 billion
5. Return on sales:
 - Profit before tax-to-sales ratio in 2026: 4.1%
 - Profit after tax-to-equity ratio in 2026: 4.8%

6. Equity: VND 50.487 billion
7. Charter capital: VND 26.097 billion

(In the year, the Company will increase charter capital to VND 30.272 billion after approval by the General Meeting of Shareholders and approval by the State Securities Commission.)

8. Total assets: VND 90.000 billion
9. Expected dividend payout ratio: 5%
10. Average monthly income per employee: VND 17.000 million
11. Investment value: VND 2.68 billion

No.	Items	Unit	Actual results for 2025	Plan for 2026	Growth rate
I	Total production and business value	VND 10 ³	72,868,841	80,500,000	10.4%
1	Design and supervision consulting	VND 10 ³	14,658,183	18,500,000	
2	Surveying and grouting	VND 10 ³	40,729,965	42,000,000	

3	Construction testing	VND 10 ³	14,871,581	18,000,000	
4	Other businesses	VND 10 ³	2,609,113	2,000,000	
II	Sales	VND 10 ³	65,324,232	74,537,037	14.1%
III	Payment to the budget	VND 10 ³	5,658,950	7,340,000	
IV	Profit				
1	Profit before tax	VND 10 ³	2,752,177	3,027,395	10.0%
2	Profit after tax	VND 10 ³	2,189,618	2,421,916	10.0%
V	Return on sales				
1	Return on sales (profit before tax/sales)	%	4.2%	4.1%	
2	Profit after tax/Charter capital	%	8.4%	9.3%	
3	Profit after tax/Equity	%	4.3%	4.8%	
VI	Equity	VND 10 ³	50,336,417	50,487,177	
VII	Charter capital	VND 10 ³	26,097,100	30,272,540	
VIII	Total assets	VND 10 ³	92,834,260	90,000,000	
IX	Debt-to-equity ratio	Times	0.844	0.783	
X	Expected dividend payout ratio	%	5	5	
XI	Labor and salary				
	Average number of employees	Persons	150	164	
	Average monthly income per employee	VND 10 ³	16,674	17,000	
XII	Investment plan	VND 10 ³	4,971,799	2,683,800	

III. Key tasks

Fully aware of the opportunities and challenges ahead, the Company has set the following key tasks for 2026:

- Develop specific measures and comprehensively implement plans to ensure successful completion of the 2026 production and business plan.
- Continue to restructure the Company, optimize staffing, and reorganize the indirect management structure from the Company to its subordinate units to improve labor productivity and business efficiency.
- Focus on marketing and bidding for projects that align with the Company's strengths and core business lines, while intensifying efforts to seek and market consulting services in transportation, wind power, solar power and nuclear power to ensure sufficient employment for 2026 and subsequent years.
- Continue to improve the quality of surveying, design consulting and supervision activities; promptly and efficiently resolve design-related issues during construction; improve and upgrade the application of quality management systems to ensure the quality of consulting products; research and invest in strengthening modern surveying and design equipment and calculation software; ensure full legal compliance in the negotiation, signing and performance of consulting contracts.
- Continue to implement the divestment plan for investments in Song Da Urban and Rural Development Joint Stock Company and Phu Rieng – Kratie Rubber Company when conditions are met; continue to monitor and divest from Song Da Investment and Trading Joint Stock Company (Sodic) to maximize efficiency.
- Focus on debt recovery, clearly assign responsibilities for acceptance and payment, and conduct monthly reviews and inspections to propose appropriate solutions.
- Review economic and financial management processes and inspect implementation at subordinate units and the Company's head office to ensure compliance with legal provisions and the Company's regulations.

- Shift the structure of consulting services towards design, supervision and verification of traffic tunnels and urban tunnels; design, supervision and verification of wind power, solar power and energy storage projects.
- Expand consulting services in the market of the Lao People's Democratic Republic.

IV. Objectives and tasks for key projects

- Focus human resources, machinery and financial resources to ensure schedule and highest quality as required for testing works at the Ho Chi Minh – Long Thanh Expressway project, Bac Ai energy storage project, elevated railway Line 5 Van Cao – Lang Hoa Lac project, etc.; surveying works for 05 hydropower projects in Kaleum district, Sekong province, Lao PDR, and grouting works at the Nam Phak project, etc.
- Closely and actively coordinate with Song Da 5 Joint Stock Company to participate in bidding for projects that include tasks within the Company's production and business sectors. In the immediate term, at Xekaman 4 hydropower project and Nam Theun 3A, 3B & 3C hydropower projects.

V. Tasks and solutions

1. Corporate restructuring and innovation

- Review and revise internal management regulations to align with the organizational model and current legal provisions.
- Review and adjust the Company's organizational structure to suit the production and business situation.

2. Marketing, bidding and market expansion

- Focus on directing participation in bidding for hydropower, irrigation, wind power, transportation and other projects in Vietnam and the Lao People's Democratic Republic. In 2026, the Company aims to conduct marketing and bidding activities with a total planned value of approximately VND 86.0 billion to ensure employment for 2026 and to secure about 30% of employment for 2027, detailed as follows:

Design and supervision consulting: VND 24.0 billion

Surveying and grouting: VND 42.0 billion

Construction testing: VND 20.0 billion

- Strengthen strategic partnerships with capable and potential entities inside and outside Song Da Corporation.
- Coordinate with Song Da Corporation - JSC to participate in bidding for construction projects led by the Corporation; coordinate with member units of the Corporation to perform consulting, surveying, design, testing and grouting tasks.

3. Technical, technological, quality and occupational safety activities

- Manage product quality in accordance with the ISO 9001:2015 quality management system. The Company will continuously improve and upgrade to meet customer requirements while strengthening inspection and close supervision at each stage of the quality management process to ensure the quality of consulting products.

- Extensively apply information technology to support the Company's Management in directing and operating work at the head office and on site.
- Perform contracted tasks in accordance with requirements on progress, quality and occupational safety at the projects.

4. Investment measures

- Research investment in modern technological machinery and equipment for production. With advanced machinery and equipment, the Company will save material costs, reduce fuel consumption, and minimize manual labor, thereby contributing to lowering production costs, diversifying quality and enhancing competitiveness in the market.

5. Financial, credit and accounting measures

- Develop periodic financial plans as a basis for implementation. Balance cash flow appropriately to effectively support production and business activities.
- Minimize short-term loans and ensure timely debt repayments to banks and customers in accordance with contractual commitments.
- Develop the 2026 financial plan, including detailed monthly and quarterly capital recovery plans; medium- and long-term credit plans; the 2026 working capital balance plan; and the 2026 management cost estimate to guide management and operations. Regularly inspect and monitor the implementation of these plans to make timely adjustments and corrections.
- Focus on capital and debt recovery to maintain proactive and stable financial management. Assign capital recovery plans and conduct weekly and monthly reviews. Implement rewards and disciplinary measures for units and individuals in capital and debt recovery efforts.
- Review each debtor, prioritize debts with high recovery potential, and work with the Employer to urge payments.
- For doubtful debts, analyze causes and research tailored, effective mechanisms and solutions for debt recovery.
- For new debts, take all measures to require customers to make full payments in accordance with the payment schedules in economic contracts, avoiding debt accumulation that increases liabilities during the period.
- Strengthen cost management and account for costs by project to control and save expenses, maximize profits and tightly manage costs. Strictly implement directives at all levels on cost-saving and anti-waste measures.

6. Economic and planning measures

- Focus on the timely preparation, approval and signing of quality documents and settlement documents for contracted projects.
- Complete the final settlement for projects that have been handed over and put into use.
- Focus on resolving economic issues at ongoing projects to ensure effective acceptance, payment and debt recovery.

7. Human resource development

- Strengthen group collaboration so that employees can learn from and support one another, while young engineers are mentored and guided by experienced engineers.
 - Regularly organize training courses to enhance expertise and working skills; disseminate new legal documents of the State and new standards and technical regulations in the construction sector as well as other fields related to the Company's production activities.
 - The team responsible for product quality management at both unit and Company level will be regularly supplemented in quantity and provided with enhanced professional expertise.
 - Form joint ventures and partnerships with other entities so that the Company's engineers can learn, develop expertise, improve professionalism and increase labor productivity.
 - Develop an in-house training model in which senior staff train junior staff; experienced experts mentor and guide new employees to develop internal talent.
 - Based on current human resource needs and organizational structure, continue to review and reallocate personnel, especially at underperforming units. Develop the 2026 human resource and staffing plan.
 - Further improve wage and task-based wage policies for employees in accordance with legal provisions and the Company's policies. Use wages as a motivator for production and business activities and as a means to reflect performance evaluation of employees.
 - Strictly implement evaluations and classifications of employee quality to assign tasks suited to individual capabilities.
 - Emphasize the role of individuals in marketing and job-seeking efforts, combined with rewards, encouragement and motivation for employees who excel in their tasks.
 - Allocate the best resources to marketing and bidding activities, ensuring reasonable cost calculations.
 - Enhance the expertise of bidding and marketing staff through training programs. Improve contract negotiation and signing capabilities with customers.
 - Build, mobilize and recruit a professional, highly skilled bidding and marketing team proficient in expertise and foreign languages, capable of participating in domestic and international bidding as an independent contractor or a member of a joint venture.
- 8. Other measures**
- a. Corporate organization and governance
 - Review and refine internal management, inspection, control and monitoring processes, and establish a modern information technology management system to improve quality and save costs.
 - Maintain regular weekly reporting by units to review the implementation of production and business plans, enabling the Company's managers to issue timely directives and address issues arising during production and business activities at the projects.

- Conduct periodic inspections of subordinate units to identify, clarify and assess their production and business activities, task execution and compliance with legal provisions and Company regulations, preventing violations due to lack of close supervision or responsibility in management and operations.
- b. Mass organization activities
 - Thoroughly implement and adhere to the Resolutions of the Company's Party Committee, coordinate with the Trade Union, Youth Union and Women's Union to actively carry out practical movements and activities to improve the material and spiritual well-being of officials, employees and workers.
 - Maintain regular employee meetings at units with the participation of the Company's managers, Trade Union and Party Committee to strengthen communication, political and ideological education and to listen to the opinions and aspirations of employees. The Company's managers will promptly review, resolve and adjust as necessary. This will contribute positively to operational stability, increased productivity and quality of labor, and the building of a skilled, dedicated workforce committed to the Company.

The above is the report on the performance of production and business tasks in 2025 and the goals, tasks and business plan for 2026 of Song Da Consulting Joint Stock Company.

Best regards,

Recipients:

- Song Da Corporation – JSC;
- The Party Committee of the Company;
- The Board of Directors;
- The Board of Supervisors;
- The Chief Executive Officer, the Vice Chief Executive Officers;
- Departments and subordinate units;
- Archives: The Accounting Department, the Organization and Human Resource Department.

CHIEF EXECUTIVE OFFICER



Dinh Van Duan

SONG DA CORPORATION - JSC
SONG DA CONSULTING JOINT
STOCK COMPANY

No.: 07/TTr-HDQT

SOCIALIST REPUBLIC OF VIETNAM
Independence - Freedom - Happiness

Hanoi, April 7th, 2026

PROPOSAL

On approval of the Audited Financial Statements for 2025; the Plan for profit distribution, fund allocations, and dividend payment for 2025

To: The 2026 Annual General Meeting of Shareholders
of Song Da Consulting Joint Stock Company

Pursuant to the Law on Enterprises No. 59/2020/QH14 dated June 17th, 2020;

Pursuant to the Charter of Song Da Consulting Joint Stock Company;

Pursuant to Resolution No. 20/2025/NQ-DHDCD dated May 14th, 2025 of the 2025 Annual General Meeting of Shareholders of Song Da Consulting Joint Stock Company;

Pursuant to the 2025 Financial Statements of Song Da Consulting Joint Stock Company which have been audited by A&C Auditing and Consulting Company Limited.

The Board of Directors respectfully submits to the General Meeting of Shareholders for approval the 2025 Financial Statements of Song Da Consulting Joint Stock Company which have been audited by A&C Auditing and Consulting Company Limited, and the plan for profit distribution, fund allocations, and dividend payment for 2025, with the following specific details:

1. The audited Financial Statements for 2025 include:

- Report of the Board of Management;
- Independent auditor's report;
- Balance Sheet as of December 31st, 2025;
- Income statement for 2025;
- Cash flow statement for 2025;
- Notes to the financial statements for 2025

(Attached reports)



2. Key financial indicators

Unit: VND 10³

No.	Indicators	Actual value for 2025
I	Assets	92,801,278
1	Current assets	69,095,532
2	Non-current assets	23,705,746
II	Capital resources	92,801,278
1	Liabilities	42,464,861
2	Equity	50,336,417
III	Business results	
1	Total revenue	65,324,232
2	Total expenses	62,572,055
3	Profit before tax	2,752,177
4	Corporate income tax	562,559
5	Profit after tax	2,189,618

3. Plan for profit distribution, fund allocations and dividend payment for 2025

Unit: VND

No.	Indicators	Amount
1	Profit before corporate income tax	2,752,177,023
2	Corporate income tax payable	562,559,468
3	Profit after corporate income tax	2,189,617,555
4	Retained earnings from previous year	60,242,434
5	Distributable profit for the period	2,249,859,989
6	Appropriations to funds	700,000,000
-	Bonus and welfare fund	700,000,000
7	Profit for dividend payment	1,304,824,000
8	Charter capital	26,097,100,000
9	Number of outstanding shares	2,609,648
10	Dividend payout ratio (in cash) (%)	5

Best regards,

Recipients:

- As above;
- Members of the Board of Directors and Board of Supervisors;
- Archives: The Board of Directors, the Organization and Human Resource Department.

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

**Pham Van Manh**

REPORT

On corporate governance and performance of the Board of Directors in 2025 and business plan for 2026

To: The 2026 Annual General Meeting of Shareholders of Song Da Consulting Joint
Stock Company

*Pursuant to Law on Enterprises No. 59/2020/QH14 dated June 17th, 2020 of
the National Assembly of the Socialist Republic of Vietnam;*

Pursuant to the Charter of Song Da Consulting Joint Stock Company;

The Board of Directors of Song Da Consulting Joint Stock Company respectfully reports to the 2026 Annual General Meeting of Shareholders on corporate governance and the performance of the Board of Directors (BOD) in 2025, as well as the business plan for 2026, as follows:

I. BUSINESS PERFORMANCE OF THE COMPANY AND RESULTS OF IMPLEMENTATION OF THE RESOLUTION OF THE 2025 ANNUAL GENERAL MEETING OF SHAREHOLDERS

1. Key indicators

No.	Items	Unit	Plan	Annual performance	Percentage of completing the plan
I	Total business value	VND 10 ³	72,800,000	72,868,841	100.1%
II	Financial plan				
1	Total revenue	VND 10 ³	67,407,407	65,324,232	96.9%
2	Payment to the budget	VND 10 ³	5,942,696	5,658,950	95.2%
3	Profit before tax	VND 10 ³	2,750,516	2,752,177	100.1%
4	Profit after tax	VND 10 ³	2,200,413	2,189,618	99.5%
5	Profit margin				
-	Profit before tax-to-revenue ratio	%	4.1	4.2	
-	Profit after tax-to-charter capital ratio	%	8.4	8.4	
-	Profit after tax-to-equity ratio	%	4.4	4.3	
6	Charter capital	VND 10 ³	26,097,100	26,097,100	
7	Equity	VND 10 ³	50,198,754	50,336,417	
8	Cash dividend	%	5	5	100%

2. Overall assessment of business performance in 2025

2.1. Achievements

In 2025, the Company focused all resources and expertise to implement the set business targets. As a result, the Company basically completed the key business indicators (in which the total business value, cash inflow, and profit reached 100% or more of the annual plan), maintained stable operations, made timely salary payments and other benefits to employees, and fulfilled its obligations to the State in accordance with regulations. The direction and management of business activities showed considerable effort. The Company focused all resources on technical management, quality control, and safety in construction, testing, and consulting activities at projects to meet contractual requirements. Cash flow was balanced appropriately, ensuring the Company's financial position remained stable and healthy; bank borrowings were kept at the lowest level, taxes and insurance premiums were paid on time, and there were no overdue salaries to employees:

2.2. Limitations and shortcomings

Alongside the achievements, the Company still had certain limitations and shortcomings:

- 2025 was a year with many challenges for the Company and its subordinate units in job-seeking activities. Marketing, bidding, and job-seeking efforts were given due attention and direction by the Company so that the Company basically had sufficient work in the recent period. However, employment was not yet truly stable and even across the units. The transition of the Company's business structure to new sectors to maintain stability and expand the scale of business for the Company's development remained slow and encountered many difficulties; the Company's financial capacity and capital scale were still limited.

- Capital recovery and collection of long-overdue debts continued to face significant difficulties and obstacles. The value of work-in-progress and outstanding debts remained large. Although reduced compared to the beginning of the period, the value of work-in-progress and outstanding debts was still high.

3. Activities of the Board of Directors

3.1. Evaluation of corporate governance in 2025

The Board of Directors directed, inspected, and supervised the management apparatus in compliance with the Company's regulations and legal provisions in business activities, organized periodic and extraordinary information disclosures in accordance with the Law on Securities, implemented grassroots democracy, respected and ensured shareholders' rights, and safeguarded the Company's rights and obligations toward other related stakeholders in society.

3.2. Activities of the Board of Directors in 2025

No.	Member of the Board of Directors	Position	Attendance at BOD meetings	Percentage	Reasons for absence
1	Mr. Pham Van Manh	Chairman of the Board of Directors	04/04	100%	
2	Mr. Dinh Van Duan	Member of the BOD, Chief Executive Officer	04/04	100%	
3	Mr. Nguyen Van Hoang	Member of the BOD, Vice Chief	04/04	100%	

		Executive Officer			
4	Mr. Cu Van Vinh	Member of the BOD, Branch Director	04/04	100%	
5	Mr. Pham Anh Duc	Member of the Board of Directors	04/04	100%	

3.3. *Activities of Sub-Committees under the Board of Directors*

- The Board of Directors of the Company operates on the principle of collective decision-making, with decisions made by majority vote. Each member of the Board of Directors has specific responsibilities and is individually accountable for their assigned tasks.

- The Board of Directors is supported by the Company's functional departments and the Company Secretary

3.4. *Resolutions/Decisions issued by the Board of Directors*

No.	Resolution/ Decision number	Date	Contents
I	Resolutions		
1	01/NQ -HDQT	January 13 th , 2025	Resolution: Approval of Corporate Governance Report in 2024
2	02/NQ-HDQT	January 23 rd , 2025	Resolution of the Board of Directors' Meeting in Quarter I/2025 attached with meeting minutes
3	03/NQ-HDQT	January 23 rd , 2025	Resolution on approval of the final settlement of business management costs in 2024 for departments of Song Da Consulting Joint Stock Company
4	04/NQ-HDQT	January 23 rd , 2025	Resolution on approval of the estimation of business management costs in 2025 for departments of Song Da Consulting Joint Stock Company
5	05/NQ-HDQT	February 12 th , 2025	Resolution on approval of the contents of the Testing Contract for Package 4.8: "Construction, equipment installation, design and construction drawings of internal port traffic works and airport technical infrastructure" — Component project 1 under Component project 3: Essential airport facilities of Long Thanh International Airport Construction Investment Project, Phase 1.
6	06/NQ-HDQT	February 14 th , 2025	Resolution on approval of the plan for liquidation of fixed assets
7	07/NQ-HDQT	February 19 th , 2025	Resolution on approval of the payment of cash dividends in 2023 and finalizing list of attendees of Annual General Meeting of Shareholders 2025 of Song Da Consulting Joint Stock Company

No.	Resolution/ Decision number	Date	Contents
8	08/NQ-HDQT	February 24 th , 2025	Resolution on approval of the policy of buying testing machinery and equipment
9	09/NQ-HDQT	February 26 th , 2025	Resolution on approval of the basic contents of the contract on purchase of Universal Testing Machine Model WES-1000B, Mortar Compression Tester Model TYA-300, CBR & Marshall Asphalt and Soil Compression Tester Model LW-50 for Song Da Consulting Joint Stock Company
10	10/NQ-HDQT	March 4 th , 2025	Resolution on approval of the plan for liquidation of fixed assets
11	11/NQ-HDQT	March 21 st , 2025	Resolution on approval of authorization to sign credit agreements, mortgage agreements, loan agreements, guarantees, and other documents related to loans and transactions with Banks
12	12/NQ-HDQT	March 21 st , 2025	Resolution on approval of personnel policy for the Technical-Economic Department and Branch of Song Da Consulting Joint Stock Company — Construction Testing Center
13	12a/NQ-HDQT	March 28 th , 2025	Resolution on Approval of the basic contents of Appendix No. 01 of Subcontractor Agreement No. 1610/2024/HDTP/SD5-SDCC signed on October 16 th of the basic Phak Dam Jet Drilling Testing, Phou Pong Dam Foundation Reinforcement and Waterproofing Jet Drilling of Nam Phak Hydropower Project, Champasak Province, Lao PDR
14	13/NQ-HDQT	April 9 th , 2025	Resolution on extension of the time to hold the Annual General Meeting of Shareholders 2025 — Song Da Consulting Joint Stock Company
15	14/NQ-HDQT	April 10 th , 2025	Resolution on Approval of the basic contents of the Consulting Contract for Package: Technical design documentation and hydraulic model testing — Project: Se Bangfai 1 Hydropower Plant, Lao PDR
16	15/NQ-HDQT	April 17 th , 2025	Resolution of the Board of Directors' Meeting in Quarter II/2025 attached with meeting minutes
17	16/NQ-HDQT	April 28 th , 2025	Resolution on Approval of the basic contents of Appendix No. 07 of Subcontractor Agreement No. 361/2022/HDTP/SD5-SDC signed on December 30 th of the: Nam Pha Dam Foundation Reinforcement and Waterproofing Jet Drilling - Nam Phak Hydropower Project, Champasak Province, Lao PDR
18	17/NQ-HDQT	May 6 th , 2025	Resolution on approval of the establishment of Committee of Shareholders' Qualifications Verification to attend the Annual General Meeting of Shareholders 2025 of Song Da Consulting Joint Stock Company

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No.	Resolution/ Decision number	Date	Contents
19	17/NQ-HDQT	May 13 th , 2025	Resolution on approval of a number of contents of the Annual General Meeting of Shareholders 2025 of Song Da Consulting Joint Stock Company
20	19/2025/BB-DHDCD	May 14 th , 2025	Minutes of the Annual General Meeting of Shareholders 2025 of Song Da Consulting Joint Stock Company
21	20/2025/BB-DHDCD	May 14 th , 2025	Resolution of the Annual General Meeting of Shareholders 2025 of Song Da Consulting Joint Stock Company
22	21/NQ-HDQT	May 14 th , 2025	Resolution on election of the Chairman of Board of Directors of Song Da Consulting Joint Stock Company for the 2025—2030 term
23	22/NQ-HDQT	May 14 th , 2025	Resolution on appointment of the Chief Executive Officer of Song Da Consulting Joint Stock Company for the 2025—2030 term
24	23/NQ-HDQT	May 21 st , 2025	Resolution on approval of personnel policy of Branch of Song Da Consulting Joint Stock Company — Construction Testing Center and Consulting Center No. 2
25	23a/NQ-HDQT	May 21 st , 2025	Resolution on appointment of the Company Secretary
26	24/NQ-HDQT	May 23 rd , 2025	Resolution on appointment of the Corporate Governance Officer
27	25/NQ-HDQT	May 30 th , 2025	Resolution on the personel policy of Technical-Economic Department
28	26/NQ-HDQT	June 6 th , 2025	Resolution on approval of selection of Auditor and contents of Contract on Auditing services for Financial Statements of Song Da Consulting Joint Stock Company for the fiscal year 2025
29	27/NQ-HDQT	June 9 th , 2025	Resolution on approval of budget for the vacation in 2025
30	28/NQ-HDQT	June 13 th , 2025	Resolution on the personel policy of HR Organization Department
31	29/NQ-HDQT	June 16 th , 2025	Resolution on approval of the basic contents of the Subcontractor Agreement: Construction of pressure relief shafts for Nam Phak Hydropower Project, Champasak Province, Lao PDR
32	30/NQ-HDQT	June 16 th , 2025	Resolution on approval of the basic contents of the Subcontractor Agreement: Drilling for installation of monitoring equipment for Nam Phak Hydropower Project, Champasak Province, Lao PDR
33	31/NQ-HDQT	June 23 rd , 2025	Resolution on the personel policy of Branch of Song Da Consulting Joint Stock Company — Construction Testing Center
34	32/NQ-HDQT	July 1 st , 2025	Resolution on task assignment for Board of Directors' members

No.	Resolution/ Decision number	Date	Contents
35	33/NQ-HDQT	July 9 th , 2025	Resolution of the Board of Directors' Meeting in Quarter III/2025 attached with meeting minutes
36	34/NQ-HDQT	July 10 th , 2025	Resolution on approval of bonuses for the Company's executive management and leadership
37	35/NQ-HDQT	July 24 th , 2025	Resolution on approval of certain matters and authorization for participation in the Annual General Meeting of Shareholders 2025 of Song Da Urban and Rural Development Joint Stock Company
38	35a/NQ-HDQT	July 25 th , 2025	Resolution on approval of the basic contents of the contract for package: Provision of topographic survey, geological survey, and hydrometeorological services — basic design stage for 05 hydropower projects in Kaleum District, Sekong Province, Lao PDR
39	36/NQ-HDQT	August 14 th , 2025	Resolution on approval of authorization for signing credit contracts, mortgage contracts, loan agreements, guarantee agreements and other documents related to borrowing activities and transactions with Banks
40	36a/NQ-HDQT	August 15 th , 2025	Resolution on approval of the basic contents of the contract with Truong Son Construction Corporation for testing and inspection of construction quality of Package XL02: Construction of the expressway section from Km13+900 to Km25+920 under the project on expansion of Ho Chi Minh City — Long Thanh Expressway
41	37/NQ-HDQT	August 25 th , 2025	Resolution on approval of the policy for purchase of machinery and testing equipment serving the Bac Ai Pumped Storage Hydropower Project
42	38/NQ-HDQT	August 25 th , 2025	Resolution on approval of the basic contents of the contract for the purchase of a 1000 kN Universal Tensile and Compression Tester (Model: WA-1000B); a Asphalt and Soil Compression Tester (CBR and Marshall) (Model: LW-50); a set of multifunctional geotextile testing machines and equipment; and a Concrete Compression Tester (Model: TYA-2000) for Song Da Consulting Joint Stock Company
43	38a/NQ-HDQT	August 26 th , 2025	Resolution on approval of the basic contents of the consultancy contract for package: Physical Hydraulic Model Testing and Dam Break Analysis — Se Bangfai 1 Hydropower Project, Lao PDR
44	39/NQ-HDQT	September 4 th , 2025	Resolution on approval of the policy for purchase of pickup trucks serving production and business activities of Branches of Song Da Consulting Joint Stock Company – Construction Survey Enterprise and Construction Testing Center

No.	Resolution/ Decision number	Date	Contents
45	40/NQ-HDQT	September 16 th , 2025	Resolution on approval of the contents of the contract for the purchase of pickup trucks serving production and business activities as stated in Statement No. 125/TTr-SDCC dated September 12 th , 2025 of the General Director
46	41/NQ-HDQT	September 23 rd , 2025	Resolution on approval of authorization for signing credit contracts, mortgage contracts, loan agreements, guarantee agreements and other documents related to borrowing activities and transactions with Banks
47	42/NQ-HDQT	September 23 rd , 2025	Resolution on approval of bonuses for several units
48	43/NQ-HDQT	September 23 rd , 2025	Resolution on approval of the policy for purchase of drilling survey machinery and equipment
49	44/NQ-HDQT	September 23 rd , 2025	Resolution on approval of the basic contents of the subcontract for: Geological survey of Nam Kong 1A Hydropower Project, Lao PDR
50	45/NQ-HDQT	September 25 th , 2025	Resolution on approval of the basic contents of the contract for the purchase of a GJ200-4 (4S) drilling machine with diesel engine and accessories for Song Da Consulting Joint Stock Company
51	46/NQ-HDQT	October 20 th , 2025	Resolution of the Board of Directors' Meeting in Quarter IV/2025 attached with meeting minutes
52	47/NQ-HDQT	October 30 th , 2025	Resolution on approval of: Regulations on functions and duties of the Company's departments
53	48/NQ-HDQT	November 19 th , 2025	Resolution on approval of: Merger of the Electromechanical and Renewable Energy Consulting Center into Consulting Center 1
54	49/NQ-HDQT	November 27 th , 2025	Resolution on approval of: Salary scale, payroll, and allowance policies for employees working for Song Da Consulting Joint Stock Company in accordance with Decree No. 293/2025/ND-CP dated November 10 th , 2025 of the Government stipulating the minimum wage for employees working under labor contracts
55	50/NQ-HDQT	December 1 st , 2025	Resolution on approval of Regulations on standards and lump-sum allowances for telephone usage
56	51/NQ-HDQT	December 1 st , 2025	Resolution on approval of the Regulations on Training and Human Resource Development of Song Da Consulting Joint Stock Company
57	52/NQ-HDQT	December 26 th , 2025	Resolution on approval of the budget for emulation and reward activities in 2025 and aids for some cases on the occasion of Binh Ngo 2026 Tet Holiday



No.	Resolution/ Decision number	Date	Contents
II	Decisions		
01	01/QD-HDQT	February 14 th , 2025	Decision on establishment of the Council for liquidation and sale of fixed assets of Song Da Consulting Joint Stock Company
02	02/QD-HDQT	February 26 th , 2025	Decision on establishment of a document appraisal team to serve the Annual General Meeting of Shareholders 2025 of Song Da Consulting Joint Stock Company
03	03/QD-HDQT	May 6 th , 2025	Decision on establishment of Committee of Shareholders' Qualifications Verification to attend the Annual General Meeting of Shareholders 2025 of Song Da Consulting Joint Stock Company
04	04/QD-HDQT	May 14 th , 2025	Decision on appointment of the Company's Chief Executive Officer for the 2025—2030 term
05	04a /QD-HDQT	May 23 rd , 2025	Decision on appointment of the Company Secretary
06	05/QD-HDQT	May 23 rd , 2025	Decision on appointment of the Corporate Governance Officer
07	06/QD-HDQT	June 9 th , 2025	Decision on approval of budget for the vacation in 2025
08	07/QD-HDQT	June 18 th , 2025	Decision on establishment of an inventory council at 0:00 on July 1st, 2025
09	08/QD-HDQT	July 1 st , 2025	Decision on task assignment for Board of Directors' members of the Company
10	09/QD-HDQT	July 10 th , 2025	Decision on bonuses for the Company's executive management and leadership
11	10/QD-HDQT	September 4 th , 2025	Decision on approval of the policy for purchase of 2 pickup trucks
12	11/QD-HDQT	September 23 rd , 2025	Decision on approval of the policy for purchase of drilling survey machinery and equipment
13	12/QD-HDQT	October 30 th , 2025	Decision on promulgation of Regulations on functions and duties of the Company's departments
14	13/QD-HDQT	November 19 th , 2025	Decision on Merger of the Electromechanical and Renewable Energy Consulting Center into Consulting Center 1

No.	Resolution/ Decision number	Date	Contents
15	14/QD-HDQT	November 27 th , 2025	Decision on approval of Salary scale, payroll, and allowance policies for employees working for Song Da Consulting Joint Stock Company in accordance with Decree No. 293/2025/ND-CP dated November 10 th , 2025 of the Government stipulating the minimum wage for employees working under labor contracts
16	15/QD-HDQT	November 27 th , 2025	Decision on adjustment of salary for the Company's managerial officers under Decision No. 14/QD-HDQT dated November 27 th , 2025 of the Company's Board of Directors
17	16/QD-HDQT	December 1 st , 2025	Decision on promulgation of Regulations on standards and lump-sum allowances for telephone usage
18	17/QD-HDQT	December 1 st , 2025	Decision on promulgation of Regulations on Training and Human Resource Development of Song Da Consulting Joint Stock Company
19	18/QD-HDQT	December 18 th , 2025	Decision on establishment of an inventory council at 0:00 on January 1 st , 2026.

3.5. Supervisory activities of the Board of Directors over the Board of Management

- In 2025, the Board of Directors managed the Company and fulfilled its duties and responsibilities in accordance with legal provisions and the Company's Charter.

- The Board of Directors regularly supervised and directed the management apparatus at all levels, held quarterly meetings with the Board of Management to review the implementation of business activities in the quarter, the business plan for the subsequent quarter, and the implementation of resolutions and decisions issued by the Board of Directors.

- The Board of Directors coordinated with the Board of Supervisors to direct, inspect and supervise the management apparatus in accordance with legal provisions in business activities, organized periodic and extraordinary information disclosures in accordance with the Law on Securities, implemented grassroots democracy, respected and ensured shareholders' rights, and safeguarded the Company's rights and obligations toward other related stakeholders in society.

- The Board of Directors' supervisory activities over the Board of Management were conducted in various ways, including:

+ Exchanges, discussions, and questioning between the Board of Directors and the Board of Management.

+ Detailed, comprehensive, and timely reports from the Chief Executive Officer on progress, difficulties, obstacles, analysis of causes, and proposed solutions.

+ Participation and provision of directives during key meetings of the Board of Management regarding the implementation of the Board of Directors'

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resolutions and decisions.

+ Direct guidance and feedback to the Board of Management on critical issues arising during the management of business activities.

- 3.6. Transactions between the Company, its subsidiaries, or companies controlled by the public company with over 50% of charter capital, with members of the Board of Directors and their related persons; transactions between the Company and companies where a member of the Board of Directors is a founding member or manager in the past three years prior to the transaction: *No transactions made.*

II. BUSINESS PLAN FOR 2026

1. Forecast of the general situation affecting the Company's operations in 2026

The global situation is forecasted to continue changing rapidly, complicatedly, and unpredictably, impacting and affecting most countries and regions worldwide, especially the consequences of conflicts in some countries and climate change, natural disasters, etc.

Domestically, opportunities, advantages, difficulties, and challenges are intertwined. However, with the Government's decisive direction, it is expected that a number of important policies will continue to be implemented, such as promoting economic growth, especially the development of business activities of enterprises, and strengthening public investment and infrastructure development.

The job market in the construction sector in general and specialized energy design consulting in particular continues to face many difficulties due to fierce competition and the shrinkage of traditional business sectors.

Based on the above forecasts, the Company has developed its working program and key priorities for 2026, requiring all levels of management within the Company to focus on leading and directing to effectively achieve the set goals and tasks. Details are as follows:

2. Key indicators

No.	Items	Unit	Plan for 2026
1	Total business value	VND 10 ³	80,500,000
2	Revenue	VND 10 ³	74,537,037
3	Profit		
-	<i>Profit before tax</i>	<i>VND 10³</i>	<i>3,027,395</i>
-	<i>Profit after tax</i>	<i>VND 10³</i>	<i>2,421,916</i>
4	Payment to the State budget	VND 10 ³	7,340,000
5	Charter capital	VND 10 ³	30.272.540
6	Equity	VND 10 ³	50,487,177
7	Cash dividend	%	5

3. Key objectives

- Develop specific measures and comprehensively implement plans to ensure successful completion of the 2026 business plan.
- Organize and perform marketing and bidding activities for projects aligned with the Company's core strengths and primary business sectors, while intensifying efforts to seek and market consulting services in transportation, wind power, solar power, and nuclear power to ensure sufficient employment for 2026 and subsequent years. Closely coordinate with Song Da Corporation - JSC to participate in marketing and bidding for projects within the Company's core business sectors.
- Provide training to apply BIM and AI models in design consulting and other business activities of the Company.
- Continue to optimize staffing, review and reorganize the personnel structure to reduce redundant labor, thereby cutting management costs from the Company to subordinate units.
- Continue to improve the quality of surveying, design consulting, and construction testing activities; promptly and efficiently resolve design-related issues during construction. Improve and upgrade the application of internationally standardized quality management systems to ensure the quality of consulting products. Research and invest in strengthening regular maintenance and inspection of equipment and calculation software for surveying and design, adopting modern approaches. Ensure full legal compliance in the negotiation, signing, and performance of consulting and construction contracts.
- Focus on debt recovery, clearly assign responsibilities for acceptance and payment, and conduct monthly reviews and inspections to propose appropriate solutions.
- Strengthen cost management and implement reasonable cost-saving measures for business activities, including management costs, direct costs, and other expenses, to ensure the economic efficiency targets outlined in the plan.
- Continue to review internal management regulations and make amendments and supplements to align with legal provisions and the Company's current situation.
- Consider strategies for shifting the business sector structure. Supplement consulting services in the fields of design, supervision and verification of traffic tunnels and urban tunnels; design, supervision and verification of wind power, solar power and energy storage projects; and topographic mapping activities. Keep abreast of market demands and ensure alignment with the Company's strategic direction.
- Expand business activities in the market of the Lao People's Democratic Republic.

4. Solutions for directing the implementation of business tasks

Based on the economic-financial indicators and key tasks for 2026 approved by the Resolution of the General Meeting of Shareholders, the Board of Directors assigns the Chief Executive Officer of the Company to focus intensely on organizing and implementing the following critical and important tasks:

- a. Ensure sufficient employment to meet the 2026 business plan with specific measures:

- Rectify, strengthen, and provide close direction to the marketing and bidding apparatus at the Company's head office and its units to improve the efficiency of job-seeking activities.

- Develop a marketing and bidding plan, assign specific job-seeking tasks to subordinate units, and regularly supervise, urge, and review the implementation progress of the Company and its units.

b. Enhance discipline and consistency in directing and managing business activities, particularly in management, planning, and task assignment to subordinate units; organize the apparatus and establish inspection and supervision plans; conduct periodic reviews to evaluate the task performance of each unit and the head of the unit.

c. Based on current human resource needs and organizational structure, continue to review and evaluate key personnel at the Company and subordinate units for appropriate transfer, mobilization and supplementation, while developing the 2026 human resource and staffing plan with requirements for streamlining, effectiveness and efficiency.

d. Be more proactive, decisive, and thorough in capital recovery and debt recovery to ensure sufficient capital for business needs. Tightly control and manage financial and accounting work at the Company and subordinate units to prevent violations of financial management regulations and legal provisions.

e. Strictly implement the Company's regulations and policies in managing and directing business activities, such as: task planning; task-based cost allocation; cost planning; financial planning; management cost estimates; close management of task-based contracts; quality and progress management; and urging timely verification, payment, and settlement of contracts.

f. Strengthen internal inspection and supervision, both periodically and on an ad-hoc basis, of subordinate units to identify, prevent, rectify, and promptly address existing problems, obstacles, and shortcomings arising in the management and operation of the Company's business activities.

g. Other tasks as assigned and issues arising in the Company's business activities.

The Board of Directors respectfully submits the above to the 2026 Annual General Meeting of Shareholders of Song Da Consulting Joint Stock Company for consideration and approval.

Best regards,

Recipient:

- As above;
- Members of the Board of Directors and Board of Supervisors;
- The securities team of the Company;
- Company's website;
- Archives: The Board of Directors, Organization and Human Resource Department.

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



Phạm Văn Mạnh