SONG DA CORPORATION - JSC
SONG DA 5 JOINT STOCK COMPANY

SOCIALIST REPUBLIC OF VIETNAM
Independence - Freedom - Happiness

No: 08/2025/BC-SĐ5-HĐQT

*Hanoi, the date of March 03, 2025*

# REPORT OF THE BOARD OF DIRECTORS

**on the results of operations in 2024, the results of implementation in 5 years (2020-2024); 5-year development orientation (2025-2029) and the production and business plan in 2025**

**(Submitted to the 2025 Annual General Meeting of Shareholders)**

Performing the duties and powers of the Board of Directors of the Company according to the Charter of organization and operation of Song Da 5 Joint Stock Company, to assess the implementation of the Resolution of the General Meeting of Shareholders as well as review the implementation of the tasks assigned by the General Meeting of Shareholders, the Board of Directors of Song Da 5 Joint Stock Company reports on the performance of the Board of Directors and the results of production and business in 2024, 5 years (2020-2024); production and business plan in 2025 and development orientation for 5 years (2025-2029) as follows:

## A. STRUCTURE OF THE BOARD OF DIRECTORS:

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

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

## B. ACTIVITIES OF THE BOARD OF DIRECTORS IN 2024

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

In 2024, the Board of Directors (BOD) of Song Da 5 Joint Stock Company fully performed the functions and powers of the Board of Directors as prescribed in the Company Charter and current legal provisions, specifically:

**1. Successfully organize the 2024 Annual General Meeting of Shareholders on June 7, 2024 and successfully organize the 2024 Extraordinary General Meeting of Shareholders on December 6, 2024.**

**2. Supervise the implementation of the contents approved in the Resolution of the 2024 Shareholders' Meeting, including:**

**2.1. Activities of the Board of Directors :**

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

- Number of sessions: 04 sessions
- Number of meetings to resolve production and business activities: 8 sessions
- Number of Resolutions issued: 63 Resolutions
- Number of Decisions issued: 18 Decisions.

**2.2. Monitor the implementation of the contents approved by the 2024 Annual General Meeting of Shareholders, including:**

a. Implement the 2024 production and business plan;

b. Direct to accelerate the construction progress at Nam Phak Hydropower Project, Song Cho 1 Reservoir Project, Hoa Phat – Dung Quat Iron and Steel Production Complex, Quang Trach - Quynh Luu 500KV Transmission Line Project (05 packages), Nam-Emoun Hydropower Project's 220KV Transmission Line Project and Hai Phong Container Terminals No. 3 and No. 4 Power Supply System Project. Especially the design work at Nam Phak Hydropower Project and the construction work of 500KV Transmission Line Projects ensure the construction progress at the construction site and the progress committed to the Investor;

c. Monitor and direct the balance of liquidity, debt repayment, debt restructuring, and reduction of short-term loan balance;

d. Closely direct debt collection, especially bad debts.

e. Direct the strengthening of internal management and contracting work for projects being implemented by the Company;

f. Direct the implementation of the 2024 focus on improving corporate governance, developing the "Project to restructure Song Da 5 Joint Stock Company for the period 2025÷2030" based on the assessment of the business situation in the past 5 years.

g. Continue and strengthen the direction of recruitment and training to improve the quality of human resources, focusing on training to improve the quality of human resources to meet the needs of international integration; at the same time, increase competitiveness with the goal of becoming the leading EPC contractor in Vietnam in the field of small and medium hydropower construction, competing with contractors in countries in the region.

h. Direct and supervise the assurance of employee benefits in accordance with the law, in accordance with the Company's internal regulations and collective labor agreements; ensure salary, bonus and welfare policies so that employees can feel secure in their commitment to the company;

i. Direct and supervise other contents related to the responsibilities of the Board of Directors according to the provisions of the Law and the Company Charter.

k. Regularly discuss and exchange with the Board of Supervisors, compare with the provisions of law and the internal regulations of the Company, so that all Resolutions and Decisions of the Board of Directors have high consensus among the members of the Board

of Directors, ensuring the interests of shareholders and the provisions of law, the Charter and the internal regulations of the Company.

**II. Company management**

With the goal of building the Company into a strong EPC contractor in the field of hydropower in the Lao market in particular and in the Southeast Asian region in general, and at the same time a strong multi-industry contractor in the field of construction in the domestic market, the Board of Directors of the Company has directed to continuously improve the quality of management in the Company, regularly send for advanced training in expertise, profession, management, political training from middle to high level according to the plan, staff planning, ensuring a source of competent staff; at the same time, increase recruitment and training of successors to meet the development and integration needs of the Enterprise.

Implementing the Charter of organization and operation of Song Da 5 Joint Stock Company, in the past year, the Board of Directors has performed well the tasks assigned by the General Meeting of Shareholders, holding the role of guiding, supervising and controlling the activities of the Company to ensure transparent and effective corporate management, fully implementing the periodic reporting and information disclosure as prescribed; approving matters within its authority and responsibility. The Board of Directors maintain regularly periodic meetings and other meetings as required. The members of the Board of Directors always coordinate closely with the Board of General Directors to have a common consensus on leadership methods, personnel organization, production and business activities... so that production and business activities comply with the provisions of law and the Company's management regulations.

In 2024, members of the Board of Directors, Board of Supervisors, General Director and management staff updated new documents related to corporate governance such as Enterprise Law, Securities Law, Investment Law... and implementation guidance documents to best serve the management.

The Board of Directors strictly and timely discloses company management reports, annual reports and other extraordinary reports as prescribed to the State Securities Commission and Hanoi Stock Exchange.

## C. IMPLEMENTATION STATUS OF 5-YEAR PERIOD (2020-2024) AND THE TASKS OF 2024

### I. Implementation status of 5 year period (2020-2024):

The Company entered implementation of the 2020-2024 plan in the context that Song Da 5's traditional market of building large hydropower plants in the country has ended , most of the projects the Company participated in have reached the final stage and the trend of shifting from Direct Appointment of Contractor to bidding will cause state-owned enterprises to lose their unique advantages and have to compete at low costs to get jobs. In addition, the Covid 19 pandemic has directly affected the production and business activities and investment of the Company. However, Song Da 5 Joint Stock Company, under the timely and effective direction of Song Da Corporation - JSC; the Company's Board of

Directors has united, together with the efforts of all employees in the Company, has overcome difficulties and challenges to maintain and stabilize production and business, closely following the set goals and plans to direct the implementation and has achieved the following main results:

**1. Implemented key economic indicators:**

| No. | Indicators | Unit | Total 5 years (2020-2024) | | |
|---|---|---|---|---|---|
| | | | Plan | Performed | % performed |
| 1 | Total production and business value | $10^9$VND | 6,824.77 | 10,883.93 | 159% |
| 2 | Total revenue | $10^9$VND | 6,456.52 | 10,735.25 | 166% |
| 3 | National budget payments | $10^9$VND | 180.05 | 184.59 | 103% |
| 4 | Profit before tax | $10^9$VND | 160.40 | 162.69 | 101% |

**2. General assessment.**

- In the period of 2020-2024, despite facing many difficulties as mentioned above, the Company has focused on directing the implementation and achieved important results, creating conditions for the Company to develop stably and sustainably, specifically as follows:

- Financial indicators: Succeeded in maintaining production and business activities with total revenue of VND 10,735.25 billion, reaching 166% of the plan, total pre-tax profit of VND 162.69 billion, reaching 101% of the plan.

- Complete the goals and progress of key projects according to signed contracts (Total number of projects completed and handed over on time is 12, including: 10 hydroelectric and irrigation projects, 02 industrial projects).

- In the period of 2020-2024, the Company continues to implement solutions to restructure and rearrange the organizational structure to suit the actual requirements of the market: Merged and renamed a number of new functional departments/divisions based on specific functions and tasks in accordance with the actual situation; Developed, revised and supplemented regulations; Approved a Resolution to supplement a number of business lines of the Company, especially the categories of transmission lines and substations.

- Strengthening the work of marketing, bidding, and job seeking, the results achieved were the signing of 39 bidding packages with a total contract value of 9,059.31 billion VND.

- Capital arrangement basically meets production and business requirements. Payment collection, acceptance and settlement, debt collection are highly focused, completing the settlement of completed projects with the Corporation (Hua Na, Son La, Lai Chau, Nam Chien Project, National Assembly House), Work-in-Progress Value and debt as of December 30, 2024 decreased to only 957.59 billion VND (Debt 579.22 billion VND, Work-in-Progress Value 378.37 billion VND).

**II. Implementation status in 2024:**

Entering the implementation of the 2024 plan, under the conditions that the Government, ministries, branches and localities have directed and operated resolutely, with a focus on key tasks and solutions to promote public investment and economic development

in all fields, which is a favorable factor for enterprises in general and Song Da 5 Company in particular to develop and expand fields in production and business activities.

The Board of Directors of the Company has focused on closely following the goals and tasks set out in the annual plan, finding all solutions to overcome difficulties and promote production and business activities; therefore, in 2024, the Company excellently and comprehensively completed the targets and tasks according to the plan, specifically:

**1. On implementing key indicators:**

| No. | Indicators | Unit | 2024 | | % performed / plan |
|---|---|---|---|---|---|
| | | | Plan | Performed | |
| 1 | Total production and business value | $10^9$VND | 1,805.00 | 2,589.26 | 143% |
| 2 | Total revenue | $10^9$VND | 1,776.45 | 2,527.88 | 142% |
| 3 | State budget payments | $10^9$VND | 30.62 | 35.94 | 117% |
| 4 | Profit before tax | $10^9$VND | 28.00 | 35.69 | 127% |

**2. General assessment of the implementation of production and business targets in 2024:**

**2.1. Revenue, production and profit indicators:**

Production, revenue and profit indicators in 2024 all meet the set plan, specifically:

- Production: 2,589.26 billion performed/1,805.00 billion plan, achieving 143% of the yearly plan.

- Revenue: 2,527.88 billion performed/ 1,776.45 billion plan, achieving 142% of the yearly plan.

- Profit before tax: 35.31 billion performed/ 28.00 billion plan, achieving 126% plan. year.

- Profit after tax: 22.82 billion performed/ 22.40 billion plan, achieving 102% year plan

*Assessment:* Production and revenue in 2024 both exceeded the set plan, including:

(i) Projects transferred from 2023 all exceeded the set plan, NamPhak project reached 125%, Hoa Phat project reached 125%, Song Cho Reservoir project reached 131%.

(ii) In addition, in 2024, with the Company's efforts in bidding marketing and job search, 09 projects were signed with a total after-tax value of VND 1,315.07 billion , the output in 2024 of newly signed contracts reached VND 427.28 billion .

**2.2. Main construction progress milestones :**

- Nam Phak Hydropower Project: Actual value in 2024 reached **1,520.36 billion / 1,216.32 billion** Plan, achieving 125% of the plan . Up to now, the construction progress at the site basically meets the general progress target of the Project with quality guaranteed according to the technical requirements of the contract signed with the Investor.

Hoa Phat - Dung Quat Iron and Steel Production Complex Project : The implemented value in 2024 reached **221.47 billion / 113.30 billion** Plan, reaching 195% of the plan. The packages under construction meet the progress according to the contract with the

Employer. The project is focusing on human resources to carry out the settlement work, requiring the goal of completing the settlement of all packages in the first quarter of 2025.

- Song Cho 1 Reservoir: Actual value in 2024 reached: **22.32 billion / 17.02 billion** Plan, reaching 131% of the plan. The ongoing construction packages meet the progress according to the contract with the Employer .

- Nam E-Moun Hydropower Project: The project signed an additional package for repairing and upgrading 220kV power line tower foundations on June 26, 2024, starting implementation from July 2024. Actual value in 2024: **52.75 billion** .

- 500KV power line project - Quang Trach. Quynh Luu: Actual value in 2024: **280.53 billion / 297.68 billion** Plan, reaching 94% of the plan. Construction of work items were completed, completed rehabilitation work and under handing over the entire work to the Employer.

- Nam Ang Hydropower Project: Actual value in 2024: **11.14 billion / 10.68 billion** Plan, reaching 104% of the plan. The project started construction in February 2024, conducting geotechnical investigation drilling phase 2-1 for the project's re-feasibility study. The entire package has been completed and handed over to the Employer and all implementation value and debt have been collected in the third quarter of 2024 .

- Dak Ooc 220kV Switching Station Project and 220kV lines : Actual value in 2024 reached: **16.83 billion,** the project started construction in July 2024 to construct foundations, ground and pull wires at the pole positions of the 220kV 02-circuit Nam Emoun line - Dak Ooc 220kV Switching Station. Construction has been completed and the entire package is being handed over to the Employer .

- Power supply system project for Container Terminals No. 3 and No. 4 in Hai Phong: Actual value in 2024: **17.05 billion**. The project started construction in October 2024, construction work ensures progress according to the contract with the Employer.

- Bao Lac A Hydropower Project: Actual value in 2024: **17.27 billion.** The project started construction in November 2024, the construction work ensures progress according to the contract with the Employer.

- Thuong Ha Hydropower Project: Actual value in 2024: **6.68 billion** . The project started construction in November 2024, construction work ensures progress according to the contract with the Employer.

**2.3. Administrative tasks:**

- Successfully organize the 2024 Annual General Meeting of Shareholders and the 2024 Extraordinary General Meeting of Shareholders.

- Re-appoint the Company's General Director. Complete the personnel restructuring of the Board of Directors, Deputy General Director, and Chief Accountant of the Company.

- Appoint Heads of functional departments of the Company in accordance with individual capacity, ensuring effective operation, in accordance with the current production and business model.

- Implement the process of reviewing and supplementing the Company's management staff planning for the period 2025-2030.

- Continue to complete, amend and supplement the Company's internal management regulations and rules.

**2.4. Business restructuring and innovation:**

- After being approved to add some business lines , the Company has made efforts to look for projects and has won bids for 03 projects including: 500KV Quang Trach - Quynh Luu transmission line project (05 packages), 220KV transmission line project of Nam-Emoun Hydropower Plant and Power supply system project of Container Terminals No. 3 and No. 4 in Hai Phong. The Company approached and expanded the market to other construction fields such as infrastructure, airports, successfully signed a contract for the project of Construction of Cargo Terminal - Cat Bi International Airport with Vietnam Airports Corporation (ACV).

- To carry out the key task in 2024 on improving corporate management, Song Da 5 Joint Stock Company has developed the **"Project to restructure Song Da 5 Joint Stock Company for the period 2025-2030"** with the goal of restructuring the Company's organizational structure, creating a new, more flexible organizational model, maximizing self control, creativity, self-responsibility and improving the effectiveness of corporate management and operation to ensure adaptation to market fluctuations, aiming at sustainable development.

**2.5. Bidding:**

- In 2024, the Company continues to participate in bidding and sign 09 projects with a total after-tax value of VND 1,315.07 billion , including (Hoa Phat – Dung Quat Iron and Steel Production Complex Project 56.24 billion; Quang Trach - Quynh Luu 500KV power line project : 351.44 billion; 220KV power line package of Nam Emoun Hydropower Project : 46.36 billion; Dak Ooc 220kV Switching Station Project and connecting lines: 17.96 billion; Nam Ang Hydropower Project : 10.46 billion; Bao Lac A Hydropower Project: 431.83 billion; Thuong Ha Hydropower Project : 167.91 billion ; Power supply system project of Hai Phong Container Terminals No. 3 and No. 4: 71.10 billion; Cat Bi International Airport Cargo Terminal Project: 161.73 billion).

- In the fourth quarter of 2024, the Company, in conjunction with Song Da Corporation, completed the calculation of the bid price for the Construction Package (EPC package) of the Xekong 4A and 4B Hydropower Project in Lao PDR on December 16, 2024.

**2.6. Recovery of Work-in-Progress value and debts:**

The company has actively implemented solutions to minimize the Work-in-Progress value and debts in projects. As of December 31, 2024, the total value of debts and Work-in-Progress is:

+ Debts: **579.21 billion.**

+ Work-in-Progress: **364.92 billion**

- For completed bidding projects: Completed final settlement of Son La Hydropower project. Currently coordinating with the Corporation to finalize the Xekaman 3, Tuyen Quang, and Ban Ve Hydropower projects.

- For bidding projects that have completed construction: Complete the final settlement of the VNT-19 pulp mill project, Hoang Hai wind power plant and Dakrinh HPP. For the Bac Me Hydropower project, continue to complete the documents to work with the Court as required.

- For projects under construction: Focus on human resources to shorten the time to complete acceptance documents, and make final payment to recover capital for Work-in-Progress.

**2.7. Investment:**

In 2024, the investment cost for developing the hydropower project has not yet arisen, so the total investment cost implemented only includes the investment cost to improve the capacity of machinery and equipment. Accordingly, after settling the investment value for purchasing equipment, the total value of machinery and equipment actually invested in purchasing during the year is 35 equipment, equivalent to 25.2 billion VND / Plan 39 equipment, equivalent to 52.2 billion VND (including the plan approved by the General Meeting of Shareholders on June 7, 2024, which is 40 billion VND and the additional investment plan to meet the construction needs of the Bao Lac and Thuong Ha hydropower projects according to the contract signed on July 30, 2024, approved by the Board of Directors of the Company on August 20, 2024, with a total investment value of 12.2 billion VND).

**D. 5-YEAR DEVELOPMENT ORIENTATION (2025-2029) AND 2025 PLAN.**

**I. 5-year development orientation (2025-2029):**

**1. General objectives:**

- Expand the business lines to the fields of power transmission lines, transportation infrastructure systems, ports, airports, and high-rise buildings.

- Research and seek investment opportunities for small and medium hydropower projects with capacity $\geq$ 30MW .

- Restructuring the enterprise to suit the new orientation: according to the strategic development orientation for the period 2025-2030, additional subsidiaries will be established to carry out investment and manage the operation of investment projects after completing the research and investment preparation phase; and establishing subsidiaries to be able to expand scale, enhance competitiveness with other companies in the newly added business sector, which is the construction of electrical works, transmission lines and substations, reduce work pressure for the Company's functional departments, increase initiative, and rapidly grow in new construction and installation fields such as power lines and stations, infrastructure systems of ports, airports, and high-rise buildings.

- Complete and promulgate internal management regulations, overcome existing problems in the period of 2020-2024 to improve production and business efficiency at construction sites; motivate employees; ensure the stability and development of the Enterprise.

- Market classification, investor grouping to develop appropriate bidding marketing plans.

**2. Specific objectives:**

- Continue to seek and participate in the construction of items, works and projects that are the strengths of Song Da 5 such as hydropower construction; Improve the capacity to develop the field of wind power, solar power, industrial, irrigation and civil works; Approach and expand the field of construction of traffic works, infrastructure, wharves, transmission lines and transformer stations.

Accordingly, the Company will classify the market and group Investors to develop a suitable bidding marketing plan and operating model (as a main contractor or general contractor for construction and installation), specifically:

+ For the market of hydroelectric construction projects:

(i) Large-scale power projects ≥ 300MW: Joint venture contractor to construct items in the Company's strength or the entire project.

(ii) Hydropower projects with scale ≤ 300MW: EPC contractor, especially projects in the Lao market.

+ For wind power and solar power market: Contractor, general contractor for design and construction.

+ For the industrial construction market: As a general contractor or main contractor for construction of steel mill and thermal power plant projects.

+ For the irrigation construction market: As the main contractor for construction of items in our strengths.

+ For the civil construction market: Main contractor for construction of medium-scale projects.

+ Other markets: Participate as a joint venture contractor, gradually becoming a main contractor or subcontractor participating in the construction and installation segment of infrastructure, transportation, ports, airports, high-rise buildings, power transmission lines up to 500KV voltage level and medium and low voltage transformer stations.

- Strengthen management, supervision and guidance for projects to ensure progress of unfinished projects (especially the Nam Phak project).

- Research plans and participate in investing in areas of Song Da 5's strengths such as small and medium-sized hydropower ≥ 30MW, wind power, solar power based on Power Development Plan VIII and quarries for exploitation and supply of materials.

**3. Main economic indicators for 5 years (2025 - 2029):**

| No. | Indicators | Unit | 2029 | Total 5 years (2025-2029) |
|---|---|---|---|---|
| 1 | Total production and business value | $10^9$ VND | 2,303.68 | 10,624.07 |
| 2 | Total revenue | $10^9$ VND | 2,327.06 | 10,476.34 |
| 3 | Payment to the state budget | $10^9$ VND | 39.68 | 164.92 |
| 4 | Profit before tax | $10^9$ VND | 36.83 | 165.41 |
| 5 | Equity | $10^9$ VND | 951.03 | 951.03 |
| 6 | Total assets | $10^9$ VND | 3,675.78 | 3,675.78 |
| 7 | Dividends | % | 5.0% | 5.60% |

**II. Tasks & Plan for 2025**

**1. Main indicators:**

| No. | Indicators | Unit | 2025 | Remark |
|---|---|---|---|---|
| 1 | Total production and business value | $10^9$VND | 2,046.87 | |
| 2 | Total revenue | $10^9$VND | 1,986.13 | |
| 3 | Payment to the state budget | $10^9$VND | 33.98 | |
| 4 | Profit before tax | $10^9$VND | 30.92 | |
| 5 | Expected dividend rate | % | 7 | |

**2. Key tasks**

- Develop the Company's corporate structure project for the period 2025÷2030 to submit to the Board of Directors and competent authorities for approval as a basis for implementation.

- Complete the settlement of general contracts with the Employers and construction contractors (Complete the settlement of projects with Xekaman 3 Hydropower Corporation, Tuyen Quang, Ban Ve).

- Strengthening marketing and job search bidding to ensure production plans for the following years .

- Focus on directing effectively capital and debt collecting.

**3. Main solutions:**

**3.1. Plan for bidding marketing and job search for 2025:** Strengthening marketing and bidding work to find jobs to ensure production plans for the following years. Specific solutions:

- *For the domestic market:* Continue to seek and participate in the construction of items, works, and projects that are Song Da 5's strengths such as hydropower construction. Approach and expand the construction field of traffic works, infrastructure, civil construction, transmission lines and substations, and airport projects.

- *For the international market:* Continue to collect, research market information on hydropower construction in Lao PDR. Especially for the Xekong 4A & 4B project, regularly contact the Employer to clarify the project bid price.

**3.2. Recovery of Work-in-Progress value and debts:** Implement solutions to speed up acceptance and payment to recover capital and minimize Work-in-Progress value. Specifically:

- For projects with designated contractors that have completed construction: Focus resources on working with the Executive Board and the Employer to finalize the items that have met the conditions (Xekaman 3 Hydropower Plant, Bac Me Hydropower Plant). For the Bac Me Hydropower project, continue working with the Court to provide legal documents and necessary procedures to implement the next steps.

- For projects under construction: Focus on human resources to shorten the time to complete acceptance documents, make final payment and recover capital for unfinished work, especially the Hoa Phat – Dung Quat Iron and Steel Production Complex project.

- Plan for Work-in-Progress value collection and debt collection in 2025. Including:

+ Payment value : 1,986 billion VND.

+ Debt recovery value : 2,208 billion VND.

**3.3. Financial and accounting:**

- Continue to balance and arrange capital in a timely manner for production and business activities in 2025. Expand and build relationships with new credit institutions to ensure diversified capital sources with low borrowing costs.

- Tightly control cash flow, improve capital efficiency for each project and construction site to ensure economic efficiency.

- Reduce business management costs and other costs.

- Participate in the appraisal of the financial capacity and capital sources of the Investors of the projects that the Company participates in bidding to ensure the payment capital of the Project during construction.

- Focus on recovering capital and debts of projects while urging the collection of due personal advances. Develop plans and measures to recover bad debts that have lasted for many years.

- Closely coordinate with Song Da Corporation to collect debts of projects in which the Corporation is the general contractor.

- Auditing and financial transparency: Fully implement the auditing regime and public information disclosure.

- Strengthen support for accounting work at project works.

**3.4. Internal management:**

- Develop and complete regulations on contract assignment and cost management in accordance with the project management model and actual requirements at the unit; Timely issue and supplement sets of norms and contract unit prices for arising work.

- Coordinate with the management of materials and equipment to search and update suppliers to get the most competitive prices, expand the market for purchasing construction materials and equipment to Thailand and Lao PDR to minimize transportation costs.

- Timely perform settlement of labor, materials and fuel.

- Look for partners to rent out unused machinery and equipment to offset depreciation costs.

- Establish working groups to inspect and guide project sites in the management of materials, vehicles, and equipment, cost accounting, and implementation of internal management regulations.

- Continue to analyze production and business efficiency periodically (quarterly, annually) and at the end of the project; inspect the implementation of contract regulations and contract settlement to overcome shortcomings in management.

**3.5. Management of quantity, progress and safety:**

- Strengthen the management of quantity and progress, especially the acceptance and payment collection at the projects.

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

- Timely design and approve key construction measures as a basis for project sites to implement construction.

- Implement construction organization to ensure the quantity and progress targets of the contract.

- Strengthen safety supervision, organize regular safety training for workers to minimize possible safety incidents.

- Manage design work to meet progress, quality and efficiency at Song Da 5 projects as general contractor for design and construction.

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

**3.6. Management of materials and equipment use:**

- Develop a plan for purchasing and using materials to ensure timely supply and efficient and economical use of materials.

- Balance to ensure that motorbikes and equipment meet the requirements of projects, especially Bao Lac A and Thuong Ha Hydropower projects in Cao Bang province.

- Regularly inspect, maintain and repair equipment to ensure working capacity and improve machine efficiency.

- Looking for options to rent or buy warehouses at reasonable costs to replace the current warehouse being rented in An Khanh.

**3.7. Human resource management:**

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

- Contact and work with Vocational Schools and Job Centers to sign training and recruitment contracts to ensure adequate labor supply for the projects.

- Recruit and train new staff in line with the Company's development orientation.

- Continue to plan the team of Project Managers and direct engineers according to the Company's project management model as well as the actual requirements of the work (Especially in the fields of tunnel construction, civil and traffic construction).

**3.8. Risk management:**

- Issue risk control procedures for the company's production and business activities.

- Periodically, every quarter, establish an internal inspection team to work on projects to analyze and evaluate, give warnings about risks in production and business activities and implement solutions to control risks.

**3.9. Investment:**

- Invest in upgrading construction equipment and vehicles to meet the requirements of each project.

- Continue to research options and consider investing in areas of Song Da 5's strengths such as Hydropower with a scale of $\geq$ 30MW.

Above is the review report of the activities of the Board of Directors of Song Da 5 Joint Stock Company for the term 2020-2025; Results of implementation in 5 years (2020-2024) and 2024; 5-year development orientation (2025-2029) and production and business plan for 2025. We hope that shareholders attending the meeting will consider and approve so that the Board of Directors of the Company can continue to lead, manage and operate the Company more and more effectively, building Song Da 5 Joint Stock Company to sustainable development.

Thank you!

***Recipient:***
- As above;
- Board of Directors, Board of Supervisors of the Company (copy);
- Song Da Corporation's Capital Representative Team at SD5;
- Save to Board of Directors and Human Resources.

**TM. BOARD OF DIRECTORS**
**CHAIRMAN**




**Le Van Tuan**